

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

February 27, 2026

Hon. Anita Bonds
Chairperson
Committee on Executive Administration and Labor
1350 Pennsylvania Avenue, NW
Washington, D.C. 20004

Dear Chairperson Bonds:

Below please find responses to the Committee's questions for my performance oversight hearing.

I. Standard Questions

A. Governance and Personnel

1. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.
 - a. Please provide the number of divisions or bureaus within your agency, the number of staff in each division, the lead personnel of each division and their contact information, and the lead personnel's tenure in that division.
 - b. Please provide an explanation of the roles and responsibilities of each division and subdivision.
 - c. Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

Response: Please see Attachment Q1 – OCA Org Chart and FY 2026 Approved Budget and Financial Plan.

2. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, residency status, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please separate salary and fringe and indicate whether the position must be filled to comply with federal or local law.



Response: Please see Attachment Q2 – Schedule A.

3. Please list all employees currently detailed to or from your agency. For each detailed employee, include:
 - a. The reason for the detail;
 - b. The job duties if detailed to your agency;
 - c. The start date of detail;
 - d. The agency the employee is detailed to/from; and
 - e. The projected date of return.

Response: Please see Attachment Q3 – Detailed Employees.

4. Please provide the Committee with:
 - a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY25 and Q1 of FY26;
 - b. A list of monthly costs for cell phones, tablets, and laptops;
 - c. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned in FY25 and Q1 of FY26;
 - d. A list of travel expenses, arranged by employee for FY25 and Q1 of FY26, including the justification for travel; and
 - e. A list of the total workers' compensation payments paid in FY25 and Q1 of FY26, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

Response: Please see Attachment Q4 – Vehicles, Travel, Wireless, and Workers

5. Please list all memoranda of understanding (“MOU”) entered into by your agency during FY25 and Q1 of FY26, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.

Response: Please see Attachment Q5 – MOU.

6. Does the agency have independent contracting authority? If so, please provide a chart detailing the active contracts the agency entered, the date the contract was entered into, dollar amount, contracting entity, contract expiration date, purpose, and option years.

Response: OCA does not have independent contracting authority.

7. Please provide a complete, up-to-date list of contract workers working directly for your agency, ordered by program and activity, and including the following information for each position:
 - a. Title of position;
 - b. Indication that the position is filled or vacant;
 - c. Date employee began in the position;
 - d. Whether the position must be filled to comply with federal or local law;



- e. If applicable, the federal or local law that requires the position be filled;
- f. The entity from which they are contracted; and
- g. The contracted annual cost.

Response: OCA does not have contract workers.

8. Please provide, for each month of FY25 and Q1 of FY26, the net number of personnel separated from and hired to the agency.

Response:

FY25 Separated and Hired

Month	Hired	Separated
October 2024	2	0
November	0	1
December	0	2
January	0	1
February	2	1
March	0	0
April	1	0
May	0	0
June	0	1
July	0	1
August	4	1
September	0	2
Net Total:	9	10

Q1 of FY26

Month	Hired	Separated
October 2025	0	0
November	2	1
December	1	1
Net Total:	3	2

B. Government Operations

9. Please provide a list of programs, initiatives, activities conducted by the agency in FY 25 to support the Mayor’s Grow DC plan.

Response: Although the majority of the Mayor’s Grow DC proposals were not adopted by the Council, the Office of the Deputy Mayor for Planning and Economic Development (DMPED) is leading the implementation of the programs, initiatives and activities that did pass and/or were funded. OCA has played a supporting role in the following ways:



Division	Program, Initiative, Activities
Budget Team	Developed Grow DC budget in collaboration with DMPED and Supported closeout of ARPA grants
Performance Team	Monitored program performance (District-wide)
Office of Racial Equity	Monitored program equity impact (District-wide)
Policy Team	Supported economic analysis for RFK Stadium project
Grants Management Team	Coordinated analysis of grant programs including DMPED awards
Government Operations	Monitored repairs and maintenance at DCPS facilities and critical system replacements at DC government facilities.

10. Please provide a chart of agency programs conducted during FY25. Include the following:
- Initiation date;
 - Number and grade of FTEs assigned;
 - Program manager;
 - Total budget expenditure for the program (e.g. FTE salaries, materials, etc.); and
 - Outcomes from implementation (e.g. policy changes, program continuation, public support comments, etc.)

Response:

Program	Initiation date	FTEs	Program manager	Total budget expenditure for the program	Outcomes from implementation
Office of Gun Violence Prevention	10/1/2024	6	Helder Gil	\$398,643.69	In FY25, OCA transferred OGVP functions to the Office of the Deputy Mayor for Public Safety and Justice.
Office of Racial Equity	10/1/2024	7	Amber Hewitt	\$1,049,901.78	Collaborating with District agencies, residents, and external stakeholders to make meaningful progress towards realizing the vision where all residents have a fair shot.

11. Please provide a chart showing the agency's program priorities for FY25 and FY26. Include the following:
- Staffing numbers;
 - Expenditure;
 - Community outreach activities; and



d. Measurable outcomes or metrics associated for each priority.

Response:

Priorities	Staffing Number	Expenditures	Community Outreach Activities	Outcomes and Metrics
Develop a balanced budget that reflects the District's priorities and needs.	31	\$4,457,040	OCA participated in the Mayor's budget engagement forums, ANC meetings, and met with numerous stakeholders and advocacy groups.	Budget Team worked with the Mayor, City Administrator, OCFO, agencies, the public, and other stakeholders to develop a balanced budget and financial plan for transmission to Council in Spring 2025.
Review programs to streamline them to align with new realities of revenues and growth			N/A	OCA is working to identify efficiencies and financial savings while creating program implementation strategies and recommendations.
Analyze programs' effectiveness to determine operational improvements			N/A	Performance Team held 21 CapSTATs in FY25, resulting in recommendations to improve operational improvements.
Oversee and coordinate mayoral initiatives such as Clean Corridors	3	\$540,000	As part of the Clean Corridors initiative, outreach was performed to businesses to seek waivers for graffiti cleaning.	OCA works to coordinate between the stakeholders, develop metrics, and track successes.

12. Please provide a copy of your agency's approved FY26 performance plan as submitted to the Office of the City Administrator, including approved goals, objectives, timelines, planned program and projects, anticipated FTE allocation and expenditure, and metric outcomes to be analyzed.

Response: Please see Attachment Q12 – FY26 Performance Plan.

13. Please provide a copy of the agency's FY25 Performance Accountability Report of strategic objectives, indicate if key performance indicators were met, and with which other government agency was the report filed.



Response: Please see Attachment Q13 – FY25 Performance Accountability Report.

14. Describe problems and challenges, including chronic maintenance issues and design flaws, in agency-owned or leased facilities.

Response: OCA has not experienced chronic maintenance issues in current facilities.

15. Please provide the following information regarding capital projects:

- a. A list of all capital projects in the financial plan.
- b. For FY23, FY24, FY25, and Q1 of FY26 an update on all capital projects under the agency’s purview, including a status report on each project, an explanation of any delays, the timeframe for project completion, the amount budgeted, actual dollars spent, and any remaining balances, to date.
- c. An update on all capital projects planned for FY26, FY27, FY28, and FY29.

Response: ORE released the first public version of its dashboard in October 2024. This comprehensive online platform provides timely, relevant, and accessible data on 32 indicators across seven dimensions of life in the District: health, education, public safety, housing, economic opportunity, neighborhood life, and civic engagement. Dashboard development was temporarily paused in FY25 as OCA and OCTO finalized a new MOU for the next phase of the project, shifting the expected project completion to FY26. ORE and OCTO are currently working to expand and update the dashboard to include 10 additional indicators, as well as additional time-series data and the most recent data for previously published indicators.

Capital Project	Budgeted Amount	FY24 Spend	FY25 Spend	FY26 Anticipated Spend	Project Status
ORE Dashboard	\$500,000	\$365,544	\$94,829	\$39,627	Anticipated project completion: 9/30/26

16. A description of whether the capital projects begun, in progress, or concluded in FY23, FY24, FY25, or Q1 of FY26, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

Response: The ORE Dashboard requires ongoing maintenance and annual data updates. ORE has allocated \$49,712 from its FY26 operational budget to cover maintenance, labor, and technology costs provided by OCTO.

17. What capital or operating projects arose from these issues in FY25 and FY26, including cost and actions taken?

Response: See response to Question 12 above.

18. Please provide the number of FOIA requests for FY25 and Q1 of FY26, that were submitted to your agency. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required



to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.

Response:

FY25

Total requests in FY25: 42

Granted, in whole: 1

Granted, in part, denied, in part: 4

Denied, in whole: 0

Withdrawn: 0

Referred or forwarded to other public bodies: 26

Other disposition (e.g., no responsive records, no response from requestor, not a valid request): 10

Median number of days to process a request: 4.87

Total requests pending at end of FY25: 1

Q1 of FY26

Total requests in Q1 of FY26: 11

Granted, in whole: 0

Granted, in part, denied, in part: 0

Denied, in whole: 1

Withdrawn: 0

Referred or forwarded to other public bodies: 8

Other disposition (e.g., no responsive records, no response from requestor, not a valid request): 2

Median number of days to process a request: 3.04

Total requests pending at end of Q1 of FY26: 1

Note: OCA does not charge fees for processing requests and does not log the number of staff hours worked on producing responses.

19. If there are any boards or commissions associated with your agency, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in FY25 and Q1 of FY26, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

Response: The chart below details boards and commissions that include OCA staff membership and provides links to their websites, with member listings, meeting materials, and descriptions of their goals where available.

Staff Member	Division	Board or Commission
Kevin Donahue	OCA	Chief Administrative Officers Committee Metropolitan Washington Council of Governments and NCR Homeland Security Executive



		Committee (HSEC) Metropolitan Washington Council of Governments
Jennifer Reed	DCA/OBPM	Board Committees – District of Columbia Housing Authority
Dr. Amber Hewitt	ORE	Racial Equity Advisory Board

20. Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained.

Response: OCA utilizes the DC Human Resources (DCHR) Percipio platform to encourage additional training and education opportunities for staff. In addition, ORE hosts a quarterly Learning Series on topics such as review of health and history in DC, role of government in advancing racial equity, and promoting equity and belonging.

21. Please describe the agency’s customer feedback and public engagement. How does the agency solicit feedback from members of the public (i.e., District residents served)? What has the agency learned from this feedback?

Response:

- The *Budget Team* and other members of OCA staff participate annually in the Mayor’s Budget Engagement Forums to solicit public input on budget and policy priorities, including the Senior Engagement Forum, one community-based forum and one virtual forum. Attendees offer a wide range of perspectives and are geographically and demographically diverse. Nonetheless, they consistently prioritize major and universal issues such as education, health, and public safety. Some participants attend to advocate for a particular issue, at times with significant organizing and coordination. These forums help OCA to understand what residents are most concerned about in general, as well as which particular issues are receiving heightened attention in a given year.
- The *Office of Racial Equity* meets virtually and in-person with resident leaders across the District to discuss their concerns and identify racial inequities. ORE also uses social media channels to update stakeholders on the office’s work products and activities, promote upcoming events, and highlight opportunities for them to engage with the office. ORE held or participated in 28 community events and engagements in FY25, including two community conversations on the status of the Districtwide Racial Equity Action Plan. ORE’s public engagement shows that community members recognize the District’s visible equity commitments and efforts, as well as its progress in tracking disparities. Stakeholders also encourage District Government to expand its efforts to advance measurable change and sustain meaningful community engagement.
- The *Office of Racial Equity* is also represented on, and other members of OCA staff have attended, meetings of OCTO’s Artificial Intelligence Advisory Group which engages members of the public in discussions about the District’s AI policies and use. Attendees also include members of the technology industry. The feedback on AI has spanned a range of excitement about its potential to improve government services and



responsiveness, and concerns about privacy and accountability. One area of particular interest is the use of AI tools themselves to conduct or support public engagement. In July, the District became the first city to use a new AI tool developed by MIT and Stanford, deliberation.io, to facilitate large-scale, open dialogues between residents to strengthen collective decision-making.

- *OCA leadership* regularly attends public events and engages frequently with members of the public on issues spanning the breadth of District Government services. The CA and senior staff also meet frequently with Deputy Mayors and their staff to respond to issues and concerns raised throughout District government, by both agencies and the public, and to highlight and reinforce positive feedback. Meanwhile, members of the *Office of Budget and Performance Management* are in continuous conversation with OCA’s internal customers – District agencies – about how best to support their needs.

C. Data

22. In filterable and sortable spreadsheet, please list all electronic databases maintained by your agency, including the following:
- A detailed description of the information tracked within each system;
 - The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and
 - Whether the public can be granted access to all or part of each system.

Response:

Data Set	Description and Info Tracked	Age of the System	Public Access
Grants Inventory	Agencies were asked for the grants they receive and grants they give along with basic information	October 2025 – January 2025	No
District Program Inventory	Agencies submit information for all public facing programs.	Launched FY25	No
District Performance Plans	Agencies submit performance planning information annually and report quarterly. Information provided is used to create public Performance Plans and Performance Accountability Reports (PARs).	Performance planning system (in Quickbase) was updated in FY24 for FY25 plans. OCA created a new app to streamline reporting and removed the prior version, which had been in use since 2015.	No. Public reports are created with information provided.



23. Provide a list of all publications, brochures and pamphlets prepared by or for the agency during FY25 and Q1 of FY26. Please provide copies.

Response:

- See Attachment Q24 – Lab Studies 2025 for all publications from The Lab.
- A Field Guide to Fix Government Forms (The Lab)
- Race and Ethnicity Data Guidebook: Guidelines for Data Collection, Use, and Sharing in District Government (ORE, November 2024)
- Racial Equity Dashboard (ORE, October 2024)
- Racial Equity Budget Tool (ORE, updated November 2024)

24. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY25 and Q1 of FY26. Please state the status and purpose of each. Please submit a hard copy to the Committee if the study, research paper, report, or analysis is complete.

Response: A list of The Lab @ DC’s studies, research papers, reports and analyses is included as Attachment Q24 – Lab Studies 2025. A list of DC Highway Safety Office and Vision Zero studies, research papers, reports and analyses is included as Attachment Q24 – Summary of HSO and VZ Reports. OCA did not prepare or contract for any other formal studies, research papers, reports, or analyses during FY25 or Q1 of FY26.

D. Laws, Audits, and Reports

25. Please list any legislation that impacts your agency from the prior two fiscal years and provide a status report on the agency’s implementation related to each piece of legislation.

Response: OCA assists with cross-cluster coordination and oversight of agencies’ implementation of legislation government-wide. However, OCA is not aware of recent legislation with particular impacts on its own activities.

26. Please identify any legislative changes that would enable the agency to better meet its mission.

Response:

Net Zero Energy (NZE) Code and Building Energy Performance Standards (BEPS): OCA is coordinating with the Department of Buildings (DOB), Department of Energy and Environment (DOEE), Department of General Services (DGS) and Council offices in the development of legislation to facilitate the expedited adoption of a new energy code and compliance with Building Energy Performance Standards (BEPS). The proposed changes will streamline agency planning and reduce costs while implementing energy-efficiency improvements across the District’s portfolio, as well as promoting stability in the District’s private sector regulatory functions over buildings and energy. Passage of the legislation will support near-term budget development and the Mayor’s Grow DC plan, as well as long-term planning for the District’s facilities and sustainability goals.



Procurement Reform: Government Operations and the Office of Contracting and Procurement (OCP) are exploring ways to make the District’s procurement processes more efficient and streamlined for all stakeholders. In existing procurement legislation (PPRA), there are areas of concern that make the contracting process cumbersome, including antiquated publishing requirements, contract approval processes, and rigid limitations on contracting with CBEs. OCP, GovOps, and the Executive Office of the Mayor will be proposing a series of legislative enhancements to address these concerns.

Hiring Reform: GovOps and DCHR are exploring options to expand our capacity to hire District residents and remove barriers to the hiring process. Existing laws could be revised to further incentivize hiring and retaining District residents and centralize hiring personnel.

27. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Indicate the following:
- Report due date;
 - If the agency complied;
 - Date of actual transmittal; and
 - To which entity the reports were filed.

Response: The Racial Equity Annual Budget Report for FY26 was published on ORE’s website in January 2026. The Racial Equity Action Plan Status Update was completed in November 2025.

28. Please list all pending lawsuits in which the agency, or its officers or employees acting in their official capacities, are named as defendants, and for each case provide the following:
- The case name;
 - Court where the suit was filed;
 - Case docket number;
 - Case status; and
 - A brief description of the case

Response: OCA is not aware of any pending lawsuits in which the agency, or its officers or employees acting in their official capacities, are named as defendants.

29. Please list the total amount of money the agency or the District, on behalf of the agency, expended to settle claims against it, or its officers or employees acting in their official capacities, in FY 25 and FY 26, to date.

Response: OCA did not expend any funds to settle claims against it, or its officers or employees acting in their official capacities, in FY 25 and FY 26, to date.

30. Please list each settlement the agency or the District, on behalf of the agency, entered into in FY 25 and FY 26 to date that involved claims against the agency, or its officers or employees in their official capacity, including any settlements covered by D.C. Code § 2-402(a)(3). For each settlement, provide:
- The amount of the settlement,
 - If related to litigation, the case name and brief description;



- c. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

Response: OCA did not enter into any settlements, nor did the District enter any settlements on behalf of OCA, that involved claims against OCA or its officers or employees acting in their official capacity, in FY 25 and FY 26, to date.

31. Please describe the agency’s procedure for handling allegations of workplace harassment during FY25 and Q1 of FY26. Indicate the following:
- a. Date of offense;
 - b. Whether the parties report to the same supervisor;
 - c. The findings of substantiation or non-substantiation; and
 - d. What official action was taken.

Response: OCA follows the procedures for investigating and addressing allegations of sexual harassment required under Mayor’s Order 2023-131. OCA had no allegations of workplace harassment during FY25 or Q1 of FY26.

32. Please describe the agency’s handling of sexual harassment claims received during FY25 and Q1 of FY26. Indicate the following:
- a. Date of offense;
 - b. Whether the parties report to the same supervisor;
 - c. The findings of substantiation or non-substantiation;
 - d. What official action was taken;
 - e. Identify the investigating official or Sexual Harassment Officer (SHO) for each claim; and
 - f. The date the report was forwarded to the Mayor’s Office of Legal Counsel.

Response: OCA had no allegations of sexual harassment during FY25 and Q1 of FY26 and has complied with Mayor’s Office of Legal Counsel guidance.

33. Please list all administrative complaints or grievance received in FY 25 and Q1 of FY26. Indicate the following:
- a. The nature of the complaint;
 - b. The review procedure followed; and
 - c. The resolution of the complaint.
 - d. Whether or not the employee(s) complaint was resolved by moving to a different workspace, and or supervision.

Response: OCA received one grievance in FY25 and one in Q1 of FY26, both from the same complainant; it is under review by the Office of Employee Appeals.

34. Please list all investigations, audits, or reports on your agency or any employee of your agency conducted in FY25 and Q1 of FY26. Include copies of any concluded reports and indicate the anticipated date of conclusion for any ongoing reports.



Response: OCA is not aware of any investigations, audits, or reports on OCA or any employee of OCA that are ongoing or were completed during FY24 or Q1 FY25 to date.

35. Please list all requests for information submitted to the agency in FY 24, FY 25 and Q1 of FY26 by the Office of the Inspector General (OIG); D.C. Auditor; Internal audit; and any other federal or local oversight entities. For each request, please indicate:
- The subject of the request;
 - The requesting agency;
 - The date received;
 - The information was supplied; and
 - Whether the information was supplied by the date request. If information was not timely supplied, please indicate the reason for any delays.

Response: OCA is aware of the following requests for information:

- April 11, 2025 – OCA received a Management Implication Report (MIR) from OIG regarding deficiencies in grant management practices. OIG requested OCA respond to five recommendations in the MIR within 60 days of receipt. OCA provided responses on May 23, 2025.
- April 28, 2025 – OCA received a letter from the Department of the Treasury, Office of the Inspector General requesting submission of supporting documentation for questioned costs related to the CARES Act. A response was requested by May 7, 2025, and OCA responded on May 7, 2025.
- October 17, 2025 – OCA received a request for updates on the implementation of the Office of the District of Columbia Auditor’s (ODCA) audit recommendations. ODCA requested a response by October 31, 2025, and OCA responded on December 15, 2025. The delay was due to the high level of coordination required between multiple agencies and departments to craft complete and detailed responses. ODCA asked for additional information on January 2, 2026, and OCA responded on January 20 and 22, 2026.

36. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and its anticipated completion.

Response: OCA does not have a collective bargaining agreement in effect for agency employees.

37. Is the agency currently party to any active non-disclosure agreements? If so, please provide all allowable information on all such agreements, including:
- The number of agreements;
 - The department(s) within the agency associated with each agreement; and
 - Whether any agreements are required for specific positions (please list each position by division and program and indicate whether the position is contracted).

Response: OCA, as an agency, is not currently party to any active non-disclosure agreements; however, The Lab @ DC requires employees who handle sensitive data to sign data confidentiality agreements.



38. Please include a chart of FY25 employee evaluation rating showing the employee’s job title, duties/responsibilities, classification grade, salary, date of employment, and FY25 evaluation rating. Also, please identify if the employee has been separated from the agency during FY25 or Q1 of FY26.

Response: OCA follows DCHR policies on performance evaluations of employees. All of the OCA managers with active employee performance plans have regular meetings with employees under their supervision to ensure their individual performances meet standards. OCA managers encourage professional development through national and local memberships, training, and travel.

E. Finance and Budget

39. Please provide a table showing your agency’s Council-approved original budget, revised budget (after reprogrammings, etc.), and actual spending, by program and activity, for FY25 and Q1 of FY26.
- For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).
 - Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for FY25 and Q1 of FY26 for each program and activity code.
 - Attach the cost allocation plans for FY25 and FY26.
 - In FY25 and Q1 of FY26, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

Response: Please see Attachment Q39 – Council approved budget.

40. For FY25 and Q1 of FY26, please list all intra-District transfers to or from the agency.

Response: Please see Attachment Q40 – Intra District Transfers.

41. For FY25 and Q1 of FY26, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:
- The revenue source name and code;
 - The source of funding;
 - A description of the program that generates the funds;
 - The amount of funds generated by each source or program;
 - Expenditures of funds, including the purpose of each expenditure; and
 - The current fund balance.

Response: The OCA has no special purpose revenue funds.



42. Please fill out the attached spreadsheet titled “Grants Received,” and list all federal and/or private grants received by your agency in FY25 and Q1 of FY26, current balances, and indicate any that lapsed during or at the end of FY25. Please submit the completed document in both Excel and PDF formats, and ensure to include the following:
- Name and amount of federal source of funding agency and program, broken down in percentage (%) and dollar amount (\$);
 - Name and amount of local source of funding agency and program, broken down in percentage (%) and dollar amount (\$);
 - Identify whether each funding source is recurring or one-time;
 - Identify whether the contract was competitively bid or sole-source; and
 - Indicate the receiving agency and amount of funding for funds moved out of the agency.

Response: OCA received no FY25 and Q1 of FY26 grants.

43. Please provide a status report, including timeframe of completion, for all projects for which your agency currently has capital funds available.

Response: ORE released the first public version of its dashboard in October 2024. This comprehensive online platform provides timely, relevant, and accessible data on 32 indicators across seven dimensions of life in the District: health, education, public safety, housing, economic opportunity, neighborhood life, and civic engagement. ORE and OCTO are working to expand and update the dashboard in FY26 to include 10 additional indicators as well as additional time-series data and the most recent data for previously published indicators.

Capital Project	Budgeted Amount	FY24 Spend	FY25 Spend	FY26 Anticipated Spend	Project Status
ORE Dashboard	\$500,000	\$365,544	\$94,829	\$39,627	Anticipated project completion: 9/30/26

44. Please list all budget enhancement requests (Form B or similar) submitted in FY25 and Q1 of FY 26 and all budget enhancements received in FY25 and Q1 of FY26, please provide a status report on the implementation of each enhancement.

Response: This request asks for information that is protected from disclosure by the deliberative process and executive privileges.

II. Agency Specific Questions

A. Workforce, Administration, and Vacancies

45. Please identify the ways, if any, the Office of the City Administrator has worked directly to bolster the District government’s workforce, specifically in job placement, training, apprenticeships, and the recruitment of District residents into gainful employment.



Response: OCA works with the DC Department of Human Resources (DCHR) to increase and enhance the District Government’s personnel. In FY25, OCA conducted an analysis of existing human resource policies and processes to determine how to remove hiring barriers and reduce the length of the hiring process. OCA is working with DCHR to develop recommendations in FY26, which include potential legislative changes and internal process improvements. Within our cluster, DCHR facilitates many opportunities for employees to receive job development training, whether it’s through their annual Management Supervisory Service (MSS) Week for supervisors, annual HR Summit for HR staff, Percipio platform, or Peoplesoft platform. In FY25, DCHR launched over 20 new training courses with attendance from more than 500 employees.

In addition, the Mayor’s budget included more than \$251 million in FY26, and nearly \$725 million across the four-year financial plan, in the District’s Workforce Investments Account, to support step increases and anticipated wage agreements for the District workforce.

The Innovation Team (i-Team) at OCTO, funded through a Bloomberg Grant, supports the District’s human resources team by providing human-centered software design recommendations to improve the overall recruitment process. For example, the i-Team, in collaboration with OCTO and DCHR, recently released a resume parsing feature, which uses software to extract, analyze, and input job-related data within an individual’s job application. The implementation of this feature has resulted in a 14-minute reduction of time to apply, a 23% change, and reduced the applicant drop-out rate by 55%.

46. One of the Office of City Administrator’s FY25 objectives was to create and maintain a highly efficient, transparent, and responsive District government, with the related measure to hire District residents, including those who’ve received a high school diploma from DCPS or DC Public Charter Schools. In FY23 and FY24, there were 0% new hires in the aforementioned category. Please explain whether the Office of City Administrator has direct plans to recruit from DCPS and DC Public Charters.

Response: Most positions at OCA require a postgraduate degree. OCA prioritizes District residents and values applicants that received a high school diploma from DCPS or DC Public Charter Schools, but OCA does not recruit directly from high schools. However, OCA does host high school interns through MBSYEP. Note that in FY25, 82% of OCA employees were District residents.

More broadly, in FY26, DCHR launched the Public Service Launchpad Initiative (PSLI) to increase the number of District resident public servants via direct engagement with DC students. Through partnerships with District high schools, colleges, universities, and trade schools—including Roosevelt High School and the Academy of Hope Public Charter School—PSLI showcases the purpose, impact, and career pathways available in public service while advancing Mayor Bowser’s Grow DC and Talent Capital Agenda. Together with quarterly hiring events and resume and interview preparation sessions, this initiative reflects a comprehensive approach to expanding access and opportunity for DC residents.



In FY25, District Government hired 349 employees who received a high school diploma from DCPS or DC Public Charters.

47. Has the Office of the City Administrator engaged in, or planned to engage in any efforts to enhance relationships between management and labor within District Government agencies—such as working groups, committees, and forums? Or have such efforts been enhanced solely through the work of the Office of Labor Relations and Collective Bargaining?

Response: OCA strives to maximize efficiency of operations and improve the delivery of service in its government operations through successful collaborations between management and our labor partners. The City Administrator meets with labor leaders on a regular basis to provide avenues of dialogue outside the formal negotiation process. These discussions have been a vital part in moving formal negotiations forward and have allowed the District to focus on policies and investments that have been particularly important to labor unions. There are also occasional meetings on citywide topics that are informal and outside the bargaining process. For example, the City Administrator met with all labor leaders last summer regarding the impact of the CR on the District’s budget.

However, labor efforts are largely facilitated by the Office of Labor Relations and Collective Bargaining (OLRCB). For example, OLRCB publicized District Government labor regulations and rules during their quarterly Labor Liaison Forums where a mixture of Labor Liaisons, HR staff, and General Counsel, from every District agency, came together to enhance their knowledge of the District’s Labor Relations program. Additional outreach took place during monthly attorney cluster meetings where OLRCB Attorney Advisors provided comprehensive responses to questions regarding all aspects of the labor relations program, provided case studies, and discussed pertinent data in real-time.

48. Please list all agencies that underwent a leadership change in 2025 or Q1 of 2026. For each agency:
- Indicate the length of service for the outgoing leader and the length of service for leadership immediately preceding the outgoing leader.
 - Indicate whether an interim director was appointed and the prior title or position of the interim leader.
 - Describe the role of the Office of the City Administrator in ensuring agency functions were not disrupted during the transition.

Response: For OCA, Lab Director Sam Quinney resigned and Interim Director Karissa Minnich managed that office for four months. No other OCA leadership positions underwent changes in 2025 or Q1 of 2026.

For Districtwide information, please reach out to MOTA, within your oversight as Committee Chair.



49. How does the Office of the City Administrator track vacancies in each of the subordinate agencies under the Mayor’s authority? How does the Office help to ensure vacancies do not affect daily service deliverables?

Response: DCHR tracks personnel metrics for every agency under the Mayor’s authority, including the vacancy rate. DCHR provides a monthly report to OCA and the Deputy Mayors of the District’s current vacancy rate. GovOps also assists EOM with processing candidates for senior personnel to ensure timely review and approval for these key hires.

B. OCA Studies, Reports, and Analyses

50. Please provide an overview of how the Office of City Administrator intends to operationalize the findings of its FY2024 and FY2025 studies, reports, and analyses listed below. Please include the status of implementation activities to date, and any planned future initiatives or phases for each. If there are no further actions or plans, please notate.

- 911 Nurse Triage Line
- 911 Behavioral Health Diversion
- Automated Traffic Enforcement Risky Driver Messaging
- Automated Traffic Enforcement Income Based Fines Pilot
- Career MAP
- DCPS Attendance Model
- Fire Risk Prediction
- Flexible Rent Subsidy (DC Flex) for Families
- Flexible Rent Subsidy (DC Flex) for Singles
- Housing Vouchers Application Form Improvements
- Housing Vouchers Resident Experience
- Interagency Council on Homelessness Employment Analysis
- Landscape Analysis of District-Funded Meal Programs
- National Museum of African American History and Culture Training Evaluation
- ONSE Cognitive Behavioral Therapy
- Reimagining High Schools
- Third-Party Energy Provider Messaging Evaluation
- Summer EBT
- WMATA Low-Income Fare Product

Response: Updates on the named studies can be found in Attachment Q50 – Lab Study Follow-ups from Previous Year’s Studies.

C. The Lab@DC

51. List all open and completed lab data science projects, randomized evaluations, and civic design projects with an explanation of the purpose and goal of each project in 2025.

Response: A list of Lab projects open and completed in 2025 is included in Attachment – Lab Studies 2025.



52. What are the core objectives and strategic priorities of Lab Agency Fellows when placed in District agencies and Deputy Mayor offices?

Response: Fellows are non-OCA agency staff members who collaborate with The Lab in OCA jointly staffing research and design projects. The objective of Fellows is to deepen their agencies' capacity for resident-friendly services and evidence-informed decision making from within. Fellows simultaneously increase the capacity of The Lab, which allows the team to take on larger load of projects.

53. Provide a list of District agencies and Deputy Mayor offices that currently have a Lab Agency Fellow.

Response: Fellows are full-time employees of their agency and collaborate with The Lab in OCA on the collective Lab portfolio. There are four Fellows at DDOT who comprise The Lab @ DDOT. There are two Fellows at MPD and one Fellow at DHS.

54. Provide a list of projects Lab Agency Fellows have worked on by agency and Deputy Mayor offices in 2025.

Response: In 2025, Lab Agency Fellows were involved in the projects listed below. Note that while The Lab has a Fellow at MPD, team turnover within that agency specific to their research capacity resulted in no new projects with the agency.

Project	Agency	Brief Project Description
Automated Traffic Enforcement Income Based Fines Pilot	DDOT, DMV, DHS	Evaluation of a pilot program to reduce automated traffic enforcement fines for income-eligible vehicle owners.
Residential Permit Parking	DDOT	Data analysis project to identify areas in the District under high parking stress and identify opportunities to ease demand in those areas.
Bike Ridership	DDOT	Predictive model combining diverse datasets to estimate how bike riders use the District's bike lanes and trails.
Safety Tech Retention	DDOT	Civic design research project to develop and prototype solutions to promote retention of safety techs (i.e. school crossing guards). Collaborative project with the Corcoran School of the Arts and Design at The George Washington University.
Safer Speeds on City Trails	DDOT	Civic design research project and paired evaluation to identify and test a strategy to reduce speeds and promote safety on the Metropolitan Branch Trail.
Flexible Rent Subsidy (DC Flex) for Singles	DHS	Evaluation of a new program that allocates a fixed annual subsidy for low-income single



		individuals' use for rent and housing maintenance.
Career Map	DOES, DHS	Evaluation of a pilot to support families experiencing financial instability.
On-Time Business License Renewals	OTR	Evaluation of proactive messaging to alert businesses who are not compliant with the District's Clean Hands mandate of their status months before their business license is due for renewal.

D. Government Operations

55. Please provide a list of agency clusters tracked by the Government Operations team (GovOps), and what cross-agency coordination and communication GovOps conducts for each agency cluster.

Response: The GovOps team is an essential pillar of the District Government, providing oversight and leadership for agencies including DGS, OCTO, OCP, DCHR, OLRCB, ODR, DMV, ORM, and DFHV, while also leading utility coordination on behalf of OCA/EOM. By driving cross-agency coordination and communication, GovOps ensures operational alignment and service delivery for District residents, employees, businesses, and visitors. The team's strategic initiatives not only safeguard government compliance and efficiency but also empower agencies to respond to emergency challenges swiftly and effectively. Three key initiatives underscoring the importance of the GovOps work include:

- **District-wide Waiver Process:** In March 2025, facing an unprecedented budget shortfall imposed by Congressional action, GovOps rapidly developed and launched a comprehensive, city-wide process for submitting, reviewing, and approving waiver requests, as outlined in Mayor's Order 2025-53. This initiative supported our compliance with District and Federal laws, and was a decisive action that protected the District's financial integrity and ensured continued operations in the face of legal and financial constraints.
- **Leveraging its oversight of agencies such as DCHR, OCP, and OCTO,** GovOps built a Quickbase portal that streamlined the waiver submission and approval process, enabling real-time collaboration and transparency. Through this portal, agencies could submit requests, deputy mayors and OBPM could review and provide feedback, and Directors were provided access to dashboards to track request statuses for their agencies. GovOps empowered agency personnel by developing a clear FAQ Guide and hosting four in-depth informational sessions, ensuring all stakeholders understood the implications of the Mayor's Order and the waiver process. The team's proactive engagement included a special Human Resource Advisors meeting and conducting 15 individualized follow-ups across five days to support both independent and mayoral agencies, fostering operational resilience and trust. In April 2024, GovOps reinforced its support by updating guidance and hosting further informational sessions to address changes to the Order.
- **Centralized Collaboration Platform:** GovOps launched the District-wide Government Operations Coordination Teams Environment in June 2025, creating a unified and



- secure hub for document management, resource sharing, and interagency collaboration. The platform breaks down silos, accelerates decision-making and strengthens partnerships between the Office of the Assistant City Administrator and operational personnel across all agencies, demonstrating a forward-thinking approach to government modernization and efficiency.
- **Monthly Coordination Meetings:** GovOps’ monthly coordination meetings draw between 300-600 operations and human resources personnel, depending on the agenda. The sessions are a cornerstone for sharing best practices, providing targeted training, driving operational efficiencies, and ensuring strategic alignment across all clusters.

Through these initiatives, GovOps is driving innovation, transparency, and excellence in service delivery. The team’s leadership is vital to maintaining the District Government’s operational integrity.

56. The Government Operations team was working with Office of Contracting and Procurement to address system-level improvements and facilitate better processes for the agency in addition to supporting trainings and workshops for the vendor community. Please provide a status on this project, and share the team’s findings.

Response: The GovOps team strategically engaged the Office of Contracting and Procurement (OCP) and client agencies to understand the full procurement ecosystem and potential gaps and barriers in the process. Alongside OCP, GovOps identified three pathways of reform, moving the District towards more efficient procurement. The pathways below are in progress and often require a cyclical review process as procurement is a non-stop function in the District.

- **Technology (in coordination with OCTO):** PASS – stabilization and maintenance of systems for ease of use for vendors and District agencies
- **Internal Operations/Policy Adjustments:** Increased focus on hiring for expert and senior contracting staff, increasing purchase card limits to allow agencies to handle more routine procurements, and updating the District’s procurement library.
- **Legislative:** Researching potential updates to the PPRA to streamline efforts and make it easier to do business with the District.

Additionally, OCP has heightened engagement with the vendor community, including their DC Buys events, which coordinate with other business-oriented agencies such as DGS, ORM, and DSLBD and vendor education workshops reaching over 850 attendees in FY25.

E. Office of Racial Equity

57. Please provide an overview of the Office of Racial Equity’s portfolio of work within 2025. Explain the goals and desired outcomes of the office. Please provide a status on the racial equity cohorts, their purpose, and desired outcomes.

Response: The Office of Racial Equity (ORE) coordinates the District’s effort to advance racial equity and intentionally seeks new ways to address persistent racial inequities that impact the lives of District residents. ORE provides citywide leadership, infrastructure, and



accountability mechanisms to support agencies in embedding racial equity into policies, programs, budgeting, and service delivery.

ORE’s portfolio of work includes:

- Assessment of new budget investments and agency performance plan projects through a racial equity lens;
- Development and implementation of the District’s Racial Equity Action Plan and associated performance metrics;
- Development and delivery of evidence-based racial equity training curriculum, training materials, and instructor-led courses for District agencies;
- Coordination of the OCA Learning Series on Racial Equity for Office of the City Administrator and Deputy Mayor staff;
- Coordination of the Racial Equity Cohort Program and agency action teams;
- Coordination of the Interagency Committee on Racial Equity and the Equity Leads network;
- Development and maintenance of the District Racial Equity Dashboard;
- Development and promotion of the Race and Ethnicity Data Guidebook to strengthen data-informed decision-making;
- Coordination of Racial Equity Advisory Board quarterly meetings;
- Management and implementation of the Mayor Marion S. Barry Summer Youth Employment Program (SYEP), providing District youth with workforce development opportunities and exposure to public service and equity centered career pathways
- Community engagement activities and partnerships with residents, advocates, and community stakeholders;
- Participation in cross-cutting committees and working groups addressing priority District challenges.

Through these activities, ORE advances measurable outcomes aligned with its logic model. Desired outcomes include increased agency participation in racial equity implementation efforts; completion and execution of agency level Racial Equity Action Plans and vision statements; expanded training of District Government employees to apply a racial equity lens in decision making; development and dissemination of tools, guides, and resources that support equitable policy and budget formulation; and establishment of agency performance plan metrics aligned with racial equity goals.

ORE’s work also strengthens accountability and transparency through improved data collection and reporting, resident-informed engagement metrics, expanded community engagement activities, and increased collaboration across agencies. The office supports agencies in reviewing and updating policies and practices using a racial equity lens, resulting in more equitable service delivery and improved government responsiveness.

Collectively, these efforts contribute to short and intermediate outcomes, including increased knowledge and application of racial equity principles across District government, stronger cross-agency coordination, and sustained integration of racial equity into agency operations. Over the long term, ORE’s work supports the District’s goal of improving the

lives of residents and communities harmed by racism, reducing racial and ethnic inequities, and embedding racial equity sustainably into District Government operations.

As of February 2026, ORE has led four racial equity cohorts, serving a total of 29 District agencies. The Racial Equity Cohort program is an evidence-based, year-long curriculum designed to help agencies discuss, develop, and deepen their racial equity practices. This includes activities to increase agency capacity to review policies, procedures, and practices through a racial equity lens and support the development of guidance or a roadmap for integrating equity principles throughout their work. Cohort 4 agencies completed the curriculum in January 2026.

F. Budget Discussions

58. The Office of Budget and Performance Management (OBPM) is responsible for working to increase transparency in the budget process, including new opportunities for public involvement before the budget is proposed. Please explain the new opportunities OBPM has created for public involvement in the budgeting process.

Response: OBPM helped plan, design, and carry out the Mayor’s Budget Engagement Forums series, which took place on February 24, February 27, and March 1, 2025, in advance of the Mayor’s submission of the proposed budget to the Council. The engagement forums provided an opportunity for the Mayor, City Administrator, Budget Director, and Deputy Mayors to present directly to residents about the budget process and the budget realities facing the city for the upcoming formulation year, and to hear directly from residents about their priorities for the upcoming budget.

59. During the Mayor-Council Breakfast, the City Administrator and the Chief Financial Officer spoke about the Mayor’s growth agenda. The City Administrator emphasized government sustainability and its economic indicators. Please elaborate more about the government’s financial sustainability efforts and important economic indicators.

Response: As the District continues to face economic headwinds and slower revenue growth, and as the costs of government services continue to grow, the city must look for ways to control costs so that it can continue to provide its most fundamental and critical services to residents. This could mean changing the scope or design of existing programs and services to focus on the most critical needs, streamlining program offerings where services and benefits may overlap and serve similar if not identical populations, and/or changing contracting and procurement approaches to achieve cost savings. As we consider these changes, it will be critical to consider the relative impacts on the local economy, which can have a downstream impact on city revenues.

60. During the Mayor-Council Breakfast, the City Administrator used the term “properly budgeting”, how does the Office of City Administrator define this term?

Response: Preparing the budget requires evaluating the spending needs of individual agencies and programs and allocating resources to meet those needs. To properly budget



means to ensure that resources will be available to meet anticipated spending needs. Funding a program at a level that is known not to be sufficient to meet the full anticipated spending needs of the program means that the program is underfunded, not that the program has overspent once expenditures ultimately exceed budget. If it is known at the time of budgeting that program needs will exceed the budgeted funding level, then a policy decision must be made to alter the scope or design of the program to limit costs, or additional funding should be added. Because the Executive holds responsibility for managing the execution of the budget, actions by the Council which lead to underfunding of programs put the burden on the Executive to resolve mid-year. To properly budget would mean that the Council would not put the Executive in this position.

61. How does the Office of the City Administrator verify overspending? Where has the Office seen the most overspending? Please detail the difference between the fund balance and the budget, and the correlation to expenditures.

Response: OBPM monitors agency spending pressures that arise throughout the fiscal year. These pressures are most often identified by agencies directly, or via OCFO through the quarterly financial review process.

Several agencies experienced spending pressures in FY 2025. These pressures resulted from higher-than-expected spending or, in some cases, lower-than-expected revenue collection from agency-specific revenue sources. OBPM worked closely with OCFO to resolve the spending pressures through mid-year reprogrammings, disbursements of contingency reserve funding, and a year-end reprogramming that included the following agencies:

- District Department of Transportation - \$26 million
- Department of Behavioral Health - \$24 million
- Department of General Services - \$18 million
- Department of Public Works - \$6.6 million
- Settlements & Judgements Fund - \$4.5 million
- Washington Metropolitan Area Transit Authority - \$2.8 million
- Homeland Security and Emergency Management Agency - \$2.4 million
- Department of Energy and Environment - \$1.9 million
- Metropolitan Police Department - \$1.4 million
- Office of the Deputy Mayor for Public Safety and Justice - \$1.4 million
- Department on Disability Services - \$0.8 million

The District's operating budget and four-year financial plan often leverages available fund balances from prior fiscal years, or that are anticipated in the current or future fiscal years based on planned spending, to supplement anticipated tax and other revenue collections. Excess fund balances may exist in the District's reserve funds (contingency, emergency, cash flow, and fiscal stabilization) or in the unassigned fund balance. Fund balances may result from underspending of previously budgeted funds, higher-than-anticipated revenue collection, and/or other factors. Most of the District's fund balance at any given time is not available to be used in supporting programs and services through the operating budget.



G. Sustainable Urban Infrastructure

62. List the Sustainable Urban Infrastructure operational agencies' projects active in 2025. Please provide a status for each project, accompanied by the projected due date of completion. What is the percentage of Sustainable Urban Infrastructure operational agencies' projects completed in 2025?

Response: This office is now called the Infrastructure Cluster, which includes DPW, DOEE, and DDOT. Under the oversight of the Deputy City Administrator the three agencies strategically work to focus on clean air and water, roadway and pedestrian safety and accessibility, and city operations like trash, parking enforcement and beautification. These agencies serve both the public and the District Government as a whole. Infrastructure Cluster coordinates with these agencies on strategic initiatives, such as the following:

- *Green Infrastructure:* Mapped green infrastructure across the District and who is currently responsible for its maintenance, then proposed service level and responsibility recommendations for FY27.
- *2025 Electric Vehicle (EV) Evaluation:* Studied the current state of the District's EV portfolio and what would be needed both financially and operationally to increase the District's EV fleet.

The team is also working directly with agencies on the following projects:

- *DOEE:* We are working with DOEE and sister agencies on the ongoing coordination of the Climate Commitment Taskforce organizing numerous agencies with the goal of the District becoming carbon neutral and climate resilient by 2045. We are also coordinating with DOEE to compile information on the goals, targets, and actions in the updated draft of the Sustainable DC 3.0 plan which addresses challenges of protecting the climate and the environment and pursues solutions by promoting sustainable technologies and buildings and adopting better energy consuming practices. We also coordinate with the GovOps cluster and PJM Governors Collaborative to reduce energy cost through state partnership.
- *DPW:* We will work closely with DPW over the next few months to evaluate both trash collection and snow operations to find strategic improvements. In 2025 with the assistance of DGS, the team started work with DPW to install a solar canopy over its municipal lot at West Virginia Ave, with the goal of making the location energy sustainable. And over the last year we worked with DPW to develop a fleet evaluation program, identifying underutilized vehicles for redistribution in more needed areas of the portfolio and surplus those that are unusable while also developing procurement policies for new fleet.
- *DDOT:* We work with DDOT to implement beautification projects throughout the District, including feedback from our federal partners. For example, we are excited about the redesign of Gallery Place, Chinatown, and the area around the Capital One Arena, encouraging opportunities to pedestrianize spaces. We are also tracking closely DDOT's community focused initiative to inform a long-range bike-ways plan.

For a complete list of agency specific projects, please see Attachment Q60 – Infrastructure Cluster Projects.



63. How many 311 requests did Sustainable Urban Infrastructure operational agencies' receive and completed within Service Level Agreements in 2025?

Response: Please see Q63 – Infrastructure Cluster 311 Requests.

H. Government Leasing and Building Utilization

64. Utilization of lease properties-, what's the utilization, talk to us about government's use of leased properties.

Response: DGS' Portfolio team is responsible for overseeing leases on behalf of District Government agencies, including independent entities. While agencies under the Mayor's personnel authority are expected to be in the office at least four days a week, independent agencies are in the office significantly fewer days. Lease renewal decisions from DGS are routed to the City Administrator through GovOps, focusing on efficiency and responsible stewardship of taxpayer dollars through lease savings and deferrals.

Due to GovOps' oversight of agencies like OCTO, our team can quickly gather relevant data and operational support to assess efficiencies in our leased portfolio. OCTO provided badge swipe data to determine monthly utilization, and identified the six independent agencies with lowest utilization, shown in tables 9a and 9b. The data unequivocally shows independent agencies do not have enough in-office presence to justify large office spaces. DGS is paying for space that is often unused or near empty.

With a tight budget, maintaining a large footprint for independent agency employees who overwhelmingly work from home is unjustifiable. For instance, OCFO is in the office *two days per month* (see Table 9b below) at 1100 4th Street, where DGS pays nearly \$26M in rent. The site's current footprint of 1,480 seats across 357,722 SF *far* exceeds the actual demand. Reducing or consolidating our leased portfolio would match actual usage and save taxpayer dollars.



Table 9a.

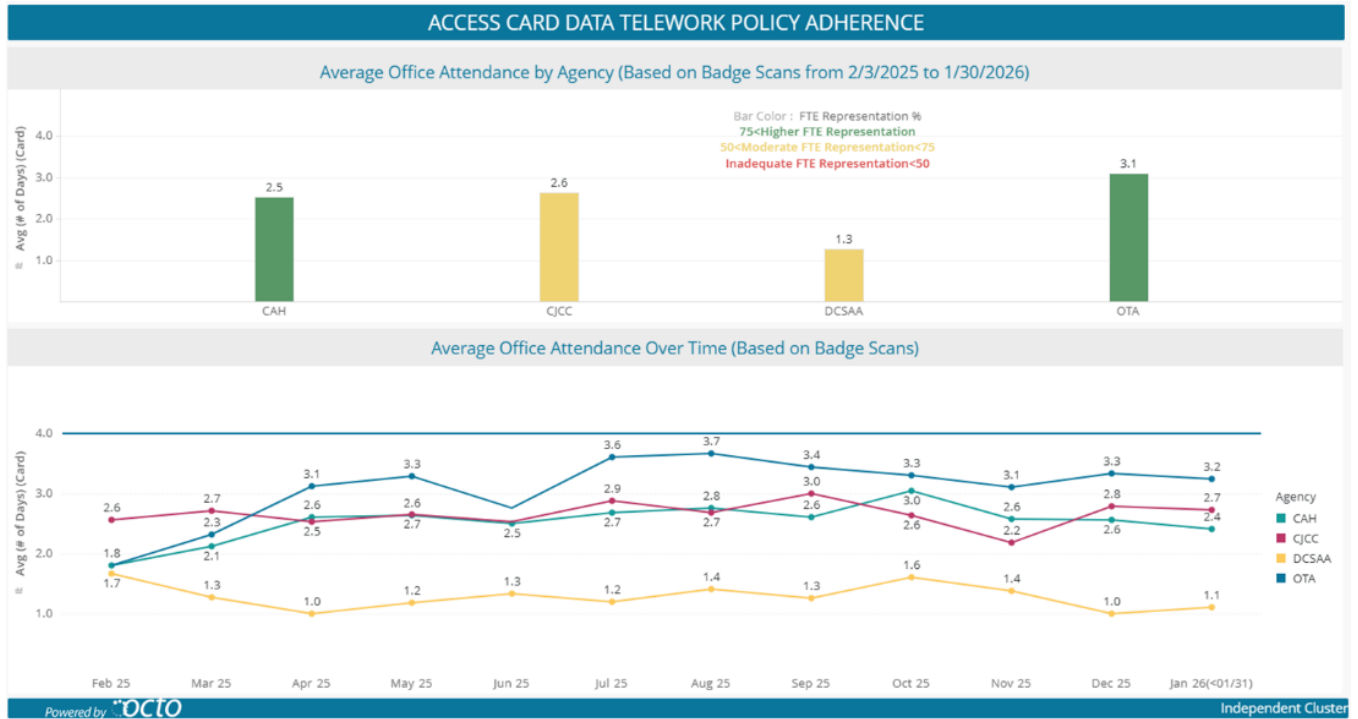
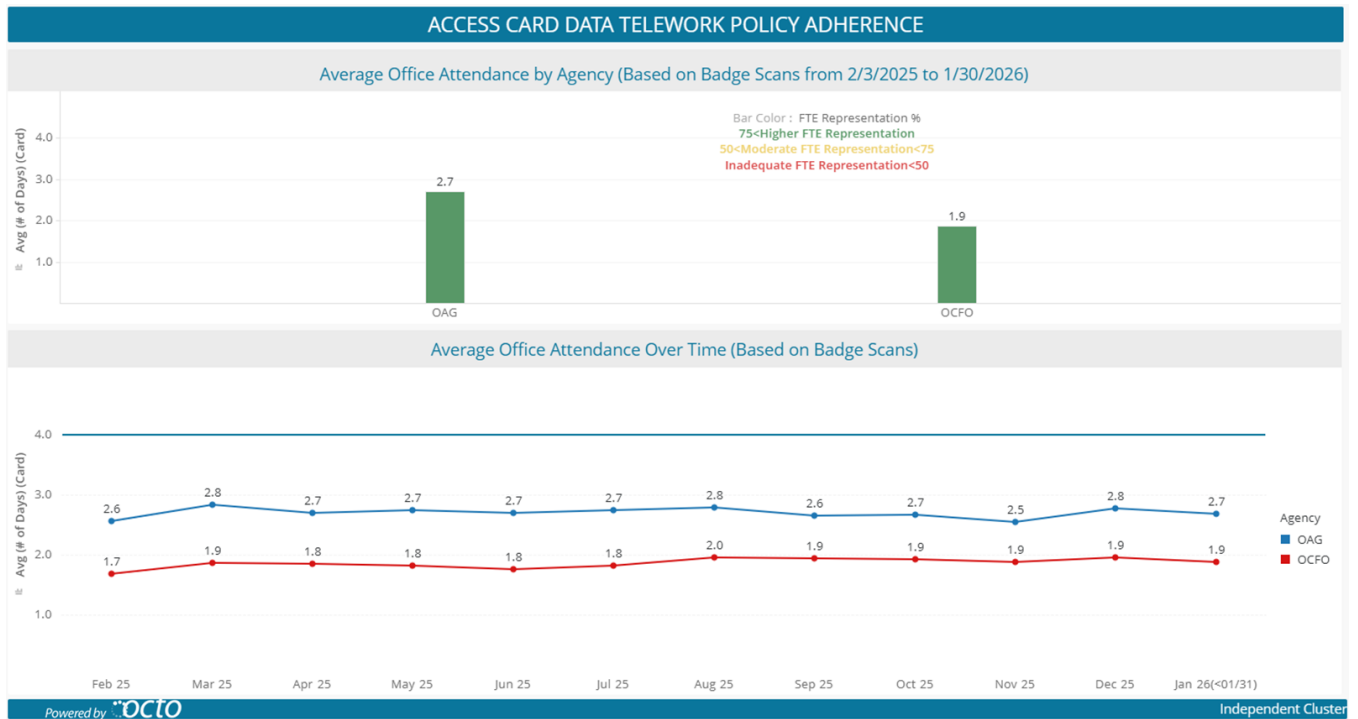


Table 9b.



65. Please provide a detailed overview of the government’s current leased property portfolio, including the following:
- Government’s use for each property;
 - Cost of each lease, and lease term;
 - Total square footage under each lease;
 - Current occupancy; and
 - Method in which utilization is being measured (for example: seating, badge data, by department)

Response: For questions a-c, please see Q65 - Portfolio Management Leased Properties. d. Current occupancy is subject to change based on client agency need, but DGS’ Portfolio team uses a robust methodology to allocate space based on FTEs and programmatic requirements. e. OCTO can pull badge data and shares this information with GovOps. While agencies under the Mayor’s personnel authority are required to be in the office at least four days a week, independent agencies are under no such requirement and frequently utilize their office space significantly fewer days.

For more details on how independent agencies currently use our leased spaces, see tables 9a and 9b. DGS’ Portfolio team allocates space based on programmatic needs and FTE head count. Badge data from OCTO shows that independent agencies do not require a 1:1 desk ratio. If they adopt hybrid desk sharing, DGS could dramatically reduce capacity – perhaps by as much as 50%, leading to significant savings in our leased portfolio.

66. For leased spaces that are currently underutilized or vacant, what steps have been taken or considered to mitigate costs?

Response: GovOps and DGS are focused on agency consolidations to advance savings through our leased portfolio. There is particular interest in addressing the underutilization of our portfolio by independent agencies who are in the office significantly fewer days than agencies under the Mayor’s personnel authority.

Tables 9a and 9b above show the dramatic *underutilization* of office space by agencies *not* under the Mayor’s personnel authority. For instance, OCTO badge data reveals that OAG employees do not exceed three days *per month* in the office. Meanwhile, DGS Portfolio pays over \$15M for leased space for OAG at 429 O Street NW and 601 D Street NW.

On October 17, 2025, ACA Rodriguez communicated to independent agency directors (see below) that GovOps was evaluating ways to right-size our office footprint. As shown in Tables 9a and 9b above, independent agencies did not change course and continue to favor a significant work-from-home posture. Given the significant underutilization of office space and the significant budget pressures on the District’s budget, DGS Portfolio is evaluating a space consolidation exercise, including hybrid desk sharing to drive efficiencies and reduce costs. For your awareness, below is the text of ACA Rodriguez’s email to independent agency directors:



Independent Agency Directors: Workspace Utilization Review

Directors,

To address our current and projected financial climate, the GovOps Cluster is looking to evaluate and rightsize our office infrastructure to ensure owned and leased spaces match our personnel needs. As a reminder, agencies and departments under the Mayor’s authority are required to be in-person four days a week.

As an independent agency, you have the right to determine your own telework policy. However, as stewards of taxpayer dollars, we need to ensure the highest, best use of all workspaces we currently utilize—and, if necessary, reappropriate space commensurate with that utilization.

As a result, in the coming weeks, GovOps will review badge entry data in our owned and leased portfolio to assess the allocation of workspaces across the District. I will report back to you on the results of this data collection and analysis. If you have any questions, please feel free to contact me directly.

67. What strategic plans are in place to optimize the use of leased properties over the next 1-2 years to ensure cost-effectiveness?

Response: All lease renewals are sent up through GovOps for review and approval prior to the City Administrator’s review. This process ensures no lease is approved without a verified, high-level justification. Lease renewals offer unique opportunities to drive savings as landlords are fiscally motivated to secure long term extensions with a secure, credit tenant such as the District. With all lease transactions, DGS is prioritizing rent abatements above all else, such as tenant improvements. This multi-layered strategy ensures we can advance cost effectiveness.

As mentioned previously, DGS Portfolio is undertaking a consolidation exercise leveraging hybrid desk sharing to drive more efficient usage of our leased space by independent agencies. Replacing dedicated desks with hybrid desk-sharing allows for a higher employee-to-desk ratio, which can significantly reduce the required square footage for independent agencies adhering to a more flexible schedule. DGS will begin to employ a data-driven approach to space utilization which cross-references actual FTE headcounts with badge-in data. This will reveal the delta between assigned space and actual usage. DGS will then be able to proactively identify opportunities to co-locate smaller agencies into single leased locations.

Finally, on March 14, 2025, City Administrator’s Order 2025-1, among other items, imposed a “Freeze on the construction of new office space and improvements to existing office space.” This freeze encompassed “improvements to office at any facility that is owned, leased, or occupied by any District Government agency.” The GovOps cluster,



which includes DCHR, OCTO, and DGS, collaborates to drive effective usage of our spaces. By looking at actual FTE headcount, pulling badge data to determine actual utilization, and looking at opportunities to renew (or not renew) within our leased portfolio, we are driving efficiency. Our current approach combines rigorous administrative oversight with data-driven occupancy tactics to ensure cost effectiveness.

I. Government Contracting

68. Does the Office of the City Administrator track the number of contracts entered each year through the Office of Contracting and Procurement? If so, how many contracts has the government administered in FY25 and FY26? Does the Office have an estimate of the total dollar value of all contracts?

Response: OCP tracks the number of contracts for each agency under the Chief Procurement Officer (CPO)'s procurement authority. OCP provides bi-weekly contract updates to OCA. In FY25, the District administered 863 contracts (over \$100,000 threshold) with a spend total of approximately \$2.8 billion. In FY26 to date, the District has administered 254 contracts (over \$100,000 threshold) with a spend total of \$2.9 billion.

69. Can you provide an overview the Office of the City Administrator role in overseeing vendor management, including overseeing contracting, procurement, and vendor performance?

Response: The CPO retains primary responsibility for vendor management, including contracting, procurement, and monitoring vendor performance. OCP executes these functions and provides regular updates to OCA via GovOps. The City Administrator's role, alongside GovOps, is to ensure accountability and alignment with citywide priorities by reviewing OCP's reports, monitoring high-level performance trends, and addressing challenges when necessary.

70. Can you provide an overview the Office of the City Administrator role in service oversight? How does the Office ensure efficient delivery of public services?

Response: OCA, through the GovOps cluster, provides strategic oversight of and coordination for internal servicing agencies. These agencies deliver critical services that allow other agencies to, across all clusters, operate effectively and meet their public service mandates. The Government Operations team works to streamline alignment with citywide goals and initiatives, monitors performance indicators, identifies resource and operational gaps, drive cross agency coordination, promote best practices, compliance standards, and process improvements for the internal agencies servicing its client agencies in the District.

Additionally, the OCA hosts biweekly CapSTATs (as schedule allows) on a variety of topics. These meetings give additional insight into particular operations or program areas. In FY25, we had 21 CapSTATs on 19 different topics, In FY26, thus far, we've had 9 CapSTATs on 8 different topics. Topics covered this year and last include 911 call answer times with OUC, the School Based Behavioral Health program with DBH, the Career MAP program with DHS, and OSSE DOT's student transportation program. In addition, each



year we host a CapitalSTAT with every cluster to check in on the status and progress of high impact Capital projects.

For deeper operational analysis of public services and initiatives the Good Government team within OCA conducts problem solving and decision point exercises to find ways to not only save District dollars but also create greater efficiencies. By improving the innerworkings of our government, we are enabling better service delivery. Some examples of direct service impacts include our evaluation of District transportation programs, our review of early childcare programs, and our work on District case management:

- In the Good Government Transportation project, the team took a deep dive into all District-run transportation programs and any issues associated with those programs. Analysis on rider use, quality, and necessity was provided to OCA leadership along with recommendations for improvements and budget decisions.
- An OSSE Early Childcare Good Government project was conducted looking at all early childhood programs, their cost, effectiveness, and enrollment. Updates to programs were discussed with OCA leadership prior to budget formulation.
- To better understand the District’s case management network, the Good Government team met with agencies who have case managers to discuss the problems faced by each agency. The team came back with further recommendations on how to map case management to identify overlaps and potential ways agencies could communicate to better serve residents while also working to shorten their time in the system.

J. Office of Unified Communications

71. What has the Office of the City Administrator done to address the flaws and complications within the Office of Unified Communications to mitigate high-stake errors, dispatching issues, and staffing shortages?

Response:

- In FY 2025, OUC answered 1.4 million 911 calls and nearly 900,000 311 calls. OUC is one of the busiest call centers in the nation.
- OUC created a Performance Dashboard which provides insight into the agency’s work including 911 call handling, dispatching, staffing, and other performance data.
- OCA conducts regular analysis of OUC’s data. Of note, the Association of Public-Safety Communications Officials (APCO) Incident Handling Process standard states Emergency Communications Centers should answer 75% of all 911 calls in 10 seconds or less and 90% in 20 seconds or less.
 - In FY25, OUC met both these standards:
 - 90.2% of all 911 calls were answered in 10 seconds or less and 93% of calls were answered in 20 seconds or less.
 - The average 911 call answer time was 4.3 seconds; this is down from 15.1 seconds in FY24.
- In FY25, OUC earned from APCO its first training program accreditation, which acknowledges that OUC’s training program meets national standards. APCO is an international industry organization that provides complete public safety



communications expertise, professional development, technical assistance, advocacy, and outreach.

- In late FY25, OUC became the largest PSAP to implement an AI system to perform non-biased quality assurance reviews on 100% of the District’s 911 calls. The system has been live since December 2025 and is continually providing feedback to telecommunicators.

72. What root causes has the Office of the City Administrator identified for dispatching issues and staffing shortages?

Response:

- The District has made great strides to address staffing shortages at OUC. As of February 17, 2026, there were 82 filled call taker positions with 25 vacancies and 112 filled dispatchers positions with two vacancies.
- In FY25, OCA recommended, after conducting an analysis, that OUC make operational adjustments and policy changes to reduce the length of a 911 call, reduce the number of times 911 is dialed for non-emergencies (which led to the creation of OUC’s “Make the Right Call” public education campaign), and improve call taker attendance and efficiencies.
- OUC is partnering with DCHR on suitability and delivery of prospect days. Prospect days help OUC streamline the hiring process by allowing applicants to complete multiple steps of the process in one day.

73. What key performance indicators are currently used to monitor accuracy and emergency classification?

Response: For all dispatchable event types, MPD and FEMS provide the questions and triggers that are provisioned in OUC’s 911 call taking protocol system. To support efforts to ensure calls are classified correctly, OUC collaborates with MPD and FEMS to review event types, associated workflows, and response plans so adjustments can be made so that responses to emergencies are as appropriate and efficient as possible.

K. Emergency Snow Response

74. In the event the District receives a weather forecast for an ice/snowstorm, would the District be prepared to lease equipment for, not only snow removal, but also for snow collection to completely remove snow and ice from streets, curbs, and intersections? Please detail any additional plans of the Office of the City Administrator, such as placing plows on the street and the distribution of salt.

Response: The District is ready to engage vendor support for snow removal, collection, and hauling (if required). The District maintains contracts with five vendors to support the District’s snow efforts and during a declared emergency the District has the authority to request additional support, if needed. The primary goal of the District’s snow removal efforts is to ensure streets remain passable, providing an 8-10 foot drivable path that may be snow-packed and/or rutted, and to keep curb cuts accessible. For each snow event, DPW



along with sister agencies like DDOT and HSEMA collaborates with the National Weather Service to monitor weather conditions, to help us effectively prepare for and respond to snow events.

We have learned many lessons from this last snow event and will be conducting an after-action assessment to continue our learning. We have also fully engaged DPW to do a more formal evaluation of snow and trash operations to see where we can make strategic improvements. Future improvements could include the following:

- Make fuller use of technology, such as GPS information that allows us to more accurately track the presence of all plows, as well as aerial and optical technology.
- Access trash when temperatures remain below freezing after a large snow event, including the use of Bobcats and other light equipment to remove snow from alleys.
- Expand amount of heavy equipment for scooping and hauling.

