

**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 2017 and
Fiscal Year 2018 to Date**

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City Administrator

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

Room 412
John A. Wilson Building
1350 Pennsylvania Avenue, NW
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10:00 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. Thank you for this opportunity to provide testimony on the performance of the Office of the City Administrator (OCA) during fiscal year 2017 and fiscal year 2018 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.

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 and Government Operations, 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 with 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.

OCA Organization

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. *Office of Budget and Performance Management*: The Office of Budget and Performance Management (OPM) 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; implementing the CapStat program and performance management activities; and working to drive innovation by helping agencies apply rigorous, scientific methods to the evaluation and implementation of services they provide to District residents and within the District government. The Office of Budget and Performance Management also includes The Lab @ DC.

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 in-depth oversight of agencies in the government operations cluster, including agencies that focus on internal operations across 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*: 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. *Division of Communications and External Affairs*: The Division 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, OP3, and OLRCB, building relationships between OCA and external stakeholders, including residents, organizations, and industry experts; and expanding the community engagement activities of OCA.

Achievements and Goals

One of my main goals for the OCA is to establish a sustained focus on performance management, service delivery improvements, and efficient operations. A key element of that goal is to build a robust performance management system that utilizes data, strategic planning, and innovation to continuously improve District performance and drive accountability. We have made a number of steps in achieving that goal during fiscal year 2017 (FY17) and fiscal year 2018 (FY18) to date.

For example, in FY17 over 70 agencies participated in the OCA-led agency performance planning and accountability reporting process, which helped maintain strong oversight of program outcomes and initiatives. In addition, OCA hosted over a dozen CapStat sessions to address pressing challenges affecting District government operation and residents. CapStat sessions are data-driven forums that use tools such as data analysis, mapping, business process reviews, and best practice research to assist the Mayor, City Administrator, Deputy Mayors, and agency directors in developing effective solutions to the issues discussed. CapStat sessions in FY17 and FY18 to date included meetings on a diverse range of topics including rats, school readiness, the building permit process, sexual assault, and traffic and congestion. OCA also worked with the Office of Unified Communications (OUC) to improve residents' experiences with 311 which resulted in a significant increase in the percent of calls answered within 90 seconds and a substantial reduction in the number of calls abandoned by residents.

In addition, during FY17 and FY18 to date, OCA has continued to build the applied research team housed in the Lab @ DC. The focus of the Lab @ DC is to apply a rigorous, scientific approach to the way the District government develops and implements government policies and programs.

In FY18, the Lab completed its study of the effects of the Metropolitan Police Department's (MPD) body-worn camera (BWC) program on police-citizen interactions through the largest randomized trial on this subject to date. The Lab also hosted a first-of-its-kind event called Form-a-Palooza in which District agencies, residents, and stakeholders worked together to systematically improve the five most-used District forms. Other projects of the Lab include a TANF recertification project that will help ensure that District residents do not unnecessarily lose their TANF benefits and a rodent abatement project aimed at finding innovative solutions to reduce the District's rat population.

Another major accomplishment of OCA in FY17 and FY18 to date was the continued progress made by the Office of Public-Private Partnerships (OP3). OP3 began the procurement process for the modernization of the District's more than 75,000 streetlights with the issuance of a request for qualifications, and also began work on a P3 project to renovate the Henry J. Daly Building, which will result in a modern, high-quality facility for the Metropolitan Police Department.

Additionally, in FY17 OCA continued to work to fulfill our goal of strengthening the management of federal grants by developing the Single Audit Sourcebook. The Sourcebook provides agencies with information and guidance on the Single Audit and the remediation process in an effort to help District agencies comply with Single Audit directions and decrease negative Single Audit findings overall.

OCA also made substantial progress on our goal of developing a Districtwide resilience strategy by hiring a chief resilience officer, establishing the Mayor's Resilience Cabinet, and hosting a major public-engagement forum. The chief resilience officer led an agenda-setting workshop which invited input from residents and other stakeholders. To date, Resilient DC staff have engaged nearly 500 residents and worked with staff within the District government and external experts to assess the District's current state of resilience and guide the creation of the District's resilience strategy.

Throughout FY17 and FY18 to date, we also have used the resources of the OCA to assist other agencies in a number of projects. For example, we continued our work with the Department of General Services and the Department of Human Services to implement the Mayor's plan to close DC General. This includes providing coordination across agencies to build the new short-term family housing facilities, and facilitating a responsible closure of the DC General homeless shelter. We also worked with the Deputy Mayor for Greater Economic Opportunity and the Department of Employment Services to launch the DC Infrastructure Academy, a partnership between the District government and utility, labor, university, and other private-sector partners that will create a pipeline to in-demand infrastructure jobs for District residents.

Finally, with the Mayor's leadership, the Office of Labor Relations and Collective Bargaining completed negotiations with two of the District's largest bargaining units, the Washington Teacher's Union and Compensation Units 1 and 2, which resulted in new wage and benefits for thousands of District employees, including DCPS teachers who had been working without a new contract for five years.

Before concluding my testimony, I would like to discuss some of OCA's priorities for the coming year.

In the remainder of fiscal year 2018, OCA will continue to work with agencies to build a rigorous performance management framework for the District government. As part of this effort, we expect to initiate three key projects: we will develop and track specific key performance indicators to identify and address challenges across all agencies; expand the number of partnerships between District agencies and local universities to work with the Lab @ DC on projects linked to prioritized performance metrics; and continue hosting CapStats to drive implementation around key Mayoral initiatives.

Another key area OCA will continue to prioritize is improving the level of customer service provided to District residents. Building on prior efforts, OCA will hold at least one 311 CapStat; launch at least two multi-agency customer care projects; host customer care working group meetings in which residents will be asked for feedback on a range of

topics; pursue the issuance of a guidance document on customer service for all District agencies; and coordinate a second “Form-A-Palooza” to systematically improve the quality of high-priority District forms and form processes.

Furthermore, we will continue to advance projects within the OP3 pipeline, advance our work on the District’s resilience strategy, and provide District-wide guidance and coordination to implement major initiatives across the government.

That concludes my testimony. Thank you for the opportunity to testify today. I am available to answer any questions you may have.