<table>
<tr><th>Strategic Initiative</th><th>Actions Taken in FY 2023</th><th>Actions Planned/Scheduled for FY 2024</th></tr>
<tr>
<td>Continue implementation of a Modernized Integrated Tax System (MITS) to replace the current tax system</td>
<td>Implemented Service Pack S12m that brought about the Improved features on 09/29/2023, such as PDF tagging, and allowed the organization to be not behind on improvements to the MITS system.

Planned the upgrade of the Modernized integrated System to the latest version Core21. Core21 is expected to bring improvements with Dashboard Redesign, Payment Authorization, Logging enhancements, Learning (Class Monitoring), Security (Tokenization), Move to Managed Payments, Convert Visual Basic to C#, Improvements in Transactions and Webdocs</td>
<td>This Core21 project will improve our ability to deliver better services to taxpayers and tax administrators, and has these objectives:
• Convert, verify, test, and deploy active site business objects from VB.NET to C#
• Implement Vault Service for tokenization of sensitive data elements.
• Convert payments from Traditional Payments to Managed Payments
• Replace current payment web request functionality on MyTax with Payment Authorization
• Improve user experience with usability enhancements including replacement of help mode with contextual help, sidebar navigation search, dashboard redesign and 360 tabs.
• Deliver training of system including refresher training and changes to Core21 Upgrade
The Project timeline is as follows
<table>
<tr><th colspan="3">Core21 Dates</th></tr>
<tr><th>Phase</th><th>Start Date</th><th>End Date</th></tr>
<tr><td>Preparation</td><td>October 2, 2023</td><td>December 1, 2023</td></tr>
<tr><td>Definition & Development</td><td>December 4, 2023</td><td>July 26, 2024</td></tr>
<tr><td>Foundation</td><td>January 2, 2024</td><td>March 29, 2024</td></tr>
<tr><td>Testing</td><td>June 3, 2024</td><td>September 27, 2024</td></tr>
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<tr><td>Training</td><td>June 3, 2024</td><td>December 20, 2024</td></tr>
<tr><td>Rollout</td><td>September 27, 2024</td><td>September 29, 2024</td></tr>
<tr><td>Production Support</td><td>September 30, 2024</td><td>December 31, 2024</td></tr>
</table>
GO LIVE September 30, 2024

Core21 is expected to bring minor and major improvements with Dashboard Redesign, Payment Authorization, Logging enhancements, Learning (Class Monitoring), Security (Tokenization), Move to Managed Payments, Convert Visual Basic to C#, Improvements in Transactions and Webdocs. Allows the organization to move to Cloud in future, along with associated benefits.
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<td>Implement Telephony System 2.0 and integrate Telephony System with a Customer Relations Management System for all areas of the OCFO a new telephone system in the Office</td>
<td>• SSEB completed the review of the proposals and provided the recommendation for the next steps to be taken towards award
• Mapped 2 critical Customer Journeys to improve customer and employee experience and understand the persona.
• Organized workshops on how best to move from a telephony system to a contact center.

Created Knowledge base to create the intents for chatbot</td>
<td>Began the project to replace the legacy on premises telephony system with an omnichannel cloud-based contact center as a service upon award and implement it across OCFO covering OTR, OFT and OCIO</td>
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<tr>
<td>Implement an enterprise-focused debt and revenue collection solution for management and collection of taxes, fees, and debts owed to the District</td>
<td>Expanded collection efforts. Instituted a text messaging campaign with an embedded link for debtors to make payments. Over 30% of recipients settle obligations within 24 hours of receiving the text message. The</td>
<td>• The Central Collection Unit will move more collection efforts in-house.
• RFP for collection services will have two distinct scopes. The RFP has two scopes of</td>
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	campaign increased collections by $1 million dollars in less than 3 weeks.	work. Scope "A" will allow a third-party to act as the collection agent for the District (similar to the current system). In Scope "B", the third-party agent will transition to the role of secondary collections agent, with CCU becoming the primary, in-house, collection agent. The secondary collections agent will be assigned accounts deemed uncollectable by the in-house collection team after 180 days. • Review and select software/a software provider that will allow the CCU to develop an omni-channel collection program.
Enhance current practices to strengthen internal controls and ensure compliance with applicable accounting, auditing, and legal standards **(There are 5 general areas of focus for this initiative)**	**Risk Assessment & Internal Controls** • Performed Internal Control testing and monitoring across the OCFO. • Performed Regulatory Compliance testing, monitoring, and reporting across the OCFO. • Leveraged OIO, OIG, and DC Auditors audit for OCFO risk monitoring opportunities. • Participated in the review of DIFS. Policies and Procedures to ensure adequate internal controls are embedded and exist within the policies. • Participated in the DIFS project implementation to identify potential business process risks and to ensure adequate application security roles. • Participated and guided as necessary the Office of Lottery and Games committee to ensure compliance with Anti-Money Laundering and Bank Secrecy Acts for Sports Wagering.	**Risk Assessment & Internal Controls** • Continue Internal Control testing and monitoring across the OCFO. • Continue Regulatory Compliance testing, monitoring, and reporting across the OCFO. • Deploy annual Internal Control and Risk Management e-learning training to all OCFO employees and contractors. • Leverage OIO, OIG, and DC Auditors' audit for OCFO risk monitoring opportunities. • Continue to participate in the review and rewrite of DIFS Policies and Procedures to ensure adequate internal controls are embedded and exist within the policies. • Continue to ensure adequate application security roles exist within the DIFS financial system as user access changes are made. • Continue to participate and provide guidance as necessary to the Office of Lottery and Games

	• Supported business units by providing recommendations that will improve operations and reduce performance variability to minimize disruption and maximize opportunity. • Provided continuous improvement to the Internal Controls program to enhance the overall effectiveness of the program. • Developed risk controls to adequately address business process risks with the DIFS financial system. • Engaged the Core Team Member Committee in identifying emerging risks. • Drafted and developed Internal Control and Risk Management e-learning training. **<u>Remediation of Audit Findings – Process</u>** • OFOS obtained copies of and reviewed the reports on internal controls (management letters and/or Yellow Book reports) that were issued by the independent auditors at the conclusion of the FY 2022 ACFR audit (reports issued at the ACFR level and those for standalone entities). • OFOS identified 25 findings that were to be remediated as part of the process (included 3 unresolved prior years' issues) • OFOS staff were designated as OFOS liaisons for specific findings and were assigned to work with the appropriate agency staff to ensure the timely development and implementation of needed corrective actions; between March and	committee to ensure compliance with the Anti-Money Laundering and Bank Secrecy Acts for sports wagering. • Continue to support business units by providing recommendations that will improve operations and reduce performance variability to minimize disruption and maximize opportunity. • Provide continuous improvement to the Internal Controls program to enhance the overall effectiveness of the program. • Continue to develop risk controls as required to adequately address business process risks. • Continue to conduct meetings to engage the Core Team Member Committee in identifying emerging risks. **<u>Remediation of Audit Findings (Planned Process)</u>** • Responsible OFOS personnel will meet internally with the Deputy CFO for Financial Operations & Systems and Deputy Controller to determine how the annual audit finding remediation process may be improved; will also conduct a Lessons Learned session with OIO and OFOS liaisons to identify and implement needed process improvements. • OFOS will review management letters and Yellow Book reports detailing the circumstances surrounding the 17 Notices of Finding and Recommendations (NFRs) issued as a result of the FY 2023 ACFR audit; will also review the prior years' unresolved findings to determine status and actions needed.

	September 2023, OFOS worked with agency subject matter experts to resolve the reported issues; OIO auditors performed verification procedures to confirm the implementation of planned corrective actions. • Throughout the remediation process, biweekly progress meetings were held which were attended by representatives from the affected agencies, OFOS liaisons, and OIO auditors. The purpose of these meetings was to discuss the status of implementation of corrective actions and any problems encountered by agencies that could threaten timely resolution of the issues reported by the auditors. Weekly metrics reports were prepared by OFOS to track progress made toward implementing corrective actions.	• OFOS will make inquiries of the independent auditors to obtain clarification on findings and associated recommendations, as may be needed. • OFOS will make changes to the remediation process as deemed appropriate and necessary to improve efficiency and effectiveness. • Using the enhanced process, OFOS will: 1. Assign OFOS liaisons to each issue/finding (most recently issued findings and any unresolved PY issues) 2. Work with the affected agencies to develop the necessary corrective action plans (CAPs) using a standardized template 3. With assistance from OCRO, as needed, assess the adequacy of initial/preliminary CAPs and request CAP changes, as needed, to ensure that they are fully responsive 4. Closely monitor agencies' implementation of planned corrective actions and require that they submit implementation status reports to OFOS on a weekly basis 5. Request that agency representatives, OIO auditors, OFOS liaisons and OFOS representatives meet bi-weekly to discuss progress of CAP implementation 6. Prepare Weekly CAP Implementation Metrics Reports to be distributed to the DCFO, Deputy Controller, and other parties.

	Policies and Procedures • Began working with the clusters and central agencies to assess whether agency-specific procedures were still applicable or were replaced by DIFS procedures. **Proactive Internal Audit Reviews** • OIO completed eleven internal audits and nine non-audit service reviews in FY 2023 which centered on internal controls and compliance with District laws and regulations.	• OFOS will review reports on internal controls issued over the last several years to identify "high-risk" areas or areas of vulnerability and take the needed measures to proactively address and resolve potential areas pf weakness or deficiency (to prevent recurrence of findings). **Policies and Procedures** Finalize process for updating DIFS policy and procedure documents Begin to update DIFS policy and procedures based on areas of high risk, such as Manage Supplier Profiles, and Security Access procedure documents. Complete the assessment of cluster and central agencies financial policies and procedures, and develop plan for updating applicable procedures. **Proactive Internal Audit Reviews** The FY 2024 Internal Audit Work Plan focuses on high-risk areas throughout the OCFO including the Office of Tax and Revenue, Office of Finance and Treasury, and the Office of Lottery and Gaming and an assessment of the District Integrated Financial System (DIFS).

	• In addition to conducting internal audits and reviews, OIO continued our follow-up program to determine the status of prior internal audit recommendations. In FY 2023, we conducted seven follow-up reviews covering 31 open recommendations.	
Improve District-wide payment process to ensure more efficient and timely payments by all agencies	On October 1, 2018 e-Invoicing was fully implemented for all agencies that issue Purchase Orders. The OCTO PASS Team: • Continued to maintain the Vendor Portal (e-Invoicing system). • Continued to provide e-Invoicing help desk support to vendors and District Government employees involved in the vendor payment process in addition to trainings. The OCP Procurement Center for Excellence has the Vendor Portal helpdesk support as one of the options in their call center. When calls are received, they are then routed to the OCTO PASS team. E-Invoicing business activity for FY 2023: o Purchase orders (POs) generated/issued 19,904 o Invoices/vouchers paid 79,324 o Amount of invoices paid $4.7B o Vendors registered 1,546 o Vendors trained 43 o Program and Accounts Payable staff trained 35	As of January 2024, all District agencies & approximately 10,000 vendors are actively using e-Invoicing. From e-Invoicing inception to date 2,400+ vendors and about 1,300 employees have been trained. The OCTO PASS Team continues to maintain the Vendor Portal, provide help desk support, and host training for vendors and employees. E-Invoicing business activity for FY 2024 (as of January 31, 2024): o Purchase orders (POs) generated/issued 7,569 o Invoices/vouchers paid 26,965 o Amount of invoices paid $1.6B o Vendors registered 351 o Vendors trained 11 o Program and Accounts Payable staff trained 8

Continue to enhance the long-range (15 year) capital financial plan for the District and develop a long-range capital plan for WCSA (EventsDC)	• Successfully transitioned CARSS to a new software platform allowing for greater usability and reporting capabilities. • Completed the first year of reporting (FY 2025-2030) under the new system and contributed to the decision-making process by producing fleet replacement reports on 5,000 vehicles. • Gained greater user acceptance through EOM's decision to use CARSS as the foundation for planning to replace gas vehicles with electric vehicles. • Supported EOM's capital budget formulation process by creating the Sortable Capital Asset Management Plan (SCAMP) that balances two six-year budget periods representing agency requests and EOM proposed budget. • Added 42 DCHA properties into CARSS along with their condition assessments. • Co-hosted three webinars with GFOA on CARSS and asset management. • Made multiple presentations on the District's use of CARSS to several other governmental entities and industry organizations.	• Continue to improve the analytical and reporting capabilities of CARSS and roll out new dashboards to better visualize the vast amount of data contained in CARSS for better analysis by agencies. • Work with EventsDC to inventory certain of their assets in CARSS and update their long-range financial plan to ensure their ability to properly fund the maintenance of those assets. • Continue to speak to various national industry organizations, as well as other state and local governments, to continue spreading the knowledge of the District's asset management and planning expertise. • Continue our relationship with GFOA on asset management training by hosting three webinars on various aspects of capital planning and asset management highlighting CARSS. Use the enhanced reporting capabilities of CARSS to continue enhancing the District's Long-Range Capital Financial Plan report.
Implement a new enterprise-wide financial reporting system and enhance availability of information to the public	On October 1, 2022 the District went live with an Oracle Cloud-based ERP system known as the District's Integrated Financial System (DIFS). All financial transactions were recorded, reviewed, approved and posted in the system for the Fiscal Year. The data in the	In FY24, OCFO implemented the Notice of Grant Award process within the DIFS system. This process allows the grantees to also submit invoices through the supplier portal, allowing them to see the status of invoices throughout the DIFS system.

	DIFS was used to produce the FY23 ACFR. The financial statements received an unmodified (clean) audit opinion. The DIFS supplier portal provides suppliers the autonomy to submit name, address, and contact updates and banking information for ACH payments.	The OCFO will review and rank identified gaps based on risk, level of effort and available resources. This will allow the District to further enhance the functions of the DIFS system and streamline business process to allow for more efficiency. The OCIO will continue to research reporting tools to strengthen the users experience and report availability.
Implement a culture of continuous improvement based on employee-driven process improvement teams	• Continued to drive and anchor a culture of continuous improvement within the organization to align goals, values and culture. Held in-person and online meetings to discuss the value and approach for sustainable continuous improvement and change management. • Led and supported OCFO continuous improvement initiative to improve process, policy and operations. This included supporting the initial assessment of gaps and issues related to DIFS implementation. • Worked towards aligning the continuous improvement efforts and values within the new DIFS Support Center.	• Continue to drive and anchor a culture of continuous improvement within the organization to align goals, values and culture. • Engage with staff across the organization to identify, review, and prioritize issues and pain points that impede optimal operation. • Lead and support OCFO continuous improvement ideas that will improve process, policy and operations. This includes working with staff and consultants to identify and remediate gaps related to DIFS implementation. • Continue to aid the stand-up of a fully functional and robust support organization for District End Users.

Develop and execute a plan with hospital board and DHCF to financially stabilize UMC	Continued collaboration and partnership with the operator to address all operational issues that impact cash and to achieve a balanced budget	Continuous collaboration and partnership with the operator to address all operational issues that impact cash and to achieve a balanced budget
Evaluate and leverage existing OFT cash management systems and strategies. Optimize cash flow to enhance revenue maximization and maximize interest income while maintaining compliance with investment policy guidelines and liquidity requirements.	• Instituted real time trade execution through the Bloomberg platform. OFT now has a broader network of broker dealer partners and increased asset price visibility. Operational efficiencies gained have helped optimize cash flow investing. • Conducted a comprehensive review of OFT's existing Treasury Management System (TMS). Identified opportunities to further optimize cash management and operational efficiency by enhancing or replacing current TMS services/provider. The current TMS contract expires in July 2024. The RFP for TMS services incorporates OFT's ideas for more optimal TMS services.	• Enhance cash flow forecasting capabilities. Evaluate the feasibility of deploying the Oracle cash flow module versus implementing a cash flow forecasting module within a TMS.
Enhance existing employee development opportunities to ensure that our human capital has the critical skills to succeed in the OCFO's SMARTER culture	• Created a workplace diversity statement, outlined the program's charter, developed a dedicated intranet webpage, and conducted extensive research to identify a vendor partner who provided web-based training to the OCFO staff. • Developed and rolled out an Administrative Development Program (ADP). The ADP is a series of required courses and discussions designed to	• Finalize the development and rollout of the Professional Development (PDP) which will consist of nine mandatory training courses. • Continue to offer the Managerial Certification Program (MCP) and Administrative Development Program (ADP) training courses to incoming OCFO staff.

	enhance and strengthen our administrative staff's skills and knowledge. • Conducted an agency-wide needs analysis to identify skill gaps and determine agency training needs.	• Develop and roll out SMARTER training modules that further develop our staff. • Continue the OCFO's diversity and inclusion efforts.
Improve internal communications OCFO and District-wide by implementing dashboards, standardized reports, portals, and newsletters	• Continued to publish the OCFO's employee newsletters BottomLine and CFO News. • Continued to update existing information on the OCFO website, add new information as necessary including new portals. • Existing portals and platforms were updated as the need arose	• In FY2024, we will continue to publish the newsletters. • Portals and dashboards will be updated or deleted if they are no longer needed. Also, as the need arises, new platforms will be created.
Review and upgrade financial reporting and accounting systems and processes for UDC	Scheduled BANNER Finance training for new UDC financial staff and refresher training for other employees that included updating our understanding and use of the Fixed Assets, Budget and Grants modules. Continued working with BANNER consultant to enhance our financial staff's use of the BANNER module noted above. Developed and updated the financial policies and procedures manual and desk procedures, and included revisions related to the implementation of DIFS, useful for new employees' training and day-to-day operations. Worked with the UDC programs to refine the University's internal controls to improve efficiency and produce better financial reports.	Scheduled BANNER Finance training for new UDC financial staff and refresher training for other employees that included updating our understanding and use of the Fixed Assets, Budget and Grants modules. Continued working with BANNER consultant to enhance our financial staff's use of the BANNER module noted above. Developed and updated the financial policies and procedures manual and desk procedures, and included revisions related to the implementation of DIFS, useful for new employees' training and day-to-day operations. Worked with the UDC programs to refine the University's internal controls to improve efficiency and produce better financial reports.

	Worked with OFOS and the Education Cluster Controller to implement new GASB guidelines and implemented in FY 2023 Prepared training plans to allow for continued professional development. The training included cross-training, utilizing the District's Percipio skill training tool, and external training on an as needed basis. Worked with other UDC offices and held trainings and provided guidance to program staff to improve understanding and execution of financial activities with the goal of reducing errors, new and repeating, within the financial recording and reporting processes. Worked with UDC IT and DC Treasury to implement a new check printing process. Suspended work on the implementation of the IQ (Intranet Quorum) application. However, we worked with the university in its efforts to document and improve business processes at the university. Coordinated the completion of UDC's physical inventory of capital and technology assets.	Worked with OFOS and the Education Cluster Controller to implement new GASB guidelines and implemented in FY 2023 Prepared training plans to allow for continued professional development. The training included cross-training, utilizing the District's Percipio skill training tool, and external training on an as needed basis. Worked with other UDC offices and held trainings and provided guidance to program staff to improve understanding and execution of financial activities with the goal of reducing errors, new and repeating, within the financial recording and reporting processes. Worked with UDC IT and DC Treasury to implement a new check printing process. Suspended work on the implementation of the IQ (Intranet Quorum) application. However, we worked with the university in its efforts to document and improve business processes at the university. Coordinated the completion of UDC's physical inventory of capital and technology assets.
Improve payroll tracking process and transparency of financial reporting for DCPS	Implemented semi-automated Special Pay Request review process to ensure all submissions to OPRS have valid employee ID numbers, valid employee record numbers, and valid employee names.	Implement process improvements to ensure the Office of Federal Programs and Grants submits accurate Reimbursements Requests into EGMS that will allow OCFO to timely generate invoice and complete drawdowns on Federal grants.

	Implemented a new Special Pay Request submission process to OPRS to reduce the quantity of submissions and provide the data in a format that allowed for faster processing by OPRS. Successfully implemented GASB 96 (Subscription-Based Information Technology Arrangements) at the Agency level. Worked through all agencies' processes in DIFS to resolve DIFS implementation issues prior to September 30th to ensure a timely and accurate year-end financial close.	Conduct monthly meetings with DCPS LMER to discuss all open settlement payments to reduce processing time.
Review and update performance management system and recruitment strategies to align with culture of continuous improvement program	• Analyzed data to develop and improve the recruitment strategies and hiring outcomes of the agency. • Evaluated promotion and retention processes. • Offered ongoing Performance Management training. • Offered system user training.	• Continue to analyze data to develop and improve the recruitment strategies and hiring outcomes of the agency. • Continue to evaluate promotion and retention processes. • Continue to offer ongoing Performance Management training.
Continue and enhance OCFO Ethics Training	Implemented employee self-scheduling for the Annual Integrity and Ethics Training (AIET) classes through CFOLearn. Self-scheduling of the virtual training proved to be efficient and led to a significant reduction in the number of classes required.	Continue to identify methods to enhance the annual ethics training as well as strengthen the employee's interactive experience. Continue to provide OCFO Code of Conduct training during Office of Human Resources' new employee orientations. Continue to provide new contractors with copies of the OCFO Code of Conduct in conjunction with the Background Investigation Questionnaire.

Improve the quality of financial information by integrating related information from other District agencies and using private sector data to enhance economic analysis	• Continued reconciliation of DIFS accounts to improve the integrity of cash collections reporting. • Added 47 new economic indicators to analyze further the economic performance and future performance of the District's economy. • Continued analysis of datasets from the Department of Employment Services on employer withholding.	• Automate alternative economic forecast scenarios to include in the revenue forecasting process. • Use an updated individual income tax microsimulation model that incorporates significant recent tax law changes. • Continued use of high-frequency data such as Kastle Systems to analyze trends in workers' returning to offices.
Improve quality of information flow to the public	• The OCFO is constantly seeking opportunities to enhance the user experience of our website and social media platforms to make it simpler for both residents and businesses to navigate.	• The OCFO will continue to seek opportunities to enhance the user experience of our website and social media platforms to make it simpler for both residents and businesses to navigate.
Modernize payment operations across the District	Through the District's Integrated Financial System, the OCFO requires all suppliers to be registered in the DIFS system, thereby removing the practice of "one time payments". By having all suppliers registered in the system, all suppliers also have access to the DIFS supplier portal. The portal allows for suppliers to easily submit banking information and documentation for review, validation and approval in the DIFS system. Payments are then made to the supplier based on the payment method on record. Currently, the payment methods available are check, ACH and wire (for specific types of payments). The policy of registering all suppliers in the DIFS system and allowing suppliers the autonomy of submitting banking information has increased payments via ACH for payments that have been historically by check. Employees are encouraged to receive paychecks via direct deposit. All employees that are not signed up for	Continued efforts to increase the use of electronic payment to suppliers are ongoing. During FY 24, the OCFO has modernized the notice of grant award (NOGA) process to allow for these suppliers to submit invoices through the DIFS supplier portal. Invoices are reviewed, approved and paid through the DIFS portal, allowing for the supplier to use one system for procurement, invoicing and payment. The OCFO has also begun discussions with OCP and OCTO to review the end-to-end process of the procure to pay process to determine more efficient processes for District employees and District suppliers. OCFO will continue the practice of paying all employees electronically

	direct deposit receive their payment via a US Bank card. All employees are paid in an electronic method.	
Implement an Enterprise Risk Management (ERM) Framework	Continued to implement Enterprise Risk Management (ERM) Framework for Regulatory Compliance Reporting across all DCFOs, ACFOs, Office of Lottery and Gaming, and United Medical Center. FY2023 ERM efforts presented the following results: KPI Percentage Pass Rate-98% KPI Percentage Completion Rate-91% Non-Completion Rate-9% (Nine control tests were not conducted due to circumstances beyond the control of the reporting agency, which prevented the testers from attesting that the reporting requirements were met.).	OCRO will implement the ERM framework principles to examine all potential risks and develop a risk mitigation methodology consistent with OCFO's strategic objectives. • Reviewing and updating existing risk types to establish appropriate responses, prioritize resources, and minimize surprises. • Stay up to date with the latest ERM frameworks and research different standards to ensure that they are current with the latest trends in risk management. • Review and update existing governance and other oversight documents (e.g., ERM charter, policies, and procedures), streamlining the pending ERM implementation as required. OCRO will initiate a plan to implement a comprehensive risk assessment to further assess existing and emerging risk within the Modernized Integrated Tax System (MITS)and Modernized Real Property Tax System (MRPTS) in the Office of Tax and Revenue.
Implement a succession plan to ensure that the OCFO is positioned for business continuity by identifying and developing replacement talent for executive leaders or other key staff	• Continued to hold assessment meetings with executives and senior managers. • Identified specific resources to source candidates. • Developed recruitment strategies for hard-to-fill positions.	• Continue to hold assessment meetings with executives to create developmental plans for potential successors to address identified skill gaps. • Identify specific resources to replace departing staff and develop incumbents.

Partners with OCFO business unit leaders to conduct an assessment of the OCFO's organizational units to ensure that structures are properly aligned to successfully carryout the agency's core and strategic objective and to achieve the vision of being a "best-in-class" financial organization	Partnered with agency leaders to assess organizational units and new position descriptions to ensure structures are properly aligned.	Continue to partner with agency leaders to assess organizational units and new position descriptions to ensure structures are properly aligned.
Implement and Uphold Regulatory and Oversight Responsibilities	• Interpretive guidance was issued that included: 1) waivers of certain requirements under Minimum Internal Control Standards (MICS) applicable to Class B operators (6/13/2023); 2) clarification on supplier licensing requirements for Security & Surveillance companies; and 3) permitting cashless funding (debit or credit cards) of sports wagers. • Amended OLG's District Operated sports wagering rules for consistency with updated platform and to provide OLG authority to place limits on a player's sports wagering activities to curb excessive sports wagering. • Performed one (1) comprehensive audit (financial/AML) of a Class A operator and conducted 36 reviews/inspections and 14 investigations in matters related to security, surveillance, AML, and internal controls. These activities resulted in the assessment of ten (10) fines	• Propose amendments to rules as follows: 1) Amend lottery game rules to implement new lottery game play types; 2) Amend Privately Operated sports wagering rules to clarify the rules and add efficiency to internal processes; 3) Amend lottery retail rules to enhance customer convenience and add efficiency to internal processes and 4) Amend privately operated sports wagering rules to lift wager ban on collegiate games held in the District except for those involving District based collegiate teams. • Audit Plan for FY 2024 will include two operator audits and at least 20 reviews and inspections. Investigations are primarily driven by incidents but expect there will be at least 10 investigations during FY 2024. • Work with IT Department to develop a comprehensive application and case management system to cover lottery, games of skill, district

	totaling $11,761, four (4) license revocations, one (1) cease & desist notice and issuance of 14 warning letters. • Issued one (1) Class B license and received two (2) Class B applications. In addition, issued one (1) MSP license, three (3) supplier licenses, renewed 17 supplier licenses, issued 76 occupational licenses, and renewed 249 occupational licenses. • Added another method by which individuals can self-exclude. In addition to in-person (OLG office) and online, individuals can now request Self-Exclusion at Class A sports wagering facilities.	operated and privately operated sports wagering and charitable games. • While licensing is driven by applications received, the following are estimated numbers for FY 2024: • Class B (new): three (3) • MSP (new): two (2) • MSP renewals: one (1) • Supplier (new): two (2) • Supplier renewals: eighteen (18) • Occupational (new): 70 • Occupational renewals: over 250 • Lottery Retailers (new): 30 • GambetDC Retailers (new): 10 GambetDC Retailer renewals: 20
Modernize Operations and Streamline Efficiencies through implementation of new technology and equipment	Completed implementation and full rollout of upgraded central gaming system, as well as key enhancements to improve player experiences: • A new, upgraded central computer system was deployed to the market along with new gaming terminals/peripherals (ticket checkers, monitors etc.) • Introduced 18 new generation, touch-screen self-service terminals in key locations. • Revamped GambetDC mobile app, website and self-service terminals with more intuitive user interface and new look. • Added two new e-instants game providers to increase variety of game portfolio.	OLG will continue technological enhancements to the new central gaming system, as well as replace platforms in efforts to improve player satisfaction: • Launch a new mobile app for lottery players that will allow them to check their retail purchased tickets, along with giving them the capability to play iLottery games. • GambetDC platform will be replaced with a stronger performing private operator system that will include both mobile/online as well as retail self-service terminals. • A new sales tool and retailer CRM system under the name Sales Wizard was delayed from FY23, but will be rolled out in FY24 for the Sales team to

		streamline/optimize retailer sales visits and relationship management. • Implementation of cashless devices on all traditional lottery self-service terminals at retailer locations to provide more convenience to players and expand the player base.