

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CITY ADMINISTRATOR



Public Hearing on the
Proposed Fiscal Year 2019 Budget of the
Office of the City Administrator

Testimony of
Rashad M. Young
City Administrator

before the
Committee on Government Operations
Council of the District of Columbia
The Honorable Brandon Todd, Chairperson

John A. Wilson Building
1350 Pennsylvania Avenue, NW
Room 500

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11:00 a.m.

Good morning, Chairman Todd and members of the Committee on Government Operations. For the record, my name is Rashad M. Young and I am the City Administrator of the District of Columbia. With me today are members of my staff including Deputy City Administrator and Deputy Mayor for Public Safety and Justice Kevin Donahue; Jennifer Reed, Director of the Office of Budget and Performance Management; and Ben Stutz, who serves as OCA's Chief of Staff.

Thank you for this opportunity to provide testimony on the proposed fiscal year 2019 budget of the Office of the City Administrator (OCA). Mayor Bowser's proposed budget for the District government is focused on ensuring that District residents in all eight wards have access to a strong public education system, affordable housing, robust economic opportunities, and a comprehensive health and human services system.

OCA Mission and Structure

The mission of the Office of the City Administrator is to facilitate the effective and efficient implementation of the Mayor's policies by providing leadership, support, coordination, and oversight of District agencies.

To help achieve this mission, the Deputy Mayor for Education, Deputy Mayor for Public Safety and Justice, Deputy Mayor for Health and Human Services, Deputy Mayor for Planning and Economic Development, and Deputy Mayor for Greater Economic Opportunity all report to the City Administrator.

OCA is also the main liaison to many of the District's independent agencies, including the Office of the Chief Financial Officer as well as a liaison to the Metropolitan Washington Council of Governments.

To carry out its mission, OCA is composed of the following functional areas:

1. *Agency Operations*: The agency operations function of OCA is composed of program analysts who are assigned to agency clusters. The staff in this division review and support agency activities, help coordinate multi-agency and cross-cluster projects, implement District-wide operational initiatives, and provide agencies with operational guidance throughout the year.
2. *Budget and Performance Management*: The Office of Budget and Performance Management (OBPM) was created in FY18 by combining OCA's Office of Performance Management and Office of Budget and Finance. OBPM manages the formulation of the District's annual operating and capital budgets as well as the administration of the

District's annual performance planning process. OBPM consists of three functional teams: Budget, Performance, and The Lab at DC. The budget team advises the Mayor and the City Administrator on the financial and budgetary operations of the District government and develops the annual budget and financial plan. The performance team leads the District's strategic planning development and the execution of monitoring and accountability tools. Lastly, The Lab at DC works to drive innovation in the District by helping agencies apply rigorous, scientific methods to the services we provide to District residents.

3. *Office of Public-Private Partnerships:* The Office of Public-Private Partnerships (OP3) is responsible for building partnerships between the private sector and the District government to complete major infrastructure projects and other important programs through long-term, performance-based contracts. The OP3 serves as an in-house consultant for District agencies and also serves as a liaison between District agencies and private sector partners.

4. *Government Operations:* The government operations division of OCA is responsible for the oversight of agencies in the government operations cluster, including agencies that focus on internal operations of the government, such as the Department of Human Resources, Office of Contracting and Procurement, and Office of the Chief Technology Officer, and public-facing agencies, such as the Department of Motor Vehicles and the Department of Public Works.

5. *Office of Labor Relations and Collective Bargaining:* The Office of Labor Relations and Collective Bargaining (OLRCB) administers the District's labor relations program. OLRCB's areas of responsibility include representing the District as the principal management advocate during labor negotiations, representing the Mayor and District agencies in collective bargaining negotiations, developing and presenting cases in mediation and arbitration proceedings, and advising the Mayor and District agencies on all aspects of labor relations.

6. *Resilient DC:* The Resilient DC office was established with the support of a grant from the Rockefeller Foundation, which also supports a global network of 100 resilient cities. Resilient DC is tasked with creating a resilience strategy for the District that is focused on natural and man-made challenges and how to respond to the shocks and stressors that threaten our communities, such as terrorism, flooding, infrastructure needs, affordable housing, and inequity.

7. *Communications and External Affairs:* In FY18, OCA established the Division of Communications and External Affairs with existing staff to increase its capacity to respond to external inquiries; interact with stakeholders, residents, and industry experts; address issues arising from projects managed or overseen by OCA; and provide day-to-day communications support to agencies in the DMPSJ and government operations clusters. This division also serves as an internal clearing house to support and expand community engagement activities

organized by OCA divisions such as the Office of Public-Private Partnerships, Resilient DC, and the Office of Budget and Performance Management.

8. *Operations:* The OCA Operations team provides administrative, financial, and logistical support to the City Administrator.

FY19 Budget Proposal

OCA's proposed budget across all eight functional areas for FY19 is approximately \$10 million, consisting of \$8.4 million dedicated to personal services and \$1.6 million dedicated to non-personal services. The proposed FY19 budget represents an increase of \$1.1 million from the FY18 approved budget. The increase is a result of the combination of: an increase in private grant funding; cost of living increases; fringe benefit increases; adjustments of salaries to align with budgeted amounts; and the addition of three new FTEs to the Resilient DC office and to OCA's Division of Communications and External Affairs.

Source of Funds

OCA's proposed FY19 budget is comprised largely of local funds. Of the \$10 million in total funding, \$8.9 million is General Fund revenue, including \$8.7 million in local funds. The remainder of the General Fund revenue is special purpose revenue budget authority associated with the Office of Public-Private Partnerships. The rest of the OCA's proposed FY19 budget—approximately \$1.1 million—is derived from the Laura and John Arnold Foundation grant that has funded The Lab @ DC and the Rockefeller Foundation grant the District received to support Resilient DC.

Personal Services

The proposed personal services funding of \$8.4 million would support 65 FTEs, an increase of 3 FTEs from FY18. The increase in OCA's personal services budget is comprised of three main elements: cost-of-living adjustments (COLAs), new FTEs, and salary alignments. As part of the proposed FY19 budget, Mayor Bowser included a 3% across-the-board salary increase for District employees, which accounts for approximately 30% of the increase in OCA's personal services budget. The second main element of the increase in OCA's personal services budget is the addition of three new FTEs in FY19. The three new FTEs account for approximately \$250,000. The remainder of the personal services increase is due to the alignment of budgeted salaries with actual amounts.

Non-Personal Services

The proposed FY19 non-personal services budget of OCA is approximately \$1.6 million. Of that amount, approximately \$500,000 is for OP3 consultants who provide technical and professional assistance for P3 solicitations and project implementation. Approximately \$700,000 of the non-personal services budget is provided through private grants, and includes funding for outside staffing through personnel exchange agreements, research resources, and other costs associated with the Lab @ DC's activities. The remainder of the non-personal services budget includes funding for supplies and materials, travel, and miscellaneous expenses.

Overall, OCA's budget will allow us to continue the important work of ensuring that District residents are provided the services, programs, and supports they need.

Projects and Initiatives

I would like to discuss some of OCA's priority projects for the coming fiscal year.

First, we expect to make major progress on projects led by the Office of Public-Private Partnerships. The P3 office is in the process of soliciting proposals to update the District's street lighting system. The main goal of this project is to replace the majority of the District's current street lights, which are based on costly and outdated technology, with modern,

remotely controlled, and remotely monitored LED lights. The upgrade will not only result in better street lighting, but will also lower energy usage, reduce greenhouse gas emissions, provide consistent light to enhance public safety, and allow for quicker repairs and adjustments to suit each neighborhood's needs. In addition, as part of this project we expect to build out the District's public Wi-Fi system, which will expand free wireless internet service to additional areas of the District. We expect to award a contract by the end of 2018 and see the beginning of the installation of new street lights in early 2019.

This week, OP3 issued the request for qualifications for the rehabilitation of the Henry J. Daly Building, which will be followed by a request for proposals in early 2019. The Daly Building project will allow the District to completely rehabilitate MPD's current headquarters building, which currently faces a number of deficiencies. The rehabilitation will create a modern, state-of-the-art facility that more appropriately meets MPD's needs.

In addition, OCA will continue to advance the District's resilience initiative. The resilience initiative is a multi-agency effort to produce a comprehensive roadmap to improve the ability of the District to address chronic stresses and respond to acute shocks. In developing the District's resilience strategy, we have and will continue to engage residents, agency staff, and external experts to create solutions that help ensure the District thrives in the face of change.

OCA will also continue to lead efforts to improve customer service for District residents, including changes to the 3-1-1 system to improve its ease of use and residents' satisfaction with the service. Past work on the system has enhanced the speed of answering calls and decreased the amount of abandoned calls. By administering additional surveys of residents' experience with the system, we will be able to expand even more on the success we have made in improving the 3-1-1 system. In addition, we will continue to integrate new agencies into the 3-1-1 system as we have done with the Department of Consumer and Regulatory Affairs, which has given residents the ability to make requests related to vacant property and illegal construction services through the 3-1-1 system.

Another OCA-EOM customer service initiative I would like to discuss is the upcoming creation of a consolidated survey platform. The District was selected as a semi-finalist in the 2018 nationwide Bloomberg Foundation Mayors Challenge, a competition that encourages city leaders to use bold, inventive ideas to confront the toughest challenges cities face. The District has received \$100,000 to create a prototype of an online platform through which the District government can ask for and use consistent feedback from District residents to inform key decision-making processes. Based on its initial work, the District will also be competing for a follow-up grant of up to \$5 million to continue funding this project.

In the coming year, we will also be working on a number of projects through the Lab @ DC. The Lab is a key participant in the nurse triage line, which permits 9-1-1 operators to screen callers with medical complaints and redirect cases that do not need emergency medical services to triage nurses for further assessment. OCA, through the Lab @ DC, will assist in creating algorithmically-driven protocols to allow nurses to assess callers and advise them of non-emergency services in appropriate situations. The goal of this project is to improve the care to individuals who call 9-1-1, reduce the burden on emergency medical services, and more effectively allocate FEMS's resources to those most in need.

Additionally, in FY19 the Lab will be working with the Department of Human Services (DHS) to implement and evaluate the flexible rent subsidy program. This program will support District residents who are at imminent risk of experiencing homelessness and help them achieve stability in permanent housing through individualized financial assistance and training. The program will deliver subsidies to roughly 125 families to be used toward reducing the monthly burden of rent payments, and will allow participants to develop their financial literacy skills through meetings with financial coaches provided by community based organizations and a class on budgeting and financial management. The Lab assisted DHS in developing and implementing the lottery system and application process for the program. Over the next four years, the Lab will also analyze the results of the program to determine its effectiveness at reducing the incidence of homelessness.

In the coming year, we will continue to utilize the CapStat program to examine complex issues affecting District residents and District government operations and also to develop new initiatives for the District and measure improvements in our performance. We plan to host CapStats to review a variety of topics including rat abatement, school readiness, and Quick Payment Act compliance. CapStats have already led to a more robust understanding and dedicated resources for the District's rodent issues, a streamlined process for opening DCPS schools, and the implementation of electronic invoicing. We are encouraged by the success of the CapStats and look forward to producing similar promising results.

That concludes my testimony. Thank you for the opportunity to testify today about the role of the Office of the City Administrator and our proposed FY19 budget. I am available to answer any questions you may have.