



**OFFICE OF THE INSPECTOR GENERAL  
FY 2025 PERFORMANCE PLAN**

**NOVEMBER 26, 2024**

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# 1 INTRODUCTION

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This document presents the Fiscal Year 2025 Performance Plan for the Office of the Inspector General.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

**Performance Plan Structure:** Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

**Objectives:** Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

**Administrative Structures:** Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

**Activities:** Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

**Measures:** Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

| Measure Type | Measure Description   | Example   |
|--------------|---|---|
| Quantity     | Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.      | “Number of public art projects completed”             |
| Quality      | Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.   | “Percent of citations issued that were appealed”      |
| Efficiency   | Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog. | “Percent of claims processed within 10 business days” |

(continued)

| Measure Type             | Measure Description  | Example  |
|--------------------------|--|--|
| Outcome                  | Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.                                      | "Percent of families returning to homelessness within 6-12 months" |
| Context                  | Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.   | "Recidivism rate for 18-24 year-olds"                              |
| District-wide Indicators | District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency. | "Area median income"   |

*Agencies set targets for most performance measures before the start of the fiscal year.* Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

## 2 OFFICE OF THE INSPECTOR GENERAL OVERVIEW

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*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.

*Summary of 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; (3) conduct other special audits, assignments, and investigations; and (4) oversee an outside auditor to perform the Annual Comprehensive Financial Report (ACFR) of the District government for the fiscal year.

### *Objectives:*

1. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement.
2. Integrate plans, processes, and resources to support organizational accountability.
3. Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, equitable, and effective government operations; deter misconduct and hold wrongdoers accountable.
4. Implement an information and knowledge management system that supports the OIG mission.
5. Execute the Human Capital plan to recruit, develop, and retain a highly qualified and diverse workforce.
6. Efficient, Transparent, and Responsive Government

### *Activities:*

1. Government Oversight
2. Knowledge Management
3. Liaison
4. Operational Excellence
5. Human Capital Plan
6. Assessment of Risk
7. Government Operations
8. Government Accountability
9. Fiscal Accountability and Oversight

### 3 OBJECTIVES

#### 3.1 PROACTIVELY IDENTIFY AND REDUCE VULNERABILITIES THAT COULD LEAD TO CORRUPTION, FRAUD, WASTE, ABUSE, AND MISMANAGEMENT.

| Related Measures   | Measure Type | Directionality | FY2023 | FY2024 | FY2025 Target |
|--|--------------|----------------|--------|--------|---------------|
| Percent of OIG contacts evaluated and an appropriate course of action determined within 10 business days | Efficiency   | Up is Better   | NA     | 98.44% | <b>90%</b>    |

#### 3.2 INTEGRATE PLANS, PROCESSES, AND RESOURCES TO SUPPORT ORGANIZATIONAL ACCOUNTABILITY.

| Related Measures   | Measure Type | Directionality | FY2023 | FY2024 | FY2025 Target |
|--|--------------|----------------|--------|--------|---------------|
| Percent of administrative investigations completed within 180 days | Efficiency   | Up is Better   | NA     | 100%   | <b>60%</b>    |
| Percent of FOIA Requests processed within 15 business days         | Outcome      | Up is Better   | 95.45% | 50%    | <b>97%</b>    |

#### 3.3 DELIVER ACTIONABLE, RELEVANT, AND TIMELY PRODUCTS AND SERVICES TO CUSTOMERS AND STAKEHOLDERS THAT PROMOTE ECONOMIC, EFFICIENT, EQ-UITABLE, AND EFFECTIVE GOVERNMENT OPERATIONS; DETER MISCONDUCT AND HOLD WRONGDOERS ACCOUNTABLE.

| Related Measures  | Measure Type | Directionality | FY2023 | FY2024 | FY2025 Target |
|---|--------------|----------------|--------|--------|---------------|
| Percent of criminal investigations, referred and closed, that resulted in a positive outcome (a criminal, civil, administrative and/or monetary outcome at District Court, Superior Court or District entities) | Outcome      | Up is Better   | NA     | 32.2%  | <b>70%</b>    |

(continued)

| Related Measures  | Measure Type | Directionality | FY2023 | FY2024 | FY2025 Target |
|---|--------------|----------------|--------|--------|---------------|
| Percent of planned audits and inspections, relating to the programs and operations of District government departments and agencies, completed | Outcome      | Up is Better   | NA     | 56.25% | <b>60%</b>    |
| Percent of recommendations accepted by agencies during the fiscal year  | Outcome      | Up is Better   | NA     | 89%    | <b>75%</b>    |
| Percent of reported allegations from external sources resulting in an administrative investigation  | Efficiency   | Up is Better   | NA     | 100%   | <b>60%</b>    |

### 3.4 IMPLEMENT AN INFORMATION AND KNOWLEDGE MANAGEMENT SYSTEM THAT SUPPORTS THE OIG MISSION.

No Related Measures

### 3.5 EXECUTE THE HUMAN CAPITAL PLAN TO RECRUIT, DEVELOP, AND RETAIN A HIGHLY QUALIFIED AND DIVERSE WORKFORCE.

| Related Measures  | Measure Type | Directionality | FY2023 | FY2024 | FY2025 Target |
|---|--------------|----------------|--------|--------|---------------|
| Percent of FTEs with completed annual performance reviews conducted by supervisors                    | Outcome      | Up is Better   | 84.21% | N/A    | <b>100%</b>   |
| Percent of FTEs with completed mid-year performance reviews conducted by supervisors this fiscal year | Outcome      | Up is Better   | 94.74% | 91.84% | <b>100%</b>   |
| Percent of FTEs with completed performance plans this fiscal year                                     | Outcome      | Up is Better   | 94.74% | 92.93% | <b>100%</b>   |
| Percent of vacancies  | Outcome      | Down is Better | 13.08% | 14.17% | <b>3%</b>     |

### 3.6 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

| Related Measures  | Measure Type | Directionality | FY2023       | FY2024       | FY2025 Target        |
|---|--------------|----------------|--------------|--------------|----------------------|
| Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years | Outcome      | Up is Better   | NA           | 73.68%       | <b>No Target Set</b> |
| Percent of employees that are District residents  | Outcome      | Up is Better   | 43.27%       | 49.04%       | <b>No Target Set</b> |
| Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia                         | Outcome      | Up is Better   | 21.05%       | 6.67%        | <b>No Target Set</b> |
| Percent of new hires that are District residents  | Outcome      | Up is Better   | 36.84%       | 30.43%       | <b>No Target Set</b> |
| Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time   | Outcome      | Up is Better   | No incidents | No incidents | <b>No Target Set</b> |



## 4 ACTIVITIES

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### 4.1 GOVERNMENT OVERSIGHT

Conduct audits, investigations, inspections, and evaluations based on proactively identified leads and indicators.

*No Related Measures*

### 4.2 KNOWLEDGE MANAGEMENT

Manage information and data to enable the OIG's leadership team to make effective and efficient decisions and improve overall oversight performance.

*No Related Measures*

### 4.3 LIAISON

Serve as the principal liaison between the District government and the US Government Accountability Office.

*No Related Measures*

### 4.4 OPERATIONAL EXCELLENCE

Integrate internal OIG policies and procedures to ensure the OIG executes its mission in compliance with applicable standards to support our organizational performance excellence framework to ensure continuous improvement.

*No Related Measures*

### 4.5 HUMAN CAPITAL PLAN

Assess current staffing to ensure it meets the OIG's mission and vision.

| Related Measures  | Measure Type | Directionality | FY2023 | FY2024 | FY2025 Target |
|---|--------------|----------------|--------|--------|---------------|
| Number of FTEs  | Quantity     | Up is Better   | 95     | 104    | *             |
| Number of FTEs with completed annual performance reviews with supervisors   | Quantity     | Up is Better   | 80     | N/A    | *             |
| Number of FTEs with completed mid-year performance reviews with supervisors | Quantity     | Up is Better   | 90     | 90     | *             |
| Number of FTEs with completed performance plans                             | Quantity     | Up is Better   | 90     | 92     | *             |

\*Specific targets are not set for this measure

#### 4.6 ASSESSMENT OF RISK

Operate hotline and data analysis programs to aid in identifying and evaluating allegations of corruption, fraud, waste, abuse, and mismanagement.

| Related Measures   | Measure Type | Directionality | FY2023 | FY2024 | FY2025 Target |
|--|--------------|----------------|--------|--------|---------------|
| Number of OIG contacts evaluated, and an appropriate course of action determined within 10 business days | Quantity     | Neutral        | NA     | 1,071  | *             |

\*Specific targets are not set for this measure

#### 4.7 GOVERNMENT OPERATIONS

Initiate and conduct independent fiscal and management audits, inspections, and investigations of District government operations.

| Related Measures   | Measure Type | Directionality | FY2023 | FY2024       | FY2025 Target |
|--|--------------|----------------|--------|--------------|---------------|
| Number of audits and inspections, relating to the programs and operations of District government departments and agencies, completed or supervised | Quantity     | Neutral        | NA     | 9            | *             |
| Number of Investigations Closed  | Quantity     | Neutral        | NA     | 109          | *             |
| Number of Investigations Opened  | Quantity     | Neutral        | NA     | 99           | *             |
| Number of recommendations accepted by agencies   | Quantity     | Neutral        | NA     | 133.5        | *             |
| Total Administrative Actions   | Outcome      | Neutral        | NA     | 2            | *             |
| Total Civil Recoveries   | Quantity     | Neutral        | NA     | \$36668.84   | *             |
| Total Convictions  | Quantity     | Neutral        | NA     | 17           | *             |
| Total Criminal Recoveries  | Quantity     | Neutral        | NA     | \$22,923,125 | *             |
| Total Indictments  | Quantity     | Neutral        | NA     | 21           | *             |
| Total Monetary Benefits  | Quantity     | Neutral        | NA     | \$0          | *             |

\*Specific targets are not set for this measure

#### **4.8 GOVERNMENT ACCOUNTABILITY**

Forward to the appropriate authorities evidence of criminal wrongdoing that is discovered as the result of any audit, inspection, or investigation conducted by the OIG.

*No Related Measures*

#### **4.9 FISCAL ACCOUNTABILITY AND OVERSIGHT**

Enter into a contract with an outside auditor to perform the Annual Comprehensive Financial Report (ACFR) of the District government for the fiscal year.

*No Related Measures*

#### **4.10 GOVERNMENT OVERSIGHT**

Conduct special audits, assignments, and investigations.

*No Related Measures*