The First 200 DAYS

District of Columbia

200 DAY ACCOMPLISHMENTS REPORT

The Honorable Vincent C. Gray
Mayor, District of Columbia

July 2011

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Executive Office of the Mayor

Letter from the Mayor:

When I was elected Mayor, I promised a commitment to transparency and good government. I also outlined my vision for ***"One City"*** with a focus on four priority areas: quality education, fiscal stability, job creation and economic development, and safe communities. During my first months in office, I have assembled a strong team of managers and together we strive to keep the promises made during my campaign.

In this report, I highlight some of the accomplishments my administration has achieved and the work that continues to be done. All that we have done and all that we are working towards will better position the District of Columbia to be a world-class city and a global capital.

Our city is a wonderful place to live, work, visit and do business. We are experiencing our first net population growth in decades and neighborhoods all over the city are buzzing with new life and commerce. Our education reforms are starting to yield positive results and businesses are eager to stake their claim in the District. It's a great time to be a resident of the District of Columbia.

We are striving to make the District ***"One City,"*** a city that can be enjoyed and treasured by all who call the District home. Herein are some of the ways we have already begun the process.

Thank you for your continued support.

In Your Service,

Vincent C. Gray
Mayor

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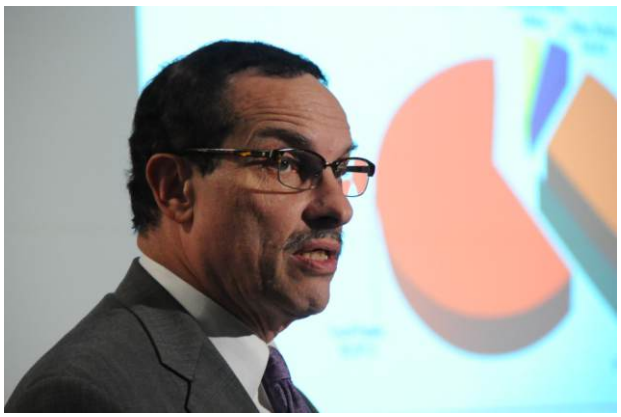
The Gray Administration's Priority Areas:

- Fiscal Stability
- Quality Education
- Jobs and Economic Development
- Safe Communities

Fiscal Stability

Although the District of Columbia has been able to weather the country's economic downturn better than many other states and large cities, our fiscal stability has been and continues to be tenuous. The District is facing a significant gap between expected revenues and expenses for FY 2012 – and has for several years been forced to spend down the District's reserves to dangerously low levels in order to cover budget deficits.



To protect the city's fiscal health in both the short and long terms and to preserve its excellent bond ratings, Mayor Gray has committed to a structurally balanced budget – even if doing so requires difficult choices.

To ensure fiscal stability, Mayor Gray has:

- Established the Executive Budget Office and appointed a highly qualified team of financial professionals
- Committed to live within the 12% Debt Cap and developed a fiscal year 2012 budget that honors that commitment
- Met with officials from the three major rating agencies in New York to discuss rebuilding the District's depleted cash reserves
- Devised and implemented ***The Balanced Budget Holiday Furlough Emergency Act of 2011***, which will save the District $19M in the current Fiscal Year
- Produced and submitted to the D.C. Council a structurally balanced budget for the first time in several years
- Identified, along with the District's Chief Financial Officer, additional revenue that is expected to be received in 2012 to lessen the impact of budget cuts
- Created a budget website to explain the proposed budget and to engage the public in the budget process

- Created a Capital Improvement Plan to strategically manage capital projects

- Held ten Town Hall Meetings, at least one in each Ward, on the FY 2012 Proposed Budget, including a youth budget Town Hall Meeting

- Reformed the District's Temporary Assistance to Needy Families (TANF) program, reducing costs and increasing incentives to move TANF recipients from public assistance to the workforce

- Unveiled the One City Performance Review, a plan to improve government efficiency and cost saving measures, by centralizing services, eliminating unnecessary programs and creating new sources of revenue

- Ordered a top to bottom assessment of the Department of Health Care Finance to identify significant problems related to Medicaid and the locally funded health insurance program (Alliance)

- Created for FY 2012, the Department of General Services, to help consolidate government capital projects, reduce program expenses and redundancies, and to realize millions of dollars in savings over the next several years

- Compelled the Office of the Attorney General to file a civil enforcement action, on behalf of the District treasury, to recover over $100M in unpaid taxes from on-line travel companies

Quality Education

One of the primary goals of the Gray administration is to ensure that all District residents – from birth to age 24 – have access to a first-rate system of public education. Mayor Gray's commitment is to expand quality education options throughout the District. He wants to see the availability of universal pre-K to all in need, the creation of outstanding traditional public and public charter schools, and access to local higher education opportunities at both the University of the District of Columbia and the Community College of the District of Columbia.

The Gray Administration has:

- Appointed a strong and experienced education team, including the Deputy Mayor for Education; State Superintendent of Education; and Chancellor of D.C. Public Schools
- Established an education continuum from birth to 24 years of age
- Allocated an additional $80M to public education, significantly reducing the impact of what otherwise might have been devastating budget cuts for schools, and most importantly our children
- Secured $100,000 in private funds for the development of an enhanced facility plan
- Utilized pro bono services from a private firm in order to develop a financial analysis for an independent community college
- Nominated new members to the Board of Trustees for the University of the District of Columbia

- Fulfilled a commitment to create more opportunities for public input into the decision-making process, beginning with a public hearing on the FY 2012 education budget
- Pledged to reduce by 50% over the next 4 years the number of children with disabilities in non-public school placements
- Published CAS results confirmed continued student progress
- Developed a schools facilities plan which includes a new Ballou High School

Jobs and Economic Development

Fiscal responsibility in the long term also depends on getting District residents back to work. The District has neighborhoods with unemployment rates approaching 25 percent. Although, the District is rich in job opportunities – some of its residents do not benefit from these opportunities because District jobs are often held by non-District residents. In response, the Gray administration has developed a dual track approach that gets residents back to work by attracting new economic development proposals that create jobs and by developing initiatives designed to equip our unemployed and underemployed residents with the skills and resources they need to find good jobs.

To ensure employment and economic development, Mayor Gray has:

- Reorganized the office of the Deputy Mayor for Planning and Economic Development (DMPED) to create a focus on Real Estate and Business Development

- Initiated reform of the Department of Employment Services (DOES) and directed DOES to make workforce development an agency priority

- Reengineered and reinvigorated the Workforce Investment Council (WIC) and incorporated it under the direct supervision of the Deputy Mayor for Planning and Economic Development

- Launched a renovated and rejuvenated Summer Youth Employment Program (SYEP) that serves 14,000 youth, that has a rigorous application process to better match youth skill sets with jobs and career interests, which provide youth with relevant skill building opportunities

- Revitalized the First Source Program with the creation of Quality Assurance and Job Matching units in the First Source program, catapulting the District to a 51% hire rate in March 2011 for the first time in over a decade

- Stepped up enforcement against violators of the District's First Source law, which requires city contractors to hire a certain percentage of District residents

- Incentivized contractors to hire more District residents this summer on five school modernization projects run by the Office of Public Education Facilities Modernization's (OPEFM) pilot Workforce Incentive Program

- Created new jobs and revenue for the city with new economic development projects, including the CityCenter project located on the former convention center site in the heart of downtown (*1350 temporary construction jobs and 3500 permanent jobs)*, and a new headquarters for the United Negro College Fund in the Shaw community that will be combined with a mixed-use retail/residential/office project *(250 temporary construction jobs and 370 permanent jobs)*

- Secured Graduate School USA as an anchor tenant for a large mixed-use development on the Southwest Waterfront, called The Wharf

- Negotiated new and more functional boundaries in order to better incorporate the Walter Reed campus into the District's future development plans along the Georgia Avenue corridor

- Re-prioritized several major construction projects in order to expedite east of the river development including the renovation of St. Elizabeth's West Campus in Southeast for the purposes of housing the new federal Department of Homeland Security Headquarters

- Attracted MVM Technologies to the St. Elizabeth's Campus which will open a manufacturing/ assembly venture employing District residents in the ink jet cartridge printer business

- Opened a state-of-the-art Small Business Resource Center designed to be a one-stop shop that accelerates service to current and prospective small business owners and improves the District's climate for small business development

- Launched the "Live Near Your Work" Pilot Program (LNYW), which offers $200,000 in matching grants to D.C. based employers who encourage their employees to purchase homes near their place of employment or near mass transit options within the District

Safe Communities

One of the District government's most important responsibilities is to ensure the safety and well-being of its citizens and visitors. The Gray administration is committed to building safe communities and in doing so, is committed to providing our communities and our safety officials with the resources necessary to achieve this goal. The administration is also committed to creating innovative programs that improve public safety in chronic problem areas.

So that safe communities are built and sustained, Mayor Gray has:

- Proposed a FY 2012 budget that maintains current levels of funding for public safety agencies
- Identified funds in FY 2012 to train 220 new recruits for the Metropolitan Police Department (MPD) – the first in a year and a half – to help maintain an optimal force level to ensure public safety
- Reduced the number of police officers who are unavailable for full duty by 39% through enhanced monitoring
- Decreased violent crimes including homicides in the first six months of 2011 by comparison to the same period in 2010
- Reduced violent gun crime 8% by focusing on violent offenders and strong community policing, taking illegal guns off the street, and implementing innovative strategies to reduce gun violence
- Launched the "One City Summer Fun…Something for Everyone," a safe communities partnership initiative, aimed at providing kids, young adults and seniors with a safe, healthy, exciting, educational and productive summer
- Reduced significantly the overtime expenditures for Fire and Emergency Medical Services (FEMS) personnel
- Improved the response time for emergency medical service calls by investing in advanced software applications which promote greater service delivery for 911 and 311 services
- Launched, with the support of the D.C. Superior Court, a cross-agency initiative to reduce truancy-an early indicator of a child's social and legal challenges
- Overhauled, through the Office of the Attorney General and in collaboration with MPD, the way DUI offenses are investigated and prosecuted resulting in improved enforcement against drunk drivers in the District
- Obtained, through the Office of the Attorney General, thousands of dollars in damages from multiple brothels masquerading as legitimate businesses
- Trained the entire cabinet in Homeland Security and emergency response protocols in order to ensure a prepared government in the case of a disaster
- Opened a new state-of-the-art Evidence Warehouse to improve cataloguing and assist with investigations and prosecutions

Other Major Highlights

In addition to Mayor Gray's accomplishments in the four priority areas outlined, significant progress has been made in many other areas.

Health and Human Services:

The Mayor has:

- Created the Commission on HIV and AIDS to study and recommend solutions to curb the District's high rates of infection, as well as, to better treat residents already living with the disease
- Appointed seasoned professionals to the Department of Health (DOH) for the purposes of fighting HIV and other infectious diseases
- Implemented immediate measures to reduce the rate of HIV infection – including the establishment of a treatment-on-demand program with rapid results for those who learn they are HIV-positive
- Appointed a host committee for AIDS 2012, the global convocation of the International AIDS Society, which will be held in the United States for the first time in more than two decades and will be attended by over 20,000 participants
- Appointed two top experts at the Department of Health (DOH) and at the Department of Health Care Finance to lead his health care team and implement viable health programs for the District
- Developed the cross-agency "Live Well DC!" campaign to promote healthier lifestyles for District residents
- Hosted the "Obesity Action Plan" Summit

Open Government:

The Mayor has:

- Directed District agencies to engage in a more transparent and open government
- Held regular weekly press briefings to increase communication with the public and the media

- Directed District agencies to comply quickly and cooperatively with appropriate Freedom of Information Act (FOIA) requests

- Reorganized the District's website to make it more readable and accessible

- Engaged social media outlets to effectively communicate with citizens

Other Accomplishments:

The Mayor has:

- Reinstated and enhanced the deputy mayor structure with the goal of eliminating silos and achieving greater inter-agency coordination in the areas of Public Safety and Justice, Education, Planning and Economic Development and Health and Human Services

- Signed an order directing the D.C. Taxicab Commission to eliminate the cap on the maximum fare within the District and added a gas surcharge to help alleviate financial pressures resulting from high fuel prices

- Expedited completion of the H Street Northeast redevelopment project, including the first leg of the city's reinstated streetcar system

- Participated in the U.S. Conference of Mayors meeting, making a presentation on the use and importance of technology in urban governments

Self-Determination and Budget Autonomy

During negotiations over the FY 2011 federal budget, the District suffered in many ways, including the uncertainty over its ability to use its own funds. Mayor Gray called national and international attention to this injustice by participating in an act of civil disobedience, along with 40 other citizens, including D.C. Councilmembers and community leaders.

The mayor's arrest and subsequent discussions with members of Congress led Congressman Darrell Issa (R-CA) to state in an oversight hearing that he was prepared to work with the District to develop a strategy in which the District's local funds would no longer be subject to the vagaries of the federal appropriations process. Discussions with Congressman Issa and other congressional leaders are ongoing.

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