



Implementation of District of Columbia Auditor Recommendations

February 9, 2018

Report Team:

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A Report by the Office of the District of Columbia Auditor
Kathleen Patterson, District of Columbia Auditor

February 9, 2018

The Hon. Phil Mendelson, Chairman
Council of the District of Columbia
The John A. Wilson Building
1350 Pennsylvania Ave., N.W.
Washington, D.C. 20004

Dear Chairman Mendelson:

What follows is a letter report providing the status of recommendations made by this office over the last three years. We hope this is useful to the Council in conducting its FY 2018 performance oversight hearings.

Background

The Office of the District of Columbia Auditor (ODCA) conducts audits, reviews programs, and issues recommendations to improve the effectiveness, efficiency, and accountability of District government operations. The benefit from our work is not in the recommendations made, but in their effective implementation by agency management. We take steps to improve the likelihood that a recommendation will be appropriately implemented by providing sound and reasonable proposals and following-up with agency management to determine the status of each agency's response..

Objective, Scope and Methodology

The purpose of this report is to make public the implementation status of the recommendations we have made to District of Columbia government agencies.

Through January 31, 2018, we tracked 248 recommendations contained in 35 reports issued from November 2014 through October 2017. For fiscal years 2014 through 2015, we include only recommendations made in "Yellow Book" audits, that is, those following Generally Accepted Government Auditing Standards (GAGAS). For fiscal years 2016, 2017 and 2018, we include recommendations made in our Yellow Book audits as well as all other recommendations we made in non-GAGAS audits and program evaluations.

We begin our follow-up process by entering all recommendations contained in completed reports into our tracking database. Our practice has been to follow up every six months with agency management to determine the implementation status of those recommendations. Starting in fiscal year 2016, our first follow-up with the agency occurs three months after the report is issued. All recommendations reported as implemented usually require documentary evidence showing what actions the agency took. Follow-

up continues every six months until all recommendations have been confirmed as either implemented or no longer applicable, or the agency confirms that the recommendation will not be implemented.

This year’s report includes all recommendations deemed open in last year’s report, except for those issued more than three years ago. “Open” recommendations are any that we have not been able to confirm as implemented or no longer applicable, or that the agency has reported that they will not be implementing. We also included new recommendations issued in reports dating from May 1, 2016 through October 30, 2017.

Results

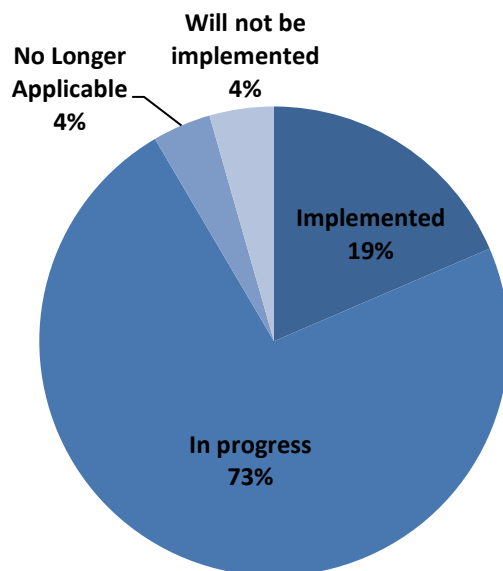
This report describes the status of the 248 recommendations issued from November 2014 through October 2017. The status of each audit recommendation is identified using the following classifications:

Implemented	We reviewed information provided by the audited agency’s management and agreed that the recommendation was implemented.
In progress	This status is assigned in three instances: <ul style="list-style-type: none"> • Recommendations that management reported as underway but not yet fully implemented; • Recommendations that management reported as implemented but lacked documentary evidence supporting their claim; or • When we have not yet heard from the responsible agency.
No longer applicable	Circumstances have changed since the audit report was issued that render the recommendation no longer relevant.
Will not be implemented, management accepts risk	Management does not agree with the recommendation and/or does not intend to implement it. In making this choice, agency management is accepting the risk that accompanies the associated finding.

For purposes of future tracking, all recommendations confirmed as implemented or no longer applicable will be considered closed and no additional follow-up will be conducted. All other recommendations are considered open and regular follow-up will continue until they are considered closed—either as a result of being implemented or if more than three years have passed since the recommendation was issued. As shown in the chart below, as of January 31, 2018, 19 percent of the recommendations included in this report have been implemented, 73 percent were in progress, 4 percent were no longer applicable, and 4 percent will not be implemented, according to the responsible party. We should quickly note that, consistent with the definitions above, the vast majority of those listed as “in progress” may in fact not be in progress. They are recommendations on which we have received no information, or we have been informed that the recommendation was implemented but there was no documentary evidence provided, so we have recategorized the status as “in progress.” For example, we have not received any

information from the Department of Housing and Community Development on 37 recommendations related to the Housing Production Trust Fund, listed as report #29. We have not received any information from the Department of Consumer and Regulatory Affairs on the report (#34) on the vacant and blighted property program in which we made 16 recommendations.

Recommendation Status Summary



Notable Successes and Challenges in the Implementation of Recommendations

In this section, we highlight the implementation status of recommendations made in two areas of high risk activity for the District of Columbia government—school modernization and public-private development projects. The law that created the D.C.’s public schools’ modernization program called for ODCA to conduct regular audits of the process. We have discovered numerous shortcomings in the risk management of these projects, leading to compliance shortcomings, wasteful spending, and other inefficiencies. While there have been some significant improvements made following our recommendations, many others intended to address these shortcomings remain unimplemented.

The District of Columbia, like many jurisdictions around the country, regularly enters into agreements with developers in the city. In exchange for favorable treatment of the projects being proposed by these developers, the District requires them to agree to provide certain desirable public goods such as affordable housing or construction jobs for District residents. One of our 2016 audits focused on how the District government is monitoring these agreements. We found that there are many improvements needed to ensure that the private developers involved actually live up to their promises. Many of these recommendations have also not been implemented.

School Modernization

No issue has received more attention from the Office of the D.C. Auditor in recent years than school modernization, based on a statutory requirement that an audit be conducted each year, looking into

“whether the District met the process, quality, schedule, and cost objectives of the Facilities Master Plan and Budget.” This compliance report includes recommendations made in four reports:

- [The District’s School Modernization Program has Failed to Comply with D.C. Code and Lacks Accountability, Transparency, and Basic Financial Management \(July 1, 2015\)](#)
- [The Department of General Services Failed to Provide Information the DC Council Needed to Make Informed Decisions on the Scope and Cost of Modernizing the Duke Ellington School of the Arts \(May 31, 2016\)](#)
- [The District May Have Forfeited Nearly \\$500,000 Through Changes to the Contract for the H.D. Cooke Elementary School Modernization Completed in 2010. \(July 13, 2016\)](#)
- [The Department of General Services Needs Guidance and Assistance to Develop Effective Internal Controls \(July 17, 2017\)](#)

In two areas, the District government has responded to audit recommendations with significant reforms.

- The D.C. Council has legislated a new and ostensibly objective methodology for selecting school modernization projects in enacting the Planning Actively for Comprehensive Education Facilities Amendment Act of 2016
- The Department of General Services revamped its contracting process for hiring project managers for DCPS school modernization projects and now retains eight individual firms rather than a single project manager.

In the July 1, 2015, report covering four years of school modernization efforts (Fiscal Year 2010 through Fiscal Year 2013) ODCA found that “The District has not met the process and schedule objectives of the Master Facilities Plan and does not have a process in place for selecting schools for modernization.” We recommended that, “The Council should require the development of a clear and consistent selection process, without which the MFP will remain a largely inconsequential document.” Further, “the process should continue to allow for input from the public as well as each affected District agency, particularly DCPS.” The recommendations spoke to a collaborative process that “should be clear where accountability resides for which schools are selected for modernization.”

The legislation given final approval in November 2016 set out a comprehensive formula for establishing a priority rank for each school based on the facility’s condition, the demand for services as measured by current enrollment, community need including future projected enrollment, and equity, encompassing both renovations to date and proportion of at-risk students in the school population.

In presenting the final version of the legislation to the Council’s Committee on Education on October 26, 2016, Chair David Grosso emphasized, “the importance of moving forward with these changes to our Master Facilities Plan laws and codifying an objective approach for prioritizing projects for inclusion in the DCPS Capital Improvement Plan.” The law required an initial ranking by September 30, 2017, with updates every five years. As of mid-January 2018, according to Committee on Education staff, the Council had not yet received the first set of rankings.

The issue of cost increases and lack of transparency around growing project costs was the focus of ODCA’s May 31, 2016, school modernization audit. The Grosso legislation addressed this by making other changes to requirements for the annual CIP including language aimed at improving the estimation of total projects costs and for each project “a cost estimate of improvements planned for the next fiscal year and the succeeding 5 fiscal years and a detailed explanation for any proposed increases over 10% from the prior-year School Facility CIP estimate.”

The 2016 school modernization report focused on the sweeping renovations to the Duke Ellington School of the Arts, including DGS oversight of the project management firm, a partnership called D.C. Partners for the Revitalization of Education Projects (DC PEP). The audit found that DC PEP had not met its contractual obligations including failing to provide updated cost information or meeting other reporting requirements, and faulted DGS for not holding the contractor accountable for meeting all contract terms. Among the report's recommendations: "If the Mayor continues to contract for program management for school modernizations, she should consider directing DGS to select multiple program management firms." The report noted that, "Today the District selects individual architects and builders for capital projects based on the quality and value of their work and should have the same choice when it comes to program management firms to oversee new modernization projects. Over time, firms that consistently deliver high quality management can be retained, while those that do not can be replaced." The report also noted that contracting with multiple project management firms would promote competition and provide additional opportunities to small and disadvantaged firms.

DGS permitted the DC PEP contract to lapse at the end of 2016, and issued an RFP on November 16, 2016, for multiple project management firms. Contracts were awarded to eight firms on April 10, 2017, and received passive approval by the D.C. Council in June 2017. Two of the eight receiving new awards were the two partners in DC PEP, McKissack & McKissack and Brailsford & Dunlavey. In increasing the number of awards from an anticipated five firms to a total of eight, "the Chief Contracting Officer determined...that the higher number of awards would afford DGS needed flexibility to target specific specialty services on a project by project basis and would also provide opportunities for firms that are new to working with DGS."

Oversight of Private Development Projects and Assessment of Penalties

[An ODCA report published in August 2016](#) revealed that several District agencies did not provide sufficient oversight of private development projects, specifically with regard to private developers' compliance with agreed-upon community benefits. The report also noted that two District agencies—the Department of Small and Local Business Development (DSLBD) and the Department of Employment Services (DOES)—had not collected potentially significant fines from developers, despite evidence that some developers may not have met the requirements of their agreements. The District's failure to collect penalties is a recurring issue; [it was detailed in an earlier ODCA report](#) published in September 2013, was included in [a report on DSLBD's monitoring of subcontracting requirements](#) issued in July 2016, and will be detailed again in an upcoming ODCA report on DOES's First Source Program.

In a very detailed response to the 2016 report, submitted jointly by several executive branch agencies, the Bowser Administration described a number of ongoing and planned initiatives to address some of the issues described in our report. The responsible District agencies, however, have not provided evidence that they have implemented several key recommendations.

One key recommendation stated that the Mayor should designate a single agency to (1) continuously identify all agreements signed with private developers throughout the District government and (2) develop a plan for ongoing coordination with relevant agencies to ensure that they are actively tracking compliance with each requirement, to completion.

The executive branch initially deemed this recommendation "not applicable," both in their immediate response to the report and in subsequent follow up. They posit that the D.C. Council has directed individual agencies to monitor specific elements of compliance—for instance, DSLBD monitors

compliance for Certified Business Enterprises—thus it would be inappropriate for another agency to be involved.

As written, ODCA’s recommendation would not override responsibilities assigned by the D.C. Council. Rather, it would ensure better monitoring of the requirements contained in agreements by identifying a single entity to maintain a record of all agreements signed District-wide. Subsequently, that entity would coordinate with responsible agencies, such as DSLBD, to be sure that they are aware of all compliance requirements contained in the agreements and that they actively and accurately monitor compliance, per the legislative requirement, from beginning to end of the private development project.

We also recommended that the directors of DSLBD and DOES develop procedures to accurately track compliance with CBE expenditure and First Source requirements, respectively, and begin assessing penalties to noncompliant developers and contractors.

In written comments on the original report, the Bowser Administration detailed many steps that each agency was undertaking to address the shortcomings identified. Specifically, DOES and DSLBD were to remediate or penalize unexcused noncompliance by developers and contractors, where appropriate. To this end, DSLBD in particular committed to complete a full evaluation of all past and ongoing projects, develop a Master List of projects, and produce a comprehensive report of findings and recommendations.

Despite repeated attempts to gather information from DSLBD and DOES on whether they have assessed any penalties or established procedures to accurately track compliance with CBE expenditure and First Source requirements, neither agency has provided evidence of progress in enforcement. The Council may want to ask the status of enforcement actions during performance oversight hearings.

What follows are a summary of the status of recommendations and a comprehensive list of recommendations with their status explained.

Sincerely,

A handwritten signature in blue ink that reads "Kathleen Patterson". The signature is written in a cursive, flowing style.

Kathleen Patterson
District of Columbia Auditor

cc: D.C. Councilmembers

Open Recommendations by Agency as of January 31, 2018

Entity	Number of Open Recommendations
Department of Housing and Community Development	37
Department of Employment Services	33
Department of General Services	17
Office of the Mayor	17
Council of the District of Columbia	14
Department of Consumer and Regulatory Affairs	10
ANC 7F	8
Office of the City Administrator	7
Department of Small and Local Business Development	7
Department of Human Services	6
District of Columbia Public Schools	5
Office of Tax and Revenue	5
Department of Public Works	4
DC Office on Aging	3
Office of Contracting and Procurement	3
Department of Health	3
Department of Parks and Recreation	3
University of the District of Columbia	3
ANC 6E	2
ANC 8D	2
Office of the Chief Medical Examiner	2
Child and Family Services Agency	2
Department on Disability Services	2
Deputy Mayor for Education	2
Department of Human Resources	2
Office of the State Superintendent of Education	2
ANC 5C	1
ANC 8E	1
Office of the Chief Technology Officer	1
Child Fatality Review Committee	1
Board of Elections	1
Department of Motor Vehicles	1
Public Charter School Board	1
Real Property Tax Appeals Commission	1

***Totals differ from the following chart because twelve open recommendations were directed to more than one agency.**

Status of Audit Recommendations, as of January 31, 2018 Listed Chronologically, by Date of Report Publication

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
1	ANC 1A Did Not Fully Comply with All Legal Requirements (November 20, 2014)	2	ANC 1A's Treasurer should provide the date the quarterly report was filed with the Auditor at each public meeting.	Implemented	
2	ANC 8E Did Not Properly Support all Reported Expenditures (February 10, 2015)	1	With regard to filing complete and accurate quarterly reports, ANC 8E should follow the requirements of the ANC Act as well as the ANC Financial Management Guidelines issued by the Office of the District of Columbia Auditor.	In progress	ANC 8E continues to file their quarterly reports late.
3	Oversight Improvements Must Continue to Ensure Accountability in Use of Public Funds by D.C. Public Charter Schools (March 17, 2015)	3	OSSE should work with D.C. policymakers to develop policies and procedures so that funding can more efficiently follow students, including adjusting payments to charter schools for student movement that occurs after the enrollment audit.	In progress	OSSE reports that they expect to implement this recommendation by September 2018.
		4	OSSE should appropriately deploy personnel to verify that payments to charter schools for at-risk students and residential programs are accurate.	In progress	OSSE reported that this recommendation has been implemented; however, they did not provide adequate documentation to support this assertion.
		5	The PCSB should publish current fiscal policies and procedures for charter schools.	Implemented	
4	ANC 5C Did Not Comply Fully with the ANC Act (April 9, 2015)	1	ANC 5C's Treasurer should ensure that ANC 5C's quarterly financial reports are complete, accurate, properly signed, and filed with the Auditor by the required due dates.	Implemented	
		2	ANC 5C should follow the ANC Act when filling vacancies.	In progress	ANC 5C did not fill any vacancies in FY2015, FY2016, or FY2017.
		3	ANC 5C should review their current grant policy and internal controls in order to be in compliance with the D.C. Code and the Auditor's grant guidelines.	Implemented	
5	ANC 6E Largely Compliant with Law (April 28, 2015)	1	ANC 6E should update its bylaws to reflect ANC 6E's current geographic boundaries	In progress	ANC 6E has not yet implemented this recommendation.
		2	Tighter management control should be applied to ensure the integrity of the grant award and monitoring processes.	In progress	ANC 6E has not yet implemented this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
6	ANC 7F Did Not Fully Comply with the ANC Act (May 18, 2015)	1	ANC 7F should establish a voucher package for each disbursement to include supporting documents.	In progress	ANC 7F has not yet responded to our request for information about their implementation of this recommendation.
		2	ANC 7F's Commissioners/officers, at their first meeting of each fiscal year, should develop and present a spending plan budget for the upcoming fiscal year.	In progress	ANC 7F has not yet responded to our request for information about their implementation of this recommendation.
		3	ANC 7F's Commissioners, at their first meeting of each calendar year, should adopt and publish a schedule of regular Commission meetings for the remainder of the calendar year.	In progress	ANC 7F has not yet responded to our request for information about their implementation of this recommendation.
		4	ANC 7F's Commissioners should maintain, in a secure location, an approved written record of each public meeting.	In progress	ANC 7F has not yet responded to our request for information about their implementation of this recommendation.
		5	ANC 7F should ensure that its quarterly financial reports are filed with the Auditor by required due dates.	In progress	ANC 7F has not yet responded to our request for information about their implementation of this recommendation.
		6	ANC 7F's Treasurer and Chairperson should, at their first meeting of the calendar year, adopt a resolution to participate in the ANC Security Fund, or obtain a cash or surety bond.	In progress	ANC 7F has not yet responded to our request for information about their implementation of this recommendation.
		7	The ANC 7F Treasurer should reconcile bank statements to the checkbook within 15 days of receipt of the bank statement.	In progress	ANC 7F has not yet responded to our request for information about their implementation of this recommendation.
		8	The bank statement and reconciliation should be reviewed and approved by the Chairperson or Vice Chairperson.	In progress	ANC 7F has not yet responded to our request for information about their implementation of this recommendation.
7	Effects of the District's Sick and Safe Leave Act (May 28, 2015)	1	DOES should resubmit the hardship exemption rules and the District Council should review these rules and either affirmatively approve or disapprove them. If the Council disapproves the rules, we urge them to work with DOES to develop rules that satisfy the requirements of the law or to amend the law as they see fit.	In progress	DOES reports that this recommendation will be implemented sometime between March and September 2018.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		2	DCHR should notify all current District employees who are or were WAE employees that they are entitled to sick leave as of the date the Act became effective and explain how and when they will be credited with this leave.	Implemented	
8	ANC 8D Financial Operations Were Not Fully Compliant with the Law (June 16, 2015)	1	ANC 8D Commissioners should ensure that adequate documentation supporting all disbursements is maintained by creating a voucher package for each expenditure.	In progress	ANC 8D has not yet implemented this recommendation.
		2	ANC 8D Commissioners should ensure that all checks are signed by two officers, as required.	Implemented	
		3	ANC 8D Commissioners should maintain an approved written record of each public meeting in a secure location.	In progress	ANC 8D has not yet implemented this recommendation.
		4	ANC 8D's Commissioners / officers, at their first meeting of each fiscal year, should develop and present a spending plan for the upcoming fiscal year.	Implemented	
9	The District's School Modernization Program Has Failed to Comply with D.C. Code and Lacks Accountability, Transparency, and Basic Financial Management (July 1, 2015)	1	The Council should require the development of a clear and consistent selection process.	Implemented	Although legislation was enacted, the administration has not yet provided the first priority ranking of projects, as noted above.
		2	Once policymakers have defined a selection process by which DGS (in consultation with other agencies) will select schools for modernization, the Deputy Mayor for Education should ensure that this information is efficiently disseminated to the public.	In progress	The Deputy Mayor for Education reported that this recommendation has been implemented; however, they have not provided documentary support.
		3	The Deputy Mayor for Education should revise the Master Facilities Plan to include a schedule and process for school modernizations in the District.	In progress	The Deputy Mayor for Education reported that this recommendation would be implemented by December 2017.
		4	The Mayor [should] ensure that all of the elements outlined in D.C. Code § 38-2803 (d) are included in the annual budget submission.	In progress	The Deputy Mayor for Education reports this recommendation will be implemented by Spring 2017. We have not received a response to our recent requests for an update.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		7	<p>For the five high school modernizations covered in this audit (Eastern, Woodson, Cardozo, Anacostia, and Wilson) [...], we recommend that DGS perform an assessment of each contract to determine if any savings should have accrued to the District. This analysis should include:</p> <ul style="list-style-type: none"> An item-by-item reconstruction of how the GMP contingency was used [...and] [A] report on “buy-outs” including variances between subcontracts for base scope versus their respective Guaranteed Maximum Price schedule of values line item. <p>Should this analysis identify any project savings that should have accrued to the District, DGS should secure the appropriate payment to the District.</p>	In progress	DGS reports that they have completed the analysis for 3 of 5 high schools and explains that the other 2 high schools will be audited “as time permits.”
		8	<p>DGS [should] enforce the terms of each of the contracts it signs for the District’s school modernization projects. Specifically, DGS should:</p> <ul style="list-style-type: none"> Require that contractors provide Buy Out variances in their monthly reports, [...]; (See report for additional language.) 	In progress	DGS reported that they have implemented this recommendation, but has not provided documentary evidence to support this.
		10	<p>DGS [should] enforce existing cost control mechanisms for its projects and devise a method for managing and assessing those mechanisms, including contract provisions in their existing contracts which establish how contractors may spend funds set aside for contingencies.</p>	In progress	DGS reported that they have implemented this recommendation, but has not provided documentary evidence to support this.
		11	<p>The Mayor and Council should require that each iteration of the MFP include cost standards for school modernizations in the District as a check on spiraling costs and to enable the ODCA to comply with the requirements set forth in D.C. Code § 38-2973.05.</p>	In progress	The Deputy Mayor for Education responded “No longer applicable.” The Council reported “not started” and noted that “there is still an opportunity for the Executive to incorporate cost standards in the next MFP.”
		12	<p>The Mayor and Council should require an analysis of the costs and benefits of LEED-qualified construction and clarify the standards that should be sought.</p>	Will not be implemented, management accepts risk	The Deputy Mayor for Education and Council both pointed out that the Healthy Schools Act of 2010 requires all school facilities to be built at LEED Gold certification or higher, with no cost-benefit analysis required.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		13	DGS should continue to gather the necessary information for Anacostia's LEED submission. Should Anacostia be deficient in the quality of its design as compared to other District schools, any deficiencies preventing LEED certification should be remedied immediately.	Implemented	LEED has certified this property to their "Gold" standard.
		14	The Mayor should direct DGS to improve its internal controls environment, by designing, documenting, and implementing effective internal controls.	Will not be implemented, management accepts risk	
		15	DGS should familiarize itself with the statutory references to the District's school modernization program, and in particular, the audit requirements outlined by District law so as to create controls and processes designed to meet those expectations set by policymakers.	Will not be implemented, management accepts risk	DGS responded by saying that they were already familiar with statutory references to the District's school modernization program.
		16	[...], DGS should ensure that the Capital Improvement Plan (CIP) includes school specific project listings [...]. Should DGS still require some transfers throughout the fiscal year, it should ensure that it retains the necessary documentation to support why transfers were made and who approved them.	Will not be implemented, management accepts risk	
		17	DGS [...] should develop and document a process for properly reviewing and approving all invoices before they are paid [and t]hese procedures must provide detailed instructions [...] on the exact nature of the documentation that should be included with each pay application. They should also describe how to retain documentation so that auditors can review invoice approval and payment processes in the future.	In progress	DGS reported that this recommendation has been implemented but did not provide documentation to support this.
		18	DGS should occasionally conduct random mini-audits of DC PEP to ensure that the District's contractors are submitting all the documentation required by their contracts and to ensure that DC PEP is properly managing those contracts.	In progress	DGS explained that they have started a process of regular compliance review and that they expected to officially close out the DCPEP contract by December 31, 2016.They have not provided any additional information about the implementation status of this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		19	DGS should develop a process for allocating costs from individual invoices to multiple schools, as necessary. Additionally, project management fees should be charged directly to the schools where project managers worked.	Will not be implemented, management accepts risk	
		20	DGS [... should] revise their process for reviewing and approving invoices for payment [to] ensure that funds allocated by the Council are in fact spent as intended.	In progress	DGS reported that this recommendation has been implemented but did not provide documentation to support this.
		21	DGS should design policies and procedures to ensure that IT equipment is properly monitored and uniquely identified from the time that it is purchased until custody of this equipment is transferred over to each school's IT department.	In progress	DGS's response was unclear.
10	Potentially Wasteful Pool Maintenance Contracts Need Review, Oversight (February 3, 2016)	1	DGS and DPR should perform a cost / benefit analysis of their existing pool maintenance contracts and consider modifying or cancelling their existing maintenance contracts if no clear benefit can be shown.	Implemented	
		2	DPR and DGS should consider contracting directly with distributors for the purchase of pool chemicals.	Implemented	
11	RPTAC Has Improved the Appeal Assessment Process (March 4, 2016)	1	Part-time Commissioners should be hired as part-time District government employees rather than as independent contractors.	In progress	RPTAC reported this recommendation is in progress but provided no estimate of when it will be implemented.
		2	RPTAC should work with the Board of Ethics and Government Accountability (BEGA) to ensure that all of those who are required to file Public Financial Disclosure Statements do so and to properly report to BEGA the names of those who are required to file Confidential Financial Disclosure Statements and ensure that they do so and that those Confidential Financial Disclosure Statements are reviewed in a timely manner, as required.	Implemented	
		3	RPTAC should put in place a recusal process that includes a determination of whether a conflict of interest or potential conflict of interest exists and whether recusal is the appropriate remedy. (See report for additional language.)	Implemented	

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
12	The District's Management Contract with The Community Partnership for the Prevention of Homelessness was not Properly Managed in Fiscal Year 2014 to Ensure Performance Consistent with Contract Terms (March 9, 2016)	1	To the extent that DHS continues to contract for the management of homeless services, the agency should carefully review the required deliverables for future contracts, design a contract oversight plan that includes regular performance assessment metrics of the contractor, and assign sufficient personnel to perform contract administration.	Implemented	
		2	DHS should ensure that TCP submits the required monthly and annual performance reports, based on subcontract services to be provided, for each Contract Line Item Number (CLIN) and subcontract, as well as monthly invoices that detail the quantity of services provided for each CLIN and subcontract.	In progress	DHS reports this recommendation will be implemented by March 2018.
		3	DHS should invest in staffing for homeless services contract administration, including expanding the team, outlining specific responsibilities and providing for creation of data reports in HMIS.	Implemented	
		5	Policymakers, including the Mayor and Council, with the assistance of the Chief Financial Officer, should devise a more suitable annual funding cycle for ongoing critical services that does not rely on a series of budget and contract modifications, including working with federal counterparts as necessary.	Implemented	The new contract for homelessness support services has as its effective date February 1. According to DHS, this will avoid the need to use budget modifications during the fiscal year to pay for services.
		6	DHS should develop a solicitation plan including justification for which services should be competitively bid and a timeline for solicitations going forward.	Implemented	
		7	DHS should review the number of staff in OPRMI to determine if additional employees are necessary or other staff can assume additional responsibilities to ensure reports are sent to the providers in a timely manner.	Implemented	
		8	DHS should hold TCP accountable for the implementation of its program rules strategy in its annual performance review.	In progress	DHS reports this recommendation will be implemented by March 2018.
		9	With feedback from TCP and providers, DHS should assess which training TCP is to provide and how often, and this information should be included in the contract and annual performance reviews.	Will not be implemented, management accepts risk	

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		10	With feedback from TCP and providers, DHS should determine the programs / facilities for which TCP shall be responsible for providing security services, including the number of security personnel needed and hours of coverage.	Implemented	
		11	DHS should require that TCP submit, for agency approval, revised subcontract templates by program type [...] based on conversations with the subcontractor and including details on terms such as “comprehensive case management” and “spending plan.”	Implemented	
		12	DHS should require TCP to include monitoring of specific contract elements in the Performance Monitoring plan [...]; that the plan be circulated to all of the subcontractors and include, when necessary, training to ensure subcontractors are familiar with the terms and requirements; and assess TCP’s compliance on an annual basis.	In progress	DHS reports this recommendation will be implemented by March 2018.
		13	DHS should be consistent in enforcing guidance including communicating with the UPO and Catholic Charities that they must comply with TCP’s Policies and Procedures as Continuum of Care Subcontractors.	Implemented	
		14	DHS should work with the Office of Contracting and Procurement and TCP to bring CLIN amounts closer to actual costs.	Implemented	
		15	DHS should require TCP to reprogram budget authority or submit budget modifications if necessary.	No longer applicable	Deemed no longer applicable since the new contract with TCP has as its effective date February 1. According to DHS, this will avoid the need to use reprogrammings or budget modifications.
		16	DHS should ensure that TCP only provides repair and maintenance of designated District-owned facilities and should include all relevant attachments in the contract to clarify which facilities TCP can provide repair and maintenance to.	No longer applicable	Under the new contract, effective February 1, 2017, TCP is only providing services at District-owned facilities.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		17	DHS should develop policies and procedures for the PSHP, which includes detailed processes for communicating timely changes in client amounts, rental amounts and housing changes, as well as information sharing between case managers, TCP, and DHS.	No longer applicable	TCP no longer has a role in the PSHP program.
		19	DHS should advise TCP to pay security deposits and monthly rental payments that are stipulated in the lease.	No longer applicable	Since Fiscal Year 2016, the District of Columbia Housing Authority (DCHA) has assumed the responsibilities for making payments. DCHA is required to make security deposits and rental payments on behalf of the Permanent Supportive Housing program.
		20	DHS should advise TCP to comply with the contract's record retention requirement by strengthening its storage and organization of PSHP leases and supporting documentation.	No longer applicable	The Department of Human Services is now responsible for maintaining these documents.
		23	DHS should enter into a written agreement with TCP on the management of D.C. General, including the review and approval of a detailed budget annually.	Implemented	
		24	DHS should consult with the D.C. Council about the use of ERAP funds to cover RRH costs.	Will not be implemented, management accepts risk	DHS responded: "DHS understands that families who have become homeless and enter the FRSP program have been subject to a housing crisis, and that ERAP is a legitimate tool for these clients when they receive permanent housing through FRSP."
		26	DHS should verify that providers are complying with program requirements related to recertification and regularly review transactions for compliance.	No longer applicable	DHS signed an MOU with DCHA effective September 2016 that transferred responsibility for the RRH program to DCHA.
		27	DHS should advise TCP to resolve data issues so that data analysis can be conducted to track all clients' rental subsidy amounts over time and analyze the cases of long-term RRH clients to come up with a plan for their transition from the program, if the program is going to continue to be a short-term program.	No longer applicable	DHS signed an MOU with DCHA effective September 2016 that transferred responsibility for the RRH program to DCHA.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		32	DHS should enter into a written agreement with TCP for LRSP that includes detail on allowable costs and detailed performance metrics, i.e., timely payments of one-time costs.	No longer applicable	TCP no longer has a role in the LRSP program.
		33	DHS should regularly review LRSP transactions for compliance.	No longer applicable	TCP no longer has a role in the LRSP program.
		34	DHS should determine whether it is appropriate for TCP to receive an administrative fee for managing itself.	Implemented	
		35	DHS should require TCP to competitively bid the 10 services that TCP self-managed.	Will not be implemented, management accepts risk	DHS's response: "There was never a contractual obligation or expectation that TCP subcontract continuum of care services. As stated in DHS' response, it is unclear if many of the self-managed services could be reasonably outsourced. In the case of DC General, an attempt to competitively bid the service resulted in no responses."
13	Review of Summer Youth Employment Programs in Eight Major Cities and the District of Columbia (April 21, 2016)	1	The District should expand private fund-raising efforts, [...], and consider establishing a 501 (c) (3) organization under the auspices of its Workforce Investment Board to solicit private donations.	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.
		2	DOES should consider using federal Workforce Innovation and Opportunity Act funds to support the summer youth employment program, because WIOA [...] requires grantees to spend 20 percent of their youth funds on work experience for in-school or out-of-school youth. [...]	Implemented	
		3	The District should consider giving enrollment priority to youth who are low-income or otherwise disadvantaged, as defined by the Workforce Innovation and Opportunity Act.	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.
		4	District of Columbia policymakers should consider program and policy changes [...] that provide specialized services or reserve slots for youth at risk of involvement in violence, youth in foster care, runaway and homeless youth, and youth with disabilities.	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		5	D.C. policymakers should consider establishing a competitive, private-sector component of MBSYEP that is intended to place students who are 16 years of age or older in summer jobs that may lead to full-time employment.	In progress	DOES has not provided an expected implementation date for this recommendation.
		6	DOES officials should seek to re-introduce unsubsidized summer placements to MBSYEP and to increase gradually the number and percentage of positions that are unsubsidized or partly subsidized.	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.
		7	DOES should evaluate whether drawing on private-sector expertise to administer various aspects of MBSYEP would increase efficiency and effectiveness. [...]	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.
		8	The Mayor should consider issuing an executive order outlining agency responsibilities in developing and administering MBSYEP, including the roles of agencies besides the Department of Employment Services in creating and monitoring summer positions for youth.	Will not be implemented, management accepts risk	
		9	DOES should expand the range of performance measures for MBSYEP by reporting annual data on program attrition, the number and percentage of placements in high-growth industry sectors, and the number and percentage of youth in unsubsidized or partly subsidized jobs. [...]	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.
		10	DOES should follow the requirements of the law by: (1) hiring an independent contractor to conduct the evaluation of MBSYEP. (2) ensuring that the evaluation covers all of the requirements set forth in D.C. Code § 32-244, and (3) presenting the evaluation to the Council and posting [it] on the DOES website by December 30 th of each year.	Implemented	
14	The Department of General Services Failed to Provide Information the DC Council Needed to Make Informed Decisions on the Scope and Cost of	1	The Council should amend D.C. Code § 38-2803 (d) to require greater detail in planning for school modernizations and the Mayor should comply with current and updated capital plan requirements.	Implemented	D.C. Law 21-219, effective February 18, 2017 made numerous changes to this section of the D.C. Code that are in alignment with this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
	Modernizing the Duke Ellington School of the Arts (May 31, 2016)	2	The Mayor should direct DCPS and DGS to conduct all substantial discussions and negotiations involving site selection, educational specifications, and architectural designs for modernizations of DCPS schools in a fully transparent manner so that District taxpayers and community residents may know why decisions are made and who made them.	In progress	We have not received any information from the Mayor on the status of this recommendation.
		3	If the Mayor continues to contract for program management for school modernizations, she should consider directing DGS to select multiple program management firms.	Implemented	DGS contracted with eight program management firms as described above.
		4	The Mayor should require DGS to reform its method of procurement for school modernization to bring budget, community discussion, design, and construction into alignment and avoid cost escalations and repeated design revisions. The Council should require <i>substantially complete</i> designs based on final education specifications before approving construction contracts for school modernizations.	In progress	We have not received any information from the Mayor on the status of this recommendation.
		5	The Mayor and Council should direct DCPS to explore more efficient utilization of the renovated Duke Ellington School, by potentially increasing enrollment or opening space to other educational programs.	In progress	We have not received any information from the Mayor or the Council on the status of this recommendation.
		6	DGS should ensure that their policy and procedure manual is in alignment with recognized best practices in capital construction.	In progress	DGS has not responded to our requests for information about this recommendation.
		15	Review of Marion S. Barry Summer Youth Employment Program Data and Activities (June 2, 2016)	1	All MBSYEP budget data should be recorded within the Department of Employment Services program code 4820 ("Summer Youth Employment Program") to provide an accurate and comprehensive tracking of program revenues and expenditures.
2	DOES should establish a firm close-out date, no later than three months after the end of the summer program, after which MBSYEP participant data will not be changed.			In progress	DOES has reported this recommendation as implemented but has not provided sufficient documentation.
3	DOES should work more closely with employers to track the employment outcomes of MBSYEP participants, particularly those in the 22- to 24-year old group. [...]			In progress	DOES's response was somewhat unclear. We have followed up to clarify.

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16	The District of Columbia Voter File: Compliance with the Law and Best Practices (July 26, 2016)	1	The BOE should develop written policies and procedures to ensure the implementation and monitoring of the following practices to ensure the integrity of the voter roll, as required by both federal and District law: <ul style="list-style-type: none"> • Removal of incarcerated felons from the voter list; • Removal of decedents from the voter list; • Removal of duplicate voter records from the voter list; and • Removal of inaccurate birth dates from the voter list. 	In progress	BOE reported this recommendation implemented but has not provided sufficient documentation.
		2	The Board should maximize its use of ERIC to improve accuracy of the voter file.	Implemented	
		3	The Board should work with the Mayor and VRAs to develop the capacity for electronic transmission of voter registration information from the DMV and other VRAs to the Board.	Implemented	
		4	Until electronic transmission is available, the DMV, working with the BOE should create an online version of the DMV application that does not request duplicate information and complies with federal law.	In progress	DMV reports this recommendation will be implemented by July 2018.
		5	DCOA, DPR, DHS, DOH, and DDS should create and implement policies and procedures that ensure that their customers are provided with the voter registration services required by both federal and local law.	In progress	DHS and DDS have demonstrated that they implemented this recommendation. DCOA and DPR each reported they had implemented this recommendation in their agency but neither has provided sufficient documentary support. DOH has not responded to our requests for information about the implementation status of this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		6	DCOA, DPR, DHS, DOH, and DDS should ensure that there is internal monitoring and enforcement of the agency's compliance with federal and local voter registration requirements.	In progress	DHS has demonstrated that they implemented this recommendation. DCOA, DDS, and DPR each reported they had implemented this recommendation in their agency but none have provided sufficient documentary support. DOH has not responded to our requests for information about the implementation status of this recommendation.
		7	(DCOA, DPR, DHS, DOH, and DDS should) [t]rain all relevant staff on proper voter registration and tracking activities to comply with federal and local law.	In progress	DHS has demonstrated that they implemented this recommendation. DCOA, DDS, and DPR each reported they had implemented this recommendation in their agency but none have provided sufficient documentary support. DOH has not responded to our requests for information about the implementation status of this recommendation.
17	Review of Sustainable Energy and Energy Assistance Trust Funds (June 20, 2016)	1	DOEE should establish controls and a process to confirm the accuracy of the monthly payments submitted by the utility companies.	Implemented	
		2	DOEE should periodically audit the EATF in compliance with the requirement of the DC Code. Assessments should be reviewed to determine if they are still suitable to support the current needs of the low-income assistance programs.	Implemented	
		3	DOEE should assess whether performance benchmarks are still relevant and reasonable and address the current objectives of the SEU energy programs.	Implemented	
		4	DOEE should work with policymakers to re-evaluate and adjust the surcharge currently assessed to District residents OR fully utilize funds for purposes intended in the Clean and Affordable Energy Act of 2008, as amended.	Implemented	

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
18	Customer Service Tests of Seven Large Agencies Show Mixed Results (June 27, 2016)	1	The Mayor should update customer service standards issued by then-Mayor Anthony Williams. The standards should match service levels attained by leading public and private sector organizations.	In progress	The Mayor has reported this recommendation would be implemented by May 2017 but we have no further information.
		2	The Mayor, City Administrator, and agency heads should implement and enforce clear time frames for responding to phone, email, and written communications. Employees' failure to meet the standards should be reflected in their performance evaluations.	In progress	We have no information on the implementation status of this recommendation.
		3	The Mayor, City Administrator, and agency heads should ensure that customer service goals, measures, and results are included in annual agency performance plans and reports.	In progress	The City Administrator has reported this recommendation would be implemented by October 2017. We have no further information as to whether it has been.
		4	Agencies should use external assessments of customer service in order to provide objective measures.	In progress	The City Administrator has reported this recommendation would be implemented by October 2017. We have no further information as to whether it has been.
		5	Agencies should make greater use of scripts or templates that explain how to respond to common questions or problems and thereby ensure more consistent and accurate responses to customer service requests.	In progress	The City Administrator has reported this recommendation would be implemented by May 2017. We have no further information as to whether it has been.
		6	Agencies should emphasize the need for "end to end" service that responds to the full scope of a customer's problem or request.	In progress	The City Administrator has reported this recommendation would be implemented by October 2017. We have no further information as to whether it has been.
19	The District of Columbia Housing Production Trust Fund: Revenues and Expenditures and 5-City Comparison (June 30, 2016)	5	The District should conduct research into the performance and interest earnings of the loans that are made by participating lenders.	No longer applicable	ODCA released a report in March 2017 that rendered this recommendation no longer applicable.
		6	The District of Columbia should develop a long-term strategy to preserve the substantial investment that it is making in affordable housing. To address this issue, the District of Columbia should consider both lengthening the DC HPTF's use restriction and maintaining a database with all publicly subsidized affordable units, listing when the affordability expires.	In progress	The Mayor reports this recommendation is in progress but has not provided an expected completion date.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
20	Subcontracting Requirements for Government-Assisted Projects: A Review of DSLBD's Compliance Monitoring Function (July 5, 2016)	1	DSLBD needs to redesign its compliance and enforcement mechanisms to ensure that the District's developers are complying with subcontracting requirements. [...]	In progress	DSLBD reported that this recommendation would be implemented by December 2017.
		2	[DSLBD] needs to ensure that its IT equipment is designed and used in an efficient and effective manner.	In progress	DSLBD reported that this recommendation would be implemented by December 2017.
		3	[DSLBD] must perform a review of the legislation governing the program to ensure strict compliance with District law.	In progress	DSLBD reported that this recommendation would be implemented by December 2017.
		4	Should DSLBD seek to redesign portions of the program, it should work with the Mayor and Council to present its point of view and recommend any changes believed to be necessary.	In progress	DSLBD reported that this recommendation would be implemented by December 2017.
		5	DSLBD should ensure that it adheres to proper programming practice and perform a requirements analysis before it begins building a new IT system to manage SBE participation on its projects.	In progress	DSLBD reported that this recommendation would be implemented by December 2017.
		6	DSLBD must enforce compliance with subcontracting requirements and issue fines to the District's developers where they are applicable.	In progress	DSLBD reported that this recommendation would be implemented by December 2017.
21	The District May Have Forfeited Nearly \$500,000 Through Changes to the Contract for the H.D. Cooke Elementary School Modernization Completed in 2010 (July 13, 2016)	1	DGS should initiate a review of all completed and closed out school modernizations to ensure that the agency and its program manager, DC PEP, received and maintain necessary documentation (such as final buy-out logs) as contracts were concluded.	In progress	DGS has not yet responded to our requests for information about this recommendation.
		2	DGS should determine whether the District is owed any savings that it has not already collected on completed school modernizations and, if so, recoup said savings.	In progress	DGS has not yet responded to our requests for information about this recommendation.
		3	OCP should review school modernization contracts to determine whether the District has been or could be disadvantaged by changes in contract form. Such a review should include Alice Deal Middle School and Moten Elementary School.	Will not be implemented, management accepts risk	
22	District Agencies Did Not Provide Sufficient Oversight of Private Development Projects and Have Not Collected Potentially Significant Fines (August 1, 2016)	1	The Mayor should designate a single agency to (1) continuously identify all agreements signed with private developers throughout the District government and (2) develop a plan for ongoing coordination with relevant agencies to ensure that they are actively tracking compliance with each requirement, to completion.	In progress	The Deputy Mayor for Planning and Economic Development (DMPED) has reported that this recommendation has been implemented. However, they have not provided sufficient documentation to support this.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		2	The Directors of DSLBD and DOES should develop procedures to accurately track compliance with CBE expenditure and First Source requirements, respectively, and begin assessing penalties to noncompliant developers and contractors.	In progress	Neither DSLBD nor DOES has responded to our request for information about this recommendation.
		3	The Director of DHCD should perform an assessment to determine whether the terms of affordable housing covenants are too restrictive to meet the needs of the populations they are intended to serve.	In progress	DHCD has not responded to our request for information about this recommendation.
23	Contracting Out School Food Services Failed to Control Costs as Promised (October 7, 2016)	1	DCPS should effectively negotiate for succeeding years of the current privatization contracts with food service management companies, to include either lower base prices or sliding scale unit prices based on expanding participation so that vendors have clear monetary incentives to both expand participation and reduce overall costs or other alternatives that achieve the same goals.	In progress	DCPS has reported this recommendation is in progress but provided no estimated final date of completion.
		2	DCPS should develop a significantly more robust Office of Food and Nutrition Services (OFNS) operation and return to a cost-reimbursable contract for school food services in which DCPS has a greater and more effective range of control over expenditures, quality, participation, and all other aspects of the school food program, OR Transition to a self-operated food service program [...].	In progress	DCPS reports that they will opt to develop a "more robust Office of Food and Nutrition Services." The expected completion date reported to us was January 31, 2017. They have not responded to recent requests as to whether they met that expected date, however we note that their FY2018 budget includes a reduction in the size of the Office of Food and Nutrition Services from 7 FTEs (in FY2017) to 5.
		3	DCPS should immediately undertake a comprehensive inventory of the appliances and other kitchen equipment in its schools, including information about the number, kind, and condition of the equipment.	Implemented	
24	Site Visit Observations: 2016 Marion S. Barry Summer Youth Employment Program (December 21, 2016)	1	DOES, the D.C. Public Schools, and D.C. public charter schools should continue to develop and expand MBSYEP offerings that combine work readiness activities for younger participants with academic skills development.	In progress	DOES reported this recommendation as implemented but has not provided sufficient documentation. DCPS: Implemented. PCSB: Will not be implemented

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		2	DOES should intensify its efforts to recruit and develop host employers that can provide high-quality career exploration and work experience, particularly by working with host employers between summers, to identify high-quality providers and offer them training and technical assistance to improve further.	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.
		3	DOES should work more intensively with host employers to discourage worksite behaviors, such as frequent absences, tardiness, and use of cell phones during classes, that undermine the development of soft skills that are important to success in school and on the job.	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.
25	The D.C. Government Must Improve Policies and Practices for the Protection of Personally Identifiable Information (January 6, 2017)	1	The Mayor should designate a central governmental entity with sufficient executive authority to carry out District-wide IT security functions and establish policies and procedures.	Implemented	The Executive Office of the Mayor has indicated that most of these recommendations are implemented based on the data policy issued on May 5, 2017. We indicate below where the implementation is not complete.
		2	The Mayor should designate a central governmental agency to document all PII that is collected and stored across all District agencies.	Implemented	
		3	The Mayor should require that every agency, where applicable, conduct and document a Privacy Threshold Analysis and publish the results on its website.	Implemented	No Privacy Threshold Analyses were located on dc.gov websites.
		4	District agencies should develop written policies that govern data collection based upon NIST guidelines OR OCTO or another central governmental agency should accomplish this on behalf of all Executive Branch agencies.	In progress	We chose to only follow up with CFSA, DCHR, and OCTO. OCTO reported their half of the recommendation as in progress with an expected completion date of June 2017. We have no more recent information as they have not responded to additional inquiries. DCHR reports that the recommendation is no longer applicable, pending action by OCTO. CFSA reports the recommendation is in progress with an expected completion date of June 2018.

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		5	District agencies, where applicable, should develop written policies and procedures to evaluate how easily the PII they collect can be used to identify specific individuals and de-identify unnecessary information.	In progress	We chose to only follow up with CFSA and DCHR. CFSA reports the recommendation is in progress with an expected completion date of June 2018. DCHR reports that the recommendation is no longer applicable, but has not explained why they have reached this conclusion.
		6	The Mayor should require that all agencies, where applicable, conduct and document a Privacy Impact Assessment or similar assessment to mitigate privacy risks, and post the results of the assessment on their websites.	Implemented	No Privacy Impact Assessments were located on dc.gov websites.
		7	The Mayor should designate a central governmental IT agency to develop, distribute, and monitor agency-wide PII confidentiality policies and procedures.	Implemented	
		8	The Mayor should direct that all agencies where applicable, to develop a consistent security training program that is conducted on an annual basis.	Implemented	
		9	The Mayor should require that all District-issued laptops and USBs that maintain PII are encrypted.	In progress	The Mayor has reported that this recommendation is in progress with an expected completion date of September 2018.
		10	The Mayor should direct that all agencies encrypt databases that contain PII or employ some other method to minimize the amount of PII data that can be accessed.	Implemented	
		11	The Mayor should direct all agencies to adopt and implement a written incident response plan and an incident /breach impact assessment that has been centrally created to address PII.	Implemented	
		26	The District of Columbia Spent \$41 Million in Emergency Contingency Funds Responding to Winter Storm Jonas, and Could Have Saved Money	1	DPW should develop and enforce strict limits on the price the District will pay for equipment and services during snow emergencies.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
	Through Negotiation and Improved Management of Retainer Contracts (January 11, 2017)	2	OCP should conduct an audit of all PCard expenses related to Winter Storm Jonas to ensure that the District paid no credit card fees on any transaction and require District agencies to seek reimbursement from vendors where it finds the District did pay fees.	Will not be implemented, management accepts risk	
		3	OCP should promulgate more extensive review procedures to ensure the District does not pay such fees in the future.	Implemented	
		4	DPW should conduct a review of the District's annual snow removal needs (including during potential storms), the equipment the District has on hand to meet those needs, and retainer contracting practices to determine the most cost-effective means of managing future snow events. [...]	In progress	DPW reported that this recommendation was implemented, but has not provided sufficient documentation to support this assertion.
		5	OCP should review and revise the District's policies regarding food and lodging expenditures to ensure compliance with federal procurement and appropriations laws.	In progress	OCP has reported this recommendation as implemented, but they have not provided sufficient documentary support.
		6	DPW should improve the process for authorizing and processing temporary promotions to ensure that government employees are promptly paid.	In progress	DPW reported that this recommendation was implemented, but has not provided sufficient documentation to support this assertion.
27	Planning, Buying, and Implementing A New Information Technology System: A Case Study of the D.C. Business Portal (February 9, 2017)	1	The Mayor and the D.C. Council should require a comprehensive planning process for IT projects. That should include giving OCTO the personnel and political standing to use its statutory authority to review and oversee District government IT projects.	In progress	We have no information about the implementation status of this recommendation.
		2	The Mayor and D.C. Council should establish a dedicated budget for information technology projects. Total funding for each individual project should be listed in the CIP, regardless of its source. (See report for additional language.)	In progress	We have no information about the implementation status of this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		3	The Mayor should ensure that for IT implementation, and particularly for District-wide or multi-agency systems, a steering committee, or other management structure envisioned in the comprehensive planning document, include representation from the City Administrator and appropriate Deputy Mayors' offices. (See report for additional language.)	In progress	We have no information about the implementation status of this recommendation.
		4	The D.C. Council should ensure that oversight committee responsibility for monitoring and oversight of IT projects is clear so committees can hold the executive management team accountable, including across administrations or changes in agency leadership.	In progress	We have no information about the implementation status of this recommendation.
28	UDC's Vision 2020 Plan: How Much Progress Has Been Made? (March 10, 2017)	1	UDC should redouble its efforts to ensure that any remaining fixes to its financial aid program be made as soon as possible so as to remove the restrictions on adding new programs of study imposed by the U.S. Department of Education.	In progress	UDC has not yet responded to our requests for information about this recommendation.
		2	UDC should make public an updated timetable showing when the new programs of study mentioned in the Vision 2020 strategic plan that have been delayed will be offered for enrollment.	In progress	UDC has not yet responded to our requests for information about this recommendation.
		3	UDC should re-assess its priorities for online learning and make public a new timeline with regard to offering online programs. To the extent that this involves changing the Vision 2020 strategic plan, an amended strategic plan should be approved by the board and released to the public.	In progress	UDC has not yet responded to our requests for information about this recommendation.
29	DHCD Should Improve Management of the Housing Production Trust Fund to Better Meet Affordable Housing Goals (March 16, 2017)	1	DHCD should develop income certification procedures and distribute them to HPTF projects, including a standard form, a list of sufficient documentation, and guidance about when and how certification should be conducted, including the requirement for bank statement submission.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		2	DHCD should develop a monitoring strategy that includes site inspections to ensure HPTF projects are complying with the procedures.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		3	DHCD should coordinate periodic training on income certification procedures.	In progress	DHCD has not yet responded to our request for information about this recommendation.

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		4	[...], the D.C. Council should amend D.C. Code § 42-2802.02 to address how to handle tenant income increases above HPTF limits.	In progress	It does not appear that this section of the D.C. Code has been amended as recommended.
		5	Once the D.C. Council determines how to handle tenant income increases, DHCD should include this guidance in its procedures that are distributed to HPTF projects and language should be added to loan agreements.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		6	DHCD should create a standard certification form for all HPTF projects to submit annually that requires valuable data, i.e., household income, household size, tenant information, unit size, unit #, rent amount for reserved units.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		7	DHCD should include the annual certification form as an exhibit in the loan agreements.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		8	DHCD should make the annual certification form available on DHCD's website.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		9	DHCD's Portfolio and Asset Management Division should send this certification form annually to HPTF borrowers.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		10	DHCD should enforce Kentucky Scott's loan agreement to create 21 units of affordable housing for senior citizens and work to bring the property in compliance with the agreement without adversely affecting current tenants.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		11	DHCD should enforce the requirement for properties to submit annual certifications.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		12	DHCD should determine the utility allowance annually and publish it with the rent and income limits.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		13	The loan agreement between DHCD and the borrower should include information about the utility allowance and rent and income limits, as well as a website link to find the limits.	In progress	DHCD has not yet responded to our request for information about this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		14	DHCD Portfolio and Asset Management Division should establish a system of communication to inform borrowers and property management companies when the updated rent and income limits and utility allowance have been posted.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		15	DHCD should include methods for checking borrower compliance with rent limits in the monitoring strategy it should implement per Recommendation 2.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		16	DHCD should add language to the loan agreements when projects are expected to exceed rent limits due to their participation in other local and federal programs.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		17	DHCD should ensure adequate staffing for the HPTF program to enforce the submission of all required financial statements.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		18	The D.C. Council should amend D.C. Code § 42-2803.01 to require that DHCD include the amount of HPTF loan repayments due and paid in the HPTF's annual and quarterly reports.	In progress	It does not appear that this section of the D.C. Code has yet been amended but the "FY2019 Budget Submission Requirements Resolution of 2017" appears to address this recommendation for the FY2019 budget cycle.
		19	DHCD should conduct a cost benefit analysis to determine if outsourcing repayments of HPTF loans is beneficial.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		20	DHCD should designate staff to conduct specific procedures for reconciliation of AmeriNat remittances.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		21	DHCD should create an accurate system to track borrower compliance with loan agreements, including loan repayments.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		22	DHCD should immediately provide information about subordinate loans to AmeriNat.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		23	DHCD should develop SOPs for the timely transfer of subordinate loan documentation to AmeriNat and tracking borrower compliance with loan agreements.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		24	DHCD should engage a CPA firm or an independent firm to annually conduct an audit of the Fund, starting with an FY 2016 audit.	Implemented	

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		25	DHCD should develop a system to ensure that audits are completed going forward.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		26	DHCD should ensure that these audits are publicly accessible on its website.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		27	DHCD should ensure that the HPTF program has sufficient staff for the timely and consistent publishing of quarterly and annual reports.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		28	DHCD should create detailed SOPs that address the compilation of the quarterly and annual reports, that include: retention of back-up information and calculations to support the reported figures; explanations for any adjustments after the fiscal year closes; and reconciliation of the annual report information with SOAR data prior to report release.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		29	DHCD should make these quarterly and annual reports publicly accessible on its website.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		30	DHCD should ensure that future HPTF Requests for Proposals (RFPs) target projects to extremely low- and very low- income households.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		31	DHCD should develop a compliance plan to ensure that future obligations do not deviate from the required 40 percent for both extremely low income and very low-income households.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		32	DHCD should develop, publish, and follow annual outreach plans.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		33	DHCD should incorporate requirements into both the loan agreements and covenants about where and how to advertise vacant units and waitlists when there are no vacancies.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		34	DHCD should make information easily accessible on its website about the HPTF-funded projects including their names, locations, number of units, and AMI requirements.	In progress	DHCD has not yet responded to our request for information about this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		35	DHCD should conduct annual housing needs assessments as required by D.C. Code § 42-2802 (d) (3).	In progress	DHCD has not yet responded to our request for information about this recommendation.
		36	DHCD should ensure adequate staff is in place to conduct annual needs assessments.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		37	Prior to the development of the RFP, DHCD should use the data determined by the annual needs assessment to target the RFP to specific housing needs.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		38	DHCD should ensure that all needs assessments, even those conducted by other vendors, are accessible on the DHCD website.	In progress	DHCD has not yet responded to our request for information about this recommendation.
		39	DHCD should develop SOPs for the HPTF that should address document retention and data reliability.	In progress	DHCD has not yet responded to our request for information about this recommendation.
30	Internal Weaknesses Found in Marion S. Barry Summer Youth Employment Program (March 21, 2017)	1	DOES should establish and periodically update a comprehensive policies and procedures manual that governs all aspects of MBSYEP and serves as a basis for internal staff training.	In progress	DOES reported this recommendation as implemented, but has not provided sufficient documentation.
		2	DOES must comply with statutorily mandated wage rates.	In progress	DOES reported this recommendation as both “implemented” AND “no longer applicable.” We are following up with the agency to clarify.
		3	DOES must abide by the statutory limitations on the number of weeks that MBSYEP participants can work.	In progress	We do not have any information about the implementation status of this recommendation.
		4	DOES must comply with legally mandated MBSYEP registration periods.	In progress	We do not have any information about the implementation status of this recommendation.
		5	DOES should develop and implement a comprehensive management information system capable of supporting MBSYEP operations and with sufficient internal controls to prevent waste, fraud, and abuse.	In progress	DOES reports this recommendation is in progress with an expected implementation date of September 2018.
		6	DOES should ensure that a new management information system implemented to support MBSYEP operations includes an audit trail.	In progress	We do not have any information about the implementation status of this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		7	DOES should undertake regular monitoring of user access to People First or a successor management information system and allow access only to the system functions that users need to perform their duties.	In progress	We do not have any information about the implementation status of this recommendation.
		8	[...] DOES should segregate incompatible duties while restricting the number of “super users” who can perform any function in PeopleFirst.	In progress	We do not have any information about the implementation status of this recommendation.
		9	DOES should adopt and follow MBSYEP planning milestones as part of a comprehensive MBSYEP policies and procedures manual.	In progress	We do not have any information about the implementation status of this recommendation.
		10	DOES should develop and implement a formal training plan for MBSYEP staff and host employers that focuses on MBSYEP operations and incorporate policies for staff training into a comprehensive MBSYEP policies and procedures manual.	In progress	We do not have any information about the implementation status of this recommendation.
		11	DOES should publish both the Youth Handbook and the Youth and Parent Information Packet, or any successor documents, on a timely basis with accurate information.	In progress	DOES reported this recommendation implemented but has not provided sufficient documentation.
		12	DOES should execute MOUs with other D.C. government agencies for structured summer programs and support services on a timely basis.	In progress	We do not have any information about the implementation status of this recommendation.
		13	Until the current inventory of 4,815 SmarTrip cards is exhausted, DOES should establish stricter controls over the handling and issuance of the cards and conduct more frequent reconciliations of the number of cards issued and the number of cards on hand.	In progress	We do not have any information about the implementation status of this recommendation.
		14	DOES financial staff should pay vendors promptly and pay the Quick Payment Act interest penalty required by law when the agency has failed to make timely payments.	In progress	We do not have any information about the implementation status of this recommendation.
		15	DOES should subject the summer youth employment activities funded by its MOU with OLA to the same rules as other D.C. government agencies that provide summer positions to MBSYEP participants.	In progress	We do not have any information about the implementation status of this recommendation.
		16	DOES finance staff should ensure that MBSYEP is charged only for expenses related to the six-week summer program.	In progress	DOES reported this recommendation as “implemented” AND “in progress.” We have asked for clarification.
		17	DOES should compensate contractors based on the actual number of youths who attended their programs, as provided in their human care agreements.	In progress	We do not have any information about the implementation status of this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		18	DOES should contract for an independent evaluation of MBSYEP by June 1 of each year as required by law, ensure that the evaluation covers the operations and outcomes set forth in D.C. Official Code § 32-244, and publish the report by December 30 of each year.	In progress	DOES reported this recommendation as implemented but has not provided sufficient documentation.
		19	DOES should comply with the statutory requirement to publish data about MBSYEP participants' demographics, activities, and employment by February 1 of each year.	In progress	We do not have any information about the implementation status of this recommendation.
31	The Department of Public Works' Performance Measures Were Effective but Lacked Proper Controls (June 15, 2017)	1	DPW should ensure that it has clear policies and procedures on how to collect, process, and measure KPIs accurately and consistently, with particular emphasis on developing procedures to verify that data is complete prior to reporting it in the PAR.	In progress	DPW reports this recommendation will be implemented by March 2018.
		2	The Chief Performance Officer of the Office of the City Administrator should develop and implement procedures to retain documentation detailing OCA's activities related to the review and approvals of KPIs.	In progress	We have not received any information from OCA on the status of this recommendation.
32	The Department of General Services Needs Guidance and Assistance to Develop Effective Internal Controls (July 17, 2017)	1	The Mayor of the District of Columbia should ensure that DGS has the guidance and technical assistance necessary to properly design and implement effective internal controls, using an internal control framework. [See report for additional language.]	In progress	The Mayor reports that this recommendation will be implemented by the end of FY 2018.
		2	DGS needs to design, document, and implement effective controls for the review and approval of invoices for its school modernization projects by: <ul style="list-style-type: none"> Ensuring that its documented process addresses all necessary steps associated with reviewing and approving invoices before they are paid, including the accuracy of each invoice. [See report for additional language.] 	In progress	DGS reports this recommendation will be implemented by September 30, 2018.
		3	DGS should finish the design and implementation of a process for verifying that each school modernization project is properly closed out. DGS should ensure that this process includes a supervisory level review, and that DGS retains documentation that verifies that each item on the checklist was completed, including items for which DGS has assigned responsibility to another District agency.	In progress	DGS reports this recommendation will be implemented by September 30, 2018.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		4	DGS should finish the design and implementation of a process for verifying that custody of each school modernization project is properly transferred between the construction division and the facilities division. As part of this process, DGS should ensure that it: <ul style="list-style-type: none"> Includes a supervisory-level review, and Retains documentation in a readily accessible format and location that verifies that each item in the step-by-step process was completed. 	In progress	DGS reports this recommendation will be implemented by September 30, 2018.
		5	DGS should ensure that processes used to detect Davis-Bacon Act violations are properly designed and implemented, including the retention of sufficient appropriate documentation to facilitate ODCA's review of the operating effectiveness of the processes.	In progress	DGS reports this recommendation will be implemented by September 30, 2018.
		6	The D.C. Council should conduct a fact-finding oversight hearing and draft and enact a local law providing implementation guidelines for the District's compliance with and enforcement of the Davis-Bacon law, including specific responsibility for reviewing and following up on complaints that are currently forwarded to DOL. [See report for additional language.]	In progress	Representatives from the Council have informed us that they plan to ask DOES about this in their 2018 performance oversight hearings. Depending on their response, Council will then consider whether legislation is necessary.
33	Child Fatality Review Committee Can Build on Recent Reforms (July 21, 2017)	1	The CFRC should continue its effort to draft more focused recommendations that are based on case findings, using the SMART model as a guideline for improving the quality of the recommendations.	In progress	CFRC reported this recommendation in progress but did not provide an expected implementation date.
		2	The D.C. Council should hold a public hearing on each CFRC annual report, as required by law.	In progress	The Council intends to hold a hearing on the CFRC annual report in 2018.
		3	The City Administrator should ensure that agencies incorporate CFRC recommendations into annual performance plans and reports, as required by law.	In progress	OCA has not responded to our requests for information about this recommendation.
		4	OCME should seek to identify an additional staff position for the CFRC to conduct statistical reviews and help the CFRC fulfill its mission to review all child deaths in the District of Columbia.	In progress	OCME reported this recommendation in progress but did not provide an expected implementation date.
		5	OCME should include in its annual performance plans the goal of publishing the CFRC's annual report by September 30 of the following year.	In progress	OCME reports this recommendation will be implemented by October 1, 2018.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		6	The D.C. Council should exempt community members of the CFRC from the confirmation process or place a limit on the confirmation review period, after which nominees would be deemed confirmed.	In progress	Council staff have indicated a willingness to take this step.
		7	The D.C. Council should revise the law to require a minimum of four community representatives on the CFRC.	In progress	We have no information about the implementation status of this recommendation.
		8	The D.C. Council should amend the Child Fatality Review Committee Establishment Act of 2001 to require the Public Charter School Board to appoint a representative to the CFRC.	In progress	We have no information about the implementation status of this recommendation.
		9	The CFRC should continue its efforts to promote systematic improvements in public and private systems serving children and their families through public education and policy change.	Implemented	
34	Significant Improvements Needed in DCRA Management of Vacant and Blighted Property Program (September 21, 2017)	1	DCRA should ensure its management information system properly reports on the vacant and blighted property program, integrated with other relevant systems used, and includes automated notifications to staff for important deadlines [...], possibly by updating or replacing its information management system.	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.
		2	DCRA staff should regularly produce vacant property program performance reports that supervisors examine for completeness and accuracy.	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.
		3	DCRA should issue detailed regulations based on the D.C. Code for the vacant and blighted property program.	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		4	<p>DCRA should adopt and train staff on Standard Operating Procedures (SOPs) based on D.C. Code and regulations that detail:</p> <ul style="list-style-type: none"> A) Supervisory approval and monitoring of timeliness of DCRA actions, B) Instructions about when penalties are due, and when and how cases are to be referred to OAG, C) Exemption document requirements and retention, receipt and review timelines, and verification processes, D) Supervisory review of exemption approvals (i.e., ensuring no more than three years of exemptions granted), E) Procedures for implementing the new requirement to semiannually publish information on vacant and exempt properties on its website <p>[See report for additional language.]</p>	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.
		5	<p>DCRA should update its website, correspondence, and forms to properly inform owners about:</p> <ul style="list-style-type: none"> A) The timelines for action per D.C. Code, B) Exemption requirements per the D.C. Code and DCRA requirements, including specific criteria for qualifying for the economic hardship exemption, DCRA's required documentation to prove occupied status. 	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.
		6	DCRA should end the granting of Special Exemptions.	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.
		7	DCRA should address how RPTAC appeals should be categorized for the purpose of exemption limits.	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.
		8	DCRA and OTR should execute a written agreement that outlines the responsibilities and timelines of each agency related to the classification and billing of vacant and blighted properties, as well as shared reports used for reconciliations.	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
		9	OTR should provide training to DCRA staff on the relevant processes related to Class 3 and Class 4 billing, and updates when needed based on staffing and process changes.	In progress	OTR has not responded to our requests for information about the implementation of this recommendation.
		10	OTR should implement its internal auditor's recommendation to ensure that periodic reconciliations are conducted of Class 3 and Class 4 billing, especially properties that are technically complex (i.e., mixed rate).	In progress	OTR has not responded to our requests for information about the implementation of this recommendation.
		11	OTR should provide DCRA with reports of its semiannual billing of Class 3 and Class 4 properties, as well as corrected bills, and class code change reports (i.e., daily, weekly, and monthly).	In progress	OTR has not responded to our requests for information about the implementation of this recommendation.
		12	OTR should request only one set of bulk lists from DCRA for each billing cycle and adjust the deadline so that the bills follow the regular billing cycle.	In progress	OTR has not responded to our requests for information about the implementation of this recommendation.
		13	OTR should develop SOPs that identify when it is appropriate to refer potentially vacant or blighted properties to DCRA for inspection.	In progress	OTR has not responded to our requests for information about the implementation of this recommendation.
		14	In order to better achieve the vacant property program objectives, DCRA should conduct a formal, structured risk assessment of the program and, for all significant risks identified, should select and implement appropriate risk responses, including, when appropriate, internal controls.	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.
		15	DCRA should conduct regular monitoring to ensure internal controls are properly functioning to meet program goals.	In progress	DCRA has not responded to our requests for information about the implementation of this recommendation.
		16	The Mayor should continue efforts to strengthen DCRA's management of the vacant and blighted property program.	In progress	The Mayor has not responded to our requests for information about the implementation of this recommendation.

Ref #	Report Title (Publication Date)	Rec #	Recommendation	Status	Comments
35	Budget and Staffing at Eight DCPS Elementary Schools (October 30, 2017)	1	Under the current provisions of the D.C. Code and using intent reflected in the legislative history, DCPS should draft clear guidance on how school principals and local school advisory teams can provide input on at-risk funding allocations in its FY 2019 budget development guide, including a description of at-risk funding options that schools can recommend or modify.	In progress	DCPS reports that this recommendation is in progress and they expect it will be implemented by February 9, 2018.
		2	The D.C. Council should provide careful oversight on how at-risk funding is utilized, whether the utilization is consistent with legislative intent, whether legislative intent is clearly reflected in the D.C. Code language, and consider amending the law if necessary to better meet the goal of the additional funding.	In progress	We do not have any information about the implementation status of this recommendation.
		3	To improve transparency and budget execution and be consistent with the <i>Every Student Succeeds Act</i> , DCPS should substitute actual salaries in local school budgets as soon as practicable after staffing decisions have been made.	In progress	DCPS has reported to us that this recommendation is in progress but they have not provided an anticipated completion date.
		4	DCPS should create and make public a multi-year technology needs plan to define and provide adequate technology to each school. The plan should include expected costs and planned funding sources.	In progress	DCPS has not provided an implementation status for this recommendation.

Appendix A: Recommendations Issued Since November 1, 2017

Ref #	Report Title (Publication Date)	Rec #	Recommendation
1	Audit of the Public Vehicles For-Hire Consumer Service Fund (November 2, 2017)	1	DFHV should determine the need or demand for Wheelchair Accessible Vehicles based on usage of WAVs currently in operation and continue to provide grants for WAV purchase, rentals, and training based upon demand for these services.
		2	DFHV should establish relevant procedures available to staff who process initial and renewal license applications and who are responsible for performing reconciliations of initial and renewal license application fees, as well as communicate updates to policy.
		3	DFHV should develop an effective method to disseminate and communicate policies to all relevant staff.
		4	OCFO should perform reviews to verify gross receipts certified by DDSs to ensure that 1% fees submitted are accurate.
		5	DFHV should install a physical control mechanism for retained receipts and scanned and validated checks and money orders.

(Note: ODCA has not yet begun to follow up on these recommendations.)