

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Office of the City Administrator



**Performance Oversight Hearing on the
Office of the City Administrator**

Testimony of:

Kevin Donahue

City Administrator

Before the

Committee on Executive Administration and Labor

The Honorable Anita Bonds, Chairperson

March 5, 2026

9:30 AM

Good morning, Chairperson Bonds, and members and staff of the Committee on Executive Administration and Labor. I am Kevin Donahue, and I have the honor of serving as the City Administrator. I am here today to discuss the performance of the Office of the City Administrator during Fiscal Years 2025 and 2026. I am joined by Jenny Reed, the Deputy City Administrator and Director of the Office of Budget and Performance Management.

Functions of the Office of the City Administrator

The Office of the City Administrator serves as the central hub of District Government operations. We prepare and manage the District's budget, which means we monitor agency budgets throughout the year, try to predict costs the District will see in the coming years, and evaluate whether programs are effectively using budgeted funds. We work closely with agencies to set operational goals and implement the legislative actions and policy decisions of Mayor Bowser and the Council.

My office monitors federal changes affecting the District to address the anticipated impacts and represent the interests of District residents. The OCA is also the hub of coordination for several critical priorities, including reviewing programs to identify cost savings and increase effectiveness. As the Mayor and I have discussed at length with the Council, the upcoming Fiscal Year 2027 Budget will be significantly challenging and will require a re-evaluation of our priorities across the entire District Government.

Now I'll discuss each of the component offices within the OCA.

Budget, Performance Management, and The Lab @ DC

The Office of Budget and Performance Management, led by Jenny Reed, leverages data and strategic planning to guide the District's investments. The Budget Team formulates the budget and tracks agency performance through regular performance meetings where each agency's key performance indicators and strategic initiatives are reviewed and discussed. Every year, the Budget Team develops and transmits to the Council a balanced Budget and Financial Plan, as well as a balanced Capital Improvements Plan.

The Performance Team works with agencies and Deputy Mayors to develop specific initiatives that achieve progress towards meeting the Mayor's goals and agency objectives. The team also leads meetings to address important issues facing the District, using a data driven, collaborative approach. In FY25, the OCA Performance Team held 21 CapSTAT meetings, resulting in actionable recommendations to improve programs and services.

The Lab @ DC, now 10 years old, works to ensure that the District's policy decisions are informed by the best evidence from research and resident input. In FY25, we expanded this work by launching The Lab @ DDOT—a team of four DDOT employees who have brought in-house research capacity to improve safety and accessibility. The Lab works closely with agency-based fellows to form a mutual support network for sharing resources and unsticking technical problems.

In its first year, The Lab @ DDOT has substantially advanced six research and design projects, including an evaluation of traffic fine reductions to test whether the reductions lowered the number of tickets going to collections and whether recipients get future citations. Results are expected this summer. We are not only proud of The Lab @ DDOT's work on these impactful projects, but also of how its role is informing our thinking about seeding future in-house research and design capacity across District agencies.

Office of Racial Equity

The Office of Racial Equity's objectives are to make government policies and processes more inclusive and to eliminate racial disparities in opportunities and access to resources within the District. ORE, now five years old, provides leadership and technical assistance and promotes strategic alignment and coordination. In FY25, ORE trained more than 1,150 agency managers and supervisors.

I want to highlight ORE's Racial Equity Cohort program, an evidence-based, year-long curriculum designed to help agencies develop and deepen their racial equity practices. It includes activities to increase agency capacity to review policies and practices through a racial equity lens and to support the development of a roadmap for integrating equity principles throughout their work. As of February, ORE has led four racial equity cohorts, serving a total of 29 District agencies.

We are also building on the successful launch of the District's Racial Equity Dashboard in FY25 by expanding and updating the indicators reported. This comprehensive online platform currently provides data on 32 indicators across seven dimensions of life in the District, such as health and housing. ORE and OCTO are currently working to enhance the existing indicators and incorporate 10 additional metrics.

Government Operations

The Government Operations Team, headed by Assistant City Administrator Chris Rodriguez, which we refer to as GovOps, empowers its cluster agencies to focus on the efficient delivery of programs and services.

The GovOps Cluster includes the following agencies:

- Department of General Services (DGS);
- Department of Human Resources (DCHR);
- Office of Contracting and Procurement (OCP);
- Office of the Chief Technology Officer (OCTO);
- Office of Risk Management (ORM);
- Office of Labor Relations and Collective Bargaining (OLRCB);
- Office of Disability Rights (ODR);
- Department of Motor Vehicles (DMV); and
- Department of For-Hire Vehicles (DFHV).

The GovOps team is working on streamlining the District's procurement and hiring processes and identifying savings across District Government facilities. It is also leading our efforts at using Artificial Intelligence in the workplace.

Infrastructure Cluster

The Infrastructure Cluster team focuses on clean air and water, and safety and accessibility. It advances these objectives by coordinating interagency activities and improving service delivery through continuous process evaluation.

This team includes the following agencies:

- Department of Public Works (DPW);
- District Department of Transportation (DDOT); and
- Department of Energy and Environment (DOEE).

All three agencies have been pivotal in orchestrating our Clean Corridors projects, as well as strategically working with the Federal Government, especially the National Park Service (NPS) on beautification projects. I also want to highlight that the Infrastructure Cluster is working with GovOps on energy solutions and savings.

Looking Ahead

Over the past 11 years of Mayor Bowser's administration, we have had opportunities to gain hard-earned knowledge about coordinating government, including lessons learned while addressing immediate emergencies and strategies for making progress toward longer-term goals in an environment where there are always urgent tasks before us. We are relying on this experience as we make very difficult budget decisions and implement additional good government solutions. Mayor Bowser has charged us to leave the District Government better than we found it and pass the baton so that we can continue making progress for our residents.

Thank you for the opportunity to share highlights of my team's work. I am prepared to take your questions.