

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Inspector General



November 4, 2021

Kevin Donahue
City Administrator
Government of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, N.W., Suite 513
Washington, D.C. 20004

Dear City Administrator Donahue:

The Office of the Inspector General (OIG) Inspections and Evaluations Unit (I&E) will soon start an evaluation of the District of Columbia's use of contracted companies to administer large-scale programs, an engagement we identified in our *Fiscal Year 2022 Audit and Inspection Plan*.¹

Obtaining or providing services through a contracted vendor can be an effective use of government resources; however, outsourcing services that could otherwise be provided by government employees also necessitates vigilant monitoring and collaboration to ensure contract terms and program goals are met, and that the District's best interests are protected. The OIG's risk assessment process identified this engagement due to the adverse impact on government programs and citizens if agencies do not successfully manage contracted services, and the increased budget allocation for such programs.

The objectives of this engagement are to: (1) identify large-scale programs that rely largely on contractors to administer the program; (2) assess agency controls for managing contracted services; (3) determine whether the programs are meeting their intended goals; and (4) identify and share procedures and practices from both within District government and other jurisdictions to help District government agencies and contractors work together to deliver services economically and effectively.

We will conduct this inspection in accordance with standards established by the Council of the Inspectors General on Integrity and Efficiency, paying particular attention to the quality of internal control.²

¹ The plan can be found at oig.dc.gov.

² "Internal control" is defined by the U.S. Government Accountability Office (GAO) as comprising "the plans, methods, policies, and procedures used to fulfill the mission, strategic plan, goals, and objectives of the entity" and is "not one event, but a series of actions that occur throughout an entity's operations." Furthermore, internal control is a process that provides "reasonable assurance that the objectives of an entity will be achieved," "serves as the first

The scope of our evaluation will encompass outsourced programs from multiple appropriation titles, and tentatively consists of the following contracts/programs:³

- Operations and Infrastructure: contract(s) with Modjeski and Masters for bridge, tunnel, and overpass inspections.
- Health and Human Services: contract(s) with Deloitte LLP and other entities to assist the District with activities related to the U.S. Treasury Emergency Rental Assistance Program.
- Education: contracts with various vendors for the establishment of in-person student support centers in conjunction with the award of grant funds from the U.S. Department of Education.
- Public Safety and Justice: contract(s) with Advanced Data Processing, Inc. for ambulance billing and data collection.

We will contact the relevant agencies, which are also copied on this letter, directly to request the necessary program and contract documentation and schedule interviews.

Thank you in advance for your cooperation, and I look forward to working with District government agencies in a joint effort to improve the quality of services provided through outsourced programs.

Sincerely,



Daniel W. Lucas
Inspector General

DWL/ef

cc: The Honorable Muriel Bowser, Mayor, District of Columbia, Attn: Betsy Cavendish
Mr. John Falcicchio, Chief of Staff and Deputy Mayor for Planning and Economic
Development
Ms. Lucina Babers, Deputy Mayor for Operations and Infrastructure
Mr. Christopher Geldart, Deputy Mayor for Public Safety and Justice
Mr. Paul Kihn, Deputy Mayor for Education

line of defense in safeguarding assets,” and is an “integral part of the operational processes management uses to guide its operations.: U.S. GOV’T ACCOUNTABILITY OFFICE, STANDARDS FOR INTERNAL CONTROL IN THE FEDERAL GOVERNMENT 5-6, GAO-I 4-704G (Sept. 2014).

³ The OIG will notify you if we need to add or remove programs/contracts to the scope of the evaluation.

Ms. Lindsey Parker, Assistant City Administrator for Internal Services

Mr. Wayne Turnage, Deputy Mayor for Health and Human Services

Chief John A. Donnelly, Sr., Fire and Emergency Medical Services Chief, District of
Columbia Fire and Emergency Medical Services Department

Dr. Lewis D. Ferebee, Chancellor, District of Columbia Public Schools

Mr. Everett Lott, Acting Director, District Department of Transportation

Ms. Laura Green Zeilinger, Director, Department of Human Services

The Honorable Kathy Patterson, D.C. Auditor, Office of the D.C. Auditor