

**Government of the District of Columbia  
Office of the City Administrator**



Testimony of  
**Rashad M. Young**  
City Administrator

**Public Oversight Hearing on the  
Proposed Fiscal Year 2021 Budget  
of the Office of the City Administrator**

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

Virtual Hearing via Zoom

June 11, 2020  
3:00 p.m.

Good morning, Chairman Todd and members of the Committee on Government Operations. My name is Rashad M. Young and I am the City Administrator of the District of Columbia. Thank you for this opportunity to provide testimony on the proposed Fiscal Year 2021 budget of the Office of the City Administrator (OCA).

As you know, the District currently faces unprecedented challenges due to the COVID-19 pandemic and First Amendment demonstrations associated with the murder of George Floyd and victims of police brutality.

I am proud of the way that our dedicated employees across the District have responded during these crises. Under Mayor Bowser's leadership we have and will continue to make the tough decisions necessary to protect the health and well-being of District residents in the face of COVID-19 and, when ready, ensure that we re-open in a manner that is safe for our residents and businesses, and the District's workforce. I am heartened by the resolve that District residents have shown in helping flatten the curve, slowing the impact of COVID-19, and re-opening safely.

I am also proud of the work of the District's employees to make the space necessary for our residents and activists from across the country to peacefully demonstrate against police brutality. Under Mayor Bowser's strong leadership, we were able to listen to, hear, and unite

with those demonstrating. Although our country has much work to do in ensuring all citizens are equally protected under the law, I am very proud of the District, our residents, and our employees for how we rejected hate and stood up for the rights of black men and women.

I would like to take a moment of silence now to recognize those whose lives have been lost and the families and friends who have been tragically impacted over the past several months. Thank you.

While we work to address the pandemic and the discussions spurred by the demonstrations, Mayor Bowser remains focused on the health, opportunity, prosperity, and equity of all District residents. We are committed to ensuring that District residents in all eight wards have access to a strong public education system, affordable housing, robust economic opportunities, and comprehensive and high quality public health infrastructure.

OCA's proposed Fiscal Year 2021 budget reflects these priorities, as well as the fiscal realities the District faces. Before providing detail on OCA's proposed budget for the coming Fiscal Year; I would first like to describe the mission of OCA and its organizational structure.

### **OCA Mission**

The mission of the Office of the City Administrator is to facilitate the effective and efficient implementation of Mayor Bowser'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, Deputy Mayor for Operations and Infrastructure, and Assistant City Administrator for Internal Services report to the Office of the City Administrator.

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

### **OCA Organization**

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

1. *Executive Office*: The cross-agency operations function of OCA is led by the Chief of Staff, Ben Stutz, who supports the City Administrator in the day-to-day operations of the District government. The Executive

Office of OCA helps coordinate multi-agency and cross-cluster projects and provides agencies with operational guidance throughout the year.

2. *Office of Budget and Performance Management:* The Office of Budget and Performance Management (OBPM), led by Director Jenny Reed, is responsible for formulating the District's annual operating and capital budgets based on the policy decisions of the Mayor; monitoring and facilitating budget actions throughout the year; administering the District's annual performance planning process; and implementing the CapStat program and performance management activities. OBPM also includes The Lab @ DC, which focuses on applying a rigorous, scientific approach to the way the District government develops and implements government policies and programs.

3. *Internal Services:* The Internal Services division, led by Assistant City Administrator Jay Melder, is responsible for the oversight of agencies that provide services directly to other District government agencies. These agencies include the Department of General Services, the Office of the Chief Technology Officer, the Department of Human Resources, and the Office of Contracting and Procurement, Office of Risk Management, Office of Disability Rights, and the Office of Labor Relations and Collective Bargaining (OLRCB), which is an internal division of OCA.

OLRCB, led by Director Lindsey Maxwell, administers the District's labor relations program. OLRCB's areas of responsibility include representing

the District as the principal management advocate during labor negotiations; developing and presenting cases in mediation and arbitration proceedings; and advising the Mayor and District agencies on all aspects of labor relations.

4. *Office of Communications and External Affairs:* The Office of Communications and External Affairs, led by Director Olivia Dedner, is responsible for responding to external inquiries; providing communications support to the Internal Services division, the public safety and justice agencies, and OLRCB; building relationships between OCA and external stakeholders, including residents, organizations, and industry experts; and expanding the community engagement activities of OCA.

#### FY21 Budget Proposal

OCA's proposed Fiscal Year 2021 budget of \$9.73 million consists entirely of local funds. Approximately \$9 million of these funds are dedicated to personal services and approximately \$750,000 are dedicated to non-personal services. OCA's proposed personal services funding supports 66 FTEs. Overall, OCA's proposed Fiscal Year 2021 budget represents a decrease of \$1.24 million, or 11.3%, from the approved Fiscal Year 2020 budget, including a decrease of 6 FTEs.

OCA has reduced its proposed budget in order to help address the significantly lower revenue estimates caused by the COVID-19

pandemic. Funds dedicated to travel, information technology upgrades, supplies, equipment, and contractual services have been significantly reduced. In addition, OCA is proposing to reduce its FTE level by eliminating 6 existing, vacant positions.

Despite these reductions, 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 in Fiscal Year 2021.

### OCA FY21 Priorities

#### *New GW Health Hospital at St. Elizabeths East and Howard University Hospital*

As with previous years, OCA continues to lead the cross-agency effort to establish a comprehensive healthcare system east of the Anacostia River and in other underserved areas of the District. These efforts recently culminated in agreements for two new state-of-the-art hospitals: a \$375 million, 136-bed GW Health Hospital and ambulatory care center at St. Elizabeths East in Ward 8 in partnership with Universal Health Services, George Washington University School of Medicine, and the George Washington Medical Faculty Associates; and a new 225-bed Howard University Hospital in Ward 1, which the District will support through a twenty year, \$225 million partial tax abatement, infrastructure support, and operating support for five centers of excellence focused on the most prevalent health disparities in the District.

Through our partnerships to develop these new hospitals and community-based health assets, we will deliver high quality, integrated care and transform our health care system by promoting equity in care, access, and outcomes. Together, we will build a health care system that meets the needs of all residents and addresses the glaring health disparities in our community.

### *Internal Services*

OCA's Internal Services team will continue to lead our efforts to improve human resources, technology, and procurement practices and processes across the District government. For example, with a large portion of District employees continuing to telework, the Internal Services team will work to ensure that staff have the resources they need to continue serving District residents and businesses.

In addition, the Internal Services team will manage efforts to improve the ease of use of the 3-1-1 system, with the goal of increasing residents' satisfaction with and utilization of the service. Past work on 3-1-1 has enhanced the speed of answering calls and decreased the number of abandoned calls. To ensure that we continue to build on these improvements, we will continue to administer surveys of residents' experiences with the system and will continue to integrate new agencies into the 3-1-1 system.

*Office of Budget and Performance Management*

In Fiscal Year 2021, OCA's Office of Budget and Performance Management will monitor and facilitate implementation of the budget throughout the year; work to formulate the District's Fiscal Year 2022 annual operating and capital budgets based on the policy decisions of the Mayor; and analyze and address the ongoing costs and revenue impacts of COVID-19.

We will also continue to administer the District's annual performance planning process and continue to utilize the CapStat program to examine complex issues affecting District residents and District government operations. CapStats have already led to a streamlined process for opening DCPS schools, the implementation of electronic invoicing, and a more robust understanding and dedicated resources for the District's rodent issues. We are encouraged by the success of the CapStats and look forward to producing similar promising results in Fiscal Year 2021.

The Lab @ DC will continue its partnerships with District agencies to use applied research to generate high-quality evidence to inform the District's most important decisions. For example, The Lab is leading the design and creation of Front Door, an online tool to help match current and prospective homeowners to more than 40 homeowner assistance programs offered by the District. The Front Door website will centralize

information about each program and provide revised application forms for residents to easily access. The Lab has also launched a project with DC Public Schools to predict student absenteeism and test proactive supports for students.

### OCA Response to the COVID-19 Pandemic

Before closing, I would be remiss if I did not take time to describe the hard work and dedication the OCA staff have demonstrated in recent months to address the challenges of COVID-19. They have put in long days and nights, including weekends, for months on end, and I am very proud of the dedication they have shown and the accomplishments they have achieved.

### *Mission Support and Modified Government Operations*

Since mid-March, the Internal Services team has overseen the District government's shift to modified operations and wide-scale telework and the procurement, inventory management, and distribution of personal protective equipment, medical equipment, and other essential supplies. Additionally, this team monitors agencies' daily operational needs, reviews proposals for policy and operational improvements, and responds to all agency needs regarding human resources, technology, facilities, contracting, and logistics. They have also supported the establishment of public testing sites throughout the District and the expansion of the unemployment insurance call center.

### *Development of the District-wide COVID-19 Response Dashboard*

OCA's Performance team has developed a dashboard to help senior leadership make data-informed decisions on District government services during the response to the pandemic. The dashboard contains a wide variety of data, including: the daily number of unique online applications for benefits; the number of District employees teleworking, quarantining due to exposure to COVID-19, or testing positive for COVID-19; the supply and distribution of personal protective equipment; facility operating statuses; the number of District residents receiving free meals at DCPS schools; emergency medical service transports; and 3-1-1 service requests.

### *The Lab @ DC*

The Lab @ DC has also engaged in a number of projects to address the impacts of COVID-19 on the District. The Lab's projects have included supporting the Office of the Deputy Mayor for Planning and Economic Development in standing up the application and review process for the small business microgrant program. The Lab's work helped leverage user-centered design best practices to create and test the application and data science to develop and execute the funding formula to make awards.

In addition, in conjunction with the Department of Employment Services (DOES) and the Office of the Chief Technology Officer, the Lab developed, tested, and launched the pandemic unemployment

assistance application which has received thousands of submissions from residents seeking expanded unemployment benefits. The Lab also helped revise DOES's Shared Work Program application by converting it from a paper form to a user-friendly digital application. They have also helped track COVID-19 spending and provided critical data analysis to agencies across the District government.

### *Labor Management Roundtables*

The Office of Labor Relations and Collective Bargaining has responded to hundreds of inquiries from the District's labor partners to address questions about personal protective equipment, sick leave, and employee testing. OLRCB has also hosted two labor roundtable discussions with the City Administrator to address issues related to the COVID-19 response initiatives, and it has engaged in bargaining over COVID-19-related topics on behalf of District agencies.

### Conclusion

I am extremely proud of the work of the OCA team and I am especially grateful for their efforts during these past three months. Thank you for the opportunity to testify today about the role of the Office of the City Administrator and our proposed Fiscal Year 2021 budget. That concludes my testimony and I am available to answer any questions you may have.