

100 Days and Beyond

2007 Action Plan for the District of Columbia



The Honorable Adrian M. Fenty
Mayor, District of Columbia
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100 Days and Beyond

2007 Action Plan for the District of Columbia

Executive Summary

On November 7, 2006, the residents of the District of Columbia overwhelmingly elected Adrian M. Fenty as the city's next Mayor. Mayor Fenty promised a more transparent and responsive government with fresh energy and ideas. After one of the most active transition processes in the history of city government, Mayor Fenty and his administration have begun the task of running the District armed with recommendations from policy experts, local government officials as well as those from other cities and, most importantly, the thousands of DC residents he met as he campaigned for mayor.

The plan centers around six core themes:

- A. Education
- B. Public Safety
- C. Healthcare
- D. Human Services
- E. Environment & Infrastructure
- F. Economic Development & Affordable Housing

Although this plan kicks off the first 100 days of the Fenty Administration with specific goals and objectives, it is meant to chart a course for an active DC government for the next four years and will continue to evolve as progress is made.

Vision

The Fenty Administration will leverage the District's tremendous human capital and potential to bring prosperity, hope and safety to each and every block of the nation's capital.

Mission

The government of the District of Columbia must – and will – manage essential services in a continually more efficient and responsive manner, employing high-quality professionals and implementing smart policies that reflect the great potential our city possesses. Above all, starting with the Mayor, government will be held accountable to its stakeholders: The citizens of the District of Columbia.

From Anacostia to Takoma to Friendship Heights and the Southwest Waterfront, in the next four years, government and citizens will cooperate to set and meet goals across a range of vital areas.

Mayor Fenty challenged his transition team to formulate and engage in the most participatory transition in history to establish the administration's priorities.

Process

In the hours following the Sept. 12 2006, Democratic primary, in which Mayor Fenty swept the city with a historic mandate, winning all 142 precincts, his team assembled policy leaders representing all parts of the city in a broad range of pre-transition groups. The Fenty Pre-transition Team included more than 2,000 participants who took part in policy blogs, webinars and face-to-face meetings. These teams put together more than 50 reports detailing policy and leadership priorities and presented a summary to Mayor Fenty in a webinar on November 6, 2006.

After capturing more than 90 percent of the popular vote in the general election on November 7, 2006, the newly elected Mayor Fenty instructed his team to engage in a multi-tiered process to take policy priorities recommended from pre-transition teams, and further refine them through the following:

Core Transition Analysis: Fenty Transition Team members met with directors of DC agencies to explore policies and results, organizational structure and leadership capacities.

e-Transition Input: New policy teams were formed and the original pre-transition groups continued to identify even more detailed input on policy, operations and best practices. More than 2,000 residents participated in this process.

Citywide Town Hall Working Meetings: Forums were scheduled in each of the City's eight wards from mid-November to mid-December to discuss the public's aspirations for the city and the Fenty Administration. More than 4,000 questionnaires were gathered using trained facilitators.

Vision and Theme Team: To add a guiding vision and to help synthesize the Mayor's transition efforts, a group of local and national experts focused on six key issue areas.

Best Practice Trips: The Fenty Transition team visited with mayors and leaders from around the country to identify best practices for government operations. Mayor Fenty's team visited:

- Atlanta
- Baltimore
- Boston
- Chicago
- Denver
- Los Angeles
- Miami
- New York
- San Francisco

Below are the high-level descriptions of the Fenty Administration's approach to each of the six key issue areas. In addition, there are a number of action items that the Transition team highlighted for the first 100 days and beyond. This, by no means, is an exhaustive list, but a representative sample. We hope to accomplish these actions and much, much more.



Education: Excellent Opportunities for Quality Lifelong Learning

Education is the most important promise a society makes to its citizens. A high quality education is fundamental to one's success and well-being and is critical for effectively participating in a democratic society. In the District, the importance of education as a civil right is well-established. Yet the history of unequal educational opportunities for too many is also well-established – for far too long in the District, we have not fulfilled the promise.

We envision a city where every child starts school ready to learn, where all three and four year olds will have access to high quality early childhood education programs so they can develop necessary cognitive and linguistic skills. We envision a strong, vibrant public education system in which the Mayor is fully

accountable to the public for results, and where high achievement is not just an expectation, but the norm. Our public school system must be able to focus on its core mission of educating students and rely on support systems that actually support teaching and learning, not hinder them. Our children deserve to attend safe, modern educational facilities equipped with the latest technology and libraries that invite reading and academic exploration. In a city where education is valued and cultivated, principals will have the flexibility and control needed to implement the curriculum; teachers will have the tools, training and resources necessary to do their job; and parents will be engaged partners whose concerns will be responded to.

We envision a District government that collaborates across agencies to serve students and to provide children and families the support they need to reach their potential. Programs and support services will be evidence-based and designed to meet families' actual needs. Resources will be strategically managed and leveraged in order to eliminate duplication of efforts and maximize opportunities to provide high quality services.

We envision a city in which our students with special needs are provided educational services that truly enable them to succeed. We must offer families of special needs children effective early intervention services so that their children can thrive as soon as possible. Long-awaited reforms that have been recommended by numerous experts and audits will be implemented deliberately and efficiently – we must reform our special education system if we are serious about keeping our promise to all children and if we expect to see the real impact of change.

We envision a city that embraces the notion that education does not end with high school. Whether a student chooses to enter the workplace directly after completing high school or chooses to attend a higher

education institution, every student should be prepared for their next step. Our public education system must provide a robust program of career technical education and workforce training opportunities. We will align those offerings with career opportunities in the District and measure outcomes to ensure quality.

To ensure a diversity of effective lifelong learning alternatives, we will seek to strengthen options such as adult literacy, language skills, and workforce preparation. Finally, we will fully utilize one of the District's most significant education resources, our higher education community. We will partner with colleges and universities to increase the number of DC high school students graduating from college, to establish early-college programs within high schools across the District, and to expand non-degree or associate degree workforce training programs. We will maximize the role that higher education will play in improving public education for all.

100 Days and Beyond

EDUCATION: THE PRIORITY

- Create the position of Deputy Mayor for Education to make the education of our children a top priority for the Fenty Administration
- Introduce legislation to improve public schools accountability

EARLY CHILDHOOD EDUCATION

- Develop a multi-year plan with milestones for providing voluntary, quality early childhood education to all three- and four- year olds in a variety of settings
- Reaffirm commitment to using the existing Mayor's Advisory Committee on Early Childhood Development (MACECD) to drive systemic quality improvement
- Support the development and implementation of a strategy to increase the number of certified early childhood education and childcare facilities

PRE-K THROUGH 12th GRADE EDUCATION

- Identify strategies and partners to support and enhance DCPS' ability to focus on student achievement
- Review existing government- and community-based initiatives and capital projects to identify and prioritize opportunities for reducing duplication and increasing interagency coordination
- Develop framework for an Interagency Collaboration and Services

Feedback from Town Hall Meetings: Voices on Education

"With all the money we spend...we should get a lot more than what we do, our schools are a national embarrassment."

"Our leaders have failed us at all levels, our schools are in crisis and I still don't know who to blame."

"The building my kid goes to school in would be condemned if it wasn't a school...I wouldn't go to work in a building that looked like that and I can't believe we let our kids learn in buildings like these."

"Where is the outrage?"

Integration Commission to address the needs of at-risk children through a comprehensive integrated service delivery system

- Accelerate the implementation of a unified student tracking and data sharing system



- Develop a business plan for the launch of a new Office of the Ombudsman for Public Education to serve as a central mechanism by which citizens can communicate concerns and as an entity empowered to ensure that the relevant public education providers respond to questions and issues in a timely fashion

- Explore incentives or rewards for high quality principals and teachers

- Explore alternatives through which the Mayor

could drive the accelerated repair and modernization of DCPS facilities, including a targeted initiative aimed at reducing the maintenance backlog

- Fill Mayor-appointed positions on the Schools Modernization Advisory Committee
- Develop implementation plan with timeline for making available unused school facilities for use by public charter schools
- Explore the strategies for reducing special education costs by minimizing the need for special education through effective early intervention
- Continue consultation with the State Advisory Panel on Special Education on strategies for strengthening the provision of special education services.
- Support the creation of a comprehensive, citywide strategy for Out of School Time programs that includes public schools, community based organizations, funders, and other relevant governmental and non-governmental entities
- Explore strategies for increasing parent and community involvement in education across the city (including diverse immigrant communities)

HIGHER EDUCATION/CAREER AND TECHNICAL EDUCATION/WORKFORCE TRAINING

- Work with the institutions of higher education, college access providers and other community partners to develop an action plan to support the city-wide goal to "double the numbers" of DC high school students graduating from college
- Work with the Board of Trustees and President of the University of the District of Columbia to identify key ways for the DC government to support improvements at the university
- Review current government investments in Career and Technical Education (CTE) and workforce training to identify gaps in programs and to recommend adjustments that will ensure investments are aligned with career opportunities and yield measurable outcomes
- Explore opportunities for enhancing effectiveness of the Workforce Investment Council

ADULT EDUCATION

- Review the range and performance of existing adult education offerings in the District of Columbia to identify gaps and begin to develop a strategy for supporting and enhancing adult education options ranging from basic adult literacy and language skills to job skills training



Public Safety: A Safe City and a Secure Nation's Capital

Our citizens and the nation are entitled to a capital city that is both safe and secure. Residents, businesses and all who visit the District of Columbia must know and feel – as they walk the streets, as they enjoy their neighborhoods, as they gather in their homes – that they, their families and friends are safe. They must feel secure in their daily activities, and have confidence in the efficiency of emergency responders and in the District's plans

for emergency action in the aftermath of catastrophic occurrences.

We envision a capital city whose parks, museums and monuments can be enjoyed without anxiety for personal safety. We seek neighborhoods where residents can live, stroll, congregate and enjoy their leisure without uncertainty about the dangers that will greet them around the next corner. Every citizen should be able to pursue their lives and activities with a confidence that emergency requirements will be met with responsiveness from trained and dedicated professionals, organized and equipped to answer, serve, or respond in a timely and efficient manner. Here in Washington, DC the capital of the most powerful and richest nation in the world, is where the standard for law enforcement, emergency services, preparedness, and planning should be established and emulated.

Law enforcement in the District of Columbia must be strengthened through an aggressive community policing strategy that focuses on collaborative relationships between police officers and citizens. Strong, efficient and effective law enforcement is the business of both police and the citizenry. Policies that make policing more effective and that empower officers to utilize creative approaches to reduce and prevent crime must be developed and implemented. New enforcement strategies must be initiated, including better and more informed methods of deployment and utilization. Training must be enhanced.

Fire and emergency services must protect our citizens' and visitors' lives and property. One rule is paramount: An untimely response to a fire or medical emergency is no response at all. Our law enforcement, fire and emergency medical services personnel are dedicated and committed professionals. It is our responsibility to train, equip, support, and lead them so they can provide our citizens with the responsiveness that is the difference between safety and crisis that too many of our citizens have come to know firsthand.

Our detention practices and correctional policies must provide effective and humane confinement of pre-trial detainees and sentenced inmates, and assure the highest level of safety and security for inmates, their families, those who operate our correctional systems, and the public. We must continually strive as a government and as citizens to provide successful re-entry into the community for ex-offenders who have paid their debt to society, so that recidivism is reduced.

None of this will happen overnight. Most of it will not be completed within the first 100 days. But it must start now with us. When will we know when we've been successful? When homes, neighborhoods, parks, offices, shops, and streets are secure places where citizens move and live with a sense of increased personal freedom and enhanced civic pride.

100 Days and Beyond

- Provide the Mayor a homeland security briefing on his first day in office (day 1)
- Reintroduce MPD community policing by undertaking MPD 100-hour plan. See Appendix 1 (1 week)
- Add four more EMS transport units to improve response times (30 days)
- Reconvene Emergency Preparedness Council (30 days)
- Enhance public safety agency coordination by beginning monthly meetings between firehouse leadership and police district commanders (30 days)
- Reduce crime and fear of crime by instituting a Customized Community Policing program (60 days)
- Reinstate the Continuing Quality Improvement and Quality Assurance Program at FEMS (60 days)
- Support the Expansion of the Re-Entry Program to the DC Prison, providing 100 male and female misdemeanor offenders with Life Plan counseling sessions, a three-week life skills orientation, and re-entry center programs that coach them on job skills, literacy, and parenting (60 days)
- FEMS Mobile Data Terminal (MDT) Training and Program Roll-Out (60 days)
- Issue an updated protocol study guide to all FEMS personnel and perform field tests (90 days)
- Begin implementation of the "Homeland Security, Risk Reduction, and Preparedness Act of 2006" (B16-0242) by making the Emergency

Feedback from Town Hall Meetings: Public Safety

Walking the Beat

Residents from around the city overwhelmingly agreed on one theme when it came to public safety: A comprehensive shift to community policing. Most of the participants felt the need to have a police presence day and night. They wanted the officers to "walk the beat" and become more integrated in neighborhoods and around schools to help build trust between the police force and the community.

Voices on Public Safety

"Every time I think I know who my police are...they get transferred to someplace else. Why can't they get promoted and stay in the neighborhood they know?"

"I'd like to see the police outside their cars. They drive around with their windows rolled up and you know they're not paying attention."

Management Agency the Homeland Security and Emergency Management Agency (90 days)

- Identify key personnel who would require Homeland Security and Preparedness Training and develop a strategy to train them (90 days)
- Establish a working group to lobby aggressively for the recapture of federal reimbursements to DC for holding sentenced felons in District prisons (90 days)
- Re-establish EMS Rapid Response teams (90 days)
- Implement enhanced officer deployment and resource allocation with an emphasis on maximizing deployment to the PSA's and increasing first line supervision (100 days)
- Review recommendations for FEMS reorganization and put together a plan for reform (100 days)
- Develop and begin implementing electronic forms, so that officers will only have to enter incident data once, allowing faster processing of arrest and incident paperwork (6 months)
- Appoint an EMA/Homeland Security Director to replace retiring Director (6 months)
- Appoint a permanent Fire Chief (6 months)
- Appoint a Board-Certified Pathologist as DC Chief Medical Examiner; and examine the need for a Forensics Chief (6 months)
- Develop a comprehensive public safety agency training enhancement strategy (6 months)
- Implement alternatives for reducing EMS "Frequent Flyer" heavy users (6 months)
- Develop a strategy for better managing attrition at the Department of Corrections (6 months)
- Explore expanding Death Pronouncement Authority to FEMS (9 months)
- Establish a 24-7-365 Mayor's Call Number (Phase 1 – 6 months) and Roll-out City-wide 311 (Phase 2 – 1 year)
- Expand FEMS Safety Net of First Responders by expanding training to other DC agencies (start within 1st year)
- Transform MPD's customer interactions to ensure responsiveness & foster community engagement as measured by a customer satisfaction survey (1st year)
- Finalize the design for local forensics lab (1st year)
- Build homeland security & emergency preparedness into the culture of the MPD & the community (1st year)





Public Health: A Healthy City

A new era for the District of Columbia stands before us an era of transparency and accountability. Today, we envision the evolution toward a healthy city, a capital prepared to lead our nation, to learn from proven success and to set the precedent for our residents and for our children. A healthy city reflects every facet of our lives from our personal health to the health of our neighbors, our communities and to our environment. In

realizing a collective vision we understand that a healthy city ensures that all District residents have:

- Access to affordable, comprehensive and high-quality health care through established medical homes;
- Access to affordable health insurance that includes cost-effective preventive care and health maintenance;
- A strong health care safety net that fosters social inclusion by covering services for medical needs, mental illness, pharmacy services, substance abuse and oral health care, regardless of ability to pay;
- The tools necessary for residents to maintain, both individually and collectively, healthy and balanced lives.

The state of our health and well being is an indicator of the general condition of our city. For our city to continue to prosper we must enable our citizens to be productive by taking a more expansive view of the term “health care.” A healthy city relies not only on what the District does for its residents, but also on what the residents do as individuals and collectively as a community to create the conditions under which people can be healthy. In an era of accountability comes the accountability of each of us as well—a responsibility to take care of ourselves, to seek preventive care, to have a medical home base and to have our voices heard as citizens to foster needed change. Together we will realize the District of Columbia as a healthy city.

100 Days and Beyond

- Establish a policy to better use the capacity of the School Based Health system beginning with moving responsibility for this program to the Department of Health:
 - Continue the successful partnership between the Department of Health’s Maternal and Family Health Administration and the Children’s School Services program for the provision of school-based nurse services throughout the District of Columbia public schools (immediate)
 - Identify health services to be available via school-based delivery, the providers needed to deliver these services, links with students’ Medical Homes and funding sources, including Medicaid (1st year)
- Designate a cabinet-level official to convene the Interagency Lead Task Force so that work across agencies may proceed (30 days)

- Reorganize DOH to consolidate administrations and improve public health functions (30 days)
- Make immediate improvements in healthcare, safety, and management at Saint Elizabeths Hospital (SEH) by appointing a new COO (60 days)
- Open Ward 4 Senior Wellness Center (90 days)
- Award contract to begin construction of the Ward 1 Senior Wellness Center (90 days)
- Develop tools to foster building healthy neighborhoods through such actions as:
 - Evaluating the benefit and costs of establishing “wellness opportunity zones” (100 days)
 - Publicly endorsing and enforcing smoke-free regulations and the development of a plan to promote smoking cessation programs (100 days)
 - Preventing of sexually transmitted diseases through exploring implementation of needle exchange programs and broader condom accessibility (100 days)
 - Introducing legislation that will improve the District’s ability to enforce against all regional health threats and hazards including lead (100 days)
 - Identifying proven and innovative health initiatives that establish community infrastructures to support health, access to healthy foods and safe places to be physically active (6 months)
 - Evaluating best practices and develop pilot program initiatives with monitored outcomes within specific communities/ neighborhoods (6 months)
- Explore expanding home visitation and early intervention programs to reduce infant mortality, child abuse and neglect, youth violence, and to support mental health and wellness as well as offer HIV/AIDS prevention services through DMH provider agencies (100 days)
- Explore taking a public health approach to interpersonal violence, intentional trauma and domestic violence including a formal administrative home-base within the Department of Health (100 days)

Feedback from Town Hall Meetings: Voices on Public Health

“Our healthcare system needs to take care of everyone from the wealthiest to the poorest, from Ward 1 to Ward 8. We all get sick and we all need to have the chance to get well equally.”

“A healthy city means more than people not getting sick...it means for people not being afraid of getting sick and having nowhere to go.”

“Every day we don’t do what we must more people become infected with HIV, this is a disease that is about everybody not just a few or somebody else.”

- Develop a recommendation on establishing a health care financing administration to coordinate and evaluate all health related funding streams with fiscal and programmatic accountability with an immediate focus on maximizing Medicaid reimbursement for existing services (100 days)
- Explore developing a model that would allow the Alliance to provide supplemental coverage to eligible residents who have inadequate coverage from other sources, for example for primary and preventive services, without discouraging employers from maintaining or expanding their contribution to insurance (100 days)
- Begin implementing the adult dental health coverage to Medicaid benefits package (100 days)
- Coordinate with medical service providers, especially those part of the Medicaid/Alliance safety net, to implement routine HIV testing for patients ages 14 and up (100 days)
- Develop an implementation plan for expanding health care coverage to children of families with incomes less than 300 percent of the poverty level (6 months)
- Build a project plan for health-related data collection, analysis and dissemination by building on the experience, regulations and practices of other jurisdictions including possible approaches such as: (1st year)
 - Establish and enforce a standard data report and collection timetable for hospital and other provider data
 - Establish public-private partnerships to develop data capacity within city administrations
 - Create a plan for cross public agency data sharing
 - Publicly support interoperable Electronic Medical Record implementation
- Increase access to walk-in services for STD and substance abuse available at multiple locations (6months)
- Work with the DC Housing Authority to improve options for elderly and chronically ill individuals to live and receive care in the community, including development of standards of care for care in these community settings (1st year)
- Develop an East-of-the-River HIV/AIDS response capacity-building initiative (1st year)
- Develop city-wide programs to reduce reliance on emergency rooms for non-emergencies including exploring the possibility of 211-call line based nurse advice line, expanding primary care availability, emergency room outreach workers to make clinic appointments for non-emergency patients, public education campaign for alternatives to emergency rooms and options for insurance (Alliance/Medicaid) (1st year)
- Increase community messages on testing and prevention of HIV/ AIDS and explore establishing a medical home for low income residents testing positive (1st year)
- Outreach to small businesses to provide health screenings, wellness programs, and options for affordable health insurance options (1st year)
- Develop a system for early identification of child and adolescent mental health issues and for providing needed care locally (1st year)
- Increase the District's investment in targeted substance abuse treatment and prevention programs. (1st year)
- Increase federal Medicaid reimbursements by \$10 million (1st year)

- Finalize the design for local forensics lab (1st year)



Human Services: A Caring City

Our aim must be to end poverty in our city, and not only to end poverty, but to see that every family in the community has an income it can actually live on. Our local story draws on Charles Dickens—we are truly a tale of two cities. Nearly one in five of our people live in poverty. It takes all of the income from a DC minimum wage job (and more than the poverty level for a family of three) to pay for a two-bedroom apartment at the federally

determined Fair Market Rent for DC. We have the worst income gap of any city in America – the top fifth of District residents have average incomes over a dozen times the average income of the bottom fifth, \$157,700 versus \$12,700. This is not acceptable.

Our strategy should be fourfold: work, opportunity, security, and community—all of which must come together to build families that not only survive, but live successfully in safe neighborhoods, with assurance that their children will have a full and fair chance to make their way in American society.

To fulfill these aims, we must build not only a government that serves all of our people effectively and courteously, but harnesses all of our civic resources—business and labor, faith-based and secular, leaders from every sector, and our people themselves—to solve our problems.

Our work strategy must pursue jobs that produce a living income from all sources in combination—wages as the cornerstone, supplemented by federal and local refundable tax credits, and added to by help with health coverage, child care, housing, and college attendance.

Opportunity means seeing that every child is ready for school by age five and graduating students with an education that produces readiness for college and work. It means enriching off-school hours to add to an assurance of readiness at the end of the road. It means helping parents do their job, so that what happens at home supports what is going on in school and not the opposite. It means helping immigrant families acquire the English language literacy they need to succeed in the work place. It means ending the cradle-to-prison pipeline that enmeshes so many children and puts them on an inexorable path to incarceration and a lifetime of troubles.

Specifically, a new opportunity strategy for our city means creating new pathways to success for all of our youth, and especially those at the highest risk of becoming disconnected from the larger society and those already disconnected.



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We must pledge not just to improve our K-12 system of education, but explore transforming our structure into a P-14 system – beginning with high-quality pre-kindergarten for all 3 and 4 year olds and continuing through two years of community college. And we should make our University of the District of Columbia into the flagship institution that it has the capacity to be.

Security means physical security and economic security. It means safe neighborhoods and a safety net for tough times. It means that if you are between jobs, disabled, or in economic difficulty for any of a number of reasons, we are a humane and caring city. Work is and should be the main source of families' income, but some workers need extra help to add to unfairly low wages and some families and individuals are not in a position to work as much as they would like or at all.

Community is a special challenge in our city. We are separated by an economic chasm. Concentrated poverty has been a destructive force for decades. In recent years the renewed attractiveness of the central city has drawn people with higher incomes back into the District. This is certainly good for our tax base, but unless care is taken, it can be a destructive force at the same time. We need to commit ourselves to a course of equitable development, coupled with greater efforts to add substantially to the supply of affordable housing and maximize the number of economically diverse neighborhoods.

This is a time of wonderful possibilities for our city. We must have a vision of where we want to go, and we must pursue that vision with a broad perspective that sees that everything is connected to everything else. It will do little to build our future if we improve housing without improving education, if we get employers to commit to hiring our people without helping to prepare our people for that work, if jobs are available but child care is not, and so on and on.

Nor can we do what we need to if we do not continue the process of making our local government agencies work for the people. Personnel and procurement processes are still a challenge. Private agencies that contract with the government are still not consistently accountable for the quality of the service they provide and, conversely, still encounter debilitating difficulties in dealing with the District's government. Much of the challenge ahead is not one of monetary resources, but making sure that our human capital does its work at the highest level.

These are some of the elements of a caring city – of how our city can be a fully caring city – in the 21st century.

“It’s a dog eat dog world out there and there ain’t no safety net. Who’s looking out for the old people or the poor people?”

-- Ward 8 Resident

100 Days and Beyond

- Make Mental Retardation Developmental Disabilities Administration a cabinet-level agency and change the name to the more appropriate Department of Disability Services (30 days)
- Perform independent death reviews of all Mental Retardation Developmental Disabilities Administration decedents (30 days)
- End the 90-day moratorium on new Medicaid Waiver placements for people with disabilities (30 days)
- Award contract for the construction of a new Department of Youth Rehabilitation Services facility (30 days)
- Propose solutions to resolve the shortage of family shelter spaces (60 days)
- Initiate Department of Youth Rehabilitation Services assumption of responsibility for education and mental health at Oak Hill (60 days)
- Begin to migrate to performance-based contracting for Child and Family Services Agency providers (90 days)
- Working with a private non-profit, initiate an effort to explore a Housing First policy to address homelessness (90 Days)
- Hold an Interagency Summit to bring together youth-serving agencies and their constituents, in coordination with the Department of Youth Rehabilitation Services' "Reconnecting Disconnected Youth" program (90 days)
- Open the new supermarket in Ward 8 (90 days)
- Identify and eliminate the back-log of Department of Mental Health provider payments (90 days)
- Provide additional downtown shelter space by resolving the Franklin School issue or other means (90 days)
- Design a comprehensive workforce development strategy (100 days)
- Explore increasing TANF monthly payments to parity with Maryland (100 days)
- Create new and clear pathways into the job market for youth at risk of disconnection from school and work by developing a pilot career training requirement in a DC services contract (100 days)
- Explore family group decisions making strategies for youth crime reduction (6 months)
- Hire a permanent Director of the Department of Human Services (6 months)
- Hire a permanent Director of the Department of Employment Services (6 months)
- Hire a permanent Director of the Office on Aging (6 months)
- Hire a permanent Director for the Department of Disability Services (6 months)
- Renovate six units at Oak Hill consistent with the implementation of the Missouri model (6 months)
- Propose a comprehensive Career and Technology (vocational) Education strategy for DC Public Schools (6 months)
- Work with the Board of Trustees and President of the University of the District of Columbia to identify key ways for the DC government to support improvements at the university (6 months)

- Develop a comprehensive adult illiteracy elimination plan (1st year)
- Eliminate unnecessary District rules that limit use of Medicaid to fund services (1st year)
- Develop a strategy to transform child care, Head Start, and pre-kindergarten programs into a coordinated system that assures school readiness by age 5 (1st year)
- Develop a strategy to ensure that no parent will be unable to find and keep a job due to the unavailability of affordable child care (1st year)
- Develop a strategy to dramatically change the ratio of institutional versus family-based service provision to MRDDA clients (1st year)



Infrastructure & Environment: Creating a Sustainable City for the 21st Century

As the nation's capital, Washington, DC is a dynamic hub of people and ideas where native Washingtonians, workers from around the region, and visitors from across the globe interact on downtown streets. The District is home to diverse neighborhoods and businesses, and has a unique role as the seat of the federal government.

We have the power to create a sustainable city of the 21st century. To be a sustainable city, the District of Columbia must be a learning city, a safe city, a healthy city, a caring city, and a city of opportunity. In essence, the government of the District of Columbia must be a visionary organization able to stimulate progress while preserving our core values and natural resources. Under the leadership of the Fenty Administration, the government of the District of Columbia has the opportunity to partner with the federal government, the 110th Congress and other public and private sector partners to further transform the nation's capital into a sustainable city.

With the recent passage of the Green Building Act of 2006 by the DC Council and the creation of the District Department of the Environment (DDOE), the District of Columbia is poised to be the leader in the area of energy conservation and green building. The Fenty Administration supports the U.S. Conference of Mayors' Climate Protection Agreement, and believes that further national leadership is essential to reduce our carbon footprint, improve energy efficiency and repair our damaged ecology.

We must continue the progress that has been made in cleaning the Potomac River, and commit to restoring the Anacostia River and the fragile ecosystem that surrounds it to ensure that residents can enjoy the splendors of its natural environment.

Improving our natural environment will also improve our health and our lives. Already too many DC residents suffer the health effects of polluted air and water. Too many more suffer the additional effects of lack of exercise and access to the outdoors. We need to improve our green spaces and enhance our parks to both enrich our natural environment and improve our collective personal health.

Key to a clean environment is a well-built, well maintained and sustainable infrastructure of utilities, roadways and transit. We need to recognize that our built environment directly impacts the natural environment. We can enhance our already national-level leadership in walkability, bicycle, and transit access, by providing clean transportation alternatives to more District residents and neighborhoods. At the same time, we need to find ways to reduce what we demand of our natural environment by improving our recycling and better managing our waste stream.

The District of Columbia can be an international role model for sustainability and efficiency. We can reduce our impact on the earth's ecology, while improving the quality of our citizens' lives.

100 Days and Beyond

- Begin a Rush Hour Towing Pilot Program (30 days)
- Endorse the US Conference of Mayor's Climate Protection Agreement (30 days)
- Begin implementation of Traffic Calming Measures in targeted neighborhoods (30 days)
- Ensure coordination between DPR and MPD to bring community policing activities into the Parks (30 days)
- Introduce a revised taxi zone map (30 days)
- Nominate Appointments to WASA Board of Directors (30 days)
- Nominate Appointments to WMATA Board (30 days)
- Break ground on the Navy Yard Metro expansion in the ballpark area (30 days)
- Ensure seasonal readiness of parks and recreation facilities (60 days)
- Ensure that a senior executive official will be a key figure in the Inter-Municipal Agreement (IMA) Negotiations currently ongoing between WASA and surrounding jurisdictions (60 days)
- Provide Administrative and Technical Support for Transfer of Stormwater functions from WASA to DDOE (60 days)
- Plant more than 3,000 trees (90 days)
- Eliminate 150 Vehicles from the District's Light Vehicle Fleet (90 days)
- Consolidate waste collection activities into the Department of Public Works (90 days)
- Restructure and review performance of the task-oriented routes currently in place for waste collection, to increase worker efficiency and workplace safety (90 days)
- Support a DPR "Get-Fit" Campaign (90 days)
- Hold a Mayoral Recognition Awards for DPR Partners (90 days)
- Begin the 2007 local infrastructure program (100 days), which will include:
 - Repaving more than 50 miles of local streets for the 2007 construction season

Feedback from Town Hall Meetings: Voices on Environment and Infrastructure

"My kids don't play in the park because there's too much glass and trash. If they can ticket my car if I'm five minutes late with a quarter why can't they ever clean up my street."

"Why don't the police ever arrest people for littering and making a mess?"

"We need to teach kids in school what happens to the trash they throw on the ground or in the sewer, schools might not be able to teach people geometry but they ought to be able to teach people to walk three steps to a trash can."

- Reconstructing sidewalks on more than 50 streets throughout the city
- Rehabilitating more than 20 alleys throughout the city
- See Appendix 2 which provides a ward-by-ward list of projects
- Fund planning for the development of two new recreational centers (100 days)
- Conduct traffic safety audits in each Ward of the city (100 days)
- Identify funding and begin clean up of recreational facilities in critical need of improvement (100 days)
- Launch Street Smart traffic safety education program for drivers, pedestrians, and bicyclists (100 days)
- Propose legislation to extend license renewal requirements to 8 years (100 days)
- Propose legislation to extend inspection intervals for new vehicles from 2 years to 4 years (100 days)
- Transfer all District tree maintenance responsibilities to DDOT Urban Forestry Administration (6 months)
- Coordinate efforts between local and federal agencies to inventory, assess, and manage the District's green space (6 months)
- Undertake a comprehensive analysis of governmental facility energy use to identify savings and efficiencies (6 months)
- Break ground on a streetcar maintenance facility (6 months)
- Expand Circulator service into additional neighborhoods (9 months)
- Install Fuel Rings (wireless device attached to the car which tracks gas purchases and consumption) on all District vehicles (9 months)
- Do a demonstration project to retrofit District buildings with Green Roofs (1st year)
- Institute Photo Ticketing by Street Sweepers – sweepers will photograph vehicles parked in the street sweeping lane, a citation is then mailed to the violator (1st year)
- Convert all DC government heavy vehicles using diesel fuel to ultra-low sulfur fuel (1st year)
- Break ground on Phase II of the Metropolitan Branch Trail (1st year)



Economic Development & Affordable Housing: A City of Opportunity

The District of Columbia has undergone an economic and housing renaissance over the past several years. In many parts of the city formerly abandoned lots and vacant houses have given way to new or renovated housing, exciting new commercial and retail projects, and an abundance of construction cranes. While the renaissance has dramatically improved the fortunes of

many, too many of the District's long-time residents have been left behind. One thing is clear, the District of Columbia's economic development and affordable housing strategies should ensure that policies benefit the residents of the District of Columbia, and not just the business community. Equally important, recent economic development has been concentrated in certain sections of the city. It is clear to most, if not all residents, that all corners of the city deserve to benefit from the District's economic boom, and must do so before the District of Columbia becomes a "City of Opportunity."

The approach to economic development cannot only focus on groundbreaking and ribbon cuttings. It also needs to focus on preparing our residents for the workplace and ensuring they have the skills and opportunity to take advantage of benefit from the coming economic growth. Job training and apprenticeship programs need to build the skills for jobs that are coming to the District of Columbia. Economic development strategies need to focus on improving the operations of city agencies to encourage and incubate the creation of locally owned business. Also, economic development in the District of Columbia should, to the greatest extent possible, encourage developers to employ District of Columbia residents and use local subcontractors.

Our vibrant housing market has been positive for both the District's finances and individuals who are able to buy and sell today. Unfortunately, it's also driving out lifelong District residents, threatening our elders on fixed incomes, and discouraging critical city workers who should live in the community in which they work. It's a housing crisis we must manage, not just leave to market forces. The average selling price of a home in the District hovers around \$462,000, a price that requires an annual income of nearly \$100,000 to finance. Much of our workforce, including teachers, police officers and other civil servants, simply cannot afford to buy a home in the District. The District of Columbia's affordable housing policy needs to encourage homeownership and needs to be robust enough that children growing up in the District today will have an opportunity to live here as adults.

100 Days and Beyond

- Appoint a new Planning Director (Immediate)
- Restructure the Deputy Mayor's Office of Planning and Economic Development (45 days)
- Appoint an Affordable Housing Coordinator under the Deputy Mayor for Planning and Economic Development (60 days)
- Design a comprehensive workforce development strategy (60 days)
- Initiate a publicized program that targets fraudulent home contractors called "Operation Nail Gun." A multi-agency effort to "nail" unscrupulous, unlicensed contractors (60 days)
- Explore transferring Consumer Protection Activities to OAG (90 days)
- Announce a Retail Action Strategy (90 days)
- Identify a private partner to initiate a comprehensive analysis of the DC affordable housing program (90 days)
- Working with a private non-profit, initiate a community-based planning effort for economic development along Mississippi Ave. and three other targeted areas (90 days)
- Working with a private non-profit, initiate an effort to explore a Housing First policy to address homelessness (90 days)
- Enforce and implement the new authority that will allow DCRA to immediately enclose hazardous and/or vacant properties (90 days)
- Launch the Business Opportunity and Workforce Development Center (90 days)
- Provide additional downtown shelter space by resolving the Franklin School issue or other means (90 days)
- Appoint a business advisory team of the top 25 CEOs to recruit new businesses to the District (100 days)
- Secure commitments to open new bank branches in underserved communities (100 days)
- Open a new, customer-oriented permit center at DCRA, and examine the possibilities of conducting online permitting (100 days)

Feedback from Town Hall Meetings: Voices on Economic Development and Affordable Housing

"What happens to the American Dream if you can't ever, despite working your whole life, afford to buy a house in a city you were born in?"

"When I go to New York City and other places there is so much activity and excitement on the sidewalk and streets...here, except for a few places you can't even walk to a store to get some sugar..."

"When they built the convention center they said that residents would get jobs and training, well nobody I ever knew got a job and I saw license plates from every state around except DC."

"Getting a permit to do anything in DC is asking for trouble, you either get the run around or the guy working with you makes it seem like he's doing a favor for you by doing his job."

- Announce the locations of the 4 storefront libraries and expedite procurement of construction for the 4 permanent neighborhood libraries (100 Days)
- Issue RFI for master developer for the proposed Howard Town Center in Ward 1 (100 days)
- Sign land lease with developer and approve design for old Convention Center site in Ward 2 (100 days)
- Release request for joint development partner for the 4th and L St, NW site in Ward 2 (100 days)
- Sign land disposition agreement for the Riggs Road Project in Ward 4 (100 days)
- Approve IRB financing package for 3910 Georgia Avenue, NW in Ward 4 (100 days)
- Sign site acquisition agreement with NCRC for NW One New Communities (100 days)
- Approve revised Tax Increment Financing for Skyland Shopping Center in Ward 7 and submit to City Council (100 days)
- Approve bond financing package for new NAACP headquarters in Ward 8 (100 days)
- Issue report analyzing alternatives for the structure of AWC and NCRC (120 days)
- Ground breaking at the old convention center site (4 months)
- Appoint a new DCRA director (6 months)
- Appoint a new DOES Director (6 months)
- Appoint a new DHCD Director (6 months)
- Identify private and non-profit groups to make meaningful investments in DC schools and parks (6 months)
- Begin initiative to offer banking and surety bonding services directly to the LSDBE community (6 months)
- Working with a private non-profit, develop a strategy to meet DC's goal of 2,000 units of supportive housing (1st year)
- Eliminate the entire backlog of LSDBE certification applications (1st year)
- Develop a plan for implementing an online LSDBE certification compliance program (1st year)
- Initiate a comprehensive rewrite of Zoning Regulations (1st year)



Operations: Making our Government Responsive, Accountable, Transparent and Efficient (RATE)

Our government is surely more functional than it was when it was in deep financial straits, but far more needs to be done. Stories of unresponsive government officials were frequent at the Mayor's transition forums held around the city. In addition, government agencies continue to suffer from the difficulties of navigating the

personnel and procurement processes. Private agencies that contract with the government present two troubling stories, of opposite kinds. Some, trying to do their job, suffer from being unable to receive payment in a timely fashion. Others take the government's money and deliver inferior services, for which they are not held properly to account. Chief among the outcomes that the Mayor wishes to bring about is pride in the operation of the government itself. Achievement in that realm is vital to accomplishing the goal of deserving the appellation of a caring city.

The Fenty Administration will work to build on the work of the last eight years in improving government service delivery and agency accountability. The core principle of these efforts will be to build a government that will rate high in the eyes of the citizenry. Rate in the sense that goals will be set and outcomes will be tracked. Not once a year, but on a continuous basis. We will look at agency performance, both in service delivery and in financial management. We will also monitor how we rate with customers, through satisfaction surveys and testing. As customers of government services, the citizens of Washington DC rate a responsive, accountable, transparent and efficient government.

100 Days and Beyond

- Create bullpen to speed the pace of decisions and communications (day 1)
- Streamline the Executive Office of the Mayor and the City Administrator's Office by eliminating 3 Deputy Mayor positions (day 1)
- Launch CapStat, a program that fosters accountability and efficiency in government (1 week)
- Appoint a new Personnel Director (1 week)
- Display the snow plow tracking system on the dc.gov website (30 days)
- Significantly reduce backlog of contract requests that are in process (100 days)
- Develop a program to call residents who place service requests to ask them about the quality and timeliness of the government's response (100 days)
- Appoint a new Chief Procurement Officer (6 months)
- Aggressively recruit more bilingual employees, especially in customer facing positions (6 months)
- Start a "How am I Driving?" campaign for all DC Government vehicles tied to 727-1000 (6 months)

- Align agency services to eliminate duplication (e.g. DPW to provide waste hauling for Parks and Recreation) (1st year)
- Propose comprehensive personnel reforms that speed up and clean up the District's hiring processes and practices (1st year)
- Propose procurement reforms that expedites the District's contracting processes (1st year)

The Adrian Fenty Policy & Vision Team

The vision for the Fenty Administration has been invaluable informed by the dedication, insight and hard work of many policy team leaders. In a few short weeks, our teams have researched the best practices of cities around the country and explored the best ideas in District government to determine what works right and what needs improvement. Our policy team leaders have engaged more than a thousand people in 18 different policy areas that have laid the groundwork for the priorities of the Fenty Administration.

eTransition Team Leaders:

Education: Bonnie Cain & Guitele Nicoleau
Affordable Housing: Chico Horton, Bob Polhman
Health Care: Robert Brandon, Jim D’Orta & Robert Malson
Economic Development: Max Brown, Therman Baker & Geoff Griffis
Human Services: Susie Cambria & Mustafa Dozier
Public Safety: Ron Linton & Enrique Rivera
Government Operations: Rod Woodson, Emily DeCicco & Terry Lynch
Environment: Larry Martin
Democracy & Voting Rights: Karen Szulgit & Kevin Kiger
Arts: Judith Terra
Women and Girls: Janice Ferebee & Lois Frankle
African Affairs: George Banks & Nestor Djorkan
Religious Affairs: Reverend Pritchett & Reverend George Holmes
Diversity GLBT: Peter Rosenstein
Diversity Latino: Arturo Griffiths & Jay Haddock
Diversity-API: Jenny Ho
Technology: Darryl Wiggans & Laurie Collins
CapStat: Don Wilson

Issue Team Leaders:

Education: Victor Reinoso
Economic Development and Affordable Housing: Neil Albert & Stacey Stewart
Health Care: Maria Gomez
Human Services: Peter Edelman
Public Safety: Togo West
Environment and Infrastructure: Rodney Slater

Special Thanks to:

Transition Co-chair: William Lightfoot
Transition Co-chair: James Hudson
Transition Coordinator: Clark Ray

Appendix 1

MPD's First 100 Day Strategy

Even before Cathy Lanier is sworn in as police chief on January 2, 2007, she is focusing the Metropolitan Police Department on increasing police presence on the streets, and, importantly, increasing meaningful contacts with the community that will help citizens to feel connected to the department. This meaningful connection is the key to making DC's communities feel safe even if they do not see a police officer on every corner. Forging these connections is essential to Chief Lanier's concept of *Customized Community Policing*, and is a cornerstone of MPD's *First 100 Day* strategy.

Outlined below are examples of several initial steps that will be undertaken in the first 100 hours of the Fenty Administration to bring this policing strategy to all of DC's residents and neighborhoods. These efforts are the result of brainstorming and strategy sessions that occurred in each police district and support unit that will serve as the symbolic first steps in the 100 Day Strategy. Encouraging the police districts and support units to create their own strategies and take ownership in the process is critical to restoring individual pride, as well as creating an environment where the community feels connected to its police officers.

Chief Lanier's overall theme for the First 100 Hours Strategy is "*Reintroducing the MPD to the Community.*" MPD's goal for this effort is for every member of the MPD—sworn and civilian—to interact with a member of the community (or their unit's constituency) during the first 100 hours of the new administration. The primary objectives of this effort are to increase police visibility and seek out new perspectives on how the MPD can improve service. This approach will not only result in an increased police presence, but also the compilation of key suggestions for future departmental improvement.

Accordingly, each district and support unit commander has been asked to develop a 100 hour strategy that involves greater visibility and the provision that all members interact with a member of the community or their constituency. This interaction may involve direct conversation with residents, or discussions with a professional constituency group such as mental health organization (inside or outside of government). Later, the command staff will document the efforts and compile promising ideas generated by the community and report back to Chief Lanier. As the districts and support units reflect on their "100 Hours" strategies, they will informally evaluate the effectiveness and sustainability of the strategies with the community and Chief Lanier to determine what initiatives will continue through February—while they are developing Customized Community Policing Plans for each Police Service Area (PSA)—and beyond.

In addition to every member of the department interacting with a person from the community or an organization, below are some specific examples of 100 Hour activities from the police districts:

- All management officials in the First District will spend at least two hours each tour of duty actively patrolling their respective area, and patrol officers will spend two hours per tour on foot patrol. Station personnel will patrol on foot in an “adopted” area for two hours per tour of duty.
- Each business beat officer in the Second District will meet and speak with 20 business owners, and each captain and lieutenant will contact 10 key community leaders.
- Each PSA officer in the Third District will “adopt a block” (or park) within their assigned PSA and will serve as the primary liaison officer for the area. All 3D officials and station staff will spend time on each tour walking foot beats to get better acquainted with community members.
- Each PSA in the Fourth District will hold a community meeting in the first 100 hours to hold an open dialogue on how police can be more effective in their community.
- Fifth District patrol officers will reach out to every business in their PSA to establish or maintain contacts, and update key information in their Business Contact file.
- The Sixth District will bring officers assigned to patrol during the evening and power shift “Back to the Beat” by deploying them to foot, bicycle, or motorcycle patrol in 32 geographical beats. The Sixth District will also be holding high visibility traffic and pedestrian enforcement during peak hours.
- Sergeants in the Seventh District will patrol designated priority beats for part of each tour of duty. In addition to enhanced visibility in the community, it will also support more direct supervision of patrol personnel.
- Members of the Special Operations Division will assign officers to high visibility traffic enforcement zones to increase visibility. Members of the Horse Mounted Unit, K9 Unit and Air Support Unit will participate in school and community events to increase positive interactions with our youth.

Of course, as always, the districts will be supported by other units and MPD employees in this effort. In addition to individual interaction, members of support units will focus on improvement tasks that are attainable in the short term. For example, the primary focus of the Office of the Chief Information Officer in the first 6 months of the new administration is to develop and begin implementing *electronic forms*, so that officers will only have to enter incident data once, allowing faster processing of arrest and incident paperwork. This enhanced efficiency will enable officers to return to the street faster, increasing visibility and productivity. Results of other support unit task improvements will also be compiled within the first 100 days of the new administration.

Finally, Chief Lanier will be looking at wider deployment and resource allocation issues during this period with an emphasis on maximizing deployment to the PSA’s and increasing first line supervision. However, any significant organizational change will require planning to minimize disruption to critical patrol support functions. It will take time both to develop a sound strategy, and, more importantly, to garner buy-in. Hasty, top-down change would risk the success of long-term cultural change at MPD.

Appendix 2

Ward 1

Location	Improvement
Park Rd. NW	Street cleaning/graffiti removal/rodent control
3000-3500 14th St. NW	Tree/flower boxes
1800-2000 Biltmore St. NW	Roadway Restoration
700 Girard St. NW	Roadway Restoration
Rosemount Ave. NW	Roadway Restoration
600-1800 T St. NW	Roadway Restoration
500 Harvard St. NW	Repave north alley
3500-3600 10th St. NW	Repair/replace sidewalk
2500 12th St. NW	Repair/replace sidewalk
3000-3200 18th St. NW	Repair/replace sidewalk
2000 Allen Pl. NW	Repair/replace sidewalk
700-900 Barry Pl. NW	Repair/replace sidewalk
1900 Biltmore St NW	Repair/replace sidewalk
3300-3400 Brown St. NW	Repair/replace sidewalk
2000 California St. NW	Repair/replace sidewalk
3500 Center St. NW	Repair/replace sidewalk
2100-2200 Champlain St. NW	Repair/replace sidewalk

Major Projects/Initiatives

- Begin - LeDroit Park Streetscape Phase III: Reconstruction of 4th St. NW from Florida Ave. to W St.
- Begin - Reconfiguration of traffic/parking signs and pavement markings for 4th St from Florida Ave to W St.
- Begin - Rapid Bus Service on Georgia Ave

Ward 2

Location	Improvement
900 10th St. NW	Roadway Restoration
1200-1500 12th St. NW	Roadway Restoration
1700 19th St. NW	Roadway Restoration
700-1100 25th St. NW	Roadway Restoration
900-1400 31st. NW	Roadway Restoration
3100 M St. NW	Repave south alley
900 10th St. NW	Repair/replace sidewalk
1200-1500 12th St. NW	Repair/replace sidewalk
1600-1800 19th St. NW	Repair/replace sidewalk
700-1100 25th St. NW	Repair/replace sidewalk
900 27th St. NW	Repair/replace sidewalk
1000-1400 31st St. NW	Repair/replace sidewalk
1600 32nd St. NW	Repair/replace sidewalk
1100 33rd St. NW	Repair/replace sidewalk
1900 35th Pl. NW	Repair/replace sidewalk

Major Projects/Initiatives

- Begin - Georgetown University South Entrance: Reconstruction of Canal Rd. NW from Foxhall Rd. to the Whitehurst Fwy.
- Begin - Roadway Deck Replacement of the Wisconsin Ave. NW Bridge over the C&O Canal
- Begin - Reconstruction of Q St. NW from 14th St. to 11th St.
- Begin - Reconstruction of P Street NW from DuPont to 22nd
- Begin - Reconfiguration of traffic/parking signs and pavement markings for P St NW, Dupont-22nd
- Begin - Reconfiguration of traffic/parking signs and pavement markings for Q St. from 14th to 11th

Ward 3

Location	Improvement
Foxhall Rd. NW	Repave
5300-5800 Potomac Ave. NW	Roadway Restoration
5300-5500 Sherrier Pl. NW	Roadway Restoration
3800 Porter St. NW	Repave south alley
3700 Legation St. NW	Repave north alley
4300 Cathedral Ave. NW	Repave north alley
4500 31st St. NW	Repair/replace sidewalk
4200 45th St. NW	Repair/replace sidewalk
4200 46th St. NW	Repair/replace sidewalk
3500 Brandywine St. NW	Repair/replace sidewalk
2800 Chesterfield Pl. NW	Repair/replace sidewalk
4700 Warren St. NW	Repair/replace sidewalk

Major Projects/Initiatives

- Complete - Reconstruction of Reno Rd, Nebraska Ave. to Military Rd.

Ward 4

Location	Improvement
300 Aspen St. NW	Repave north alley
200 Sheriden St. NW	Repave street
1300 Whittier St. NW	Replace curb and gutter
6100 32nd Pl. NW	Replace curb/gutter/sidewalk
6200 32nd St. NW	Repave sidewalk and street
900 Hemlock St. NW	Roadway Restoration
6200 9th St. NW	Roadway Restoration
1400 Emerson St. NW	Roadway Restoration
1400-1600 Longfellow St. NW	Roadway Restoration
6900 Maple St. NW	Roadway Restoration
3200 Quesada St. NW	Repave north alley
6700 5th St. NW	Repair/replace sidewalk
4300 7th St. NW	Repair/replace sidewalk
4900 7th St. NW	Repair/replace sidewalk
7400 7th St. NW	Repair/replace sidewalk
1400 Ingraham St. NW	Repair/replace sidewalk
3900 Illinois Ave. NW	Repair/replace sidewalk
1600 Nicholson St. NW	Repair/replace sidewalk

Major Projects/Initiatives

- Complete - Reconstruction of Eastern Ave., Riggs Rd. to New Hampshire Ave.
- Complete - 16th St median landscaping
- Begin - Upgrade of 15 lights on the 600 and 700 blocks of Nicholson Street, NW
- Begin - Rapid Bus Service on Georgia Ave

Ward 5

Location	Improvement
2400 1st NW	Plant flowering trees
100-400 Michigan Ave NE	Increase street lighting
North Capitol	Replace dead trees
Ward-wide	Repair broken lamp posts
100 Adams NW	Repave north alley
100 Bryant NW	Repave north alley
400-800 Kennedy St. NE	Repave street
Saratoga/Downing St. NE	4-way Stop Sign
Langdon Park Recreation Center	Increase street lighting
100 V St.	Roadway Restoration
6th Pl. NE	Roadway Restoration
0 Bryant St. NE	Roadway Restoration
2100-2400 G St. NE	Roadway Restoration
3000 Vista St. NE	Roadway Restoration
4500 20th St. NE	Roadway Restoration
2800-3100 Channing St. NE	Roadway Restoration
1700 Douglas St. NE	Roadway Restoration
2400 Girard Pl. NE	Roadway Restoration
3400 10th St. NE	Repave alley
900 Mt. Olivet St. NE	Repave alley
1300 Jackson St.. NE	Repave alley
3900 22nd St. NE	Repair/replace sidewalk
1500 Levis St. NE	Repair/replace sidewalk
1200 Farragut Pl. NE	Repair/replace sidewalk
1200 Oates St. NE	Repair/replace sidewalk
100 W St. NW	Repair/replace sidewalk

Major Projects/Initiatives

- Begin - Rehabilitation of South Dakota Bridge over Railroad, NE.
- Begin - Design of streetlight upgrade, Bladensburg Rd From Starburst to Mt. Olivet St NE
- Begin - Design of new traffic signal, 13th & Monroe St NE (Engine Company #17)
- Begin - Design of New York and Florida Aves NE intersection

Ward 6

Location	Improvement
Kentucky Ave./C St. SE	Stop Sign
200 D St. SE	Repave street
0 9th St. NE	Roadway Restoration
200 21st NE	Roadway Restoration
200 C St. NE	Roadway Restoration

1400 D St. NE	Roadway Restoration
1100 2nd St. NE	Roadway Restoration
1000 7th St. NE	Roadway Restoration
200 14th St. SE	Roadway Restoration
900-1100 E St. SE	Roadway Restoration
1100 O St. SE	Roadway Restoration
300 K St. SE	Roadway Restoration
900 15th St. SE	Repave alley
1200 D St. NE	Repave alley
1500 C St. SE	Repave alley
300 15th St. SE	Repair/replace sidewalk
1300 Constitution Ave. NE	Repair/replace sidewalk
1800 D St. NE	Repair/replace sidewalk
100-300 19th St. NE	Repair/replace sidewalk
500 E St. SE	Repair/replace sidewalk

Major Projects/Initiatives

- Begin - Design of Maine Avenue/SW Waterfront Access reconfiguration
- Begin - Design of streetlight upgrade, Bladensburg Rd From Starburst to Mt. Olivet St NE
- Begin - Design of new traffic signal, Half Street & M St SW (Engine company # 7)
- Begin - Design of new traffic sign:
- Begin - Design of New York and Florida Aves NE intersection
- Begin - Improvements to Navy Yard Metro Station

Ward 7

Location	Improvement
30th St./O St. SE	Stop sign/Speed bump
41st St./Ames St. NE	Speed limit signage/Speed bump/Stop sign
Texas Ave./C St. SE	Speed limit signage/Speed bump/Stop sign
48th St./Meade St. NE	Speed limit signage/Speed bump/Stop sign
Branch Ave./Erie St. SE	4-way Stop Sign
Benning Rd./42nd St. SE	4-way Stop Sign
Benning Rd./F St SE	4-way Stop Sign
0-200 33 St. NE	Roadway Restoration
100 35th St. NE	Roadway Restoration
100 45th St. NE	Roadway Restoration
700 50th St. NE	Roadway Restoration
1200 50th Pl. NE	Roadway Restoration
700 51st St. NE	Roadway Restoration
200-400 60th St. NE	Roadway Restoration
4600-4800 Hayes St. NE	Repave alley
4500-4700 Kane St. NE	Repave alley
5500 Hayes St. NE	Repave alley
1400-1500 35th St. SE	Repair/replace sidewalk
3100-3300 Erie St. SE	Repair/replace sidewalk
5000 Nash St. NE	Repair/replace sidewalk

Major Projects/Initiatives

- Begin - Construction of Kenilworth Avenue N.E. and Nannie Helen Burroughs Ave-Great Streets
- Begin - Construction of Benning Road from 16th Street to Oklahoma Ave-Great Streets
- Begin - Design of the 1.5 miles of Nannie Helen Burroughs Avenue to reflect the first "green" roadway in the District.
- Begin - Construction of vegetated swale in I-295 median, on Ridge & Texas, SE and Ridge & Burns, SE.

Ward 8

Location	Improvement
MLK Ave./6th St. SE	Speed limit signage/Speed bump/Stop sign
Shannon Pl./Telbert St. SE	Speed limit signage/Speed bump/Stop sign
Alabama Ave./13th St. SE	4-way Stop Sign
Anacostia Station	Crosswalks
Fairlawn Ave. SE	Increase street lighting
1900-2400 R St. SE	Speed humps
Kramer Middle School	Remove snow equipment from playground
2300 Pennsylvannia SE	Shutdown backyard mechanic
Shannon Pl. SE	Traffic calming/increase street lighting
Chicago St. SE	Increase street lighting/alley improvements
Morris Rd. SE	Increase street lighting/improve sidewalk/clear trees and bushes/retaining wall/improve drainage
Railroad Rd. SE	Increase street lighting/improve drainage/alley improvements/improve curb and gutter
1600 W St. SE	Increase street lighting/street cleaning
Green St. SE	Resurface/improve curb and gutter/speed bump/improve bus stop/improve drainage/install wheelchair ramp
Galen St. SE	Increase street lighting/resurface street
Bangor St. SE	Increase street lighting/install speed limit signs

16th St. SE	Increase street lighting/traffic calming/increase police presence/handicap access
1600-1800 V St. SE	Increase street lighting/improve drainage
2100 18th St. SE	Increase street lighting/improve drainage/alley improvements
Gainsville St. SE	Increase street lighting/4-way stop
2800-2900 2nd St. SE	Roadway Restoration
4000-4500 3rd St. SE	Roadway Restoration
3400 5th St. SE	Roadway Restoration
2900 7th St. SE	Roadway Restoration
3300-3500 7th St. SE	Roadway Restoration
3200 8th St. SE	Roadway Restoration
3900-4000 8th St. SE	Roadway Restoration
4200 8th St. SE	Roadway Restoration
400-800 Chesapeake St. SE	Repave north alley
4100 2nd St. SW	Repave alley
3900 S. Capitol St. SW	Repave alley
100 Brandywine St. SE	Repave north alley
1400 Morris Rd. SE	Repair/replace sidewalk
4600 Easy Pl. SE	Repair/replace sidewalk
2900 O St. SE	Repair/replace sidewalk
4100 1st SW	Repair/replace sidewalk
4000-4100 S. Capitol Ter. SW	Repair/replace sidewalk
4000 1st Pl. SW	Repair/replace sidewalk
4200 Barnaby Rd. SE	Repair/replace sidewalk
2200 16th St. SE	Repair/replace sidewalk

Major Projects/Initiatives

Begin - Construction of Middle Anacostia Crossings pedestrian and safety improvements

Begin - Construction of the Anacostia Riverwalk Trail's 6 bioretention cells and 900 linear feet of bioswales to treat and reduce quantity and improve quality of storm water runoff before discharge into the Anacostia River.

Begin - Streetlight upgrade on Overlook Ave, from Chesapeake St to South Capitol St

Begin - Laying streetcar tracks in Anacostia

End - Phase II Bellevue Streetscape-Great Streets