

**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 2016 and  
Fiscal Year 2017 to Date**

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

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

Room 500 (Council Chamber)  
John A. Wilson Building  
1350 Pennsylvania Avenue, NW  
Washington, DC 20004  
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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 2016 and fiscal year 2017 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, 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 and Office of the Inspector General, as well as the 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. **Budget and Finance:** The Office of Budget and Finance (OBF) is responsible for formulating the District's annual budget submission and monitoring and facilitating budget actions throughout the year. In addition, OBF provides works to make the District's budget more accessible, inclusive, and transparent to the public.
3. **Office of Performance Management:** The Office of Performance Management (OPM) is responsible for implementing a performance management program for the District government that measures and monitors progress and holds government stakeholders accountable for achieving results. OPM also uses data, applied research, strategic planning, and innovative techniques to improve agency programs and

the delivery of services to District residents. The Office of Performance Management also includes the newly established Lab @ DC.

4. 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.

5. 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 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.

6. 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.

### Achievements and Goals

One of my main goals for the OCA is to bring a renewed focus on performance management, service delivery improvement, 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 2016 (FY16) and fiscal year 2017 (FY17) to date.

For example, in FY16 restructured the District's performance planning system to make it more relevant and responsive to the work that agencies perform and to better hold ourselves accountable for achieving the outcomes that are included in the plans. As part of this process, quarterly meetings have been established with deputy mayors and agencies to review their progress in meeting performance plan targets and to address issues as they arise during the year.

In addition, during FY16 and FY17 to date OCA has built an applied research team, called the Lab @ DC, within the Office of Performance Management. The focus of the Lab @ DC is to take a rigorous, scientific approach to the way the District government develops and implements government policies and programs. One of the Lab's key initiatives is to

analyze research from the academic and private sectors and to translate that research into concrete policy steps that will be taken or tested by the District government. The Lab also conducts randomized evaluations and rapid, iterative experimentation to test and improve District government policies and procedures and to assist agencies in developing business process and service improvements. Some of the initial projects that the Lab worked on during FY16 and FY17 to date are a randomized trial of the District's body-worn camera program and 311 services improvements.

Another major accomplishment of the OCA in FY16 and FY17 to date was the establishment of the Office of Public-Private Partnerships (OP3), which is responsible for facilitating infrastructure partnerships between the District government and the private sector. The first step in establishing the office was the hiring of a director and deputy director, which occurred in early FY16. The leadership team performed extensive outreach to the private sector, met with agencies to review potential projects, and promulgated regulations that will guide the District's public-private partnership process. In October 2016, the office posted its first pipeline of projects, which lists the top 12 projects the office considers most likely to be delivered as public-private partnerships. In addition, OP3 held its first open solicitation period, during which private-sector partners were able to submit proposals for potential P3 projects with the District. The office is currently in the process of completing its review of the proposals that were submitted.

Throughout FY16 and FY17 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 Small and Local Business Development to publish the CBE Opportunity Guide, which was part of the a larger effort to connect local businesses with District contracting opportunities. We also worked with the Department of General Services and the Department of Human Services to advance the short-term family housing program, which will result in the closure of the DC General homeless shelter and have worked with the District Department of Transportation to advance the power-line undergrounding program.

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

In fiscal year 2017, the OCA will set up so-called Tiger Teams that will be deployed to agencies to engage in intense deep-dives into key issues facing the agencies. The teams will bring together stakeholders, identify challenges facing the agencies, and develop solutions to address those challenges. The first two Tiger Teams will be deployed to the Department of Consumer and Regulatory Affairs, to help improve the customer experience, and to the Department of Small and Local Business Development, to help improve the ways in which small businesses engage with the District government. The teams will be

comprised of members of OCA's Office of Performance Management and District staff that have received Lean Six Sigma training through the District's Certified Public Management program.

Also in fiscal year 2017, OCA will lead the development of a Districtwide resilience strategy that will integrate, supplement, and support established District plans to produce a comprehensive roadmap for improved urban resilience. The resilience strategy will focus on key areas identified by the District as part of its inclusion in the 100 Resilient Cities global network, including terrorism, flooding, infrastructure needs, affordable housing, and inequity. OCA will hire a chief resilience officer to lead the development of the resilience strategy; establish an advisory body of expert stakeholders to provide input; and hold a major public-engagement forum in fiscal year 2017 to allow the public to help establish the agenda for the strategy.

Another key OCA initiative in FY17 will be to work with agencies to improve customer service for District residents and businesses. Key projects associated with this initiative are expected to include: the development of Districtwide customer service standards; continued improvements to 311; easier-to-use and more intuitive forms, such as the paper and online documents that are used to apply for benefits, secure permits, and file complaints; and a consolidated customer service survey by which District residents will be periodically asked for



feedback on a range of topics, such as the quality of customer service during a recent government transaction.

The final FY17 OCA initiative I would like to discuss is our effort to strengthen the management of federal grants across District agencies. Federal grants provide a significant source of District funding, and it is important to ensure that the funds are appropriately administered and expended. During fiscal year 2017, OCA will publish a Districtwide Grants Management Policies and Procedures Manual, which will establish uniform policies and procedures and best practices for the administration of federal grants. In addition, OCA, in coordination with the Office of the Chief Financial Officer, is establishing a single audit oversight committee. The committee will meet regularly with the District's single audit auditor and with District agencies to help improve the audit process and ultimately to increase the District's compliance with federal grant guidelines.

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