



CITY OF BOSTON • MASSACHUSETTS

MAYOR WALSH'S FIRST 101 DAYS

On January 6, 2014, Martin J. Walsh took office as the 54th Mayor of Boston. During his first 101 days in office, Mayor Walsh has worked tirelessly towards making Boston a city where everyone has the opportunity to succeed. He has identified five key priorities that build upon Boston's strengths while bringing the City into the future:

- Strengthening the economy and creating good jobs
- Improving public safety and combating gun violence
- Ensuring that Boston Public Schools enable every child to succeed
- Increasing accessibility and transparency in city government
- Serving all of Boston's neighborhoods and residents

1 STRENGTHENING THE ECONOMY; CREATING GOOD JOBS

Coordination and reorganization of the Boston Redevelopment Authority

One of the major themes of Mayor Walsh's campaign was economic development throughout the City of Boston focused on transparency, certainty, and equity.

- On February 10, the Mayor appointed John Barros as Boston's first-ever Chief of Economic Development, a significant step towards revitalizing Boston's approach to economic development. In his role, Barros will focus on fostering economic development in all of Boston's neighborhoods through marketing Boston on a national and international scale; ensuring access to employment, pathways to careers, and strong job growth; streamlining licensing and permitting processes; and supporting small businesses, particularly women- and minority-owned businesses.
- The BRA is currently in the midst of a wide-ranging operational audit by KPMG LLP, an international audit, tax, and advisory firm with offices in Boston. The audit is examining the BRA's board composition, planning and design processes, project management, workforce development, asset management fee calculation, staff salaries, and internal technology systems, with a goal of reaching a set of recommendations to ensure that the agency is functioning at the highest level.
- In an effort to open up more of the development process to the public, Mayor Walsh has directed the BRA to make documents under discussion at its board meetings visible in real time on its website.
- Boston's economic development has continued throughout the reorganization of the BRA. Since January 6, the agency has approved more than three million square feet of development, totaling over \$1.1 billion in total development costs. These projects will result in the production of 1,676 residential units and the creation of more than 3,500 construction jobs.

Streamlining the issuing of permits

Mayor Walsh is committed to reforming and streamlining permitting and licensing processes that serve Boston's consumers and small business alike.

- On March 7, Mayor Walsh announced that he had directed the City's Inspectional Services Department (ISD) to meet aggressive new benchmarks, including responding to all questions within one business day and approving 75 percent of basic permits within 20 days.
- Mayor Walsh retained McKinsey & Company, a global management consulting firm, to study ISD-related permitting issues and come up with a set of recommendations to make permitting in Boston more transparent, predictable, applicant-friendly, and timely.

Late night services

Mayor Walsh is committed to fostering a safe and vibrant late-night culture in order to ensure that Boston remains a world-class city that can attract and retain businesses, visitors, students, and residents.

- Mayor Walsh announced the creation of a Late Night Task Force, which will work with the state on legal barriers and examine how the city can expand late night services and culture in selected areas.
- The Mayor approved a late night pilot for food trucks, starting April 1, at Copley Square, Boston University, and Northeastern University. This pilot allows food trucks in those three areas to remain open for an extra hour, until midnight, on Thursdays, Fridays, and Saturdays.

Emphasis on international tourism and business

As part of his efforts to grow Boston's economy, Mayor Walsh has focused on expanding international tourism and businesses ventures in Boston.

- Mayor Walsh held a successful meeting with the consuls general stationed in Boston as part of efforts to recruit businesses and tourism internationally and to pitch Boston's 21st century workforce, thriving ecosystem of creative work spaces, and rich concentration of medical, scientific, and cultural innovators.
- Since taking office, Mayor Walsh has met with numerous foreign dignitaries, including: Enda Kenny, Prime Minister of Ireland; Olaf Scholz, Mayor of Hamburg, Germany; Anne Anderson, Irish Ambassador to the US; Máirtín Ó Muilleoir, Lord Mayor of Belfast; and Christos Panagopoulos, Greek Ambassador to the US.
- In an effort to attract more tourism and special events to Boston, the Mayor is creating a new Office of Sports, Entertainment and Special Events within the City's Economic Development Cabinet. The Office is currently seeking a director.

Businesses opening and/or expanding in Boston

Since January 6, Mayor Walsh has been proud to celebrate several businesses that have elected to open or expand in Boston, adding to the city's economic base. These include:

- The new headquarters of Vertex Pharmaceuticals, a 1.1 million-square-foot complex that houses 1,300 employees on the South Boston waterfront;
- The expansion of Acetylon Pharmaceuticals to 17,500 square feet in the Innovation District;
- WeWork, which can provide entrepreneurial space for up to 600 companies and start-ups at two locations in Boston;
- General Assembly, which offers instruction in technology, business, and design at a new location in the Innovation District;
- A new custom concept RadioShack in Downtown Crossing, the third custom-designed location in the nation;
- Savin Hill Specialties, a new neighborhood grocery store in Dorchester;
- Cinquecento Roman Trattoria, a new locally-owned restaurant in the Back Bay which is an example of the City's investment in the Washington Gateway Main Street District;
- Seven new businesses in Hyde/Jackson Square that created more than 30 new jobs.

- Additionally, the Mayor celebrated the groundbreaking of 100 Northern Avenue, which will house the founding office of Goodwin Procter LLP as well as 15,000 square feet of retail space by spring 2016.

Small Business

Mayor Walsh has demonstrated his commitment to making sure that small businesses throughout Boston have all of the tools they need to succeed, contribute to the city's economy, and provide good jobs for residents.

- The Mayor announced that his FY15 budget increases the funding to Boston's Main Streets by more than 30 percent. Boston's Main Streets encompass more than 3,500 businesses, in 20 districts throughout the City.
- In January, the Department of Neighborhood Development's Office of Business Development launched its first Small Business Social Media Accelerator workshop, instructing over 50 small businesses on how to use social media to promote and expand their businesses. The Office is working on plans to hold additional workshops.
- On February 7, the Mayor joined the Boston Main Streets Foundation in awarding "Innovation and Impact Awards" to business districts with ideas on how to help businesses thrive in Boston. Seven grants were awarded, totaling \$33,000. Winners received grants for a range of projects including public art, branding initiatives, marketing support, a series of business fairs, and an innovative social media/local shopping initiative hybrid.
- In February, the Boston Main Streets Foundation completed its first ESL for Small Business class, graduating six business owners from Egleston Square and Hyde/Jackson Main Streets.
- The Department of Neighborhood Development's new One-on-One Small Business Consulting program, which is helping small businesses grow and thrive through retail strategy improvements, revenue growth, marketing, accounting, and legal services, will be expanded. In the coming year, the Department plans to expand this program to 30 businesses.
- Mayor Walsh approved the creation of a Zoning Board of Appeals sub-committee for small businesses, as a solution to reduce the time delays for small businesses and owner-occupied housing projects that currently have to wait on the general ZBA calendar for relatively simple zoning requests.
- Mayor Walsh has approved the dedication of Department of Neighborhood Development staff to serve as small business liaisons through the entire permitting process.
- Mayor Walsh has directed ISD to establish a more visible small business presence, creating a designated small business counter staff at 1010 Mass Ave in his FY15 budget. Additionally, he has directed ISD to hold zoning clinics for small businesses on a weekly basis.

Real Estate Development

In order for Boston to thrive, real estate development must happen throughout the city in a manner that stimulates investment, creates jobs, and provides services to residents and neighborhoods.

- The Department of Neighborhood Development is in the process of developing more than 300,000 square feet of city-owned property at eight project sites in Roxbury, Dorchester, and Mattapan into commercial real estate that will provide jobs, services, and amenities to those neighborhoods. Since January 6, the Department has begun drafting RFPs for five of these projects, has issued RFPs for two, and has begun closing on one.
- The Mayor is committed to turning around blighted properties through tax foreclosure, fines for absentee landlords, and the re-launch of the problem task force. On March 24, 88 Milton Street, a City-owned property in Dorchester that had been vacant for decades, was conveyed to a minority-owned small business developer who is now beginning construction on workforce housing.
- On March 7, the City's Public Facilities Commission voted to convey the vacant Mattapan Library at 10 Hazleton Street to the Boys & Girls Club to be turned into a state-of-the-art youth and community center. Construction will begin on the site, which the City had received as surplus property, this spring.

Workforce Development

- Mayor Walsh successfully advocated for the inclusion of a pre-apprenticeship program in the Massachusetts Senate Transportation Bond Bill, sending a letter to the conference committee members urging them to keep the program in the final bill.
- On April 10, Mayor Walsh announced the new Life Science Internship Training Program, a partnership between the Mayor's Office of Jobs and Community Services and UMass Boston. This program will provide 100 students from UMass and local community colleges with online courses geared towards careers in the life sciences, and will connect students with internships and jobs, provide skilled labor for startups, and help to support the growth of Boston's Innovation Economy.

Finding meaningful work for Boston's youth

With the launch of the 2014 Mayor's Summer Jobs Program, Mayor Walsh expanded a focus on providing Boston's youth with the tools and experience they need for productive and gainful employment. This year, the HopeLine age requirement has been increased, to allow 18 year olds to apply. The City's HopeLine has registered more than 7,000 youth and will be allocating approximately 3,346 youth positions at over 300 work sites, thanks to more than 200 community-based partners. The Mayor has also called on Boston businesses to encourage increased private sector youth hiring, and has worked on Beacon Hill to secure \$1 million statewide in additional state funds for youth jobs for Summer 2014.

AAA Bond rating

This year, for the first time in the City's history, Boston received a AAA bond rating from both Standard & Poor's Rating Services, which represents an upgrade over last year's AA+, and Moody's, which awarded the city a AAA last year. These ratings are the highest possible to achieve and reflect the strength of Boston's deep and diverse economy.

Economic Advisory Team

Mayor Walsh announced that he is forming a team of advisors, made up of external stakeholders, to collaboratively identify and address issues related to future job growth and development opportunities in Boston.

Disparity Study

Mayor Walsh has approved a disparity study, which will look at the business environment, with an eye toward strengthening minority and women owned businesses.

Innovation Think Tank

Mayor Walsh has announced plans to form an Innovation Think Tank, to bring together industry leaders, venture capitalists, entrepreneurs, economists, and thought leaders to help make Boston the leading center for business development and innovation globally. The think tank will also design and launch campaigns to help incentivize local purchasing and the marketing of Boston businesses.

Incubation Space:

In order to attract new businesses and start-ups to Boston, Mayor Walsh has identified funds to be set aside for incubation spaces in Main Streets Districts across the City.

Neighborhood Revitalization

- The revitalization of Upham's Corner has focused on bringing improvements in public works and public art to the area. Mayor Walsh's FY15 budget includes improvements to Upham's Corner's roadways, as well as designing and finding a new site for a new Upham's Corner branch library. Additionally, Mayor Walsh spoke at the Upham's Corner Public Art Commission artist announcement on April 9.
- In an effort to revitalize the Dudley Square neighborhood, the City has issued an RFP to turn 18,000 square feet of available space into community-desired retail stores that will benefit and complement the area's vibrant commercial mix. The City has already received 22 proposals from different retailers.

Domestic Workers' Bill of Rights

Using his years of experience and many connections at the State House, Mayor Walsh offered his full support for the Massachusetts Domestic Workers' Bill of Rights, which would amend Massachusetts labor laws to guarantee basic work standards and protections for more than 67,000 domestic workers throughout Massachusetts.

2 IMPROVING PUBLIC SAFETY AND COMBATING GUN VIOLENCE

Appointed Police Commissioner Evans

On January 9, Mayor Walsh appointed William B. Evans as Police Commissioner of the Boston Police Department. Commissioner Evans is a 33-year veteran of the Department and had notable roles in the successful, peaceful handling of the 70-day occupation of Dewey Square by Occupy Boston and the City's response in the aftermath of the Boston Marathon bombings.

Demonstrated commitment to increased diversity in BPD leadership and command

The Boston Police Department currently has the most diverse command staff in its history. Twelve of the Department's 22 top commanders -- or 54 percent -- are women or people of color, up from 42 percent just last year. On January 9, Mayor Walsh appointed Superintendent William Gross as the first African-American Chief in Boston Police Department History. Superintendent Gross is a 28-year veteran of the Department and has been received numerous awards for his bravery, meritorious service, and community partnership. Other examples of recent promotions within BPD ranks include: Superintendent Lisa Holmes, a 29-year BPD veteran who is now chief of the Bureau of Professional Development; Deputy Superintendent Nora Baston, an 18-year BPD veteran who is now in charge of community engagement for the department; and Deputy Superintendent John Brown, Bureau of Investigative Services, Criminal Investigations Division.

Commitment to reducing gang and gun-related violence

At his inauguration, Mayor Walsh vowed to make reducing gang and gun-related violence a key priority of his Administration. Since January 6, he has worked tirelessly on this effort, taking a collaborative and innovative approach to addressing violence in Boston and taking guns off of the City's streets.

- For his very first meeting at City Hall, Mayor Walsh was joined by Commissioner Evans and more than 20 people representing victims' families, law enforcement, the judiciary, the legal community, corrections, re-entry programs, youth workers, substance abuse programs, human trafficking prevention, and trauma experts. At this meeting, Mayor Walsh committed to finding a way to deal with the problem of violence in Boston's neighborhoods and to engage the public in an ongoing dialogue.
- On February 14, Mayor Walsh announced the creation of the Mayor's Safety Initiative, created to address public safety and violence in Boston. The Initiative, which will work across all City departments and agencies to devise strategies for improvements, is led by Leon Graves and Dan Mulhern. Graves is a former Dorchester District Court probation officer with more than 20 years of experience addressing community safety and neighborhood violence. Mulhern is a former Suffolk County Assistant District Attorney who served in the Gang Unit and Safe Neighborhood Initiative, focused on gang-related homicides, firearms cases, and drug offenses.
- On March 24, Mayor Walsh announced the creation of a citywide gun buy-back program called "Your Piece for Peace," an effort to take guns off of Boston's streets and prevent gun violence. Under the program, guns will be accepted anonymously, no questions asked, at district police stations and various designated drop-off sites across Boston in exchange for a \$200 Visa gift card. 244 weapons have already been turned in since the announcement of the initiative, including 110 semi-automatic pistols, 108 revolvers, 7 shotguns, 11 rifles, and 8 non-firearms.
- On February 4, Mayor Walsh joined Mayors Against Illegal Guns, the national bipartisan coalition of mayors across the United States fighting for common-sense gun laws that will save lives by keeping illegal guns out of dangerous hands.

- Mayor Walsh has announced that he will be hosting a Regional Gun Trafficking Summit in Boston on April 24. This Summit will include elected officials and law enforcement from neighboring states, leaders in academia around violence, community partners and organizations focused on anti-violence work, and representatives from other local, state, and federal government agencies. This will present an opportunity to bring various stakeholders to the table to discuss best practices, build relationships, and foster collaborative work to prevent illegal guns from crossing state lines.
- Since January 6, Mayor Walsh has held many meetings with various constituents and stakeholders around the issues of gang and gun-related violence. These include meetings with faith leaders, victims' families, and advocacy groups such as Mothers for Justice and Equality.
- As part of his focus on successful re-entry of incarcerated individuals, Mayor Walsh visited the South Bay House of Corrections to learn more about programs that help to ease the process of reentering society.
- Mayor Walsh secured \$4.8 million in supplemental state funds for the statewide Safe & Successful Youth Initiatives, which provide multi-disciplinary support services to youth at high risk of being perpetrators or victims of violence.

Youth summer jobs as violence prevention

As part of a comprehensive approach to violence prevention, Mayor Walsh has launched a campaign to increase private sector engagement for the Mayor's Summer Jobs Program. The Mayor has repeatedly spoken about the importance of summer employment as an important diversionary tool, providing structure and keeping kids off the streets. He has appealed to private employers across the City to help his efforts by joining his Summer Jobs Program, and has notified his Cabinet that they will be enlisted in a phone bank to cold call private employers across the City and urge them to join his Summer Jobs Program.

Emergency preparedness

- On March 18, Mayor Walsh announced that Boston will receive \$18 million in grant funding from the US Department of Homeland Security's Federal Emergency Management Agency (FEMA), representing a 2.47 percent increase over last year's funding. The funds will be used to support ongoing and future homeland security initiatives through the Urban Area Security Initiative grant program.
- In preparation for the 2014 Boston Marathon, the City has announced greater investment for security and first responders. Preparations for the Marathon include: specialized equipment for police, such as bomb-sniffing dogs and command vehicles; new fire detection equipment; and greater investments in communications interoperability so that first responders can communicate with each other. Many of these investments have been funded from last year's FEMA grant.
- On March 8 and 9, law enforcement from Boston as well as several surrounding communities participated in a Homeland Security training at Boston Police Headquarters. The goal of the training was to better prepare the region's first responders in the event of a terrorist attack.

Prioritizing trauma:

- Understanding the need for comprehensive trauma treatment for victims and witnesses to violence, Mayor Walsh has committed \$730,000 in his FY15 budget to establish trauma recovery units at neighborhood health centers where they do not currently exist, and to expand trauma units in health centers where they do. Specifically, the Mayor has committed to supporting five neighborhood-based trauma teams in neighborhoods with high rates of community violence. These teams will include clergy, social workers, youth workers and human service workers.
- The Boston Public Health Commission is hosting free Marathon related drop-in counseling sessions throughout the month of April at the Boston Public Library. At these sessions, BPHC provides counselors with special expertise in trauma to talk with individuals about any concerns and emotions regarding the 2014 marathon and 2013 anniversary events.

Prioritizing the safety of girls and women

- Mayor Walsh is committed to supporting the work of the Boston Police Department's Anti-Human Trafficking Unit. His FY15 budget commits more resources for the unit, which has added more staff since January 6.
- Mayor Walsh has publicly supported the mission of Operation LIPSTICK (Ladies Involved in Putting a Stop to Inner-City Killings) and partnered with the organization to unveil an MBTA ad campaign that warns women against buying, hiding and carrying guns that are used in crime.
- On March 26, Mayor Walsh joined the Boston City Council to observe White Ribbon Day, a day when men pledge a commitment in helping to end violence against women. Mayor Walsh led a full City Council chamber in reciting a pledge against violence towards women.
- Mayor Walsh has announced that he will hold a summit that will focus on how the City can partner with area hotels to combat sex trafficking. Since hotels are increasingly being used by illegal proprietors and purchasers of prostitution, BPD will host a day-long workshop to share ideas and best practices to keep hotels from being a venue for sex trafficking.
- Mayor Walsh's administration has announced that it is working with state and nonprofit partners to pilot a safe house in Boston for victims of sexual violence. This will be part of the City's comprehensive plan to address the crisis of the commercial sex trade industry and women who are victims of violent crimes.

Sexual Assault on College Campuses

To help address the problem of sexual assaults on college and university campuses, Mayor Walsh has announced plans to convene a meeting with representatives of Boston's 23 colleges and universities. The goal of the meeting is to begin to increase a dialogue so that Boston's colleges and universities understand the proper reporting system of sexual assaults, and are able to provide students with the support and help that they need.

National search for a new Fire Commissioner

Mayor Walsh has begun the process of identifying a permanent Commissioner of the Boston Fire Department. On March 4, the Mayor announced the selection of FACETS management consulting firm, a company with prior experience working with the Boston Fire Department, the International Association of Fire Chiefs, and the International Association of Fire Fighters.

New BPD and BFD classes

Underscoring his commitment to maintaining well-trained police and fire departments, Mayor Walsh's FY15 budget invests \$1.3 million to enroll a new police class in December 2014 and \$2.3 million to enroll a new fire class in September 2014.

Paramedic Promotions

On March 3, Boston EMS promoted six department members to the rank of Paramedic. These individuals represent the first paramedic promotion in six years, have a combined 58 years of experience with the department, and include three persons of color as well as two women.

Negotiated police contracts

On April 10, Mayor Walsh finalized contracts with the unions representing superior detectives and superior officers, avoiding a potentially lengthy, contentious, and costly arbitration process.

Negotiated fire contract

On April 12, Mayor Walsh announced that he had reached a tentative labor deal with the union representing Boston's firefighters. This agreement represents the first time since 2001 that a contract with Boston's firefighters has not gone to arbitration.

3 ENSURING THAT BOSTON PUBLIC SCHOOLS ENABLE EVERY CHILD TO SUCCEED

Superintendent Search

On February 8, Mayor Walsh announced the formation of the Superintendent Search Committee, tasked with spearheading the search for a permanent Superintendent of the Boston Public Schools (BPS.) The Search Committee is a group of 12 respected individuals who represent the diversity of the City of Boston as well as a wide array of perspectives, including teachers, current and former school administrators, higher education leaders, parents, business owners and philanthropists. The Search Committee selected Hazard, Young, Attea & Associates (HYA), the nation's largest education executive search firm, to assist in recruiting candidates nationwide. Together with HYA, the Search Committee solicited public opinion on the desired qualities of Boston's next superintendent through seven public hearings across the City, an online survey, and four days of stakeholder interviews.

Increased the FY15 school budget

At a time when many other city departments are facing reductions, Mayor Walsh has demonstrated his commitment to the Boston Public Schools by proposing a FY15 BPS budget that represents a \$37 million increase from FY14. This increased budget includes: a \$1 million expansion of the BPS early education (K1) program by 100 seats; implementation of the new Home Based school choice plan; a \$1 million investment in technology devices, and another \$1 million in upgrades to technology infrastructure in preparation for the online Partnership for Assessment of Readiness for College and Careers (PARCC) assessments; \$6.1 million to make BPS's early hiring initiative a success, and an additional \$400,000 to support hiring diversity; investment in extended learning time at current and former turnaround schools as well as six other schools across the district, and maintaining Acceleration Academies during school vacations; increased resources for our highest-needs students, including \$3.2 million for students with emotional impairment, \$5 million for English Language Learners in grades 6-12, and \$1.5 million for inclusion specialists in 26 schools; renewed investments in technology to support teachers, families, and students; and a \$1 million increase in funds for deferred maintenance of school facilities.

BPS Human Capital Initiative

Since January 6, BPS has secured pledges of \$2 million in support of advancing the BPS Human Capital Initiative, a three-year strategy focused on creating a stronger teacher workforce, a stronger leadership development pipeline, and stronger teacher teams. As part of this initiative, BPS launched an aggressive marketing campaign, posting advertisements for approximately 1,000 teaching positions on the MBTA, on a new website, and in national education publications. The campaign is part of a district-wide effort to hire talented teachers earlier and to increase diversity within the BPS workforce.

Madison Park Intervention

On March 15, Mayor Walsh and BPS announced the launch of an intervention to improve Madison Park Technical Vocational High School and bring the school in line with its Innovation Plan. Under the intervention, a seven-person board will be appointed by BPS and the Boston Teachers Union. This board will be tasked with studying the school's performance and presenting a plan for improvement.

Facilities Master Plan

The Mayor's FY15 capital budget request for BPS represents a 32 percent increase over the FY14 budget, and includes \$1.6 million for the development of a ten-year facilities master plan, which will review capacity challenges and potential reprogramming options.

School visits

Mayor Walsh has made an effort to learn about the rich variety of Boston's public schools by visiting the various types of schools that exist in Boston. Since January 6, Mayor Walsh's school visits have included: dual language immersion schools; a full special education inclusion school; a traditional district high school; innovation schools; an acceleration academy; and current and former turnaround schools.

Chromebook Project

Understanding that computer skills are increasingly necessary for success in college and careers, Mayor Walsh announced the Chromebook Project, which will deliver 10,000 low-cost laptops to BPS, a ratio of one laptop for every six students, by the end of April.

Advocating for state funding

Under state authority that Mayor Walsh helped to create as a State Representative, the Massachusetts School Building Authority (MSBA) approved funding for the construction of a STEM Academy in Roxbury, which will be the first newly constructed school in Boston in more than a decade. With MSBA approval, the state will cover \$36.6 million of the \$70.7 million project. In addition to the Dearborn project, BPS has also submitted Statements of Interest to the MSBA for three core programs and three accelerated repair projects.

Mayor's 100 Minute Reading Challenge

In an effort to promote childhood literacy, Mayor Walsh joined ReadBoston at the Condon Elementary School in South Boston to launch the Mayor's 100 Minute Reading Challenge for BPS kindergarteners. Fifty-three BPS elementary schools participated, and all kindergarteners who read for 20 minutes a day were eligible to win a prize.

4 INCREASING ACCESSIBILITY AND TRANSPARENCY IN CITY GOVERNMENT

Engaged constituents in interactive dialogue

Mayor Walsh has followed through on his campaign promise of engaging residents in ongoing dialogue. Since January 6, he has answered questions as part of a Mayoral Twitter Chat and Facebook Q&A, and has also committed to monthly segments on WGBH and WBZ.

Mondays with the Mayor

On March 24, Mayor Walsh hosted "Mondays with the Mayor," the first in a series of community town hall meetings to engage with constituents and to maintain a transparent administration. More than 250 people attended the meeting, which allowed residents to share their questions and concerns with Mayor Walsh and his administration. "Mondays with the Mayor" will continue on a bi-monthly basis in various locations across the City.

Bringing City Hall into the 21st century

- Mayor Walsh's FY15 budget includes the creation of a Chief Digital Officer position, which will help transform the City's digital presence and lead its newly formed civic media group, which includes the City's website, cable TV production, and social media.
- Mayor Walsh has installed two 46-inch screens in his office, called dashboards, which deliver real-time data related to crime, traffic, potholes, constituent phone calls, and social media analysis. The dashboards are part of Mayor Walsh's plan to have his cabinet and department heads deliver better services by measuring their successes with data.
- Since January 6, City Hall has seen upgrades in its internal technology and how it interacts with the public. Video conferencing is now available in City Hall, and all City employees now have voicemail for the first time. Mayor Walsh has also directed his administration to put more services online, including live broadcasts and streaming of meetings and press conferences.
- Mayor Walsh and his administration announced "Innovate Now," a four-hour "hackathon" on May 10 that will bring together government, business, and civic organizations with the public to address Boston's technological challenges. The Mayor has committed to hosting a hackathon over the summer.

Video Series

The Walsh Administration has released a series of videos online to commemorate Mayor Walsh's 25th, 50th, 75th, and 101st day in office. These videos provide the public with an inside look at City Hall and its day-to-day operations, as well as relaying many of the Administration's key accomplishments to the public.

New Cabinet structure

On January 29, Mayor Walsh unveiled his plans for a comprehensive reorganization of the cabinets and departments of the City of Boston. Many of the changes to the cabinet are intended to streamline services and improve collaboration among departments with common goals.

Ethics Committee

On April 10, Mayor Walsh announced the formation of an Ethics Committee, which will be tasked with reviewing any relevant changes to the City's Ethics Policy, implementing a new Statement of Financial Interest for all City employees, creating continuing education programs around ethics issues, and analyzing existing practices and procedures.

Open Data

Underscoring his commitment to transparency, Mayor Walsh signed an executive order directing the City's Chief Information Officer to draft an Open Data Policy. This sets a citywide standard for opening up data, an important way for the public, including researchers and developers, to access data city sources.

Wicked Free Wi-Fi

Mayor Walsh launched "Wicked Free WiFi: Boston's Public Wireless Network," the newly branded name to identify all of Boston's current and future investments in free Wi-Fi access. Public Wi-Fi currently reaches thousands of users across Boston's neighborhoods and parks, with the largest concentration of access points located in Grove Hall. Street signage for hotspots will soon be posted at locations citywide, and plans are in progress to strengthen and expand the network to all of Boston's 20 Main Streets districts.

More than 10,000 potholes filled

Since January 6, the City of Boston has filled 10,805 potholes.

LED lights

Since January 6, the Public Works Department has converted 2,023 streetlights for energy efficiency.

Greeters

In an effort to make City Hall more welcoming and accessible, Mayor Walsh has worked with Northeastern University's student work co-op program to provide students to work as City Hall greeters. Each greeter is equipped with an iPad featuring maps and other additional information to help visitors to City Hall with questions that they might have.

Audit procurements

Under Mayor Walsh's direction, the City has begun issuing Requests for Proposals for department audits, with the goal of auditing all City departments by the end of the year.

Transition reports released

Mayor Walsh assembled a transition team of more than 250 volunteers to provide recommendations on 12 subject areas. Over the course of more than three months, each of the 12 transition working groups met several times, held a public hearing where they solicited public input, participated in a day-long Town Hall at Roxbury Community College, and took online written testimony. Each working group then synthesized the many suggestions and recommendations into a final report available to the public.

5 SERVING ALL OF BOSTON'S NEIGHBORHOODS AND RESIDENTS

Delivered FY15 Budget

On April 7, Mayor Walsh delivered the first budget of his administration, a balanced budget totaling \$2.7 million and representing a 4.5 percent increase over last year. This budget reflects Mayor Walsh's personal priorities and also represents the priorities of Boston's residents and neighborhoods.

New emphasis on the arts and culture

- As part of his Cabinet reorganization, Mayor Walsh announced that Arts and Culture would be elevated to a Cabinet-level position for the first time in Boston's history. The addition of an Arts and Culture Cabinet fulfills

Mayor Walsh's pledge to create a vehicle through which the City can work to increase diversity and inclusion, seek grants and sponsorship opportunities, and secure funding and support for Boston's art community. The City is currently searching for an Arts and Culture Cabinet Chief.

- In celebration of April as National Poetry Month, Mayor Walsh announced the search for Boston's next Poet Laureate and assembled a diverse and distinguished search committee. The City's Poet Laureate is tasked with raising the status of poetry in the everyday consciousness of Bostonians, acting as an advocate for poetry, language and the arts, and creating a unique artistic legacy through public readings and civic events.
- Since January 6, Mayor Walsh has shown a commitment to improving and expanding public art throughout Boston. The Mayor's Office of New Urban Mechanics has invited Boston's residents to reimagine the City's public spaces through its Public Space Invitational, sourcing ideas from designers, artists, and engineers. In Roxbury, the Boston Arts Commission has selected conceptual designs for the public art that will accompany the Dudley Square Municipal Center, and the Commission will also be sponsoring a pop-up initiative for low-budget temporary art installations in Dudley Square.
- Demonstrating his commitment to the elevation of the arts in Boston, Mayor Walsh appointed two new members to the Boston Arts Commission.
- The Mayor's Office has announced a Request for Proposals for the new project, "Portrait of a City." Boston-based artists are invited to submit two-dimensional works that capture some aspect of contemporary life in Boston. The winning design will be distributed by the Mayor's Office to visiting diplomats and distinguished guests.
- In his FY15 budget, the Mayor has committed to matching the Massachusetts Cultural Council's annual grant, which effectively doubles the amount of money the Boston Cultural Council will have to grant to the City's non-profit arts groups.
- Underscoring the Mayor's belief that libraries play an important role in Boston's future, Mayor Walsh's FY15 budget calls for all 24 of the City's neighborhood library branches to open year-round on Saturdays and for the Central Library in Copley Square to open year-round on Sundays. These extended hours are the product of successful negotiations and union concessions made in order to achieve the Mayor's goals.

Addiction and Recovery

- In his first major policy announcement related to addiction and recovery, a top priority of his administration, the Mayor called for all first responders in Boston to carry the opiate overdose reversal medication commonly known as Narcan.
- Mayor Walsh has announced a collaboration with the Blue Cross Blue Shield Foundation on a study of the current capacity of addiction and recovery services in the City of Boston. The study will focus on how to better align the City's addiction and recovery services with demonstrated best practices and will inform the creation of the City's first ever Office of Recovery Services.
- Mayor Walsh held a press conference on April 7 urging residents to participate in National Prescription Drug Take-Back Day on April 26. This national initiative is aimed at encouraging the public to dispose of expired, unused or unwanted prescription drugs that are prone to abuse or theft.

Focusing on Seniors

- Mayor Walsh joined the Boston Housing Authority and the Commission on Affairs of the Elderly to launch "Making Connections," a door-to-door count and assessment of each of the 4,339 households in the BHA's elderly/disabled public housing developments. This initiative will help to better connect BHA elderly and disabled residents with the services they need.
- On April 10, Mayor Walsh and the Commission on Affairs of the Elderly, in collaboration with the Center for Social and Demographic Research on Aging at the Gerontology Institute of the University of Massachusetts Boston, released "Aging in Boston," a comprehensive report on Boston seniors. The report, the largest Boston-focused data release for older adult information since 2001, includes data on age, gender, race, education, income, housing situation, mobility, and health and disabilities, and will help with service planning, grant writing, and providing an overall understanding of the challenges faced by Boston's older adults.

- The Commission on Affairs of the Elderly has announced plans to hold a “Senior Citizens Tele-Town Hall,” an interactive conference call with the Mayor where seniors can listen or ask questions about available City services.
- On March 28, Mayor Walsh attended the groundbreaking of a building at Roxbury Crossing that will create 39 units of affordable senior housing on a site that is well served by transit, medical facilities, retail stores, and services.
- Mayor Walsh proudly announced that Boston is joining the World Health Organization’s Age-Friendly Cities Network to better prepare Boston for growth in its over-60 population. In joining the network, the City will work with partners over the next five years to assess its “age friendliness” and then create and implement a three-year action plan to create environments that promote healthy and active aging and a good quality of life for older residents.

Helping House the Homeless

- On January 31, Mayor Walsh released the findings of Boston’s 34th annual Homeless Census. Responding to the 3.8 percent increase in the number of homeless men, women, and children in the City, Mayor Walsh called on city agencies and Boston’s network of homeless service providers to expand successful housing strategies and to continue to develop innovative approaches to respond to the rising need.
- Since January 6, “Bringing Boston Home” has housed 93 of Boston’s hardest to house individuals. The program, run by the Department of Neighborhood Development, seeks to find housing for those who have been living on the street, living in emergency shelter for a year or more, or are high utilizers of emergency room services.

Assisting our Veterans

- On February 11, the City of Boston’s Veterans’ Services hosted a Veterans Welcome Home Breakfast at Northeastern University. This breakfast provided an opportunity to communicate, collaborate, and bring awareness to the services available to Boston’s veterans.
- On March 20, Veterans’ Services hosted two successful community forums with Boston veterans and military families. As a follow up to these meetings, the department is actively planning and preparing for the creation of the Boston Veterans’ Advisory Council, which will formally engage Boston veterans and military families across all of Boston’s neighborhoods and across various populations.
- The Boston Continuum of Care’s “Home of the Brave” effort, led by the Department of Neighborhood Development and BPHC, set out to house 100 homeless veterans in 100 days. This goal was exceeded and 113 veterans were placed in permanent housing within 100 days.
- On March 20, Mayor Walsh hosted a POW/MIA Chair Dedication at City Hall. This dedication was part of the Rolling Thunder Massachusetts Chapter 1’s mission to educate the public about the history of American prisoners of war and to help protect future veterans from being left behind should they become prisoners of war.
- Mayor Walsh supported the creation of the new Boston Veterans Treatment Court and spoke at its opening. The Court is the second of its kind in Massachusetts and the first in Boston, and seeks to reduce recidivism and help troubled veterans become productive members of society by addressing underlying mental health issues.
- On February 17, Mayor Walsh attended a free open skate for veterans at the Boston Common Frog Pond. The event was organized as an opportunity for veterans and military families to meet with others in the community and learn about available support services.

Energy and Environment

The Mayor has taken aggressive actions to reduce climate vulnerabilities, including integration of climate preparedness into capital planning and increasing the preparedness of our emergency shelters and other critical facilities.

- On April 4, Mayor Walsh announced the creation of the 2014 Climate Action Plan Steering Committee, which will help guide the update of Boston’s Climate Action Plan, the City’s strategic plan to reach its

carbon reduction goals of 25 percent by 2020 and 80 percent by 2050, as well as to prepare Boston for the impacts of climate change. The Steering Committee will play an advisory role to the overall process, strategy development, and community engagement.

- Boston joined the C40 Cities Climate Leadership Group, an invitation-only global network of cities on the front line of preparing for and helping prevent climate change. Boston's participation in C40 will open up greater opportunities to learn from other cities in the global network.
- Mayor Walsh has advised the Office of Environment and Energy to move forward on an ordinance to require the retrofitting of City-owned diesel vehicles and diesel vehicles used on City contracts to reduce air pollution.
- Mayor Walsh has promoted LEED-certified housing developments across the City. One such development on Highland Street in Roxbury is Boston's first LEED Platinum energy positive building. This development was built on city-owned land in a collaboration between the BRA and the Department of Neighborhood Development, and the units, which are now fully occupied, consumed 60 percent less energy than comparable homes in Boston in January.
- The Office of Food Initiatives, in collaboration with Greenovate Boston, the Boston Public Library, and Boston Natural Areas Network, will be launching a "seed Library" at three BPL branches starting in late April. These seed libraries will provide constituents with seeds that they can use to plant and grow food.
- Mayor Walsh joined the Mayors for Parks Coalition, a national coalition of mayors advocating for federal funding for our nation's parks.
- Mayor Walsh announced that he is accepting applications for the 2014 Mayor's Greenovate Boston Awards, which recognizes sustainability leadership across the City of Boston, including businesses, community organizations, non-profits, residents, and institutions.
- On April 9, Mayor Walsh announced the Greenovate Boston Mayor's Carbon Cup, a voluntary recognition program for large hospitals, universities, and commercial building portfolios committed to reducing their greenhouse gas emissions intensity by 35 percent by 2020.
- On April 9, Boston received a \$1 million rebate check from NSTAR for energy efficiency projects including: lighting improvements; retrofits at East Boston High School and the Family Justice Center; and LED streetlight retrofits.

Parks

- In collaboration with the Boston Parks Department, Mayor Walsh has committed to a series of coffee hours in Boston's parks where the Mayor will meet with residents and answer their questions.
- Understanding that a strong parks system helps to make for a strong city, Mayor Walsh's FY15 budget commits to a comprehensive asset study of Boston's parks, which will enable the administration to identify needs and develop a plan to protect and enhance one of the City's most valuable resources.
- Mayor Walsh announced "Out of the Park," a partnership between the Boston Parks Department, the Boston Red Sox, and the Highland Street Foundation, which shows select games on large projection screens in some of Boston's parks.

Home Ownership and Renters

- On April 5, Mayor Walsh attended the Department of Neighborhood Development's Boston Home Center's annual Housing Expo, which provides information, classes, and presentations for homeowners and homebuyers as well as opportunities to meet mortgage lenders and other Home Center program partners.
- On March 15, the Boston Home Center hosted a joint foreclosure prevention event with its non-profit partners targeting homeowners who may be struggling with their mortgage payments.
- Using the prior administration's Housing 2020 report as a starting point, Mayor Walsh is identifying a set of key community members to serve on the Mayor's Housing Task Force. This group will advise the Mayor on his 4-year Housing Plan, which will include a set of strategic and measurable goals to guide the City's housing policy over the next four years. The Task Force will include sub-groups focused on innovative housing

models, housing cost control, and senior housing.

- The Department of Neighborhood Development set a goal of permitting 1,000 new units of housing in the Mayor's first 100 days. With the help of ISD, this goal has been met and exceeded, with a total of 1,069 units of housing permitted within 100 days.
- Mayor Walsh filed an amendment to the City of Boston's Rental Housing Inspection Ordinance to waive the registration fees for rental units in 1-3 family owner-occupied buildings, and to provide certain hardship waivers. With the proposed changes to the fee structure, the Mayor has directed ISD to begin inspecting rental units across the City, focusing initially on landlords with a history of code violations and compliance issues.
- At Mayor Walsh's direction, the City has completed an exhaustive review of the financial records of the BRA's Inclusionary Development Fund, which developers can pay into in lieu of producing affordable housing units on-site. The Department of Neighborhood Development has been tasked with the responsibility of establishing an open and transparent process for distributing these funds to affordable housing projects, and it is estimated that there will be \$5 million in this account by June of this year.

Transportation and Infrastructure

- Mayor Walsh has announced Boston's Mobility Action Plan, a public process to guide and envision the City's transportation future. The Plan will incorporate forward-thinking efforts around transportation to cut travel times and align with the City's environmental goals.
- Under Mayor Walsh, Hubway, Boston's bike-share program, will add ten more stations this season through Boston, Cambridge, Brookline and Somerville. The popular program opened on April 2 for its fourth season with 140 stations and 1,300 bicycles.
- On March 10, Boston was selected as one of six new U.S. cities to join the PeopleForBikes Green Lane Project, a two-year program to build protected bike lanes. As part of the program, Boston will receive financial, strategic and technical assistance.
- The City, through Boston Bikes and Greenovate Boston, will be installing bike fix-it stations at two BPL branches—East Boston and Grove Hall—by late April. Aimed at areas without access to bike repair shops, these fix-it stations will be equipped with a pump, tire wrenches, and other basic tools for tuning up and fixing a bike.

Women

- Mayor Walsh is reconstituting the Women's Commission as the Mayor's Office of Women's Advancement. The department will become more policy-focused and will specifically prioritize data and research, economic equity, and women's health and safety. The department is also forming a new commission of 15 experts from diverse backgrounds that will play an advisory role to the department.
- The Mayor's Office of Women's Advancement has formed a new partnership with Simmons College to focus on creating solutions for the City's private and nonprofit businesses to look internally at pay equity for women. The department will also specifically focus on issues of economic inequality for low-income women of color.
- On March 3, Mayor Walsh spoke at the National Policy Summit on the Future of Women's Health, groundbreaking national policy summit in Boston dedicated to addressing gender equity in biomedical science.
- During his trip to Washington, DC in March, Mayor Walsh met with US Representative Nancy Pelosi to discuss her national initiative, "When Women Succeed, America Succeeds," an agenda that addresses economic challenges facing women and families today. Following their meeting, Mayor Walsh invited Rep. Pelosi to host a forum in Boston in the fall.

LGBTQ

- Mayor Walsh has announced plans to form a commission of LGBTQ activists, students, residents, and experts

to serve as advisors to the City on issues affecting the LGBTQ community. The commission will ensure that LGBTQ issues are addressed efficiently and in a transparent way that addresses community concerns.

- Mayor Walsh recommended expanding the City's health insurance policies to include transition-related services for trans individuals.

Persons with Disabilities

- Mayor Walsh is working with the Commission for Persons with Disabilities to expand the number of seats on its Advisory Board from 9 to 13, with the goal of greater representation from Boston's neighborhoods.
- The Commission for Persons with Disabilities is completing an overhaul of its Accessible Parking Space program by finalizing new guidelines, applications, policies and procedures. The finalized program will be rolled out by May 1.
- The Commission for Persons with Disabilities has been working with the Hackney Carriage Unit to roll out messaging on improved wheelchair accessible taxis by May 1. The Commission will be installing rating decals on taxis across the City, allowing persons with disabilities to identify cabs that are usable.
- Mayor Walsh publicly spoke out against the Beacon Hill Architectural Commission's vote not to install 259 pedestrian ramps with tactile warning strips throughout the neighborhood. Stating that he would not give any neighborhood preferential treatment, Mayor Walsh has instructed his administration to explore the possibility of bypassing the Commission.

Communities of Color

- Since taking office on January 6, Mayor Walsh has increased the number of department heads of color at City Hall and has committed to striving for greater diversity in all City Hall hiring moving forward.
- On March 25, Mayor Walsh was honored with a Diversity Game Changers award from Get Konnected!, Boston's premiere urban business networking group. Mayor Walsh received the award in recognition of his commitment to addressing diversity and equality in Boston.
- Since January 6, Mayor Walsh has met personally and directed his staff to meet with the NAACP and the Urban League several times. He has also committed to an ongoing dialogue with the groups.
- On March 20, Mayor Walsh spoke at the annual El Mundo Professional Mixer, addressing hundreds of community leaders from the public and private sectors at one of the City's premier Latino networking events.

New Bostonians:

- On March 24, the Office of New Bostonians (ONB) led a round-table on Immigrant Groups in Boston, where Mayor Walsh met with more than 35 representatives of advocacy, direct service and educational organizations. Following this meeting, ONB has established six working groups made up of round-table participants to create yearly goals for ONB and the Walsh Administration around the issues of Public Safety, Immigrant Integration, Economic Development, Education, Housing/Shelter, and Arts & Culture. These groups will meet quarterly with the ONB director and serve as advisory boards on issues impacting immigrant communities across Boston.
- On March 12, ONB and the Haiti Fund announced the launch of the Capacity-Building Initiative, a public-private partnership funded by the City of Boston and the Boston Foundation that was created to strengthen and increase sustainability among nine under-funded, immigrant-led, not-for-profit organizations that provide critical services to Boston's immigrant community.
- ONB has announced plans to host five community immigration legal clinics in five neighborhoods across Boston. By launching a series of immigration clinics outside of City Hall, the Walsh Administration will increase access to needed services and reach individuals within their neighborhoods.
- Mayor Walsh has consistently and repeatedly spoken out against the implementation of Secure Communities in Boston.

Animal Care

- Signaling Boston's new approach to animal services, Mayor Walsh officially changed the name of the City's

Animal Control Unit to the Animal Care and Control Unit. The department is currently seeking a new director.

- For the first time ever, Boston residents can apply for dog licenses online. The easy and secure online application process makes registration easier for pet owners and makes the review process more manageable for Animal Care and Control personnel.
- The Office of Animal Care & Control launched an advertising campaign on MBTA bus stop kiosks around Boston. This ad campaign helped raise awareness of licensing dogs and promoted low-cost vaccine clinics.

Fair Housing and Equity

- As part of an overall plan to continue and expand upon civil rights work, the Office of Civil Rights has been officially renamed the Office of Fair Housing and Equity. This new name highlights the commitment to fair housing and equity in Boston, and reflects the services that the office provides through its Fair Housing and Human Rights Commissions.
- On April 9, the Boston Workers Alliance, in conjunction with the City of Boston, held a CORI know your rights workshop for job seekers. This workshop included CORI ordinance oversight, fair housing law and a section on what a CORI friendly hiring practice looks like provided by City of Boston Human Resources. Following this workshop, the Office of Fair Housing and Equity is compiling a list of vendors who have certified that they will follow the City of Boston's hiring practices.
- In celebration of April as Fair Housing Month, the Office of Fair Housing and Equity is hosting its first youth poster competition. The theme is "One Boston, a Hub of Diversity" and the competition is open to Boston residents age 6 to 18.

Youth

- The Mayor's Youth Council is coordinating "Lead the Change," Boston's new participatory budgeting process and the first in the nation solely for youth. Between January and June, Boston youth will help decide how to use \$1 million in capital funds and will have the chance to develop ideas for projects that meet community needs.
- On March 31, Mayor Walsh approved a restructure of the Mayor's Youth Council that is focused on cultivating dedicated leaders, strengthening communication with neighborhoods, and focusing the agenda. As part of this restructure, the Mayor's Youth Council will move from 44 council members to 85, with representation based on youth population in each neighborhood.
- To commemorate National Youth Violence Prevention Week, April 7-11, BCYF has partnered with BPD, the Suffolk County DA's office, Suffolk County Sheriff's Department, the US Attorney's Office for the District of MA, and BPS to co-host a series of events and contests aimed at giving school-aged youth a voice in preventing violence in the community.
- In an effort to ensure that Boston's teens can interact in safe and inviting spaces, Mayor Walsh's FY15 budget invests \$100,000 in renovating five teen-friendly spaces in neighborhoods across the City.