

**TESTIMONY OF CHARLES J. WILLOUGHBY, INSPECTOR GENERAL**

**BEFORE THE  
COUNCIL OF THE DISTRICT OF COLUMBIA  
COMMITTEE ON WORKFORCE DEVELOPMENT AND  
GOVERNMENT OPERATIONS  
PUBLIC ROUNDTABLE ON PR 17-02  
"INSPECTOR GENERAL CHARLES JAMES WILLOUGHBY  
CONFIRMATION RESOLUTION OF 2008"**

**JUNE 19, 2008**

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GOOD AFTERNOON CHAIRPERSON SCHWARTZ AND MEMBERS OF THE COMMITTEE. I AM HONORED TO BE HERE TODAY AS THE NOMINEE FOR A SECOND TERM AS THE INSPECTOR GENERAL (IG) FOR THE DISTRICT OF COLUMBIA. AS YOU KNOW, I WAS APPOINTED TO MY FIRST TERM OF OFFICE IN JULY 2005, AND THAT TERM EXPIRED ON MAY 19, 2008.

**QUALIFICATIONS**

I TESTIFIED IN SOME DETAIL ABOUT MY QUALIFICATIONS DURING MY PREVIOUS CONFIRMATION HEARING BEFORE THE COUNCIL IN 2005, SO I WILL SUMMARIZE HERE TODAY. I AM A GRADUATE OF THE HOWARD UNIVERSITY LAW SCHOOL, AND I HAVE BEEN A RESIDENT OF THE DISTRICT FOR MORE THAN 20 YEARS. I HAVE BEEN A MEMBER OF THE D.C. BAR FOR OVER 20 YEARS AND A PRACTICING ATTORNEY FOR MORE THAN THIRTY. MY PREVIOUS EXPERIENCE INCLUDES LEGAL, INVESTIGATIVE, SUPERVISORY, AND MANAGERIAL EXPERIENCE ON THE STATE, LOCAL AND FEDERAL LEVELS. THIS EXPERIENCE INCLUDES SERVICE AS

A PROSECUTOR FOR THE STATE OF LOUISIANA AND FOR THE UNITED STATES ATTORNEY'S OFFICE FOR THE DISTRICT OF COLUMBIA, AS AN ASSISTANT CITY ATTORNEY IN NEW ORLEANS, A COUNSELOR TO THE ETHICS COMMITTEE FOR THE U.S. HOUSE OF REPRESENTATIVES AND AS ASSISTANT INSPECTOR GENERAL FOR INVESTIGATIONS AND COUNSEL IN THE OFFICE OF THE INSPECTOR GENERAL OF THE FEDERAL COMMUNICATIONS COMMISSION. ALSO, I HAVE HELD POSITIONS IN THE PRIVATE SECTOR.

DURING THE PAST THREE YEARS, IT HAS BEEN MY PLEASURE TO LEAD THE OFFICE OF THE INSPECTOR GENERAL (OIG) DURING A PERIOD OF EXPANDING SERVICES, IMPROVEMENTS TO OUR PRODUCTIVITY, AND RESPONSIVENESS TO GOVERNMENT STAKEHOLDERS AND TO THE PUBLIC.

AT THIS TIME, I WOULD LIKE TO TAKE A FEW MOMENTS TO NOTE SOME OF THE SIGNIFICANT OIG ACCOMPLISHMENTS DURING MY TENURE AND TO COMMENT ON MY GOALS AND VISION FOR THE OFFICE IN THE FUTURE.

### **ACCOMPLISHMENTS**

EACH OF THE FOUR OIG OPERATIONAL DIVISIONS – AUDIT, INVESTIGATIONS, INSPECTIONS AND EVALUATIONS, AND THE MEDICAID FRAUD CONTROL UNIT (MFCU) – HAVE SEPARATE SETS OF PERFORMANCE MEASURES, GOALS, AND OUTPUTS. THOSE PERFORMANCE STANDARDS HAVE IMPROVED EACH YEAR

FOR THE PAST THREE YEARS. LAST YEAR ALL FOUR DIVISIONS MET OR EXCEEDED THEIR INDIVIDUAL GOALS.

A FEW EXAMPLES OF ACCOMPLISHMENTS SINCE THE BEGINNING OF THE LAST FISCAL YEAR ILLUSTRATE THE QUALITY AND QUANTITY OF OUR EFFORTS:

- WORK ON CRIMINAL CASES IN THE INVESTIGATIONS DIVISION RESULTED IN 14 INDICTMENTS, 18 CONVICTIONS AND MORE THAN \$700,000 IN RESTITUTION AND RECOVERIES. DURING FY 2007, WE PRESENTED 92 CASES TO THE U.S. ATTORNEY'S OFFICE; 22 OF THOSE CASES WERE ACCEPTED FOR PROSECUTION. IN ADDITION, WE REFERRED MORE MATTERS TO THE D.C. OFFICE OF THE ATTORNEY GENERAL THAN IN ANY PREVIOUS YEAR.
- THE MFCU ADDRESSED MORE THAN 3,000 REPORTS OF POSSIBLE ABUSE OR NEGLECT AT NURSING AND GROUP HOMES, OBTAINED 9 CONVICTIONS INVOLVING ABUSE OF ELDERLY AND VULNERABLE PERSONS, AND RECOVERED MORE THAN \$2.16 MILLION IN RESTITUTION TO THE MEDICAID PROGRAM.
- THE AUDIT DIVISION HAS IDENTIFIED MORE THAN \$47 MILLION IN MONETARY BENEFITS AND ISSUED MORE THAN 35 AUDIT REPORTS, RESULTING IN A RETURN ON INVESTMENT EXCEEDING \$13.50 FOR EACH DOLLAR IN FUNDING. I AM PARTICULARLY PROUD OF THE ESTABLISHMENT OF OUR FIRST ON-SITE AUDITING FACILITY AT THE DISTRICT OF COLUMBIA PUBLIC SCHOOL SYSTEM (DCPS). THIS TEAM OF AUDITORS IS DEDICATED TO FOCUSING ON ISSUES DESIGNED TO COMPLEMENT AND ASSIST IN CURRENT EFFORTS TO IMPROVE THE EDUCATION OF WHAT IS PROBABLY THE DISTRICT'S MOST IMPORTANT RESOURCE, ITS CHILDREN.

- THE INSPECTIONS & EVALUATIONS DIVISION (I & E) DURING THE PAST FISCAL YEAR CONDUCTED INQUIRIES THAT GENERATED 119 FINDINGS AND 225 RECOMMENDATIONS, MANY INVOLVING SAFETY OR THE PROVISION OF CRITICAL SERVICES, INCLUDING REPORTS ON THE D.C. FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT, THE OFFICE OF THE CHIEF MEDICAL EXAMINER, AND THE DEPARTMENT OF HUMAN RESOURCES.
- DURING MY TENURE, I & E, IN CONJUNCTION WITH THE MFCU, ALSO ISSUED TWO MAJOR REPORTS OF INQUIRIES INTO SIGNIFICANT AND DRAMATIC FAILURES IN THE DELIVERY OF EMERGENCY SERVICES. THE FIRST CASE INVOLVED JONATHAN MAGBIE AT THE D.C. JAIL IN 2005, AND THE SECOND CASE CONCERNED THE 2006 ASSAULT ON DAVID ROSENBAUM IN NORTHWEST. THESE INQUIRIES RESULTED IN MAJOR CHANGES IN POLICIES AND PROCEDURES IN AGENCIES ENTRUSTED WITH SAFEGUARDING OUR CITIZENS. CURRENTLY, I&E IS CONDUCTING ANOTHER HIGH PROFILE INQUIRY, REQUESTED BY THE CITY ADMINISTRATOR, INTO THE QUALITY OF DISTRICT SERVICES PROVIDED TO THE BANITA JACKS FAMILY.

### **IMPROVEMENTS TO OIG OPERATIONS**

DURING THE LAST THREE YEARS, STEPS HAVE BEEN TAKEN TO IMPROVE THE OPERATIONS OF THE OIG TO MAKE THE OFFICE MORE TRANSPARENT AND RESPONSIVE TO STAKEHOLDERS. THESE STEPS HAVE INCLUDED:

- INCREASED EFFORTS TO RESPOND TO ALL CITIZEN REQUESTS IN A MORE TIMELY MANNER. OVER THE PAST SEVERAL YEARS, THE CUSTOMER SERVICE STATISTICS FROM BOTH THE EXECUTIVE OFFICE

OF THE MAYOR AND THE OFFICE OF UNIFIED COMMUNICATIONS HAVE STEADILY IMPROVED FOR THE AGENCY.

- NEWLY ESTABLISHED PROCEDURES TO SEND LETTERS OF CLOSURE TO EMPLOYEES WHO HAVE BEEN THE SUBJECT OF AN INVESTIGATION IN WHICH THE RESULTS HAVE BEEN FOUND TO BE UNSUBSTANTIATED.
- AVAILING THE OFFICE TO REQUESTS FOR INVESTIGATION, AUDIT, OR INSPECTION BY MEMBERS OF THE D.C. COUNCIL OR THE EXECUTIVE OFFICE OF THE MAYOR AND, WHERE PERMISSIBLE, PROVIDING INFORMATION ON THE STATUS OR OUTCOME OF INVESTIGATIONS, AUDITS, AND INSPECTIONS.
- REORGANIZING THE OFFICE'S ACTIVITIES INTO PROGRAMS TO BETTER REFLECT THE AGENCY'S PERFORMANCE BASED NATURE, ALLOWING FOR THE PROMPT ALLOCATION OF FUNDING TO OUR MOST EFFECTIVE AND NEEDED PROGRAMS BASED ON SUPERIOR PERFORMANCE.

IN ADDITION TO MAKING THE OFFICE MORE RESPONSIVE, WE ALSO CONTINUE TO MAKE STRIDES IN THE AREA OF AGENCY FOLLOW-UP. WE CONTINUE TO STRENGTHEN OUR MECHANISMS FOR FOLLOW-UP ON RECOMMENDATIONS MADE AS A RESULT OF REVIEWS. THIS ACTIVITY NOT ONLY INCREASES THE EFFECTIVENESS OF DISTRICT AGENCIES, BUT ALSO PROVIDES DISTRICT CITIZENS WITH IMPROVED SERVICES.

BECAUSE THE OIG DEPENDS OR RELIES UPON EMPLOYEES AND CITIZENS IN THE PERFORMANCE OF ITS MISSION, WE HAVE IMPLEMENTED AN EXPANDED

OUTREACH PROGRAM BY WHICH OIG PERSONNEL MEET WITH DISTRICT GOVERNMENT AGENCIES, CITIZEN GROUPS AND PROFESSIONAL ORGANIZATIONS. THESE ARE PERFECT OPPORTUNITIES FOR US TO PRESENT INFORMATION ON ETHICS, OIG PROCEDURES, AND HOW TO REPORT WASTE, FRAUD AND ABUSE, THEREBY ENCOURAGING CITIZENS AND THE WORKFORCE ALIKE TO BRING MATTERS TO THE ATTENTION OF OUR OFFICE.

IN CONCLUSION, I LOOK FORWARD TO WORKING WITH THE EXECUTIVE AND LEGISLATIVE BRANCHES OF THIS GOVERNMENT, AS WELL AS THE CITIZENS OF THE DISTRICT, IN FULFILLING THE RESPONSIBILITIES AND DUTIES OF THE OFFICE OF THE INSPECTOR GENERAL IN AN INDEPENDENT AND OBJECTIVE MANNER.

THIS CONCLUDES MY TESTIMONY, AND I WILL BE HAPPY TO ANSWER QUESTIONS OR TO PROVIDE ADDITIONAL INFORMATION.