

**BOWSER ADMINISTRATION TRANSITION PLAN ACCOUNTABILITY REPORT
YEAR 1 UPDATE**

AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
EDUCATION	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.	DME	Launched	Multiple metrics – including attendance, literacy, AP enrollment, suspensions, graduation rate, and student satisfaction track this goal. A key effort is the Empowering Males of Color initiative which includes three elements: 1) because high school graduation rates for males of color lag behind their peers, we are opening a high school dedicated to preparing our young men for graduation and college in Fall 2016, 2) because early literacy skills for males of color lag behind their peers, we are providing mentors, trained in developing literacy, to 500 young men through the 500 for 500 program, and 3) because our males of color face significant social and emotional challenges, we are providing Proving What’s Possible grants to DCPS schools with innovative ideas on how to meet student needs.
EDUCATION	Expand SchoolStat, a data-driven performance-management system currently used by DCPS, to evaluate the success of public education policies and procedures across the District (pre-K, K-12, Charter and DCPS, OSSE, UDC, and the Community College), with a focus on specific areas in need of improvement.	DME	Launched	Launched EdStat, a data-driven performance management system to evaluate policies. The Truancy Taskforce started using the EdStat framework beginning in April 2015.
EDUCATION	Prioritize efforts to make the budget process, both overall and at the school-level, more transparent and participatory, to increase the ability of stakeholders to be active and engaged.	DME / OSSE	Launched	DCPS held multiple community engagement sessions to get input about budget priorities for schools a month earlier than previous years, posted meeting notes on line, gathered further input via an on-line website, and posted completed school budgets on-line.
EDUCATION	Prioritize the attraction, development, and retention of outstanding educators and school leaders and support the continued leadership of DCPS Chancellor Kaya Henderson	DME	Done	Retained Chancellor Kaya Henderson. Appointed Deputy Mayor for Education Jennie Niles and State Superintendent Hanseul Kang.

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EDUCATION	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-imagination of the curricular and extra-curricular offerings	DCPS	Launched	Completed construction of Brookland Middle School in March 2015; opened school in August 2015 fully enrolled. Planned for new 6th grade class to start in SY16-17 at what will be the new MacFarland Middle School. The new school building will open in School Year 2018-2019, including grades 7 and 8.
EDUCATION	Increase collaboration between and amongst our public school sectors to ensure the sharing of resources and best practices, by empowering the Deputy Mayor for Education to make recommendations	DME	Launched	Launched Cross-Sector Task Force in December 2015 to make recommendations on how to improve the coherence of public education in DC for parents and increase the collaboration across and among public schools. Learn more: dme.dc.gov/collaboration . Launched planning effort with DCPS and charter LEAs to change the way public schools are paid in SY17-18 so it is the same for both sectors and is based on actual enrollment.
EDUCATION	Launch an initiative to target those schools on the brink of being highly-regarded by parents	DCPS	Not Done	Launched four, new Cornerstone experiences in every grade level to ensure that each student completes the richest educational lessons available and that are designed by the best teachers in DCPS. Awarded \$10,000 - \$50,000 to schools in DCPS' Proving What's Possible Grants to support innovative ideas generated by principals and teachers to increase student satisfaction and close the achievement gap.
EDUCATION	Expand quality early childhood education programs to reach more students at a younger age across the District to ensure that all children are prepared to succeed in K-12 education and beyond.	DMHHS / OSSE	Launched	Launched the Quality Improvement Network (QIN) to improve outcomes for our youngest learners by building the supply of high quality, comprehensive early care and education services and supports.
EDUCATION	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.	Education Cluster	Launched	Launched City-wide STEM Plan which included: (1) First Annual City-Wide STEM Summit attended by 120 teachers, school leaders, STEM professionals, and community members, (2) coding camps at DPR camps across the city in Summer 2015, (3) additional IT and Engineering Career Academies, including two career academies at H. D. Woodson High School in Ward 7, (4) 2 maker spaces in DC libraries, offering high-tech equipment in collaborative environments: the Fabrication Lab for 3-D scanning and printing opened in May 2015 and the Studio Lab for audio recording opened in June 2015.

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EDUCATION	Provide additional resources to chronically underperforming schools in all eight wards, with a specific focus on the 25 lowest performing schools in the District.	DCPS / DGS	Launched	Provided easier access to at risk funds and non-lapsing funds in first budget submitted in March 2015. Allocated at risk funds for investments in underperforming schools, particularly in Wards 1, 4, 7 and 8, including: extended day, arts programming and supplies, and for middle and high school staffing. Our school facilities team addressed a backlog of 1,063 facilities work orders at underperforming schools. To date, 1,004 of the total work orders have been completed. The remaining 59 work orders are Level-1 repairs, which are basic repairs that can be completed by the internal DCPS custodial staff; six to be completed by the trade unit within DGS; and 43 in the contract service units. DGS expects all work orders to be complete by January 2016.
EDUCATION	Prioritize the improvement and expansion of career and technical education opportunities that are aligned with workforce options and expectations in the region	OSSE / DCPL	Launched	Awarded four grants for new NAF Career Academies in DCPS and public charter high schools. Received certification for all seven DCPS NAF Academies in their first year. OSSE submitted federal plan for adult literacy and education to the US Department of Education in March 2015. DCPS plans to launch online learning program for adults to complete high school diploma in 2016.
EDUCATION	Prioritize increased investment in University of the District of Columbia and the Community College	UDC / CC	Launched	Conducted national search and appointed new UDC President. Strategic planning underway which will be finalized by early 2016.
EDUCATION	Ensure that parents are in the best position possible to participate in the process of creating high-quality public schools in every neighborhood, by working to ensure the collection of citywide student and parent satisfaction data from both DCPS and charter schools	DCPS	Launched	Expanded partnership opportunities between teachers and families in regards to student academics through relationship-building home visits. DCPS teachers do this in collaboration with the Flamboyant Foundation. Last school year (2014-2015), DCPS teachers visited the families of over 8,000 students in their homes; that's more home visits than in any other state in the nation. Already, in this school year (2015-2016), our teachers have visited the families of over 8,000 DCPS students in their homes. The DCPS Flamboyant Foundation Family Engagement Partnership was the subject of a program evaluation led by researchers at Johns Hopkins University. The evaluation found that: <ul style="list-style-type: none"> • In DCPS, students whose families get home visits from teachers miss 24% fewer days than their peers who don't get home visits. • Students whose families get home visits have 1.55 greater odds of reading on or above grade level at the end of the school year than their peers who don't get a home visit. Additionally, introduced "The School Choice for Military Families Amendment Act of 2015," to give charter school preference to military families living on a base.

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EDUCATION	Work to double the number of community schools (<i>6 community schools in 2014</i>) in the District in an effort to better meet the needs of all communities	OSSE	Launched	Announced 2 awardees of the District's Community School Incentive Initiative Grant in October 2015. J.O. Wilson Elementary School in Ward 6 and the Latin American Youth Center/Cardozo Community School in Ward 1 will each receive \$175,000 to implement the community schools model.
EDUCATION	Reengage private sector partners and raise an additional \$50 million to support new school reform efforts in the District to better prepare our students for success and make Washington, DC schools a proof point for the nation	DCPS	Launched	Reported record fund raising efforts for DCPS in FY2015, raised \$13.3 million (compared to \$5.7 million in FY2014)
EDUCATION	Support innovative efforts to better educate our students, beginning with a proposal to lengthen the school day for every public school student in the District	DCPS	Launched	Used at risk funds and other education funds to invest in underperforming schools, including: extended day, arts programming and supplies, middle school staffing, and high school staffing.
EDUCATION	Support efforts to provide greater autonomy to high-performing schools and support the development of a more holistic approach to evaluating school success that looks beyond standardized test scores	DME / OSSE	Not done	
EDUCATION	Support the District's shift in the direction identified by the Department of Education to focus more on outcomes for students with special needs, while continuing the progress that has been made on basic compliance and delivery of services.	DDS / OSSE	Launched	Launched DDS Summer Institute for students with significant disabilities. Reorganized to blend oversight of general and special education into one K-12 team focused on outcomes for all students, under the Superintendent for Education. With stakeholder input, OSSE submitted and received US Dept of Education approval of a six-year city-wide special education improvement plan focused on improving graduation outcomes for students with disabilities. OSSE and DDS/RSA launched a cross-agency initiative to improve secondary transition outcomes for students with disabilities.

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EDUCATION	Increase the District's investment in professional development for teachers of students with disabilities, promote cross-sector collaboration on promising practices for closing achievement gaps and raising performance through different instructional strategies, and commit to expanding the District's monitoring of special education beyond simple compliance measures to the development of aggressive goals for improving student outcomes.	OSSE	Launched	OSSE partnered with teachers across the city to expand the common core-aligned DC Lesson Plan Generator, an online tool for developing and archiving lesson plans to assist teachers with differentiating instruction using principles of Universal Design for Learning.
EDUCATION	Committed to mayoral control of public schools and to leading an effort to evaluate the current model of school governance in the District to ensure that all pieces of the school governance apparatus fit together in a way that positions the school system and its students for long-term success.	DME	Launched	Changed reporting lines so that Chancellor reports to the Deputy Mayor, so that the Deputy Mayor has oversight directly over OSSE and DCPS, and liaises with PCSB, UDC, and DCPL. DME also oversees DPR. NAEP scores showed DC and DCPS made historic gains for 2013 and 2015 which confirms that PERAA and Mayoral Control is working. DME is focused on aggressively addressing the PERAA report's concerns about data with OSSE and the lack of coordination across DCPS and charter LEAs with the Cross Sector Collaboration Task Force. Finally, DME will develop a plan for long-term evaluation of DC public education in 2016 which was the PERAA report's final concern.
JOBS & ECONOMIC DEVELOPMENT	Demonstrate that DC is business-ready by reforming business taxes, including our capital gains tax, regulations and licensing fees to bring them in line with our regional neighbors.	DMPED	Launched	As part of the tax reduction package, business franchise taxes were reduced from 9.975 to 9.4% for Tax Year 2015. In September, taxes went from 9.4% to 9.2% for Tax Year 2016.
JOBS & ECONOMIC DEVELOPMENT	Work with the business community and the public to make sure the complex system of fees, fines and taxes are understandable and incentives are consistent to promote responsible business practices.	DCRA	Launched	Created a new rebate program that offers a tax rebate to companies that agree to lease at least 50,000 square feet of office space in the District for a minimum of 12 years. This legislation will help retain DC-based companies like Blackboard, a higher-ed technology firm formed nearly two decades ago in the District that employees many DC residents.

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JOBS & ECONOMIC DEVELOPMENT	Demand that our government agencies are pro-active in their approach to interacting with businesses, including the Department of Consumer and Regulatory Affairs, the Department of Small and Local Business Development, and the Office of Tax and Revenue.	DMPED / DCRA / DDOT	Launched	Implemented ProjectDox permit plan application submission system to ensure information about the permit process, including fees and fines, were documented on one site. This electronic plan submission and review process allows for concurrent plan reviews and electronic plan retention. Plan Review teams now review specific projects based on the scopes of work i.e., small commercial projects, residential construction to speed up plan review times, ultimately accelerating permit issuance time. As a result, the government reduced review timeframes, processed permit applications faster and created a greener paperless process.
JOBS & ECONOMIC DEVELOPMENT	Provide a one-stop-shop, online and on site, that provides up-to-date and easily accessible information and processes for businesses seeking permits, licenses, and other government services and documents. The process will be streamlined to enable a new business owner to obtain a business license in less than one day – and renew it quickly online.	DCRA	Launched	Streamlined the business licensing process to allow customers to apply, renew and pay for all licenses online. Launched the first phase of the DC Business Center, a single sign-on business licensing site that is designed to provide streamlined information on business licensing and incorporation. Learn more: https://business.dc.gov/ . Moving forward, the Center will allow businesses to upload documents for all license categories, including those which require an investigation or inspection, to be processed, approved, paid for and issued online.
JOBS & ECONOMIC DEVELOPMENT	Create a nurturing environment for local startups and small businesses by leveraging city resources to do so – helping support financial, legal and other professional services needs for these small businesses to succeed and provide jobs to DC residents. Muriel will	DMPED	Launched	Announced a partnership with Howard University to establish DC's first Technology and Innovation Hub which will expand the District's growing technology and innovation ecosystem. Joined 1776, a DC-based global technology incubator, to kick off a groundbreaking pilot program. This program will provide high-potential, low-income high school graduates with training opportunities for jobs in the digital economy.

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JOB & ECONOMIC DEVELOPMENT	Elevate the mission of the Department of Small and Local Business Development (DSLBD), not as a business certification center, but as a real resource to connect small business owners to real economic opportunities, informed and relevant training programs and skilled workers in order to grow their business in the District. The reformed DSLBD will provide incentives for companies to share their office space with new businesses and promote collaborative workspace environments to build and grow DC businesses, including incubators and accelerators succeeding today.	DSLBD	Launched	Launched CompeteDC, a four-part program led by the Department of Small and Local Business Development (DSLBD) designed to help Certified Business Enterprises (CBEs) in the real estate and construction industries take advantage of the District's local procurement power, including a bonding course. Additionally, a new website, cbeconnect.dc.gov , helps CBEs better navigate the local government procurement process. The website includes a listing of DC agencies' purchasing power totals, CBE goals, and acquisition plans for FY16, which can also be found in a printed book sent to all registered small businesses in December 2015.
JOB & ECONOMIC DEVELOPMENT	Focus local procurement power to support small enterprises by holding agencies accountable for doing business with qualified small businesses in the city.	DSLBD / DGS	Launched	Hosted the 1st DC Buys event in April 2015, a reverse trade fair that provides the local vendor community an opportunities to market their goods and services to more than 30 DC government agencies. 500 vendors attended the event. The agency repsonsibly for the majority of the government's constructio launched the DGS Small Business Initiative was launched to remove barriers of entry and provide a commercial environment in which SBEs can effectively compete. This initiative sets aside government property-related solicitations of \$3 million and under, to be awarded solely to Small Business Enterprises (SBEs) certified by DSLBD, as prime contractors. Since January 2015, \$35.4 million has been awarded to Small Business Enterprises (SBEs) through this initiative. Additionally, DSLBD developed District agencies' FY16 CBE Expendable goal targets and released the CBE opportunity guide to demonstrate each agency's procurment power and mandated spending targets with CBEs.

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JOB & ECONOMIC DEVELOPMENT	Launch Invest DC to attract and grow new industry sectors in DC through a series of incentives and benefits in order to diversify our economy and create new jobs for DC residents, making DC less dependent on federal government spending.	DMPED	Launched	Conducted Bowser Administration's first trade mission to China in an effort to increase investment in the District, highlight ongoing and emerging partnerships between industries in DC, Beijing and Shanghai. As part of that trip, launched InvestDC, a unique forum that gives District-based real estate development firms and local small businesses an opportunity to pitch their projects and services to Chinese investors in Beijing.
JOB & ECONOMIC DEVELOPMENT	Support innovative industries and entrepreneurship by further bolstering Digital DC offerings.	DMPED	Launched	<p>Launched InnoMAYtion, a month-long initiative to showcase innovative programs that will create jobs, engage residents and position the District as a hub of innovation, including the announcement of a pilot program with 1776 that will provide high-potential, low-income high school graduates with training opportunities for jobs in the digital economy.</p> <p>Assisted in the grand opening of Aquicore, an energy management software company for commercial real estate and industrial facilities and the first grantee to receive a Digital DC Tech Fund grant and move into their office into DC's Technology Corridor.</p>
JOB & ECONOMIC DEVELOPMENT	Support innovative industries and entrepreneurship by appointing the DC government's first innovation officer.	OCTO	Done	Appointed the District's first-ever Director of Technology Innovation, Matt Bailey, who is focused on identifying innovative ways to improve how we live and making government more accountable to residents.
JOB & ECONOMIC DEVELOPMENT	Support innovative industries and entrepreneurship by investing in technology-focused training centers and workspaces.	DMPED OCTO	Launched	<p>Announced a partnership with Howard University to establish DC's first Technology and Innovation Hub which will expand the District's growing technology and innovation ecosystem. Specifically, the District committed \$1M to renovate incubator space on the Howard campus in an effort to foster more innovation, inclusion and equity throughout the community.</p> <p>Renovated the Mobile Tech Lab, a 48-foot converted bookmobile equipped with computers and Wi-Fi that allows Connect.DC to bring the power of technology to neighborhoods across the District. Additionally, Connect.DC provided 97 free computers/tablets to low-income residents; subsidized broadband for 58 residents; and set up 349 new broadband subscriptions.</p>

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JOBS & ECONOMIC DEVELOPMENT	Ensure 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.	DMPED	Launched	<p>Created "OurRFP," a first of its kind community-based request for proposals (RFP) initiative to engage residents prior to developer solicitation. DMPED piloted this new process in two locations: Parcel 42 in Ward 6 and Crummell School in Ward 5.</p> <p>Hosted "March Madness," a pre-solicitation event and part of Mayor Bowser's Pathways to the Middle Class Tour. Four major development opportunities were announced and over 700 people attended the event which focused on engaging all sectors of the development community – from neighborhoods to developers to small business.</p> <p>Finalized a deal on the DC United Soccer Stadium at Buzzard Point in Ward 6, including a Labor Peace Agreement, a major component of the 800 full and part-time job opportunities that will be available to DC residents in the District once the soccer stadium is completed.</p> <p>Completed a deal to purchase remaining land at Walter Reed, a redevelopment project will create 5,000 jobs and over 2,000 units of housing. Through public-private partnerships, the District officially broke ground on this unique and transformative development project.</p> <p>Broke ground on Capitol Crossing, a \$1.3 billion project that will dramatically transform a seven-acre site surrounding the I-395 Center Leg Freeway, reunite the East End and Capitol Hill communities, create 4,000 permanent jobs, and improve the utility infrastructure supporting local neighborhoods.</p>
JOBS & ECONOMIC DEVELOPMENT	Launch the DC First Program to focus government resources, procurement dollars and hiring incentives to bring DC residents, business owners, developers, and community investors together in historically overlooked corridors to work together to foster sustainable, long-term development.	DMPED	To Launch	<p>Cleared a path for Skyland Town Center, a \$265 million development in Ward 7, to move forward. This catalytic project will create a high-quality, long-anticipated retail town center in the heart of Ward 7 and 8 and feature a new urban-format Walmart, neighborhood retailers and restaurants, and over 300 job opportunities for District residents.</p> <p>Announced plans to build a new state-of-the-art Entertainment and Sports Arena at St. Elizabeths East in Ward 8. The \$55M transformative project will generate \$90M in economic impact, create hundreds of jobs for DC residents, and serve as the Wizards' new practice facility, Mystics' home court, and the first 5,000-seat premier entertainment venue East of the River.</p>

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JOBS & ECONOMIC DEVELOPMENT	Create a deputy mayor position responsible for ensuring that greater economic opportunities are delivered to overlooked neighborhoods.	DMGEO	Done	Created the Office of the Deputy Mayor for Greater Economic Opportunity and hired Courtney Snowden and team.
JOBS & ECONOMIC DEVELOPMENT	Work with our federal government partners to identify areas near major transit hubs to invest in new buildings as federal departments continue to consolidate in order to spur new economic development in DC neighborhoods. Keep and attract federal workers in DC by investing in “Live Near Your Work” programs, which help working class federal employees save money by living in the City.	DMPED	Reconsidered	<i>Instead focusing on job attraction and retention in new innovative sectors allows the District to become less reliant on the federal government.</i> While a continued focus to keep federal jobs in the District will always exist, the Administration has focused even more energy on attracting and retaining private job creators by creating an innovative policy which has already allowed the District's largest technology firm, The Advisory Board, to maintain its headquarters in the District, and requires that the company create 1,000 new jobs for DC residents by 2030.
JOBS & ECONOMIC DEVELOPMENT	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, including launching a General Services and Public Works Academy.	DOES / DGS DCHR	Launched	<p>Launched L.E.A.P. (Learn Earn Advance Prosper) Academy program in March 2015 (a more comprehensive General Services and Public Works Academy) which trains DC residents and places them in existing jobs within the District government. Placed 105 DC residents in first year of operation.</p> <p>Created the DC Career Connections Program, an employment and job training program that will serve more than 400 justice-involved young adults, ages 20-24.</p> <p>Revised residency rules in August 2015 to allow residency preference points to be added to a candidate's application once a candidate minimally qualifies for a DC government job. These point values are handled under the JobScience system. Since implementing the new rules, there has been a noted increase in the percentage of D.C. resident candidates being selected for government positions. Hired 3,660 DC residents into DC Government jobs in 2015, 50% of all new DC Government hires in 2015. Historically, only 44% of DC government employees were DC residents.</p>

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JOBS & ECONOMIC DEVELOPMENT	Appoint a Workforce Opportunity Advisor to evaluate and refocus the more than \$100 million spent by the DC 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.	DMGEO / WIC	To Launch	The Career Pathways Coordinator position (same role as the Workforce Opportunity Advisor) was filled in June 2015. DMGEO has the lead on understanding the workforce development programs and how to best place residents into good jobs - and will designate staff accordingly.
JOBS & ECONOMIC DEVELOPMENT	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.	OCA / OP3 / DDOT	Done	Created the Office of Public Private Partnerships (OP3), and hired a new OP3 Director, Seth Miller Gabriel to explore entering into P3s in education, transportation, utilities, and District-owned facilities. Developing a Request for Information (RFI) that would allow DDOT to collect market information to support a value-for-money analysis, including related rules and regulations governing such a partnership.
JOBS & ECONOMIC DEVELOPMENT	NEW: Deter illegal construction practices	DCRA	Launched	Secured admissions from Insun and Jefferson Hofgard on 25 consolidated Notices of Infraction (NOI) at a proceeding before the Office of Administrative Hearings (OAH). The NOIs cover conduct related to illegal house flipping and carry \$301,150 in fines. Increased zoning enforcement staff to ensure new building permit applications for additions and conversions comply with the zoning regulations, including the newly adopted R-4 zone "Pop Up" regulations.
PUBLIC SAFETY	Ensure that all District agencies have fully operational emergency plans that are reviewed and amended on a quarterly basis, as well as regularly tested/drilled.	HSEMA	Launched	Conducted Emergency and Disaster Response Training for the Cabinet and Senior City Leadership
PUBLIC SAFETY	Ensure that all District agencies, particularly MPD, FEMS and HSEMA, are fully equipped and prepared to deal with emergent situations including natural disasters, public health emergencies and terrorist and criminal threats.	OCME ODR	Launched	Hired Mass Fatality Disaster Preparedness Expert and procured grant-funded mass fatality equipment. Surveyed 200 District-owned and leased facilities to identify available and accessible emergency shelters in the event of a mass care disaster.

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PUBLIC SAFETY	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.	DOES MPD OVSJG OVSJG / DHS	Launched	<p>Expanded Summer Youth Employment Program to 22-24 year olds. Of the 13,265 total SYEP participants, 844 were 22-24 year olds. As of December 2015, 246 22-24 year olds have been employed.</p> <p>Extended the Youth Creating Change Leadership program to a year round program, which provides positive law enforcement role models who mentor youth ages 15-20 in select PSAs. The YCC program helps those youth develop leadership skills with a focus on critical thinking, conflict resolution, and supports youth in making decisions to be positive influencers and “change agents” within their respective communities through service. ABC National News featured YCC as a program that is working.</p> <p>Expanded "Show Up, Stand Out" Truancy Reduction Program to 67 schools (up from 35 schools). A reported 70-80% reduction in truancy among program participants.</p> <p>Expanded DHS' PASS diversion intervention to include youth slots for diversion by Court Social Services (CSS) and Office of Attorney General (OAG). This program supports the District's continuum of services available to status offenders, including truants, and low-level delinquency offenders. Increased the District's capacity to enable Diversion Coordinators at DHS to provide viable alternatives to prosecution of young children and their families.</p>

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PUBLIC SAFETY	Focus on opportunities to proactively engage and support young people before violence occurs by creating a confidential crime and violence prevention hotline that can be promoted in schools and utilized by young people across the District.	All agencies DC Trust DYRS	Reconsidered	<p><i>Instead of simply creating a hotline, the Administration established programming and community investment programs to address youth violence prevention.</i> Launched FRESH Summer, targeted programming in 5 PSAs and around the city to provide productive opportunities for the city's young people. Reduced violent crime by 14% in FRESH Summer focus areas. Included in the FRESH Summer programming was a new DDS Summer Institute for students with significant disabilities.</p> <p>Awarded Safer, Stronger Community Partnership Mini-Grants to direct resources to underserved neighborhoods with increases in crime, funding 28 groups for a total investment of \$779,763 in the first round.</p> <p>Launched a Covenant of Peace initiative at New Beginnings, a mediation exercise to stem neighborhood and youth violence. Additionally, held two call-ins for youth in the community to discuss decision making</p>
PUBLIC SAFETY	Increase opportunities that promote community engagement with MPD and all of the District's public safety agencies by convening bi-annual town hall meetings with District residents in all eight wards to ensure District residents have an opportunity to participate in an open and honest dialogue about public safety in their neighborhoods.	EOM MPD	Launched	<p>Hosted the "#IWishYouKnew" Youth Engagement Forum at MLK Library and attended the US Attorneys' Office Engagement Forum.</p> <p>Launched the Community Engagement Academy which allows interested community members the ability to learn firsthand about police operations. Provides all participants with a personal view of the positive aspects and challenges that confront officers on a daily basis. The training program is six weeks long. Participants are exposed to presentations and discussions which range from the Recruit Training Program, Common Policing Scenarios and Challenges, and Juvenile Issues and Youth Investigations to use of Force Discussions.</p> <p>MPD officers participate in monthly Advisory Neighborhood Commission meetings throughout the District, providing updates on crime and strategies for reducing crime. MPD also conducts regular meetings with Citizens Advisory Councils in each of the seven police districts. MPD command staff has participated in numerous neighborhood walkthroughs with the Mayor, Councilmembers and other high-level District government officials to hear directly from residents on their public safety concerns.</p>

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PUBLIC SAFETY	Support Chief Lanier's continued leadership of MPD and work with her to achieve their shared vision of making Washington, DC the safest big city in America.	MPD	Done	Retained Police Chief Cathy Lanier.
PUBLIC SAFETY	Provide the Chief with the resources necessary to recruit, hire, and train as many officers as possible in a responsible way, with a commitment to bring the size of the force to its authorized strength of 4,000 sworn officers as quickly as possible and, when it becomes necessary, propose funding to increase the size of the force to meet the District's growing policing needs, in a way that preserves the quality of officers/recruits and ensures the safety of all District neighborhoods, from those that still struggle with crime and violence, to those that need more police attention due to development and rising populations.	MPD DFS	Launched*	Funded civilianization plan in the FY16 budget, which will move officers from working at desks to back out on the street. Funded an education-based retention incentive for MPD officers at the beginning or end of their careers, the times when officers are most likely to leave. Streamlined recruiting and hiring to enhance efficiency and effectiveness. Asked the Council for the authority to retain qualified police officers to work as civilians with the Department of Forensic Scientists without any impact to their retirement benefits. (Safer Stronger) *awaiting further legislative action
PUBLIC SAFETY	Provide the Chief with the resources necessary to recruit, hire, and train as many officers as possible in a responsible way, with a commitment to hire qualified District residents and increase the availability of resources available for MPD and FEMS training programs at UDC and the Community College.	MPD	To Launch	<i>Instead of simply focusing on higher education programs, the Administration focused on even younger adults.</i> Announced Academy of Public Safety to open at Anacostia High School in August 2016 in partnership with MPD and the Washington DC Police Foundation. The Academy will prepare students for career opportunities in law enforcement, offering a rigorous core academic curriculum complemented by a series of law enforcement electives, mentoring by cadets in the MPD Cadet Academy, and paid summer internships in the law enforcement field. Upon successful completion of the academy course requirements and graduation, students can enroll in the MPD Cadet Academy.

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PUBLIC SAFETY	Support strategies that target the most violent, repeat offenders who cause the most harm to the community.	MPD	Launched*	<p>Introduced "Safer Stronger" in August 2015 - a comprehensive public safety agenda, components of which are still awaiting Council consideration. The proposal includes increasing police presence on streets and in communities as long as necessary, getting tough on the relatively small number of repeat violent offenders who continue to bring harm to the DC community, and providing MPD with the tools and resources it needs to protect neighborhoods.</p> <p>Launched a new drug and major crime strategy in June 2015 with two significant changes to existing tactics:</p> <p>The first was a shift from seven individual vice units to a citywide drug unit under the Narcotics and Special Investigations Division. This centralization allows us to disrupt the drug trade at multiple levels using a team that has advanced training and experience, supported by research, analysis, cutting edge technology, and single consistent management.</p> <p>The second big change is the creation of the new Criminal Interdiction Unit (CIU). The CIU is comprised of highly trained and professional members of the Department that are committed to targeting crime patterns as they emerge. The CIU has been engaged in major operations, with some successful resolutions this month.</p> <p>Launch an interagency Robbery Prevention Task Force that will partner with prosecutors and other public safety agencies to focus on reducing robberies.</p> <p>*awaiting further legislative action</p>
PUBLIC SAFETY	Support community policing and targeted, collaborative efforts that focus specifically on those neighborhoods in most need of dedicated MPD resources.	DCA / DMHHS	Launched	<p>Developed and launched a Community Stabilization Plan to provide support to the families of victims and to engage the community in finding a solution. Implemented 36 times for 180 individuals and families since February 2015. We are continuing to work to expand this program.</p>

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PUBLIC SAFETY	Appoint a Deputy Mayor to focus on issues of specific concern to residents living east of the river, including job creation, housing, transportation, and public safety. <i>(NOTE: This goal exists in the Jobs & Economic Development section, and is only counted once.)</i>	DMGEO	Done	Created the Office of the Deputy Mayor for Greater Economic Opportunity and hired Courtney Snowden and team.
PUBLIC SAFETY	Invest in technology that enables the men and women of the Metropolitan Police Department to do their work in new and innovative ways, specifically by allocating funding for the purchase and use of body cameras and mobile devices, both of which increase officer effectiveness in the field. In addition, the strategic use of body cameras can decrease both the number of police complaints filed and the use of force, thereby increasing the community's trust and confidence.	MPD	To Launch	Deploy Body Worn Cameras to all MPD patrol officers by June 2016, making DC's BWC program one of the most extensive and transparent in the nation.
PUBLIC SAFETY	Work proactively with MPD and community partners to connect domestic violence victims with the services needed to leave violent situations and work to ensure the safety and well-being of domestic violence victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG	To Launch*	Submitted the "Child Victims of Intimate Partner Violence Consent to Supportive Services Amendment Act of 2015" to Council in April 2015. The legislation would help provide juvenile intimate partner violence victims improved access to housing and services. *awaiting further legislative action

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
PUBLIC SAFETY	ADDITIONAL: Work proactively with MPD and community partners to connect sexual abuse victims with the services needed to leave violent situations and work to ensure the safety and well-being of <u>sexual abuse victims</u> , particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG DOC	Launched	<p>Re-launched the ASK and UASK apps that can be used to help in the prevention of sexual assault and provide residents with access to resources in case they are victims of sexual assault. The new app featured improved resources and was translated into eight additional languages.</p> <p>D.C. Jail was found to be 100% compliant with federal Prison Rape Elimination Act standards---involved a comprehensive/system-wide facility audit of USDOJ requirements associated with elimination of sexual abuse in correctional institutions throughout the country (one of only two jurisdictions in the area to be found fully PREA complaint).</p>
PUBLIC SAFETY	ADDITIONAL: Work proactively with MPD and community partners to connect <u>victims of violent crimes</u> with the services needed to leave violent situations and work to ensure the safety and well-being of violent crime victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG	Launched	<p>Launched on-site crisis services for victims of attempted homicide and families of homicide victims, for wrap-around intervention to be initiated while victims and their families are still at the hospital. In collaboration with MedStar Washington Hospital Center, Network for Victim Recovery, Wendt Center for Loss and Healing, DC Forensic Nurse Examiners, and SC SAFE, OVSJG launched a hospital-based crisis response continuum for victims of homicide and attempted murder. The partnership involving law enforcement, health care professionals, lawyers, advocates, and therapists will be among the first of its kind.</p> <p>Established the Victim Legal Network in order to better respond to the civil, criminal, and administrative legal needs of crime victims. 4 groups received initial funding in FY15 and 9 have been funded for FY16.</p> <p>Launched a District-wide Victim Services hotline, with phone, chat, and text features. The Victim Services hotline provides victims of all crime access to 24/7 information, referrals, and crisis intervention in the aftermath of crime.</p> <p>Launched the Emergency and Victim Services Interpreter Bank, which allows OVSJG to provide on-site interpreters who are specially trained in interpreting for trauma victims in crisis to the DC victim service providing community.</p>

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
PUBLIC SAFETY	Support the Chief's efforts to end hate crimes, work to create a comprehensive multi-agency strategy to identify and reduce violence directed towards the LGBTQ community and improve the city's strategic efforts to reduce bullying and ensure all youth can be safe in and out of school.	MPD	Launched	Instituted a training on Public Safety Issues in the LGBT Community. 3,800 MPD officers have taken the online training component and more than 2,800 have completed the subsequent classroom training. The 2015 Professional Development Training will be completed in early 2016.
PUBLIC SAFETY	Improve the administration of the program by preserving the utilization of speed enforcement cameras deployed in a manner that is supportable by data showing a reduction in driver speed and an increase in pedestrian, bicyclist, and motorist safety.	MPD	Launched	Aligned the Traffic Enforcement Program with the Vision Zero Initiative by initiating an external audit. MPD commissioned an outside, independent evaluation of best practices to improve deployments of Automated Traffic Enforcement cameras. The audit confirmed MPD's initial assessment that "in-sourcing" many of the ATE functions was inefficient and ineffective. The ATE cameras will be utilized as a part of the Mayor's "Vision Zero" initiative to reduce traffic fatalities and to make the District's streets safer for all modes of transportation.
PUBLIC SAFETY	Support the upgrade and modernization of MPD Headquarters and police stations across the District to ensure that MPD officers work in an environment that reflects the value of their work and supports their ability to do their jobs effectively.	MPD / DGS	Launched	Security upgrades have been made to most police stations and substations. The Sixth District police station and Youth Division were moved to a state-of-the-art facility at the former Merritt School in 2015. Ongoing renovations to the Seventh District police station and Sixth District police substation will be completed in early 2016. Renovation work to the Fifth District police station has been approved. Committed to retaining the MPD Headquarters at a modernized Henry J. Daly Building.
PUBLIC SAFETY	Hire an experienced, forward-thinking leader with a strong EMS background to improve the department's performance, improve provider and customer confidence, and ensure results.	FEMS	Done	Hired FEMS Chief Gregory Dean, who has a strong background and proven accomplishments in the dual-role, cross-training of Fire and Emergency Medical Services providers in a high performing system.

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
PUBLIC SAFETY	Support the delivery of quality emergency medical services backed by evidence-based data, including providing additional resources to allow for better assessment of service delivery, including the evaluation of patient care indicators and other data that goes beyond merely measuring response times.	FEMS	Launched	<p>Hired a full time Medical Director, Juliette M. Saussy in June 2015, to help reform the agency into a performance-based, medically driven system. For the first time, the FEMS FY16 performance plan includes key performance indicators measuring cardiac arrest survival rates, as well as FEMS providers' compliance with medical protocols for time-sensitive illnesses. The cardiac arrest survival rates are based on national CARES registry standards and so can be compared to other jurisdictions. Additionally, in an effort to improve the District's rate of survival from sudden cardiac arrest, launched Hands on Hearts in order to train residents in CPR. In FY 15, 2,163 residents have been trained in hands only CPR. In FY 16, FEMS will train at least 5000 residents.</p> <p>Trained 1,293 members on the Metro system and rail car familiarization, 76 members in the use of CB-EMIS, and 322 members in Company level drills. FEMS has completed Metro car familiarization training for all eligible operational members. After January 1, FEMS will focus on Metro station familiarization, which will also include the ancillary room and roadway familiarization drill for the Companies.</p>

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
PUBLIC SAFETY	Provide FEMS 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.	FEMS	Launched	<p>Inherited a FEMS with more than 150 vacancies in the ranks of its first responders. FEMS will end the year at about half that number -- 76 vacancies, and with classes starting in 2016 to graduate an additional 60 dual-rolled firefighter EMTs.</p> <p>Lateral class started April 20th for seven single roles members moving to dual role with accelerated FF/EMT class starting on June 1st. The entrance exam was given June 13, 2015.</p> <p>On July 17, 26 firefighter EMTs graduated from the academy. On August 7 and on September 4, six and ten firefighter paramedics respectively graduated from the academy.</p> <p>On November 25, DCFEMS posted an advertisement for hiring 42 firefighter paramedics. First class of 30 will start at the academy in February 2016. On December 18, 15 firefighter EMT cadets will graduate from the academy.</p> <p>Held a firefighter EMT entrance exam for the first time in eight years in June 2015. Over 4000 people took the exam. FEMS is in the process of screening the top 100 applicants on the registry that resulted from the exam. The vast majority of the top 100 applicants are District residents. First class of 30 will start at the academy in January 2016.</p>
PUBLIC SAFETY	Modernize the department's fleet maintenance operation to ensure all of our first responders have access to inspected protective equipment and vehicles.	FEMS	Launched	<p>Consistently have 5 to 10 reserve ambulances available above and beyond the ten additional power shift units that are in service Monday through Friday, since September 2015.</p> <p>Fleet status: One additional ladder truck delivered and in service. Reconditioned 7 aerial ladder trucks to bring them back into service and NFPA compliance. 10 new engines were delivered between October and November. The US Glenn Fire Boat One is back and in service as of April 25th. Refurbishing 15 ambulances.</p> <p>Plan to roll out contract with a third party to provide basic life support (BLS) transport of patients (passed by Council in October 2015)</p>

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PUBLIC SAFETY	ADDITIONAL: Create pathways for returning citizens	DOC	Launched	<p>Instituted a program that allows for face to face visitation. This is an incentive based program, which allows employees with good behavior to have face to face visitation, as opposed to video visitation.</p> <p>Launched In2Work Program for women in the Correctional Treatment Facility (in collaboration with Aramark, DC Central Kitchen, Thrive DC, and Consultants for Change)—those successfully completing the program received the Culinary ServSafe Certification which enhances employability upon release.</p> <p>Launched on-site Work Readiness Program at the DC Jail--eligible inmates preparing for community release participate in structured work readiness, life skills, computer instruction and post release service delivery planning.</p> <p>Conduct monthly town hall meetings with the inmate population sharing information and proactively addressing issues. Staff representatives from security, case management, health services, culinary and facilities maintenance participate in these sessions which provide a forum for the constructive exchange of information on each floor. This is viewed as an operational improvement and will continue moving forward. Staff representatives from security, case management, health services, culinary and facilities maintenance participate in these sessions which provide a forum for the constructive exchange of information.</p>
PUBLIC SAFETY	ADDITIONAL: Re-open the District's DNA Lab	DFS	To Launch	<p>Invested \$8 million in the DNA Lab. Resuming in-house DNA testing in January 2016, reducing our reliance on outsourcing, by being one of the first jurisdictions in the country to utilize the breakthrough DNA software STRmix. STRmix can resolve previously unresolvable mixed DNA profiles, an issue that led to our self-suspension.</p>

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
HOUSING	Improve tax subsidies and cap property tax increases for long-time residents so they aren't priced out of neighborhoods that they helped establish in the first place. A particular focus will be to increase homeownership in Ward 8.	DCHFA	Launched	Produced the following, as a result of DC Open Doors (a program which offers both FHA and Fannie Mae mortgage loan products that provide up to 3.5% down payment assistance to borrowers earning at or below 120% of AMI, which is \$125,580 per year in DC): Total Loans Closed = 203 for \$57,341,111 Total Funded <ul style="list-style-type: none"> • Average Sales Price = \$293,190 • Average Loan Amount = \$282,469 • Ward Breakdown: Ward 1 = 22 (11%); Ward 2 = 10 (5%); Ward 3 = 9 (4%); Ward 4 = 26; (13%) Ward 5 = 33; (16%) Ward 6 = 22 (11%); Ward 7 = 52 (26%); Ward 8 = 29 (14%)
HOUSING	Work with the Chief Financial Officer so that families never again lose their homes over minor or mistaken tax debts.	DISB	To Launch	Assisted 509 homeowners with judicial foreclosures in FY2015 through the Housing Counseling program. Assisted in ensuring financial services companies are treating District residents fairly by taking action for them through the Consumer Complaint Resolution program. In FY15, DISB returned \$752,037 to District residents through the program (\$565,024 in FY14). Additionally, by assisting distressed homeowners with mortgage loan modifications, DISB estimates its actions will save District residents approximately \$1.2 million over the life of their loans and possibly saving their homes from foreclosure.
HOUSING	Double the amount of down-payment assistance under the Home Purchase Assistance Program (HPAP) program from \$40,000 to \$80,000 so that more families can realize the American dream of owning their own home.	DHCD	To Launch	Create reinvigorated homeownership initiative (link to Home Purchase Assistance Program (HPAP), Single Family Rehabilitation Program, Lead Safe Washington Program, housing counseling and other development of homeownership projects)

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
HOUSING	Refocus DCHousingSearch.org to include all affordable housing in the District, allowing residents to find homes and access government resources to get and stay in those homes. This system will ensure that housing units subsidized by the government, including those built on public land or required by inclusionary zoning regulations, and the application requirements are easily accessible. The search tool should be made available across the city at libraries and recreation centers, but should also be accessible by phone.	DMPED	Not Done	
HOUSING	Focus greater public subsidies on mixed-income developments coupled with greater accountability and clear delegation of responsibility to the agencies tasked with realizing these projects, at the same time, committing to taking better care of existing subsidized housing that residents are living in, while the New Communities program is refocused.	DMPED	Launched	Appointed a New Communities Initiative (NCI) Director who is helping to implement the first full-scale public housing development in the country that is completed without displacing low-income residents from their neighborhood. Initiated Phase 1 of Barry Farm and Park Morton redevelopment.
HOUSING	Restructure reporting lines so that all agencies with affordable housing budgets are coordinating, sharing best practices and working together to meet the demand for affordable and subsidized housing.	DHCD	Launched	Established the 18-member DC Housing Preservation Strike Force in October 2015. The Strike Force is charged with developing an action plan to preserve the District's existing affordable housing covenants set to expire by 2020.

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
HOUSING	Commit to ending family homelessness by 2018, by investing greater resources in preventing homelessness, such that families don't have to enter the homeless system to access needed services and housing, and by producing quality affordable and subsidized housing options for these families, including rapid rehousing and permanent supportive housing.	DHS DCHA / DHS DCOA / CFSA	Launched	<p>Provided District families who would have otherwise been out on the streets have year-round access to shelter, beginning in April 2015. (In recent years, all families would have had to wait until hypothermia to receive the safety of shelter.) Began offering robust prevention services to families at risk of experiencing homelessness, beginning in Sept 2015. Changed the law to allow the District to offer short-term interim eligibility placements to families when shelter eligibility cannot be immediately determined.</p> <p>Employed a team of 5 Housing Navigators to increasing the ability and capacity of the homeless system to quickly connect families to housing opportunities. As a result, increased the number of exits from the family shelter system from 876 in 2014 to 1,014 in 2015.</p> <p>Expanded services for youth, including opening the Wayne Place Project in March 2015, a new transitional home for 42 young men and women between the ages of 18-24 who might otherwise be homeless, helping build the skills they need to be self-sufficient.</p> <p>Deployed new Targeted Affordable Housing resources to enhance housing continuum without interrupting permanent affordable housing options. Up to 545 vouchers available.</p> <p>Opened Genesis, an intergenerational housing model for teen mothers and seniors.</p>
HOUSING	Commit to finding long-term solutions for would-be homeless families and individuals before turning to a shelter, developing smaller shelter alternatives, and, ultimately, closing DC General.	DMHHS	Launched	Took concrete steps to close DC General - by developing a plan that will replace the DC General with small, dignified emergency family housing across the city.
HOUSING	Implement an integrated human services case management system that ensures a pro-active approach to providing human services, so we can identify those among us most at risk of becoming homeless before homeless services are needed.	DMHHS / DHS	Launched	Opened the H Street Service Center in April 2015 and serves customers daily. Continue to work on process improvements, including by eliminating wait times for the TANF employment program.

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
HOUSING	Review the organizational structure of the human services agencies to evaluate whether the District could be providing human services in more efficient and effective ways, based on best practices from other jurisdictions and even within the District government, including whether the service models, including service centers, are best equipped to deliver the District's full range of human services or if alternative options would enhance services for District residents.	DMHHS	Launched	Hired consultant to conduct a comprehensive review and identify opportunities for improvement. These included the No Wrong Door implementation grant and unified case planning through CFSA, DBH and DHS.
HOUSING	Work to fully implement the Interagency Council on Homelessness' strategic plan to end homelessness by 2025.	DHS	Launched	Released HomewardDC, a strategic plan to end homelessness including plans to: 1. Finish the job of ending homelessness among veterans by the end of 2015; 2. End chronic homelessness among individuals and families by the end of 2017; and 3. By 2020, any household experiencing housing loss will be rehoused within an average of 60 days or less. Implementation is underway, including increasing housing placement rates in FY15 for veterans and chronically homeless persons - 1,300 unaccompanied adults, including 700 veterans. Made historic investments in the FY16 budget to support the plan.
TRANSPORTATION	Adopt "Vision Zero," a transportation safety approach that focuses on key areas including engineering, education, enforcement, and policy formulation, to eliminate dangerous behavior on our roadways, in all communities. The goal of "Vision Zero" is straightforward: reduce serious injuries and fatalities on our streets to zero by 2024.	DDOT	Launched	Initiated implementation of Vision Zero Action Plan in December 2015. Vision Zero outlines the strategies, timeframes, and agencies responsible for implementing programs to improve traffic safety regardless of where or how travelers move throughout the District. The plan serves as the playbook for the first years of the initiative and incorporates legislative and regulatory proposals already released by the Administration.

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
TRANSPORTATION	Designate a senior DDOT official to be the agency's Transportation Equity and Inclusion Officer, in order to ensure that the District's policies and plans make accessibility a priority.	DDOT	Launched	Designated Greer Gillis to be the Transportation Equity and Inclusion Officer. Moving forward, a permanently hired employee will work to promote equity and inclusion in the planning and delivery of transportation projects and services, and in employment opportunities.
TRANSPORTATION	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.	DDOT	Launched	Conducted 16th Street NW Transit Priority Study: The data-screening portion of the project is complete and DDOT has developed four potential bike lane solutions. Further planning and analysis along with public engagement will determine a preferred alternative in the winter of FY16. In FY16, the agency plans to conduct a study on low cost transportation for underserved areas in the District of Columbia, to include, but not limited to Wards 4, 5, and 8. Additionally, complete accessibility improvements to 51 high-priority bus stops identified by WMATA.
TRANSPORTATION	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.	DDOT	Launched	Consistent with the direction provided by the DDOT Director and Secretaries from Maryland and Virginia, the Washington Metropolitan Area Transit Authority (WMATA) Board of Directors approved a FY 2016-2021 capital program in June 2015 that includes the purchase of 220 new 7000-series railcars to replace the less-reliable 5000 series. Included \$323.4 million to fully fund the District's contribution to WMATA to prevent increases in fares or service reductions to Metrorail and Metrobus service. Funded railcar purchase in the District's FY 2016-2021 capital program, rather than participating in WMATA's financing. DDOT is working with OBF and OCFO to determine the best way to fund these railcars in the FY 2017-2021 capital program.
TRANSPORTATION	Lead a comprehensive assessment of the DC Streetcar project to learn from missteps made, correct planning and operational deficiencies by reforming the District's procurement apparatus, and responsibly and confidently move forward with an expansion of streetcar service in a way that meets the needs of District residents and visitors.	DDOT	To Launch	Announced the start of Pre-Revenue Operations (PRO) for DC Streetcar as DDOT prepares the system for safety certification to carry passengers. PRO, which simulates service along the corridor without passengers, began in December 2015 along H Street NE and Benning Road NE. Upon successful completion of the PRO, the passenger service for H Street/Benning Streetcar Corridor will be launched in early CY2016.

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
TRANSPORTATION	Continue efforts to expand bicycle lanes throughout the District to ensure that bicyclists have a safe space to ride and pedestrians and drivers alike have more predictable streets and traffic patterns, including by expanding the Capital Bikeshare program to more neighborhoods, including those that have been historically underserved by public transit, by increasing educational outreach to promote bicycle safety, and by dedicating the appropriate resources to complete the Metropolitan Branch Trail (MBT).	DDOT	Launched	Added over 4 miles of bike lanes and 5 new bikeshare stations. Ordered 40 additional bikeshare stations to be installed in 2016, guided by the first Capital Bikeshare Development Plan. Completion of the major expansion of Capital Bikeshare system is expected in Calendar Year 2016. Metropolitan Branch Trail Preliminary design is 70% complete. DDOT will pursue a Design-Build approach for the Fort Totten to Brookland section beginning in 2016. DDOT will also work to implement trail upgrades on the existing NoMa and Brookland sections. Additionally, the South Capitol Street Bike Trail will be expanded in CY2016.
TRANSPORTATION	Create Seniors on the Move, a District-wide initiative designed to ensure the District's Seniors are aware and can take advantage of the new and exciting transit options that are making District neighborhoods more accessible than ever before. Additionally, work with the Office of Disability Rights (ODR) to ensure that residents with disabilities are also able to enjoy the expanding transit options available in the District.	DMHHS / DDOT / DCTC	Launched	<p>Provided more than 47,000 taxicab trips through TransportDC for customers who would otherwise use MetroAccess, including seniors and residents with disabilities. Since the taxicab trips cost the District \$28 per trip while MetroAccess costs over \$50, the program has saved the District over \$1 million in FY 2015. DDOT is working with DCTC to set the correct targets to ensure that the program maximizes cost savings, grows the taxi fleet, and provides a convenient transportation option for the District's senior residents and those with disabilities. Ensured that the District's taxi fleet now has one of the highest ratios (6% in FY15, 12% planned for FY16) of wheelchair accessible vehicles to total population among major American cities.</p> <p>Additionally, completed the Age-Friendly DC Task Force Report and will work to integrate policy recommendations into agency work plans and programs, including determining how to consolidate programs to improve efficiencies.</p>
TRANSPORTATION	Utilize public private partnerships to expedite major infrastructure projects.	OP3 / DDOT	To Launch	Developing a Request for Information (RFI) that would allow DDOT to collect market information to support a value-for-money analysis, including related rules and regulations governing such a partnership.

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AREA	PRIORITY	AGENCY	STATUS 2015	UPDATE 2015
TRANSPORTATION	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.	DDOT	Done	Appointed Leif Dormsjo in March 2015 to be an innovative leader to guide DDOT as it increases focus on meeting the basic needs of District residents, including sidewalk improvements, alley repairs and street paving needs, while exploring cutting-edge ways to increase transit options for all who visit, live, and work in the District. DDOT has made progress this year addressing fundamentals like pothole and alley repairs and street resurfacing.
TRANSPORTATION	Create a Parking and Congestion Task Force to identify and recommend legislative and regulatory solutions to ease congestion and address the long-term parking needs and concerns of District residents and visitors. (e.g. accommodating parking near city churches). The Task Force will look at best practices employed by jurisdictions in the region, and across the country, to make sure that District efforts are current and evidence-based.	DDOT	Reconsidered	<p><i>Instead of creating a new Task Force, the following actions have been taken to ease congestion and parking constraints:</i></p> <p>Enhanced traffic signal operations by developing and implementing special timing plans for special events and emergency response, as well as coordinating signal timing during normal operation. Increased the number of networked parking meters and payment options.</p> <p>DDOT began the 16th Street Transit Priority Study in Spring 2015 to explore solutions to alleviate congestion by improving transit performance along a critical section of the corridor. Over the summer and fall, DDOT has gathered existing conditions data, and began stakeholder engagement. DDOT held several public engagement meeting and established a citizens advisory group to better understand the concerns of the stakeholders. This engagement and data collection was used to developed three draft alternatives aimed at improving transit reliability and throughput along this corridor. Each alternative examined physical, transit service, and traffic operations improvements such as bus stop consolidation, transit lanes and transit signal priority. A preferred alternative will be presented at the public meeting scheduled for January 21st.</p>

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				<p>In FY 2015, DDOT began stakeholder engagement processes in three neighborhoods to develop comprehensive parking and curbside management plans. We met with stakeholders from Georgetown, DuPont Circle and Eastern Market neighborhoods in the Fall of 2015. Through discussions with both business and residential stakeholders in these areas, we identified issues and data needs, developed new data collection needs, developed data sources, analysis tools, and methods, and began to identify started to build a solutions framework. We are currently in the process of collecting curbside parking occupancy and turnover data in these neighborhoods (and in NoMa). DDOT will use this new information to formulate analyze the data and provide a toolbox of curbside management options to consider for stakeholders' consideration, review, and comment. This public input will inform citywide changes to existing programs that may require legislation and new regulations.</p>
TRANSPORTATION	<p>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.</p>	DDOT	Launched	<p>Restructuring of DDOT is on-going. Once legislative changes are fully approved, the structure will provide a new approach to project delivery, implementation of transit infrastructure, and include an equity and inclusion office. Regardless of legislative approval, the agency will continue implementation of the moveDC plan.</p>

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TRANSPORTATION	Encourage and promote transportation innovation by convening a working group comprised of transportation policy experts, thought leaders, inventors, and local residents, to identify efficiencies and technologies that can be utilized to expand and improve transportation access, including mobile application advances, roadway design, and the expanded use of electric vehicles to provide safe, efficient and cost-saving services to District residents. These efforts will also focus on climate action and ensuring that the District is leading the way in reducing carbon emissions and incorporating green technology into future planning.	DDOT	Launched	Organized a series of “hackathons” utilizing its data throughout the year. This is a full-day event that brought together civic hackers, transportation experts and residents to develop innovative solutions to DC’s transportation challenges. DDOT held its first hackathon in May during InnoMaytion using multi-modal data. DDOT is planning a Vision Zero Hackathon in January 2016.

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ENVIRONMENT	Lead efforts to develop a modern, comprehensive, innovative energy policy that ensures District residents and businesses have the best service – and the lowest rates – from reliable sources of energy, with the smallest environmental footprint possible.	DOEE	Launched	Established the “Urban Sustainability Administration” within the DOEE in February 2015 to manage cutting edge, multi-agency and public-private initiatives to make the District the healthiest, greenest, and most livable city in the nation. Launched the Smarter DC Challenge to help District businesses and organizations (114 private and public sector partners in year one) identify and implement smart sustainability measures. Strengthened the sustainability of economic development projects with its green building team and through a leadership role in the District’s three EcoDistrict sites. Solidified position as a leading city on climate change, including receiving C40 Cities Award for Global Leadership on Climate Change in December 2015. The award highlighted the District's 2015 wind power deal, supplying 35 percent of the District government’s electricity with wind power -- the largest wind power deal of its kind ever entered into by an American city, projected to save District taxpayers \$45 million over the next 20 years. Announced the District's 20-year Power Purchase Agreement (PPA) executed in 2015, which, combined with another under negotiation, will deploy roughly 13 MW of solar photovoltaic systems on District-owned roofs and parking lots, representing the largest municipal onsite solar project in the U.S., saving District taxpayers more than \$45 million over 20 years, employing more than 140 people, and hedging against energy price increases and volatility. The District achieved a 664.17% increase in alternative fuel usage and a 33.14% reduction in petroleum fuel usage for District Govt equipment utilizing DPW fueling stations in FY15.
ENVIRONMENT	Ramp up programs and policies that encourage and incentivize the use of solar technologies, particularly by middle and low-income households.	DOEE	Launched	Increased the use of clean and renewable energy in the District through the Solar Advantage Plus Program (SAPP). DOEE implemented a successful residential solar program that provided for the purchase and installation of solar photovoltaic (PV) systems on the homes of low-income at no cost to the homeowner. The program, referred to as “130 roofs in 250 days” was implemented in collaboration with the DCSEU. As of September 30, 2015, a total of 137 homes, mostly in Wards 7 and 8, received a solar PV system, fully interconnected to Pepco’s Distribution grid.
ENVIRONMENT	Work with community partners, both public and private, to aggressively expand the District’s urban tree canopy efforts with the goal of planting the requisite number of trees five years ahead of schedule.	DOEE	Launched	Hosted a tree summit in December 2015, and announced funding to kick off the Canopy 3,000 initiative - goal being to plant an additional 3,000 trees on public and private property in 2016.

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ENVIRONMENT	Require the inclusion of greening initiatives in all economic development proposals to maximize opportunities for job creation and economic growth in the District.	DOEE	Launched	Played an active role in discussions about the opportunities for greening major development projects in the city, including Buzzard Point and St. Elizabeths. DOEE will continue to encourage and facilitate an increase in Voluntary Remediation Action Program applications and support redevelopment of petroleum contaminated properties at Leaking Underground Storage Tank (LUST) sites. Launched Green Pathways, a one-stop website connects residents to full and part-time green jobs and internships. Recruited and trained 51 volunteer Ambassadors, who along with Sustainable DC staff, participated in 127 outreach events across the city.
ENVIRONMENT	Implement the brownfields tax incentive, approved by the Council in 1999, tailoring deployment so as to advance cleanups that would not have otherwise happened.	DOEE	To Launch	Ongoing review of definitional problems that exist in the brownfields tax incentive legislation, such as the liability of the new owner, water quality standards, cleanup standards, and covenants against future use of the property, so as to ensure property owners are able to utilize the incentive program.
ENVIRONMENT	Ensure cross-agency and cross-government collaboration to accelerate the return of this important and iconic waterway to DC residents, and provide agencies with the resources and support necessary to complete the Anacostia Riverwalk Trail.	DOEE	Launched	Formalized the Leadership Council for a Cleaner Anacostia River to support the agency's efforts to address contaminated sediments in the Anacostia River - several meetings took place in FY15, and quarterly meetings are scheduled for FY16. Additional steps taken to protect the river, include: largely completed the Anacostia River Sediments remedial investigation (with more than 800 samples processed); installed 714 rain barrels (348 prior yr), conducted 6,932 inspections of stormwater management erosion/sediment control (4891 prior yr), conducted 552 bag law inspections (401 prior yr), piloted the integration of the Environmental Literacy Framework in eight model schools (one in each ward)

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ENVIRONMENT	Improve the District's sustainability (specifically to improve the District's Siemens rankings of the District, from 8th most sustainable city in North America in 2011) by focusing on the implementation of environmental policies and practices that reflect the best practices of urban jurisdictions around the world, conducting a top to bottom sustainability audit of District government to realize tangible gains within her first 100 days in office, and ensuring that all DC agencies are in compliance with the District's environmental laws by designating a Sustainability Officer to coordinate compliance efforts.	DOEE	Launched	Designated DDOE Director as the District's Sustainability Officer. Completed and released the Sustainable DC Progress Report (April 22, 2015). Finalized a DC government survey and released the sustainability assessments to District agencies within the first 100 days of the Administration. The all-staff assessment received feedback from over 4,500 District employees. Currently, analyzing the results to learn how to improve the sustainability of government operations.
ENVIRONMENT	Promote and expand efforts to make the District a zero waste city, which will result in both economic growth and a reduction in carbon emissions and toxins	DOEE / DPW	Launched	Hosted a Waste Summit in April 2015 -- a forum to engage DC employees, residents, businesses, and environmental advocates (150 attendees) on waste and recycling in DC, initiatives underway, and some of the best practices in other jurisdictions throughout North America. The engagement will help in the creation of the "Path to Zero Waste", to be released in 2016. Established the DPW Office of Waste Diversion which supports the Sustainable DC Plan Waste Actions. Improved and maintained a residential recycling diversion rate that is greater than 27% for the second consecutive year. Recruited two waste analysts (one based at DPW, one at DDOEE) to focus on innovations in waste policy that will lead the District to becoming a zero waste city. DOEE increased bag law inspections and extensive conducted outreach throughout 2015 in preparation for implementation of 2016 foam ban.

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ENVIRONMENT	Create a neighborhood-based Green Space Task Force to identify 1) existing green spaces in need of modernization and/or improvement and 2) new District-owned spaces (unused land) that can be utilized for innovative purposes, like community gardens.	DOEE	Reconsidered	<i>Instead of creating a additional Task Force, the Administration set to work creating additional green space.</i> Updated the District's State Wildlife Action Plan, a comprehensive ten year conservation strategy for wildlife that identifies species of greatest conservation need, habitats, threats to habitats and species, and actions to minimize those threats. The plan has been submitted to the US Fish and Wildlife Service for formal approval - and will help increase green space in the District. In accordance with the Wildlife Action Plan, DOEE is encouraging native meadow and early successional habitat restoration, and is implementing a meadow restoration project at the cloverleaf at the North Capitol and Irving Street off-ramps. Additionally, 200 acres of District landscape was retrofited with green infrastructure in FY15, including complete installation of the largest low impact development retrofit in the District (RiverSmart Washington - 27 acres) and completion of Linnean Park stream restoration.
ENVIRONMENT	Increase funding for repairs and improvements to public parks and playgrounds to encourage health and fitness District-wide and ensure the safety of all District residents who utilize the District's recreational facilities, particularly children and young adults.	DPR	Launched	Invested \$115 million in capital funds over six years for recreation centers, parks and pools in the FY16 budget.
ENVIRONMENT	Increase the resources available to District agencies to combat quality of life issues like rodent infestation, to ensure that the District remains among the healthiest, most livable and enjoyable cities in America.	DOH	To Launch	National Park Service (NPS) owns 42 % of the land and property in the District. Plan to enter into agreement with the NPS that provides DOH the authority and funding to inspect and bait NPS property.
ENVIRONMENT	Demonstrate the leadership needed to make the District "climate ready."	DOEE	Launched	Created a vulnerability assessment and the final adaptation and preparedness plan for making the District more resilient to the future impacts of the climate crisis. Completed and released a study of current and future climate change impacts on the District, the first step in developing a citywide climate change adaptation and resilience plan. A draft of the plan will be released in early 2016. Substantially enhanced the Environmental Emergency Response Program with the formation of a response team, increased training, and additional equipment.

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HEALTH & WELLNESS	Fully fund Health in All Policies (HiAP) related work and policies and promote cross-agency collaboration to eradicate health inequities in the District.	DOH	Launched	<p>Established the Office of Health Equity and began collaborative efforts across the government, including (1) implementing a “No Wrong Door” experience in long-term care supports and services, as funded by a three-year, \$725,000/year grant to DDS, (2) training for more than 5,000 persons through ODR’s comprehensive disability rights education program.</p> <p>Launched the District’s Wellness Program, as led by a group of Wellness Leaders from each agency, coordinating and tracking healthy onsite activities in coordination with the District’s healthcare vendors.</p> <p>Launched Health Homes in December 2015, a service delivery model that focuses on providing comprehensive care coordination centered on improving the management of chronic behavioral and physical health conditions. Health Homes develop and organize person-centered care plans that facilitate access to physical health services, behavioral health care, community-based services and supports for persons determined eligible for Health Home services by the Department of Behavioral Health.</p>
HEALTH & WELLNESS	Increase the amount of local funds dedicated to preventing and treating HIV/AIDS in the District, with a particular focus on efforts to promote testing and encourage treatment across all populations.	Ongoing	Launched	Set a bold goal of 90-90-90-50 by the year 2020: meaning 90 percent of DC residents with HIV will know their status, 90 percent of persons living with HIV will be in treatment, 90 percent of persons with HIV will achieve viral load suppression, and the District will see a 50 percent decrease in new HIV cases
HEALTH & WELLNESS	Utilize the best practices of other jurisdictions including San Francisco and New York, to create a Board of Health that will be responsible for advising the Mayor and the agencies under her lead jointly responsible for health and wellness, on policies and regulations that best serve the community.	DOH	Reconsidered	<i>Instead of creating a new board, the Administration is evaluating the efficacy and missions of the many health boards and commissions currently in existence.</i>

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HEALTH & WELLNESS	Promote healthy living and reduce the incidence of chronic diseases, with the launch of FitDC, a government-wide initiative to comprehensively assess the District's efforts to promote healthy living and encourage District residents to be fit and healthy. The effort, to be led collaboratively by the EOM, DPR, and DOH, will compliment and bolster Live Well DC, but also focus on promoting access to parks and other recreation and sporting facilities, to ensure that all District residents who desire to lead a more healthy and active lifestyle have the ability to do so.	DOH / DPR / EOM	Launched	Kicked off FitDC: selected ward-based coaches and led a walk in each of the eight wards. Announced Second Annual Fresh Start 5k for January 1.
HEALTH & WELLNESS	Empower innovative and experienced public health leadership at the helm of the Department of Health to work closely with our federal partners as well as local government agency heads and private-sector partners, 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.	DOH	Done	Recruited DOH Director Laquandra Nesbitt, a leading public health expert, who has previously worked in the District.
HEALTH & WELLNESS	Bring together community stakeholders from the public and private sector to develop a long-term strategy to support the Districts safety net hospitals.	DMHHS	To Launch	Facilitating a process toward the financial stability of UMC.

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HEALTH & WELLNESS	Improve mental and behavioral health in the District, with a particular focus on the provision of mental health services to children and young adults, by targeting for investment those communities in which there exists a shortage of mental and behavioral health providers, expanding the number of community schools in the District to ensure broader availability of mental and behavioral health services for children and young adults in settings other than hospitals, clinics, and mental health facilities, and concentrating on the reduction of barriers to access to care including affordability, awareness, and stigma.	DBH	Launched	Implemented new certification regulations for substance use disorder providers enhancing quality of care and reducing costs through Medicaid billing. Additionally, SAMHSA's Center for Substance Abuse Treatment awarded DBH a \$9million grant over three years starting September 30,2015 to provide outreach services to chronically homeless individuals including homeless veterans with mental health and/or substance use disorders. DBH is working with the ICH to serve a total of 300 people per year with help obtaining required documents and benefits, support for job readiness and referral to appropriate treatment and support. Expanded the school mental health program to eight new schools—four DCPS and four Public Charter schools. This expands the total number of public schools from 56 to 64—44 DCPS and 20 Public Charter.
HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by working to bring the District's rate of infant mortality below the national average.	DHCF / DOH	Launched	Implemented new billing procedures to better monitor the quality of well-child visits. Additional efforts to reduce infant mortality, include: 1) continuous support of the work of the Home Visiting Council; 2) improve the preconception health and well-being of women of child bearing age through promotion of preventive health care and reproductive health plans via the DC Healthy Start Program; and 3) expand participation in Safe Sleep workshops through community outreach and engagement with community providers.
HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by promoting innovative policies and programs to end food insecurity, including targeted efforts to increase the availability of healthy food options in underserved communities.	DOH	Launched	Hired a Food Policy Director. Expanding healthy food access to low income District residents by increasing opportunities to secure locally-sourced fresh produce in FY16.

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HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by ensuring the adequate provision of healthcare services to immigrant families.	DHCF	Launched	<p>Established new Managed Care enrollment rules for beneficiaries deemed eligible for the Immigrant Children Program (ICP) in April 2015. ICP beneficiaries' enrollment in Managed Care will be effective the first day of the month of receipt of their medical application – this new process ensures immediate access to medical services through Managed Care.</p> <p>Established a Pharmacy and Therapeutics (P&T) committee in 2015 to provide professional oversight of the Alliance pharmaceutical drug formulary. The Committee helps ensure that the Alliance formulary is up to date and provides appropriate coverage to cost effective medications.</p>
HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by supporting the continued improvement of DC Health Link and the programs administered by the Department of Health Care Finance (DHCF).	HBX	Launched	Launched an outreach and communications campaign to enroll hard-to-reach uninsured District families and residents and achieve the goal of universal health insurance for all. The campaign employs multiple tactics to engage community partners and enlist their support to spread the word and help others get coverage. HBX will continue working during the open seasons to reach the remaining 3.0 percent uninsured in the District.
HEALTH & WELLNESS	Increase funding for healthcare-related job and career training to equip more District residents with the knowledge and skills required to take advantage in the healthcare services industry.	DOES	To Launch	Partnering with Unity Healthcare in order to expand their current healthcare job training program to train more DC residents for healthcare jobs currently available and projected to be available in the industry.
HEALTH & WELLNESS	Create a Healthcare Employment Opportunity Council to advise the Mayor about the best strategies to ensure that District residents are fully prepared and able to meet the growing needs of area hospitals and healthcare providers.	WIC	Not Done	
GOOD GOVERNMENT & FULL DEMOCRACY	Commit to holding government officials and public sector employees to the highest standards.	All	Launched	Conducted background checks on all appointees in the Bowser Administration. Ethics trainings were provided for appointees.

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GOOD GOVERNMENT & FULL DEMOCRACY	Commit to making our local government one of the most accessible systems in the country.	DMPED / DCRA / DDOT DCTC DMV	Launched	<p>Created the Public Real Estate Project Pipeline which provides residents, businesses, and community stakeholders with real time updates on the status of real estate projects located across the District of Columbia. Launched the Business Advisory Group to engage the business community on how to make DC government regulatory bodies more efficient when interacting with businesses, including creating an automated process for performing a Clean Hands Certificate. The government will continue to review and simplify licensing and permitting processes; enforcement and inspection processes.</p> <p>Eliminated a two-year backlog of public complaints and re-engineered the complaint process to track cases in real-time; thereby established such public trust that complaints pertaining to private operators (ie, Uber, Lyft) are being submitted.</p> <p>Launched an online ticket appeals submission process in September 2015, providing residents the convenience of submitting an appeal online without an in-person visit. This also helps reduce the wait time for those individuals who are conducting transactions with the DMV that requires an in-person visit to our location.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Launch OpenDC, a practical solution to opening access to government data and information in order to collaborate with public and private sector innovators in setting budget priorities, tracking city service requests and procurement dollars, monitoring infrastructure and other development projects.	OCTO	To Launch	Unveil OpenDC policy, tools and rollout plan in January 2016.
GOOD GOVERNMENT & FULL DEMOCRACY	Implement an open budget system that relies on public input before agency heads propose their priorities and hold agencies accountable for the investments made by opening the budget and the budget process to all.	OCA	To Launch	Contracted with OpenGov to build a DC budget accountability tracking tool, slated for public release in early 2016.

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GOOD GOVERNMENT & FULL DEMOCRACY	Implement Data-driven Performance Management Accountability, specifically performance goals tied to budget priorities for all city agencies.	OCA	Launched	Created the position of Chief Performance Officer in the City Administrator's office, including performance team which will unveil a performance plan tracking tool alongside FY17 budget formulation process in 2016. The performance team has restarted the CapStat Program with a new fresh vision and a revitalized purpose. Since the start of the Administration, there have been six CapStats. Going forward, there will be two CapStats per month.
GOOD GOVERNMENT & FULL DEMOCRACY	Overhaul procurement to provide greater openness and accountability in our procurement system as well as targeted resources to help the small business community.	OCP	Launched	Posted all contracts awarded in Q1 of FY15 online. Plan to create a more user-friendly, searchable database in FY16. Completed comprehensive FY16 acquisition planning process that identified \$4.4 billion worth of acquisitions funded by federal, local, and capital funds from 76 agencies in a report issued to small businesses and the public - available on cbeconnect.dc.gov. Revamped the Procurement Training Institute, training 50 personnel in FY15, utilizing certification curricula developed in partnership with George Washington University. Launched the Procurement Accountability Review Board (PARB) in June 2015 and held two additional meetings in October and November. Since the initial meeting of the PARB, OCP averted requirement for retroactive approval from Council for over \$1.5 billion worth of acquisitions between June and September 2015.
GOOD GOVERNMENT & FULL DEMOCRACY	Hire the DC government's first Chief Innovation Officer to help find new and more fiscally responsible ways for the government to partner with the private sector and non-profit community in order to find more open and accountable ways to create government efficiencies.	OCTO	Launched	Appointed the District's first-ever Director of Technology Innovation, Matt Bailey, who is focused on identifying innovative ways to improve how we live and making government more accountable to residents—delivering better access and transparency across District government.

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GOOD GOVERNMENT & FULL DEMOCRACY	Hold quarterly innovation challenges to bring experts and other community members to the table to share information and find innovative solutions to solving some of our local problems, such as affordable housing creation, homelessness prevention and parental engagement in school reform. 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.	OCTO / DMPED / DDOT	Launched	Hosted a Transportation Hackathon in support of DMPED and DDOT in May 2015, during InnoMAYtion. Another hackathon is scheduled for 2016.
GOOD GOVERNMENT & FULL DEMOCRACY	Achieve transparent budget autonomy and pushing forward to achieve statehood for all District residents.	All	Launched	Stood up to Congress, in order to fulfill the will of the voters, by implementing Initiative 71. Received ruling from the court in May 2015, allowing budget autonomy voter referendum to become law, giving the District more control over its locally raised funds.
ARTS	Support and Expand the District’s Creative Economy, by working with the arts and business communities to create the synergies needed to grow our creative economy to rival New York and Chicago in terms of quality of programming, number of visitors, jobs created and sustained and economic activity.	OCTFME / CAH / OP	Launched	Signed a Facility Management Agreement with BET Networks, in order for the District to broker the use of BET Network’s BET Networks Studio II Soundstage campus as a location for film and television media production and creative economy workforce training. Opening up the use of this 16,000sf soundstage and 3,000sf of related production office capacity offers the District the opportunity to activate media production activity and grow the creative economy, as a part of a robust cultural plan that will be released in 2016

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ARTS	Revitalize the D.C. Commission on Arts and Humanities to be a major actor in the creative economy tasked to equitably supporting artists and arts organizations in all eight wards, working closely with cultural tourism partners to attract visitors, supporting more parades and festivals, and establishing a world-class public art program. The results will include more employment and engagement opportunities for DCbased artists and arts organizations, a lively arts scene, and a thriving creative economy.	CAH	Launched	Recruited a new Executive Director of the Commission on Arts and Humanities, Arthur Espinoza, in late October 2015, to focus on a strategic plan for the agency, in line with a robust cultural plan for the District. Additionally, launched the Comprehensive Environmental Survey of Arts Resources (CESAR) during InnoMAYtion 2015 -- a customized online computer mapping tool of the District's creative resources to more effectively and efficiently inform DCCAH's and District-wide policies and investment in the arts and the Creative Economy, as a major component of the city's economic development efforts.
ARTS	Invest in Arts Education in School. working with private and non-profit partners to ensure all students have access to arts education. Access to arts programming, like graphic design for example, in our schools can lead directly to future employment for our students.	CAH	Launched	Launched the Creative Spark initiative to bring artists into schools and support teachers in the District. Additionally, launched the Creativity Initiative: 40 Creativity workshops bringing together local artists. As part of the celebration of National Arts in Education Month, DCCAH worked with arts organizations/individual teaching artists and public charter schools to design and implement 100 workshops across all eight wards of the city, exploring the creative process. Programming spans the range of theatre, creative writing, dance, music, visual art, fashion, as well as media and targets pre-school children through high school youth.
ARTS	Incentivize Artists to Live, Collaborate and Create. commits to helping create an environment whereby these artists can afford to live in the District by creating housing incentives.	OCTFME DMPED	Launched	Reactivated Film DC Economic Incentive Fund Program (dormant for the past 5 years) to promote greater economic activity derived from media production activity in the District in order to create opportunities for District residents to have access to more creative economy jobs and promote the District as a tourist destination. Additionally, ongoing expansion and diversification of programming on all three DC government cable networks has been designed to reach more residents with more top-of-mind content. St. Elizabeth's Phase I will include 15 live / work units which will provide both housing and workspace opportunities for small business owners and entrepreneurs.
ARTS	Incentivize Artists to Live, Collaborate and Create.	CAH / DCHA	To Launch	As a part of the cultural plan, slated to be released in 2016, affordable housing for artists will be prioritized, as well as programs to invest in workshops for artists to foster professional development.