

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



Testimony of
Rashad M. Young
City Administrator

**Public Oversight Hearing
on the Performance of the
Office of the City Administrator
During Fiscal Year 2018 and
Fiscal Year 2019 to Date**

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

Room 500
John A. Wilson Building
1350 Pennsylvania Avenue, NW
Washington, D.C. 20004
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11:00 a.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 performance of the Office of the City Administrator (OCA) during Fiscal Year 2018 and Fiscal Year 2019 to date. With me today are members of my staff, including Deputy City Administrator Kevin Donahue and Ben Stutz, who serves as OCA's Chief of Staff.

Mayor Bowser's Fiscal Year 2018 budget made investments that supported our efforts to deliver on the promise of our shared DC values. These efforts include creating economic opportunity, making our neighborhoods safer, and providing more effective and efficient government services. We continue to work each day to fulfill our commitment to provide every District resident a fair shot.

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 the recently announced positions of Deputy Mayor for Operations and Infrastructure and Assistant City Administrator for Internal Services all report to 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 a number of offices and functional areas. OCA is also in the process of implementing a reorganization plan recently announced by the Mayor. The structure of OCA, including these newly announced changes, consists of the following divisions:

1. *Agency Operations*: The agency operations function of OCA is composed of analysts who 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. *Office of Budget and Performance Management*: The Office of Budget and Performance Management (OBPM) 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 of OCA (formerly Government Operations) is responsible for in-depth oversight of agencies that provide services directly to other District government agencies, such as the Department of General Services, the Office of the Chief Technology Officer, the Department of Human Resources, and the Office of Contracting and Procurement. The Internal Services division is also providing interim support to certain public-facing operational agencies, such as the Department of Motor Vehicles and the Department of Public Works. Oversight of these agencies will soon be transferred to the recently announced Office of the Deputy Mayor for Operations and Infrastructure.

4. *Office for East of the River Services:* The Office for East of the River Services convenes and coordinates between agencies and clusters to bring a “whole government” approach to communities east of the Anacostia River. The goal of the office is to be a catalytic force to accelerate change through cross-systems collaboration, leveraged resources, and strategic partnerships. This is a newly established office in OCA, and I am excited about this new approach to better serving residents, businesses, and communities in Wards 7 and 8.

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;

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:* Resilient DC is responsible for the development and implementation of a comprehensive resilience strategy aimed at improving the District's ability to withstand natural and man-made challenges to our communities.

7. *Office of Communications and External Affairs:* The Office of Communications and External Affairs is responsible for responding to external inquiries; providing communications support to the government operations and 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.

8. *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. OP3 has been a part of OCA during FY18 and FY19 to date, but we are in the process of transferring responsibility for OP3 to the Office of the Deputy Mayor for Planning and Economic Development, to better leverage the resources, goals, and strengths of these offices.

Achievements

One of my main goals for OCA is to establish a sustained focus on performance management, customer service, and efficient operations. We have made a number of steps to achieve those goals during Fiscal Year 2018 and Fiscal Year 2019 to date.

A Balanced Budget that Better Services District Residents

OCA successfully produced a balanced budget for Mayor Bowser for FY19 that funded key priorities, including: the modernization of 31 District schools; community-based grants for violence interruption; support for at-risk youths through the Pathways program; the establishment of the Office of Neighborhood Safety and Engagement; record investments in the Housing Production Trust Fund and the Housing Preservation Fund; and fully funding the District's contribution to Metro's capital needs.

Credit Rating

In addition to producing a balanced budget, I am proud to report that in July 2018, Moody's Investors Service upgraded the District's credit rating to the highest possible level, Aaa, and the District's tax increment financing bonds were upgraded from Aa3 to Aa2. These upgrades mean that it will be less expensive for the District to finance capital projects, and we will therefore be able to dedicate more funding to capital improvements across the city.

Collective Bargaining Agreements

In FY18, OCA successfully negotiated collective bargaining agreements with police officers at the Metropolitan Police Department and with Compensation Units 1 and 2, which covers nearly 9,000 employees and is the largest single block of unionized District employees. The agreement with MPD police officers represents the first mutually agreed upon collective bargaining agreement with MPD officers in nearly 20 years and is further evidence of the Mayor's commitment to building a safer, stronger District. Moreover, in FY19 to date, OCA has reached agreements with the Teamsters union and the American Federal of State, County, and Municipal Employees at the Office of the State Superintendent of Education's Department of Transportation, which represent over 1,000 employees. Agreements such as these help the District recruit and retain the highest quality staff to serve District residents and businesses.

CapStats and Performance Accountability Reports

In its effort to build a robust performance management system, OCA hosted seven CapStat sessions to address pressing challenges affecting District government operation and residents. These CapStat sessions included meetings on a diverse range of topics including rats, correctional facilities, school readiness, and school attendance. The most recent CapStat focused on Vision Zero, the Mayor's initiative to reach zero fatalities and serious injuries to District residents and visitors by 2024. In addition, 75 agencies participated in the OCA-led performance planning and accountability reporting process which helped maintain strong oversight of program outcomes and initiatives.

The Lab @ DC

In FY18 and FY19 to date, the Lab @ DC — OCA's applied research group — launched or completed 11 projects that utilized rigorous data science and application methods to evaluate District programs. The Lab also hosted Form-a-Palooza 2.0 — an event that brings together District agencies, residents, and stakeholders to systematically improve some of the most-used District forms. To date, the Lab has revised and updated 30 forms, including an overhauled DCPS enrollment packet for the 2019-2020 school year that will improve the customer experience for nearly 50,000 parents. The Lab also helped the Department of Human Services design, test, and expand outreach efforts that caused many more families to successfully maintain uninterrupted TANF benefits. Other projects of the Lab include an evaluation of the flexible rent subsidy program which assists low-income families with rent and housing maintenance expenses and an evaluation of the nurse triage line.

Grants Management

OCA has also continued to work to fulfill our goal of strengthening the District's management of federal grants by hosting the second annual District-wide Grants Management Conference. The conference engaged almost 250 grant professionals from across District agencies in a one-day training with the District's federal grant partners to provide information about new policies, initiatives, and collaborative efforts to strengthen the District's grant programs. In FY18, OCA's grant staff also developed the Single Audit Guidebook to educate agencies about the federal Single Audit and increase the District's level of compliance with federal grant policies and procedures.

Cross-agency Coordination

Kids Ride Free

Throughout FY18 and FY19 to date, we also have used the resources of the OCA to assist other agencies in a number of projects. For example, OCA executed a major programmatic change to the Kids Ride Free program which has provided over 50,000 students with a free and safe way to get to and from school and school-related activities. OCA hosted a successful summer distribution event in each ward to ensure as many students as possible could receive Kids Ride Free cards before the start of the school year. This program was a joint initiative of OCA, the District Department of Transportation, the Office of the Deputy Mayor for Education, the District of Columbia Public Schools, the Public Charter School Board, and the Office of the Chief Technology Officer.

DC General and Short Term Family Housing

OCA continued its work alongside the Department of General Services and the Department of Human Services to finalize the closure of DC General and ensure the opening of new short-term family housing facilities in three wards — the Kennedy in Ward 4, the Horizon in Ward 7, and the Triumph in Ward 8. These buildings are now serving up to 130 families each night, providing the emergency housing and wraparound services families need to exit homelessness and achieve greater stability. We have also resolved the outstanding litigation against the short-term family housing project in Ward 3 and will complete the next four short-term family housing facilities in Wards 1, 3, 5, and 6 in 2019 and 2020.

[A New Hospital at St. Elizabeths](#)

OCA has led the cross-agency efforts to establish a comprehensive healthcare system east of the Anacostia River anchored by a new, acute care community hospital. In August 2018, the Mayor signed a letter of intent with George Washington University Hospital (GW Hospital) to establish GW Hospital as the District's long-term partner to operate and maintain a new hospital at St. Elizabeths. While the Council's recently passed legislation has put the partnership with GW Hospital at risk, we are continuing to work with GW Hospital and other key stakeholders in an attempt to successfully bring a new hospital to the residents of Ward 7 and 8.

In closing, I appreciate the opportunity to describe the performance and accomplishments of OCA and look forward continuing to work with the Committee. That concludes my testimony. I am happy to answer any questions you may have.