



Oversight in Action

FY 2022 ANNUAL REPORT ON ACTIVITIES

District of Columbia
OFFICE of the INSPECTOR GENERAL

November 30, 2022



Oversight in Action

FY 2022 ANNUAL REPORT ON ACTIVITIES

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District of Columbia OFFICE of the INSPECTOR GENERAL

MISSION

Our mission is to independently audit, inspect, and investigate matters pertaining to the District of Columbia government in order to:

- prevent and detect corruption, mismanagement, waste, fraud, and abuse;
- promote economy, efficiency, effectiveness, and accountability;
- inform stakeholders about issues relating to District programs and operations; and
- recommend and track the implementation of corrective actions.

VISION

Our vision is to be a world-class Office of the Inspector General that is customer-focused and sets the standard for oversight excellence!

GUIDING PRINCIPLES AND CORE VALUES

Accountability	Integrity	Professionalism
Transparency	Continuous Improvement	Excellence

Message from the Inspector General

I am pleased to present the District of Columbia Office of the Inspector General (OIG) Fiscal Year (FY) 2022 Annual Report on Activities summarizing the oversight work and accomplishments of the OIG for the reporting period October 1, 2021, to September 30, 2022.

The OIG is like no other office of inspector general, as programs and operations subject to our oversight include functions typically executed by a state, county, city, or school district. The OIG's 112 full-time equivalent (FTE) professionals are collectively responsible for contributing \$155 million of oversight capacity to the District. Because oversight needs exceed the OIG's capacity, we must understand the system of the District, continually assess risks, prioritize our work, and execute our oversight engagements to maximize our return on investment. Despite the residual challenges of the COVID-19 pandemic, the OIG has remained steadfast in providing oversight of the District's \$18.4 billion gross budget during the report period.

During the performance period, the OIG made considerable contributions to enhance the District's effectiveness, efficiency, and economy. Most notably, the OIG provided oversight of the District's Annual Comprehensive Financial Report (ACFR) audit, conducted comprehensive risk assessments of the District's procurement system, and issued reports on homelessness programs, tax abatement processes, and the availability and equity of student distance learning. Additionally, in furtherance of the OIG's mission to prevent and detect corruption, mismanagement, waste, fraud, and abuse, OIG investigations led to several high-profile outcomes ultimately holding wrongdoers accountable.

In addition to our oversight efforts, the OIG worked to improve its capabilities. In coordination with the Council of the District of Columbia, we are working to resolve the OIG's oversight impediments. Due to the OIG's robust partnership with the United States Attorney's Office, the OIG's Special Assistant United States Attorneys jointly prosecuted several Medicaid provider fraud and beneficiary abuse, neglect, and exploitation cases in the Superior Court of the District of Columbia.

Finally, recognizing the District benefitted from additional federal aid to assist with Pandemic recovery, District leaders provided the OIG with resources to establish its Pandemic Oversight Program (POP). The OIG's POP is leveraging additional personnel and resources that will provide oversight of the additional appropriations that are critical to supporting the District's recovery.

Our FY 2022 Annual Report on Activities reflects the exceptional efforts of the OIG's hard-working and selfless professionals, who endeavor to maximize the economy, efficiency, and effectiveness of District programs and operations and to prevent and detect corruption, fraud, waste, abuse, and mismanagement.



Lee M. Hart

for Daniel W. Lucas
Inspector General

Executive Summary

Annually, the OIG conducts a risk assessment to help District government leaders better understand the risks within District programs as well as offer recommendations to guard against corruption, mismanagement, waste, fraud, and abuse. The OIG's *Annual Audit and Inspection Plan* included a [High-Risk List](#) that identified 11 areas to focus our work for FY 2022: the COVID-19 Public Health Emergency, recovery efforts, and emergency procurement; information technology procurements; affordable housing; cybersecurity; Medicaid; entitlement programs; rental and housing programs; gun violence prevention; and real property.

OIG engagements targeted risks affecting multiple agencies and programs. This focused work provided the most significant impact to the efficiency and effectiveness of District government operations.

The OIG issued five audit and inspection reports, as well as three Significant Activity Reports (SARs) from the Investigations Unit (see Appendix B). Our investigations resulted in 9 arrests, 8 indictments, 10 convictions, 5 civil resolutions, and 2 personnel actions.

We responded to increased complaints regarding District programs, held wrongdoers accountable for their actions, and secured the return of over \$12 million to the District, allowing those dollars to be used for programs necessary to assist residents. The OIG made recommendations to District agencies to improve their program policies and procedures and improve the economy and efficiency of District operations.

The OIG also worked to improve our processes and procedures to increase our own effectiveness and efficiency. We revamped the OIG website to increase traffic, improve access to OIG products, and add value to the visitor's experience. We realigned the organization to include two new support divisions to increase productivity and stakeholder engagement and, as required by law, the OIG was peer reviewed by the Association of Inspectors General.

We know there is more work to do. As the OIG's understanding of the District as a 'system' and its overall risk landscape continues to evolve, our work – both internal and external – will continue to reflect our commitment to the District.



If you need to contact the OIG to make a complaint you can:

Call us at:
(202) 724-TIPS (8477)
or (800) 521-1639

Email us at:
hotline.inspectorgeneral@dc.gov

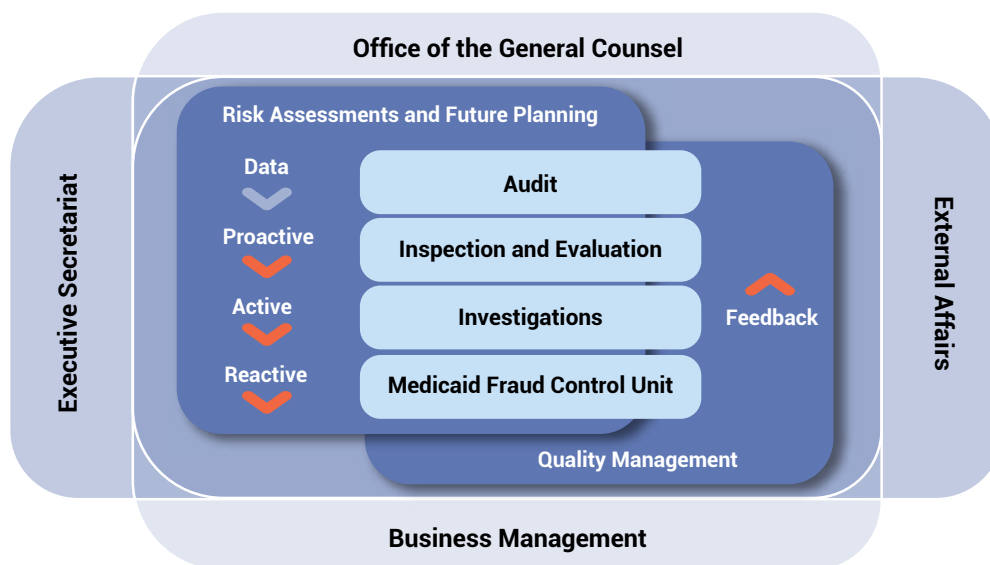
[Report waste or fraud here >](#)

[Report Medicaid fraud here >](#)

Significant Activities in FY 2022



The OIG operates as a system to provide oversight of the District Government, with the support divisions enabling the operational units to execute our legislative mandates. No part of the system is more important than another, nor could one operate successfully without the others. The OIG's significant activities are results of the OIG system in action.



Post-Realignment IG System

The OIG has five operational units: Audit; Inspections and Evaluations, Investigations; Medicaid Fraud Control Unit; and Risk Assessment and Future Planning. The five divisions supporting their work are: Business Management, External Affairs, Quality Management, Executive Secretariat, and the Office of General Counsel.

OPERATIONAL UNITS

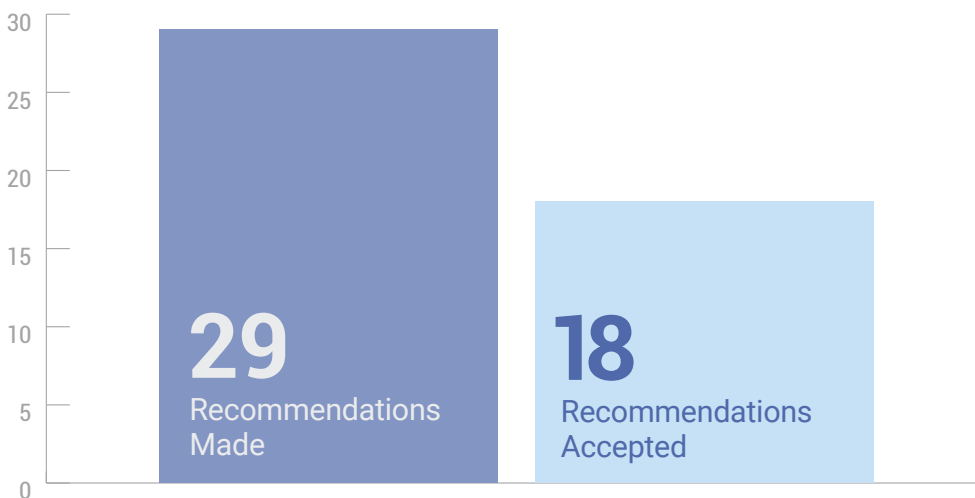
➤ Audit Unit (AU)

The Audit Unit manages the performance of the Annual Comprehensive Financial Report (ACFR) audit. The ACFR presents an independent, certified public accounting firm's opinion on whether the District's financial statements were presented fairly and in compliance with generally accepted accounting principles. The independent auditors also examined whether there were instances of noncompliance and/or weaknesses in internal controls that materially affect the District's financial position and operations as of the end of FY 2022. On January 31, 2022, the OIG published the District's FY 2021 ACFR, marking the 25th consecutive unqualified opinion¹ of the District's financial statements. The independent auditors identified no material weaknesses or significant deficiencies related to the District's overall financial statements.

AU also oversaw completion of three District-wide procurement risk assessments² focused on District: (1) procurement activities; (2) information technology capital projects; and (3) emergency procurements during the COVID-19 Public Health Emergency. These reports identified potential risks to government operations that could form the basis for new OIG project's and follow-up in future fiscal years.



AU conducts audits of District agencies, programs, functions, and activities. In addition, AU monitors and oversees the audit process for the District of Columbia Annual Comprehensive Financial Report (ACFR).



¹ An unqualified opinion is an independent auditor's judgment that a company's financial statements are fairly and appropriately presented, without any identified exceptions, and in compliance with generally accepted accounting principles (GAAP).

² See, D.C. Code § 1-301.115a(a)(3)(E)

The Audit Unit's reports, "[The District Could Benefit from a Comprehensive Cost-Benefit Analysis of the Tax Abatement Program](#)" and "[Certain Controls Designed by DCPS to Ensure the Availability and Equity of Distance Learning Activities Were Not Operating Effectively](#)" were engagements that identified control weaknesses.

To ensure the desired economic benefit from the tax abatement program is realized and the District school system minimizes student achievement disparities, the OIG's recommendations must be implemented.

In response to OIG's recommendations, the Office of the Chief Financial Officer (OCFO) is developing a plan for conducting a periodic, retrospective cost-benefit analysis of the Tax Abatement Program and individual tax abatements. The analysis will help OCFO obtain reasonable assurance that the program created economic value for the District. Likewise, D.C. Public Schools (DCPS) is developing a plan to address the adverse impacts on student academic achievement caused by the transition to a virtual learning environment during the COVID-19 Public Health Emergency.

“Our work at the OIG is important because we shine a light on issues that are not widely known to the public. The deficiencies we identify, once corrected, bring efficiency and effectiveness to government operations. We ensure the District's assets are safeguarded and used properly and not in a wasteful or fraudulent manner. These improvements benefit District residents, taxpayers, and other stakeholders now and in the future.”

-OIG Audit Staff



Inspections and Evaluations Unit (I&E)

In FY 2022, I&E made several internal operational improvements to enhance program efficiency in delivering its work. First, I&E hired additional staff who bring diverse experience and education to the unit, which will enhance the OIG's ability to analyze District government operations through a multifaceted lens. Second, I&E advanced its understanding and use of the OIG's project workpaper management software, TeamMate+, which enables I&E staff to review and approve working papers more efficiently and store evidence and supporting documentation more effectively.

I&E completed the [Evaluation of the District of Columbia Family Re-Housing and Stabilization Program \(FRSP\)](#). Given the District's commitment to end homelessness, the OIG identified this as an important project to help District leadership strengthen its management of FRSP. This report evaluated whether the Department of Human Services (DHS) managed FRSP according to program regulations and the extent to which the program met the goal of providing enough stability to participants transitioning to their own housing. The OIG found that DHS had opportunities to improve its management of FRSP, oversight of case management service providers, and coordination with other District agencies supporting these District residents. The OIG made 11 recommendations to help DHS achieve these goals.

The OIG noted that FRSP expanded rapidly, in part because DHS used the FRSP as a bridge program to assist homeless residents transition from shelters to the next step in the continuum of care. With the rapid FRSP expansion, we learned that DHS only focused on whether applicants met minimum eligibility criteria and not the totality of factors listed in the D.C. Municipal Regulations that make a family eligible for FRSP assistance. To help resolve the issue, we recommended DHS screen participants upon intake into the FRSP for either the Permanent Supportive Housing Program (PSH) or the Targeted Affordable Housing Program (TAH).

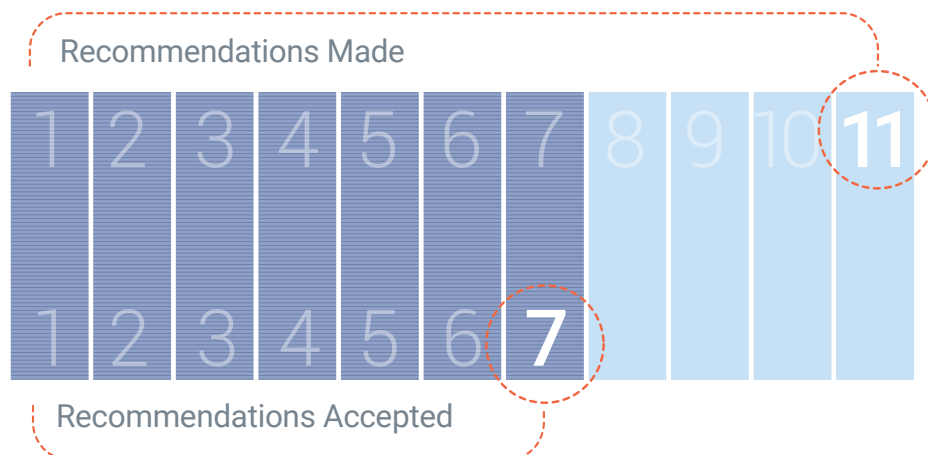
Ultimately, the OIG highlighted that to serve its participants most effectively, the FRSP must acutely focus on program efficiency.



I&E focuses its resources on conducting inspections and evaluations to highlight needs for corrective measures that improve operations, address deficiencies, and ensure compliance with District and federal laws, regulations, and policies. I&E engagements provide senior District government managers with an independent source of facts and analysis about agency performance, program efficiency, and the effectiveness of quality assurance procedures.

“ [This] report helped focus the Rapid Re-Housing discussion to include goals that would be tailored to the District's current needs. ”

-OIG I&E Staff



Investigations Unit (IU)

IU is committed to identifying, preventing, and deterring criminal activity against the District, as well as pursuing all appropriate means to recoup misappropriated District funds.

IU secured significant penalties against bad actors in several important cases, demonstrating that anyone committing fraud, waste, or public corruption in the District would be held accountable.

Two significant cases exemplify IU's work:

1. A former District of Columbia Fire/EMS (FEMS) employee was sentenced to 34 months in prison and ordered to pay a \$61,250 forfeiture judgment and \$257,680 in restitution for accepting bribes. In this case, a warehouse supply technician responsible for verifying deliveries of goods to the FEMS warehouse engaged in a bribery scheme with a contractor whose company was an approved vendor for supplies. The employee solicited and received bribes from the contractor on at least seven occasions in exchange for directing purchase orders to the contractor's company and confirming delivery of and enabling payment for goods the company did not deliver. As a result, the District paid the company approximately \$250,000 for goods not received.
2. The owner of a D.C. real estate company pled guilty to a federal bribery charge after admitting to paying a D.C. government employee for confidential information. The company owner admitted to giving more than \$2,000 in bribes to a D.C. Department of Housing and Community Development program specialist in exchange for confidential, un-redacted "offer of sale" notices from the Tenant Opportunity to Purchase Act (TOPA).

When the U.S. Attorney's Office declines to prosecute in a criminal investigation, IU then recommends the D.C. Office of the Attorney General (OAG) pursue civil recoupment of improperly received funds. Two civil cases the OIG referred to OAG for civil recoupment this FY are:

1. A former D.C. Department of Human Services (DHS) Human Resources Officer improperly received and retained compensation (overtime), which they were ineligible to receive. OIG investigators determined that the DHS employee documented 511 hours of overtime from March 21, 2020, through August 27, 2021, receiving \$52,527.57. However, as a Grade 15 Management Supervisory Service (MSS) employee, they were not entitled to overtime compensation per the Fair Labor Standards Act. As a result, DHS terminated the employee.
2. A business owner wrongfully received \$137,900 for services that were never rendered. OIG investigators determined that in 2016, a former Deputy Chief, Educational Technology and Library Services for DCPS contracted with the business owner to subcontract third-party vendors to conduct training and professional development seminars. Neither DCPS nor the business owner provided evidence that any third-party vendors conducted training. However, the business owner submitted invoices and received a total of \$137,900 in payments for training that was never conducted.



IU investigates alleged misconduct involving violations of District or federal criminal law, civil statutes, regulations, and employee standards of conduct.

“ We are fighting for the DC citizens by holding individuals and companies accountable to follow the District laws and regulations. By doing so we are ultimately helping to keep DC citizens' tax dollars and donated dollars safe. ”

-Financial Analyst, IU

IU prioritized staff training and offered staff a multitude of training opportunities to enhance skill sets. Training included the Certified Fraud Examiner certification because many of the criminal investigations IU conducts involve allegations of fraud within District agencies. IU also conducted its annual Use of Force Training for all Special Agents, including those in the Medicaid Fraud Control Unit. The training included a discussion of the constitutional standards in the use of force, the OIG's Use of Force Policy, methods to overcome unnecessary hesitation in use of force encounters, as well as training in documenting use of force incidents.

“Holding government employees and those that do business with the government accountable and ultimately ensuring the integrity of District's agencies and programs is a huge responsibility. This is why we do what we do, when we do good work, we hope to instill confidence in the public that we are looking out for DC residents. I am proud to be part of this agency and the work we do.”

-OIG Staff

FY 2022 Monetary Investigative Results



\$7,836,760
Recoveries



\$1,654,815
Restitution



➤ Medicaid Fraud Control Unit (MFCU)

The MFCU is tasked with investigating and prosecuting fraud and abuse in the administration of Medicaid programs, as well as allegations of abuse, neglect, and theft involving persons who reside in Medicaid-funded facilities or who receive Medicaid-covered services. There are 53 MFCUs, in the U.S. including the District of Columbia. The District of Columbia MFCU is unique in that it is the only jurisdiction where the MFCU resides within an office of inspector general. The U.S. Department of Health and Human Services certified the D.C. MFCU on March 1, 2000.

The MFCU achieved several positive investigative outcomes, both criminal and civil:

1. A dentist pled guilty to conspiracy to commit mail fraud and healthcare fraud. From January 2013 to May 2018, the dentist and others filed fraudulent Medicaid claims for dental services to Medicaid beneficiaries, received the fraudulently obtained funds from Medicaid, and recruited Medicaid beneficiaries to fuel the scheme through the payment of kickbacks and bribes. As part of his guilty plea, the dentist will be required to pay at least \$1,267,630 in restitution.
2. A former mental health and community residence facility director was indicted on two felony counts and three misdemeanor counts of financial exploitation of a vulnerable adult or elderly person. According to court documents, the facility director used the bank account of a resident, a 73-year-old veteran, to pay her personal utility and credit card bills.
3. The District of Columbia Superior Court granted a default judgment in a civil action against a former Medicaid provider that provided in-home services for District Medicaid beneficiaries. The complaint alleged the provider used chiropractors who were not legally or medically qualified, paid kickbacks to its employees to recruit beneficiaries, and billed the Medicaid program for services that were never rendered. The Court stated that the provider owed the District \$4.6 million, and ordered that the District Medicaid program could retain the payments it had previously withheld based on its determination that the provider had likely committed fraud.

The OIG's MFCU partners with several federal and District agencies to drive changes in how Medicaid fraud is investigated and prosecuted. For example, the MFCU's Director is co-chairman of the District's Developmental Disabilities Fatality Review Committee and partners with the U.S. Department of Health and Human Services OIG and the Federal Bureau of Investigation in investigative matters involving the District's Medicaid program.

The MFCU secured participation in the United States Attorney's Office (USAO) Special Assistant United States Attorney (SAUSA) Program for two MFCU attorney-advisors. These attorney-advisors were appointed as SAUSAs dedicated to prosecuting MFCU cases. With SAUSAs, the MFCU can now prosecute criminal cases involving healthcare fraud and abuse, neglect, and financial exploitation of elderly persons and vulnerable adults in the District's Superior Court as well as in U.S. District Court. Prior to the SAUSA appointments, the MFCU could only refer criminal cases to the USAO for possible acceptance or declination. Since their appointments earlier this year, both SAUSAs have already successfully prosecuted criminal cases involving healthcare fraud, abuse, and neglect in the District's Superior Court.

“As a prosecutor for abuse, neglect and exploitation cases, it is an honor to be tasked with obtaining justice for elderly people and vulnerable adults, who are among the most vulnerable people in our society. Many of these victims are alone, do not have a voice, and feel hopeless. It is so important to give these victims hope that their abuse will end, that their life savings will be returned, and that their abuser will be brought to justice and be prevented from hurting anyone else.”

-MFCU Attorney

In addition to the substantial operational work the MFCU accomplished this FY, the Unit made 11 presentations at national conferences and for District agencies.

Like other OIG operational units, the MFCU underwent a peer review at the end of FY 2022. The week-long review focused on policies, procedures, case files, and financial documents to ensure that the MFCU is operating in accordance with local and federal regulations. We expect a full report on the outcome of this review in FY 2023.

➤ Risk Assessment and Future Planning Unit (RAFP)

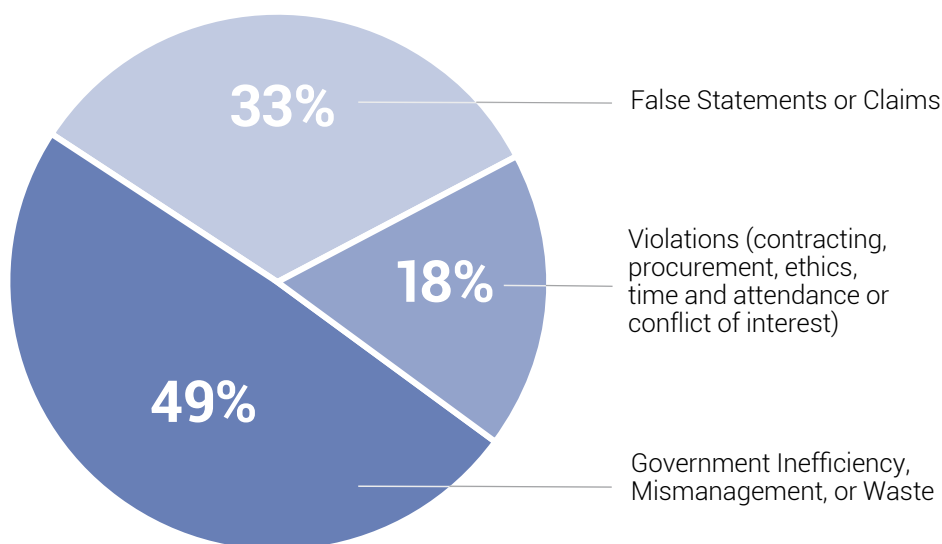
In FY 2022, RAFP improved the OIG's data analytics capability, enabling the unit to support ongoing audits, inspections, and investigations with advanced data analytics. The OIG used RAFP data analytics to help properly scope the objectives of engagements to ensure the greatest impact and improve the outcomes of OIG work. During FY 2022, RAFP completed 34 oversight projects,³ an increase of 42 percent over last FY.

Of note, RAFP's investigative support of the MFCU helped advance significant cases of fraud and abuse. In recognition of these substantial contributions, RAFP analysts were invited to present their work during the National Association of Medicaid Fraud Control Units annual conference.

This FY, the OIG's Hotline Program also saw a 65 percent increase in actionable complaints⁴ over FY 2021.



RAFP evaluates risk related to corruption, mismanagement, waste, fraud, and abuse within the District.



Top Complaint Categories Received by the OIG

³ An oversight project is any analytical project in support of ongoing audits, inspections, evaluations, or investigations.

⁴ Actionable complaints are defined as credible allegations of corruption, fraud, waste, abuse, or mismanagement within the OIG's purview.

SUPPORT DIVISIONS

Business Management Division

During FY 2022, the Business Management Division had three substantial accomplishments.

Realignment

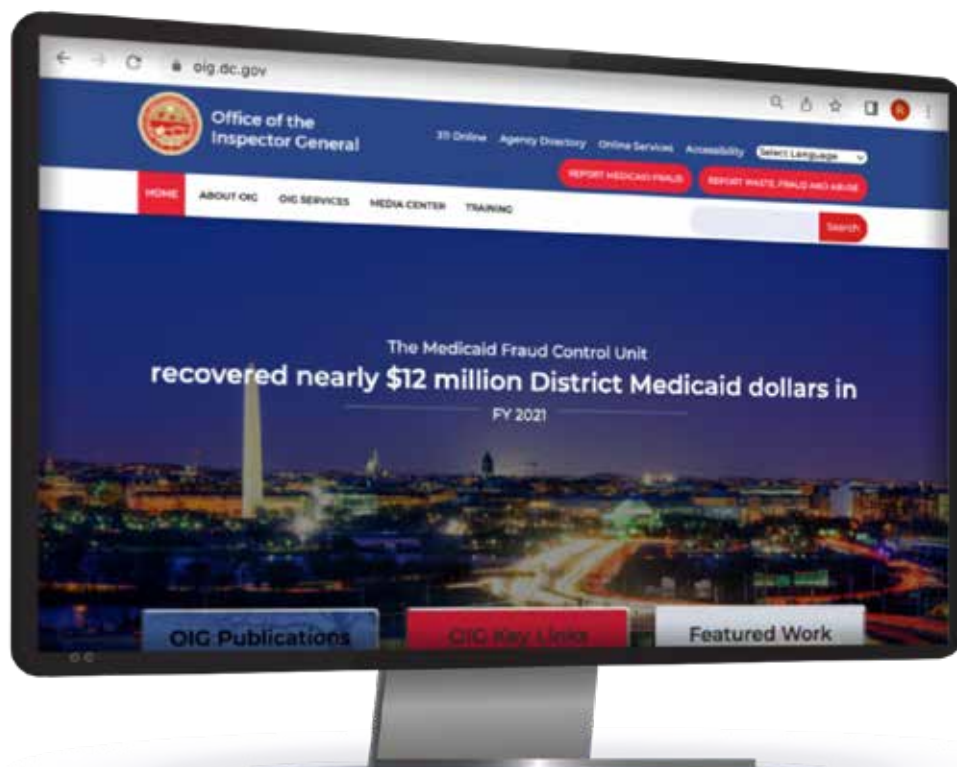
Through the annual strategic planning process, the OIG identified the need for an internal realignment to ensure programs and functions are appropriately resourced to meet its oversight mission most effectively and efficiently. As a result, the OIG established two additional support divisions - External Affairs and the Executive Secretariat.

This realignment will help maximize the effectiveness and efficiency of our finite resources as well as maximize the OIG's ability to fight fraud, waste, abuse, and mismanagement in District programs and operations.

Website Enhancements

Audiences access our work most commonly through social media and the OIG website. The OIG determined its website lacked the content and capabilities necessary to keep our stakeholders and District residents informed on our work and impact across the District. Though the OIG regularly publishes reports and other products on its website, the website did not reflect the breadth of work the OIG performs.

OIG's New Website
oig.dc.gov

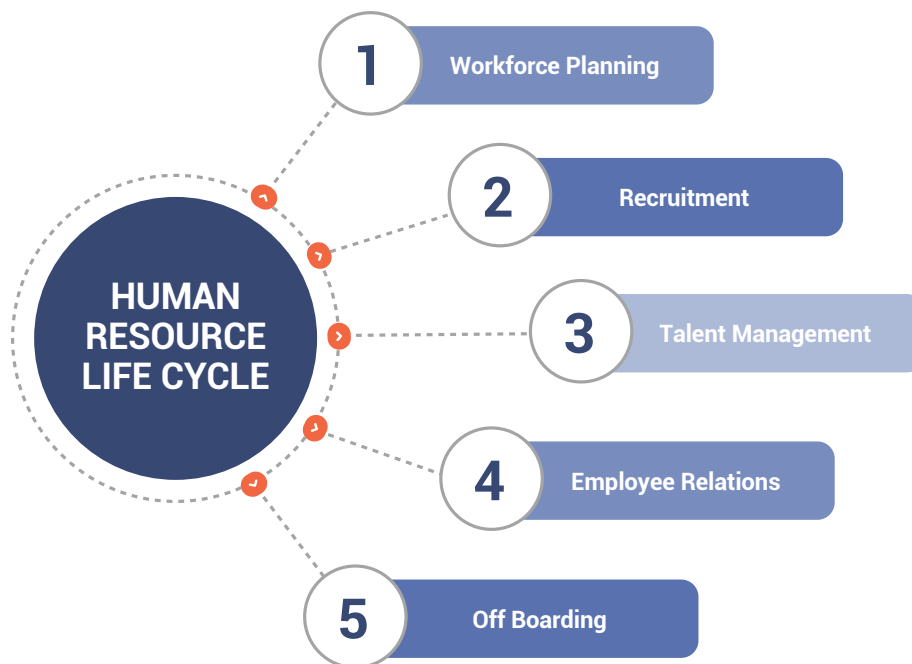


The OIG's updated website emphasizes three important communication goals:

1. **Educating the Public:** The new website has a page dedicated to educating our stakeholders. From District residents to employees to elected officials, this page deepens their understanding of the OIG's mission and how it is accomplished.
2. **OIG Work Products:** The OIG produces and shares its audit, inspection and evaluation, and significant activity reports on its website. Additionally, the OIG publishes press releases, annual plans and reports, as well as testimony on important matters under consideration by District Council. The OIG's website also includes the status of open recommendations and ongoing engagements.
3. **Engaging the OIG:** The OIG is a small agency with immense and diverse oversight responsibilities. It relies heavily on the eyes and ears of District residents, employees, officials, contractors, and other stakeholders to report suspected and known fraud, waste, abuse, and mismanagement. The OIG's new website prominently features a clear and accessible reporting link that allows users to submit complaints and communicate information anonymously to the OIG.

Human Capital Plan

The Business Management Division developed and began implementing the OIG's first Human Capital Plan as a key step in the OIG's progress in building a highly effective, performance-based organization through workforce planning, recruitment, talent management, employee relations, and separation. This plan will enable the OIG to recruit, train, and retain the best talent available to perform mission-critical work for the District.



**HR Life Cycle
Diagram Graphic**

➤ External Affairs Division

The External Affairs Division leads the OIG's efforts for public, media, legislative, and intragovernmental affairs – ensuring the Mayor, Council, and other District government leaders are continually informed of the OIG's oversight work and the status of its recommendations. During FY 2022, the External Affairs Division had three achievements that assisted the OIG in accomplishing long-standing strategic initiatives.

Legislative Affairs

The External Affairs Division's legislative affairs efforts triggered hearings and legislation such as B24-0954/0955, the "[Inspector General Oversight Consistency Emergency Amendment Act of 2022](#)" and the "[Inspector General Oversight Consistency Temporary Amendment Act of 2022](#)," to amend the District of Columbia Procurement Practices Act of 1985 and established the OIG's authority to review and investigate the District of Columbia Housing Authority without a prior request to the Council.



Recommendation and Follow Up Program

The OIG is required to track the implementation status of OIG recommendations and conduct periodic testing to evaluate whether these recommendations addressed the root causes of identified problems and deficiencies.

This FY, the OIG worked with Office of the Chief Technology Officer staff to design a web-based portal to allow District agency representatives the ability to see previous OIG recommendations applicable to their respective agencies and provide an update on their agency's implementation of these recommendations. This portal will allow the OIG to engage District agencies on their implementation of recommendations continually rather than just once each fiscal year.

The Pandemic Oversight Program

Since March 2020, Congress has appropriated over \$5.4 trillion to support the United States' response to the COVID-19 pandemic. The rapid influx of resources to expand and/or create government programs to aid in communities' response and recovery proportionally increases the risks for fraud, waste, abuse, and mismanagement. The District received over \$495 million through the [Coronavirus Aid, Relief, and Economic Security \(CARES\) Act](#), and in 2021, the District announced planning for an additional \$2 billion in funding from the [American Rescue Plan Act of 2021](#).

The OIG is responsible for providing District oversight of federal appropriations from the CARES Act and the American Rescue Plan Act of 2021. However, the resources required to provide that oversight exceeded the OIG's budget.

Accordingly, we worked with the Office of the City Administrator to secure a multiyear budget enhancement, comparable to those given to federal OIG's for similar work, to conduct oversight activities related to this pandemic relief funding.

During FY 2022, the OIG used this funding to establish its Pandemic Oversight Program (POP). We hired additional staff, contracted for a District-wide risk assessment to identify areas needing more stringent oversight, and began building the technological infrastructure necessary to use data to determine ongoing risk areas for fraud, waste, and abuse. POP work will continue through FY 2023 and into FY 2024.



➤ Quality Management Division

The Quality Management Division (QM) is tasked with reviewing all OIG operational products to ensure they meet the standards defined for OIG work as described in the Government Accountability Office Yellow Book and Green Book, as well as Council of the Inspectors General on Integrity and Efficiency standards. In addition, QM had two notable accomplishments this FY.

Internal Control Assessment Program (ICAP)

The ICAP enables District agencies to proactively assess and address issues in their internal control systems to ensure they are adequately designed and operating effectively to prevent and detect corruption, fraud, waste, abuse, and mismanagement in District government operations and programs. This year, QM developed a plan of action to help District agencies assess their internal controls. Additionally, QM developed a risk matrix and training to help District agencies understand the program and how to engage the OIG for assistance.



To request an Internal Control Assessment for your District Agency or program [click here](#).

OIG Peer Review

Peer Reviews serve to deliver independent, qualitative reviews of OIG work. The OIG's enabling statute, D.C. Code § 1-301.115a, requires peer reviews every 3 years. Although the pandemic delayed the OIG's peer review by a year, the Peer Review Team found no reportable instances of failure to meet compliance standards and issued an unqualified opinion letter unanimously concluding that the AU, I&E, IU complied with their respective professional standards.

We are also proud to report that the Peer Review Team highlighted several areas of notable distinction, including:

- **Staff Morale:** The OIG's focus on staff morale as the key to a successful organization has succeeded by maintaining an open line of communication between all levels of leadership and staff.
- **External Stakeholder Relationships:** Stakeholders view the OIG as a partner and not an adversary. These relationships are the culmination of the OIG prioritizing developing partnerships since 2014 under the current Inspector General's leadership.
- **Annual Plan:** The *Annual Audit and Inspection Plan* is a comprehensive document which incorporates internal and external input, including surveys and external risk assessments, and outlines a plan for the most effective use of finite AU and I&E resources.
- **Support Services:** The strength of the OIG's support services function is an integral part of agency operations. These functions assist all OIG units in operating seamlessly and do so with enthusiasm.

“ The OIG stakeholders should know that OIG employees are dedicated professionals committed to making the District government work BETTER for District citizens, employees, and visitors to the nation's capital. ”
-OIG Attorney Advisor

Executive Secretariat Division

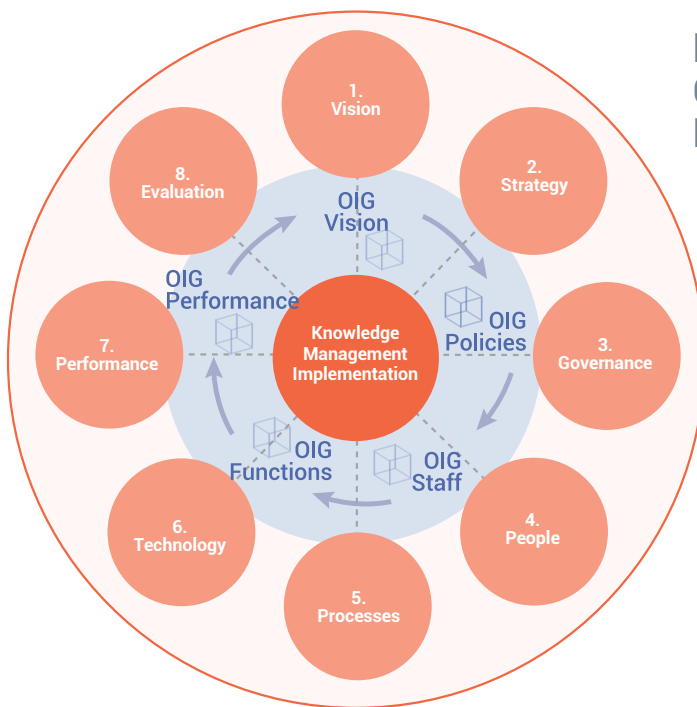
The Executive Secretariat Division manages the OIG's development and review of policies, correspondence, and reports, as well as provides the organization with effective, efficient, and innovative document and records management.

The Executive Secretariat is also responsible for the development and operation of the OIG Knowledge Management System (KMS), which will facilitate the exchange of knowledge and communication through transformative information technology solutions for OIG staff and District citizens.

During FY 2022, the Executive Secretariat Division began developing plans to progress the KMS, and implement a more robust records management liaison program for the OIG.

“The role of Knowledge Management (KM) is critical to forward-thinking organizations. The benefits of implementing a KM System to collect data and information, to identify, transform, share, and reuse generated and derived information will improve OIG's performance and value to the government and citizens of the District of Columbia. OIG's collective knowledge will reduce learning curves and spawn innovation to improve products and processes..”

-Executive Secretariat Division



**KMS
Conceptual
Diagram**

Office of the General Counsel

The Office of the General Counsel (OGC) is a small division whose mandate is to ensure all OIG activities and outputs comport with laws, rules, regulations, and policies. The OGC provides frank and objective legal advice to protect the agency against legal liability and advocates the OIG's legal position in disputes that arise during enforcement activities, when the District or the OIG is named as a defendant in a lawsuit, or agency personnel or records must be produced during a lawsuit. All work published or performed by the OIG is guided by the OGC. In FY 2022, even with reduced staffing, the OGC continued to address agency needs, meet statutory response times, and provide litigation support to OAG in producing discovery responses.

Employee Engagement and a Culture of Appreciation



The OIG has an Employee Engagement Committee tasked with planning meaningful OIG events to ensure we are building our team in both competency and spirit. It was no surprise to the OIG that the Peer Review Team noted staff morale as a key contributor to the OIG's success. The OIG is committed to employee engagement and has implemented several long-standing and purposeful programs to engage and appreciate our hard-working staff.

The Engagement Committee is a group of OIG staff, representing each operational unit and support division, that plans both large and small morale building events throughout the year. The Committee plans annual employee training events and off-site leadership meetings, an annual team building barbecue, an awards ceremony, and an end-of-the-year holiday party. The Committee also hosts smaller team events throughout the year such as our Thanksgiving Food Drive, a Pumpkins for the Cure event to raise awareness for Breast Cancer research, and our Adopt-a-Family gift program in partnership with the District Department of Child and Family Services during the holiday season.

During each event, units and divisions can earn points towards the OIG's The Inspector General (TIG) Cup, which is awarded to the unit or division that earns the most points throughout the year. Competition for the TIG Cup began in 2015 and the cup has been awarded each year since, except during the COVID pandemic. These events and activities build comradery across and within the units and divisions, while fostering healthy competition amongst the OIG staff. The TIG Cup competition engages staff in activities that broaden their horizons and build an overall sense of community.



The OIG also has an Employee Recognition Program that rewards employees for exemplary contributions to the OIG mission. For an employee to be recognized, they must be nominated by a colleague, assessed by a committee, and voted to win the award. In FY 2022, 37 OIG employees were nominated for recognition awards.

2022 EMPLOYEE RECOGNITION AWARD WINNERS	
Jane Drummey	The Excepted Service and Managerial Supervisory Staff Leadership Award
Alvin Layne	The Career Service Leadership Award
Elliott Taylor	The Creativity Award
Towanda Mitchell and Toni Cassidy	The Collaboration Award
Bianca Duckett	The Respect for Others Award
Jaime Yarussi	The Von Steuben Employee of the Year Award

YEARS OF SERVICE AWARD WINNERS	
John Burke	5 Years of Service
Hoberlina Latupeirissa	10 Years of Service
Victor Richardson	15 Years of Service
Katrice Howell and LaRonda Jenkins	20 Years of Service

Appendix D contains a full list of OIG award winners through the years.



Oversight in Action: The Effect of Our Work

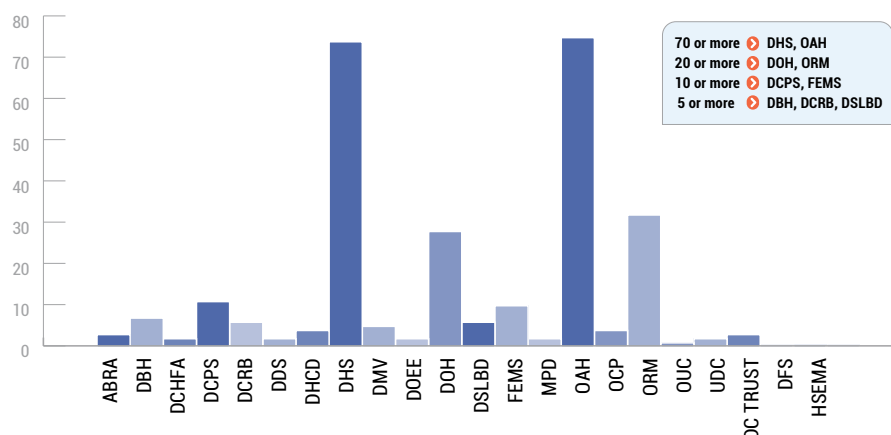
During FY 2022, District agencies agreed with 63 percent of the recommendations made by the OIG to improve the programs needed by District residents. Additionally, 35 percent of all OIG investigations had an outcome beneficial to the District, either through criminal, civil, or administrative resolution, often with monetary restitution for money stolen from the District. Finally, 74 percent of all complaints the OIG received in FY 2022 resulted in an investigation, audit, inspection or evaluation.

The OIG also identified fraud trends, which informed its work and allowed it to focus resources in those areas most impactful to the District. The OIG identified the following trends in FY 2022:

- an overall lack of internal controls, including in entitlement programs and new pandemic-related programs, led to misuse of program funds;
- an overall lack of policies and procedures within District programs reviewed in FY 2022;
- poor contract administration, generally due to a lack of time or training, resulted in contracts that were not executed as intended;
- increased funding to existing programs led to significant increases in fraudulent claims for entitlement programs;
- an increase in opioid prescriptions for Medicaid beneficiaries;

“Our work at the OIG is important because we are empowered to enter and evaluate the performance of all the other agencies of the District. If we perform this duty impartially, using our talents cleverly and in a professional manner, we can contribute immeasurably to the health and well-being of the District.”

-OIG Audit Staff



Agencies Worked in During FY 2022

NOTE: These numbers represent the collective work within District Agencies from all OIG operational divisions.

- significant procurement issues and deficiencies, indicating a need for improved oversight before they lead to contract and/or procurement fraud; and
- emergency procurements are inherently risky for the District because, by their very nature, they require less oversight and can be paid prior to the receipt of goods, and does not require the verification of quantity and quality of goods and services received.

The OIG used all the tools at its disposal to drive positive changes to District programs during FY 2022. By making reasonable and achievable recommendations, as well as identifying trends and significant risks earlier, the OIG was able to help address the risk of fraud within District programs. Additionally, by collaborating with agencies to identify weak internal control policies and practices, the OIG is assisting agencies and programs to increase individual accountability and ultimately reduce levels of fraud.

Building on our work

The District is a complex system, simultaneously operating as a state, and local entity to ensure the needs of its residents and various reporting requirements are met. The complexity of the District as a system increases the complexity of the OIG's oversight responsibilities. During FY 2022, the OIG worked to understand this system's intricacies as well as define its inherent and transient risks to better address fraud, waste, abuse, and mismanagement within District programs and subsystems.

Looking ahead, the OIG will build on FY 2022's outstanding work and accomplishments and continue to drive positive change for the District. The OIG will use its risk assessments, oversight themes, and proactive data analytics capability to better understand the way the District works as an integrated system, the OIG's role in improving that system, and how to reach agreement with District entities on recommendations to programs that deliver maximum benefit to stakeholders. Whenever necessary, the OIG will work to hold accountable anyone who commits criminal acts against the District in an attempt to steal the people's money.



FRAUD INVESTIGATED:

Knowledge is Power Program (KIPP) D.C. The investigation found that a former Senior Director of Technology embezzled \$2,229,418.97 by creating shell technology corporations and then arranging and approving payments to those companies; however, none of the products or services paid for were ever delivered or provided to KIPP D.C.



Appendices

APPENDIX A Statutory Requirements

D.C. Code § 1-301.115a(f-2) requires the OIG to prepare an annual report, by December 1st each year, summarizing its activities during the preceding fiscal year. This legislation also outlines the OIG's purpose and specific responsibilities.

PURPOSE

- | | |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section (a-1)(1) | "Conduct and supervise audits, inspections[,] and investigations relating to the programs and operations of District government departments and agencies, including independent agencies;" |
| Section (a-1)(2) | "Provide leadership and coordinate and recommend policies for activities designed to promote economy, efficiency, and effectiveness and to prevent and detect corruption, mismanagement, waste, fraud, and abuse in District government programs and operations ..." |
| Section (a-1)(3) | "Provide a means for keeping the Mayor, Council, and District government department and agency heads fully and currently informed about problems and deficiencies relating to the administration of these programs and operations and the necessity for and progress of corrective actions." |

RESPONSIBILITIES

- | | |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section (a)(3)(A) | "Conduct independent fiscal and management audits of District government operations;" |
| Section (a)(3)(C) | "Serve as principal liaison between the District government and the U.S.[Government Accountability] Office;" |
| Section (a)(3)(D) | "Independently conduct audits, inspections, assignments, and investigations [requested by the Mayor] ... and any other audits, inspections[,] and investigations [deemed] necessary or desirable in the Inspector General's judgment;" |

Section (a)(3)(E)	"Annually conduct an operational audit of all procurement activities carried out pursuant to this chapter ...;"
Section (a)(3)(F)(i)	"Forward to the appropriate authority any report, as a result of any audit, inspection[,] or investigation conducted by the office, identifying misconduct or unethical behavior ..."
Section (a)(3)(F)(ii)	"Forward to the Mayor, within a reasonable time of reporting evidence of criminal wrongdoing to the Office of the U.S. Attorney or other law enforcement office, any report regarding the evidence, if appropriate;"
Section (a)(3)(H)	"Pursuant to a contract described in [Section (a)(4) of this subsection], audit the complete financial statement and report on the activities of the District government for [the] fiscal year ..."
Section (a)(3)(I)	"Not later than 30 days before the beginning of each fiscal year ... and in consultation with the Mayor, the Council, and the Authority, establish an annual plan for audits to be conducted ... during the fiscal year ..."
Section (a)(3)(J)	"[C]onduct investigations to determine the accuracy of certifications made to the Chief Financial Officer ... of attorneys in special education cases brought under the Individuals with Disabilities Education Act in the District of Columbia."
Section (a)(4)(A)	"[E]nter into a contract with an auditor who is not an officer or employee of the [OIG] to ... [a]udit the financial statement and report described in paragraph (3)(H) ... for [the] fiscal year ... "
Sections (d)(1) & (2)	"[C]ompile for submission to the ... Mayor and the Council ... at least once every fiscal year, a report setting forth the scope of the Inspector General's operational audit, and a summary of all findings and determinations made as a result of the findings. [The report shall include] any comments and information necessary to keep ... the Mayor and the Council informed of the adequacy and effectiveness of procurement operations, the integrity of the procurement process, and adherence to the provisions of this chapter."
Section (f)	"[R]eport expeditiously to the Attorney General whenever the Inspector General has reasonable grounds to believe there has been a violation of Federal or District criminal law."
Section (f-5)	"A peer review of the [OIG's] audit, inspection[,] and investigation sections' standards, policies, procedures, operations, and quality controls shall be performed no less than once every 3 years by an entity not affiliated with the [OIG]. Any final report shall be distributed to the Mayor [and] the Council ..."

APPENDIX B

FY 2022 Publications, Press Releases, and Inspector General Testimony

OIG Reports

Agency	Report Title	Date	Report Type	Recommendations	Results			
					Questioned Costs	Funds Put to Better Use	Restitution/ Recovery	Compliance
DCPS	DCPS: Certain Controls Designed by DCPS to Ensure the Availability and Equity of Distance Learning Activities Were Not Operating Effectively	7/21/2022	Audit	17	\$0	\$3,000,000	\$0	Agreed fully with 6 recommendations and in part with 6 recommendations; disagreed with 5
DCPS	Audit of Special Education Attorney Payments	5/27/2022	Audit	3 remain open from FY 2020	\$0	\$0	\$0	Agreed with 2 and disagreed with 1.
DGS	Audit of the West End Library and Fire Station Maintenance Fund Activities for the Year Ending September 30, 2021	5/24/2022	Audit	The OIG continues to report 3 findings and recommendations made to DGS in FY 2020 as open and unresolved.	\$0	\$0	\$0	DGS has previously agreed with the 3 recommendations
OCFO	Audit of the District's Tax Abatement Program	12/2/2021	Audit	12	\$0	\$0	\$0	Agreed fully with 3 and in part with 1; disagreed with 8.
DHS	Evaluation of the District of Columbia Family Re-Housing and Stabilization Program	1/30/2022	Evaluation	11	\$0	\$0	\$0	Agreed fully with 6 and in part with 1; disagreed with 4.
District	SAR: Control Number 2017-0537 (Afolabi)	11/22/2021	Investigation	Criminal Conviction	\$0	\$0	\$73,804.57	n/a
District	SAR: Control Number 2017-0537 (Walker)	11/22/2021	Investigation	Criminal Conviction	\$0	\$0		n/a
DOES	Significant Activity Report: Sentencing for a Member of the Public for Defrauding the Department of Employment Services (DOES)	11/4/2021	Investigation	Criminal Conviction	\$0	\$0	\$17,775	n/a

Annual Comprehensive Financial Report (ACFR) and Component Reports

Report Title	Date	Results and Findings
UDC FY 2021 Management Recommendations	1/31/2022	Two recommendations intended to improve the effectiveness of internal controls over the University of the District of Columbia (UDC) operations and programs were made. UDC agreed with both.
Unemployment Compensation Fund FY 2021 Management Recommendations	1/31/2022	One recommendation intended to improve the effectiveness of internal controls over the District government operations and programs was made. DOES agreed with the recommendation.
District of Columbia FY 2021 Management Recommendations	1/31/2022	Two recommendations intended to improve the effectiveness of internal controls over the University of the District of Columbia (UDC) operations and programs were made. UDC agreed with both.
457b Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	The financial statements present fairly, in all material respects, the fiduciary net position of the Plan, as of September 30, 2021 and 2020, and the changes in fiduciary net position for the years then ended in accordance with accounting principles generally accepted in the United States of America.
401a Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	The financial statements present fairly, in all material respects, the fiduciary net position of the Plan, as of September 30, 2021 and 2020, and the changes in fiduciary net position for the years then ended in accordance with accounting principles generally accepted in the United States of America.
DC Green Finance Authority Financial Statements (Together With Reports of Independent Public Accountants) For Fiscal Years Ended September 30, 2021, and 2020	1/31/2022	The financial statements present fairly, in all material respects, the financial position of DC Green Bank as of September 30, 2021, and 2020, and the changes in its financial position and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Report Title	Date	Results and Findings
529 Financial Statements and Management's Discussion and Analysis For Years Ended September 30, 2021 and 2020	1/31/2022	The financial statements present fairly, in all material respects, the respective financial position of the Trust, as of September 30, 2021 and 2020, and the respective changes in financial position for the years then ended in accordance with accounting principles generally accepted in the United States of America.
Teachers' Retirement and Police Officers and Firefighters' Retirement Fund Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
Tobacco Settlement Financing Corporation Financial Statements and Independent Auditor's Report For Fiscal Year Ended September 30, 2021	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
HFA Financial Statements With Independent Auditor's Report For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America
Highway Trust Fund Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
E911/311 Fund Financial Statements Together With Report of Independent Auditor For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
HPAP Fund 0602 Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
OPEB Fund Financial Statements Together (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
Unemployment Compensation Fund Financial Statements and Management's Discussion and Analysis (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
DC Lottery Financial Statements and Management's Discussion and Analysis (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
Health Benefit Exchange Authority Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
Not-for-Profit/UMC Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
UDC Basic Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
DCRB Compliance Report Under Government Auditing Standards (with Independent Auditors' Report thereon) Year Ended September 30, 2021	1/31/2022	One significant deficiency in internal control over the Funds' financial reporting initially identified in fiscal year 2019.
Washington Convention and Sports Authority T/A Events DC Financial Statements (With Independent Auditor's Report) For Fiscal Years Ended September 30, 2021 and 2020	1/31/2022	Financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America.
Government of the District of Columbia Annual Comprehensive Financial Report Reports of Independent Public Accountants for the Fiscal Year Ended September 30, 2021	1/31/2022	The financial statements are presented fairly in all material respects, in accordance with accounting principles generally accepted in the United States of America. McConnell & Jones LLP identified no material weaknesses in internal control over financial reporting, but has made three recommendations intended to improve the effectiveness of internal control over District government operations and programs.
Examination of the Forecasted Statements of Estimated Funding and Uses of the Highway Trust Fund	5/23/2022	Forecasted statements are presented, in all material respects, in accordance with the guidelines for presentation of a forecast established by the American Institute of Certified Public Accountants, and the underlying assumptions are suitably supported and provide a reasonable basis for management's forecast.

Risk Assessments

Report Title	Date	Results and Findings
FY 2022 Procurement Risk Assessment	8/1/2022	Eight high-risk areas related to the District's procurement activities were identified.
COVID-19 Emergency Procurement Risk Assessment	5/22/2022	Three high-risk areas related to the District's procurement activities were identified.
FY 2022 IT Capital Projects Procurement Risk Assessment	6/23/2022	Three high-risk areas related to the District's procurement activities

Press Releases

Title	Date
Maryland Woman Sentenced to 13 Months for Defrauding District Medicaid Program	11/7/2021
Licensed Attorney Pleads Guilty to Defrauding the District's Medicaid Program	11/18/2021
District of Columbia Fire/EMS Employees Arrested On Charges Alleging Bribery Conspiracy	2/10/2022
Dentist Pleads Guilty to Unlawfully Obtaining District Medicaid Funds and Paying Patient Recruiters to Refer District Medicaid Beneficiaries in Exchange for Kickbacks	5/5/2022
Former Nursing Home Employee Sentenced for Stealing More Than \$7,400 from Elderly and Vulnerable District Residents	5/10/2022
Maryland Man Charged With Defrauding Medicaid In Scheme Involving Personal Care Services	7/1/2022
Licensed Attorney Sentenced to Prison For Defrauding Medicaid In Scheme Involving Personal Care Services	7/14/2022
Former Mental Health and Community Residence Facility Director Accused Of Financial Exploitation of a Vulnerable Adult and Elderly Person	8/18/2022
Owner of District of Columbia Real Estate Company Pleads Guilty To Federal Bribery Charge	9/13/2022
Former DC FEMS Employee Sentenced to Prison For Bribery in Scheme Involving Undelivered Goods	9/16/2022

Testimony

Title	Date
Testimony of Daniel W. Lucas on the FY 2021 Annual Comprehensive Financial Report	2/3/2022
Testimony of Daniel W. Lucas before the Committee on Government Operations and Facilities - FY 2021 Performance Oversight Hearing	2/10/2022
Testimony of Daniel W. Lucas before the Committee on Government Operations and Facilities - OIG FY 2023 Budget Oversight Hearing	3/25/2022
Testimony of Daniel W. Lucas on Bill 24-509, the IG Oversight Consistency Amendment Act of 2021	7/11/2022

APPENDIX C

FY 22 OIG Data

Audits, Inspections, and Evaluations

Unit	Made	Agreed To
Audit Recommendations	29	18
Inspections and Evaluations Recommendations	11	7

Investigations

Investigations	Quantity
Open Investigations (as of 10/1/2021)	221
Investigations Initiated (between 10/1/2021-9/30/2022)	157
Investigations Closed	103
Investigations Accepted for Prosecution	20
Investigations Referred for Civil Action to the Office of the Attorney General	4
Investigations Referred for Administrative Action (BEGA or Agency Management Authority)	27

Hotline

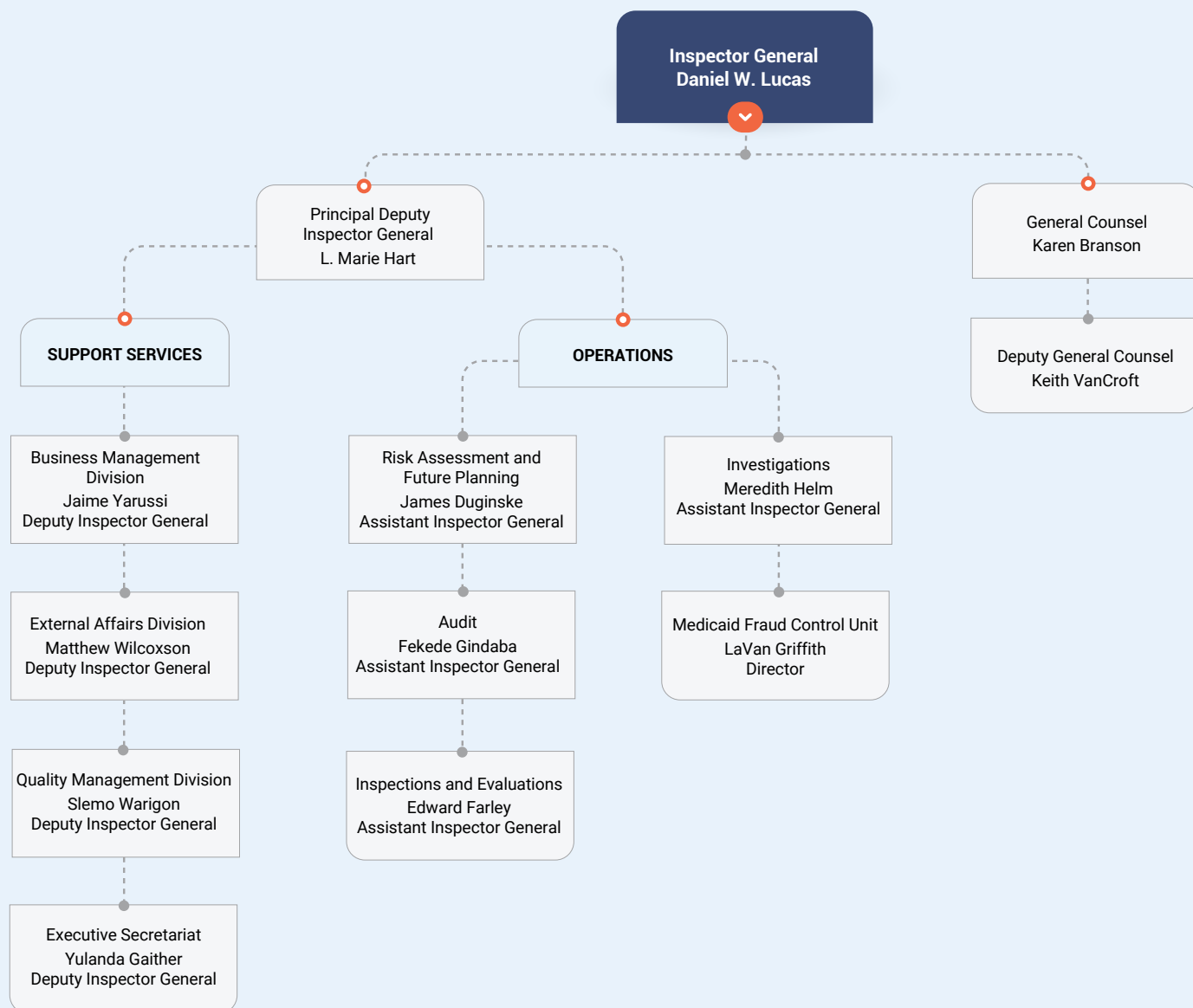
Complaints	Quantity
Total Hotline Complaints Received	720
Number of Actionable Complaints	207
Number of Actionable Complaints Transferred to OIG Operational Units	153

Dollars Returned to the District

Type of Impact	Amount
Funds Put to Better Use	\$3,000,000
Recoveries from Investigations	\$7,836,760
Restitution from Investigations	\$1,654,815

APPENDIX D

OIG Organizational Chart



APPENDIX E

Employee Recognition Award Winners 2017-2021

2017	
Marcus Weeks	Excepted Service and Managerial Supervisory Staff Leadership Award
Amy Locke	Career Service Leadership Award
Wangui Njuguna	Creativity Award
The DAU Team (Ryan Gordon, John Burke, and Kelly Koppenhafer)	Collaboration Award
Julia Irving	Respect for Others Award
Linda Brock	Von Steuben Employee of the Year Award

2018	
LaVan Griffith	Excepted Service and Managerial Supervisory Staff Leadership Award
Cynthia Williams	Career Service Leadership Award
Ryan Gordon	Creativity Award
The Ballou Task Force (Imani Richardson, John Burke and Brian Churney)	Collaboration Award
Katrice Howell	Respect for Others Award
Imani Richardson	Von Steuben Employee of the Year Award

2019	
Brandy Cramer	Excepted Service and Managerial Supervisory Staff Leadership Award
Michael Jones	Career Service Leadership Award
Elliott Taylor	Creativity Award
The DHS Task Force (Matthew Bohrer, Yolanda Jones, Schiller Joseph, Thomas Belli and Kelly Koppenhafer)	Collaboration Award
Marvin Wilborn	Respect for Others Award
Towanda Mitchell	Von Steuben Employee of the Year Award

2020	
Matthew Wilcoxson	Excepted Service and Managerial Supervisory Staff Leadership Award
Toni Cassidy	Career Service Leadership Award
Towanda Mitchell	Creativity Award
The IT Team (Towanda Mitchell, Michael Cooke and Emil Mejia)	Collaboration Award
Tiffany Cooper	Respect for Others Award
Karen Branson	Von Steuben Employee of the Year Award

2021	
Edward Farley and Jaime Yarussi	Excepted Service and Managerial Supervisory Staff Leadership Award
Matthew Bohrer	Career Service Leadership Award
John Burke	Creativity Award
Schiller Joseph and Megan Crowder	Collaboration Award
Timothy Fitzgerald	Respect for Others Award
Fekede Gindaba	Von Steuben Employee of the Year Award



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