

Chapter 9

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EDUCATION

OFFICE OF STATE SUPERINTENDENT OF EDUCATION

The mission of the Office of the State Superintendent of Education (OSSE) is to remove barriers and create pathways for District residents to receive a great education and prepare them for success in college, careers, and life.

Programs

As the State Education Agency for DC, OSSE fulfills a wide range of functions such as setting statewide education policies, distributing federal funds, administering annual statewide assessments, and providing resources and support for all public education in DC. OSSE is organized into six divisions not including the duties performed by the Office of the Chief of Staff, Office of the Chief Operating Officer and the Office of the Chief Information Officer.

Division of Early Learning provides leadership and coordination to ensure that all District of Columbia children, from birth to kindergarten entrance, have access to high quality early childhood development programs and are well prepared for school.

- **Head Start Collaboration Office** exists to “facilitate collaboration among Head Start agencies and entities which carry out activities designed to benefit low-income children, from birth to school entry, and their families.”

Division of Elementary and Secondary Education sets and supports globally competitive standards for academic excellence for every elementary and secondary public school student in the District of Columbia to ensure they graduate, and are college and career ready.

- **Education of Homeless Children and Youth** ensures free, appropriate, public educational opportunities for homeless children and youth; provides technical assistance to schools, shelters and the community; and heightens awareness of homeless issues.
- **Homeschooling Program** seeks to offer parents and legal guardians a choice to provide a thorough and regular education in a home schooling program.
- **Educator Licensure and Accreditation** is re-

sponsible for issuing licenses to teachers, school administrators and school-based support personnel seeking to practice in or receive a license from the District of Columbia.

- **Public Charter School Financing and Support** manages several federally funded programs for public charter school facility financing including the District’s federal Charter Schools Program grant from the United States Department of Education, which funds the start-up and implementation of new public charter schools.

Division of Post-Secondary and Career Education promotes and prepares youth in the District of Columbia for ongoing educational opportunities, higher education, careers and citizenship.

- **Adult and Family Education** re-grants federal and local funds to eligible providers of adult education services; facilitates state leadership activities including professional development, technical assistance and monitoring; and maintains and reports state and local program performance, progress and outcome data.
- **General Education Development (GED) Testing and Verification** department administers processes, reports and maintains GED test results and serves as the official repository and archive for verification of District of Columbia GED candidate records.
- **Higher Education Financial Services** administers the District of Columbia’s state-level higher education grant programs: the DC Tuition Assistance Grant Program (DCTAG) and DC Leveraging Educational Assistance Partnership (DCLEAP).
- **Career and Technical Education** helps ensure that all District learners achieve mastery of core academic knowledge and advanced skills, and to prepare learners for success in postsecondary education, lifelong learning, and high skills, high wage, or high demand careers in the competitive global labor market of the 21st century.

Division of Special Education provides the public with access to information about special education related services, approved placements and direct online connections to helpful documents.

- **Strong Start DC Early Intervention Program** is a statewide, comprehensive, coordinated, multidisciplinary system that provides early intervention ther-

apeutic and other services for infants and toddlers with disabilities and developmental delays and their families.

- **Educational Surrogate Parent Program** appoints trained volunteers to act as special education decision-makers for students who do not have a “parent” meeting the requirements of federal and local special education law.

Division of Wellness and Nutrition works with schools and community based organizations to promote positive healthy behaviors and to improve the quality of life for children and youth in the District of Columbia.

- **DC School Garden Program** supports DC public and charter schools in establishing and maintaining school gardens as an integral part of school curriculum, programs, and culture. This program provides training, technical and financial support through competitive grant funds to participating schools in an effort to effectively utilize school gardens as a meaningful teaching resource.
- **Farm to School Program** enriches children’s bodies and minds while supporting local economies through sourcing more foods locally and providing complementary educational activities to students that emphasize food, farming, and nutrition.
- **Child and Adult Care Food Program** provides a monthly financial subsidy, training and technical assistance, nutrition education, and food safety information to child development centers, adult day care centers, sponsored day care homes, afterschool programs, and emergency shelters serving nutritious meals and snacks to eligible infants, children, and adults.
- **DC Free Summer Meals Program** provides reimbursement for free nutritious meals and snacks served to children 18 and younger. These meals help children in low-income areas get the nutrition they need to learn, play, and grow throughout the summer months when they are out of school.
- **Federal Emergency Food Assistance Program** assists with supplementing the diets of low-income Americans, including the elderly, by providing them with emergency nutrition assistance at no cost.
- **School Programs** provide food and nutrition services to all children and families in the District of Columbia using technology and resources so that all may be provided with healthy, well balanced,

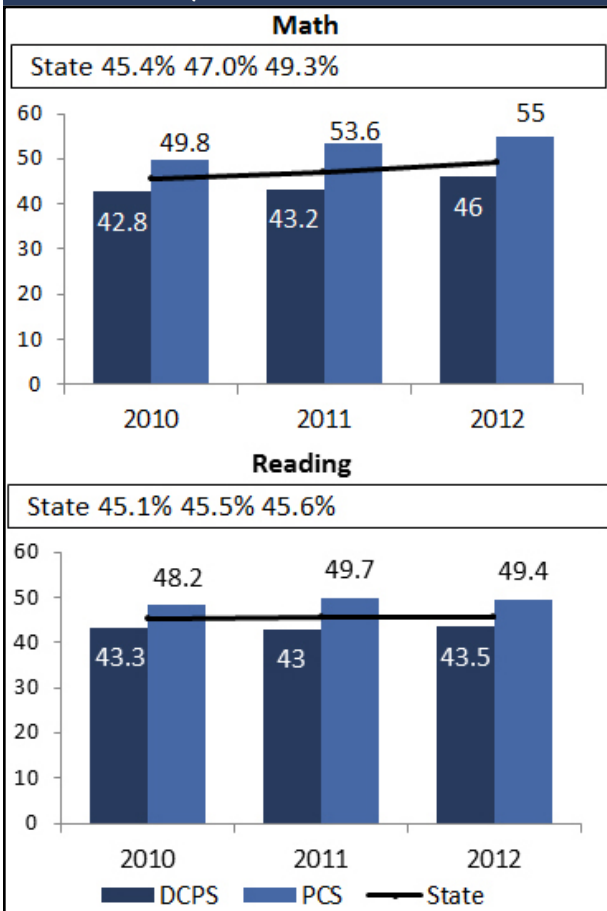
nutritious meals. They include the following United States Department of Agriculture (USDA) programs: National School Lunch Program (NSLP), School Breakfast Program (SBP), After School Snack Program (ASSP), Fresh Fruit and Vegetable Program (FFVP), Food Distribution Program (FDP) and the Special Milk Program (SMP), in addition to other local and federal nutrition programs.

Division of Student Transportation provides safe and appropriate transportation services to eligible special education students.

Student Achievement

DC Comprehensive Assessment System (DC CAS)

Figure 9.1. DC average student proficiency rates on the DC CAS by sector



Source: The Office of the State Superintendent of Education

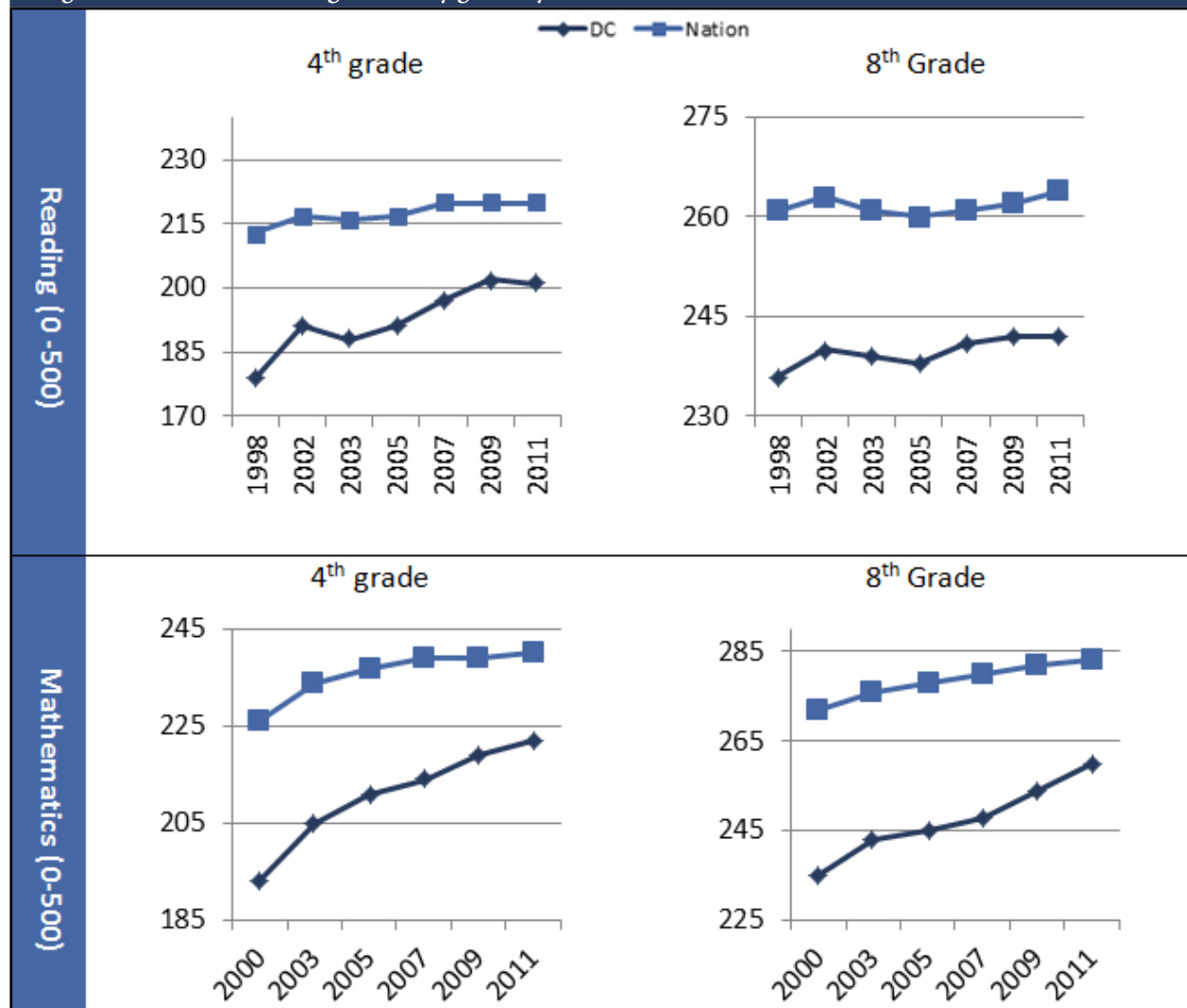
Since 2010, the percentage of students in the District of Columbia, including traditional public and charter, scoring proficient on the DC CAS has increased by 3.5 percentage points in math and 0.5 percentage points in reading (Figure 9.1).

In addition:

- Progress is at an all-time high. Since 2007, the percentage of students reaching proficiency on the DC CAS has increased by 18.4 percentage points in math and 9.5 percentage points in reading.

- Students in the fourth grade in 2012, the first class impacted by the Public Education Reform Amendment Act of 2007, made the strongest gains on the DC CAS in both math and reading with 4.9 and 4.4 points growth, respectively.
- Students that participated in pre-kindergarten education programming outperformed their peers by 2.1 percentage points in math and by 3.5 percentage points in reading.

Figure 9.2. DC NAEP average scores by grade by content area



Source: National Center for Education Statistics (NCES)

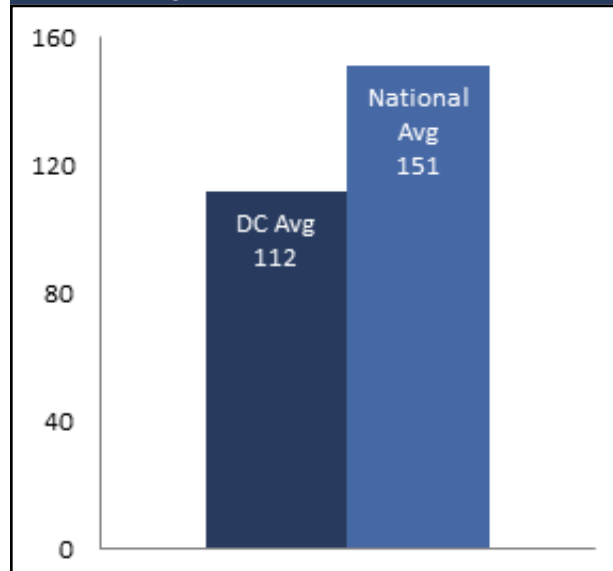
National Assessment of Educational Progress (NAEP)

The National Assessment of Educational Progress (NAEP) is a national assessment that measures students' performance in mathematics, reading, writing, and science for grades 4 and 8. The most recent NAEP assessment was administered in 2011 (Figure 9.2).

While the District of Columbia still lags behind the national averages on all subjects, its performance has advanced significantly in math and reading since 2000. From the 2009 administration of the assessment to the 2011 administration, the average math scale score of 4th grade students in DC increased by 3 points, from 219 to 222, compared to the national average increase of 1 point, 239 to 240. Further, DC 8th grade students' growth in math also significantly outpaced the national average growth increasing by 6 points, from 254 to 260, compared to the national average growth of 1 point, from 282 to 283.

In 2011, for the first time ever, eighth grade students in DC also took the NAEP science assessment. They earned an average scale score of 112 of 300 possible points compared to the national average scale score of 151 (Figure 9.3).

Figure 9.3. 2011 NAEP 8th Grade Science Assessment Average Scale Score



Source: National Center for Education Statistics (NCES)

Scholastic Aptitude Test (SAT)

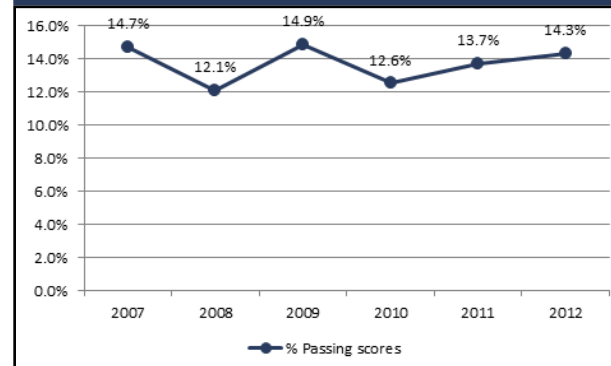
During the 2005-06 school year, 1,496 District of Columbia Public School students* participated in the Scholastic Aptitude Test (SAT) Program. The results reveal that the average verbal score decreased from 2000 to 2001 and since then, has slowly increased, especially from 2003 to 2004. Mathematics scores also decreased from 2000 to 2001 and since then, have increased slowly (Table 9.1).

Table 9.1. DC Average Scholastic Aptitude Test (SAT) Scores

Test takers (n)	Average Scores	2010	2011	2012
2,168	Reading	406	405	400
2,442	Math	395	394	394
2,493	Writing	394	392	387
Total Score		1195	1191	1182

Source: The College Board

Figure 9.4. Percentage of DC Students Who Passed AP Exams



Source: The College Board

Table 9.2. DC AP Summary Data

School Year	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
# of passing scores (3 or above)	455	524	593	540	599	768
# of tests administered	3,087	4,321	3,982	4,299	4,360	5,355
# of students taking AP tests	1,625	2,267	2,026	2,168	2,128	2,494
% Passing scores	14.7%	12.1%	14.9%	12.6%	13.7%	14.3%

Source: The College Board

Advanced Placement (AP) Exams

In 2012, 5,355 AP tests in 28 subjects were administered to 2,494 students. The number of students taking AP exams has increased by nearly 900 from 2007 to 2012, from 1,625 to 2,494 (Table 9.2). The percentage of passing AP exams, however, has not improved significantly during that same time frame. The percentage of passing scores is determined by dividing the number of exams where the score is at least a 3.0 by the total number of tests administered (Figure 9.4).

Enrollment

All public and public charter schools in the District of Columbia receive funding according to the number of students who are enrolled (Table 9.3) and the provisions of the Uniform Per Student Funding Formula. The DC Official Code § 38-1804.02 (d) (2) requires an audit that evaluates the accuracy of the fall student enrollment count of DC Public Schools (DCPS) and the public charter schools. An independent auditing firm is contracted by the Office of the State Superintendent of Education to conduct the count.

Table 9.3. DC Public School Student Enrollment by Sector

	2010-2011	2011-2012	2012-2013
Total	74,986	76,753	80,231
DCPS	45,630 (61%)	45,191 (59%)	45,557 (57%)
Public Charter Schools	29,356 (39%)	31,562 (41%)	34,674 (43%)

Source: The Office of State Superintendent of Education

The final enrollment count for the 2012-2013 school year shows that the number of students attending DC Public Schools (DCPS) and public charter schools increased by

5 percent or 3,478 students from 2011-2012 to 80,231 students. State enrollment in SY 2012-2013 was the highest enrollment since SY 1994-1995. While both sectors in-

creased the number of students served from 2011-2012 to 2012-2013, the charter school sector experienced the largest growth, increasing by 10 percent or by 3,112 stu-

Table 9.4. Private and DC Archdiocese of Washington (ADW) school enrollment as of SY 2009-2010

	Total	American Indian or Alaska Native	Asian	Hispanic	Black or African American	White	Native Hawaiian or Pacific Islander	Two or more races	Not available
Private non-ADW	14,070	19	553	723	3,320	6,300	15	663	2,477
ADW	2,465	6	43	288	857	1,047	5	54	165
Total	16,535	25	596	1,011	4,177	7,347	20	717	2,642

Source: National Center for Education Statistics 2009-2010 Private School Universe Survey

Table 9.5. Fall Enrollment at Degree-Granting Post-Secondary Institutions Located in DC

Fall Enrollment	2009-2010		2010-2011		2011-2012	
	Undergrad	Grad	Undergrad	Grad	Undergrad	Grad
American University	6,648	5,593	7,070	5,725	7,212	5,512
Catholic University of America	3,466	3,302	3,573	3,394	3,633	3,261
Corcoran College of Art and Design	691	230	690	268	432	264
Dominican House of Studies		96				
Gallaudet University	1,081	407	1,100	413	1,118	428
George Washington University	10,558	14,503	10,358	14,777	10,406	14,854
Georgetown University	7,461	9,059	7,579	9,358	7,590	9,540
Howard University	7,176	3,397	6,932	3,447	7,144	3,439
Institute of World Politics		123		130		131
Potomac College – Washington	298		299		267	
Strayer University- District of Columbia	39,864	14,461	1,766	618	1,409	633
Strayer University-Global Region			3,961	1,173	2,643	1,164
The Chicago School of Professional Psychology at Washington DC				48		181
Trinity Washington University	1,389	635	1,586	719	1,780	776
University of Phoenix-Washington DC Campus	146	21	105	15	167	6
University of the District of Columbia	4,770	190	5,311	210	4,658	263
University of the District of Columbia David A Clarke School of Law		293		319		359
Washington Theological Union		256		223		123
Wesley Theological Seminary		650		670		645
Total	83,548	53,216	50,330	41,507	48,459	41,579

Source: National Center for Education Statistics and OSSE

dents compared to DCPS' student population growth of 1 percent or by 366 students.

Enrollment in Private and Postsecondary Institutions

Private K-12 Institutions

The District of Columbia does not track private school attendance and enrollment data of private schools are not housed in one area. The enrollment figures presented below are based on the data reported in the National Center for Education Statistic's (NCES) Private School Universe Survey. This survey is voluntary so therefore the numbers may not represent the total nonpublic schools in the District. Schools categorized as the Archdiocese of Washington (ADW) is based on a school listing provided by the Archdiocese of Washington during school year 2011-2012.

For SY 2009-2010, the NCES Private School Universe Survey reported that there are 81 private schools operating in the District of Columbia, 10 of which were ADW schools. In total, these schools serve 16,535 students (Table 9.4).

Postsecondary Institutions

Washington, DC is an educational center with 49 degree-granting institutions of higher education according to the Education Licensure Commission (<http://osse.dc.gov/service/education-licensure-commission>). As of the fall of 2011, according to the Integrated Postsecondary Education Data System (IPEDS), accredited DC colleges, universities and seminaries enrolled a total of 48,459 undergraduates and 41,579 graduate students. George Washington University enrolls the highest number postsecondary students in the District, serving 36 percent of the total graduate student population and 21 percent of the total undergraduate student population (Table 9.5).

Graduation Rates

Since 2011, OSSE has used the federally mandated Adjusted Cohort Graduation Rate (ACGR) formula to calculate high school graduation rates in the District of Columbia. The four-year ACGR is calculated by dividing the number of students who graduate in four years with

Table 9.6. State, Sector, and Subgroup Adjusted Cohort Graduated Rates

		2011 ACGR	2012 Cohort	2012 Graduates	2012 ACGR
Overall*	STATE	59%	4,963	3,010	61% (+2)
	DCPS	53%	3,805	2,122	56% (+3)
	PCS	80%	1,158	888	77% (-3)
Sex	Female	64%		1,730	68% (+4)
	Male	53%		1,280	53% (-)
Race/Ethnicity	Asian	63%		37	79% (+16)
	Black	58%		2,559	60% (+2)
	Hispanic	55%		246	55% (-)
	Indian	50%		5	71% (+21)
	Multi-Racial	-		31	91% (-)
	Pacific Islanders	67%		6	55% (-12)
	White	86%		126	88% (+2)
Special Population	English Language Learner (ELL)	52%		169	52% (-)
	Economically Disadvantaged (FARMS)	58%		1,560	71% (+13)
	Special Education	38%		364	47% (+9)
	Nonpublic and County	-		16	6% (-)

* All numbers in this report were rounded to the nearest whole number.

Source: The Office of the State Superintendent of Education Office of Data Management

a regular high school diploma by the number of students who form the adjusted cohort for the graduating class. For any given cohort, students who are entering grade 9 for the first time form a cohort that is subsequently "adjusted" by adding any students who transfer into the cohort later during the next three years and subtracting any students who transfer out, immigrate to another country, or die during that same period

Results of the Adjusted Cohort Graduation Rate for the graduating class of 2012 show 61 percent of District of Columbia public high school students graduating within four years. Of the 4,963 students in the adjusted cohort, 3,010 obtained a high school diploma (Table 9.6). The school-by-school adjusted cohort graduation rates for the class of 2011 and the class of 2012 are shown in Table 9.7.

Progress in Special Education

The number of special education students enrolled in

public schools in the District of Columbia has increased each year since SY 2009-2010. As of the Child Count on December 1, 2012 there were 12,585 special education students enrolled in DC public and public charter schools.

Table 9.8. Special Education Student Enrollment In DC Public And Public Charter Schools

	SY 2009-2010	SY 2010-2011	SY 2011-2012	SY 2012-2013
Total Enrollment	11,371	11,947	12,536	12,585
Change from Previous year	n/a	+576	+589	+49
% change from previous year	n/a	+ 5%	+4.9%	+0.4%

Source: The Office of State Superintendent of Education

Table 9.7. School Level Adjusted Cohort Graduated Rates

School	2011 ACGR	2012 Cohort	2012 Graduates	2012 ACGR
Anacostia SHS	42%	345	137	40% (-2)
Ballou SHS	48%	384	193	50% (+2)
*Ballou Stay SHS	11%	153	13	9% (-2)
Banneker SHS	100%	87	85	98% (-2)
Booker T Washington PCS	86%	75	57	76% (-10)
Capital City PCS UPPER SCH	N/A	55	41	75% (-)
Cardozo SHS	40%	216	90	42% (+2)
Cesar Chavez PCS - CAP HILL	85%	78	50	64% (-21)
Cesar Chavez PCS - Park	82%	59	41	69% (-13)
Columbia SHS	69%	201	131	65% (-4)
Coolidge SHS	60%	220	130	59% (-1)
Dunbar SHS	60%	239	141	59% (-1)
Ellington SHS	92%	105	101	96% (+4)
Friendship Collegiate	86%	268	243	91% (+5)
Hospitality PCS	63%	32	16	50% (-13)
Hyde/Perry Street PCS	79%	101	76	75% (-4)
IDEA PCS	72%	65	51	78% (+6)
*Luke C Moore SHS	24%	165	59	36% (+12)
Maya Angelou PCS Evans Camp	65%	75	38	51% (-14)
McKinley SHS	94%	181	165	91% (-3)
Options PCS	N/A	74	42	57% (-)
Phelps ACE SHS	N/A	93	84	90% (-)
Roosevelt SHS	46%	272	131	48% (+2)
School Without Walls SHS	93%	120	110	92% (-1)
Seed PCS	90%	55	48	87% (-2)
Spingarn SHS	48%	177	92	52% (+4)
*Spingarn Stay SHS	6%	98	7	7% (+1)
Thurgood Marshall PCS	75%	81	63	78% (+3)
Wash Latin PCS	N/A	44	41	93% (-)
Washington Math & Sci PCS	91%	93	81	87% (-4)
Wilson SHS	74%	384	279	73% (-1)
Woodson SHS	57%	254	135	53% (-4)

Source: The Office of the State Superintendent of Education

In terms of academic performance, as of SY 2011-2012 the percentage of special education students scoring proficient on the DC CAS was 18.1 percent in math and 15.0 percent in reading. These proficiency rates represent a decline from SY 2010-2011 proficiency levels, driven by decreased proficiency rates in both the public and the public charter school sectors (Table 9.9).

Special Education Student Transportation

The Division of Student Transportation provides transportation services to over 4,000 students annually. The Division operates approximately 600 routes during the Fall School Year and 350 routes during the Extended School Year (ESY) session.

There is a high level of coordination kept by the Division in order to efficiently route each student in order to get them to school on time. The Division must take into account a reasonable ride time for each student it serves in order for them not to be on the bus for an extended period of time. The Division also provides Call Center services to parents and schools alike where they can contact the Division directly to resolve any issue related to the student transportation service we provide. Finally, the Division strives to obtain a very high level of on time performance each day by measuring how many of the routes drop students off within a 20 minute on time window prior to the bell time for each school (Table 9.10).

Student Transportation Division Exits Federal Court Supervision - In December 2012, Mayor Vincent C. Gray announced the dismissal of *Petties v. District of Columbia*, a class action lawsuit requiring federal court supervision of the District's special education transportation system and provider payments. Judge Paul Friedman of the U.S. District Court for the District of Columbia, formally ended 17 years of federal oversight for transportation services and nonpublic and related service provider payments at a public hearing.

The case's dismissal is a significant achievement for OSSE's Student Transportation. As the department continues to provide high quality service to students and families in the District, performance reporting is an important aspect of progress. Reviewing information that is reliable and verifiable on a routine basis provides transparency and visibility, which is the essence of good government.

Table 9.9. Special Education Student Proficiency Levels on the DC CAS

Sector		2009-2010	2010-2011	2011-2012
MATH	DCPS	Count: 619	629	572
		Percent: 15.3%	15.5%	15.2%
	PCS	Count: 350	446	453
		Percent: 24.2%	26.5%	24.0%
	State	Count: 969	1,075	1,025
		Percent: 17.7%	18.7%	18.1%
READING	DCPS	Count: 565	575	512
		Percent: 13.9%	14.2%	13.5%
	PCS	Count: 285	337	338
		Percent: 19.7%	20.0%	18.0%
	State	Count: 850	912	850
		Percent: 15.4%	15.9%	15.0%

Source: The Office of the State Superintendent of Education

Table 9.10. Performance Summaries for the OSSE Division of Student Transportation

Description	2011-2012	2012-2013
Average number of students served	The averages are based on school days that OSSE-DOT provided 'full' transportation service to students, including drop-off and pick-up. The extended school year (ESY) is a 4 week session during the summer months. Regular SY: 3,445 ESY: 2,136	Regular SY: 3,257* Extended school year data is not yet available for SY 2012-2013
Number of Schools served	This includes all of the school 'sites' to which OSSE DOT provide transportation. Some schools have multiple sites. Regular SY: 271 schools DCPS: 117 Dep. Charter: 19 Indep. Charter: 47 Non-Public: 88 ESY: 116 schools DCPS: 12 Dep. Charter: 10 Indep. Charter: 26 Non-Public: 68	Regular SY: 285 schools DCPS: 113 Dep. Charter: 24 Indep. Charter: 57 Non-Public: 91
Average On-Time Performance	An on-time drop-off means that the student arrived to school between 30 and 10 minutes prior to the bell at the beginning of the day. Regular SY: 89.6% Extended SY: 82.6%	Regular SY: 91.2%**

* Through Tuesday, June 11, 2013 ** Through Thursday, June 13, 2013

Source: The Office of State Superintendent of Education Division of Transportation

Table 9.11. Pre-Kindergarten Student Enrollment in UPSFF Funded Programs

Child level count	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
DCPS (PK3 - 4)	4,197	3,974	4,598	5,596	5,396	5,583
PCS (PK3 - 4)	2,127	3,049	3,607	3,985	5,382	5,868
PreK CBOs	0	368	394	496	489	441
Total	6,324	7,391	8,599	9,891	11,267	11,892
% change		+ 17%	+ 16%	+ 15%	+ 14%	+ 6%

Source: The Office of State Superintendent of Education, Division of Early Learning

Serving our Youngest Students

The District of Columbia is a model for Pre-K education, and remains committed to educating three- and four- year old prekindergarten children. The District has sufficient capacity to educate the 15,314 three- and four-year-olds in the District with a capacity of 15,908 slots among DCPS, PCS, and CBOs (U.S. Census Bureau, American Community Survey, 1 year estimates, 2011).

During the 2011-2012 school year, approximately 84 percent of all three- and four-year-olds in DC were enrolled in public funded Pre-K programs with 11,267 children attending Uniform per Pupil Funding Formula (UPSFF) programs and another 1,590 children attending subsidized programs (Table 9.11).

In addition to the students attending UPSFF-funded programs, 5,508 Pre-K-aged children were enrolled in Head Start programs at either 67 Title 1 DCPS schools (4,595 children) or 4 CBOs (913 children) (Table 9.12).

The OSSE also administers the Childcare Development Fund (CCDF) funded subsidized childcare program, which provides childcare to over 6,000 children at any given point throughout the year. The program offers a range of services from full time care for infants to before- and after-school programs for children attending public schools within the District. Families qualify for services based on income and employment eligibility criteria.

Pre-K Standards Review: OSSE has reviewed the early learning standards and published a new set of Standards aligned with the Common Core State Standards (CCSS).

Kindergarten Entry Assessment & Quality Improvement

Table 9.12. CCDF Enrollment-Oct.2012

Total Enrollment	
Infants	560
Toddlers	2,921
Preschool	1,983
Toddlers	1,440
Total	6,904

Source: The Office of State Superintendent of Education

Rating System: The OSSE is in the process of developing the Kindergarten Entry Assessment (KEA) and the Quality Improvement Rating System (QRIS) to serve as evaluation tools for measuring annual achievements. Both the KEA and the QRIS are evaluative tools which will determine the level of school readiness of Kindergarten children in the District of Columbia (KEA); and provide a comprehensive monitoring, assessment, and accountability process for all programs within the Pre-K-education system (QRIS).

Early Childhood Education Information Management System: The OSSE is developing a new Early Childhood Education Information Management System (EIMS). The EIMS will provide web-based access to the database for both ECE staff and child care providers. This new EIMS will provide real-time data and create a universal platform for information about the children the OSSE serves across programs.

DISTRICT OF COLUMBIA PUBLIC SCHOOLS

Our purpose is to ensure that every District of Columbia Public School (DCPS) school provides a world-class education that prepares ALL of our students, regardless of background or circumstance, for success in college, career, and life.

Capital Commitment

DCPS' five-year strategic plan, A Capital Commitment, provides a roadmap for building DCPS into a high-quality, vibrant school district that earns the confidence of our community. The plan defines an overarching purpose as well as five goals that will guide DCPS' work through 2017.

Goal 1: Improve Achievement Rates

- At least 70% of our students will be proficient in reading and math, and we will double the number of advanced students in the district.

Goal 2: Invest in Struggling Schools

- Our 40 lowest-performing schools will increase proficiency rates by 40 percentage points.

Goal 3: Increase Graduation Rate

- At least 75% of entering 9th graders will graduate from high school in four years.

Goal 4: Improve Satisfaction

- 90% of students will say they like their school.

Goal 5: Increase Enrollment

- DCPS will increase its enrollment over five years.

The Common Core State Standards

In July 2010, DCPS joined more than 40 states in adopting new and more rigorous academic standards in English Language Arts and Mathematics for grades K-12. The Common Core State Standards (CCSS) set clear expectations for what students should know and be able to do at each grade level.

The CCSS start by establishing what high school graduates need to truly be ready for success in college, careers and life. Then those goals are back-mapped down through

the grades to kindergarten, so that students, parents and teachers all know what skills and knowledge are necessary at each step along the way.

We have crafted an Academic Plan for the next four years that is the road map to implementing these game-changing new standards and to advancing student progress even further than we have over the past four years.

Because the CCSS apply to almost the entire country and have been created to match the highest expectations around the globe, we can now be sure we are preparing our students in each grade level and subject area to be competitive not just in our city, but also our region, our country and the world.

There are a number of key components of the DCPS Academic Plan, including:

- a comprehensive early childhood curriculum;
- new standards for grades K-12 in English/Language Arts and Mathematics;
- scope and sequence documents and unit overviews for teachers;
- paced interim assessments; and
- additional support systems & resources for teachers.

Importantly, all of these components are closely aligned to our Teaching and Learning Framework, which provides a common set of expectations for how teachers effectively plan and deliver instruction and then how they increase their effectiveness by reflecting on student progress.

DCPS Facilities

School Modernization

Since 2007, 38 schools have been modernized, or have modernization underway, with a special focus on the most at-risk areas of the city (Table 9.13). Improving the educational environment in every classroom & academic space positively impacts learning and student growth. By 2020, every school in the district will have been modernized.

Recent Accomplishments

Facility Improvements:

- In FY12, the full modernization of Anacostia HS, Turner ES, & Moten ES in time for the school year.
- Whittier EC received a cafeteria addition, and the largest number of systemic modernizations to date at Amidon-Bowen ES, Brookland EC at Bunker

Hill, Bruce-Monroe ES at Parkview, Ketcham ES, LaSalle ES, Leckie ES, Nalle ES, Ross ES, and Simon ES in line with DCPS standards for “Phase 1” enhancement projects.

Table 9.13. School Modernization by Ward

Modernized School	Ward	Modernized School	Ward
H.D. Cooke ES	1	Stuart Hobson MS	6
Tubman ES	1		
Ross ES	2	Tyler ES	6
School Without Walls HS	2	Walker-Jones EC	6
		Burrville ES	7
Deal MS	3	Drew ES	7
Janney ES	3	Nalle ES	7
Stoddert ES	3	Sousa MS	7
Wilson HS	3	Thomas ES	7
LaSalle ES	4	Woodson HS	7
Truesdell EC	4	Anacostia HS	8
Whittier EC	4	Ferebee-Hope ES	8
Brookland @ Bunker Hill ES	5	Johnson MS	8
		Ketcham ES	8
Burroughs EC	5	King ES	8
Phelps ACE HS	5	Leckie ES	8
Wheatley EC	5	Moten ES	8
Amidon ES	6	Savoy ES	8
Brent ES	6	Simon ES	8
Eastern HS	6	Turner ES	8
J.O. Wilson ES	6		

Source: DC Public Schools

- Construction progressed on Cardozo HS, Dunbar HS, McKinley MS and Stuart Hobson MS, with planning and design efforts underway on Ballou HS, Brookland MS, Duke Ellington School of the Performing Arts, Hearst ES, Mann ES, Powell ES, the historic Rose Reno School at Deal MS, and Roosevelt HS.
- Stabilization efforts continued on various fronts with window replacement initiatives for Hyde-Addison ES, Jefferson MS, Ketcham ES, LaSalle-Backus ES, and Simon ES. Door replacements occurred at Oyster-Adams EC, Brookland EC @ Bunker Hill, and Peabody ES. Other stabilization initiatives consisted of remediation of fire and health code violations identified via work orders, along with HVAC and small capital improvements.

Design excellence is at the forefront of each DCPS facility modernization project, which is reflected in several awards from the design and construction industry:

- Eastern High School
 - ♦ 2012 Excellence in Historic Preservation Award – (Historic Preservation Office within the DC Office of Planning)
- Wilson High School
 - ♦ 2012 State Historic Preservation Officer’s Award
 - ♦ 2012 CEFPI World Congress Lee J. Brockway Award for Outstanding Renovation
 - ♦ 2012 AIA/DC Award of Merit in Historic Resources
 - ♦ 2012 American School & University Magazine Architectural Showcase of Outstanding Design
 - ♦ 2012 LEED Gold Certification in USGBC’s LEED for Schools rating system
 - ♦ 2012 WBC Craftsmanship Award winner in four categories: Atrium Skylight, Masonry, Structur-

- al Steel Framing, Foundations & Excavation
- ♦ 2012 NAIOP Award of Excellence – Best Renovation – Historic Restoration
- ♦ 2012 CMAA Project of the Year Honorable Mention Renovation / Modernization, Constructed Value Greater Than \$15M

IT infrastructure/Wireless network improvements:

Funded in FY13 and included in Mayor’s budget through FY15, DCPS received \$6.9M in capital funds in FY13 to initiate infrastructure/wireless network improvements and hopes to continue the project through FY15. This will address failing/aging equipment and old cabling structure in school buildings that are in need of upgrades. Twenty-six schools will receive enhancements in the summer of 2013. Schools were chosen based on need, modernization, schedule, and performance level (40 lowest performing). After these projects are complete, DCPS will work to operationalize maintenance of an IT infrastructure refresh cycle to ensure broadband access is consistent and maintained in all schools (Table 9.13).

Progress in Special Education

A commitment to serving our special education students has led to unprecedented progress:

- DCPS significantly improved capacity to serve special education students in neighborhood schools. The Office of Special Education (OSE) opened 27 new classrooms in SY12-13 and plans to open 31 new classrooms in SY13-14.
- DCPS increased the number of special education students served in less restrictive environments. DCPS Non-Public enrollment has reduced by 61 percent since 2010-2011. Fifty-six percent of our students currently receive 80 percent or more of

Table 9.14. DC Public School System Finances, Actual Expenditures of Public Schools (\$ In Actual Values)

	2004	2005	2006	2007	2008	2009	2010	2011
Local	\$775,463,000	\$788,734,000	\$819,223,000	\$827,796,000	\$874,214,000	\$576,049,000	\$517,674,000	\$580,006,574
Federal	\$125,262,000	\$138,709,000	\$123,653,000	\$137,416,000	\$18,433,000	\$48,929,000	\$54,068,000	\$50,558,812
Private	\$3,728,000	\$4,241,000	\$5,704,000	\$8,216,000	\$6,194,000	\$6,433,000	\$21,512,000	\$20,550,676
Intra-District	\$58,446,000	\$51,641,000	\$47,229,000	\$61,603,000	\$110,297,000	\$103,374,000	\$193,102,000	\$142,230,955
Other	\$6,082,000	\$7,355,000	n/a	n/a	n/a	\$3,362,000	\$5,153,000	\$3,570,570
DCPS Subtotal	\$968,981,000	\$990,680,000	\$995,809,000	\$1,035,031,000	\$1,009,138,000	\$738,147,000	\$791,509,000	\$796,917,587

Source: DC Government, Annual Congressional Budget Submissions

- their service hours in the general educate setting.
- DCPS improved compliance with court orders. DCPS was compliant with DL court order in the first court year and is currently at 92.3 percent Jones timeliness with zero cases in the 90+ backlog.
- DCPS committed itself to improving academic achievement through improving teacher and para-professional training. OSE provided more than 300 professional development sessions to our teachers.
- DCPS prioritized communication to families. OSE held a Special Education Expo in May and developed a SY13-14 Programs and Resources Guide for Families that explains each of our programs and provides key contact information.

Serving our Youngest Students

Parents are embracing the high quality, early childhood options provided by DCPS.

- Since 2010, DCPS has added more than 447 PreK3 and PreK4 seats across all eight wards.
- For 2013-14, this will mean 349 classrooms across 75 schools, and represents an increase of 80 PreK3 and PreK 4 seats over 2012-2013.

Finance

See Table 9.14.

DISTRICT OF COLUMBIA PUBLIC LIBRARY

The District of Columbia Public Library (DCPL) is a dynamic source of information, programs, books and other library materials and services that improve the quality of life for District residents of all ages that when combined with expert staff helps build a thriving city. The Library provides environments that invite reading, community conversation, creative inspiration and exploration, lectures, films, computer use, workforce and economic development, story times for children and much more.

Since its founding in 1896, the Library has reported to a Board of Library Trustees. The Trustees are individually nominated by the Mayor and confirmed by City Council; their actions as a Board are governed by District statute and library by-laws. The Library is led by the Chief Librarian who is hired by the Board of Library Trustees and who serves at its pleasure.

A 21st Century Library

The transformation of DC Public Library into a 21st Century Library is well underway. A 21st century library is focused less on where to put “stuff” and more on how to provide access to the tools and resources people need. Many District residents turn to DC Public Library for that access, and many of the Library’s materials and resources are now available to the public 24/7 via the library’s website and material licensed downloading. The Library

provides free WiFi at all locations and its 1,000 computers makes the Library the single largest provider of free public access computers in the District.

In the past four years, the Library has opened 14 new or renovated libraries that have transformed and revitalized neighborhoods. According to the DC Office of Planning, “Libraries can play a crucial role in encouraging innovation and creativity, and DCPL can be a key partner in helping to foster entrepreneurial activity and in ensuring that all of the District’s communities benefit from its growing economic prosperity”. People are visiting the Library and attending programs, using the resources available, borrowing books and other library materials and as a result DCPL’s key performance indicators have increased in the past several years (Table 9.15).

DC Public Library communicates with residents in many ways and has expanded its social media footprint with the addition of GoodReads, Pinterest, Facebook, Twitter, LinkedIn and Foursquare.

Services Offered to the Public

1. Service to Children, Youth and Teens

The most important service the DC Public Library provides is to children, youth and teens. The library provides books and programs for children starting with babies and for their parents and caregivers. Such involvement develops early literacy skills that prepare children to enter school ready to learn and entices them to read. The Library helps

Table 9.15. DC Public Library Performance Measures

Performance Measure	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Books and other Library Materials Checked-Out	1,198,605	1,462,531	1,781,862	2,337,536	2,712,775	3,059,432	3,363,313
Attendees at Library Programs for Children, Teens and Adults	n/a	n/a	192,450	194,240	197,282	228,836	259,320
Library Programs Offered to Children, Teens and Adults	n/a	n/a	9,549	9,849	8,574	8,833	9,560
Number of Major Capital Projects Completed	n/a	3	1	2	10	3	3

Source: DC Public Library

youth and teens achieve success in school in many ways including partnering with schools and other youth-serving organizations. Teens are employed at all library locations.

2. The Library as Community Place

All libraries are safe gathering spaces for the community. Nearly all libraries have small rooms for two or three to larger rooms for at least 100. Fourteen neighborhood libraries are new or have been historically renovated. Three more libraries are in process; eight remain to be modernized.

3. Books and other Library Materials

Books and magazines, plus a wide variety of digital collections are available including CDs, DVDs, music, videos, electronic databases, and eBooks. The foreign language book collection represents a variety of world languages and includes extensive holdings in Spanish. Materials for people with disabilities are available in various formats: Braille, large print, captioned films and audio-described films for blind customers. The Library buys library materials at the best price and gets them on library shelves quickly.

4. Technology

Library provides training and access to technology and many library services are provided via technology. The Library is important in the City's work to bridge the digital divide. The Library is the largest supplier of free Internet access in the City through public access computers and free Wi-Fi at all libraries. DCPL is the only place many DC residents can access technology.

5. Adult Literacy and Learning

DC Public Library has long been involved in adult literacy. Services at the MLK Library include: free GED assistance and testing, assessment and a strategy to improve reading ability, a computer lab for learning and for practice testing, referral to literacy classes and tutors. Every library has Adult Basic Education books, study materials for GED, and space for tutors. The Library has books, audio materials, and more for those learning English as a second language. ESL Conversation Circles are popular in several locations.

serves as the designated provider of library service for the blind and disabled communities. In addition to the Adaptive Services Division at MLKML, all libraries provide large print books and adaptive technologies for people with a full range of disabilities.

Capital Improvements - an Investment in the Neighborhoods

A major Capital investment has occurred in the last several years with the City's commitment to DCPL through its substantial investment in new or renovated neighborhood libraries as well as improved space at the main library, Martin Luther King, Jr. Memorial Library. This investment has brought pride, people and garnered awards to the buildings at DC Public Library.

New Libraries at DC Public Library

- | | |
|--|------------|
| • Takoma Park Neighborhood Library | March 2009 |
| • Parklands-Turner Neighborhood Library | Oct 2009 |
| • Northwest One Neighborhood Library | Dec 2009 |
| • Dorothy I. Height/Benning Neighborhood Library | April 2010 |
| • Anacostia Neighborhood Library | April 2010 |
| • Deanwood Neighborhood Library | June 2010 |
| • Watha T. Daniel/Shaw Neighborhood Library | Aug 2010 |
| • Georgetown Neighborhood Library | Octr 2010 |
| • Tenley – Friendship Neighborhood Library | Jan 2011 |
| • Petworth Neighborhood Library | Feb 2011 |
| • William O. Lockridge/Bellevue Neighborhood Library | June 2012 |
| • Francis A. Gregory Neighborhood Library | June 2012 |
| • Mount Pleasant Neighborhood Library | Sept 2012 |
| • Rosedale Neighborhood Library | Oct 2012 |

Projects Underway at DC Public Library

- Northeast Neighborhood Library 2014
- Woodridge Neighborhood Library 2015
- West End Neighborhood Library 2017

DC Public Library opened the Digital Commons at Martin Luther King Jr. Memorial Library in July 2013. The 11,000 sq. ft. Digital Commons has 80 public access PCs, 12 express computers; 12 iMacs; 4 iMacs with high-end design software; a 3-D printer; an Espresso Book Machine for self-publishing; an eReader device bar with several types of readers and tablets for customers to test and learn how to download digital content from the library; a Skype station; and a videophone for customers who communicate using American Sign Language.

The Digital Commons features the Dream Lab, a membership-based collaborative space for small organizations, start-ups, non-profits, groups and individuals who will use technology to develop and sustain new ventures. Members have access to flexible workspace equipped with tables, chairs, WiFi, SMART boards and conference rooms. In exchange for using the space, each Dream Lab member provides one hour of public programming each month related to technology or digital literacy.

DC Public Library's new Digital Commons provides the City with a cutting – edge technology center that sets the standard for urban libraries across the country.

“One City. One Library.”

DC Public Library has come a long way in its more-than-one-hundred-year history. And it has come a long way in the past several years but much remains to be done.

The purpose of the Library is to enrich and nourish the lives and minds of all DC residents; to provide them with the services and tools needed to transform lives; and to build and support community throughout the District of Columbia.

In order to provide all residents of the District with the 21st century library services they need and deserve, and based on the findings of the process summarized DC Public Library Services and Facilities Report: A Framework for Continuing Success, the DC Public Library Board of Trustees therefore recommends that the Mayor and the

City Council:

1. Fund continuing capital work to keep the promise that all neighborhood libraries will be ready for the future.
2. Choose locations for new or relocated neighborhood libraries that are easily visible and convenient to public transportation (Metro, bus, street-car), commercial activity, and schools.
3. Use the same criteria for evaluating all potential DC Public Library locations, whether co-located with public or private partners or in free-standing facilities. These criteria include cost analyses that factor in both initial construction and ongoing operating costs.
4. Build neighborhood libraries that are at least 20,000 sq. ft., are flexible enough to accommodate changing uses and new technologies, and that meet the District requirement of Leadership in Energy and Environmental Design (LEED) Silver or higher standard.

Organization

The District of Columbia Public Library was created by an act of Congress in 1896 “to furnish books and other printed matter and information service convenient to the homes and offices of all residents of the District”. DCPL is a quasi-independent agency with a Board of Library Trustees whose nine members are appointed by the Mayor and confirmed by City Council. The Library Board hires and supervises the Chief Librarian and has policy making and fiduciary review responsibility for DCPL. All library buildings are property of the District of Columbia; all capital funds and nearly all operating funds are appropriated by the Mayor and City Council.

DCPL is divided into two primary divisions; Library Services and Business Services.

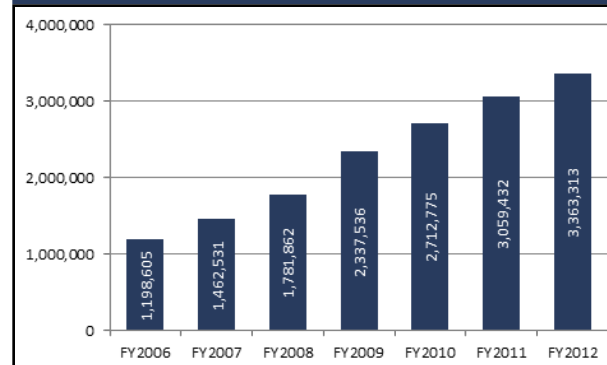
- Library Services includes 25 neighborhood libraries, the Martin Luther King, Jr. Memorial Library, and selection and acquisition of books and other materials. Two-thirds of library employees are part of this division.
- Business Services includes facilities and maintenance, capital projects, finance, procurement, human resources, information technology and public safety.

Performance Measures

The Library has identified the following performance measures as key indicators of use and success of services provided. These measures of use and activity are reported quarterly to the Library Board of Trustees and allow them to monitor the services the Library is providing as well as provide oversight to fiscal accountability.

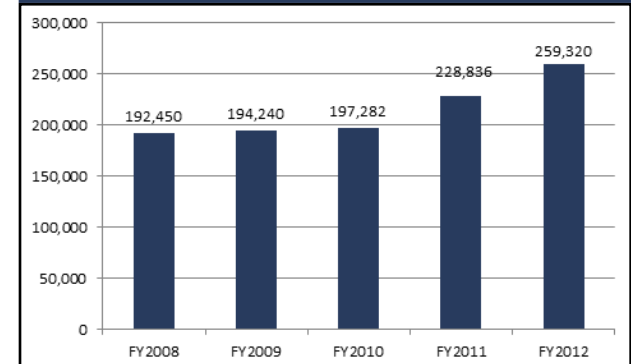
- Number of Books and other Library Materials Checked-Out either in person or via download from the Library’s website (Figure 9.5).
- Attendees at Library Programs for Children, Teens and Adults (Figure 9.6).
- Number of Library Programs for Children, Teens and Adults (Figure 9.7).

Figure 9.5. DC Public Library Number of Books, DVDs, Audio Books and other library materials Checked-Out FY2006 to FY2012



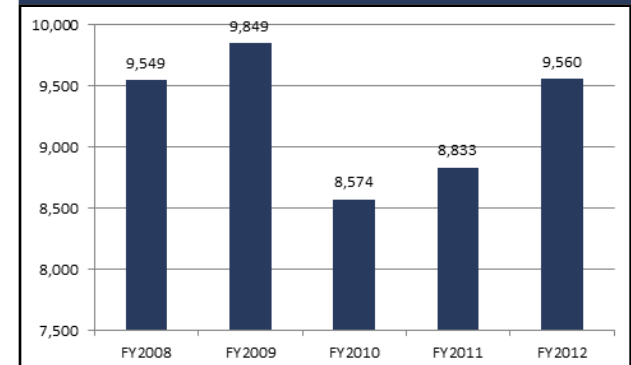
Source: DC Public Library

Figure 9.6. DC Public Library Attendees at Library Programs for Children, Teens and Adults FY2008 to FY2012



Source: DC Public Library

Figure 9.7. DC Public Library, Library Programs Offered to Children, Teens and Adults FY2008 to FY2012



Source: DC Public Library

Chapter 10

Transportation, Public Works, & Environmental Services

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TRANSPORTATION, PUBLIC WORKS & ENVIRONMENTAL SERVICES

DISTRICT DEPARTMENT OF TRANSPORTATION

The District Department of Transportation (DDOT) is responsible for the planning, design, construction, maintenance, and operation of the District's roadways, regulation of public space, and the planting and upkeep of street trees. Central to these responsibilities is the stewardship of the public right of way. The agency's right of way real estate makes up nearly one-third of the District's land area; DDOT's transportation assets are valued at \$45 billion. Table 10.1 summarizes the transportation assets of the District.

Transportation Vision and Mission

The District Department of Transportation (DDOT) is committed to achieving an exceptional quality of life in the nation's capital through more sustainable travel practices, safer streets and outstanding access to goods and services. Central to this vision is improving energy efficiency and modern mobility by providing next generation alternatives to single occupancy driving in the city. DDOT's mission is to develop and maintain a cohesive sustainable transportation system that delivers safe, affordable, and convenient ways to move people and goods—while protecting and enhancing the natural, environmental and cultural resources of the District.

The District Department of Transportation (DDOT) is guided by an Action Agenda that outlines its programmed investments, policy objectives and actions, and benchmarks for achievement over the coming years. The program is built upon solid understanding of our infrastructure needs and capacities and the critical investments necessary to move forward into the next decade.

The Action Agenda has five key principles:

1. Safe Passages. Safety is DDOT's first priority, as the agency seeks to ensure that all users can safely move with comfort and efficiency. Through improvements to our programs, partnerships and physical infrastructure, we are aiming to drastically reduce transportation-related

Table 10.1. Transportation Assets in the District (July 2013)

Transportation Asset	Description
Roadway System	1,144 miles of roadway
Bridges	220 (203 vehicle, 17 pedestrian)
Tunnels	16
Sidewalks	1,400 miles
Bicycle Routes	
On-road bicycle lanes	57 miles
Cycle tracks	3.6 miles
Signed routes	84 miles
Off-road trails	56 miles
Shared Lanes	12.2miles
Bike Share Stations	169
Bike Share Ridership	2,069,596 trips in 2012 system-wide
Street Trees	132,000 (7,001 planted in FY13)
Alleys	357 miles
Traffic Signals	1,600 traffic signals
Streetlights	68,000 streetlights
Parking assets	13,525 parking meters 18,000 metered parking spaces
Circulator	Service on 35 miles Ridership for 2012= 5,708,526
Streetcar	7.76 miles of track
Assets not owned by DDOT	
Rail Mass Transit (Metrorail)	38 miles (total for region=106 miles) 40 stations (total for region = 86)
Bus Mass Transit (Metrobus)	Service on 298 miles of road (total for region=1,442 miles)
Airports*	Two international airports (Washington Dulles International and Baltimore-Washington International) and one domestic (Reagan National)
Railroads	27.2 miles of rail line (Amtrak passenger rail, MARC and Virginia Railway Express commuter rail, and CSX and Norfolk Southern freight rail). Union Station, w/in walking distance of the Capitol, provides connections to bus and rail transit along with shared cars, rental cars and sightseeing services.

**All three airports are located outside of the District but serve the metro DC region.*

Source: DC Department of Transportation

- injuries and fatalities.
2. **Sustainable Living.** DDOT’s mission is to move people and goods as efficiently and cleanly as possible. Often this means finding ways to move more people, not vehicles, in a fixed right-of-way. DDOT has, and will continue to, invest in initiatives that reduce toxins in the air and improve overall air quality (e.g. improving the health of our tree canopy).
 3. **Capital Assets.** The District is best served when sufficient investments are made to preserve our tremendous, and expensive, transportation assets. As the steward of the public right of way and the District’s transportation assets, DDOT tracks infrastructure conditions closely and carefully chooses how to preserve, expand, and improve our systems.
 4. **Prosperous Places.** While DDOT’s projects improve the safety, efficiency and condition of the transportation system, DDOT is proud that many of our projects also go above and beyond direct infrastructure improvements. In many instances throughout the city, the investment in roads, sidewalks and streetscape has become the catalyst for economic development throughout the corridor.
 5. **Firm Foundation.** DDOT’s core programs are the foundation on which DDOT is able to accomplish its mission. These are the programs that allow us to research and analyze innovations in the transportation field, improve customer service and outreach for our customers and partners, and build a high-quality workforce to ensure a strong base for the organization.

Program Activities

Title VI: Ensuring Equity in the Transportation Program

In implementing its transportation program, DDOT assures that no person shall on the grounds of race, color, national origin, age, disability, or gender, as provided in Title VI of the Civil Rights Act of 1964 and related statutes be excluded from participation in, or be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which DDOT receives federal financial assistance. In order to comply with Title

VI and meet the needs of an increasingly diverse population, DDOT gives special consideration to populations protected under Title VI in its transportation program. DDOT has identified representatives from each program administration to serve as Title VI coordinators. The Title VI Coordinators work with the executive leadership, planners, reviewers, and engineers at all stages of planning and project development as well as assist in collecting data critical to assessing the agency’s interaction with Title VI populations. The Title VI Coordinators also help identify vital agency documents that are translated into the six languages that make up at least 3% of the District population, and made available to the public. DDOT emphasizes proactive and ongoing public involvement targeted toward traditionally underserved communities.

No cost translation and interpretation services are provided to the District’s Limited-English Proficient (LEP) and Non-English Proficient (NEP) residents; comprised of at least 3% of the population. Annual language access training is provided to all staff that has regular contact with the public. This ensures that DDOT’s staff does not permit language to serve as a barrier to public services and community input. Every three years the Federal Transit Administration requires that DDOT update its Title VI Plan, the Federal Highway Administration also reviews the Plan on a periodic basis. This Plan includes the results of the four factor analysis used to assess the needs of LEP and NEP populations and utilizes US Census and American Community Survey data to identify its NEP and LEP population by language and geographic concentration. DDOT then uses this information to identify the translation or interpretation needs of the NEP and LEP population in the area being serviced.

In promoting equity considerations, DDOT is also committed to Environmental Justice and uses analyses and impact studies to identify and avoid disproportionately high or adverse human health and environmental effects of its program, policies and activities on minority and low-income populations.

Transforming Corridors through Great Complete Streets

Our avenues and boulevards are much more than simple transportation routes. They are a legacy of the 1791 L’Enfant Plan and are still one of the city’s most distinctive

features. They were designed to be beautiful corridors lined with distinctive buildings, generous tree canopy, and affording dramatic vistas. While some of the city’s radial corridors do serve this function, many now also handle tens of thousands of private vehicles each day as well as bicycles, trucks, and buses.

Different corridors in the city serve different functions. Some, like New York Avenue, carry heavy truck and commuter traffic. Others have wide sidewalks that provide a safe and pleasant environment for pedestrians. Still others were once vital shopping streets or streetcar lines that today have lost their neighborhood-serving activities and are checkered by drive-through and auto-oriented uses. As the gateways to our communities, the District’s corridors should once again become the centers of civic and economic life for surrounding neighborhoods and serve as vital transportation corridors. The challenge facing the District as it plans for and reinvests in its corridors is to balance the various transportation modes, tailor its transportation strategies to recognize the function of each major street and foster economic growth.

Improvement of the city’s corridors—particularly public space along city streets—is an important part of the ongoing “Great Streets” initiative. Great Streets applies a multi-disciplinary approach to corridor improvement, comprised of public realm investments, land use plans, public safety strategies, and economic development assistance. Among other things, the initiative includes the construction of new sidewalks, lighting, signage and crosswalks. Such improvements are being used to leverage further investment in landscaping and public space by the private sector.

The Great Streets Initiative is a partnership of the District Department of Transportation (DDOT), the Deputy Mayor for Planning and Economic Development (DMPED), the Office of Planning (OP), and the Department of Parks and Recreation (DPR), among many others. The program concentrates on the following six designated corridors, three of which have been completed and three of which are partially complete or in development:

- H Street NE and Benning Road NE from North Capitol Street to Southern Avenue (completed)
- Nannie Helen Burroughs Avenue NE from Keenilworth Avenue to Eastern Avenue (completed)
- Pennsylvania Avenue SE from the Capitol complex

- to Southern Avenue (completed)
- Georgia Avenue NW and 7th Street NW from Eastern Avenue to Mt. Vernon Square (partially completed)
- Minnesota Avenue NE/SE from Sheriff Road NE to Good Hope Road SE (in development)
- Martin Luther King Jr. Avenue SE and South Capitol Street from Good Hope Road to Southern Avenue (in development)

Planning for the Future Transportation System

DDOT is developing a new 20-year plan for transportation in the District to guide our investments. This plan, called MoveDC, is a collaborative effort led by DDOT to develop a bold and implementation-focused vision for our city's transportation future. The plan will address all users and modes of transportation – from bicycles and pedestrians to transit and freight – and how streets interact with the District's neighborhoods on issues such as stormwater management and placemaking. Importantly, the plan will identify the short and long term actions for its implementation. The planning process began in January 2013 and the plan is expected to be complete in late 2013.

Transportation System Overview

As the nation's capital and the center of one of the country's largest metropolitan areas, the District's transportation system is at the core of a complex, multimodal regional system. On an average workday, the District's population swells with nearly 500,000 workers 100,000 visitors. All of these travelers must be accommodated on the District's various transportation options; congestion on the system is the result, particularly during the morning and evening commute periods. DDOT's role is to manage the transportation system and ensure it is kept in good condition.

The District has one of the most balanced transportation systems in the country. The District has one of the most extensive mass transit systems in the country, densities that support and promote transit use, a growing network of bicycle and pedestrian trails, and a unique system of radial boulevards that distinguish it from all other American cities. Washington's gracious avenues, bridges, and parkways are part of its history and a defining element of its urban form and character. With appropriate strategies in place, these transportation assets can enhance the quality

of life in the city and increase the District's attractiveness while still performing their essential function to move people and goods.

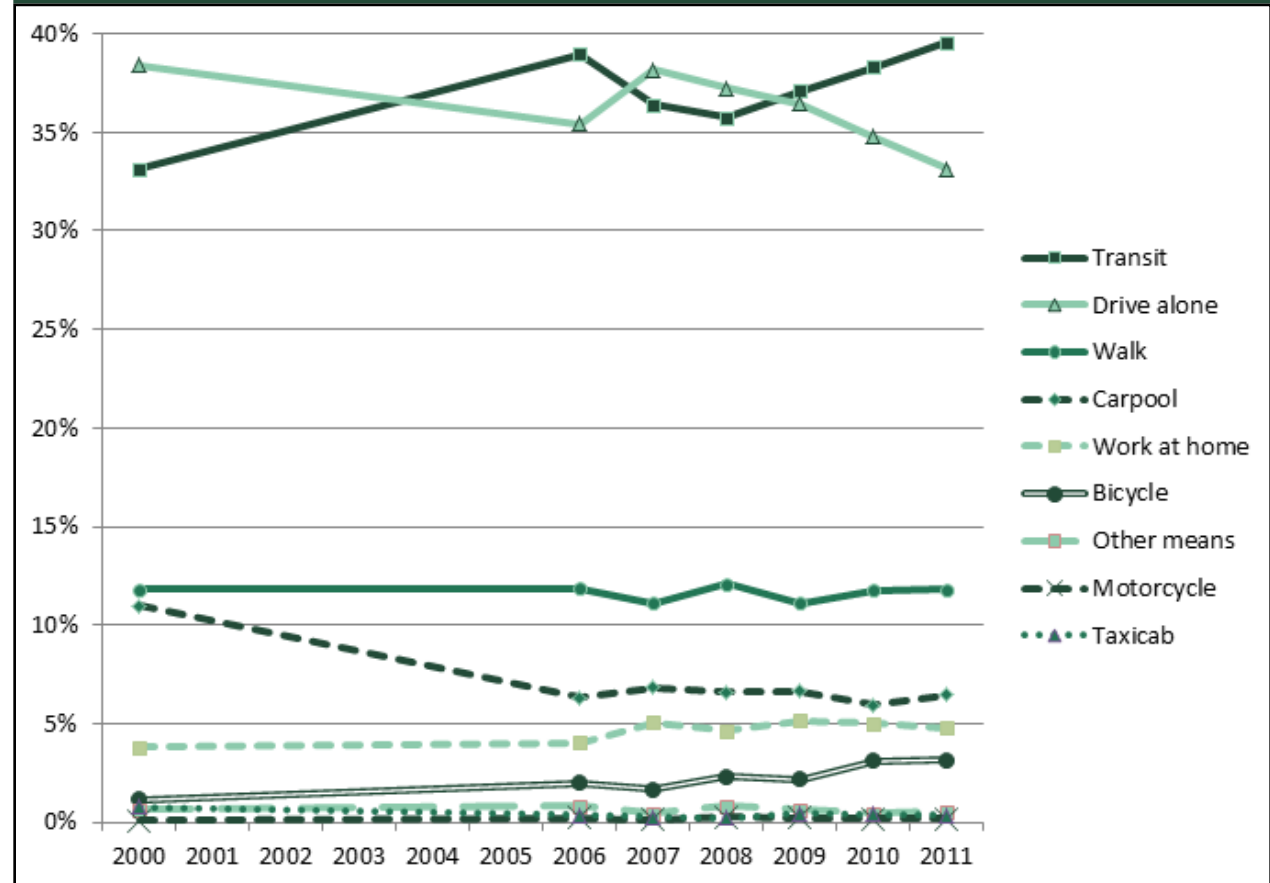
Among large cities, the District is ranked third only to New York City and Jersey City in terms of the percentage of residents who take public transportation, and second only to Boston in the percentage who walk to work. According to the 2011 American Community Survey, 38 percent of the District's households have no automobile. Providing transportation choices that move away from the single-occupant car towards more efficient and environmentally friendly options such as walking, bicycling, and public transit is a key goal of the Department of Transportation.

Since 2000, transit has overtaken drive alone as the most

common commute mode for District residents, as shown in Figure 10.1. Drive alone and carpooling together now have the same share of commuters as transit at 40%. Commuting by bicycle has increased threefold in that time, and while walking has remained nearly constant at 12% of commuters, walking is a portion of nearly every commute trip, particularly transit trips where commuters may walk three quarters of a mile or more to reach a transit station. The increase in transit use suggests there are likely more people walking longer distances as part of their commute.

Many of the transportation choices available within the District are not directly provided by DDOT, but the agency provides the infrastructure those systems operate on and exercises regulatory oversight on nearly all transportation in the District. The following sections describe the transportation choices in the District.

Figure 10.1. Means of Transportation to Work for District Residents, 2000-2011



Source: Census 2000, American Community Survey 1-year estimates 2006-2011

Roadway System and Auto Movement

The District's roadway system consists of 1,143 miles of roadway, 219 vehicular and pedestrian bridges, and approximately 7,700 intersections. Approximately 17 percent of these intersections are signalized, with about one in three signalized intersections located within the downtown area. The roadways in the District are categorized by function, ranging from interstates and other freeways, which provide the highest degree of travel mobility, to local streets, which provide the highest level of access to land uses. The District regularly monitors and rates the condition of its roadways and bridges. In 2013, 78% of streets are in fair to excellent condition, which is consistent with other cities of the District's size.

Traffic congestion on the District's roadway network occurs primarily on the radial principal arterial roadways. The flow of traffic is greatly influenced by north-south movements along the I-95 corridor feeding into I-295 and I-395. These highways carry the heaviest daily traffic volumes in the District; I-395 over the 14th Street Bridge carries the highest volumes of any roadway in the District, with approximately 175,000 vehicles per day. Volumes are slightly lower on I-295, with 80,000 vehicles per day. The limited number of crossings over the Potomac and Anacostia rivers generates higher volumes of traffic at these gateways than their counterparts in the northern portion of the District. The major arterials streets – New York, Connecticut, Massachusetts, and Rhode Island avenues – typically carry between 20,000 and 40,000 vehicles per day, with New York Avenue carrying slightly higher volumes (50,000-70,000 vehicles per day). Total vehicle miles traveled on all roadways in the District was 9.8 million miles in 2012.

Safety is DDOT's highest priority for the roadway network and the agency works hard to continually improve the system. In 2012, there was a 41 percent decrease in traffic fatalities, from 32 in 2011 to 19 in 2012, and a 2.7 percent reduction in serious injuries from 1,612 in 2011 to 1,569 in 2012.

Transit Accessibility

The District and its region are served by the second largest rail transit system and the fifth largest bus network (measured by ridership) in the United States. The bus and

rail systems are operated by the Washington Metropolitan Area Transit Authority (WMATA), which provides service throughout the Washington region.

Regional Rail and Bus Service

WMATA was created in 1967 by an Interstate Compact to plan, develop, build, finance and operate a balanced regional transportation system in the National Capital area. Construction of the planned 103-mile Metrorail system began in 1969 and was largely funded by the federal government. Currently, all operating costs of the system are borne by the compact signatory jurisdictions of the District, Maryland, and Virginia. The District, the State of Maryland, local jurisdictions in Northern Virginia, the Commonwealth of Virginia and the federal government all contribute capital funds, in varying degrees, to WMATA. An eight member board composed of representatives from the District, Maryland, Virginia and the federal government oversees the agency. The Metrorail system now totals 106 miles, 38.3 miles of which are located within the District itself. Close to half of the stations on the system -- 40 of 86 -- are located in the District. The Metrorail system is shown in Map 10.1.

As the core of the region and the hub of the Metrorail system, much of WMATA's transit use centers on the District. In March 2013, the total average weekday boardings at all Metrorail stations was 711,841. Nearly 57 percent of these boardings occurred at District stations. The District and WMATA are studying the feasibility of underground pedestrian connections between Gallery Place/Metro Center and Farragut North/Farragut West stations to relieve overcrowding. A free above-ground walking transfer now exists between the two Farragut stations for customers using Smarttrip electronic fare cards.

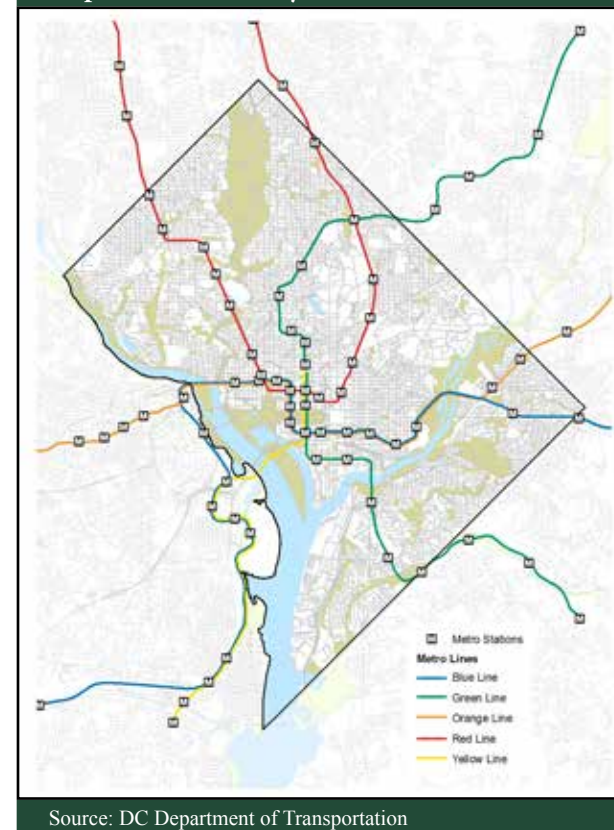
As the region grows and the demand for Metrorail increases, WMATA is exploring better connections to and among the various spokes of the Metrorail system with investments in surface transit. These improvements include bus rapid transit, light rail transit and improvements to the Metrobus system. In addition the city is working with WMATA to make more efficient use of existing infrastructure through measures such as increasing train lengths from six cars to eight cars.

WMATA also operates the Metrobus regional bus service.

The buses run approximately 168,670 miles on an average weekday making about 431,000 passenger trips and 15,087 bus trips. Approximately 55 percent of these trips are within the District. Throughout the metropolitan area, Metrobus operates on 1,442 miles of roadway. Within the District, Metrobus operates 58 major bus lines on 298 miles of roadway or 27 percent of the roadway system. Average weekday ridership on these lines ranges from as few as 150 persons to over 14,000 persons. Total ridership in the District is over 236,000 per month.

The District is served by a number of regional bus carriers in addition to Metrobus. In Maryland, these include MTA Commuter Bus, Dillon, Eyre, and Keller Transportation. In Virginia, these include Lee Coaches, National Coach, Quick's, Loudoun County Commuter Bus, and PRTC OmniRide. A number of private bus services also provide circulation within the District for schools, hospitals, universities, and other areas or attractions. The District

Map 10.1. Metrorail System



is also served by MARC and Virginia Railway Express commuter train service.

DC Circulator

The DC Circulator is operated as a partnership between DDOT, WMATA, and a non-profit organization known as District of Columbia Surface Transit, Inc. The Circulator buses are a popular mode of transportation in the District because it operates bright red buses on a high frequency schedule with 10-minute headways, on all of its routes. In 2012, the DC Circulator served 5.7 million riders and now operates a fleet of 49 buses making it the fourth largest bus system in the region in terms of ridership. The service was initially developed to help reduce downtown traffic congestion and high parking demand, and to provide complementary transit service to Metrorail, Metrobus, and other regional transit systems. The DC Circulator started with routes that crossed the city North/South and East/West, but growing demand for the service has led to an expanded system that now includes five routes.

The first phase of the DC Circulator started service in July 2005 with 29 new buses on two routes linking Union Station with the Washington Convention Center and Georgetown via K Street, as well as connecting the Convention Center to the Southwest Waterfront through Downtown and the National Mall. A third route was added in March 2006 to expand Circulator service around the National Mall. In April 2009, two more routes and 14 more buses were added to the system serving Capitol Hill, Capitol Riverfront, Union Station, Adams Morgan, Woodley Park, Columbia Heights, and the 14th Street NW corridor. The



DC Circulator

Dupont Circle-Georgetown-Rosslyn bus route was added in late August 2010 followed by the Potomac Avenue – Skyland route via Barracks Row in 2011. The District is evaluating future opportunities for expanding service on the National Mall and extending existing routes to serve more neighborhoods.

Streetcar

DDOT is advancing the concept of Integrated Premium Transit, a truly multi-modal, local transit network which builds upon the already robust regional network. DC Streetcar is one of the key aspects of the District's vision for Integrated Premium Transit.

The DC's Transit Future System Plan of 2010, developed by DDOT and WMATA outlines a 37-mile network of modern streetcar lines operating in eight corridors. As a way to prioritize this long-term streetcar goal, DDOT identified 22 miles, within the 37-miles proposed system, to be implemented first. This 22-mile Priority Streetcar System will:

- Link neighborhoods with a modern, convenient and attractive transportation alternative;
- Provide quality service to attract and reach new transit ridership;
- Offer a new premium transit option for District residents;
- Reduce short inner-city auto trips, parking demand, traffic congestion, and air pollution; and
- Encourage economic development and affordable housing options along streetcar corridors.

This 22-mile Priority Streetcar System comprise the following lines:



DC Streetcar

- An east- west corridor also known as the “One-City Line,” that will run from Georgetown to the Benning Road Metro Station area when complete;
- A line linking southwest DC with Anacostia across the 11th Street Bridge and an extension terminating at Buzzard’s Point; and
- A north-south line extending from the southwest waterfront to the Takoma Metro Station, across the National Mall.

A portion of the “One-City Line” is near completion. The H Street/Benning Road Segment is at its final stage of construction. Once in operation by the year end, it will become the first modern streetcar operation for the District in 60 years. It will run between Union Station and Oklahoma Avenue. In preparation for this, DDOT's Anacostia Testing and Commissioning Site is scheduled to be online in the summer of 2013. Three streetcar vehicles are there, undergoing their pre-operation tests, and three more vehicles are on order.

DDOT has several planning studies that have concluded or are near completion to continue to build out the streetcar network on the following lines:

- Anacostia Streetcar Extension
- Benning Road Extension
- Union Station to Georgetown

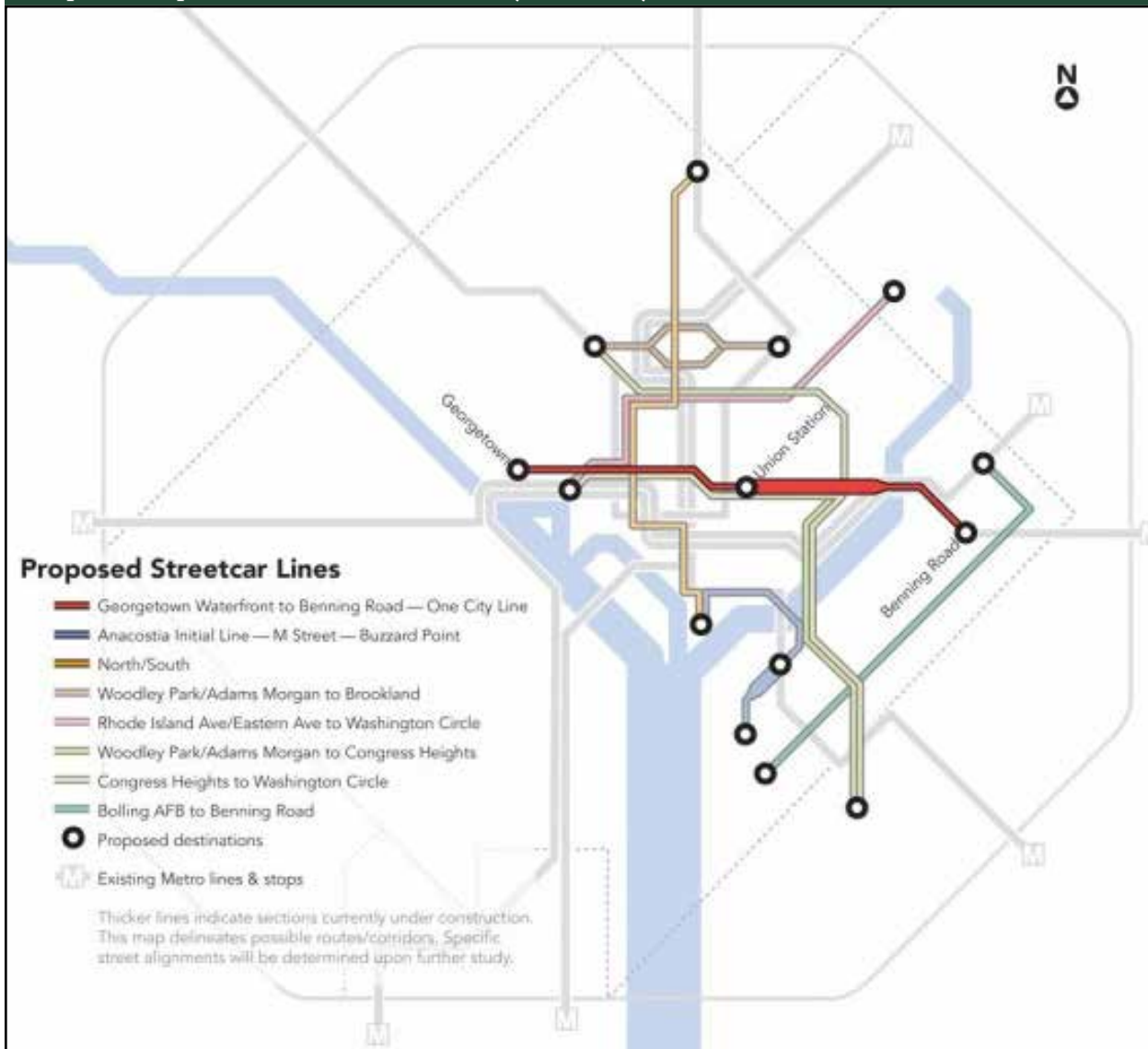
DDOT will start additional environmental and planning studies, including:

- The North-South Corridor planning study;
- The Benning Road Extension Environmental Study;
- An M Street SE/SW environmental review and planning study;
- DC Office of Planning (OP)-led System Wide Car Barn and Substation Location Study;
- OP-led Streetcar Land Use, Economic Development and Financing Study

Each of these studies will help the District to advance the 22-mile Priority Streetcar System, enabling DDOT to take the segments out of the planning stages and move them into the design and build stages.

The benefits brought by introducing a streetcar network into a locality are numerous. They include transportation and mobility benefits and many are tied to economic development, job access and job creation. DC Streetcar is anticipated to have significant economic and fiscal benefits for the District. The Office of Planning's Streetcar Land

Map 10.2. Proposed Streetcar Lines and Priority Streetcar System



Source: DC Department of Transportation

Use Study predicts that the completed streetcar network will add \$5 to \$7 billion to the value of existing property and further, will spark an additional \$5 to \$8 billion in development in the ten years after completion. This, along with the addition of new District residents would likely generate between \$238 million and \$291 million in annual new revenue within ten years of completion.

The Land Use Study also shows that streetcar will bring

72,000 households within walkable distance of premium transit – guaranteeing access to more than 85 percent of the District’s office jobs and more than half of all jobs. This more than triples the current number of households within walking distance at 23,000.

Bicycle Access, Facilities, and Safety

Bicycling has long been a part of the transportation mix

in the District. In the late 19th and early 20th centuries, bicyclists, pedestrians, buggies, and streetcars all shared District streets. The District’s interest in bicycling as an alternative to motorized transportation grew in the 1970s in response to the energy crisis and the first District Bicycle Plan was adopted in 1976.

The use of bicycles for transportation and recreation is increasing within the District. Between 2000 and 2011, according to the US Census, bicycle commuting nearly doubled, from a 1.16 percent share to a 3.15 percent share of all District-based work trips, continuing an upward trend since 1990. The 2005 Bicycle Master Plan calls for 5% of all work trips to be by bicycle by 2015. Currently, the District has 57 miles of on-road bike lanes, 3.6 miles of cycle tracks, 56 miles of off-road bike paths, 12.2 miles of shared lanes, and 84 miles of signed bicycle routes. The city is also working to improve bicycle connections through parks and green spaces.

Safety is a continuing concern as bicycle usage increases. There were 260 bicyclist serious injuries in 2012, a 3.5% increase over 2011. There were no bicycle fatalities in 2012. On average there were 436 reported bicycle crashes in 2010

DDOT provides and facilitates a number of bicycle parking options throughout the District. In addition to overseeing bicycle parking regulations for most office, retail and service use buildings, DDOT installs bicycle racks and in-street corrals in the public space. The agency has previously held an artistic rack competition to engage and enhance the community, and works with businesses through its “Bike Brand your Business” program to install specialized racks near local businesses, as well as working with the business improvement districts to install custom, neighborhood-designed racks.

Capital Bikeshare

In September 2010, the Capital Bikeshare program launched in the District and neighboring Arlington County, and has since expanded to Alexandria, Virginia, and has a planned expansion into Montgomery County, Maryland. The system provides publicly available bicycles 24 hours a day, 7 days a week at automated, solar-powered stations. One may purchase a membership in 24-hour, 3-day, 30-day, and annual quantity. Depending on the



Capital Bikeshare Station and Bikes

membership type, a user accesses the bike by using either an RFID key fob directly at the bike's dock, or receives a code using their credit card at the kiosk which they may then enter at the dock.

Since its inception, the program has grown to include 169 stations within the District, has over 21,000 annual members, and has accommodated 4,400,000 bicycle trips system-wide on 1,950 bicycles.

Pedestrian Access, Facilities, and Safety

The District's population density, interconnected grid of streets, wide sidewalks, and renowned park system have long contributed to a favorable environment for walking. In 2011 nearly 36,000 District residents (12 percent of the city's labor force) walked to work. The District has more than 1,600 miles of sidewalks. Pedestrian safety remains a focus and challenge for the agency. There are roughly 700 collisions between cars and pedestrians in the city each year. In 2012, there were 362 serious injuries for pedestrians in crashes and 8 pedestrian fatalities. This was nearly half the 19 traffic fatalities in the District in 2012.

Improvements to pedestrian facilities enhance the quality of the walking and public transit environments and foster greater use of both modes. DDOT's improvements focus on reducing the number and severity of pedestrian-vehicle conflict points, such as through the use of leading pedestrian intervals at signalized intersections and High-Intensity Activated crossWalK (HAWK) signals at midblock crossings. Leading pedestrian intervals at signals allow pedestrians to start their crossing before vehicles are given a green light. There are currently 80 signals with

this implemented and there will be 100 total by the end of 2013. HAWK signals increase motorist awareness of pedestrians in the crosswalk when the crossing is not at an intersection. The District has 6 of these signals installed. Additional pedestrian improvements include clarified pedestrian routing, widened sidewalks, and improved aesthetic features such as landscaping.

Parking

DDOT manages all of the public parking assets in the District of Columbia, including 18,000 metered parking spaces across the District and all of the curbside parking in the city's residential neighborhoods. For metered parking, there are 12,860 single-space parking meters and 665

multi-space meters managing approximately 5,320 parking spaces.

The current electronic single-space meters were first deployed in 1998 and were a vast improvement over the mechanical meters that came before them. The meters offer better timing, the ability to accept credit card and coin payment, and allow for the use of electronic handheld devices to monitor and record repair and collection activities. Beginning in 2004, the Department began a program to upgrade these meters with newer next generation electronic mechanisms. This program continues today along with the conversion of some areas to multi-space meters.

The District's multi-space meters are solar-powered de-

Figure 10.2. Capital Bikeshare System-wide Trips by Month, September 2010-May 2013



Source: DC Department of Transportation

vices used to manage multiple parking spaces within a one block area. Users purchase time at the machine, then take a receipt the machine generates and display it on the passenger side dashboard of their vehicle. The machines accept both coin and bank card payments.

In addition to accepting credit card and coin payments, the District also offers pay by phone on all its meters. Users can call in or use a mobile application to pay for their parking session. DDOT has the highest adoption rate for pay-by-phone in the world, with 40% of all parking revenue being collected via this service. Cash transactions account for 28% of parking revenue; credit card transactions account for the remaining 22% of parking revenue for the first half of fiscal year 2013.

DDOT leases specific parking spaces to carsharing program. Carsharing providers have a fleet of vehicles that are available to their members on demand, reducing the need for individual car ownership. There are 84 reserved on-street spaces throughout the District used by providers such as Zipcar and Hertz OnDemand. Those carshare providers also lease many more off-street spaces from private garages. Car2go, a point-to-point carsharing service, has leased the right for its 350 vehicles to park at any legal parking space in the District on an annual basis.

Universal Access / Addressing Special Needs

As of the 2011 American Community Survey, 11% of the District's population over 5 years old was counted as disabled, which represents over 67,000 people. As the baby boom generation ages into its senior years the demands upon multi-modal transportation options are ballooning. An estimated 85% of Americans living to full life expectancy will experience some sort of permanent disability sometime in their lifetime.

To promote a high quality of life for seniors and persons with disabilities, the city intends to engage a range of measures focused on affording independence and choice:

- Using technology to extend intersection crossing times to accommodate pedestrians with slower walking speeds.
- Providing well lighted, safe pedestrian paths along DC sidewalks, including compliant curb ramps at over 61,000 locations, and accessible drop off and pick up areas.
- Providing convenient and fully accessible bus stops

for the 3,349 active bus stops in the District (note: 700 new shelters have been installed over the past year).

- Employing technology to improve accessibility to transit services by persons with disabilities and to enhance and attract greater Metro bus ridership; including such options as advance notice systems and integrated GPS based bus tracking systems.
- Supporting and expanding home delivery services and home based opportunities.
- Implementing Accessible Pedestrian Signal devices at all signalized intersections.

To move forward with this vision DDOT has outlined a transition plan to comply with the Americans with Disabilities Act and to safeguard the right to access for persons with disabilities.

Security and Emergency Preparedness

Transportation has always played an important role in Washington's security by providing a means of evacuation as well as routes for emergency and relief services. The city must continue to plan for and safeguard its transportation system, protecting its value as a major component of our urban infrastructure and economy.

In light of the events of September 11, 2001, every major American city has embarked on emergency preparedness and traveler information systems designed to inform citizens how to respond in the event of an emergency. As the Nation's Capital, this is a critically important issue for the District.

Should the District face an emergency situation, the transportation system provides the means to evacuate residents, workers and visitors, as well as support the movement of emergency service response teams. Depending on the nature of an incident, persons may need to rely on car, train, bus, bike, and/or walking. Maintaining and planning for a well-functioning system that can adapt to the needs of an incident is essential. Given the District's reliance on the regional transportation network in the event of an evacuation, close coordination with partners in Maryland and Virginia is also required.

The District's Department of Transportation is the lead

District agency for all regional and federal emergency transportation coordination and activities within DC. Another key agency is the District's Homeland Security and Emergency Management Agency (HSEMA), which partners with District agencies, businesses and communities to help plan for management of an emergency event. There is also increasing coordination between regional departments of transportation and other agencies, primarily through the Metropolitan Washington Council of Governments.

The region has identified 19 corridors radiating from downtown Washington as emergency event/evacuation routes. Each of the routes extends to the Capital Beltway (I-495) and beyond. Customized roadway signs allow for easy identification of direction; outbound signs direct motorists to I-495 in Maryland and Virginia, and inbound signs show images of monuments. Evacuation routes are also identified by special street name signs, which include the red and white District flag and evacuation bars placed above the signs.

In the event of an evacuation of the central business district, Pennsylvania Avenue, NW, between Rock Creek Park and the US Capitol serves as the dividing line for routes. None of the evacuation routes cross each other, and no vehicles would be permitted to cross Pennsylvania Avenue. Traffic signals would be timed to move traffic away from the incident area. In addition, police officers would be present at 70 critical intersections on the evacuation routes within the District to expedite the flow of traffic and prevent bottlenecks. There are also six bike trails identified that could be used by cyclists or pedestrians in the event of an evacuation.

DDOT's emergency preparedness efforts often require regional collaboration with various stakeholders, including Maryland Department of Transportation and Virginia Department of Transportation, particularly when it involves information sharing and incident mitigation. Regional technologies such as CCTV linkages and other transportation resources have allowed the various jurisdictions in the region to receive real-time information for incident response. Such real-time response demonstrates the region's ability to be "seamless" when responding to a regional incident.

DEPARTMENT OF MOTOR VEHICLES

The Department of Motor Vehicles (DMV) is a combined municipal and state Agency. The mission of DMV is to provide excellent customer service and to promote public safety by ensuring the safe operation of motor vehicles. The DMV provides the following core services to residents and non-residents:

- Provides ticket processing, noticing, hearing and hearing support services to residents and non-residents, in order to render legally sound decisions on parking, photo and moving violations, and to ensure proper processing of violation and fine payments for those infractions.
- Provides certification and inspection services to residents, businesses, and government entities so they may legally park, drive and sell their vehicles in the District.
- Provides driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residence and driving qualifications so they may legally operate their vehicles.

Through these core functions, the DMV provides service to approximately 500,000 licensed drivers and identification card holders (out of a population of 630,000) and

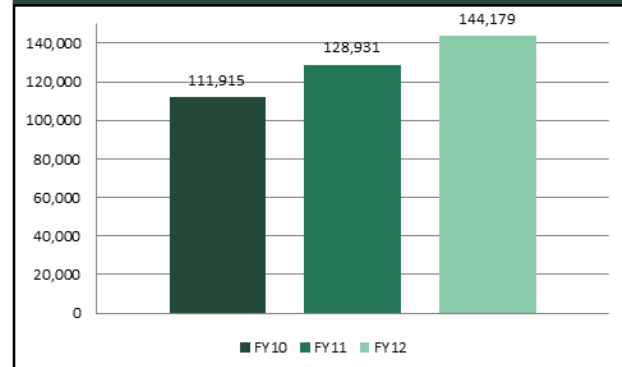
285,000 registered vehicles at three service centers. The Agency conducts adjudication services and collects ticket payments for more than 2.8 million tickets each year. DMV also conducts over 190,000 annual vehicle inspections. DMV interacts with DC residents and non-residents, with an average of 3,000 daily customer contacts—more than almost any other District government agency.

Services

Driver Licensing

The number of active driver licenses fluctuates throughout the year based on our transient population and the number of licenses that are expired or suspended/revoked at any given time. In FY10, the number of active drivers on September 30th was 347,467. In FY12, this number increased by 6% to 368,667. The data that drives the processes and workload of DMV is related to the number of yearly driver license transactions. That data, which is highlighted in the chart below, reflects the District's increased population growth. Ensuring residents can safely maneuver on the District roadways continues to be a primary goal of the Agency (Figure 10.3).

Figure 10.3. Number of Yearly Driver License Transactions

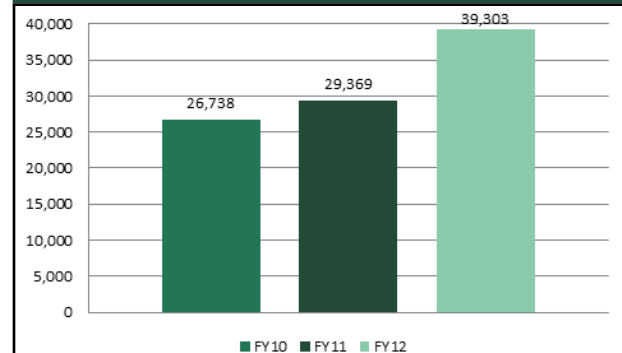


Source: DC Department of Motor Vehicles

Identification

Unlike driver licenses, the number of active identification (ID) cards fluctuates widely throughout the year based on the number of individuals who can no longer safely drive due to medical conditions or age. The number is also based on the number of licenses that are expired or suspended/revoked at any given time since many of these individuals must obtain an ID card for identification purposes. In FY10, the number of active ID cards on September 30th was 118,489. In FY12, this number increased by 11% to 131,736. The data that drives the processes and workload of DMV is related to the number of yearly ID card transactions. That data, which is highlighted in the chart below, reflects the District's aging population (Figure 10.4).

Figure 10.4. Number of Yearly Identification Card Transactions



Source: DC Department of Motor Vehicles

VISIT US ON
YOUR SCHEDULE.

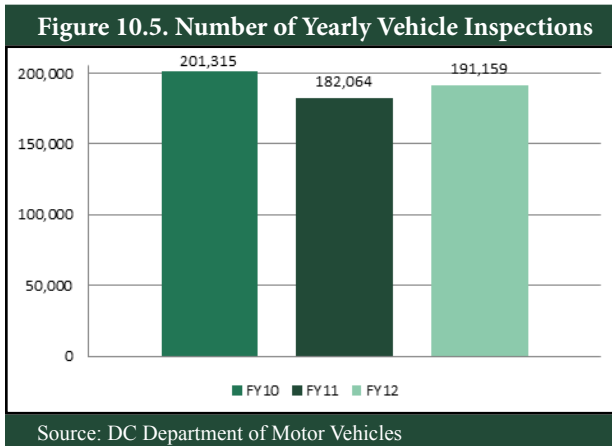
It's easy to **Skip the Trip** with DC DMV.
Click. Conduct. Complete.

dmv.dc.gov

Save time. Visit us online. **SKIP THE TRIP**

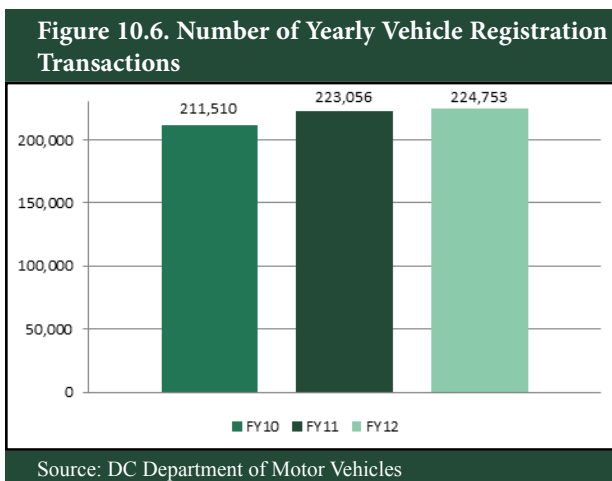
Vehicle Inspection

The number of vehicle inspections conducted throughout each year is based on the number of new residents registering vehicles and the number of vehicles which fail the inspection. This data, which is highlighted in the chart below, reflects the elimination of the passenger safety inspection in FY10. All vehicles must have a valid emission inspection prior to registration, and for hire and commercial vehicles must also have a safety inspection (Figure 10.5).



Vehicle Registration

Similar to driver licenses, the number of active vehicle registrations fluctuates throughout the year based on our transient population and the number of registrations that are expired or suspended at any given time. In FY10,



the number of active registrations on September 30th was 275,043. In FY12, this number increased by 3% to 284,424. The data that drives the processes and workload of DMV is related to the number of yearly vehicle registration transactions (Figure 10.6). Note: The transaction data also reflects the option of a one or two year registration period.

Ticket Issuance and Adjudication

Although DMV does not issue tickets, the number and quality of ticket issuance (parking, moving and photo) has a direct impact on the Agency's adjudication function. All tickets, believed by a customer to be in error, must be adjudicated through DMV for consideration of penalty reduction or ticket dismissal. Throughout the years, the number of tickets issued and adjudicated has steadily increased as the District focused more on enforcement as a mechanism to ensure parking/vehicle compliance and safety. Table 10.2 and Figure 10.7 show the overall correlation between increased ticket issuance to increased ticket adjudication. Additionally, the District collects an average of \$194 million per year in ticket revenue.

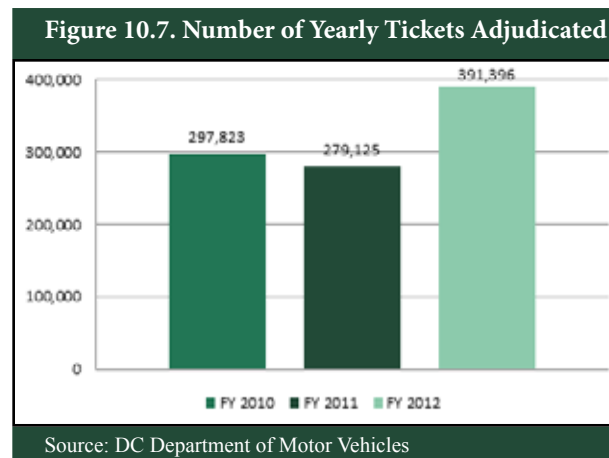


Table 10.2. Tickets Issued by Type of Violation

	FY 2010	FY 2011	FY 2012
Parking	1,771,644	2,008,352	1,893,533
Moving	144,062	129,940	102,945
Photo	635,691	461,159	821,339
Total	2,551,397	2,599,451	2,817,817

Source: DC Office of Planning, Historic Preservation

Accomplishments

Due to major renovations which required DMV to close one of its service centers, the DMV opened a new service center in Rhode Island Row. This facility hosts a spacious waiting area and is adjacent to the Rhode Island Ave metro station and a reasonably priced parking garage. It has been well received, by both residents and employees, alike.

DMV has increased the timeframe for customers to renew their expired District driver licenses. Previously, customers had 90 days and 180 days to renew their driver license without having to pass the knowledge test and road skills test, respectively. Legislation extended the time period to 365 days before a customer must retake the knowledge test and 545 days before they must retake the road skills test. Therefore, there will be fewer customers needing to take the road test and a reduction in the waiting period to get an appointment.

DMV has partnered with area law schools to create an internship program for third year law students to assist with mail adjudication. The program provides the opportunity for real life application of the law for the students and assists DMV with maintaining performance measures related to mail adjudication. Additionally, the program provides a potential training ground for future hearing examiners.

DC TAXICAB COMMISSION

Mission

The mission of the DC Taxicab Commission is to provide the citizens of the District of Columbia and its visitors a safe, comfortable, efficient and affordable taxicab, sedan and limousine experience in well-equipped vehicles operated by highly qualified individuals who have knowledge of the District's streets, boundaries, history and tourist destinations, as well as the basic tenets of high quality customer service. The Commission strives to provide owners and operators of public vehicles for hire with rules and regulations that are fair and transparent; that allow for technological advancements to be introduced by the industry; and to ensure the economic viability of the local industry.

Driver Services

The agency manages drivers, owners and operators in the public vehicle for hire industry with services to ensure valid licensing and accurate record keeping.

- **Driver Administration** – accept and process applications for driver licensing and vehicle registration and issue new licenses and renewals.
- **Driver Training** – conducts training courses to license new applicants and offers refresher courses for existing license holders.

Passenger Information

The agency provides the public with details regarding services and assistance with the public vehicle for hire industry; seeks feedback about operations; and ensures safe, efficient and fair transportation options.



- **Complaints** – document and investigate the validity of information and prepare regulatory language to process and seek resolution to determine effective remedies.
- **Community Outreach** – communicate with groups, organizations and individuals to inform of agency procedures and regulations and solicit feedback to enhance public awareness.
- **Customer Service** – assist with the retrieval of lost items and take action to fulfill service inquiries.

Enforcement

The agency provides enforcement, ensures compliance and performs oversight of public vehicle for hire companies to meet behavioral standards and adhere to District law and DC Taxicab Commission regulations.

- **Field Enforcement** – perform field inspections and issue notice of infractions.
- **Company Audit** – review vehicle records of public vehicle-for-hire companies to ensure compliance with regulatory requirements of Title 31.
- **Fleet Management** – supervise companies, associations and individuals in order to maintain accurate records of in-service vehicles.

Regulations

The agency applies the requirements of Title 31 to fulfill the statutory responsibilities to ensure public safety and consumer protection; to maintain a fair balance between buyers (riders) and sellers (drivers) of transportation services; and to preserve the economic viability of the DC public vehicle for hire industry.

- **Regulatory Process** – implement public policy through market research, consideration of feedback, analysis and the proposal and adoption of rulemaking.
- **Public Adjudication** – provides the hearing of appeals on findings of complaints and notice of infractions and administers orders of suspension or revocation of licenses to ensure consistent, safe and non-discriminatory transportation services.
- **Legal Program** – provides compliance with legislative directives and technical structure and offers analysis and opinions to ensure appropriate rulemaking and operational activities.

Program Initiatives

The agency is committed to fulfilling the Mayor's policy directive to create a world class public vehicle for hire industry. As such, the following program initiatives have been undertaken to advance the efficiency, comfort and service levels.

- **Cashless Payments** – Under regulations promulgated by the Commission all DC taxicabs are now required to have installed the Modern Taximeter System (MTS). Passengers have the option to pay with credit or debit cards; MTS will also include driver verification and safety mechanism.
- **Uniform Color Design Scheme** – The DC City Council mandated that all DC taxicabs adopt a uniform color design in order to brand and easily identify DC taxicabs. The transition to red with a gray stripe will be phased in over a period of time as vehicles are replaced for age, mileage or inspection reasons.
- **Standardized Taxicab Dome Light** – All DC taxicabs now have installed a standardized dome light. The dome light will be exclusive to DC taxicabs. It will also include a specific Public Vehicle Identification Number (PVIN) to make the taxi readily identifiable and notification in LED lights to indicate when the vehicle is available, on-call or off-duty.
- **Vehicle Modernization** – The DC Taxicab Commission continuously reviews the transition the transition of the industry to more fuel efficient and wheelchair accessible vehicles in the industry that offer the best safety features.

Industry Snapshot

- Number of Taxicabs: 7,000*
- Number of Licensed Drivers (taxis, sedans & limousines): 10,000*
- Annual Passengers: 21 million*

*Note: These figures represent estimates as of July, 2013

DEPARTMENT OF PUBLIC WORKS

The Department of Public Works (DPW) provides municipal services in two distinct program areas: environmental services/solid waste management and parking enforcement. Both contribute to making District streets and public spaces clean, safe, attractive and accessible.

DPW's Solid Waste Management Administration performs a number of daily operations including trash, recycling and bulk collection, sanitation education and enforcement, graffiti removal, public litter can service, fall leaf collection, and street and alley cleaning. SWMA employees also are the backbone of the District's snow and ice removal program.

DPW's Parking Enforcement Management Administration is responsible for enforcing the District's on-street parking laws, removing abandoned and dangerous vehicles from public and private property, and operating the District's impound lot. Approximately 200 parking officers monitor 17,000 meters and 3,500 blocks of residential zoned parking. In addition to routine enforcement, the Parking Services Administration is charged with booting and towing operations and with removing abandoned vehicles from public and private property.

Behind the scenes, DPW's Fleet Management Administration supports municipal operations by procuring, fueling and maintaining thousands of District government vehicles, from sedans to heavy equipment. Fleet Management is also responsible for purchasing environmentally friendly, alternative-fuel vehicles (AFV) for the city.

Visit DPW:

- Web site: <http://dpw.dc.gov>
- Facebook: <http://www.facebook.com/dpwc>
- Twitter: <http://twitter.com/dcdpw>

DPW Mission

The mission of the Department of Public Works (DPW) is to provide environmentally healthy municipal services that are both ecologically sound and cost effective, including:

- Immaculately groomed neighborhoods
- Accessible, safe parking, and
- Top quality fleet support for all District agencies.

DPW Vision

We, the world-class professionals of the Department of Public Works are proud of the excellent service we provide. Our services are essential to the fabric and aesthetics of our community. We are well-trained and masters of our craft consistently delivering the highest quality service. In every interaction -- with citizens and each other -- we use respectful communications and model superior customer service behaviors.

Because our life blood is customer satisfaction, we anticipate constituents' needs and consistently measure our performance to ensure we exceed expectations. We use state-of-the-art technology to quickly address customer concerns and reduce the percentage of repeat calls. Customers are pleased and compliment our responsive, environmentally-friendly approach to ensure public safety and enhance our city's quality of life. Customer loyalty is further assured by the accessibility and interaction they have with Department managers and executives.

Our leadership team offers timely feedback and helpful follow-up to consistently deliver results and creatively turn errors into teaching/learning moments. Team members collaborate to leverage strengths and overcome barriers to productivity, as well as customer and employee satisfaction. They ensure that employees have the resources, cross-training, developmental opportunities, and support required to reach their full potential.

As a result, DPW is recognized as the "Preferred Choice" service provider and employer -- the world-class benchmark against which other jurisdictions are measured.

DPW Strategic Goals: 2011-2014

Goal 1: By Fiscal Year 2014, DPW will have significantly upgraded its workforce skills and have a pool of skilled managers and supervisors who are able to lead the organization according to best-in-practice management methods and techniques.

Implementation Status: The Department of Public Works partnered with the Department of Human Resources and the Community College of the District of Columbia to develop and implement a series of trainings targeted to DPW employees in FY 2013. DPW has more than 1,250 employees who do not

serve in the Management Supervisory Service. The first pilot program entitled, Thriving in the Workplace, is targeted to DPW's core workforce of Sanitation Workers, Motor Vehicle Operators, Mechanics, Laborers, Parking Officers and general support staff to provide foundational business training. The total training time is 80 hours and was conducted during the regular workday at DPW facilities. The pilot training cohort consisted of 19 employees and 14 front-line supervisors. In addition, the program included comprehensive assessments conducted by CCDC on the educational level of employees to ensure the appropriate level of training is provided. DCHR, DPW and CCDC will collaborate to measure the effectiveness of the program and document the results.

In addition, DPW developed and implemented a Coaching program targeted to all DPW employees who are or aspire to be in leadership positions. The program was developed by a committee of DPW employees led by the DPW Human Capital Administration and was piloted in FY 2013 with nearly 40 initial participants. The purpose of the program is to provide another opportunity for DPW employees to receive professional development towards the completion of performance goals.

Goal 2: By Fiscal Year 2014, DPW will re-engineer its waste disposal strategy to reduce the District's waste stream footprint, deploy useful and alternate forms of energy and create new revenue streams.

Implementation Status: DPW initiated a pilot composting drop-off project for restaurants, hotels and grocery stores. The pilot began April 1, 2013 and will be evaluated in October 2013. Its initial capacity is 60-100 tons of food waste per week and provides in-town food waste transfer capacity that is a cost-effective solution for businesses that want to promote sustainable waste management. The program supports Mayor Vincent C. Gray's Sustainable DC Goal 3 to increase the citywide recycling rate by establishing a new organics transfer station in the District. By composting this material, the nutrients in the food will be turned into a soil amendment to re-nourish the land. The food waste is taken to a Richmond-area compost facility.

Goal 3: By Fiscal Year 2014, significantly reduce greenhouse emissions by ensuring 100% of the District of Columbia's supported fleet is converted to fuel efficient

vehicles offering the highest average of miles-per-gallon.

Implementation Status: In FY 2013 DPW converted 102 leased mid-size vehicles to compact vehicles. In FY 2012 DPW went into year-round distribution of biodiesel at five District fuel stations. During spring and summer, B-20, which is 20 percent vegetable oil, is used while B-10 (10 percent vegetable oil) is used in fall and winter. The use of biodiesel was twofold: to meet US Department of Energy EPA requirements, and reduce District vehicle petroleum consumption. The program proved successful as DPW exceeded EPA requirements by 36% and reduced diesel fuel consumption in FY12 by 192,822 gallons. In FY12 through the use of CNG, ethanol (E-85), and biodiesel, DPW displaced 446,797 gallons of petroleum-based fuel in District vehicles.

DPW also introduced four plug-in hybrid electric vehicles (Chevy Volts) into the Fleet Share program, bringing the total number to 11 Chevy Volts in the program. Fleet Share is the District government's motor pool program that uses ZipCar vehicle reservations technology to boost efficiency. Additionally, four electric charging stations were installed – two at the Reeves Center (2000 14th Street, NW) and two at One Judiciary Square (441 4th Street, NW).

DPW Parking Enforcement Officers use 32 bicycles and 35 Segways thus reducing fuel consumption. On average, PEOs riding Segways and bicycles save 15% of the DPW Parking Enforcement Management Administration's total projected fuel usage.

Goal 4: By Fiscal Year 2014, DPW will upgrade all its equipment, technology, infrastructure and facilities to house appropriate functions near or within the DPW complex so employees have an optimally productive and safe workplace.

Implementation Status: This goal consists of four objectives addressing equipment replacement, availability of tools/equipment for employees to perform their jobs, employee training to boost efficiency and consolidation of solid waste operations into permanent and modern facilities. All objectives substantially have been met or are completed. Most notably, three of our Street and Alley Cleaning Division's operations that had been housed in three separate sites, now are located at 1431 Okie Street, NE.

Goal 5: By Fiscal Year 2013, DPW will have an effective Rewards and Recognition Program.

Implementation Status: Strategic Goal #5 has been achieved. DPW conducted its first Rewards and Recognition Ceremonies during the week of March 18, 2013 at the individual sites where employees assemble before going into the field. Awardees were identified as employees whose FY 2012 performance rating was either a 4: Highly Effective Performer or 5: Role Model. DPW's Human Capital Administration staff is working with managers and supervisors to craft SMART performance goals for each employee that will be used to evaluate FY 2013 performance. A follow-up survey to measure employee understanding and satisfaction with the program will be conducted between August and September 2013.

Solid Waste Management Administration

<http://dpw.dc.gov/page/sanitation-services>

The Department of Public Works Solid Waste Management Administration is responsible for the following services:

- The **Solid Waste Collections Division** collects trash, recycling and bulk items from residences (single-family residences and residential buildings with no more than three living units). In FY 2011, this totaled approximately 104,000 households. Go

to <http://dpw.dc.gov/> for additional information.

- The **Solid Waste Disposal Division** receives and transfers trash and recyclables collected by DPW and other District and federal agencies, as well as trash, recyclables and other forms of solid waste collected by private haulers from commercial properties, e.g., office buildings, hospitals, schools and universities, churches, retailers, bars, restaurants, and apartment buildings with four or more units. Trash and recyclables are taken to either of the District-run transfer stations – Ft. Totten Transfer Station and the Benning Road Transfer Station. Trash is transported to a waste-to-energy facility in Fairfax County, Virginia and recyclables are taken to the Waste Management facility in Elkridge, Maryland.
- **Solid Waste Education and Enforcement Program (SWEEP)** employees educate residential and commercial property owners, as well as individuals and organizations, about their responsibilities to properly containerize and dispose of trash and keep the public space around their property clean. SWEEP also provides services to combat illegal dumping, clean up vacant lots, and support neighborhood clean-ups. When education does not result in following proper sanitation practices, SWEEP inspectors will enforce the sanitation regulations. A very popular program is Helping Hand, which supports neighborhood clean-ups by providing gloves, brooms, rakes and trash bags. DPW collects the trash-filled bags after the clean-up.

Table 10.3. Solid Waste Services by the Numbers in FY 2010, 2011 and 2012

	FY 2010	FY 2011	FY 2012
Total trash tons collected	97,902	98,791	96,444
Total tons bulk trash collected	3,611	3,536	2,944
Tons of all recyclables collected/ diverted	29,289	27,705	34,273
Fall leaf collection – tons composted	5,347	3,978	7,838
Fall leaf collection – tons	8,050	6,914	8,203
Total sweeping tonnage	2,131	2,016	2,521
Alley cleaning tonnage	2,611	1,957	2,613
Litter cans tonnage	7,834	7,872	6,851
# Notices of Violation issued for sanitation violations	20,453	20,582	18,812
Tons transferred (trash, recycling)	448,834	476,740	454,076

Source: DC Department of Public Works

- The DPW **Recycling Office** is housed within the SWEEP program. The staff enforces the District commercial recycling regulations and conducts the monthly Household Hazardous Waste/E-cycling/Personal Document Shredding drop-off the first Saturday of the month at the Ft. Totten Transfer Station. District residents whose religious beliefs prohibit their participation in the monthly Saturday drop-off event may bring household hazardous waste and e-cycling only to Ft. Totten the Thursday before the first Saturday of the month. Documents for shredding will not be accepted because they cannot be secured until the Saturday event. Go to <http://dpw.dc.gov/service/recycling-collection> for additional information.
- The **Street and Alley Cleaning Division** operates a year-round street sweeping program along the District's arterials, e.g., East, North and South Capitol Streets; Branch Avenue; Wisconsin Avenue; Connecticut Avenue; Pennsylvania Avenue and Massachusetts Avenue. Additionally, SACD operates a citywide alley cleaning program and a residential street sweeping program that touches every residential street between March 1 and October 31. DPW's most labor intensive program is the fall leaf and holiday tree collection that operates between November and January, six days a week, including most holidays. During snow season, SACD mobilizes to remove snow and ice from District streets that can mean shutting down the leaf collection operation because the same crews are the backbone of the snow program. Leaf collection resumes at the end of the snow removal operation. This division also removes graffiti and advertising posters, cleans vacant lots, removes illegally dumped items and collects trash from about 4,800 street litter cans along

commercial corridors and at bus stops.

Parking Enforcement Management Administration

<http://dpw.dc.gov/page/parking-enforcement>

The Parking Enforcement Management Administration is responsible for the following services:

- DPW's **Abandoned Vehicle Operations Investigators** circulate throughout the District looking for abandoned and dangerous vehicles to investigate then remove from public and private property. Dangerous vehicles may be towed from public and private property immediately, once they have been posted and ticketed. Abandoned vehicles will be towed within five business days from public space and 45 days from private property.
- **Booting and Impoundment** – District law states that a vehicle is boot-eligible if it has two or more unsatisfied parking and/or photo enforcement tickets that are 60 days old. DPW searches for scoff-laws' vehicles using License Plate Recognition System (LPRS) technology. DPW will tow booted vehicles from the street to either 1725 15th Street, NE or the Blue Plains Impoundment and Storage Facility at 5001 Shepherd Parkway, SW.
- **Parking tickets** are written for expired meters and vehicle registrations, missing tags, residential permit parking and rush hour violations, double parking, failure to register a vehicle in the District, blocking snow emergency routes, loading zones, driveways, crosswalks, hospital entrances and bus stops; and other parking violations. DPW's meter enforcement is to promote turnover at the meters so motorists can conduct their business. In 2011, DPW introduced TicPix, an online collection of images

of parking tickets and images of the violations for which the tickets were issued. Not all violations will have images. Go to <http://www.eztag-dcdpw.com/ticpixportal/DCCustomerPortal.jsp> for more information. By enforcing residential parking regulations, DPW increases residents' access to parking spaces near their homes.

- DPW will **tow** a vehicle, once it is ticketed, for any parking violation except meter violations. Most vehicles are towed for rush-hour violations to improve traffic flow. Vehicles may be towed for snow emergency violations, street sweeping violations to clear the path for street sweepers, and at the request of the Secret Service or Metropolitan Police Department to aid the President's travel throughout the city. DPW will also tow vehicles for emergency events conducted by utility companies and for all types of special events. Typically, DPW tows vehicles that pose a danger to the public or impede the flow of traffic. All vehicles towed by DPW are impounded to either 1725 15th Street, NE or the Blue Plains Impoundment and Storage Facility at 5001 Shepherd Parkway, SW.

Table 10.4. Parking Enforcement by the Numbers in FY 2010, 2011 and 2012

	FY 2010	FY 2011	FY 2012
Number of parking tickets issued	1,523,443	1,650,900	1,481,138
Revenue from citations (per ACS)	\$69,994,946	N/A	N/A
Vehicles immobilized via booting	21,586	22,351	15,409
Abandoned vehicles removed from public and private space	3,128	1,791	754
Vehicles towed by DPW	38,407	39,292	38,633
Vehicles towed/relocated for rush-hour violations	21,562	19,045	16,655

Source: DC Department of Public Works

DC WATER

District of Columbia Water and Sewer Authority

In 1996, the District of Columbia Water and Sewer Authority was created as an independent authority of the District government. DC Water provides more than 600,000 District residents and 17.8 million annual visitors with retail water and wastewater service. In addition, DC Water treats wastewater for approximately 1.6 million people in neighboring jurisdictions, including Montgomery and Prince George's counties in Maryland and Fairfax and Loudoun counties in Virginia. The Authority employs approximately 1,100 people who work at various facilities throughout the District.

Pumped and Treated Water Storage

DC Water delivers water through 1,350 miles of interconnected pipes, four pumping stations, five reservoirs, three water tanks, 37,105 valves and 9,343 hydrants.

Blue Plains, located at the southernmost tip of the District, is the largest advanced wastewater facility in the world, covering 153 acres along the Potomac River (Map 10.3). Blue Plains treats an annual average of 300 million gallons per day (mgd) and has a design capacity of 370 mgd, with a peak design capacity to treat more than 1 billion gallons per day.

Map 10.3. Blue Plains Service Area



Source: DC Water

Sewer

The DC Water sewer system comprises 1,800 miles of sanitary and combined sewers, 22 flow-metering stations, nine off-site wastewater pumping stations, 16 stormwater pumping stations, 12 inflatable dams and a swirl facility.



Governance

DC Water's Board of Directors establishes policies and guides the strategic planning process. The Board is composed of 22 members, representing the District, Montgomery and Prince George's counties in Maryland, and Fairfax County in Virginia. The District members set rates, charges and policies for District services. The entire Board votes and establishes policies for joint-use services. The general manager reports to the Board and manages the day-to-day operations and performance of the enterprise.

The Board meets monthly at the Blue Plains Advanced Wastewater Treatment Plant. The board chairperson is appointed by the mayor of the District of Columbia

Innovation

DC Water participates in regional and national research projects on various drinking water issues, including emerging contaminants, lead in water, and contaminant warning systems, communications and emergency response. During FY 2012, the Authority's research and technology program continued to support innovations in water reclamation technology and enhancements to water, air and biosolids quality.



The "Lady Bird" tunnel boring machine being lowered into a shaft at Blue Plains

Technology projects are focused on re-engineering existing infrastructure to achieve energy and carbon neutrality while continuing to meet increasingly stringent water quality permits.

Contact Us

For more information about DC Water, please visit our website at www.dewater.com or call External Affairs at 202-787-2200.



DISTRICT DEPARTMENT OF THE ENVIRONMENT

About

The District Department of the Environment (DDOE) is the leading authority on energy and environmental issues affecting the District of Columbia. Its mission is to protect and restore the quality of the District's air, water, and land resources, while simultaneously improving quality of life for the District's residents, ensuring healthy communities, and fostering smart and sustainable growth. Formed in 2006, the agency's origins can be traced back to the Department of Health's Environmental Health Administration, the DC Energy Office, the District Department of Transportation's Urban Forestry Administration, and the District Department of Public Works Office of Recycling. Its programs fall into three main categories: (1) energy, (2) environmental protection, and (3) natural resources.

Energy

DDOE helps residents, businesses, and visitors use energy wisely. Numerous programs exist to educate consumers on how to make energy smart decisions. To help defray costs, financial assistance is available to eligible customers.

Sustainable Energy Utility

The DC Sustainable Energy Utility (DC SEU) helps residents and businesses use less energy, generate their own energy cleanly, preserve the environment, and create green jobs for District residents. Established in 2011, the DC SEU is managed by a private contractor charged with providing energy efficiency and renewable energy programs for all major market segments, and identifying and leveraging opportunities to bring additional funding to the DC SEU. Last year the DC SEU created over 40 full time jobs, saved enough electricity to power 2000 homes for a year, served 18,795 households, including 11,395 low-income households (where \$4.6 million was invested in energy efficiency improvements), spent \$5.2 million with 43 locally-owned Certified Business Enterprises, and installed 153 kilowatts of renewable energy generating capacity.

Property Assessed Clean Energy

The DC PACE (Property Assessed Clean Energy) program provides flexible, long-term, competitively priced financing for energy efficiency upgrades with a focus on the commercial building sector. The aim is to lower operating costs, increase cash flow, improve occupant health and comfort and, ultimately, boost property value. DC PACE funding is long-term financing (amortized up to 20 years) that is repaid through a special property tax assessment attached to the property. PACE financing can be used to fund energy and resource efficiency improvements, and renewable energy installations. The first PACE project in the District is a \$340,000 project at a 139 unit affordable multifamily building. Improvements included in the PACE financing included lighting improvements, efficient water fixtures, and a solar array.

Renewable Energy Incentives

What is renewable energy? Renewable energy is "green" energy. An alternative to traditional fuel (oil, gas, and coal), renewable energy comes from resources -- sunlight, wind, rain, geothermal heat, or biomass -- that are continually replenished. It reduces dependence on a shrinking supply of fossil fuels and also help reduces the greenhouse gases that lead to climate change. This affordable energy is incentivized through rebates offered by DDOE's Renewable Energy Incentive Program (REIP).

REIP provides financial incentives to eligible District applicants to help install solar-photovoltaic and solar-thermal renewable energy systems on single and multi-family dwellings, as well as commercial and institutional buildings. Since the program was launched in 2009, over 730



Photovoltaic installation on a District rooftop

projects have been supported by REIP, which represents over 3.6 MW of supported solar photovoltaic capacity. This has offset an estimated 3,785 tons of CO₂, and saved over \$580,000 per year of electricity costs to system owners. Photo 1 below shows a solar installation on a District rooftop. Increasing awareness and usage and of renewable energy generation technologies by District residents, businesses, and institutions through REIP is helping to advance the District's sustainability efforts.

Comprehensive Energy Plan- EnergySmart DC

The District's Comprehensive Energy Plan, also known as EnergySmart DC, will provide short and long-term energy reduction goals for the District by end-use sector and the city as a whole. It will offer recommendations for accomplishing the District's energy goals within the next 10 years.

Low Income Home Energy Assistance Program (LIHEAP) and the Weatherization Assistance Program (WAP)

LIHEAP provides financial assistance to eligible low-income District households to meet the rising cost of home energy bills. WAP focuses on reducing heating and cooling costs through air infiltration reduction in homes of low-income families, while ensuring safe and healthy operating equipment, as well as other measures to increase the energy efficiency of the households. DDOE serves approximately 30,000 low-income residents each year.

Municipal Aggregation Program

The DC Municipal Aggregation Program (DC MAP) procures electricity on behalf of the District government and other electric ratepayers by allowing DC licensed electricity suppliers to compete for the rights to supply electricity to an aggregated group of DC ratepayers. DC MAP has helped the District earn the EPA Green Power Community of the Year Award for 2011. The current DC MAP contract includes 100% renewable energy supply (wind).

Benchmarking

The Clean and Affordable Energy Act of 2008 requires the energy performance of public and private buildings to be rated using ENERGY STAR software, and disclosed annually. Benchmarking allows building owners, managers

and investors to track and assess energy and water consumption within individual buildings as well as across the entire portfolio of buildings. Benchmarking can also help to set investment priorities, identify under-performing buildings, verify efficiency improvements, and may result in EPA recognition for superior energy performance.

Environmental Protection

A primary goal of DDOE is to protect the health and wellbeing of the city's residents, workers, and visitors. In doing so, DDOE conducts monitoring and enforcement activities to help improve air quality, reduce exposure to toxic containments in the environment and remediate contaminated sites. Central to this work is policy enforcement and ensuring adequate protections to make sure our homes are healthy and lead-free.

Air Quality

DDOE's Air Quality Division works to protect the health and welfare of the District's residents, visitors, and natural environment by reducing the concentration of pollutants in the air in accordance with District and federal air quality requirements. Of the air pollution created in the District, approximately half comes from on-road vehicles, 20 percent from off-road engines, and the remainder from a wide variety of large and small sources. For the six main air pollutants that are regulated, the District is below the federal health-based concentration standards for all but ozone. Approximately three-quarters of the ozone in the District comes from sources in other states located upwind of us.



McMillan air monitoring station

DDOE's air quality work centers on monitoring and assessing ambient air quality, permitting and enforcement, and developing and implementing air quality improvement plans and strategies. The District has five air quality stations that monitor air 24 hours a day, 7 days a week. McMillan air monitoring station is pictured below (Photo 2). We operate 35 monitors collecting data on over 100 pollutants. DDOE provides real-time air quality information and air quality forecasts in collaboration with partnering agencies in the metropolitan area.

DDOE air quality staff evaluates applications from various commercial, government, industrial, and residential sources to install and operate equipment with the potential to emit air pollutants. If the proposed equipment meets regulatory standards staff then issue permits to the facilities to construct and operate that equipment. Equipment covered by these permits include commonplace boilers and generators, highly specialized printing operations, water treatment equipment, and metal plating operations.

DDOE air quality inspectors enforce the permit conditions and the federal and the District's air pollution control laws. DDOE's air quality enforcement is conducted via a combination of inspections of stationary and mobile air pollution sources throughout the District, and by organizing outreach and educational meetings for the regulated community and the general public.

Vehicle exhaust includes air pollutants such as carbon monoxide, nitrogen oxides, volatile organic compounds, and soot. It erodes buildings and monuments, is a hazard to human health, and is a key contributor to the formation of ground-level ozone or "smog". To reduce these emissions, the District has implemented a law to limit engine idling, which is one of the strictest in the country. With few exceptions, motor vehicles powered by gasoline or

diesel are not allowed to idle for more than three minutes while the vehicle is parked, stopped or standing. Also, the District is one of a select group of jurisdictions in the nation with a comprehensive vehicle emissions inspection program to control and minimize vehicle emissions.

DDOE also has programs that permit and enforce the removal of asbestos and educate residents about radon.

Hazards and Waste

Waste and hazardous materials in our environment raise several challenges for DDOE. Improper waste management can result in chemicals leaching into soil and groundwater. Additional pollution from waste may reach rivers and streams through stormwater runoff. DDOE monitors, inspects, and where necessary, takes enforcement action at facilities that manage hazardous materials, including generators of hazardous waste, facilities with petroleum tanks, and applicators of pesticides. DDOE also undertakes and oversees the cleanup of contaminated property. Lead, asbestos, radon, pesticides, and mercury are just some examples of potentially hazardous materials that may be encountered through routine activities. Therefore, the simple steps of reducing consumption, reusing materials and recycling eligible waste not only decrease the waste stream, but have beneficial impacts on a host of related issues.

Lead and Healthy Housing

Lead is a powerful neurotoxin, exposure to which can cause serious, often irreversible health effects. Young children, age 6 and below, are at particular risk of harm, because their brain and central nervous system are still forming and vulnerable. Pregnant women are another special risk population, since lead crosses the placenta and affects the fetus.

Table 10.5. District of Columbia Lead Data, New Cases Only

Fiscal Year	Number of Screened Kids < 6 years of age	Results with elevated levels of lead (≥ 5 micrograms per deciliter)	
		Number	Percent
2012	15,878	258	1.6%
2011	15,310	337	2.2%
2010	15,998	415	2.6%
2009	15,517	462	3.0%

Source: District Department of the Environment

Over the years, lead has been mixed with gasoline and with paint, used as solder for cans and for copper pipes, as piping for drinking water, blended with vinyl and with brass, employed as protective shielding against radiation and in the manufacture of batteries and computer components.

To mitigate lead contaminants within the District, DDOE:

- Enforces the District's lead laws to keep housing and child-care facilities safe.
- Promotes lead screening of all children under age 6 in the District. Table 10.5 shows lead data in the District for the last four years.
- Works with the families of children whose blood tests show elevated levels of lead.
- Helps property owners, contractors and other members of the regulated community comply with the District's lead laws.
- Reviews proposed lead abatement scopes of work prior to issuing lead abatement permits.
- Reviews the license applications of lead professionals and the accreditation applications of their training providers, prior to issuing approvals.
- Audits the work of licensed lead professionals and of accredited training providers, and monitors the work associated with lead abatement permits.

Lead is not the only environmental health threat lurking in residential housing. Other health and safety concerns include mold, radon, carbon monoxide, and indoor allergens. DDOE's Lead and Healthy Housing Division is taking steps to identify and help minimize health risks associated with these and other environmental health concerns, with a particular focus on the identification and elimination of indoor asthma triggers. DDOE has established a public-private partnership to help execute its Healthy Homes program, involving several District hospitals and health clinics, as well as sister agencies.

Natural Resources

Despite its urban characteristics, the District of Columbia contains a vibrant and diverse natural environment, characterized by major rivers, parks, wetlands, and habitats. The close proximity of these natural features to the busy workplaces, commuter routes, and residences creates unique challenges to ensure their protection, but also greater opportunities to enjoy their benefits.

Water in the District

Clean water is essential for human and animal life, for commerce and industry, and for recreation. Drinking water in the District of Columbia comes from the Potomac River, upstream of the District. Our main waterways are the Potomac and Anacostia Rivers and Rock Creek. The District is also part of the Chesapeake Bay Watershed. DDOE has three divisions dedicated to water:

Watershed Protection

The Watershed Protection Division conserves the soil and water resources of the District and protects its watersheds from nonpoint source pollution. Responsibilities include reviewing building permit applications, providing technical assistance to developers and the general public, and conducting inspections at construction sites. In addition, the Division provides watershed education and outreach, monitors and restores stream habitats, demonstrates innovative nonpoint source control technologies (see the rain garden in Photo 3 as an example), and coordinates watershed cleanup activities and policy development both locally and regionally through participation in the Anacostia Watershed Partnership and the Chesapeake Bay Program. The division also manages the District's RiverSmart programs, which provide subsidies to owners of private homes, apartment buildings, and condominiums to retrofit their properties with green practices to control stormwater runoff and prevent flooding.



1200 First Street, NE, rain garden on a rainy day

Water Quality

The Water Quality Division works to restore and protect the surface and ground waters of the District. This includes setting and enforcing water quality standards, conducting water quality monitoring and sampling analysis, illicit discharge inspections and investigations, water quality permitting and certification, biological sampling and fish tissue analysis, and assisting in residential drinking water investigation/testing. Additional duties include response support services for spills, certification of National Pollution Discharge Elimination System (NPDES) permits, dredge and fill permits, and review and approval of well permits. The Division also conducts environmental studies, coordinates with other District, state, and federal agencies, as well as environmental and citizen organizations, and contributes to efforts to restore the region's watersheds and the Chesapeake Bay.

Stormwater Management

The Stormwater Management Division administers and coordinates District stormwater policy and initiatives to protect and restore District waterways. This includes responsibility for the District's federally issued Municipal Separate Storm Sewer System (MS4) permit, development of local stormwater policies, long term strategic planning to improve water quality, and management of stormwater revenue and grant funds to meet stormwater quality objectives.



Green roof at Woodson High School, funded by ARRA

Fisheries and Wildlife

DDOE's Fisheries and Wildlife Division designs and implements fisheries and wildlife conservation programs that promote ecological sustainability, elevate environmental awareness, and encourage citizen action through education, stewardship, and community involvement. Focus areas include recreational angling, fisheries management, fisheries and wildlife surveys, wildlife education, and aquatic resources education. DDOE manages the Aquatic Resources Education Center, a federally owned property located in Anacostia Park for living aquatic resource education, aquaculture, and fisheries science.

Fisheries and Wildlife Facts:

- DDOE sells more than 6,500 fishing licenses annually generating between \$65,000.00 and \$85,000.00 each year.
- The District spawns and releases a total estimate of 1,000,000 American and hickory shad each year.
- DDOE plays host to more than 4,000 Aquatic Resources Education Center visitors each year.
- DDOE conducts more than a dozen backyard habitat workshops to more than 350 participants.

Environmental Education

Through DDOE's environmental education programs, the agency educates teachers and students about the connec-



Monarch butterfly nectaring on the flower of a Pickerelweed (a wetland plant) at Kenilworth Aquatic Gardens



Anacostia Environmental Fair 2010

tions between their personal actions and the health of their natural surroundings. DDOE staff work in a close partnership with District of Columbia Public Schools and Public Charter Schools. Programs focus on wildlife, stewardship of local waterways within the Chesapeake Bay watershed, and energy conservation. These are aligned with DC Standards of Learning. Education initiatives include:

- Teacher training in national environmental education curricula (Project Learning Tree and Project WET)
- The annual Anacostia Fair, an environmental education expo, pictured below (Photo 5).
- Education programs at the Aquatic Resources Education Center
- Meaningful watershed educational experiences
- School programs such as RiverSmart Schools and Green DC Schools
- Implementing the DC Environmental Literacy Plan

Business Services

Business owners, managers, and employees must understand and comply with the District's environmental regulations. DDOE staff is available help businesses improve their environmental performance.

Climate Change

The climate is an issue that permeates every environmental question. From the emissions generated by the built environment to the energy consumed in production and transportation to the uncertainty about future fuel re-

serves, solutions are needed to address a wide range of concerns. Chief among them is the challenge of climate change, which is largely caused by the emission of greenhouse gases created through energy consumption. Avoiding the worst effects of climate change will require action on a number of fronts, such as energy conservation, exploration of renewable energy sources and both individual and governmental commitments to cutting carbon consumption.

The District has taken significant steps recently to address this important issue. Actions include:

- In 2009, DDOE released a baseline greenhouse gas emissions inventory, using data from the year 2006. That baseline serves as the benchmark from which future efforts to stem the release of greenhouse gases from District Government operations and the community at large will be measured.
- In September 2010, DDOE released "Climate of Opportunity," a draft climate action plan containing more than 60 specific measures aimed at reducing greenhouse gas emissions within the District of Columbia. DDOE is currently revising the draft plan, taking into account analysis showing declines in greenhouse gases of 12% community-wide and 23% from government operations in the period between 2006 and 2011. DDOE staff is reassessing the measures included in the original draft plan, and will include additional measures to increase the scope and effectiveness of the plan.
- In 2012, the District was asked to join C40, a working collaborative of global cities leading the fight to address climate change. District agency staff has worked closely with C40 staff to integrate the District's efforts into the C40 network through meetings and webinars.
- DDOE is heading a study funded by the Mayor's Sustainable DC Budget Challenge that will investigate changes in three climate phenomena (sea level rise, urban heat, severe weather events) already being experienced in the District. The study will downscale predictions in these three phenomena (to the year 2100) to likely impacts in the District, such as flooding and urban heat islands. The results of the study will inform a Climate Preparedness Plan that lays out the District's approach to handling climate-driven vulnerabilities.

Green Building

Green building is an approach to building design, construction, operations and maintenance that conserves resources and protects human health. Green buildings use less energy, consume fewer natural resources such as water and forest products, and emit fewer pollutants into the environment. Because they are designed to use non-toxic materials and make use of natural light and good ventilation, green buildings provide a healthier indoor environment for their occupants. Studies show that students in green buildings learn better and workers in green buildings are more productive.

The Green Building Act of 2006 requires that all District public buildings meet the U.S. Green Building Council's LEED certification standards for environmental performance. The Act also requires that private sector projects 50,000 square feet or larger meet LEED standards. Residential projects 10,000 square feet or larger that include at least 15% of their total budgets from District government financing are also required to meet either LEED or Enterprise Green Communities standards. The District is truly a nationwide leader in green building as demonstrated by some impressive statistics:

- The District was the first city in the nation to require new privately constructed projects to meet LEED standards, thanks to the Green Building Act of 2006.
- The District has 393 certified and 1088 registered LEED projects as of April 29, 2013.
- Of the total number of LEED certified projects in the District, 47 percent are LEED Gold, and 12% are LEED Platinum—this is much higher than the national average for Gold and Platinum projects.
- We are first in per capita numbers for LEED certified space nationally for cities over 200,000, and second in real numbers.
- The vast majority of LEED certified buildings come from the private sector.
- The most common LEED certification types are LEED for Commercial Interiors and LEED for Existing Buildings.

Green Infrastructure

While land use and buildings are critical components of sustainable development, green infrastructure (i.e., low impact development) provides a number of other mea-

sures that minimize stormwater runoff from a given site and reduce the impact of development on the surrounding environment. Green infrastructure projects include green roofs, bioretention, rain gardens, cisterns, rain barrels, downspout disconnections, permeable pavement, landscaping with native plants, and a host of other innovative ideas that combine to stop pollution from reaching the District's rivers and streams.

One way that DDOE manages stormwater runoff across the District is through its RiverSmart Homes and RiverSmart Communities programs, which offer financial incentives to install shade trees, rain barrels (see Photo 6), pervious pavers, rain gardens, and bayscaping at single-family homes, apartment complexes, and condominiums. These programs offer many benefits:

- Minimize the use of herbicides, pesticides, and fertilizers in landscaping,
- Stabilize soils and prevent erosion,
- Provide increased habitat for native wildlife,



Rain barrel on a District residence

- Reduce air pollution and the urban heat-island effect,
- Treat and infiltrate stormwater on site to recharge groundwater levels, and
- Diminish the impact on aquatic life from polluted stormwater surges to local streams.

Enforcement and Environmental Justice

DDOE is the prime enforcer of the District's environmental laws. As such, DDOE develops enforcement policies and procedures, maintains data on agency enforcement activities, manages civil infractions (environmental tickets), and facilitates staff training on enforcement and case management matters. In terms of environmental justice, DDOE ensures that District citizens who are low-income, minority, or have limited English proficiency receive fair treatment under environmental laws and have meaningful opportunities to participate in environmental decision making undertaken by DDOE.

A More Sustainable DC

In addition to environmental protection, energy, and natural resources, DDOE is working to create a greener, healthier, more livable city for all of us. To do this, the agency partners with District schools to increase environmental literacy, works with businesses to increase environmental stewardship, studies opportunities to mitigate and adapt to our changing climate, promotes sustainable development, enforces existing regulations, and engages in sustainability planning for the District.

In July 2011, Mayor Vincent C. Gray directed DDOE and the District Office of Planning to engage residents in every corner of the District to define a nation-leading sustainability strategy with a significant focus on energy, climate, water, waste, natural resources, land use, urban agriculture, and transportation policies and investments. This strategy will build on DDOE's existing programs for stormwater and erosion management, RiverSmart programs (including tree planting, green roof installations, and a host of other green infrastructure practices), trash-free Anacostia commitments, fish and wildlife (and habitat) protection, and stream restorations.

