

**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 2019 and
Fiscal Year 2020 to Date**

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

John A. Wilson Building
Room 412
1350 Pennsylvania Avenue, NW
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9:00 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 2019 and Fiscal Year 2020 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 2019 budget made investments that supported all District residents and deliver on our shared DC values. These efforts include programs and initiatives that support pathways to the middle class, generate affordable housing, create economic opportunities for District businesses, make our neighborhoods safer, and provide 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, 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 and General Counsel who support 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; implement District-wide operational initiatives; and through the City Administrator, 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.

Specifically, 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.

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 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.

Achievements

One of the primary goals for OCA is to establish a sustained focus on performance management, customer service, and efficient operations across the District. We have taken a number of steps to achieve those goals during Fiscal Year 2019 and Fiscal Year 2020 to date.

A Balanced Budget that Serves District Residents

The Mayor successfully submitted a balanced budget in FY20 that funded key priorities, including: increased investments and new resources for K-12 public education and school modernization and construction; supports and services for individuals and families experiencing homelessness; expanding renewable energy and environmental protections; improvements to public safety and emergency response services; multi-modal transportation; and significant investments in affordable housing including the Housing Production Trust Fund and Housing Preservation.

Credit Rating

In addition to producing a balanced budget, I am proud to report that the District's credit rating by Moody's Investors Service continues to be rated at the highest possible level, Aaa, and the District's tax increment financing bonds remain at the Aa2 after being upgraded in July 2018. These ratings mean that it is less expensive for the District to finance capital projects, and we are therefore able to dedicate more funding to capital improvements across the city.

Collective Bargaining Agreements

In FY19 and FY20, OCA, through the Office of Labor Relations and Collective Bargaining, successfully negotiated collective bargaining agreements to ensure we remain a competitive employer and reward our employees for their outstanding work. In FY19, OCA entered into an agreement with the Council of School Officers, which represents more than 800 principals, assistant principals, and related service providers employed by the District of Columbia Public Schools (DCPS), and an agreement with the American Federation of State, County & Municipal Employees, District Council 20, Local 2921, which represents over 1,500 school aides and other classroom workers who are employed by DCPS. OCA also negotiated an agreement with the District of Columbia Doctors Council and the National Union of Hospital and Health Care Employees. These agreements advance Mayor Bowser's commitment to District schools and their leadership and help ensure that the District continues to maintain the highest caliber of health care professionals in agencies such as DC Health and the Department of Behavioral Health.

CapStats and Performance Accountability Reports

In its effort to build a robust performance management system, OCA hosts CapStat sessions to address pressing challenges affecting District government operation and residents. These CapStat sessions have included meetings on a diverse range of topics including 311, rats, opioids, and school readiness. One of the most recent CapStats provided the Mayor with a project-by-project implementation status update for large transportation infrastructure projects. In addition, 73 agencies participate in the OCA-led performance planning and accountability reporting process which helped maintain strong oversight of program outcomes and initiatives.

The Lab @ DC

In FY19 and FY20 to date, The Lab @ DC — OCA’s applied research group — worked on 17 projects that utilized rigorous evaluation, data science, and resident-centered design to support District residents and improve District programs. 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 website will centralize information about each program and provide revised application forms for residents to easily access. Our expectation is that this project will improve customer service to District residents and make homeownership more accessible citywide. The Lab has also launched a project with the District of Columbia Public Schools to predict student absenteeism and test proactive supports for students. Finally, the Lab is working with DHS and WMATA on the development of a Low-Income Fare Pilot to test the effect of free and discounted transit fares on increasing equity in transportation and overall well-being of participants.

Cross-agency Coordination

Throughout FY19 and FY20 to date, the OCA has assisting other agencies in a number of high priority projects.

DC General and Short Term Family Housing

For example, OCA continued its work alongside the Department of General Services and the Department of Human Services as we closed DC General on October 30, 2018 and continue to develop short-term family housing facilities across the District. Facilities in Wards 4, 5, 7, and 8 are operational and serving up to 280 families each night. Facilities in Wards 3 and 6 will open this spring and a facility in Ward 1 will open later this year. These facilities have performed to our high expectations in providing the wraparound services families need to exit homelessness and achieve greater stability.

DC Plug Implementation

Another project coordinated by OCA is the DC Plug Implementation. Specifically, OCA led monthly meetings with the directors of the District Department of Transportation (DDOT), the Office of Contracting and Procurement, the Deputy Mayor for Operations and Infrastructure, and Pepco to begin implementation of the first phase of the power-line undergrounding program and seek approval for the second phase from the Public Service Commission. The multi-year public-private project will improve the resiliency and reliability of the power system for thousands of District residents. The first phase of work will include the undergrounding of six high-voltage feeders in Wards 3, 4, 5, 7, and 8 and is currently underway.

[DC Infrastructure Academy](#)

OCA has worked closely with the Deputy Mayor for Education and the Department of Employment Services (DOES) to continue to expand and improve the DC Infrastructure Academy. In FY19, the Academy achieved just under a 65% increase in enrollment from FY18 and almost a 90% retention rate. We also continued to focus east of the river, with almost 70% of program applicants coming from Wards 7 and 8.

In partnership between DOES and Pepco, we opened a first-of-its-kind utility training yard to provide hands-on training in the skills necessary for repairing and maintaining overhead electrical lines. In the fall of 2019, one hundred percent of the Pepco training program graduates were extended and accepted job offers from Pepco and its subcontractors.

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

OCA continues to lead the cross-agency efforts to establish a comprehensive healthcare system east of the Anacostia River anchored by a new, acute care community hospital. We continue to negotiate a comprehensive agreement which we hope to provide to the Council for its consideration in 2020.

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.