OFFICE OF THE INSPECTOR GENERAL

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

JANUARY 15, 2023

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

CONTENTS

1 OFFICE OF THE INSPECTOR GENERAL

Mission: The mission of the OIG is to independently audit, inspect, and investigate matters pertaining to the District of Columbia government in order to: (1) prevent and detect corruption, mismanagement, waste, fraud, and abuse; (2) promote economy, efficiency, effectiveness, and accountability; (3) inform stakeholders about issues relating to District programs and operations; and (4) recommend and track the implementation of corrective actions.

Services: The OIG offers the following services: (1) conduct independent fiscal and management audits, inspections, and investigations of District government operations; (2) serve as the principal liaison between the District government and the US Government Accountability Office; and (3) conduct other special audits, assignments, and investigations; oversee an outside auditor to perform the Annual Comprehensive Financial Report (ACFR) of the District government for the fiscal year.

2   2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
The OIG issued 5 audit and inspection reports, as well as 3 Significant Activity Reports (SARs).	Illustrated the OIG's ability to meet its mission.	Ensured that District government programs had oversight and recommendations for improvements were made for the betterment of services to all District residents.
The OIG's investigations resulted in 9 arrests, 8 indictments, 10 convictions, 5 civil resolutions, and 2 personnel actions.	Illustrated the OIG's ability to meet its mission.	Illustrated that the OIG can and does hold wrongdoers accountable for their actions.
The OIG had an organizational realignment and added 2 new support divisions.	The goal of this was to increase productivity and stakeholder engagement.	NA
The OIG had a successful peer review by the Association of Inspectors General.	Affirmed that the OIG's operations are executed according to nation-wide standards and best practices for OIGs.	Illustrated the OIG's operations and reporting to be effective, efficient, and reliable according to nation-wide standards and best practices for OIGs.
The OIG enhanced its website.	The goal of this initiative is to increase customers for the OIG.	The goal of this initiative is to improve accessibility and increase value of OIG's products (NOTE: We will be able to measure impact in following performance years).
The OIG secured the return of over $12 million to the District.	Illustrated the OIG's ability to meet its mission.	Ensured that funds were returned to the District to be used for programs necessary to assist residents.

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismangement.	5	3
Integrate plans, processes, and resources to support organizational accountability.	6	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	4
Implement an information and knowledge management system that supports the OIG mission.	1	3
Recruit, develop, and retain a highly qualified and diverse workforce.	3	1

4   2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement.		
Oversight Work	Conduct audits, investigations, and inspections based on proactively identified leads and indicators.	Daily Service
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
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
Integrate plans, processes, and resources to support organizational accountability.		
Performance Excellence	Implement a performance assessment/excellence framework within the OIG to ensure continuous improvement.	Key Project
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
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.	Daily Service
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.		
Independent Oversight Work	Initiate and conduct independent financial and performance audits, inspections, and investigations of District government operations.	Daily Service
GAO Liaison	Serve as the principal liaison between the District government and the US Government Accountability Office.	Key Project
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 Annual Comprehensive Financial Review (ACFR) and chair the ACFR oversight committee.	Key Project
Reporting Evidence of Wrongdoing	Forward to the Mayor, within a reasonable time of reporting evidence of criminal wrongdoing to 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
Implement an information and knowledge management system that supports the OIG mission.		
Information Security	Establish and maintain digital and physical security controls to protect critical information and knowledge assets from unauthorized access.	Daily Service
Information Management System	Collect, store, use, and share information to enable the agency's leadership team to make more effective and efficient decisions.	Key Project

(continued)

Operation Title	Operation Description	Type of Operation
Knowledge Management System	Manage agency knowledge to improve OIG performance.	Key Project
Recruit, develop, and retain a highly qualified and diverse workforce.		
Human Capital Plan Implementation	Assess current staffing to ensure it meets the OIG's mission and vision.	Key Project

5   2022 STRATEGIC INITIATIVES

In FY 2022, Office of the Inspector General had 7 Strategic Initiatives and completed 42.86%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Racial Equity Training	Ensure that 100 percent of OIG staff complete racial equity training during the reporting period, using a robust data collection mechanism to track and report the number of agency staff trained by service category, source of training, and date of training.	Complete	The OIG trained its leadership and staff.	
ICAP	Provide resources and support to the District agencies so that they can continuously and proactively assess their risks and the effectiveness of the internal controls mitigating these risks. The OIG will deploy the Internal Control Assessment Program (ICAP) tools (training, questionnaires, and an automated assessment of the agency's control maturity level) on the OIG website.	50-74%	ICAP is approved and underway for development and roll out.	In FY 23 our initiative is to Develop, Pilot, and Evaluate the Internal Control Assessment Program
Follow-up Activities	Implement a formal follow-up process for the systematic monitoring, analysis, and reporting on the status of the OIG recommendations to the District agencies. This will include the development of a QuickBase application that will allow District agencies to provide periodic updates on the implementation status of OIG recommendations. Recommendation status will be reported publicly via the OIG's website. The process will also identify specific recommendations for OIG Units to conduct follow-up activities to assess the actions taken by management to corrected the identified deficiencies identified and (if applicable) whether monetary benefits were realized.	75-99%	We are working with OCTO to stand-up a data collection site as well as begin tracking.	Time and effort barriers

ARPA	Develop the OIG's Pandemic Oversight Program (POP) to provide enhanced oversight over the District's response to the COVID-19 Pandemic and use of federal funds from the CARES Act and the American Rescue Plan Act.	Complete	We have implemented POP and are providing oversight.	
KM System	Design a knowledge management (KM) infrastructure to store and have access to all of the OIG's information, policies, procedures and governance tools in a secure framework 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.	0-24%	We will focus on this initiative in FY 23.	We required specialized skills and abilities. We will focus on this in FY 23 with a new strategic initiative for this: Develop and implement a KMS POAM that includes: resources required, potential constraints, and timelines to implement the KM System.

Strategic Marketing and Public Relations Plan	Continue implementing the OIG's Strategic Marketing and Public Relations Plan developed during FY 2019 to increase customers using OIG services and enhance OIG's reputation through strategic public relations campaigns to shape the way customers think of our work. Focus for FY 2022 will be public outreach to the community and stakeholders through strategic meetings, increased social media campaigns, and a more interactive website. Additionally, the OIG will work in collaboration with OCA and DCHR to ensure that all District employees are trained on the mission of the OIG and the responsibilities for all District employees to report fraud, waste abuse and mismanagement to the OIG (OIG 101 training). This follows our FY 2021 initiative to provide training and outreach to increase understanding of what the OIG does and to increase the visibility of the OIG, and our FY 2020 to develop a strategic PR plan and increase intentional outreach to OIG stakeholders.	50-74%	This is an ongoing initiative	This is an ongoing and continuous initiative for the OIG. In FY 23 we will implement the next stage which is to facilitate proactive and recurring relations with OIG Market and Customer Segments.
Racial Equity ToolKit	Implement the use of racial equity and social justice toolkit within the OIG's comprehensive risk assessment process. The OIG's Risk Identification Committee will evaluate potential engagements that consider the District's priority issue areas and its most vulnerable populations. Implementation of this initiative will be reflected in engagements found in the OIG's FY 2023 Audit and Inspection Plan that will be published no later than August 31, 2022.	Complete	The OIG worked with the Office of Diversity Equity and Inclusion to ensure we looked at all risks and projects through this lens.	

6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

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Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismangement.											
Percent of proactive analytical activities initiated by RAFP's data analysis unit that resulted in an investigation, audit, or inspection	Up is Better	37.5%	166.7%	30%	66.7%	50%	No applicable incidents	No applicable incidents	57.1%	Met	None
Percent of contacts evaluated and appropriate course or action determined within 10 business days of receipt by RAFP hotline program	Up is Better	95%	97.5%	90%	98%	99%	97.5%	95.1%	97.4%	Met	
Percentage of complaints received that are actionable by the OIG	Up is Better	29.1%	19%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	28.75%	Met	
Percentage of increase in complaints received compared to previous fiscal year	Up is Better	1.5%	6.9%	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.84%	Unmet	This is only slightly below our target. While we cannot control how often people contact us, we are trying to address this through our external marketing channels.
Percentage of planned quality assurance review projects completed in fiscal year	Up is Better	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Integrate plans, processes, and resources to support organizational accountability.											
Percentage of federal funds deobligated back to the federal government by year end	Down is Better	0%	Not Available	1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percentage of FTEs with completed annual performance reviews conducted by supervisors	Up is Better	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percentage of FTEs with completed mid-year performance reviews conducted by supervisors this fiscal year	Up is Better	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

Key Performance Indicators *(continued)*

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of FTEs with completed performance plans this fiscal year	Up is Better	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percentage of local funds deobligated back to the general fund by year end	Down is Better	0%	Not Available	1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percent of DC Council members and their staff trained on OIG 101	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents	-	Due to the public health emergency, the realignment to create this new division and unit within the OIG, and hiring of a new communications employee, the OIG did not engage in this initiative this FY

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.

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of audit recommendations agreed-to by District agencies	Up is Better	93.9%	87.3%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	62.07%	Unmet	The OIG made a number of recommendations this FY that were not agreed to by District Agencies. We stand by those recommendations and believe they would benefit the District should they be implemented.
Percentage of final audit reports completed within 210 business days	Up is Better	50%	62.5%	55%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		
Percentage of final inspection and evaluation reports completed within 210 business days	Up is Better	25%	20%	55%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		
Percentage of FOIA Requests processed within 15 business days	Up is Better	95.5%	86.1%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of inspection and evaluation recommendations agreed-to by District agencies	Up is Better	75.6%	80%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63.64%	Unmet	The OIG made a number of recommendations this FY that were not agreed to by District Agencies. We stand by those recommendations and believe they would benefit the District should they be implemented.
Percentage of quality assurance review projects completed within 10 business days	Up is Better	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		
Percentage of the Investigations Unit's cases closed that resulted in a criminal, civil, administrative action or monetary outcome	Up is Better	15%	19.7%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	84.09%	Met	This FY the OIG opened 102 investigations and only closed 44 investigations. While 37 Investigations resulted in action many are still being worked.
Percentage of the Medicaid Fraud Control Unit's cases closed that resulted in a criminal, civil, administrative action or monetary outcome	Up is Better	20.5%	14%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	24.56%	Unmet	MFCU cases can be closed for a number of reasons not resulting in criminal, civil or administrative remedies. These cases are also very long term and can take a number of years to complete.

Implement an information and knowledge management system that supports the OIG mission.

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of planned data-based proactive projects completed this fiscal year	Up is Better	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		

Recruit, develop, and retain a highly qualified and diverse workforce.

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of new hire retention (more than 1 year)	Up is Better	0%	80%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		

Key Performance Indicators *(continued)*

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of vacancies	Down is Better	20.2%	18.6%	3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		
Percentage of voluntary employee turnover	Down is Better	2%	2.3%	2%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Hotline and Data Analysis Programs							
Number of contacts analyzed by the RAFP Hotline Program and Medicaid Fraud Control Unit (MFCU)	236	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	720
Number of actionable complaints to the RAFP Hotline	202	Not Available	40	57	48	62	207
Number of referrals made to District agencies by RAFP	100	Not Available	2	1	2	4	9
Number of Hotline complaints analyzed by RAFP	694	Not Available	152	198	163	207	720
Oversight Work							
Number of recommendations identified as "partially implemented" by District Agencies via Quickbase	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Number of proactive analytical products RAFP-DAU that initiated an investigation, audit, or inspection	3	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
Number of recommendations made to District agencies	123	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available
Number of referrals made to District agencies resulting from hotline contacts	100	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	45
Number of proactive products completed by RAFP	8	Not Available	3	4	3	0	10
Number of RAFP proactive products used to initiate an investigation, audit, or inspection	3	Not Available	2	2	0	0	4
Number of RAFP-DAU products completed in support of an active investigation, audit, or inspection	33	Not Available	2	8	8	6	24
OIG Policies and Procedures							
Number of planned quality assurance review projects by DQM	15	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10
Number of quality assurance review projects completed within 10 business days by DQM	7	Not Available	0	2	2	No data available	4
Spending Plans							
Dollars spent quarterly	$13,638,290	Not Available	$2,367,841	$4,475,822.8	No data available	No data available	Waiting on Data
Dollars returned to federal government	Not Available	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Dollars returned to general fund	Not Available	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Independent Oversight Work							
Number of audit reports issued by OIG staff	9	Not Available	1	0	2	1	4
Number of audit recommendations to District agencies	82	Not Available	12	0	0	17	29
Number of audit recommendations agreed to by District agencies	77	Not Available	6	0	0	12	18
Sum of funds recouped (fines, restitutions, and overpayments) from audit	$7,432,480	Not Available	$0	$0	$0	$0	$0
Sum of funds put to better use from audit	$47,336	Not Available	$0	$0	$0	$3,000,000	$3,000,000
Sum of questioned costs from audit	$1,570,000	Not Available	$0	$0	$0	$0	$0
Number of audit engagements completed within 210 business days	5	Not Available	0	0	No data available	No data available	No data available
Number of inspection and evaluation reports issued by OIG staff	4	Not Available	0	1	0	0	1
Number of inspection and evaluation recommendations to District agencies	41	Not Available	0	11	0	0	11
Number of inspection and evaluation recommendations agreed to by District agencies	31	Not Available	0	7	0	0	7
Number of inspection and evaluation projects completed within 210 business days	1	Not Available	0	0	No data available	No data available	No data available
Reporting Evidence of Wrongdoing							
Number of Medicaid Fraud Control Unit's cases closed	117	Not Available	13	14	8	22	57
Number of Medicaid Fraud Control Unit's cases opened	134	Not Available	14	25	9	7	55
Number of Investigation Unit's cases closed	113	Not Available	11	12	9	12	44
Number of Investigation Unit's cases opened	76	Not Available	10	14	No data available	No data available	102
Information Management System							
Number of proactive data-driven projects conducted by RAFP	1	Not Available	1	0	0	0	1
Human Capital Plan Implementation							

Workload Measures *(continued)*

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Number of FTEs with completed annual performance reviews with supervisors	73	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Number of FTEs with completed mid-year performance reviews with supervisors	74	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89
Number of FTEs with completed performance plans	74	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89
Number of FTEs	112	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89