

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



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Office of the Inspector General FY2020

Agency Office of the Inspector General

Agency Code ADO

Fiscal Year 2020

Mission The mission of the Inspector General (OIG) is to conduct independent audits, investigations, and inspections to detect and prevent fraud, waste, and mismanagement, to help the District of Columbia government improve its programs and operations by promoting economy, efficiency, and effectiveness.

Summary of Services Initiate an conduct independent financial and performance audits, inspections, and investigations of District government operations serve as the principal liaison between the District government and the US Government Accountability Office. Conduct other special audits, assignments, and investigations. Audit procurement and contract administration on a continual basis. Forward to the appropriated authorities evidence of criminal wrongdoing that is discovered as the result of audits, inspections, or investigations conducted by the Office. Enter into a contract with an outside audit firm to perform the annual Comprehensive Annual Financial Report (CAFR) as well as chairing the CAFR oversight committee.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
The OIG's Investigations Unit and Medicaid Fraud Unit worked collaboratively with our law enforcement partners and federal prosecutors to continue the movement of OIG cases in spite of the COVID-19 Public Emergency and its impact on the Judicial System. These efforts resulted in several indictments, pleadings, and ultimately sentencings.	It is consistent with the execution of the OIG's mission to prevent and detect corruption, fraud, waste, abuse, and mismanagement in District programs and operations.	These efforts resulted in several indictments, pleadings, and ultimately sentencings.
The OIG's divisions and units collaborated to Identify, define, and document 77 new key performance indicators (KPIs) and 100 workload measures (WLMs) to help measure the efficiency and effectiveness of the OIG's core work processes. As a result, the OIG met most of its FY 2020 performance targets despite restrictions caused by the COVID-19 Public Emergency.	This accomplishment enhances the economy, efficiency, effectiveness, transparency, and accountability of OIG operations and programs.	It enables District residents to evaluate and determine how well the OIG is carrying out its mission, including the effective oversight of District operations and programs.
The OIG Developed a District-wide Internal Control Assessment Program (ICAP) and related tools using technology for deployment. This enables District agencies to proactively assess and address issues in their internal control systems to ensure that internal controls are adequately designed and operating effectively to prevent and detect corruption, fraud, waste, abuse, and mismanagement in District operations and programs	Facilitates proactive collaboration with District agencies to provide effective oversight of District operations and programs. In so doing, District agencies own the process for identifying and addressing their internal control deficiencies on an ongoing basis.	Effective internal controls in District agencies help ensure efficient and effective delivery of public services to District residents, consistent with the missions and goals of agencies.
The OIG's Business Management Division developed and ultimately executed a comprehensive continuity of operations plan for the OIG. As a result, the OIG was able to reconstitute almost all activities in a virtual environment within one day of the Mayor declaring the COVID-19 Public Emergency on March 11, 2020.	It ensured the continued execution of the OIG's oversight mission despite the restrictions placed on the agency by the COVID-19 Public Emergency.	District residents continued to receive effective oversight of the government operations and programs during the COVID-19 Public Emergency.
The OIG developed an agency-wide risk matrix to aid OIG leadership in evaluating OIG activities and the corresponding steps to reduce and/or eliminate risk while conducting OIG activities during the COVID-19 Public Emergency	This accomplishment ensured that risks of not conducting the OIG's critical oversight activities were identified, prioritized, and mitigated.	The OIG continued to conduct its oversight activities during the COVID-19 Public Emergency.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement. (5 Measures)												
Percentage of Proactive Analytical Products used to initiate an investigation, audit, or inspection annually	Annually	20%	40%	40%	30%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37.5%	Met	
Percentage of complaints evaluated and an appropriate course of action determined within 10 business days	Annually	93%	91%	91.8%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94.96%	Met	
Percentage of complaints received that are actionable by the OIG	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	29.11%	New in 2020	
Percentage of increase in complaints received compared to previous fiscal year	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.46%	New in 2020	
Percentage of planned quality assurance review projects completed in fiscal year	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
2 - Integrate plans, processes, and resources to support organizational accountability. (5 Measures)												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percentage of FTEs with completed performance plans this fiscal year	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
Percentage of FTEs with completed annual performance reviews conducted by supervisors	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
Percentage of FTEs with completed mid-year performance reviews conducted by supervisors this fiscal year	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
Percentage of local funds deobligated back to the general fund by year end	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0%	New in 2020	
Percentage of federal funds deobligated back to the federal government by year end	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0%	New in 2020	
3 - Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, and effective government operations, deter misconduct and hold wrongdoers accountable. (8 Measures)												
Percentage of audit recommendations agreed-to by District agencies	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93.9%	New in 2020	
Percentage of inspection and evaluation recommendations agreed-to by District agencies	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75.61%	New in 2020	
Percentage of final audit reports completed within 210 business days	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	50%	New in 2020	
Percentage of final inspection and evaluation reports completed within 210 business days	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25%	New in 2020	
Percentage of the Investigations Unit's cases closed that resulted in a criminal, civil, administrative action or monetary outcome	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15.04%	New in 2020	
Percentage of the Medicaid Fraud Control Unit's cases closed that resulted in a criminal, civil, administrative action or monetary outcome	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20.51%	New in 2020	
Percentage of quality assurance review projects completed within 10 business days	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
Percentage of FOIA Requests processed within 15 business days	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.45%	New in 2020	
4 - Implement an information and knowledge management system that supports the OIG mission. (1 Measure)												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percentage of planned data-based proactive projects completed this fiscal year	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
5 - Recruit, develop, and retain a highly qualified and diverse workforce. (3 Measures)												
Percentage of voluntary employee turnover	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.97%	New in 2020	
Percentage of vacancies	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20.24%	New in 2020	
Percentage of new hire retention (more than 1 year)	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0%	New in 2020	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Hotline and Data Analysis Programs (4 Measures)							
Number of contacts analyzed by the RAFF Hotline Program and Medicaid Fraud Control Unit (MFCU)	4511	4042	Annual Measure	Annual Measure	Annual Measure	Annual Measure	236
Number of Hotline complaints analyzed by RAFF	New in 2020	New in 2020	236	157	108	193	694
Number of actionable complaints to the RAFF Hotline	New in 2020	New in 2020	59	45	50	48	202
Number of referrals made to District agencies by RAFF	New in 2020	New in 2020	25	25	26	24	100
1 - Oversight Work (6 Measures)							
Number of proactive analytical products RAFF-DAU that initiated an investigation, audit, or inspection	4	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3
Number of recommendations made to District agencies	54	48	Annual Measure	Annual Measure	Annual Measure	Annual Measure	123
Number of referrals made to District agencies resulting from hotline contacts	100	57	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100
Number of RAFF-DAU products completed in support of an active investigations, audit, or inspection	New in 2020	New in 2020	9	10	9	5	33
Number of proactive products completed by RAFF	New in 2020	New in 2020	0	1	1	6	8
Number of RAFF proactive products used to initiate an investigation, audit, or inspection	New in 2020	New in 2020	0	0	0	3	3
2 - OIG Policies and Procedures (2 Measures)							
Number of planned quality assurance review projects by DQM	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15
Number of quality assurance review projects completed within 10 business days by DQM	New in 2020	New in 2020	1	1	1	4	7
2 - Spending Plans (3 Measures)							
Dollars spent quarterly	New in 2020	New in 2020	\$3,631,290	\$3,631,290	\$6,375,710	\$0	\$13,638,290
Dollars returned to general fund	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Dollars returned to federal government	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
3 - Independent Oversight Work (11 Measures)							
Number of audit reports issued by OIG staff	New in 2020	New in 2020	2	1	1	5	9
Number of audit recommendations to District agencies	New in 2020	New in 2020	20	14	13	35	82
Number of audit recommendations agreed to by District agencies	New in 2020	New in 2020	18	11	13	35	77
Sum of funds recouped (fines, restitutions, and overpayments) from audit	New in 2020	New in 2020	\$2,200,000	\$0	\$0	\$5,232,480	\$7,432,480

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Sum of funds put to better use from audit	New in 2020	New in 2020	\$0	\$0	\$0	\$47,336	\$47,336
Sum of questioned costs from audit	New in 2020	New in 2020	\$0	\$1,570,000	\$0	\$0	\$1,570,000
Number of audit engagements completed within 210 business days	New in 2020	New in 2020	2	1	0	2	5
Number of inspection and evaluation reports issued by OIG staff	New in 2020	New in 2020	0	1	2	1	4
Number of inspection and evaluation recommendations to District agencies	New in 2020	New in 2020	0	0	18	23	41
Number of inspection and evaluation recommendations agreed to by District agencies	New in 2020	New in 2020	0	0	14	17	31
Number of inspection and evaluation projects completed within 210 business days	New in 2020	New in 2020	0	0	1	0	1
3 - Reporting Evidence of Wrongdoing (4 Measures)							
Number of Investigation Unit's cases opened	New in 2020	New in 2020	7	25	16	28	76
Number of Investigation Unit's cases closed	New in 2020	New in 2020	8	66	29	10	113
Number of Medicaid Fraud Control Unit's cases opened	New in 2020	New in 2020	27	45	30	32	134
Number of Medicaid Fraud Control Unit's cases closed	New in 2020	New in 2020	4	41	37	35	117
4 - Information Management System (1 Measure)							
Number of proactive data-driven projects conducted by RAFFP	New in 2020	New in 2020	0	0	0	1	1
5 - Strategic Operation 5 (4 Measures)							
Number of FTEs	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	112
Number of FTEs with completed performance plans	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	74
Number of FTEs with completed mid-year performance reviews with supervisors	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	74
Number of FTEs with completed annual performance reviews with supervisors	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	73

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement. (3 Activities)			
OVERSIGHT WORK	Oversight Work	Conduct audits, investigations, and inspections based on proactively identified leads and indicators.	Daily Service
AUDIT	Reduce Misconduct	Forward to the appropriate authority any report, as a result of any audit, inspection or investigation conducted by the office, in order to reduce misconduct or unethical behavior.	Daily Service
CUSTOMER SERVICE	Hotline and Data Analysis Programs	Operate hotline and data analysis programs to aid in identifying and evaluating allegations of corruption, fraud, waste, abuse, and mismanagement.	Daily Service
2 - Integrate plans, processes, and resources to support organizational accountability. (3 Activities)			
AGENCY OPERATIONS	OIG Policies and Procedures	Integrate internal OIG policies and procedures to ensure the OIG executes its mission in compliance with applicable standards to support organizational accountability.	Key Project
CONTRACTING AND PROCUREMENT	Spending Plans	Develop spending plans to ensure appropriated resources are used efficiently and effectively to support organizational accountability and are in compliance with District regulations.	Daily Service
AGENCY OPERATIONS	Performance Excellence	Implement a performance assessment/excellence framework within the OIG to ensure continuous improvement.	Key Project
3 - Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, and effective government operations, deter misconduct and hold wrongdoers accountable. (4 Activities)			
OVERSIGHT WORK	Independent Oversight Work	Initiate and conduct independent financial and performance audits, inspections, and investigations of District government operations.	Daily Service
CONTRACTING AND PROCUREMENT	Annual District Audit	Contract with an outside audit firm to perform the annual audit of the District government's financial operations with the results published in the Comprehensive Annual Financial Report (CAFR) and chair the CAFR oversight committee.	Key Project
AGENCY OPERATIONS	GAO Liaison	Serve as the principal liaison between the District government and the US Government Accountability Office.	Key Project

Operations Header	Operations Title	Operations Description	Type of Operations
INVESTIGATIONS	Reporting Evidence of Wrongdoing	Forward to the Mayor, within a reasonable time of reporting evidence of criminal wrongdoing to the Office of the U.S. Attorney's Office for the District of Columbia, or other law enforcement office, any report regarding the evidence, if appropriate.	Daily Service
4 - Implement an information and knowledge management system that supports the OIG mission. (3 Activities)			
INFO TECH	Information Management System	Collect, process, and communicate information to enable the agency's leadership team to make more effective and efficient decisions.	Key Project
INFO TECH	Knowledge Management System	Manage agency knowledge to improve performance and achieve the OIG mission.	Key Project
INFO TECH	Information Security	Maintain and increase, as necessary, data security to protect critical information and knowledge assets.	Key Project
5 - Recruit, develop, and retain a highly qualified and diverse workforce. (1 Activity)			
Strategic Operation 5	Strategic Operation 5	Assess current staffing to ensure it meets the OIG's mission and vision.	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Knowledge Management System (1 Strategic Initiative)				
FY20 Initiative 4.1	Implement Phase I of a technology and knowledge management infrastructure to ensure that all OIG's accountabilities, processes, and governance are in place and interconnected to ensure that knowledge is shared freely throughout the agency and enable OIG staff to access, store, and query District data sources necessary to proactively identify corruption, fraud, waste, abuse, and mismanagement. This Phase includes the cloud migration process to ensure secure transfer of the OIG's mission critical information technology systems and services to cloud environments.	25-49%	Due to the District's Public Emergency in response to COVID-19 pandemic, the OIG worked collaboratively with the Executive to return funds to the District to help close its budgetary shortfall. The return of funds has directly impacted the OIG's progress on this initiative. Measurable progress on this initiative should resume once the OIG's resources return to pre-pandemic levels.	
OIG Policies and Procedures (1 Strategic Initiative)				
FY20 Initiative 2.1	Implement Phase I developing an agency-wide organizational manual that incorporates policies and procedures to provide effective guidance on handling all key processes in the OIG to include: a project management plan for the design and creation of the OIG's decision support system (DSS); career training for staff based on OIG competencies; and, a template for operational units to use in assessing staffing levels and planning for additional staffing requests.	50-74%	Due to the District's Public Emergency in response to COVID-19 pandemic, the OIG worked collaboratively with the Executive to return funds to the District to help close its budgetary shortfall. The return of funds has directly impacted the OIG's progress on this initiative. Measurable progress on this initiative should resume once the OIG's resources return to pre-pandemic levels.	
Oversight Work (1 Strategic Initiative)				
FY20 Initiative 1.1	Implement Phase II of the OIG's Strategic Marketing and Public Relations Plan developed during FY 2019 to increase the number of customers using OIG services through a better understanding of the OIG's mission and improved outreach to its customers. This Phase will include a District-wide corruption, fraud, waste, abuse and mismanagement training program. Training will also provide a refresher on how to make complaints to the OIG, what protections are afforded to complainants, and next steps following a complaint.	25-49%	Due to the District's Public Emergency in response to COVID-19 pandemic, the OIG worked collaboratively with the Executive to return funds to the District to help close its budgetary shortfall. The return of funds has directly impacted the OIG's progress on this initiative. Measurable progress on this initiative should resume once the OIG's resources return to pre-pandemic levels.	