



# governmentattic.org

*"Rummaging in the government's attic"*

Description of document: Department of Treasury (USDT) Office of Inspector General (OIG) Emails containing the words Blair, Marshall and Susan, September 2011 – September 2017

Requested date: 03-June-2020

Release date: 25-July-2022

Posted date: 29-August-2022

Source of document: FOIA Request  
Department of the Treasury  
Office of the Inspector General  
1500 Pennsylvania Ave. NW  
Washington D.C. 20220  
[Submit a FOIA Request Online](#)  
Email: [FOIA@treasury.gov](mailto:FOIA@treasury.gov)  
[FOIAonline](#)

The governmentattic.org web site ("the site") is a First Amendment free speech web site and is noncommercial and free to the public. The site and materials made available on the site, such as this file, are for reference only. The governmentattic.org web site and its principals have made every effort to make this information as complete and as accurate as possible, however, there may be mistakes and omissions, both typographical and in content. The governmentattic.org web site and its principals shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to have been caused, directly or indirectly, by the information provided on the governmentattic.org web site or in this file. The public records published on the site were obtained from government agencies using proper legal channels. Each document is identified as to the source. Any concerns about the contents of the site should be directed to the agency originating the document in question. GovernmentAttic.org is not responsible for the contents of documents published on the website.



OFFICE OF  
INSPECTOR GENERAL

DEPARTMENT OF THE TREASURY  
WASHINGTON, D.C. 20220

July 25, 2022

Sent via email

Subject:     OIG Freedom of Information Act Request 2020-06-023  
              Final Response Letter

This responds to your Freedom of Information Act (FOIA) request to the Department of the Treasury (Treasury), dated June 3, 2020. Your request sought:

A copy of the following records from the Department of the Treasury Office of Inspector General: a search of emails at the Treasury OIG in the email repository that contain the word BLAIR, based on an electronic search for that word. You may limit this request to email records during the timeframe January 1, 2009 through January 1, 2018. You may omit from the scope of this request emails that contain the word "Anita".

On June 3, 2020, via email communications with myself, you agreed to narrow your request to the same specified timeframe and a search of the following terms: Blair and Marshall and Susan and not Anita.

In response to your request a search within the Treasury Office of Inspector General (OIG) Office of Management was conducted, which found responsive emails throughout the period of time Ms. Marshall was employed here; September 2011 through September 2017. All of these were reviewed, redacted, and furnished to you; the final set of responsive records were emailed to you on July 12, 2022.

OIG confirms that any refusal of disclosure has been considered under the foreseeable harm standard, 5 U.S.C. § 552(a)(8)(A)(i), and reasonably foresees that disclosure would harm an interest protected by an exemption, or that the disclosure is prohibited by law. As such, the responsive records were reviewed under the FOIA, with information protected from disclosure pursuant to Exemption 6 of the FOIA, as described below.



**FOIA Exemption 6, 5 U.S.C. § 552(b)(6)**

Exemption 6 exempts from release “personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy.” Treasury OIG redacted the information of third parties that could reasonably be expected to identify and/or cause unwarranted harassment and unsolicited invasion of the personal privacy of such individuals.

**Appeal**

This is a final response to your request. If you believe this to be an adverse action under the FOIA, you have the right to appeal this determination within 90 days from the date of this letter. By filing an appeal, you preserve your rights under the FOIA and give the agency a chance to review and reconsider your request and the agency’s decision. Your appeal must be in writing, signed by you or your representative, and contain the rationale for your appeal. Please address your appeal to:

FOIA Appeal  
FOIA and Transparency  
Privacy, Transparency, and Records  
Department of the Treasury  
1500 Pennsylvania Ave., N.W.  
Washington, D.C. 20220

**Dispute Resolution and Mediation Services**

If you would like to discuss this response before filing an appeal to attempt to resolve your dispute without going through the appeals process, you may contact the Treasury Departmental Office FOIA Public Liaison via telephone at (202) 622-8098, or email at [FOIAPL@treasury.gov](mailto:FOIAPL@treasury.gov).

If you are unable to resolve your FOIA dispute through our FOIA Public Liaison, the Office of Government Information Services (OGIS) also mediates disputes between FOIA requesters and federal agencies as a non-exclusive alternative to litigation. If you wish to contact OGIS, you may write directly to:

Office of Government Information Services  
National Archives and Records Administration  
8601 Adelphi Road (OGIS)  
College Park, MD 20740-6001  
Email: [ogis@nara.gov](mailto:ogis@nara.gov)  
Website: <https://www.archives.gov/ogis>

Telephone: (202) 741-5770  
Phone (toll free): 1 (877) 684-6448

If additional questions arise concerning this response, please contact us at [OIGFOIA@oig.treas.gov](mailto:OIGFOIA@oig.treas.gov) and include the above-referenced request number.

Sincerely,

Richard K. Delmar Digitally signed by Richard K. Delmar  
Date: 2022.07.25 21:59:03 -0400

**Rich Delmar**  
**Deputy Inspector General**

**From:** Blair, Dan  
**Sent:** Wed, 30 Nov 2011 16:27:19 -0400  
**To:** Marshall, Susan G.  
**Subject:** RE: Didn't we try this 20 years ago?  
**Attachments:** RE Didn't we try this 20 years ago .eml

Sender: "Webmaster" <smtp:Webmaster@oig.treas.gov>  
Message-ID: <D3AAD57470A6CD4B84CD21FD090E7E910103A1AD@mail.napawash>  
Recipients:  
    "MessageArchive" <smtp:MessageArchive@oig.treas.gov>

**From:** Blair, Dan  
**Sent:** Wed, 30 Nov 2011 15:27:19 -0500  
**To:** Marshall, Susan G.  
**Subject:** RE: Didn't we try this 20 years ago?

Yes. It's the new black!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, November 30, 2011 3:09 PM  
**To:** Blair, Dan  
**Subject:** Didn't we try this 20 years ago?

**[Ryan, Van Hollen Begin Bipartisan Effort to Enact Line-Item Veto Law](#)**

By Joseph J. Schatz, CQ Staff

House Budget Committee leaders are introducing legislation that would allow the president to recommend that Congress cancel targeted amounts of discretionary spending authority from an appropriations bill within 45 days of the measure's enactment.

Susan Marshall

Senior Advisor to Inspector General Thorson  
U.S. Department of Treasury  
(202) 927-9842



**From:** Blair, Dan  
**Sent:** Tue, 6 Dec 2011 08:56:54 -0500  
**To:** MarshallS@oig.treas.gov  
**Subject:** Re: I bet you never thought you'd see this headline!

The two agencies whose bonus and rating show the lowest correlation are OMB and OPM!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, December 06, 2011 08:36 AM  
**To:** Blair, Dan  
**Subject:** I bet you never thought you'd see this headline!

## **Senior managers awarded smaller bonuses in 2010**

By Kellie Lunney [klunney@govexec.com](mailto:klunney@govexec.com) December 5, 2011

The average amount of bonuses awarded to the government's top senior managers decreased by nearly 12 percent in fiscal 2010 from the previous year, according to [new data](#) from the [Office of Personnel Management](#).

The percentage of Senior Executive Service members receiving performance awards also fell, dropping 3.8 percentage points from 78.5 percent in fiscal 2009 to 74.7 percent in fiscal 2010. "As a result of reduced budgets and fiscal challenges, agencies have become more selective in determining the number and amount of SES performance awards they grant," the report stated.

OPM found that agencies began tightening their belts in fiscal 2010, before the two-year federal pay freeze took effect in January 2011. While the pay freeze affects members of the SES, it does not prohibit agencies from handing out performance awards. Agencies, however, were tougher on assessing executives' job performance in fiscal 2010: The percentage of SES members rated at the highest level on their evaluation decreased by 2.6 points from fiscal 2009.

"I am surprised that, although the cap on SES performance awards was cut in half for fiscal year 2011, agencies seemed to have anticipated it and begun putting it into effect for fiscal year 2010 with decreases in the number and average amount of awards," said Carol A. Bonosaro, president of the Senior Executives Association.

In addition, no agencies reported making any pay adjustments to senior executives' salaries in fiscal 2010. Bonosaro said she was "incredulous" that there were no pay adjustments for SESers as the pay freeze does allow increases for those who are promoted to jobs with greater responsibility. "It's virtually impossible to believe that none were," she said.

The analysis noted, "the trend data for the past several years demonstrates agencies have more rigorously appraised executive performance and have made better distinctions in executive performance." A few departments rated more of their senior executives at the highest level in fiscal 2010 than in fiscal 2009, including Defense, Education, Homeland Security and Justice. The average performance award for an outstanding or the equivalent rating in fiscal 2010 was \$13,391 for the H Pattern pay-for-performance system and \$14,074 for the F Pattern system, according to OPM's report.

Agencies submitted rating and pay data for nearly 8,000 SES members. Of that group, agencies rated 96 percent of their career SES members, with 47 percent rated at the highest level. The government implemented pay-for-performance systems for senior executives in 2004.

Susan Marshall

Senior Advisor to Inspector General Thorson  
U.S. Department of Treasury  
(202) 927-9842

**From:** Hollis, Tricia  
**Sent:** Wed, 11 Jul 2012 11:08:56 -0400  
**To:** Baker, Diane M.; LEVY, ALLISON J; Dan Blair; LANGLEY, Nanci; FISHER, ANN C  
**Cc:** Marshall, Susan G.  
**Subject:** RE: PRC reunion  
**Attachments:** winmail.dat

**From:** [Baker, Diane M.](#)  
**To:** [LEVY, ALLISON J.](#); [Hollis, Tricia](#); [Dan Blair](#); [LANGLEY, Nanci](#); [FISHER, ANN C.](#); [Marshall, Susan G.](#); [judy.grady@treasury.gov](#)  
**Subject:** RE: lunch on July 27 at 11:45 am  
**Date:** Wednesday, July 11, 2012 2:24:33 PM  
**Attachments:** [winmail.dat](#)

---



**From:** Marshall, Susan G.  
**Sent:** Mon, 23 Jul 2012 10:47:55 -0400  
**To:** "dblair@napawash.org" (dblair@napawash.org)  
**Subject:** RE: I just poked my eye out  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Tue, 24 Jul 2012 17:02:27 -0400  
**To:** 'Dan Blair'  
**Subject:** RE: We're doing great over here! How are you?  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Tue, 24 Jul 2012 17:24:00 -0400  
**To:** 'FISHER, ANN C'; 'Dan Blair'; 'Diane (dianebaker241@gmail.com)'  
**Subject:** RE: Beer pong bandits  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Thu, 26 Jul 2012 10:45:16 -0400  
**To:** LEVY, ALLISON J; Hollis, Tricia; Baker, Diane M.; Dan Blair; LANGLEY, Nanci;  
FISHER, ANN C; judy.grady@treasury.gov  
**Subject:** RE: lunch at Lincoln  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Thu, 26 Jul 2012 14:42:50 -0400  
**To:** Dan Blair  
**Subject:** RE: Is Matt okay?  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Fri, 27 Jul 2012 10:22:09 -0400  
**To:** Dan Blair  
**Bcc:** Baker, Diane M. (BakerD@oig.treas.gov)  
**Subject:** RE: FYI  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Fri, 27 Jul 2012 15:34:16 -0400  
**To:** Dan Blair; Baker, Diane M.; ann.fisher@prc.gov  
**Subject:** RE: I must be old  
**Attachments:** winmail.dat

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"; "LEVY, ALLISON J"; "LANGLEY, Nanci"; "FISHER, ANN C"; Baker, Diane M.](#)  
**Subject:** RE: Thank you Allison  
**Date:** Sunday, July 29, 2012 10:32:15 PM  
**Attachments:** [winmail.dat](#)

---



**From:** Marshall, Susan G.  
**Sent:** Wed, 1 Aug 2012 11:19:08 -0400  
**To:** Dan Blair; Baker, Diane M.  
**Subject:** RE: This calendar left me speechless  
**Attachments:** winmail.dat

**From:** Hollis, Tricia  
**Sent:** Wed, 1 Aug 2012 12:19:24 -0400  
**To:** Marshall, Susan G.; Blair, Michele(michele.blair@te.com); Baker, Diane M.; Blair, Dan (dblair@napawash.org)  
**Subject:** Makes you smile!  
**Attachments:** winmail.dat

**From:** Baker, Diane M.  
**Sent:** Thu, 2 Aug 2012 14:17:15 -0400  
**To:** Dan Blair  
**Subject:** RE: This is a great hearing- live now  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Thu, 2 Aug 2012 14:22:51 -0400  
**To:** Dan Blair  
**Subject:** RE: which funds  
**Attachments:** winmail.dat

**From:** [Marshall, Susan G.](#)  
**To:** [Dan Blair](#)  
**Subject:** RE: Why didn't I marry this guy!?  
**Date:** Thursday, August 2, 2012 2:32:39 PM  
**Attachments:** [winmail.dat](#)

---

**From:** Marshall, Susan G.  
**Sent:** Thu, 2 Aug 2012 14:35:19 -0400  
**To:** Dan Blair  
**Subject:** RE: Why didn't I marry this guy!?  
**Attachments:** winmail.dat

**From:** [Marshall, Susan G.](#)  
**To:** [Dan Blair](#)  
**Subject:** RE: Why didn't I marry this guy!?  
**Date:** Thursday, August 2, 2012 2:38:01 PM  
**Attachments:** [winmail.dat](#)

---

**From:** Marshall, Susan G.  
**Sent:** Tue, 7 Aug 2012 11:10:59 -0400  
**To:** FISHER, ANN C (Ann.Fisher@prc.gov); 'dblair@napawash.org'  
(dblair@napawash.org); Baker, Diane M.  
**Subject:** USPS to consider stopping FERS payments- Dan Blair quoted  
**Attachments:** winmail.dat  
**Importance:** High



**From:** Marshall, Susan G.  
**Sent:** Wed, 8 Aug 2012 09:48:07 -0400  
**To:** Blair, Michele; Dan Blair; Tr Hollis  
**Subject:** RE: Oh, Brother!!  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Wed, 8 Aug 2012 12:15:34 -0400  
**To:** Dan Blair  
**Subject:** RE: Holy Cow!  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Wed, 8 Aug 2012 15:51:19 -0400  
**To:** Dan Blair  
**Subject:** RE: Susan  
**Attachments:** winmail.dat

**From:** Marshall, Susan G.  
**Sent:** Wed, 8 Aug 2012 16:01:57 -0400  
**To:** Dan Blair  
**Subject:** RE: Susan  
**Attachments:** winmail.dat

**From:** Mark A. Robbins  
**Sent:** Mon, 23 Sep 2013 12:53:57 -0400  
**To:** Marshall, Susan G.  
**Cc:** Thorson, Eric M; Hollis, Tricia; Dan Blair  
**Subject:** Re: Rand Paul wants ALL Federal works to enroll in President Obama's Health care exchanges

This is going exactly where I predicted months ago. And once all Feds are off FEHBP, the retirees go too. The system will collapse if it's just retired old folks.

The two parties have backed themselves into corners. How can Democrats vote against putting MORE people into Obamacare?

And how about TriCare for vets and military family? That will be next!

Mark A. Robbins  
cell: (202) 494-1731

On Sep 23, 2013, at 12:30 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**Exclusive: Rand Paul wants Chief Justice Roberts, all federal workers, to enroll in Obamacare**

Arguing federal workers should not get special treatment, Rand Paul says he does not want taxpayers subsidizing the personal health-care plans of any federal employee — including Chief Justice John Roberts — anymore.

**With some in Congress arguing lawmakers and their staff should not get subsidies to cover their health insurance as President Obama's health-care law goes into effect, the Republican senator from Kentucky told The Daily Caller on Sunday that he's going to start pushing a constitutional amendment that goes even further.**

-  
Paul's proposal — **outlawing any special exemptions for government employees — would mean all federal workers would have to purchase health insurance on the new Obamacare exchanges instead of getting taxpayer-funded subsidies. Some critics say those subsidies amount to special treatment. The Obamacare health insurance exchange opens Oct 1.**

"My amendment says basically that everybody including Justice Roberts — who seems to be such a fan of Obamacare — gets it too," Paul told TheDC by phone on Sunday from Mackinac Island in Michigan, where he won a straw poll of potential Republican candidates for president in 2016.

"See, right now, Justice Roberts is still continuing to have federal employee health insurance subsidized by the taxpayer," Paul said. "And if he likes Obamacare so much, I'm going to give him an amendment that gives Obamacare to Justice Roberts."

Roberts famously voted to uphold the constitutionality of Obama's unpopular health-care law when it went before the Supreme Court last year.

Paul's constitutional amendment says no federal employees should get special exemptions from laws. **The senator also plans to push a proposal requiring that Congress and all federal employees rely on Obamacare for their insurance.**

His proposal comes after outrage from conservatives about a so-called "exemption" for members of Congress and their staff from Obamacare.

What's being referred to as the "Obamacare fix" for lawmakers and staff was made because the Affordable Care Act includes an amendment from a Republican senator that changes how the government currently covers most of the cost of health-care premiums for members of Congress and their staffers. The new law mandates that members and staff must enter into exchanges or be covered by insurance "created" by law.

But after concerns about the cost of health care going up for congressional employees, the Office of Personnel Management announced in August that it would provide a subsidy of about 75 percent of the cost for the health care of members and staff.

Paul revealed his new amendment push on Sunday after TheDC inquired about a proposal from Louisiana Sen. David Vitter, who has proposed killing those federal Obamacare subsidies for lawmakers and their staff. "I support any effort to make all laws applicable to Congress that we pass," Paul said.

But Paul says his proposal goes even further.

"I think mine is a little more inclusive," Paul explained. "Mine — compared to Vitter's — would include all federal employees, and save billions of dollars."

He added: "Why don't we do it for all federal employees? And mine would save quite a bit more money."

Lawmakers, including Democratic Senate Majority Leader Harry Reid, have defended the special Obamacare exemptions being made for lawmakers and their staff. Earlier this month, the Nevada Democrat flatly stated, "That's what the law says, and we'll be part of that."

"We'll be treated like the rest of the federal employees," Reid said. "It's nothing unique that employers help pay for health care."

Susan Marshall

Senior Advisor to the Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Baker, Diane M.  
**Sent:** Mon, 13 Jan 2014 11:45:26 +0000  
**To:** 'FISHER, ANN C'; Dan Blair; Marshall, Susan G.  
**Subject:** RE: Goodbye

I believe the only time Malin ever took off was the day the Ethics forms were due ☺

Yeah, Steve's goodbye was short and sweet.

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Friday, January 10, 2014 4:11 PM  
**To:** Dan Blair; Marshall, Susan G.; Baker, Diane M.  
**Subject:** FW: Goodbye

I hope this goodbye isn't too upsetting....

Also, do you remember how long ago Malin departed? ("Dumpster in the hallway....") According to our weekly work schedules, he's still on "annual leave". That fool must not have used a single day of leave in years.

---

**From:** SHARFMAN, STEPHEN L  
**Sent:** Friday, January 10, 2014 11:47 AM  
**To:** ALL PRC  
**Subject:** Goodbye

It has been fun, and I will miss working with you. Thank you for your warmth, understanding, and generosity to me. Please feel free to contact me at: [stephen.sharfman@gmail.com](mailto:stephen.sharfman@gmail.com)



**From:** Marshall, Susan G.  
**Sent:** Thu, 23 Jan 2014 14:25:29 +0000  
**To:** 'FISHER, ANN C'; Dan Blair; Baker, Diane M.  
**Subject:** RE: A friendly reminder...

Now that my friend, is real leadership as well as an employee morale booster! Do people have to sign in and out when they use the bathroom, too?

I hope she keeps an eye on everyone's shoes next week while the Senate eliminates her from the PRC as they mark up the Postal I bill on Wednesday...bye bye Ruey too tooey.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Thursday, January 23, 2014 9:19 AM  
**To:** Dan Blair; Marshall, Susan G.; Baker, Diane M.  
**Subject:** FW: A friendly reminder...

Ruth was out front watching people arrive for work this a.m. – staring at their feet....

---

**From:** Receptionist  
**Sent:** Thursday, January 23, 2014 9:11 AM  
**To:** ALL PRC  
**Subject:** A friendly reminder...

With the snow season upon us, please remember to knock off excess salt and snow when entering the building.

Thanks for helping keep the PRC hallways clean!

**From:** Marshall, Susan G.  
**Sent:** Sat, 8 Mar 2014 17:44:52 +0000  
**To:** 'Brown, Ellen B.'; 'Dan Blair'  
**Subject:** Leaving the house now

**From:** FISHER, ANN C  
**Sent:** Thu, 23 Jan 2014 15:54:40 +0000  
**To:** Marshall, Susan G.; Baker, Diane M.; Dan Blair  
**Subject:** RE: A friendly reminder...

That takes me back to visits to my aunt and uncle's place in Philly!!! YUCK!!!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, January 23, 2014 10:53 AM  
**To:** FISHER, ANN C; Baker, Diane M.; Dan Blair  
**Subject:** RE: A friendly reminder...

Plastics...the future is in plastic...



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
**Sent:** Thursday, January 23, 2014 10:36 AM  
**To:** Baker, Diane M.; Dan Blair; Marshall, Susan G.  
**Subject:** RE: A friendly reminder...

Oh yes. At Sharfman's reception, only white wine was served, to avoid any drunken guest spilling red wine all over.

---

**From:** Baker, Diane M. [<mailto:BakerD@oig.treas.gov>]  
**Sent:** Thursday, January 23, 2014 10:13 AM  
**To:** FISHER, ANN C; Dan Blair; Marshall, Susan G.  
**Subject:** RE: A friendly reminder...

Glad the chairman is focused on the important things.

I'll never forget poor Paul Harrington and how she went after him when he spilled coffee. Does Joyce still have to inspect the carpet every morning?

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
**Sent:** Thursday, January 23, 2014 9:19 AM  
**To:** Dan Blair; Marshall, Susan G.; Baker, Diane M.  
**Subject:** FW: A friendly reminder...

Ruth was out front watching people arrive for work this a.m. — staring at their feet....

---

**From:** Receptionist  
**Sent:** Thursday, January 23, 2014 9:11 AM  
**To:** ALL PRC  
**Subject:** A friendly reminder...

With the snow season upon us, please remember to knock off excess salt and snow when entering the building.

Thanks for helping keep the PRC hallways clean!

**From:** Dan Blair  
**Sent:** Tue, 18 Mar 2014 19:21:14 +0000  
**To:** Marshall, Susan G.  
**Cc:** annf77@gmail.com; Diane (dianebaker241@gmail.com)  
**Subject:** Re: Joe's - lunch service coming soon

Sure

Sent from my iPhone

On Mar 18, 2014, at 2:45 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hi All,

<http://www.joes.net/?loc=dc>

As you know, Joe's Seafood and Prime Steak & Stone Crab just opened a restaurant beneath my office. They are scheduled to open sometime this month.

Does anyone want to try it with me?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Mon, 24 Mar 2014 15:53:36 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: NAPA Fellow testifies tomorrow

I hope they talk about the good work you are doing!! House Financial Services is desperate for help on this issue.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, March 24, 2014 11:53 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: NAPA Fellow testifies tomorrow

Two Fellows

Sent from my iPhone

On Mar 24, 2014, at 11:51 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Another opportunity for NAPA to shine!!

For Immediate Release | Contacts: Jeff Emerson (202-226-1490); David Popp (202) 226-2467

March 21, 2014

Financial Services Committee to Begin Hearing Series on the National Debt

WASHINGTON- Amid signs that the issue of deficits and debt have fallen off Washington's radar, House Financial Services Committee Chairman Jeb Hensarling (R-TX) today announced his committee is undertaking a series of in-depth hearings focused on the threat posed by America's rising national debt.

"After having served on the House Budget Committee, the Simpson-Bowles Commission and the so-called 'Super Committee,' my laptop's memory is full of reports and testimony warning that America is headed for a spending-driven debt crisis. The debt is the single greatest existential threat facing our nation and it is a disservice to the American people not to put this threat front and center of every debate in Washington," Chairman Hensarling said. "Yet lately the refrain from many is 'we'll deal with that later.' It reminds me of the lyrics from a popular country song – 'Everybody wants to go to heaven, but nobody wants to go now.'

"Our debt is not only an economic dilemma, it is a profound moral one as well. It will harm not only America's future, but it hurts us today. Congress and the Administration should be bringing more

attention to this threat. Our committee is going to do its part. This record level debt is undoubtedly adversely affecting entrepreneurs' access to capital, domestic monetary policy and international financial markets," Chairman Hensarling said.

The committee's first hearing on the national debt -- "Why Debt Matters" -- will take place on Tuesday, March 25 at 10:00 a.m. The focus of this first hearing will be to examine the impact the nation's \$17 trillion debt has on economic growth, jobs and the federal government's ability to fund discretionary spending and entitlement programs.

Future committee hearings in the series will include a look at how debt crises affected other nations and what spending programs are the chief drivers of our debt.

During the first debt hearing, the Financial Services Committee will hear from:

**Alice Rivlin**, a Senior Fellow at the Brookings Institution and the director of the Engelberg Center for Health Care Reform. She recently served as a member of the President's Debt Commission, was the founding director of the Congressional Budget Office (CBO), served as director of the Office of Management and Budget, and was a Federal Reserve Vice Chair.

David Cote, Chairman and CEO of Honeywell, a \$40 billion diversified technology and manufacturing company. Cote served as a founding member of the steering committee of the Campaign to Fix the Debt. In 2010, he was named by President Obama to serve on the bipartisan National Commission on Fiscal Responsibility and Reform, also known as the Simpson-Bowles Commission.

Douglas Holtz-Eakin, President of the American Action Forum. Holtz-Eakin most recently was a Commissioner on the Congressionally-chartered Financial Crisis Inquiry Commission and previously served as Chief Economist of the President's Council of Economic Advisers and as director of CBO.  
###

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Mon, 24 Mar 2014 20:08:05 +0000  
**To:** 'Dan Blair'; Baker, Diane M.  
**Cc:** Ann Fisher  
**Subject:** RE: Lunch at Joe's

Do you want to try the second week in April or do you want to join us at the next monthly luncheon meeting in May? Let us know your availability. Hope you can join us this month!!



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, March 24, 2014 4:07 PM  
**To:** Baker, Diane M.  
**Cc:** Marshall, Susan G.; Ann Fisher  
**Subject:** Re: Lunch at Joe's

I can't do Thursday

Sent from my iPhone

On Mar 24, 2014, at 4:06 PM, "Baker, Diane M." <[BakerD@oig.treas.gov](mailto:BakerD@oig.treas.gov)> wrote:

I can do Thursday, not Monday or Tuesday.

---

**From:** Marshall, Susan G.  
**Sent:** Monday, March 24, 2014 4:01 PM  
**To:** 'Dan Blair'; Ann Fisher; Baker, Diane M.  
**Subject:** RE: Lunch at Joe's

Ann is not available Friday...can you do Monday, Tuesday or Thursday? If not, we can move it to another week.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, March 24, 2014 3:40 PM



**To:** Ann Fisher; Baker, Diane M.  
**Cc:** Marshall, Susan G.  
**Subject:** RE: Lunch at Joe's

Let's do Friday.

**From:** Ann Fisher [<mailto:annf77@gmail.com>]  
**Sent:** Monday, March 24, 2014 3:38 PM  
**To:** Baker, Diane M.  
**Cc:** Marshall, Susan G.; Dan Blair  
**Subject:** Re: Lunch at Joe's

I could do M, T, or TH of next week.

On Mon, Mar 24, 2014 at 3:28 PM, Baker, Diane M. <[BakerD@oig.treas.gov](mailto:BakerD@oig.treas.gov)> wrote:  
I'm free the 2<sup>nd</sup>, 3<sup>rd</sup> or 4<sup>th</sup>.

---

**From:** Marshall, Susan G.  
**Sent:** Monday, March 24, 2014 3:11 PM  
**To:** 'dblair@napawash.org' ([dblair@napawash.org](mailto:dblair@napawash.org)); [annf77@gmail.com](mailto:annf77@gmail.com); Diane ([dianebaker241@gmail.com](mailto:dianebaker241@gmail.com)); Baker, Diane M.  
**Subject:** Lunch at Joe's

Joe's is open for lunch! <http://www.joes.net/>

Anyone want to go to lunch at Joe's next week? If so, just let me know what day and time work for yoU! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
[\(202\) 927-9842](tel:(202)927-9842)

**From:** Marshall, Susan G.  
**Sent:** Mon, 24 Mar 2014 21:05:59 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Lunch at Joe's

Hmmm... Sunday, huh?

Well, let me see what the girls say about their schedules and then I'll get back to you with a final date and time, and this time I am going to copy Travia on the final emails that includes the lunch time and date.

Now go home before I charge you nickel for my time!

Lucy

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, March 24, 2014 5:05 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Lunch at Joe's

Right now I am available on Sunday.

But if you want a weekday, try the 8<sup>th</sup> or 9<sup>th</sup>

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, March 24, 2014 5:02 PM  
**To:** Dan Blair  
**Subject:** RE: Lunch at Joe's

Good grief Charlie Brown, the 6<sup>th</sup> is a Sunday. Do you mean the 7<sup>th</sup> or the 8<sup>th</sup>? If so, I'll check with the gang to see if they are available on those days.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, March 24, 2014 4:51 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Lunch at Joe's

You're mixed up. I have a GAO/OMB event on Thursday. I could do the 6<sup>th</sup> or the 7<sup>th</sup>.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, March 24, 2014 4:45 PM  
**To:** Dan Blair  
**Subject:** RE: Lunch at Joe's

I think we are mixing up communications...the only day available for both Ann and Diane is Thursday so we can either move the lunch to the week after next week or we can get together in May. What is your preference?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, March 24, 2014 4:45 PM  
**To:** Marshall, Susan G.; Ann Fisher; Baker, Diane M.  
**Subject:** RE: Lunch at Joe's

I can do Tuesday. Not Thursday.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, March 24, 2014 4:01 PM  
**To:** Dan Blair; Ann Fisher; Baker, Diane M.  
**Subject:** RE: Lunch at Joe's

Ann is not available Friday...can you do Monday, Tuesday or Thursday? If not, we can move it to another week.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, March 24, 2014 3:40 PM  
**To:** Ann Fisher; Baker, Diane M.  
**Cc:** Marshall, Susan G.  
**Subject:** RE: Lunch at Joe's

Let's do Friday.

**From:** Ann Fisher [<mailto:annf77@gmail.com>]  
**Sent:** Monday, March 24, 2014 3:38 PM  
**To:** Baker, Diane M.

**Cc:** Marshall, Susan G.; Dan Blair  
**Subject:** Re: Lunch at Joe's

I could do M, T, or TH of next week.

On Mon, Mar 24, 2014 at 3:28 PM, Baker, Diane M. <[BakerD@oig.treas.gov](mailto:BakerD@oig.treas.gov)> wrote:  
I'm free the 2<sup>nd</sup>, 3<sup>rd</sup> or 4<sup>th</sup>.

---

**From:** Marshall, Susan G.  
**Sent:** Monday, March 24, 2014 3:11 PM  
**To:** 'dblair@napawash.org' (dblair@napawash.org); annf77@gmail.com; Diane (diane baker241@gmail.com); Baker, Diane M.  
**Subject:** Lunch at Joe's

Joe's is open for lunch! <http://www.joes.net/>

Anyone want to go to lunch at Joe's next week? If so, just let me know what day and time work for yoU! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
[\(202\) 927-9842](tel:(202)927-9842)



**From:** Marshall, Susan G.  
**Sent:** Mon, 31 Mar 2014 18:06:46 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Hearing on NASA and NASA Security- Didn't you do a study on that?

YAY!! BTW, as a former PA girl, I just love him!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, March 31, 2014 2:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Hearing on NASA and NASA Security- Didn't you do a study on that?

Yes. Thornburg is testifying.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Monday, March 31, 2014 1:43 PM  
**To:** Dan Blair  
**Subject:** Hearing on NASA and NASA Security- Didn't you do a study on that?

4/8

9:30 am Hearing: Budget Hearing - NASA Request and Oversight of **NASA Security**  
Committee on Appropriations: Commerce, Justice, Science, and Related Agencies

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Mon, 31 Mar 2014 18:11:42 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Mark Reger is at OMB as Acting Deputy Controller

Nothing like getting bumped upstairs!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, March 31, 2014 2:03 PM  
**To:** Marshall, Susan G.; Hollis, Tricia  
**Subject:** RE: Mark Reger is at OMB as Acting Deputy Controller

I love it. The cream always rises to the top!

Linda met with him a couple of weeks ago.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Monday, March 31, 2014 2:01 PM  
**To:** Dan Blair; Hollis, Tricia; Mark A. Robbins; [Linda.Springer@ey.com](mailto:Linda.Springer@ey.com)  
**Subject:** Mark Reger is at OMB as Acting Deputy Controller

## **Treasury's Reger joins OMB to fill financial management void**

The Office of Management and Budget turned to a veteran of federal budgeting to begin replacing its top two financial managers.

**Mark Reger recently came over to OMB on detail from the Treasury Department to be the acting deputy controller.**

Reger's detail helps fill the void left when controller Danny Werfel became the acting IRS Commissioner in May 2013, and his replacement Norman Dong, who had been deputy and then acting controller, moved over to head up the General Services Administration's Public Building Service in late March.

By bringing Reger over, OMB has a veteran of state and local government, and someone who has served in senior executive capacities in small and large agencies.

Reger has been Treasury's deputy assistant secretary accounting policy in the Office of the Fiscal Assistant Secretary since 2010 where he's helped lead the financial management standards effort. He is a member of the Federal Accounting Standards Advisory Board **and was CFO at the Office of Personnel Management for three years.**

Reger also comes as OMB is putting some of the most important pieces in place to give its financial management shared services some life. OMB and Treasury's Office of Financial Innovation and Transformation are expected to name new federal shared service providers in the coming month.

Along with the controller position, the White House still must name a new administrator in the Office of Federal Procurement Policy.

**Federal Computer Week reported recently that Anne Rung, the associate administrator in the Office of Governmentwide Policy, is the on tap to be named to that role. (This is my friend that I went to Exeter University with me in the ...well, we won't mention when)**

**But talking with several senior executives and well-connected industry observers, Rung's nomination is nothing more than strong rumor.**

OMB has suffered from holes in its management ranks for most of the last three-plus years of the Obama administration. With Director Sylvia Mathews and Deputy Director for Management Beth Cobert in place now for several months, senior federal executives have told me they are hoping for a re-emergence of the "M" side of OMB.

It's never a dull time for agency chief information officers what with Rob Carey, the principal deputy CIO at the Defense Department, and Interior Department's Bernie Mazer becoming at least the seventh and eighth CIO or senior IT executive to announce he's leaving in the last six months. Currently, five large agency CIOs are in acting roles, including at the Veterans Affairs Department, where Stephen Warren has been acting for more than a year.

But on the positive side, NASA Goddard Space Center quietly named Dennis VanderTuig as its new CIO back in January. VanderTuig has been with Goddard since 2007 and previously lead an evaluation and restructuring of the Goddard IT functions.

Several people are asking why the sudden exodus of CIOs.

Is it just time for people to move on to new challenges?

Or is something else happening in the federal IT community?

**Susan Marshall**

Director, External Relations  
Office of Inspector General

U.S. Department of Treasury  
(202) 927-9842



**From:** Dan Blair  
**Sent:** Mon, 31 Mar 2014 18:18:38 +0000  
**To:** Marshall, Susan G.; 'MarkARobbins@aol.com'  
**Subject:** RE: Mark Reger is at OMB as Acting Deputy Controller

AWESOME is so right!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, March 31, 2014 2:16 PM  
**To:** 'MarkARobbins@aol.com'; Dan Blair  
**Subject:** RE: Mark Reger is at OMB as Acting Deputy Controller

See below which was a result of Mark R telling Pat that OMB was threatening him. He is just awesome!

**OMB official accused of threatening OPM inspector general over budget**  
**By Elizabeth Newell Jochum**

Lawmakers from the House Oversight and Government Reform Committee are investigating allegations that an Office of Management and Budget employee threatened to "make life miserable" for the Office of Personnel Management inspector general if he complained to members of Congress about his fiscal 2011 budget.

In a letter to Rep. Stephen Lynch, D-Mass., OPM inspector general Patrick McFarland reported that on Jan. 4 his office received a call from an OPM budget officer informing him that an OMB program examiner wanted to know if McFarland would be taking advantage of a provision in federal law allowing him to inform Congress if a proposed budget would "substantially inhibit" him from performing his duties.

McFarland said one aspect of the conversation was "most troubling."

"The OPM budget officer informed my assistant inspector general for management that there is a 'not so veiled threat from OMB' to expressly inform my office that they [OMB] will be working with the same [congressional] committees that we do and if we go to the Congress regarding our FY 2011 budget, they [OMB] 'will make life miserable for us.' "

McFarland wrote that he and his office "take this treat of retaliation and interference in our independence very seriously" and they have referred the incident to White House Counsel Robert Bauer.

Lynch and Rep. Edolphus Towns, D-N.Y., chairman of the House Oversight and Government Reform Committee announced on Tuesday they will be "thoroughly investigating this alleged incident" and sent letters to OMB Director Peter R. Orszag and Phyllis Fong, chairwoman of the Council of the Inspectors General on Integrity and Efficiency.

In the letter to Orszag, Towns and Lynch wrote that statements such as those allegedly made to OPM are "entirely improper" and a "direct threat to the independence and integrity of inspectors general."



They asked Orszag to conduct an internal investigation and report to the committee by Jan. 22. They also said they would ask the CIGIE to look into whether inspectors general from other agencies have received similar threats.

"The committee is ... reviewing whether the allegations at OPM are isolated or part of a larger pattern," the letter to Fong stated.

OMB spokesman Tom Gavin said the agency "respects the independent role that federal inspectors general play and takes allegations of this sort very seriously. The concerns raised by the OPM inspector general about the possible actions of one OMB employee will be investigated thoroughly and quickly. If any improper interference has occurred, appropriate actions will be taken

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** [MarkARobbins@aol.com](mailto:MarkARobbins@aol.com) [<mailto:MarkARobbins@aol.com>]  
**Sent:** Monday, March 31, 2014 2:12 PM  
**To:** Marshall, Susan G.; [dblair@napawash.org](mailto:dblair@napawash.org); Hollis, Tricia; [Linda.Springer@ey.com](mailto:Linda.Springer@ey.com)  
**Subject:** Re: Mark Reger is at OMB as Acting Deputy Controller

Do I know him? I think he joined OPM after I left. Did he replace C3/Kathy McGettigan?

In a message dated 3/31/2014 1:02:23 P.M. Eastern Standard Time, [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov) writes:

## **Treasury's Reger joins OMB to fill financial management void**

The Office of Management and Budget turned to a veteran of federal budgeting to begin replacing its top two financial managers.

**Mark Reger recently came over to OMB on detail from the Treasury Department to be the acting deputy controller.**

Reger's detail helps fill the void left when controller Danny Werfel became the acting IRS Commissioner in May 2013, and his replacement Norman Dong, who had been deputy and then acting controller, moved over to head up the General Services Administration's Public Building Service in late March.

By bringing Reger over, OMB has a veteran of state and local government, and someone who has served in senior executive capacities in small and large agencies.

Reger has been Treasury's deputy assistant secretary accounting policy in the Office of the Fiscal Assistant Secretary since 2010 where he's helped lead the financial management standards effort. He is a member of the Federal Accounting Standards Advisory Board **and was CFO at the Office of Personnel Management for three years.**

Reger also comes as OMB is putting some of the most important pieces in place to give its financial management shared services some life. OMB and Treasury's Office of Financial Innovation and Transformation are expected to name new federal shared service providers in the coming month.

Along with the controller position, the White House still must name a new administrator in the Office of Federal Procurement Policy.

**Federal Computer Week reported recently that Anne Rung, the associate administrator in the Office of Governmentwide Policy, is the on tap to be named to that role. (This is my friend that I went to Exeter University with me in the ...well, we won't mention when)**

**But talking with several senior executives and well-connected industry observers, Rung's nomination is nothing more than strong rumor.**

OMB has suffered from holes in its management ranks for most of the last three-plus years of the Obama administration. With Director Sylvia Mathews and Deputy Director for Management Beth Cobert in place now for several months, senior federal executives have told me they are hoping for a re-emergence of the "M" side of OMB.

It's never a dull time for agency chief information officers what with Rob Carey, the principal deputy CIO at the Defense Department, and Interior Department's Bernie Mazer becoming at least the seventh and eighth CIO or senior IT executive to announce he's leaving in the last six months. Currently, five large agency CIOs are in acting roles, including at the Veterans Affairs Department, where Stephen Warren has been acting for more than a year.

But on the positive side, NASA Goddard Space Center quietly named Dennis VanderTuig as its new CIO back in January. VanderTuig has been with Goddard since 2007 and previously lead an evaluation and restructuring of the Goddard IT functions.

Several people are asking why the sudden exodus of CIOs.

Is it just time for people to move on to new challenges?

Or is something else happening in the federal IT community?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Dan Blair  
**Sent:** Mon, 31 Mar 2014 18:20:38 +0000  
**To:** MarkARobbins@aol.com; MarshallS@oig.treas.gov; HollisP@oig.treas.gov; Linda.Springer@ey.com  
**Subject:** RE: Mark Reger is at OMB as Acting Deputy Controller

Ok Admiral Stockdale... Who am I? What am I doing here?

---

**From:** MarkARobbins@aol.com [mailto:MarkARobbins@aol.com]  
**Sent:** Monday, March 31, 2014 2:12 PM  
**To:** MarshallS@oig.treas.gov; Dan Blair; HollisP@oig.treas.gov; Linda.Springer@ey.com  
**Subject:** Re: Mark Reger is at OMB as Acting Deputy Controller

Do I know him? I think he joined OPM after I left. Did he replace C3/Kathy McGettigan?

In a message dated 3/31/2014 1:02:23 P.M. Eastern Standard Time, [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov) writes:

## **Treasury's Reger joins OMB to fill financial management void**

The Office of Management and Budget turned to a veteran of federal budgeting to begin replacing its top two financial managers.

**Mark Reger recently came over to OMB on detail from the Treasury Department to be the acting deputy controller.**

Reger's detail helps fill the void left when controller Danny Werfel became the acting IRS Commissioner in May 2013, and his replacement Norman Dong, who had been deputy and then acting controller, moved over to head up the General Services Administration's Public Building Service in late March.

By bringing Reger over, OMB has a veteran of state and local government, and someone who has served in senior executive capacities in small and large agencies.

Reger has been Treasury's deputy assistant secretary accounting policy in the Office of the Fiscal Assistant Secretary since 2010 where he's helped lead the financial management standards effort. He is a member of the Federal Accounting Standards Advisory Board **and was CFO at the Office of Personnel Management for three years.**

Reger also comes as OMB is putting some of the most important pieces in place to give its financial management shared services some life. OMB and Treasury's Office of Financial Innovation and Transformation are expected to name new federal shared service providers in the coming month.

Along with the controller position, the White House still must name a new administrator in the Office of Federal Procurement Policy.

**Federal Computer Week reported recently that Anne Rung, the associate administrator in the Office of Governmentwide Policy, is the on tap to be named to that role. (This is my friend that I went to Exeter University with me in the ...well, we won't mention when)**

**But talking with several senior executives and well-connected industry observers, Rung's nomination is nothing more than strong rumor.**

OMB has suffered from holes in its management ranks for most of the last three-plus years of the Obama administration. With Director Sylvia Mathews and Deputy Director for Management Beth Cobert in place now for several months, senior federal executives have told me they are hoping for a re-emergence of the "M" side of OMB.

It's never a dull time for agency chief information officers what with Rob Carey, the principal deputy CIO at the Defense Department, and Interior Department's Bernie Mazer becoming at least the seventh and eighth CIO or senior IT executive to announce he's leaving in the last six months. Currently, five large agency CIOs are in acting roles, including at the Veterans Affairs Department, where Stephen Warren has been acting for more than a year.

But on the positive side, NASA Goddard Space Center quietly named Dennis VanderTuig as its new CIO back in January. VanderTuig has been with Goddard since 2007 and previously lead an evaluation and restructuring of the Goddard IT functions.

Several people are asking why the sudden exodus of CIOs.

Is it just time for people to move on to new challenges?

Or is something else happening in the federal IT community?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Mon, 7 Apr 2014 16:33:18 +0000  
**To:** 'Dan Blair'; annf77@gmail.com; Diane (dianebaker241@gmail.com)  
**Subject:** RE: New post office sign- Today is Not Your Day

I'll get back to you with an answer next week....now get back in line, Hon.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, April 07, 2014 12:30 PM  
**To:** Marshall, Susan G.; annf77@gmail.com; Diane (dianebaker241@gmail.com)  
**Subject:** RE: New post office sign- Today is Not Your Day

Susan – when did you move to FL and become a postal worker???

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, April 07, 2014 12:24 PM  
**To:** Dan Blair; annf77@gmail.com; Diane (dianebaker241@gmail.com)  
**Subject:** New post office sign- Today is Not Your Day

Customer Service at USPS: "Today is Not Your Day"  
by Ralph Smith | April 7, 2014

"Service" is part of the name of the U.S. Postal Service (USPS).

The Postal Service is a public service organization. It is a quasi-governmental organization and providing good service, a good customer experience and a favorable public image is presumably part of what the Postal Service strives to achieve. Most Americans have contact with the folks working at the Post Office and, for the most part, the experience is probably a good one.

Part of providing good service is the perception of the customer. Was the Postal employee that helped the customer friendly, knowledgeable and courteous? If the Postal employee perceives that the service provided met this standard, would the customer agree?

Customer Service sign displayed in Florida Post Office

In a Post Office in Miramar Beach, Florida on March 31, a sign was displayed at the service counter that read: "I can only please one person per day. Today is not your day. TOMORROW doesn't look good EITHER."

Providing a good customer experience is often an uphill battle. It would seem that posting a sign warning the customer that "Today is not your day" would seem to make the job that much harder. Of

course, that assumes that the person displaying the sign wants to provide a favorable experience. One might think that displaying a sign for the public to see is an indication service is not a high priority—or even a concern of the employee or USPS management that, presumably, allowed the sign at a service counter.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"; "Blair, Michele\(michele.blair@te.com\)"; "Diane\(dianebaker241@gmail.com\)"](#)  
**Subject:** FW: Markup of Referral to Attorney General Eric H. Holder of Former IRS Exempt Organizations Division Director Lois G. Lerner  
**Date:** Monday, April 7, 2014 6:07:43 PM

---

Fyi.

-----Original Message-----

**From:** Ways & Means Press [[PressFromWays&Means@mail.house.gov](mailto:PressFromWays&Means@mail.house.gov)]  
**Sent:** Monday, April 07, 2014 05:49 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Markup of Referral to Attorney General Eric H. Holder of Former IRS Exempt Organizations Division Director Lois G. Lerner



**Markup of Referral to Attorney General Eric H. Holder  
of Former IRS Exempt Organizations Division Director Lois G. Lerner**

Washington, DC - Today, Ways and Means Committee Chairman Dave Camp (R-MI) scheduled a meeting of the Committee to be held in Room 1100 Longworth House Office Building on Wednesday, April 9, 2014, at 9:30 AM.

Markup of: **Referral to the Honorable Eric H. Holder, Jr., Attorney General, of former Internal Revenue Service Exempt Organizations Division Director Lois G. Lerner for possible criminal prosecution for violations of one or more criminal statutes based on evidence the Committee has uncovered in the course of the investigation of IRS abuses.**

###

[www.WaysandMeans.House.Gov](http://www.WaysandMeans.House.Gov)





**From:** Dan Blair  
**Sent:** Tue, 8 Apr 2014 16:04:27 +0000  
**To:** Marshall, Susan G.; Diane Baker  
**Subject:** RE: Administration statement includes Dan's ideas

As Ruth would say, it just takes a while for the others to come around my way..... 😊

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, April 08, 2014 12:02 PM  
**To:** Dan Blair; Diane (diane baker241@gmail.com)  
**Subject:** Administration statement includes Dan's ideas

😊

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Tue, 8 Apr 2014 16:12:05 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Deese's statement -

Didn't see them listed...

Btw, tomorrow at 11 a.m. they are having their open session. I am going to listen in via the webcast system...😊

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, April 08, 2014 12:11 PM  
**To:** Marshall, Susan G.; Diane ([diane baker241@gmail.com](mailto:diane baker241@gmail.com)); [annf77@gmail.com](mailto:annf77@gmail.com)  
**Subject:** RE: Deese's statement -

I take it the commission did not testify

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Tuesday, April 08, 2014 12:08 PM  
**To:** Dan Blair; Diane ([diane baker241@gmail.com](mailto:diane baker241@gmail.com))  
**Subject:** RE: Deese's statement -

TESTIMONY OF  
**BRIAN C. DEESE**  
**DEPUTY DIRECTOR**  
**OFFICE OF MANAGEMENT AND BUDGET**  
BEFORE  
HOUSE COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

He appeared before Issa today. Issa had a hearing on the President's FY2015 USPS budget proposals. For some reason the Administration positions don't look like the Chairman's or even some of the Commissioners...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, April 08, 2014 12:06 PM

**To:** Marshall, Susan G.; Diane ([diane baker241@gmail.com](mailto:diane baker241@gmail.com))  
**Subject:** RE: Deese's statement -

Wtf is Deese???

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, April 08, 2014 12:04 PM  
**To:** Dan Blair; Diane ([diane baker241@gmail.com](mailto:diane baker241@gmail.com))  
**Subject:** Deese's statement -

"Finally, the Budget proposal would sustain greater postal revenue by permanently extending the PRC's December 2013 exigent rate increase."

YIKES! That hurt! Although I guess Robert won't mind.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Ann Fisher  
**Sent:** Tue, 8 Apr 2014 14:31:06 -0400  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.; Diane(diane baker241@gmail.com)  
**Subject:** Re: Deese's statement -

NO, though Cummings asked Ruth if she wanted to be minority witness. Thankfully, she declined -- after much input.

On Tue, Apr 8, 2014 at 12:10 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

I take it the commission did not testify

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Tuesday, April 08, 2014 12:08 PM  
**To:** Dan Blair; Diane ([diane baker241@gmail.com](mailto:diane baker241@gmail.com))  
**Subject:** RE: Deese's statement -

TESTIMONY OF

**BRIAN C. DEESE**

**DEPUTY DIRECTOR**

**OFFICE OF MANAGEMENT AND BUDGET**

BEFORE

HOUSE COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

He appeared before Issa today. Issa had a hearing on the President's FY2015 USPS budget proposals. For some reason the Administration positions don't look like the Chairman's or even some of the Commissioners...

**Susan Marshall**

Director, External Relations

Office of Inspector General



U.S. Department of Treasury

[\(202\) 927-9842](tel:(202)927-9842)

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, April 08, 2014 12:06 PM  
**To:** Marshall, Susan G.; Diane ([dianebaker241@gmail.com](mailto:dianebaker241@gmail.com))  
**Subject:** RE: Deese's statement -

Wtf is Deese???

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, April 08, 2014 12:04 PM  
**To:** Dan Blair; Diane ([dianebaker241@gmail.com](mailto:dianebaker241@gmail.com))  
**Subject:** Deese's statement -

“Finally, the Budget proposal would sustain greater postal revenue by permanently extending the PRC’s December 2013 exigent rate increase.”

YIKES! That hurt! Although I guess Robert won’t mind.

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

[\(202\) 927-9842](tel:(202)927-9842)

**From:** Marshall, Susan G.  
**Sent:** Wed, 9 Apr 2014 14:49:53 +0000  
**To:** 'Dan Blair'  
**Cc:** Diane (diane baker241@gmail.com); annf77@gmail.com  
**Subject:** RE: A major new vulnerability called Heartbleed

I don't either but Eric told everyone at Senior Staff today that Holder really beat Gohmert up at the hearing and it was priceless. Okay...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Wednesday, April 09, 2014 8:52 AM  
**To:** Marshall, Susan G.  
**Cc:** Diane (diane baker241@gmail.com); annf77@gmail.com  
**Subject:** Re: A major new vulnerability called Heartbleed

Ok. I must be old. I don't get Holder's comment here in the post about an exchange yesterday between Louis Gohmert and Holder:

Attorney General Eric H. Holder Jr. [spent more than three hours](#) being questioned by 34 members of Congress about a wide variety of national and international issues.

And then it was Louie Gohmert's turn.

While he questioned the attorney general about why he had not been provided Department of Justice documents he had requested, Gohmert brought up the House contempt vote against Holder two years ago.

"I realize that contempt is not a big deal to our attorney general," Gohmert said. "But it is important that we have proper oversight..."

"You don't want to go there, buddy," Holder interrupted, leaning back in his chair. "You don't want to go there."

"I don't want to go there?" Gohmert said. "About the contempt?"

"No," Holder said, pointing his finger at Gohmert. "You should not assume that that is not a big deal to me. I think it was inappropriate. I think it was unjust. But never think that that was not a big deal to me. Don't ever think that."



And that wasn't the end of it. The full exchange is in the video above including this money-line from Holder:

"Good luck with your asparagus."

Sent from my iPhone

On Apr 9, 2014, at 8:33 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I heard about this computer problem on the radio this morning...it impacts everyone, especially teleworkers who VPN into systems and those who conduct online banking.

I'll let you know if learn more about it this morning.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Freedman, Marla A.  
**Sent:** Wednesday, April 09, 2014 8:27 AM  
**To:** OIG-Senior Management  
**Subject:** FW: A major new vulnerability called Heartbleed

FYI – not very clear on all the techy stuff, but there seems to be some very serious concerns as to the ramifications of this new hack...

**Marla A. Freedman**  
Assistant Inspector General for Audit  
Department of the Treasury  
(202) 927-6516

NOTICE: This electronic message transmission contains information, which may be FOR OFFICIAL USE ONLY or subject to the Privacy Act of 1974.

---

**From:** Beard, Stephen [<mailto:SBeard@FDIC.gov>]  
**Sent:** Wednesday, April 09, 2014 8:17 AM  
**To:** Hagen, James W ([JHAGEN@NCUA.GOV](mailto:JHAGEN@NCUA.GOV)); Freedman, Marla A.; [melissa.m.heist@frb.gov](mailto:melissa.m.heist@frb.gov)  
**Cc:** Gibson, Fred W.; Mulholland, Mark F.; Gentry, Marshall E.  
**Subject:** FW: A major new vulnerability called Heartbleed

Good morning. Just passing this on as an FYI. We participated in a conference call with FDIC management yesterday evening on this matter. They are working to identify and mitigate vulnerabilities in FDIC systems and working with their business partners to do the same. Expect a FIL to go out today to institutions.

Thanks, Steve

*Stephen M. Beard  
Deputy Inspector General for Audits and Evaluations  
Office of Inspector General  
Federal Deposit Insurance Corporation  
3501 North Fairfax Drive  
Room E8074  
Arlington, Virginia 22226  
(703) 562-6352*

---

**From:** Beard, Stephen  
**Sent:** Tuesday, April 08, 2014 1:31 PM  
**To:** OIG EXECUTIVES DC  
**Cc:** Chappell, James H.  
**Subject:** RE: A major new vulnerability called Heartbleed

Here are the details for those of you who are interested.

<http://heartbleed.com/>

*Stephen M. Beard  
Deputy Inspector General for Audits and Evaluations  
Office of Inspector General  
Federal Deposit Insurance Corporation  
3501 North Fairfax Drive  
Room E8074  
Arlington, Virginia 22226  
(703) 562-6352*

---

**From:** Beard, Stephen  
**Sent:** Tuesday, April 08, 2014 1:13 PM  
**To:** OIG EXECUTIVES DC  
**Subject:** A major new vulnerability called Heartbleed

<http://www.cnet.com/news/heartbleed-bug-undoes-web-encryption-reveals-user-passwords/>

Rus Pittman called me a few minutes ago about an SSL vulnerability, but didn't refer to it by name. Most likely this it. He is getting a report from his staff in a few minutes to determine impact on FDIC and what steps to take.

*Stephen M. Beard  
Deputy Inspector General for Audits and Evaluations  
Office of Inspector General  
Federal Deposit Insurance Corporation  
3501 North Fairfax Drive  
Room E8074*

*Arlington, Virginia 22226*  
*(703) 562-6352*



**From:** Marshall, Susan G.  
**Sent:** Thu, 10 Apr 2014 12:50:50 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: OMG!!! Draft bill eliminates PRC OIG

You could say that about all of the IGs...by law we report to the Secretary. I still don't understand why the IG Act authorizes that reporting structure.

Well, I guess J and D won't be having lunch any time soon.

As just on a side note, this is a McCaskill hearing and her big "IG bill" which is a lot of nits and nats for everyone. I am surprised she would be the one to let USPS OIG take over for him. My question is who is behind the provision? Carper? McCaskill? Coburn? Williams?

And finally, how embarrassing for him. The draft bill was sent to ALL of the IGs and many of the OIG staff.

I am sure you will hear all about this issue at your lunch next week. ☺ I am sure she is happy since she has been trying to rid herself of him! What is that saying...be careful what you wish for...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, April 10, 2014 8:40 AM  
**To:** Marshall, Susan G.  
**Cc:** Diane (dianebaker241@gmail.com); annf77@gmail.com; FISHER, ANN C (Ann.Fisher@prc.gov)  
**Subject:** Re: OMG!!! Draft bill eliminates PRC OIG

The big concern here is that usps pig reports to usps bog. Therefore bog could influence the oversight agenda. Big conflict, not that they care.

Sent from my iPhone

On Apr 10, 2014, at 8:32 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

See below. I know Jack has a copy of the information because it was sent to all the CIGIE members. I am the CIGIE liaison for my office so that is why I have the information.

Sec. 3(aa) United States **Postal Service: This section would authorize the Inspector General of the United States Postal Service (USPS IG) to provide oversight to the Postal Regulatory Commission (PRC). All functions of the Office of the Inspector General of the Postal Regulatory Commission (PRC OIG) would be transferred to the USPS IG.** This section also requires that the USPS IG begin an audit of the

PRC's management and programs within one year of enactment and authorizes additional funding for the USPS IG to carry out these oversight functions.

---

The Committee on Homeland Security and Government Affairs, Subcommittee on Financial and Contracting Oversight (the Subcommittee) is holding a hearing titled "Oversight of Small Agencies" on Thursday, April 10 at 10:30 a.m. Details of the hearing can be found at the following link—[Click Here](#). Staff of the Subcommittee provided to invited witnesses a discussion draft bill, with section-by-section analysis, on Tuesday evening. The bill seeks to expand jurisdiction of a number of OIGs and also consolidates certain OIGs. The Legislation Committee spoke with the Subcommittee staff this afternoon, and the staff offered no concerns with the discussion draft being shared with the IG Community at this time.

Appreciating the bill impacts the jurisdiction of specific OIGs, the Subcommittee staff welcomes any direct feedback from these Inspectors General. The staff indicate that the bill is not anticipated to be filed immediately following the hearing and will consider any input or perspective offered. Inspectors General can contact Subcommittee Counsels, Sarah Garcia or Charlie Moskowitz, at telephone 202-224-7155 or by e-mail at [Sarah\\_Garcia@hsgac.senate.gov](mailto:Sarah_Garcia@hsgac.senate.gov) or [Charlie\\_Moskowitz@hsgac.senate.gov](mailto:Charlie_Moskowitz@hsgac.senate.gov) to offer any perspective on the discussion draft.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

<Discussion Draft.pdf>

<Section by Section Summary.pdf>

**From:** [Marshall, Susan G.](#)  
**To:** ["Mark A. Robbins"; Dan Blair](#)  
**Subject:** RE: OPM IG oversight of MSPB, OGE, OSC  
**Date:** Thursday, April 10, 2014 10:59:13 AM

---

OUCH! That hurt!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Mark A. Robbins [mailto:[markarobbins@aol.com](mailto:markarobbins@aol.com)]  
**Sent:** Thursday, April 10, 2014 10:54 AM  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.  
**Subject:** Re: OPM IG oversight of MSPB, OGE, OSC

Excellent point. And given that it took Pat 6 years to deal with the OSC matter, efficiency doesn't seem a priority either.

Mark A. Robbins  
Cell: (202) 494-1731

On Apr 10, 2014, at 9:48 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

This will be real expensive since the IGs themselves don't seem to care much about being frugal.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Thursday, April 10, 2014 9:46 AM  
**To:** Dan Blair; '[MarkARobbins@aol.com](mailto:MarkARobbins@aol.com)'  
**Subject:** RE: OPM IG oversight of MSPB, OGE, OSC

Apparently there is a big push by McCaskill to make sure EVERY agency, big and small, has IG oversight. Sounds expensive.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, April 10, 2014 9:46 AM  
**To:** Marshall, Susan G.; '[MarkARobbins@aol.com](mailto:MarkARobbins@aol.com)'  
**Subject:** RE: OPM IG oversight of MSPB, OGE, OSC

This significantly changes the dynamics of the IGs. It would be interesting to see if they



go anywhere.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, April 10, 2014 9:33 AM  
**To:** 'MarkARobbins@aol.com'; Dan Blair  
**Subject:** OPM IG oversight of MSPB, OGE, OSC

Just an fyi...I'm the CIGIE liaison here at the TOIG. Yesterday I received the attached information from CIGIE which will be discussed later this morning(see details below). One of the provisions in attached draft bill authorizes OPM IG oversight of MSPB, OGE and OSC.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Council of IGs Liaisons [<mailto:CIGIE-LIAISONS@LIST.NIH.GOV>] **On Behalf Of** Mark Jones  
**Sent:** Thursday, April 10, 2014 6:21 AM  
**To:** [CIGIE-LIAISONS@LIST.NIH.GOV](mailto:CIGIE-LIAISONS@LIST.NIH.GOV)  
**Subject:** HSGAC Subcommittee on Financial and Contracting Oversight Hearing & Discussion Draft Bill

The Committee on Homeland Security and Government Affairs, Subcommittee on Financial and Contracting Oversight (the Subcommittee) is holding a hearing titled "Oversight of Small Agencies" on Thursday, April 10 at 10:30 a.m. Details of the hearing can be found at the following link—[Click Here](#).

Staff of the Subcommittee provided to invited witnesses a discussion draft bill, with section-by-section analysis, on Tuesday evening. The bill seeks to expand jurisdiction of a number of OIGs and also consolidates certain OIGs. The Legislation Committee spoke with the Subcommittee staff this afternoon, and the staff offered no concerns with the discussion draft being shared with the IG Community at this time.

Appreciating the bill impacts the jurisdiction of specific OIGs, the Subcommittee staff welcomes any direct feedback from these Inspectors General. The staff indicate that the bill is not anticipated to be filed immediately following the hearing and will consider any input or perspective offered. Inspectors General can contact Subcommittee Counsels, Sarah Garcia or Charlie Moskowitz, at telephone 202-224-7155 or by e-mail at [Sarah\\_Garcia@hsgac.senate.gov](mailto:Sarah_Garcia@hsgac.senate.gov) or [Charlie\\_Moskowitz@hsgac.senate.gov](mailto:Charlie_Moskowitz@hsgac.senate.gov) to offer any perspective on the discussion draft.

**From:** Marshall, Susan G.  
**Sent:** Thu, 10 Apr 2014 16:01:20 +0000  
**To:** 'Dan Blair'; Diane (diane baker241@gmail.com)  
**Subject:** RE: new information

I agree! I never saw anything like it! I bet Cummings can't wait for October when Issa steps down as chair.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, April 10, 2014 11:42 AM  
**To:** Marshall, Susan G.; Diane (diane baker241@gmail.com)  
**Subject:** RE: new information

Boy this is getting even nastier!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, April 10, 2014 9:55 AM  
**To:** Diane (diane baker241@gmail.com); Dan Blair  
**Subject:** new information

New IRS E-mails: Lois Lerner Funneled Elijah Cummings Info on Targeted Conservative Group

Ranking Democrat previously denied his staff contacted the IRS about group True the Vote

WASHINGTON – Newly delivered internal IRS e-mails sent and received by former IRS Exempt Organizations Director Lois Lerner and other IRS employees show that House Oversight and Government Reform Committee Minority staff, working for Ranking Member Elijah Cummings, **began contacting the IRS in August 2012 about targeted non-profit applicant True the Vote. The IRS produced this e-mail on April 2, 2014 – only days after Oversight Committee Members had taken new IRS Commissioner John Koskinen to task for withholding relevant e-mails.** The Chairman and five Subcommittee Chairmen on the Oversight Committee today sent a letter to Ranking Member Cummings demanding an explanation for his staff's queries, why the Minority hid these efforts from the Majority, and why the Ranking Member denied such actions by his staff at a February Subcommittee hearing:

"Although you have previously denied that your staff made inquiries to the IRS about conservative organization True the Vote that may have led to additional agency scrutiny, communication records between your staff and IRS officials – which you did not disclose to Majority Members or staff – indicates otherwise," wrote the Chairman and five Subcommittee Chairmen of the Oversight Committee. "As the Committee is scheduled to consider a resolution holding Ms. Lerner, a participant in responding to your communications that you failed to disclose, in contempt of Congress, you have an obligation to fully explain your staff's undisclosed contacts with the IRS."

The letter notes:

◦The IRS and the Oversight Minority made numerous requests for virtually identical information from True the Vote, raising concerns that the IRS improperly shared protected taxpayer information with Rep. Cummings' staff.

◦Five days after Cummings contacted True the Vote seeking "copies of all training materials used for volunteers, affiliates, or other entities," the IRS sent True the Vote a letter requesting True the Vote provide "a copy of [True the Vote's] volunteer registration form," "...the process you use to assign volunteers," "how you keep your volunteers in teams," and "how your volunteers are deployed ... following the training they receive by you."

◦On or before January 25, 2013, Cummings' staff requested more information from the IRS about True the Vote. The head of the IRS Legislative Affairs office e-mailed several IRS officials, including former Exempt Organizations Director Lois Lerner, that "House Oversight Committee Minority staff" sought information about True the Vote. On Monday, January 28, Lerner wrote to her deputy Holly Paz: "Did we find anything?" When Paz informed her minutes later that she had not heard back about True the Vote's information, Lerner replied: "thanks – check tomorrow please."

◦On January 31, 2013, Paz attached True the Vote's form 990s, which she authorized the IRS to share with the Minority staff. Neither Cummings nor the IRS shared these requested documents with the Oversight Majority. None of the Minority's communications about True the Vote with the IRS were shared with the Committee Majority even though Ranking Member Cummings frequently complains about the Committee Majority contacting individuals on official matters without the involvement of Minority staff.

◦Cummings denied that his staff, "might have been involved in putting True the Vote on the radar screen of some of these Federal agencies" at a February 6, 2014, Subcommittee hearing:

Ms. Mitchell: We want to get to the bottom of how these coincidences happened, and we're going to try to figure out whether any – if there was any staff of this committee that might have been involved in putting True the Vote on the radar screen of some of these Federal agencies. We don't know that, but we – we're going to do everything we can do to try to get to the bottom of how did this all happen.

Mr. Cummings. Will the gentleman yield?

Mr. Meadows. Yes.

Mr. Cummings. I want to thank the gentleman for his courtesy. What she just said is absolutely incorrect and not true.

[Click here for a copy of the letter from the Chairman and five Subcommittee Chairman to Ranking Member Cummings.](#)

[Click here for documents about Cummings' interactions with the IRS about a targeted conservative organization.](#)

[Related Documents](#)

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Thu, 10 Apr 2014 20:17:58 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: bad report for auditors like Grant Thornton

I didn't know that, but I guess that makes sense since the federal budget is so uncertain and agency resources are tightening up...I guess commercial sector work isn't much better. The stock market took a dive today!

It is rough out there! Did your friend Karen Howard find a job? Is she okay?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, April 10, 2014 4:11 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: bad report for auditors like Grant Thornton

But they are letting a number of people go in their government consulting practice.

Sent from my iPhone

On Apr 10, 2014, at 4:07 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I know...I remember when they were the little puppy on the block with the big bark and no bite.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, April 10, 2014 4:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: bad report for auditors like Grant Thornton

It's interesting that Grant and BDO are now included in the Big 6.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Thursday, April 10, 2014 3:57 PM  
**To:** Dan Blair  
**Subject:** bad report for auditors like Grant Thornton

## Problem Audits Are Global Issue, Survey Finds

By Michael Rapoport

Problem audits aren't just a U.S. problem.

Big accounting firms are producing deficient audits around the world, according to a new survey of 30 countries' audit regulators. The results mirror the experience in the U.S., where regulators have found deficiencies in more than a third of audits by major accounting firms that they have inspected in recent years.

The global survey issued Thursday in Washington doesn't quantify exactly how often flawed audits happen world-wide. But the results indicate a "persistence" of problems with audits. "There is a basis for ongoing concerns with audit quality," according to the report from the International Forum of Independent Audit Regulators.

An audit deficiency means an auditor hasn't obtained enough evidence to support its opinion that a company is reporting its numbers accurately. It doesn't necessarily mean that a company's financial statements are misstated.

Still, the frequency and severity of audit problems represent "a wake-up call to firms and regulators alike," said Lewis Ferguson, IFIAR's chairman and a member of the Public Company Accounting Oversight Board, the U.S. government's audit regulator. "More must be done to improve the reliability of audit work performed globally on behalf of investors."

**The survey is based on the regulators' most recent inspections of the audits of nearly 1,000 publicly listed companies and nearly 100 major financial institutions around the world—predominantly conducted by affiliates of the six biggest accounting firms: PricewaterhouseCoopers, Deloitte Touche Tohmatsu, KPMG, Ernst & Young, BDO and Grant Thornton.**

It found that audit deficiencies were especially prevalent when auditors scrutinized companies' fair-value measurements; their testing of internal safeguards against financial error and fraud; and, at financial institutions, their loan-loss reserves, loan write-downs and valuation of securities.

IFIAR hopes both the audit firms and national regulators will use the survey's findings to help their work and improve audit quality.

"Investors and other stakeholders need to be able to rely on the auditor's work," said Janine van Diggelen, IFIAR's vice chairwoman and a Netherlands audit regulator.

"During the financial crisis, too many questions were raised about the auditors, and the public's trust in the audit function needs to be strengthened."



Regulators like the PCAOB inspect audit firms regularly to evaluate their performance. PCAOB members have expressed concerns in the past about the high rate of deficiencies in U.S. audits, though some have also said there are indications of improvement recently. In inspection reports the PCAOB issued last year, 37% of the Big Four audits which the board inspected were found to have flaws.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Sun, 13 Apr 2014 20:17:12 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Oversight of Small Agencies Discussion Draft Bill

I bet it is some old uni carriers. Be careful.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Sunday, April 13, 2014 12:46 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Oversight of Small Agencies Discussion Draft Bill

They should be. She threw her colleagues under the bus.  
Btw... I got a big package of papers from the PRC on Friday. Wonder what it is??? I haven't opened it yet.

Sent from my iPhone

On Apr 13, 2014, at 12:11 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

The cigie rep used to work for mccaskill...she had all of the info before the hearing but didn't share it. People are angry.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Sunday, April 13, 2014 09:14 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Oversight of Small Agencies Discussion Draft Bill

Don't you think it's interesting that the CIGIE was not approached? You wonder what McCaskill thinks of them? Sounds like the bill is not going to go far.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, April 11, 2014 12:09 PM  
**To:** Dan Blair  
**Subject:** FW: Oversight of Small Agencies Discussion Draft Bill

fyi

Susan Marshall

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** Council of IGs Liaisons [<mailto:CIGIE-LIAISONS@LIST.NIH.GOV>] **On Behalf Of** Mark Jones

**Sent:** Friday, April 11, 2014 11:33 AM

**To:** [CIGIE-LIAISONS@LIST.NIH.GOV](mailto:CIGIE-LIAISONS@LIST.NIH.GOV)

**Subject:** Oversight of Small Agencies Discussion Draft Bill

The following is being sent on behalf of Chair Fong.

**From:** FONG, PHYLLIS [<mailto:PHYLLIS.FONG@oig.usda.gov>]

Dear colleagues –

As you know, yesterday's hearing on oversight of small agencies discussed a draft bill with provisions that would affect the IG community in many ways. Lynne and I have spoken to many of you and are aware of the concerns raised by the proposal. We recognize how important it is to ensure that our community and its work remains vibrant and effective. We were surprised by the draft bill, as it was not provided by the subcommittee to us until shortly before the hearing, and we shared it with you as soon as our Legislation Committee was able to obtain appropriate permission. As an individual IG who is affected by the proposal (USDA OIG would both lose and gain oversight responsibilities), I can also tell you that no contact was made to ask my views on the bill's provisions affecting my office while it was being drafted.

Peg Gustafson has prepared a summary of the hearing and the issues, which will be sent to all of you shortly. We have committed to developing a CIGIE response to the bill and recognize the importance of transparency, openness, and participation in this process. I look forward to talking more about this at our CIGIE meeting on Tuesday; as always, your comments and input are welcome.

Phyllis

**From:** Marshall, Susan G.  
**Sent:** Tue, 15 Apr 2014 15:11:47 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: is lunch still on?

YAY!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, April 15, 2014 11:03 AM  
**To:** Marshall, Susan G.  
**Subject:** is lunch still on?

I cancelled the postal thing. I don't feel like dealing with those people.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy:   



**From:** Dan Blair  
**Sent:** Wed, 16 Apr 2014 13:26:43 +0000  
**To:** Marshall, Susan G.  
**Cc:** annf77@gmail.com; Diane (diane baker241@gmail.com)  
**Subject:** Re: fyi

A training opportunity????

Sent from my iPhone

On Apr 16, 2014, at 9:20 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**11<sup>th</sup> Annual Leadership Training Summit**

**Monday, May 12, 2014**

**Registration 8:00am-9:00am**

**This is a full day event that includes a continental breakfast, lunch, and networking reception!**

**U.S. Chamber of Commerce**

**1615 H St. NW**

**Washington, DC 20062**

**9:00 a.m. Opening Ceremony**

- Shoshana Grove, President, Executive Women in Government
- Singing of the National Anthem, Cynthia Wilson, Recording Artist

**9:15 a.m. Semper Paratus: The Coast Guard Way to Mission Excellence**

- Admiral Robert J. Papp, Jr., Commandant, U.S. Coast Guard

**9:45 a.m. Executive Women in Government: Strategic Career Advancement**

- Director Katherine Archuleta, Office of Personnel Management
- Betsy Berkheimer-Credaire, *The Board Game: How Smart Women Become Corporate Directors*
- Brande Stellings, Vice President, Corporate Board Services, Catalyst, Inc.
- Robert Tobias, Director of Public Sector Executive Education, American University

**10:30 a.m. Networking and Expert Exchange Break**

- Angela Bryant-Brown, Recording Artist

**11:00 a.m. Environmental Innovation: Where Economic and Environmental Interests Meet**

- Administrator Gina McCarthy, Environmental Protection Agency

**11:30 a.m. Advancing to the Top: Leading Change in Law Enforcement**

- Chief Cathy L. Lanier, Metropolitan Police Department of Washington, D.C.
- Director Julia Pierson, U.S. Secret Service

**12:00 p.m. Leveraging Science and Technology for Operational Results**

- Laura Furgione, Deputy Director, National Weather Service
- Margie Graves, Acting CIO, Department of Homeland Security

**12:30 p.m. Lunch and Keynote Presentation: Politics and Creative Communications**

- Betsy Fischer Martin, Senior Executive Producer and Managing Editor, NBC News Political Programming

**1:30 Networking and Expert Exchange Break**

- Angela Bryant-Brown, Recording Artist

**2:00 p.m. Global Leadership: Spotlight on Africa**

- Ambassador Linda Thomas-Greenfield



- Interviewed by Chairman Ruth Goldway, Postal Regulatory Commission

**2:30 p.m. Networking and Expert Exchange Break**

**3:00 p.m. Safety First: Driving Results in National Safety Policy**

- Deborah Hersman, President and CEO, National Safety Council

**3:30 p.m. Afternoon Keynote: The Honorable Elizabeth Dole**

- The Honorable Elizabeth Dole, *The Elizabeth Dole Foundation, Caring for Military Families*

**4:00 p.m. Wrap Up and Call to Action**

- President Executive Women in Government Shoshana Grove

**4:15 p.m. Networking Reception**

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Wed, 16 Apr 2014 14:45:16 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: NAPA FASAB work

Thanks!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Wednesday, April 16, 2014 10:46 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: NAPA FASAB work

Will do. It should be released soon.

Sent from my iPhone

On Apr 16, 2014, at 10:41 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hi there,

Could you please let me know when this study is released? I want to reference it in some work I am doing with the financial agency Inspectors General.

Thanks!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

<FASABWorkInProgress1.pdf>

**From:** Marshall, Susan G.  
**Sent:** Wed, 16 Apr 2014 15:15:58 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: NAPA FASAB work

Cool! Thanks.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, April 16, 2014 11:12 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: NAPA FASAB work

April 24.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Wednesday, April 16, 2014 10:41 AM  
**To:** Dan Blair  
**Subject:** NAPA FASAB work

Hi there,

Could you please let me know when this study is released? I want to reference it in some work I am doing with the financial agency Inspectors General.

Thanks!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Sun, 20 Apr 2014 12:40:00 +0000  
**To:** Marshall, Susan G.  
**Cc:** michele.blair@te.com; Hollis, Tricia  
**Subject:** Re: Happy Easter!

Oh no! Hope your dad is doing better. We hope you can make it.

Sent from my iPhone

> On Apr 20, 2014, at 8:35 AM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:  
>  
> Hi there,  
>  
> Wishing you and Michele a Happy Easter!  
>  
> Last night I had to take Dad to the emergency room because he had a really high fever. He has a viral infection in his lungs so they sent him home with meds.  
>  
> Needless to say I am wiped out and now my throat hurts.  
>  
> All that said, I am going to nap this morning so I will probably be at your place around 3 pm unless my throat gets worse.  
>  
> Happy Easter!  
>

**From:** Marshall, Susan G.  
**Sent:** Sun, 20 Apr 2014 18:40:34 +0000  
**To:** Hollis, Tricia  
**Subject:** RE: Happy Easter!

Dad is okay but not great and I just woke up and feel horrible so I won't be at the Blair's.

Thanks for checking in...

I hope you have a great day!!

-----Original Message-----

**From:** Hollis, Tricia  
**Sent:** Sunday, April 20, 2014 12:42 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Happy Easter!

How's your dad doing today? Can i do anything? I'm headed over around 3 too if you need anything.

-----Original Message-----

**From:** Marshall, Susan G.  
**Sent:** Sunday, April 20, 2014 08:33 AM Eastern Standard Time  
**To:** 'Dan Blair'; 'michele.blair@te.com'  
**Cc:** Hollis, Tricia  
**Subject:** Happy Easter!

Hi there,

Wishing you and Michele a Happy Easter!

Last night I had to take Dad to the emergency room because he had a really high fever. He has a viral infection in his lungs so they sent him home with meds.

Needless to say I am wiped out and now my throat hurts.

All that said, I am going to nap this morning so I will probably be at your place around 3 pm unless my throat gets worse.

Happy Easter!

**From:** Marshall, Susan G.  
**Sent:** Tue, 22 Apr 2014 15:30:22 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Are you still mad at me?

You just noticed!??

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, April 22, 2014 11:31 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: Are you still mad at me?

You're weird

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, April 22, 2014 11:29 AM  
**To:** Dan Blair  
**Subject:** Are you still mad at me?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Tue, 22 Apr 2014 20:17:51 +0000  
**To:** annf77@gmail.com; Diane (dianebaker241@gmail.com);  
'dblair@napawash.org' (dblair@napawash.org)  
**Subject:** Dan G. Blair shares his problems :)

Oops, I think I read that wrong...

Good article, Dan!

Dan G. Blair serves as President and CEO of the National Academy of Public Administration. Previously, Dan served as Chair and Commissioner of the Postal Regulatory Commission and OPM Deputy Director and Acting Director. Prior to his executive branch appointments, Dan served in senior staff positions on the civil service and postal oversight congressional committees in the U.S. House and Senate. (File)

Between sequestration, employee furloughs, and the government shutdown, federal departments and agencies have had to struggle to maintain their service delivery. And the feds are not alone. State and local governments have been right there with them, thanks to balanced budget constraints, shifting demographics, and fallout from federal dysfunction. In short, governments at all levels have been struggling. Governments at all levels need bold, innovative thinking to deliver their programs and services in a fiscally challenging environment.

Many federally-funded initiatives are administered at the state and local levels. It stands to reason, then, that innovative thinking about service delivery happens more readily when federal, state, and local governments collaborate with one another. Beginning in 2011, the organization I lead—the National Academy of Public Administration—has worked with the Office of Management and Budget to bring government executives together to share ideas about what they're doing that others could do too to provide a high level of service in difficult times.

This innovative project convened over nine hundred representatives from federal, state, and local governments and other key stakeholders to brainstorm ideas, all focused on “doing better with less.”

Key themes emerging from OMB’s Collaborative Forum's discussions included:

- Focusing on Evidence and Outcomes
- Using technology to improve performance
- Harnessing innovation

This is not the only such collaboration. We recently worked with OMB to convene performance stakeholders from federal, state, private sector, non-profit and academic partners to brainstorm how to improve the coordination of their activities in order to accelerate the progress of evidence-based initiatives. This group has committed to leverage stakeholder relationships, take full advantage of available data, to inculcate a learning process, and to institutionalize the value of outcome-based activities throughout the program lifecycle.

[http://www.federaltimes.com/article/20140414/BLG05/304140009/Shared-problems-demand-shared-solutions?odyssey=mod\\_sectionstories](http://www.federaltimes.com/article/20140414/BLG05/304140009/Shared-problems-demand-shared-solutions?odyssey=mod_sectionstories)

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Wed, 23 Apr 2014 01:52:30 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: Just met with Hill staff on an issue

You're old

Sent from my iPhone

On Apr 22, 2014, at 3:57 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Where we that bad when we worked there? It was such an odd meeting...maybe I'm just old.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Thu, 24 Apr 2014 10:54:02 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re:

What article?

Sent from my iPhone

> On Apr 24, 2014, at 4:31 AM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:  
>  
> The Washington Post  
> <http://m.washingtonpost.com/>

**From:** Marshall, Susan G.  
**Sent:** Thu, 24 Apr 2014 17:15:38 +0000  
**To:** 'Dan Blair'; Diane Baker  
**Cc:** annf77@gmail.com  
**Subject:** RE: throwback Thursday

I am to the left of the guy in the yellow shirt with the bow tie...my hair still flies around on the top of my head like it did in first grade only now it is gray!! Goofy!

Someone posted the pic on Facebook today.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, April 24, 2014 1:11 PM  
**To:** Diane Baker; Marshall, Susan G.  
**Cc:** annf77@gmail.com  
**Subject:** RE: throwback Thursday

She showed this one to us before. She is the big nerdy one...

---

**From:** Diane Baker [mailto:[diane baker241@gmail.com](mailto:diane baker241@gmail.com)]  
**Sent:** Thursday, April 24, 2014 1:04 PM  
**To:** Marshall, Susan G.  
**Cc:** [annf77@gmail.com](mailto:annf77@gmail.com); Dan Blair  
**Subject:** Re: throwback Thursday

Omg which one are you?

Sent from my iPhone

On Apr 24, 2014, at 12:51 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Do you recognize me in my groovy 1<sup>st</sup> grade class photo?

<image001.jpg>



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Fri, 25 Apr 2014 14:22:20 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Tania

CEO of what? I don't want to look on her linked in page since it will show that I viewed her.

I'm having lunch with Jennifer Tyree today. She reached out to me. Interesting....

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, April 25, 2014 10:19 AM  
**To:** Dan Blair  
**Subject:** Tania

Tania Shand  
Chief Executive Officer

Location  
Washington, District Of Columbia  
Industry  
Real Estate

[www.linkedin.com/pub/tania-shand/92/3b5/545](http://www.linkedin.com/pub/tania-shand/92/3b5/545) Save

**President/CEOBeyond Category, LLC**

January 2014 – Present (4 months)As Chief Executive Officer of Beyond Category Development I am responsible for growing and developing its two main lines of business: Sustainable Design and Development and Sustainable Policy and Compliance.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Fri, 25 Apr 2014 14:35:08 +0000  
**To:** 'Dan Blair'  
**Subject:** Jennifer wasn't picked to run OPM leg affairs

It is called Beyond Category and there is no website for it. Because it says LLC after the name of the company I assume it is a firm she created. I am sure JT will know more about it.

President/CEO Beyond Category, LLC

January 2014 – Present (4 months) As Chief Executive Officer of Beyond Category Development I am responsible for growing and developing its two main lines of business: Sustainable Design and Development and Sustainable Policy and Compliance.

Here is the information on Tania's replacement and Jennifer's new boss. My guess is that Jennifer is looking for a new job.

**Angela Routers**

Director, Office of Congressional, Legislative, and Intergovernmental Affairs, OPM  
Former Chief of Staff, Congressman Jerry McNerney

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Friday, April 25, 2014 10:22 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: Tania

CEO of what? I don't want to look on her linked in page since it will show that I viewed her.

I'm having lunch with Jennifer Tyree today. She reached out to me. Interesting....

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, April 25, 2014 10:19 AM  
**To:** Dan Blair  
**Subject:** Tania

Tania Shand  
Chief Executive Officer

Location  
Washington, District Of Columbia

Industry  
Real Estate

[www.linkedin.com/pub/tania-shand/92/3b5/545](http://www.linkedin.com/pub/tania-shand/92/3b5/545) Save

**President/CEOBeyond Category, LLC**

January 2014 – Present (4 months)As Chief Executive Officer of Beyond Category Development I am responsible for growing and developing its two main lines of business: Sustainable Design and Development and Sustainable Policy and Compliance.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Fri, 25 Apr 2014 14:37:38 +0000  
**To:** 'Dan Blair'  
**Subject:** Check this out

Looks like Richard Thomas, who used to run OPM Communicatoins and worked for Akaka is gone. Someone named Jackie Koccek runs it now.

**OPM has an office of Public Engagement...what would that be?**

Mauro Albert Morales  
Assistant Director & Counsel, Office of Public Engagement  
[View Bio](#)  
Malik Walker  
Assistant Director, Office of Public Engagement  
[View Bio](#)  
Jen Mason  
Director, Office of Public Engagement

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, April 25, 2014 10:22 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: Tania

CEO of what? I don't want to look on her linked in page since it will show that I viewed her.

I'm having lunch with Jennifer Tyree today. She reached out to me. Interesting....

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, April 25, 2014 10:19 AM  
**To:** Dan Blair  
**Subject:** Tania

Tania Shand  
Chief Executive Officer

Location  
Washington, District Of Columbia  
Industry  
Real Estate

[www.linkedin.com/pub/tania-shand/92/3b5/545](http://www.linkedin.com/pub/tania-shand/92/3b5/545) Save

**President/CEOBeyond Category, LLC**

January 2014 – Present (4 months)As Chief Executive Officer of Beyond Category Development I am responsible for growing and developing its two main lines of business: Sustainable Design and Development and Sustainable Policy and Compliance.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Michele's present  
**Date:** Friday, April 25, 2014 2:37:07 PM

---

I would recommend you call Ana Mazzi , or Mike Mahoney, or better yet you could call J Tyree and she could find the answer for you. How is she doing?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, April 25, 2014 2:33 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Michele's present

No. drop it off at her office. It's closer. And I'll keep it.

I got a reporter's question about SES. Who at OPM would I talk to about SES transfers? I can't remember.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Friday, April 25, 2014 2:30 PM  
**To:** Dan Blair  
**Subject:** Michele's present

I have Michele's present...can I drop it off at your office next Monday?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** RE: Friendly birthday reminders  
**Date:** Monday, April 28, 2014 1:18:47 PM

---

You're not there yet

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, April 28, 2014 1:18 PM  
**To:** Dan Blair  
**Subject:** RE: Friendly birthday reminders

Not Glenda the good witch?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, April 28, 2014 1:16 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Friendly birthday reminders

Ok Dorothy.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, April 28, 2014 1:13 PM  
**To:** Dan Blair  
**Subject:** RE: Friendly birthday reminders

Oh my...that is awful! I think Memorial day week will be difficult with people travelling.. would you mind if we take her out in May and then I could schedule lunch for the four of us in June? Hang in there! ☺

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, April 28, 2014 1:12 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Friendly birthday reminders

Maybe the week of memorial day? I have several upcoming events plus a board meeting over the next three weeks.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, April 28, 2014 8:59 AM  
**To:** Dan Blair  
**Subject:** Friendly birthday reminders

Carrie's birthday was yesterday and Ann Fisher's birthday is this Sunday. Should we take Ann out for a birthday lunch? I gave Carrie a birthday wish on her Facebook account.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 1 May 2014 17:06:23 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: MRSA

☺☺☺

Btw, what is Michele's office address? I need to give her the present I have for her.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, May 01, 2014 12:56 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: MRSA

Then shake his hand and say thanks buddy.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Thursday, May 01, 2014 12:44 PM  
**To:** Dan Blair  
**Subject:** RE: MRSA

He will probably tell me to telework!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, May 01, 2014 12:45 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: MRSA

You better go see a doctor.

Sent from my iPhone

On May 1, 2014, at 12:26 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Well your epidermis is showing, so there! AND U have cooties!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, May 01, 2014 12:20 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: MRSA

You're probably already infected. Do you have itchy skin?

Sent from my iPhone

On May 1, 2014, at 11:57 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Rick L is here and he told Tricia he might have MRSA. My germaphobia is taking over...

I remember when someone at FISC had MRSA and they sent him home because he was contagious!! My skin is crawling as I type this. YUCK!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Fri, 2 May 2014 13:20:38 +0000  
**To:** Marshall, Susan G.  
**Cc:** Hollis, Tricia  
**Subject:** Re: They didn't pick Mark Reger?

Dave Mader is excellent. A really good guy.

Sent from my iPhone

On May 2, 2014, at 8:42 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I wasn't serious...just joshing around. I can only imagine how he has acted since he was there...while I am passing out compliments...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Hollis, Tricia  
**Sent:** Friday, May 02, 2014 8:39 AM  
**To:** Marshall, Susan G.; '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org))  
**Subject:** RE: They didn't pick Mark Reger?

Mark said he was not under consideration – just the interim person.

---

**From:** Marshall, Susan G.  
**Sent:** Friday, May 02, 2014 8:11 AM  
**To:** '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org)); Hollis, Tricia  
**Subject:** They didn't pick Mark Reger?

**Obama to nominate long-time former fed to be OMB controller**  
By Jason Miller

President Barack Obama intends to nominate David Mader to be the controller of the Office of Management and Budget.

The White House announced the President's plans to tap Mader, a senior vice president for strategy and organization at Booz Allen Hamilton, to return to government. It was one of several management positions announced Thursday.

Mader would replace Danny Werfel, who served as controller of OMB for four years and left last fall to take over the IRS as acting commissioner.



The irony of Mader's potential nomination is he worked at the IRS for 32 years, rising to senior executive levels including acting deputy commissioner, acting deputy commissioner for modernization and chief information officer, assistant deputy commissioner and chief for management and finance before leaving government.

Since he retired in 2003, Mader worked at Booz Allen for most of his post government career.

Mader should be well known around OMB, which is one of his many Booz Allen clients. According to the company's website, Mader works with several agencies, including the Department of Treasury, Office of Personnel Management, the General Services Administration and the Government Accountability Office. He provides an assortment of consultant services, from organizational transformation to financial management to strategic community to performance management.

Mader's nomination is a bit of a departure for the White House in that it's choosing someone with decades of federal experience, though still from the ranks of a consultant. Typically, the administration chose senior OMB political appointees with limited or no real federal experience.

Along with Mader, Obama plans to nominate Robert Gordon to be the assistant secretary for planning, evaluation and policy development at the Department of Education, and Dr. Jeffrey Murawsky to be the undersecretary for health at the Department of Veterans Affairs.

Gordon would replace Carmel Martin, who served in that role since 2009 and left in March 2013.

Gordon is an executive branch veteran, serving in various roles at OMB from 2009 to 2013, including acting deputy director, executive associate director and associate director for human resources. He's been a guest scholar at the Brookings Institution since 2013.

Murawsky would replace Dr. Robert Petzel, who has been in his role since February 2010 and has been expected to leave as soon as a new undersecretary was in place.

In some ways, Murawsky is returning to VA. He served as the associate manager for Medicine and Neurology Services at the Edward Hines, Jr. VA Hospital in Illinois. Since 2009, he has been the network director of the Veterans Integrated Service Network (VISN 12), as well as an associate professor of medicine at Loyola University Chicago Stritch School of Medicine.

Obama plans to nominate Debra Wada to be the assistant secretary of the Army for Manpower and Reserve Affairs.

Wada currently is a professional staff member for the House Armed Services Subcommittee on Military Personnel, a position she has held since 1999.

Wada would replace Thomas Lamont, who left his role after four years in September.

All of the positions need Senate confirmation.

**Susan Marshall**  
Director, External Relations

Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Fri, 2 May 2014 14:23:35 +0000  
**To:** Tricia Hollis (hollisp@oig.treas.gov); Susan Marshall (MarshallS@oig.treas.gov); Mark Robbins(markarobbins@aol.com)  
**Attachments:** PSRW14\_CoChairLetter.pdf

Don't you find it interesting who is did not sign this letter?



MAY 4-10

PSRW.ORG

Very often the people we call public servants are invisible to the people they serve. Most Americans probably will never know the air traffic controllers who safely guide their airplane's takeoff and landing, or the food inspectors who test fresh fruits and meats for harmful bacteria. When we recognize the deserving soldiers who fight for our freedoms, let us also think about the civilian employees working behind the scenes to help them complete their missions and return home safely.

Throughout the week of May 4-10, we celebrate *Public Service Recognition Week* to publicly honor all the men and women who dedicate their careers—and sometime their lives—to keep others safe and provide the common needs of our society. We call attention to the unrecognized public servants who help make life better in our communities and around the world.

The women and men who work in government have answered a call to serve our country and to serve you and me. Please join us in saying thank you for their service.

**John F. Kerry**, PSRW Co-Chair  
Secretary of State

**Jacob J. Lew**, PSRW Co-Chair  
Secretary of the Treasury

**Chuck Hagel**, PSRW Co-Chair  
Secretary of Defense

**Eric H. Holder, Jr.**, PSRW Co-Chair  
Attorney General of the United States

**Sally Jewell**, PSRW Co-Chair  
Secretary of the Interior

**Thomas J. Vilsack**, PSRW Co-Chair  
Secretary of Agriculture

**Penny Pritzker**, PSRW Co-Chair  
Secretary of Commerce

**Thomas E. Perez**, PSRW Co-Chair  
Secretary of Labor

**Kathleen Sebelius**, PSRW Co-Chair  
Secretary of Health and Human Services

**Shaun L.S. Donovan**, PSRW Co-Chair  
Secretary of Housing and Urban Development

**Anthony Foxx**, PSRW Co-Chair  
Secretary of Transportation

**Ernest J. Moniz**, PSRW Co-Chair  
Secretary of Energy

**Arne Duncan**, PSRW Co-Chair  
Secretary of Education

**Eric K. Shinseki**, PSRW Co-Chair  
Secretary of Veterans Affairs

**Jeh Charles Johnson**, PSRW Co-Chair  
Secretary of Homeland Security



**From:** Mark A. Robbins  
**Sent:** Fri, 2 May 2014 11:13:11 -0400  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.; Hollis, Tricia  
**Subject:** Re: RE:

Or MSPB?!!!!

Mark A. Robbins  
Cell: (202) 494-1731

On May 2, 2014, at 10:33 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

CONGRATULATIONS!!!!!! You get the star for the day!!!!

Sent from my iPhone

On May 2, 2014, at 10:30 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Where is OPM? All cabinet agencies...hmmm...no OPM, no GSA, no nuttin'

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, May 02, 2014 10:24 AM  
**To:** Hollis, Tricia; Marshall, Susan G.; Mark Robbins ([markarobbins@aol.com](mailto:markarobbins@aol.com))  
**Subject:**

Don't you find it interesting who is did not sign this letter?

**From:** Dan Blair  
**Sent:** Fri, 2 May 2014 15:13:37 +0000  
**To:** Mark A. Robbins  
**Cc:** Tricia Hollis (hollisp@oig.treas.gov); Susan Marshall (MarshallS@oig.treas.gov)  
**Subject:** Re:

1600 Pennsylvania Ave NW

Sent from my iPhone

On May 2, 2014, at 11:12 AM, "Mark A. Robbins" <[markarobbins@aol.com](mailto:markarobbins@aol.com)> wrote:

Wow! Where is POTUS?

Mark A. Robbins  
Cell: (202) 494-1731

On May 2, 2014, at 10:23 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Don't you find it interesting who is did not sign this letter?  
<PSRW14\_CoChairLetter.pdf>



**From:** Marshall, Susan G.  
**Sent:** Fri, 2 May 2014 15:16:08 +0000  
**To:** 'Dan Blair'; Mark A. Robbins  
**Cc:** Hollis, Tricia  
**Subject:** RE: RE:

What about the unions? Shouldn't they be listed on the letter, too? I think someone should file a complaint.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, May 02, 2014 11:15 AM  
**To:** Mark A. Robbins  
**Cc:** Marshall, Susan G.; Hollis, Tricia  
**Subject:** Re: RE:

Who? What about the Postal regulatory commission???

Sent from my iPhone

On May 2, 2014, at 11:13 AM, "Mark A. Robbins" <[markarobbins@aol.com](mailto:markarobbins@aol.com)> wrote:

Or MSPB?!!!!

Mark A. Robbins  
Cell: (202) 494-1731

On May 2, 2014, at 10:33 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

CONGRATULATIONS!!!!!! You get the star for the day!!!!

Sent from my iPhone

On May 2, 2014, at 10:30 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Where is OPM? All cabinet agencies...hmmm...no OPM, no GSA, no nuttin'

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Friday, May 02, 2014 10:24 AM

**To:** Hollis, Tricia; Marshall, Susan G.; Mark Robbins ([markarobbins@aol.com](mailto:markarobbins@aol.com))

**Subject:**

Don't you find it interesting who is did not sign this letter?

**From:** Mark A. Robbins  
**Sent:** Fri, 2 May 2014 13:25:42 -0400  
**To:** Hollis, Tricia  
**Cc:** Marshall, Susan G.; Dan Blair  
**Subject:** Re: RE: RE:

Poor, dear Tricia. She missed the memo about the discontinuation of incentive awards for public employees. A gold star is all that's available now. And it's not even gold. Just faded yellow.

Mark A. Robbins  
Cell: (202) 494-1731

On May 2, 2014, at 10:39 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

And, besides, I need a bigger incentive than just getting the star of the day!

---

**From:** Marshall, Susan G.  
**Sent:** Friday, May 02, 2014 10:35 AM  
**To:** 'Dan Blair'  
**Cc:** Hollis, Tricia; Mark Robbins ([markarobbins@aol.com](mailto:markarobbins@aol.com))  
**Subject:** RE: RE:

Yay!! I think the only reason I got the answer first is because Tricia and Mark aren't watching their email, they are working. HA!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, May 02, 2014 10:34 AM  
**To:** Marshall, Susan G.  
**Cc:** Hollis, Tricia; Mark Robbins ([markarobbins@aol.com](mailto:markarobbins@aol.com))  
**Subject:** Re: RE:

CONGRATULATIONS!!!!!! You get the star for the day!!!!

Sent from my iPhone

On May 2, 2014, at 10:30 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Where is OPM? All cabinet agencies...hmmm...no OPM, no GSA, no nuttin'

**Susan Marshall**  
Director, External Relations

Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, May 02, 2014 10:24 AM  
**To:** Hollis, Tricia; Marshall, Susan G.; Mark Robbins ([markarobbins@aol.com](mailto:markarobbins@aol.com))  
**Subject:**

Don't you find it interesting who is did not sign this letter?

**From:** Marshall, Susan G.  
**Sent:** Mon, 5 May 2014 12:19:31 +0000  
**To:** 'Dan Blair'; annf77@[REDACTED] Diane (diane baker241@[REDACTED])  
**Subject:** RE: Bike to Work Month

Does that mean I can borrow your big wheel?



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, May 05, 2014 8:16 AM  
**To:** Marshall, Susan G.; annf77@[REDACTED] Diane (diane baker241@[REDACTED])  
**Subject:** RE: Bike to Work Month

I think you should ride your tricycle with a big helmet.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, May 05, 2014 8:14 AM



**To:** Dan Blair; [annf77@](mailto:annf77@); Diane ([diane baker241@](mailto:diane baker241@))  
**Subject:** Bike to Work Month

Want to form a team?

Treasury opportunities to be more active  
Here are a few ways Treasury can help you in your journey.

### **The Federal Bike to Work Challenge**

**May 2014 is National Bike Month. May 16 is Bike to Work Day, and the start of the Federal Bike-to-Work Challenge.**

The Challenge began in the Pacific Northwest. In May 2012, 522 federal employees rode 65,000 miles and prevented 65,000 pounds of CO2 from entering the atmosphere. The Challenge was selected by CEQ's GreenGov Spotlight Communities to showcase federal sustainability leadership. Then, in 2013, the Challenge expanded nationwide to Washington, D.C. and many other cities. In May 2013, 2100 riders (a 400 percent increase in federal agency participants) biked to work, logging 240,000 miles, burning 8.6 million calories, and saving 240,000 pounds of CO2 emissions.

Last year Treasury had 4 teams, with 28 riders, accumulating 2,812 commuting miles in the month of May!

Just as last year, coworkers form teams and each rider keeps track of their miles online at <http://commutechallenge.cascade.org/> and watches as miles rack up within their team and across agencies. All tracking is online and free and helps make biking an integral part of organizational culture across the federal community and reinforces healthy commuting that also reduces carbon emissions.

**Next Steps: Speak with your co-workers and form a team. Once you have a team formed (no more than ten on a team) log on and register here: <http://commutechallenge.cascade.org/>.**

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Dan Blair  
**Sent:** Tue, 6 May 2014 13:42:06 +0000  
**To:** Susan Marshall; Tricia Hollis; Ann Fisher; DIANE M BAKER  
**Attachments:** image.png

Sent from my iPhone

---

[Inbox](#)

God grant me a vacation to  
make bearable what I can't  
change. A friend to make  
it funny and the wisdom to  
never get my knickers in a  
knot because it solves  
nothing and makes me  
walk funny.





God grant me a vacation to  
make bearable what I can't  
change. A friend to make  
it funny and the wisdom to  
never get my knickers in a  
knot because it solves  
nothing and makes me  
walk funny.



**From:** Ann Fisher  
**Sent:** Tue, 6 May 2014 09:48:09 -0400  
**To:** Dan Blair  
**Cc:** Susan Marshall; Tricia Hollis; DIANE M BAKER  
**Subject:** Re:

So desperately true!

On Tue, May 6, 2014 at 9:42 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Sent from my iPhone



**From:** susangm@[REDACTED]  
**Sent:** Tue, 6 May 2014 16:54:48 +0000  
**To:** Dan Blair  
**Cc:** Tricia Hollis; Ann Fisher; DIANE M BAKER  
**Subject:** Re:

I resemble that remark!

---

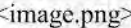
**From:** "Dan Blair" <dblair@napawash.org>  
**To:** "Susan Marshall" <susangm@[REDACTED]> "Tricia Hollis" <hollisp@oig.treas.gov>, "Ann Fisher" <annf77@[REDACTED]> "DIANE M BAKER" <diane baker241@[REDACTED]>  
**Sent:** Tuesday, May 6, 2014 9:42:06 AM

Sent from my iPhone

**From:** Diane Baker  
**Sent:** Tue, 6 May 2014 14:51:12 -0400  
**To:** Dan Blair  
**Cc:** Susan Marshall; Tricia Hollis; Ann Fisher  
**Subject:** Re:

Dan never gets his knickers in a knot - except when he does.

Sent from my iPhone

> On May 6, 2014, at 9:42 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:  
>  
>  
>  
> Sent from my iPhone  
> <.png>

**From:** Marshall, Susan G.  
**Sent:** Thu, 8 May 2014 13:59:33 +0000  
**To:** 'Dan Blair'; annf77@[REDACTED] Diane (diane baker241@[REDACTED])  
**Subject:** RE: I have received these on my personal account ...be careful

Picky, picky!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, May 08, 2014 9:58 AM  
**To:** Marshall, Susan G.; annf77@[REDACTED] Diane (diane baker241@[REDACTED])  
**Subject:** RE: I have received these on my personal account ...be careful

It's because you surf porn at work, like the EPA dude.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, May 08, 2014 9:43 AM  
**To:** Dan Blair; annf77@[REDACTED] Diane (diane baker241@[REDACTED])  
**Subject:** I have received these on my personal account ...be careful

The Treasury Government Security Operations Center (GSOC) has identified ongoing activity where Treasury users are receiving **fraudulent LinkedIn connection requests coupled with phishing emails spoofing news organizations.**

This activity appears to be ongoing reconnaissance performed by an advanced persistent threat actor(s) targeting Treasury and other government organizations. This activity has been identified targeting users' official addresses as well as personal accounts and addresses.

GSOC identified malicious phishing emails that appear to be sent from legitimate major news outlets. Largely seen in tandem with fraudulent LinkedIn requests, users receive multiple consecutive phishing attempts within a two-week timeframe. These messages often detail current events or ongoing political issues.

GSOC has also been tracking multiple LinkedIn requests from a **profile that appears to be John Bolton.** If you accept such connection requests, it may result in additional Treasury personnel receiving malicious social networking requests and phishing emails.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury

(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** Re: Need your advice  
**Date:** Friday, May 9, 2014 7:31:05 PM

---

Good. Make them work forgot. Also I would complain to the manager.

Sent from my iPhone

On May 9, 2014, at 7:06 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

They were horrible..they claimed that wasn't true but when I asked to see paperwork they said wasn't list, a copy of my license and a copy of my check they said it was locked in the accountants office and unavailable. They were really rude so I said I wouldn't sign a new contract until they proved the information was safe. They said they could show it to me on Monday so I left and said I would be back next week.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, May 09, 2014 01:29 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Need your advice

Tell them that they have placed you at risk of identity theft and ask them what they plan to do about it.

Sent from my iPhone

On May 9, 2014, at 11:52 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I do have a copy but I am worried that my paperwork which includes a copy of;my drivers license, social security number and address is in the wrong hands...someone could steal my identity. Also if they stole the papers my check would be there so they could get into my bank account.

So weird.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, May 09, 2014 11:46 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Need your advice

Did you have copies ?

Sent from my iPhone

> On May 9, 2014, at 7:00 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
wrote:

>

> I bought my car from a Honda dealer who financed my loan for it.

>

> They called me yesterday and said they lost my loan papers so they want me to sign  
new ones.

>

> I am really concerned...how could they lose the papers..should I sign new loan  
papers?

>

> Do you think someone ran off with my deposit and the paperwork?

>



**From:** [Brown, Ellen B.](#)  
**To:** [dblair@napawash.org](mailto:dblair@napawash.org); [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**Subject:** RE: doesn't qualify...he should have left gracefully...  
**Date:** Monday, May 12, 2014 8:18:39 AM

---

That is just pathetic... BIG oopsie! EB

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, May 12, 2014 8:17 AM  
**To:** Marshall, Susan G.  
**Cc:** Brown, Ellen B.  
**Subject:** Re: doesn't qualify...he should have left gracefully...

Ooopsie

Sent from my iPhone

On May 12, 2014, at 8:15 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**County officials: John Conyers doesn't qualify for the ballot**

Conyers' legal team is expected to appeal the ruling later this week. | AP Photo

By POLITICO STAFF | 5/9/14 5:47 PM EDT

Longtime Rep. John Conyers (D-Mich.) didn't submit enough valid signatures to qualify for the ballot this year, Wayne County, Michigan, officials said in a report released on Friday.

Conyers, who has represented Detroit in the House for 49 years, came up more than 400 signatures shy of qualifying for the ballot because his signature-gatherers were not registered voters, according to the Detroit News.

A final report is due next Tuesday. Conyers' legal team is expected to appeal the ruling later this week.

If Conyers is kicked off the ballot and doesn't win as **a write-in candidate, the Detroit metro area will shed more than a century of Democratic House seniority at the end of the year. Rep. John Dingell, who has represented the area for more than 60 years, is retiring. Rep. Gary Peters, in just his third term, is giving up his seat to run for Senate.**

**Two of Michigan's senior GOP members, Reps. Dave Camp and Mike Rogers, are also retiring at the end of the year — as is longtime Democratic Sen. Carl Levin.**

***Susan Marshall***  
Director, External Relations  
Office of Inspector General

U.S. Department of Treasury  
(202) 927-9842

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Really?  
**Date:** Monday, May 12, 2014 2:53:23 PM

---

They all say the same thing...I was bored. Really, that is the ONLY thing you can think of doing when you get bored? Why not do what the rest of the world does when they get bored and eat chocolate or take a walk! Ding-a-lings!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, May 12, 2014 2:51 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: Really?

BUSTED!!!!

Sent from my iPhone

On May 12, 2014, at 2:50 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Pathetic!

**Sex-obsessed bureaucrats threaten nation's security with porn-surfing habits**

The Washington Times  
Sunday, May 11, 2014

For two hours a day, a General Services Administration employee visited dating websites, scoured the Internet for pornography and even maintained a user account at an X-rated social networking site.

Ultimately, a computer virus from a porn site infected the employee's email, sending a mass message to everyone in the account's GSA address book titled "check out my pictures," according to records obtained through the Freedom of Information Act.

The case shows how porn in the federal workplace poses a security risk, giving computer viruses inroads to attack government servers. Records obtained by The Washington Times through the Freedom of Information Act show that the Environmental Protection Agency is hardly the only agency with a porn problem.

Last week, congressional lawmakers heard about an EPA official, still employed, who spent up to six hours a day looking at porn.

The GSA, the Treasury Department, the Postal Service, the Nuclear Regulatory Commission and other agencies also have had employees investigated in recent years. Porn scandals also have hit the National Science Foundation, the Securities and Exchange Commission and the Pentagon.

**“It’s a big problem everywhere,”** said Sharon Nelson, president of Sensei Enterprises Inc., a computer forensics firm.

She noted that the same issues appear in the private sector.

“We have actually done audits of particular individuals where the individual was so valuable that people didn’t want to fire them, but yet they can’t stop looking at pornography,” she said, referring to an unidentified private-sector client.

The risk for the government is that many free porn sites secretly sell the ability to spread malware, Ms. Nelson said.

“Many of them are run by cybercriminals who are less interested in pornography than spreading the malware,” she said. “If they give away free porn and they can inject malware, they can make a lot more money from the information they derive.”

John Simek, a computer forensics analyst who also works at Sensei, said a basic technique to block pornography in the workplace bans certain sites, but using a proxy server is an easy way to circumvent the technique.

In any organization with thousands of employees, workplace porn is a risk. Even a lone case can tarnish the reputation of a large agency.

“How much pornography would it take for an EPA employee to lose their job?” an incredulous Rep. Darrell E. Issa, California Republican and chairman of the House Committee on Oversight and Government Reform, asked an EPA deputy last week during a hearing into agency misconduct.

The details were startling. An unidentified employee, at the GS-14 pay band earning up to \$138,000 a year in Washington based on locality pay, had about 7,000 pornographic images on his work computer. He was even watching porn when an agent showed up at his desk to interview him, according to the EPA’s office of inspector general.

Similar cases have surfaced elsewhere across government.

Five of the 17 computer misuse investigations closed by the Treasury Department’s inspector general since 2012 involved porn surfing, according to records obtained by The Times, which reported on several cases in March. One U.S. Mint employee who spent up to three hours a day looking up porn managed to keep his job after a 45-day

suspension.

An employee at the Bureau of Public Debt, who looked at **porn 13,224 times** during a 14-month span, told investigators that he didn't have enough work to do.

A Nebraska postmaster was removed from the job in 2012 after nearly a decade of daily porn viewing at work, bypassing firewalls that prevent access to porn sites by using the "adults only" section of eBay, according to records recently provided by the Postal Service's office of inspector general.

In another GSA case, an employee turned in a broken laptop that revealed extensive porn viewing, according to a case memo from the GSA's inspector general. Told by investigators that "pornographic websites are known to cause viruses that can crash hard drives," the GSA employee didn't think that was the problem.

In November, The Times reported on seven porn cases involving contractors or employees investigated by the Nuclear Regulatory Commission's watchdog. Agency officials said they meted out disciplinary sanctions ranging from a three-day suspension to removal from the job.

The Veterans Affairs office of inspector general disclosed in its latest semiannual report to Congress the case of a former contract employee at two clinics in New Mexico who is serving a more than six-year prison sentence after storing child porn on VA-issued computers.

The Pentagon came under scrutiny in 2010 after The Boston Globe reported on numerous cases of military officials and contractors who downloaded pornography, including some who were not prosecuted.

That same year, The Times first reported on more than two dozen cases of workplace porn involving contractors and employees at the Securities and Exchange Commission. Later, the agency was sued and forced to go to court to keep the names of offenders sealed.

In several cases obtained by The Times, subjects told investigators that they did their work but often had free time.

Of the GSA employee whose email account was compromised, **investigators noted that the subject "sometimes became bored during these long hours at the computer and would often use the computer for personal use to pass the time.**

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury

(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Tue, 13 May 2014 18:01:02 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Clay Aiken's cong opponent dies  
**Attachments:** us\_open\_data\_action\_plan.pdf

Good one! :)

Hey did you see the attached...they are going hog wild on this open government initiative...look at page 14 which lists all the HR data they plan to release! I am reading this wrong or are they releasing some Federal salary, and HR data to the public? What's next my personnel file and my medical records?

And by the way...yes, I am on a rant...the ONLY people who will read this information are consultants who will use it to sell Federal services. Does anyone think some person sitting in York, Pa is going to get up one day and say, "Hey, I need to read the Federal government HR data sets today-- thank goodness for open government! " NOT!

This stuff drives me bananas! Rome is burning....and yet...

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan Blair [<mailto:dblair@napawash.org>]  
Sent: Tuesday, May 13, 2014 1:52 PM  
To: Marshall, Susan G.  
Subject: RE: Clay Aiken's cong opponent dies

I read the article. His name was Krisco. And he slipped at home.

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
Sent: Tuesday, May 13, 2014 1:40 PM  
To: Dan Blair  
Subject: RE: Clay Aiken's cong opponent dies

The D -- so now he will be up against the R incumbent in the Fall. Who knew American Idol was the first step in the process to representing the people.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan Blair [<mailto:dblair@napawash.org>]  
Sent: Tuesday, May 13, 2014 12:26 PM  
To: Marshall, Susan G.

Subject: RE: Clay Aiken's cong opponent dies

The D or the R?

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

Sent: Tuesday, May 13, 2014 6:33 AM

To: Dan Blair

Subject: Clay Aiken's cong opponent dies

Omg!



---

# U.S. OPEN DATA ACTION PLAN

---

May 9, 2014

## Licensing

As a work of the United States Government, this document is in the public domain within the United States. Additionally, the United States Government waives copyright and related rights in this work worldwide through the [CC0 1.0 Universal Public Domain Dedication](#).



## Introduction

Throughout his Administration, President Obama has articulated a vision of the U.S. Government managing information as a national asset and opening up its data, where possible, as a public good to advance government efficiency, improve accountability, and fuel private sector innovation, scientific discovery, and economic growth. Putting government data online and making it easy to find and use—while continuing to rigorously protect privacy—can help American families find the right health care provider, identify the college that provides the best value for their money, keep their families safe by knowing which products have been recalled, and much more.

On June 18, 2013, President Obama and other G7 leaders endorsed the [Open Data Charter](#). The Open Data Charter sets out five strategic principles:

- Open Data by Default – foster expectations that government data be published openly while continuing to safeguard privacy;
- Quality and Quantity – release quality, timely and well-described open data;
- Useable by All – release as much data in as many open formats as possible;
- Releasing Data for Improved Governance – share expertise and be transparent about data collection, standards and publishing processes; and
- Releasing Data for Innovation – consult with users and empower future generations of innovators.

The U.S. Government continues to make significant progress ensuring government data is more available and useable to the public. Government data is structured information that is created, collected, processed, disseminated, or disposed of by or for the Federal government. Examples of progress include:

- President Obama's [Executive Order](#) in May 2013 to make machine-readable and open the new default for government information;
- An [Open Data Policy memorandum to Federal agencies directing management of information as an asset](#);
- [Project Open Data](#), a White House initiative designed to share best practices, examples, and code to assist agencies with opening data;
- The second U.S. [Open Government National Action Plan](#), published December 2013 which outlines select upcoming open data commitments; and
- Additional, useful data sets being published on [Data.gov](#), as well as the release of [open source software code for Data.gov](#).

Building upon these efforts, and as set forth in the [Open Data Charter](#), the U.S. Government is releasing this U.S. Open Data Action Plan which outlines new commitments as well as plans for enhancements and releases of certain data assets across the categories set forth by the Charter.

## Commitments

The United States commits to the following actions in concert with the Open Data Charter and its principles:

### 1. Publish open data in a discoverable, machine-readable, useful way

[Data.gov](#) serves as a national catalog for open data sets—the public can find everything from data about consumer complaints about private student loans from the Federal Consumer Financial Protection Bureau to 911 service-area boundaries from the state of Arkansas. In January 2014, Data.gov was [relaunched](#) using open-source software, having been developed in the open with the help of community contributors.

The public can also get information about open government data from each Federal agency. Many Federal agencies are developing websites at [department].gov/data to better explain the data assets they create, manage and publish. All executive branch agencies are now required to develop a machine-readable catalog of their public data at [department].gov/data.json, such as [www.treasury.gov/data.json](http://www.treasury.gov/data.json), allowing simple software tools to automatically get updated information about the latest data available and have access to the same information that [Data.gov](#) collects and publishes.

Even when government data assets are technically public and available online, there can still be barriers to using and understanding them. The U.S. Government will improve the way it describes and publishes data sets by better focusing on user needs. Specific actions include:

- The General Services Administration (GSA) [Data.gov](#) team will conduct regular usability tests to observe whether users are able to easily complete the most important tasks on the site and prioritize enhancements accordingly;
- All Federal Agencies will now have access to free, regular training on user research and usability studies from the GSA; and



- GSA will launch an Application Programming Interface (API) usability training program to support Federal employees in user research to inform when and if an API—used to connect data or services to other digital tools—is appropriate, and how to optimize API documentation and features.

## 2. Work with the public and civil society organizations to prioritize open data sets for release

New data sets will be prioritized for release based on public feedback. To make that feedback loop possible, each agency will use online feedback mechanisms such as an email address or an online platform to solicit input. The public can give feedback and browse listed data sets that could potentially be made open but are not yet publicly available for download at [department].gov/data. Publishing a list of public data sets that include data that *could* be made public lets civil society, entrepreneurs, researchers, and the general public more easily connect with the Federal government employee responsible for a particular data set and explain why its release should be prioritized.

## 3. Support innovators and improve open data based on feedback

The U.S. Government will make it simpler for entrepreneurs and innovators to find, understand, and use open government data to develop new products, services, and companies.

There is more than \$3 trillion of potential additional economic benefit from open data worldwide, according to [a recent McKinsey report](#). Entrepreneurs and innovators are constantly working on new and interesting ways to use the public, free resource of open government data. New York University's GovLab conducted a study of [500 companies](#) and organizations that are fueled by open data, and is now [hosting a series of Open Data Roundtables](#) to bring companies and government data owners together. Specific, actionable feedback from these sessions and others has the potential to improve descriptions, formats, and accessibility of government data.

Further engagement will include:

- Holding online and in-person customer feedback and engagement mechanisms, including data jams (workshops) and datapaloozas (high-profile summits);
- Offering shared services and open-source tools to share and improve open data, such as [Data.gov's](#) open-source platform that includes [WordPress](#) for content management and [CKAN](#) for cataloging data, which are made [available for improvement and re-use](#);

- Facilitating sector-specific feedback sessions with open data users and stakeholders; and
- Launching well-designed [incentive prizes and challenges](#) to use open government data in pursuit of policy goals.

### 4. Continue to release and enhance high-priority data sets

In carrying out the President's [Executive Order](#) to make open and machine-readable the new default for government information, and following the [Open Data Policy memorandum to Federal agencies about managing information as an asset](#), Federal agencies are regularly releasing and enhancing data sets.

To help with this task, the U.S. Government will recruit a third round of [Presidential Innovation Fellows](#) to work on a series of Data Innovation projects. Presidential Innovation Fellows are entrepreneurs, developers, designers, and other innovators typically from the private sector who join government agencies for six to 12-month fellowships and work closely with the office of the U.S. Chief Technology Officer. Presidential Innovation Fellows will further scale the Administration's data innovation initiatives in climate change, health, energy, education, finance, and public safety. These projects include both open data initiatives and "My Data" initiatives. "My Data" initiatives, such as the [Blue Button](#) (for healthcare) and [Green Button](#) (for energy usage), are designed to give Americans secure electronic access to their own personal data.

Each of the following projects will be led by a Presidential Innovation Fellow:

- **The National Oceanic and Atmospheric Administration** is working to make its vast weather, climate, and Earth observation data holdings more easily available and usable in the cloud to unleash the full potential of these resources, spur economic growth, and help entrepreneurs launch businesses.
- **The Census Bureau** collects and produces a wealth of geospatial, demographic, and economic data resources, and is seeking to make its maps and geospatial information more easy to access and use.
- **The National Aeronautics and Space Administration** works to make its Earth observation data open and machine-readable, and is expanding its climate data to be easily findable, machine-readable, and usable by innovators developing new climate-resilience and climate-preparedness tools.



- The **U.S. Department of the Interior** is working to make a wide variety of newly catalogued government data easy for entrepreneurs and innovators to discover and use, including data about tourism and recreation opportunities on the Nation's public lands and waters.
- The **U.S. Department of Labor**, in support of the President's Skills and Training Data Initiative and Safety Data Initiative, is working to make its skills and safety information data resources more open, machine-readable, and useful for third parties and innovators.
- The **Internal Revenue Service** is introducing many new digital services for taxpayers, including making it easier to securely access their own tax account, make mobile payments, check their refund status, or conduct other transactions. The Agency continues to work with its many third-party stakeholders to deliver better services in support of tax administration.
- The **U.S. Department of Health and Human Services**, in collaboration with the **U.S. Department of Veterans Affairs**, the **U.S. Department of Defense**, and the **Centers for Medicare & Medicaid Services**, is leading the public-private Blue Button Initiative to expand consumer access to electronic health information. Blue Button empowers consumers with secure access to their own healthcare information—such as medical records, prescription information, medical claims, and lab data—so they can choose to share it with health care providers, caregivers, and others they trust.
- The **U.S. Department of Energy** is working to accelerate the commercialization of National Laboratory-generated technologies, in part by making information about those technologies easier to find and use.

### **Selected Examples of Data Releases**

The United States already publishes a number of data sets in the categories set forth by the Open Data Charter (see more on [Data.gov](https://data.gov)). The data sets below are selected examples of expansions, enhancements, and releases.

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Companies	<a href="#">Consumer Financial Complaints</a>	Public Domain	API, CSV, XML	The data currently includes complaint details about private student loans, mortgages, credit cards, debt collection, bank accounts and services, credit reporting, money transfers, and other consumer loans. The type of data about each complaint includes, among other things company name to length of response time and result. The upcoming enhancement will include new types of complaints and new fields.	August 2014
Companies	<a href="#">Dynamic Small Business Search</a>	Public Domain	API	<p>The government's small business data base (Dynamic Small Business Search) will be revamped by:</p> <ul style="list-style-type: none"> <li>• Improving accessibility to the data, and</li> <li>• Making the data available for third parties through an API.</li> </ul> <p>The improvements are designed to enable third parties to create, for example, tools to give more context about contractors and suppliers so that companies can more easily locate qualified U.S. suppliers for their manufacturing facilities, ultimately reducing the transaction costs for firms working to source products and manufacture in the United States.</p>	January 2015

## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Crime and Justice	Grants Program Plan	Public Domain	API	This action focuses on releasing an API of forecasted fiscal year funding opportunities from the Office of Justice Programs in the Department of Justice. Data available will include funding opportunity title and description, program type/area, awarding office, expected release quarter, actual release date, applicant eligibility type, awarding agency point of contact, amount available, and average award amount.	December 2014
Crime and Justice	Department of Justice Developer Hub		Bulk, API	The Department of Justice will release a developer hub with bulk and API access to data, as appropriate.	December 2014
Earth Observation	<a href="#">International Surface Hourly Data</a>	Public Domain	FTP, .txt, ASCII	This data includes hourly reports on parameters such as wind speed and direction, wind gust, temperature, dew point, cloud data, sea level pressure, altimeter setting, station pressure, present weather, visibility, precipitation amounts for various periods, snow depth as observed by each of 20,000 stations worldwide.	Ongoing



## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Earth Observation	<a href="#"><u>Hurricane Satellite</u></a>	Public Domain	KML, netCDF	<p>Improvements made to the collection of visible and infrared images collected by U.S. and international satellites. This will be useful for estimation of hurricane intensity and rates of intensification; applications for insurance, and construction industries. Improvements included:</p> <ul style="list-style-type: none"> <li>• Better data connections to compare and connect data sets, and</li> <li>• More combined data to provide additional context.</li> </ul>	January 2014
Earth Observation	Landsat Surface Temperature	Public domain	GeoTiff, XML metadata files	This effort will result in a release of surface temperature data from Landsat 8 operational thermal infrared sensor, which is used in energy models to monitor water use for irrigated lands.	December 2014
Education	National Center for Education Statistics' Common Core of Data and Integrated Postsecondary Education Data Systems	Public Domain	API	This data set will be released via API.	November 2014



## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Education	Smithsonian Cooper-Hewitt National Design Museum Collection	CC0	Open	The Smithsonian Cooper-Hewitt National Design Museum Collection plans to make all digitized collections metadata public domain, and digitized collection images without copyright or other restriction publicly available at the highest available resolution for non-commercial, educational use.	December 2014
Education	Smithsonian Freer Gallery of Art and Arthur M. Sackler Gallery Collections	CC0	Open	The Smithsonian Freer Gallery of Art and Arthur M. Sackler Gallery plans to make all digitized collections metadata public domain, and digitized collection images without copyright or other restriction publicly available at the highest available resolution for non-commercial, educational use.	December 2014

## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Education	Smithsonian American Art Museum Collection API	CC0	Open	After a successful limited release of an API of the Smithsonian American Art Museum collection and hackathon that resulted in a number of working prototypes, the Smithsonian American Art Museum is planning a staged release, from open metadata, like artist or medium, to an open API of digitized collections images without copyright or other restriction available for non-commercial, educational use.	December 2014
Energy and Environment	Long-term Energy Projections from EIA's Annual Energy Outlook	Public Domain	API, CSV	The U.S. Energy Information Administration released this data set via API and bulk files.	March 2014
Energy and Environment	<a href="#">OpenFEMA initiative</a>		Open	OpenFEMA will regularly release new disaster-related data in a machine-readable format and host workshops to build tools that support first responders, survivors, and impacted communities.	Initiative is Live

## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Energy and Environment	Recreation on Public Lands Information			This effort will result in a release of data about campsites and other recreational opportunities on public land.	March 2014
Energy and Environment	Watershed Assessment, Tracking, & Environmental Results System	Public Domain	Open	This data set will be expanded to include information about national hydrography.	January 2014
Energy and Environment	Buildings Performance Database	Public Domain	Open	Enhancements include a data table tool that allows users to generate and export statistical data about groups of buildings by type and region, a financial forecasting tool that forecasts cash flows for energy efficiency projects and an API that allows external software to conduct analyses of the data.	January 2014
Finance and Contacts	Natural Resource Revenues			Improve usability and documentation of data on revenues from natural resource extraction from public lands.	April 2014
Geospatial	<a href="#">Wind Turbine Details and Mapping</a>	Public Domain	Open	This data will be released as map with an API.	March 2014



## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Geospatial	<a href="#">CropScape</a>	Public Domain	GeoTIFF, htm and .xml, wms, wfs, wcs, GET, POST, and SOAP.	Released new map layers including river, lake, and road layers at national and regional level to the geo-referenced, crop-specific land cover data.	January 2014
Geospatial	Hurricane <a href="#">Katrina Sampling and Monitoring</a>	Public	Open	Released geospatial data about the impact of natural disaster Hurricane Katrina.	January 2014
Global Development	Global Food Security	Public Domain	XLS	The underlying data model will be released, as part of the <a href="#">Global Open Data on Agriculture and Nutrition</a> , an initiative established to increase the quality, quantity, and timeliness of available data to support agriculture and nutrition efforts in food security. By releasing the model, researchers will be able to evaluate the assumptions made in analyzing the data set and to also draw their own conclusions through changes in these assumptions.	Summer 2014

## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Global Development	<a href="#">Famine Early Warning Systems Network</a>	CC0	Open	Will be released for bulk download.	January 2015
Global Development	<a href="#">Foreign Assistance Dashboard</a>		Open	U.S. Government agencies that provide Foreign Assistance funds (Development Aid) regularly add data about those activities.	Quarterly Updates
Government Accountability and Democracy	Federal Employee Human Resources Data	Public Domain	Text	Will securely share data about employment status through web services to verify employees and review dynamic HR data to determine data sets that can made publicly available consistent with privacy protections.	September 2014
Government Accountability and Democracy	Federal Employee Payroll Data	Public Domain	Text	Will implement architecture, data quality, and usability improvements.	December 2014
Government Accountability and Democracy	Federal Employee Training Data	Public Domain	Text	Will implement architecture, data quality, and usability improvements and add acquisition training data.	September 2014
Government Accountability and Democracy	Federal Employee Retirement Data Repository	Public Domain	XML	Will begin production data feeds from Federal payroll centers, and integrate data with other personnel systems.	December 2014



## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Health	Adverse Event Reporting System	CC0	RESTful API, XML Download	Previously only available through limited quarterly reports and FOIA requests, these 3.9 million individual reports of drug adverse events and medication error reports are submitted anonymously by healthcare professionals and consumers will be made available in their entirety via API and bulk download. They are a critical tool to support safety surveillance.	June 2014
Health	Product Recalls	Public Domain	RESTful API, XML	The Food and Drug Administration will release a RESTful API and XML of the public product recall data and add data not currently accessible from existing resources, such as product identifiers and geographic details.	August 2014
Health	National Notifiable Disease Surveillance System	Public Domain	API, CSV, XML, JSON, REST, SOAP	Notifiable disease data will incorporate Tuberculosis data as well as combining weekly data into more accessible data sets with static URLs.	April 2014
Health	Structured Product Labels	Public Domain	RESTful API, XML Download	Will be released for the first time and made available via API. With Structured Product Label data, for example, you could make tools to more easily identify which specific products have been affected by a recall.	Summer 2014

## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Health	The National Health Interview Survey	Public Domain	ASCII	This data set, which covers health status and conditions, disability, access to and use of health services, health insurance coverage, immunizations, risk factors, and health-related behaviors will be expanded to include a representative sample of Native Hawaiian and Pacific Islanders (NHPI). Having a representative sample makes it possible to understand NHPI health problems, strengths, and needs	Summer 2015
Health	Medicare Reimbursements	Public Domain	CSV, XLS, JSON	Historically, a permanent injunction, issued in 1979, prohibited the government from disclosing annual Medicare reimbursements paid to individual physicians under Medicare. In May 2013 this injunction was lifted. As a result, this data set was the first time CMS publicly released information about how physicians and other health care professionals in the Medicare program are paid.	April 2014

## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Health	National Sample Survey of Nurse Practitioners	Public Domain	SAS and ASCII	For the first time, this anonymous survey data will be available on nurse practitioner practice patterns including: specialties, services offered, billing arrangements, relationships with physicians, impact of legal restrictions on practice, and job satisfaction.	Spring 2014
Science and Research	Interactive Chemical Safety for Sustainability Dashboard	Public Domain	Open	This dashboard was released in beta.	December 2013



## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Science and Research	Lab Data Clearinghouses			Several Federal labs have adopted common data standards and host a central repository for scientific data in a given field, taking into account the need to separate proprietary data from public data. Clearinghouses such as the <a href="#">Secure Transportation Data Project</a> and the <a href="#">Buildings Performance Database</a> address these challenges by aggregating proprietary data into non-proprietary data clusters and stripping personally identifiable information and proprietary information from data points to make some of this data available to the public. By the end of 2015, additional clearinghouses will be formed and will help enable research and business use while protecting personal information and non-public proprietary commercial data.	March 2015
Statistics	Energy Production and Consumption for the United States	CC0	Open	These historical (50 years to present) U.S. energy production and consumption statistics will be released via API and bulk files.	June 2014

## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Statistics	<a href="#">The Longitudinal Employer-Household Dynamics</a>	Public Domain	Open	This longitudinal database of linked employer-employee microdata covers more than 95 percent of U.S. private-sector jobs. Today, access to certain microdata is only granted to qualified researchers on approved projects and at restricted sites. This database will expand segments of data to be available online for public use while continuing to protect privacy.	September 2014
Statistics	U.S. Coal Statistics	CC0	Open	This data about coal production, mining, imports, exports, and shipments to electricity plants will be released via API and bulk files.	March 2014
Social Mobility and Welfare	Courses and Curriculum Developed Through the <a href="#">Trade Adjustment Assistance Community College and Career Training Grant Program</a>	CC BY	API	This data about education and career training programs that can be completed in two years or less, and prepare program participants for employment in high-wage, high-skill occupations, will be available to the public on an open, online open educational resources repository.	June 2014



## U.S. OPEN DATA ACTION PLAN

Data Category	Example Data Set	License	Format	Further Activity or Enhancement	To Be Completed By:
Social Mobility and Welfare	Agricultural Census	Public Domain	QuickStats API, XLS	The full agricultural census data set will be released, which can help the public evaluate changes to the American agricultural sector and food production over time.	May 2014
Transport and Infrastructure	Alternative Fuel Station Locator and Downloadable Data	CC0	Open	Will be updated based on feedback received at data summits.	September 2014
Transport and Infrastructure	Travel Warnings and Travel Alerts	Public Domain	API	U.S. Department of State's Bureau of Consular Affairs will release a new API to share travel warnings and alerts.	Fall 2014

**From:** Marshall, Susan G.  
**Sent:** Thu, 15 May 2014 14:35:03 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: IC IG Forum Mentoring Program Kick-Off

Mais, oui mon FRERE!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, May 15, 2014 10:34 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: IC IG Forum Mentoring Program Kick-Off

OUI!

See, you can even say it en Francais maintenant!

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Thursday, May 15, 2014 10:11 AM  
**To:** Dan Blair  
**Subject:** RE: IC IG Forum Mentoring Program Kick-Off

Je ne peux rien faire!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, May 15, 2014 9:07 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: IC IG Forum Mentoring Program Kick-Off

The term is "mon frere" or "mon ami"

Sent from my iPhone

On May 15, 2014, at 9:00 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

OH contraire mon fraire... other way around.



Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, May 15, 2014 8:59 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: IC IG Forum Mentoring Program Kick-Off

I think Tricia has requested protection in the past.

Sent from my iPhone

On May 15, 2014, at 8:17 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**This guy should had some wine after he read his performance review...scary!**

**Federal official denies threatening to kill boss or 'shoot him in the kneecap'**

By Dina ElBoghdady and Zach C. Cohen, Published: May 14

A high-ranking federal official who faces a felony charge for allegedly threatening to shoot the former head of the Federal Housing Finance Agency appeared in D.C. Superior Court on Wednesday and, through his lawyer, denied the allegations lodged against him.

Richard Hornsby, 58, allegedly threatened former FHFA acting director Edward J. DeMarco after receiving a review last month for his performance as the agency's chief operating officer, according to a court document.

Hornsby did not confront DeMarco directly, but allegedly made several alarming comments to a source who was not identified in court records. In one instance, the records say, Hornsby allegedly said that he would "blow [DeMarco's] brains out" or maybe "shoot him in the kneecap" and then kill himself.

Marlon Griffith, Hornsby's lawyer, told reporters that Hornsby is a lifelong public servant who will be found innocent. "We intend to vigorously defend his case, his name and his character," Griffith said.

Hornsby, who pleaded not guilty at a previous hearing, sat in the back of the courtroom waiting for his turn before Judge Karen Howze. His appearance lasted less than five minutes, long enough to identify his attorney and schedule a preliminary hearing for June 3, when prosecutors are to present the evidence in their case.

An FHFA spokeswoman declined to comment on the case. Hornsby also declined to speak.

Hornsby worked at the Federal Reserve Bank of San Francisco more than two decades before joining the FHFA in late 2011. The agency was created three years earlier to oversee Fannie Mae and Freddie Mac after the government took control of them at the height of the financial



crisis. When the alleged incidents took place, DeMarco no longer headed the agency, but was there in a senior role helping the new director.

DeMarco, who left the agency in late April, could not be reached for comment.

The court record on what transpired between the two men is brief, and it's built around the comments of the unnamed source. The source said Hornsby was agitated when he spoke April 3 about his performance rating. The record did not describe the nature of the review.

The source allegedly had another conversation with Hornsby on April 24, in which Hornsby said that DeMarco was not in the office that day but that if he had been, Hornsby would have ripped him "limb by limb from his office," the court document said.

Four days later, FHFA officials heard of the threats and reported them to the agency's office of inspector general, which declined to comment Wednesday. DeMarco was "escorted to a secure location," the court filing said. Hornsby, who was charged with threatening to injure and kidnap a person, was led out of the building and put on administrative leave.

On April 29, the unnamed source provided a three-page sworn statement detailing the encounters that was not made public, the court record said. The source said Hornsby takes anti-depressant medication to treat an ongoing condition "and can be very agitated when stressed, to the effect of Hornsby saying he would jump out of windows and blow his (Hornsby's) brains out on a dozen separate occasions," according to the court document.

The court has ordered a mental health assessment of Hornsby and ordered him to stay away from DeMarco. Hornsby, released after his arrest, must regularly report to the court.

On Wednesday, after walking too close to the judge's bench, Hornsby was directed by a U.S. marshal to his correct spot. He dutifully crossed his arms behind his back while his lawyer spoke with the judge. Papers were signed, and Hornsby and Griffith promptly left, followed by reporters.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, May 15, 2014 8:11 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: IC IG Forum Mentoring Program Kick-Off

If I had to go to vespers I would need a bottle of wine. And you're point is?

Sent from my iPhone

On May 15, 2014, at 8:04 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Join them for vespers (isn't that a prayer service) and I guess wine for an IG mentoring program? Huh?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Hollis, Tricia  
**Sent:** Thursday, May 15, 2014 7:58 AM  
**To:** OIG-Senior Management  
**Cc:** Koehler, Jay B.; Lawrence, Jeffrey; Dalton, Learlie K.  
**Subject:** FW: IC IG Forum Mentoring Program Kick-Off

FYI

Colleagues –

Based on previous discussions at the Forum, as well as survey feedback from the IC IG Conference, we are rolling out a formal Mentoring Program for officers of the OIGs.

I hope you are able to participate, and similarly look forward to a strong turnout from officers across the Community. I will have our AIGs engage with their counterparts at your organization to spread the word.

If you, or other mentors/protégés are unable to attend but want to participate, contact Lisa (cc'd) or me and we'll make the connections.

Thank you!

Sven

JOHN P. JOHANSON  
Executive Director, IG Community Standards  
Inspector General of the Intelligence Community  
571-204-8061

**INSPECTOR GENERAL SENSITIVE INFORMATION**

This email including any attachments is intended only for authorized recipients. Recipients may not further disseminate this information without the express permission of the sender or other Office of the Inspector General of the Intelligence Community personnel. This email may contain Inspector General sensitive information that is confidential, sensitive, work product, attorney-client privileged, or protected by Federal law, including protection from public disclosure under the Freedom of Information Act (FOIA), 5 U.S.C. § 552. Accordingly, the use, dissemination, distribution or reproduction of this



information to or by unauthorized or unintended recipients may be unlawful. If you have received this email in error, please notify us immediately by return email, and destroy all copies of the email received in error.

<image001.png>

The IC IG Forum's Mentoring Program will launch with an informal get together on Tuesday, 27 May 2014, 2:00 to 4:00 p.m. at Liberty Crossing II, Room 1B-400.

Please join us for vespers and an overview of the program's design, give participants materials to aid their mentor/protégé journey, and permit mentors and protégés to socialize before finalizing their matches.

Please RSVP by 22 May 2014 to Lisa Gasparott, Program Manager, IG Community Standards, [lisamg7@dni.gov](mailto:lisamg7@dni.gov) (571) 204-8023.

When sending your RSVP, please included whether or not you have a blue IC badge.

If you do not, Lisa will need to get SSN and DOB for a visitor request. Please do not e-mail that information as the e-mail is not secure. Rather, provide the information via telephone.

<image003.jpg>

**From:** Marshall, Susan G.  
**Sent:** Fri, 16 May 2014 16:08:31 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: good news

☺☺!! Thanks!

By the way-- next week House Approps is marking up THUD and Ag... seems like they are making progress. I hope that is good news for yoU!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Friday, May 16, 2014 12:06 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: good news

YEAH!!!!

Sent from my iPhone

On May 16, 2014, at 11:35 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

See below. They started my Schedule A paperwork.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Hollis, Tricia  
**Sent:** Friday, May 16, 2014 11:25 AM  
**To:** Thorson, Eric M  
**Cc:** Marshall, Susan G.  
**Subject:** Conversion submitted

It's in the system. We're trying for an effective date of May 18. If we can't get it through the process that quickly, the effective date will be June 1.

Let me know if you have questions.

**Tricia Hollis**

Assistant Inspector General for Management  
Office of Inspector General  
U.S. Department of the Treasury  
202/927-5835

**From:** Marshall, Susan G.  
**Sent:** Mon, 19 May 2014 16:18:17 +0000  
**To:** 'Dan Blair'; 'markarobbins@[REDACTED]'  
**Subject:** RE: CFC investigation finds waste, fraud and abuse

I remember at the end of my term at OPM I spent a lot of time assuring the Hill that the CFC was a good program.

As I recall there was a "military vet" who was a CFC participant, but it turned out he was a well-known scam artist, and we didn't figure that out during the application review process. It was a nightmare.

I think these reports will have more impact than they would have in the past because the fundraising numbers are considerably lower than they were just three years ago, so it really losing its appeal!

Don't tell Mark Lambert I said that. ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, May 19, 2014 12:08 PM  
**To:** Marshall, Susan G.; 'markarobbins@[REDACTED]'  
**Subject:** RE: CFC investigation finds waste, fraud and abuse

That program always scared me... it was so loosely run.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, May 19, 2014 10:49 AM  
**To:** Dan Blair; 'markarobbins@aol.com'  
**Subject:** CFC investigation finds waste, fraud and abuse

<http://washingtonexaminer.com/feds-used-donations-intended-for-poor-for-massages-luxuries-for-the-mselves/article/2548554>

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Dan Blair  
**Sent:** Tue, 20 May 2014 16:33:14 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Calling now

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, May 20, 2014 12:32 PM  
**To:** Dan Blair  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Yep, her number is 927-5835. Let me know how it goes.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, May 20, 2014 12:31 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Should I call Tricia?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, May 20, 2014 12:26 PM  
**To:** Dan Blair  
**Subject:** RE: do you have access to GSA quality scores for contractors?

TH has a Contracting Officer, named RoDonda and TH herself is the Chief Acquisition Officer for the office. ☺

Not to worry...it will all work out!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, May 20, 2014 12:22 PM  
**To:** Marshall, Susan G.  
**Subject:** do you have access to GSA quality scores for contractors?



We're doing due diligence on a potential teaming partner and were told to get their "CPARS" score. I don't have a clue about this.

HELP!!!!

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy:   

**From:** Marshall, Susan G.  
**Sent:** Tue, 20 May 2014 17:28:03 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Are you friends with Kay Ely who works at GSA...she could help or you could call Ann Fisher for help...she might be able to ask and find out for you.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, May 20, 2014 12:42 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: do you have access to GSA quality scores for contractors?

She was reluctantly helpful.....

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, May 20, 2014 12:32 PM  
**To:** Dan Blair  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Yep, her number is 927-5835. Let me know how it goes.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, May 20, 2014 12:31 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Should I call Tricia?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, May 20, 2014 12:26 PM  
**To:** Dan Blair  
**Subject:** RE: do you have access to GSA quality scores for contractors?

TH has a Contracting Officer, named RoDonda and TH herself is the Chief Acquisition Officer for the office. ☺

Not to worry...it will all work out!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Tuesday, May 20, 2014 12:22 PM

**To:** Marshall, Susan G.

**Subject:** do you have access to GSA quality scores for contractors?

We're doing due diligence on a potential teaming partner and were told to get their "CPARS" score. I don't have a clue about this.

HELP!!!!

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy:   

**From:** Marshall, Susan G.  
**Sent:** Tue, 20 May 2014 17:55:37 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Trust me on this one. Call around...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, May 20, 2014 1:55 PM  
**To:** Marshall, Susan G.  
**Subject:** FW: do you have access to GSA quality scores for contractors?

Let me revise that.... Extremely helpful. She's hunting for it.

---

**From:** Dan Blair  
**Sent:** Tuesday, May 20, 2014 12:43 PM  
**To:** 'Marshall, Susan G.'  
**Subject:** RE: do you have access to GSA quality scores for contractors?

She was reluctantly helpful.....

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Tuesday, May 20, 2014 12:32 PM  
**To:** Dan Blair  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Yep, her number is 927-5835. Let me know how it goes.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, May 20, 2014 12:31 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: do you have access to GSA quality scores for contractors?

Should I call Tricia?



---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, May 20, 2014 12:26 PM  
**To:** Dan Blair  
**Subject:** RE: do you have access to GSA quality scores for contractors?

TH has a Contracting Officer, named RoDonda and TH herself is the Chief Acquisition Officer for the office. ☺

Not to worry...it will all work out!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, May 20, 2014 12:22 PM  
**To:** Marshall, Susan G.  
**Subject:** do you have access to GSA quality scores for contractors?

We're doing due diligence on a potential teaming partner and were told to get their "CPARS" score. I don't have a clue about this.

HELP!!!!

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy: [!\[\]\(17413706fd4997a1a4bdf85c6864eee1\_img.jpg\)](#) [!\[\]\(f419710cbe076aa30a9c6c031b5cbe84\_img.jpg\)](#) [!\[\]\(2726020a4107bdc9042b257034f90eb3\_img.jpg\)](#)



**From:** Marshall, Susan G.  
**Sent:** Wed, 21 May 2014 18:46:22 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: i see you're speaking at the aicpa conference!

I wouldn't mind that if they were the right people, but it's always the wrong ones! Where are the rich single sick old men?! I need their bank accounts!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, May 21, 2014 2:44 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: i see you're speaking at the aicpa conference!

People stalk you.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, May 21, 2014 2:43 PM  
**To:** Dan Blair  
**Subject:** RE: i see you're speaking at the aicpa conference!

How did you find that out? I have to talk for 90 minutes about CIGFO...HA! They will regret that! Are you going to pay to hear me talk gibberish?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, May 21, 2014 2:26 PM  
**To:** Marshall, Susan G.  
**Subject:** i see you're speaking at the aicpa conference!

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy: [!\[\]\(cf531ed27e91483460120fcc057b3901\_img.jpg\)](#) [!\[\]\(34fde9b7c74442c0438f550a41236260\_img.jpg\)](#) [!\[\]\(f3ffd03e145adb5d0f6f54d9f4fb82fd\_img.jpg\)](#)



**From:** Dan Blair  
**Sent:** Wed, 21 May 2014 21:32:58 +0000  
**To:** Tricia Hollis; Susan Marshall  
**Subject:** Fwd: Academy Project for CDC  
**Attachments:** image001.gif, image002.gif, image003.gif

Any other ideas for a pd on this? I was thinking chuck grimes. We need someone who knows the nuts and bolts of the hiring process. Thank you!!!

Sent from my iPhone

Begin forwarded message:

**From:** Joe Mitchell <[jmitchell@napawash.org](mailto:jmitchell@napawash.org)>  
**Date:** May 21, 2014 at 5:24:43 PM EDT  
**To:** "nancy.kichak@[REDACTED]" <[nancy.kichak@\[REDACTED\]](mailto:nancy.kichak@[REDACTED])>  
**Cc:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Subject:** Academy Project for CDC

Hi Nancy,

We recently completed an HR process review for the Centers for Disease Control and Prevention (CDC). This review concluded with recommendations for CDC to:




1. Build trust by establishing proactive customer relationships.
2. Reengineer the hiring process to reflect CDC culture.
3. Enhance staff competencies and consultative skills.
4. Develop a strategy and focus to guide HR improvement efforts.
5. Institute a workforce planning or annual staffing plan process.

CDC has requested that we help implement the recommendation to reengineer its hiring process to reflect CDC culture as part of a follow-on contract.

One of the project's team members is unable to participate in the follow-on. Is this a project that you would be interested in? This would require about a half-time commitment as a senior advisor over the course of 7 to 9 months (we are still negotiating the period of performance with CDC). If you are interested, let me know if you have time tomorrow or Friday to discuss in more detail.

Thanks,

Joe

Connect with the Academy:   



**From:** Marshall, Susan G.  
**Sent:** Wed, 21 May 2014 23:32:02 +0000  
**To:** 'Dan Blair'  
**Subject:** Kate Capshaw

Sat with Obama at the USC shoah foundation dinner.

There is a pic in Us mag of Obama looking mesmerized by her....

I bet they were talking about Ben's book!!



**From:** Marshall, Susan G.  
**Sent:** Thu, 22 May 2014 12:35:37 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: House VA bill to fire SES overwhelming approved

YAY!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, May 22, 2014 8:33 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: House VA bill to fire SES overwhelming approved

I have to do a blog. Let's chat!

Sent from my iPhone

On May 22, 2014, at 8:27 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Isn't it interesting the that the House overwhelmingly passed the bill to modify the rules for firing senior executives at VA, but the Dems who voted for it won't admit the current civil service system is a sham?

I wish someone would write an op-ed talking about the connection between a robust hiring, firing and retention system and a government that holds employees accountable for running efficient and effective government programs.

Now is the time to fight for civil service reform so that we don't have to read about more tragedies caused by bad actors who are allowed to remain civil servants even after they betray our trust.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 22 May 2014 13:38:40 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: per my previous email

Oh my gosh... you are so welcome. I am so pitiful because I really miss doing those kinds of projects.

Have a great Memorial Day weekend!! Today is my last day in the office until next Tuesday! ☺☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, May 22, 2014 9:34 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: per my previous email

Thank you!!!

Sent from my iPhone

On May 22, 2014, at 9:29 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

For what it is worth...HA!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

<vote 390.docx>

**From:** Hollis, Tricia  
**Sent:** Thu, 22 May 2014 14:40:27 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Academy Project for CDC

Or what about Jerry Mikowicz or Rick Lowe (although you can't take him away from me)?

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, May 21, 2014 5:33 PM  
**To:** Hollis, Tricia; Susan Marshall  
**Subject:** Fwd: Academy Project for CDC

Any other ideas for a pd on this? I was thinking chuck grimes. We need someone who knows the nuts and bolts of the hiring process. Thank you!!!

Sent from my iPhone

Begin forwarded message:

**From:** Joe Mitchell <[jmitchell@napawash.org](mailto:jmitchell@napawash.org)>  
**Date:** May 21, 2014 at 5:24:43 PM EDT  
**To:** "[nancy.kichak@](mailto:nancy.kichak@)" <[nancy.kichak@](mailto:nancy.kichak@)>  
**Cc:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Subject:** Academy Project for CDC

Hi Nancy,

We recently completed an HR process review for the Centers for Disease Control and Prevention (CDC). This review concluded with recommendations for CDC to:

1. Build trust by establishing proactive customer relationships.
2. Reengineer the hiring process to reflect CDC culture.
3. Enhance staff competencies and consultative skills.
4. Develop a strategy and focus to guide HR improvement efforts.
5. Institute a workforce planning or annual staffing plan process.

CDC has requested that we help implement the recommendation to reengineer its hiring process to reflect CDC culture as part of a follow-on contract.

One of the project's team members is unable to participate in the follow-on. Is this a project that you would be interested in? This would require about a half-time commitment as a senior advisor over the course of 7 to 9 months (we are still negotiating the period of performance with CDC). If you are interested, let me know if you have time tomorrow or Friday to discuss in more detail.

Thanks,

Joe

---

**Joseph P. Mitchell, Ph.D. | Director of Project Development | National Academy of Public Administration**  
1600 K Street, NW - Suite 400 | Washington, D.C. 20006 | 📞 202-204-3631 | ✉️ [jmitchell@napawash.org](mailto:jmitchell@napawash.org)

-----  
**Connect with the Academy:**   

**From:** Dan Blair  
**Sent:** Tue, 27 May 2014 14:40:31 +0000  
**To:** Susan Marshall (MarshallS@oig.treas.gov)  
**Subject:** vote 390  
**Attachments:** vote 390.docx

What do you think?



Yesterday by a vote of 390-33, the House of Representatives passed legislation that makes it easier for the Secretary of the Veterans Affairs Department to fire and demote senior executives. The bill as drafted is intended to allow the agency to remove “poor performers in the Senior Executive Service.” And right now poor performance is a nice way of saying, some federal employees are not only performing badly, their work might be placing some people’s lives at risk. The House vote says Congress believes some VA employees betrayed our trust and we need new Human Resources tools to deal with them swiftly.

It is interesting that in the wake of the whistleblower claims about secret waiting lists devised by some VA employees that both Democrats and Republicans in the House – and action is expected in the Senate - agreed that Human Resources policies need to change in order to make sure the VA is running better. Have we seen a turning point that Congress now sees the current federal HR system as outdated and a barrier to good government?

Over the years, Congress and the Executive Branch, have agreed that our civil service system needs to be fair so that employees do not lose their jobs due to arbitrary or capricious managers. We instilled a system of due process to ensure against abuses. However, has the pendulum swung too far in one direction? How do we create a 21<sup>st</sup> Century federal civil service that is grounded in merit, rewards good performance and offers managers tools deal effectively with bad actors in a timely manner?

Change is hard, and getting change right even harder, but as the House of Representatives proved last week, there is now a bipartisan recognition that critical changes to the way we manage our civil service system need to be in order to make the VA better. And will this congressional sentiment create a critical bipartisan effort to change HR practices, not just at the Veterans Affairs Department, but across government. Before we have to endure more tragic tales of another American suffering because some bad actor in government wasn’t performing, I recommend we work together to find a way to pass legislation which will make the system both honor our Merit Systems principles, respect due process and grant managers needed flexibility to reward and hold accountable public servants across government.

**From:** Marshall, Susan G.  
**Sent:** Tue, 27 May 2014 15:41:53 +0000  
**To:** 'Dan Blair'  
**Subject:** Wh releases name of CIA station chief

White House Makes Big Mistake Involving Secret Identity of CIA Chief in Afghanistan | TheBlaze.com  
<http://www.theblaze.com/stories/2014/05/26/white-house-makes-big-mistake-surrounding-identity-of-cia-chief-in-afghanistan/>

The white house just ended this person's career due to incompetence. They could have ended his life if the reporter hadn't caught the mistake.

Unreal.

**From:** Marshall, Susan G.  
**Sent:** Tue, 27 May 2014 14:47:14 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: vote 390

Perfect!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, May 27, 2014 10:41 AM  
**To:** Marshall, Susan G.  
**Subject:** vote 390

What do you think?

**From:** Marshall, Susan G.  
**Sent:** Tue, 27 May 2014 19:14:10 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Michele birthday

York is showing through? Honey, it is like a neon sign on my forehead that is on 24/7 ! :)

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan Blair [<mailto:dblair@napawash.org>]  
Sent: Tuesday, May 27, 2014 3:11 PM  
To: Marshall, Susan G.  
Subject: RE: Michele birthday

Your York is showing through.....

I haven't heard from Ann in a while either. She is probably furious with you since you are such an angry woman.

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
Sent: Tuesday, May 27, 2014 3:01 PM  
To: Dan Blair  
Subject: RE: Michele birthday

I had to send a "belated" birthday message which is not what a Chevy Chase girl does. So tacky to forget one's friends special day plus I know she will never forgive me.

On the other hand I heard you, Diane and the birthday girl had a great dinner! Sounds like you celebrated in style!  
:)

Btw, is Ann mad at me? I never heard from you or her about lunch in June. What's up wit dat?

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan Blair [<mailto:dblair@napawash.org>]  
Sent: Tuesday, May 27, 2014 2:57 PM  
To: Marshall, Susan G.  
Subject: Re: Michele birthday

Yesterday

Sent from my iPhone

> On May 27, 2014, at 2:52 PM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:

>

> I am on birthday patrol...I have her birthday listed as May 28 but I want to make sure I gave the correct date.. is her birthday tomorrow?

>



**From:** Marshall, Susan G.  
**Sent:** Thu, 29 May 2014 17:03:30 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Fed Times - civil service reform - May 2014 (3)  
**Attachments:** dgb.docx

Really good. I do have some suggestions which you will see in the attached. On the one hand I tried to use more "plain" language versus legal language and on the other hand I tried to stay away from contentious programs, while noting the fact that we already have a balkanized system...PRC, USPS, OCC versus Treasury versus Federal Reserve Board, versus China Lake, etc.

Really just a style thing...it is really good and timely.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, May 29, 2014 12:45 PM  
**To:** Marshall, Susan G.  
**Subject:** Fed Times - civil service reform - May 2014 (3)

What do you think?

The unfolding scandal involving secret waiting lists for veterans treated by the VA hospitals tears at the heart of the ideals of good government, public service. We expect government to help, not hurt, those who protect and serve ~~use beneficiaries of its many programs~~. And reports that some VA employees' action placed people's lives at risks leads to an increasing public cynicism about the value of Federal public service.

In response to this growing scandal, the House of Representatives approved legislation by a bipartisan majority of 390-33 to make it easier for the Secretary of the Department of Veterans Affairs to fire and demote senior executives. The Senate will likely follow suit and more legislation is expected. However, does making it easier to fire some VA employees the cure the problem? Or do the symptoms that led to these tragic incidents remain untreated by this action?

Congress has a history of taking action to address, ~~after the fact~~, issues of misfeasance and malfeasance on the part of civil servants. But shouldn't we have a system in place that prevents these incidents in the first place? The legislation in question is aimed at VA senior executives and that group represents just one small component of a vastly larger government workforce. Rather than addressing these issues in a piecemeal or one-off fashion in response to each government failure that arises, can Congress find a way to address the systemic issues facing our civil servants, who manage and operate government programs, to prevent these problems from ~~happening again~~ arising?

Champions of public service must acknowledge the serious damage caused, but we also can learn from the experience. Our current civil service system is grounded in 1940s management "think" and long overdue for reform. Reform is hard to enact and getting it done right even harder – we need to stop increasing the list of legal exceptions to the underlying human resources rules and instead reform the entire system. ~~look at what happened with the DHS and NSPS reforms.~~

~~Yet t~~The need to create a new 21<sup>st</sup>-Century federal civil service system that is fair ~~grounded in merit~~, rewards good performance and offers managers tools to deal effectively and swiftly with poor performers ~~in a timely manner~~ is more apparent today than ever before. A continuations of a piecemeal approach to reform may address specific agency needs or misdeeds, but also continues to balkanizes the civil service into multiple systems with inconsistent core practices which in turn ~~and~~ hampers effective oversight. Change must happen if public trust in not just one department but across government is to be restored.

Regaining public trust is not easy and we shouldn't have to endure more "disgraceful," in the words of the President, government failures stories of suffering at the hands of a broken system. We need leadership and action by Congress and the Administration to restore trust and create a civil service system that is fair ~~honors our Merit Systems principles, respects due process~~ and grants managers needed flexibility to reward and hold accountable public servants across government. Good government groups like NAPA are good starting points in providing that neutral space for good ideas to grow. Let's get started now.

**From:** Marshall, Susan G.  
**Sent:** Thu, 29 May 2014 18:22:49 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: I am not making this up

I just posted another sign on her door that reads,

"Proceed with CAUTION"

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, May 29, 2014 2:22 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: I am not making this up

She is wise. You would do well to follow her advice.

Sent from my iPhone

On May 29, 2014, at 2:10 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

A woman down the hall just posted this sign on her door,

"Snakes will chase you if you wear mittens."

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Thu, 29 May 2014 21:02:29 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Whoa!

Never heard of her..u know how that lindakin is...scary.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, May 29, 2014 04:57 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Whoa!

Btw... do you know Martha Pryzysucha at GSA?

She wants to linkadin....

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, May 29, 2014 4:52 PM  
**To:** Dan Blair  
**Subject:** RE: Whoa!

:)

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, May 29, 2014 04:45 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** FW: Whoa!

Of course, the reference below was to the office head... not you.

---

**From:** Dan Blair  
**Sent:** Thursday, May 29, 2014 3:38 PM  
**To:** 'Marshall, Susan G.'  
**Subject:** RE: Whoa!

Good. Maybe they will extend this right to private citizens whose personal emails have been wrongly released by dumbfuck IGs....

You think?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, May 29, 2014 3:34 PM

**To:** Dan Blair  
**Subject:** Whoa!

**From Government Executive**

Sen. Pat Toomey, R-Pa., will soon **introduce a bill to allow veterans to sue VA workers who tampered with health records. Jacquelyn Martin/AP**

Lawmakers have found all sorts of ways to penalize Veterans Affairs Department employees for the recent scandal involving extended waits for veterans seeking health care.

The House passed a bill to make it easier to fire VA executives, a Senate committee cleared a measure to prohibit bonuses for some agency workers and President Obama promised to hold misbehaving employees accountable.

Now, a Republican senator wants to help veterans sue VA employees.

Sen. Pat Toomey, R-Pa., will soon introduce a bill to allow veterans to sue VA workers who tampered with health records. The bill would present “no burden to the taxpayer,” Toomey said, as guilty federal employees would have to pay any damages out of pocket.

The legislation would also allow department Secretary Eric Shinseki to fire VA employees immediately, “without the months of appeals and hearings that are mandated by civil service laws and union contracts.”

In addition to holding employees accountable, Toomey said, the bill would reveal the “true extent of secret VA wait lists,” as court proceedings would reveal emails, memorandums and voicemails. An ongoing VA inspector general investigation has already done that, however.

Toomey will formally introduce the bill in the coming weeks, after the Senate returns from its current recess.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Fri, 30 May 2014 17:59:05 +0000  
**To:** 'FISHER, ANN C'; Dan Blair  
**Cc:** Baker, Diane M.  
**Subject:** RE: lunch bunch

Works for me! Diane, you said the only days you were not available for lunch were the 23<sup>rd</sup> and 24<sup>th</sup> so I assume you're in.

I'll make reservations for 12:30 p.m. for 4 on the 19<sup>th</sup> at BBs.

Have a great weekend!! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Friday, May 30, 2014 1:43 PM  
**To:** Dan Blair; Marshall, Susan G.  
**Cc:** Baker, Diane M.  
**Subject:** Re: lunch bunch

I vote B Beck!

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Dan Blair  
**Sent:** Friday, May 30, 2014 1:41 PM  
**To:** Marshall, Susan G.  
**Cc:** FISHER, ANN C; Baker, Diane M.  
**Subject:** Re: lunch bunch

I can do the 19th. Although I'm not a big fan of the Oval Room. How about Siroc, PJ Clarkes, del campo or brasserie beck?

Sent from my iPhone

On May 30, 2014, at 1:24 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hi Dan,

Ann and Diane are up for lunch in June, how about you?

How about the 19th, 25th or 26<sup>th</sup> at the Oval Room?

Anyone game?

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Fri, 30 May 2014 18:36:48 +0000  
**To:** Marshall, Susan G.; Baker, Diane M.  
**Cc:** FISHER, ANN C  
**Subject:** RE: lunch bunch

You are so 70s....

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, May 30, 2014 2:04 PM  
**To:** Dan Blair; Baker, Diane M.  
**Cc:** FISHER, ANN C  
**Subject:** RE: lunch bunch

I agree...that Susan Dey can't get anything right. I'd fire her.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, May 30, 2014 2:02 PM  
**To:** Baker, Diane M.  
**Cc:** FISHER, ANN C; Marshall, Susan G.  
**Subject:** Re: lunch bunch

It's all Susan's fault.

Sent from my iPhone

On May 30, 2014, at 1:59 PM, "Baker, Diane M." <[BakerD@oig.treas.gov](mailto:BakerD@oig.treas.gov)> wrote:

Remember the last time we went there Dan-o stood us up?????????

I'm in.

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
**Sent:** Friday, May 30, 2014 1:43 PM  
**To:** Dan Blair; Marshall, Susan G.  
**Cc:** Baker, Diane M.  
**Subject:** Re: lunch bunch

I vote B Beck!

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Dan Blair

---

**Sent:** Friday, May 30, 2014 1:41 PM  
**To:** Marshall, Susan G.  
**Cc:** FISHER, ANN C; Baker, Diane M.  
**Subject:** Re: lunch bunch

I can do the 19th. Although I'm not a big fan of the Oval Room. How about Siroc, PJ Clarkes, del campo or brasserie beck?

Sent from my iPhone

On May 30, 2014, at 1:24 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hi Dan,

Ann and Diane are up for lunch in June, how about you?

How about the 19th, 25th or 26<sup>th</sup> at the Oval Room?

Anyone game?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: All of your old friends are testifying  
**Date:** Tuesday, June 3, 2014 1:20:47 PM

---

HA!

But what about the toilet paper and the bikes and the Farmer's Market? Doesn't anyone care about the important things anymore?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 03, 2014 1:14 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: All of your old friends are testifying

Mark said the Sander's Staff approached MSPB on technical assistance.

Sent from my iPhone

On Jun 3, 2014, at 1:07 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

She must be out of the loop if he is moving forward with that bill and there is no mention of OPM during the debate. She is in trouble!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 03, 2014 1:02 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: All of your old friends are testifying

I'm meeting with her later this month. And I have the rank award dinner where Carol Bonasaro will be lobbying. She put forward a terrible letter to the Senate saying nothing should be done and that this is all "alleged."

Janice L. asked me about it and told her not to sign it.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, June 03, 2014 1:00 PM



**To:** Dan Blair  
**Subject:** RE: All of your old friends are testifying

So in the attached is from Sanders outlining what will be in his VA bill. Apparently he thinks the entire hiring process is bad because he is giving them direct hiring authority...sounds like Congress is admitting the current system does not lend itself to efficient hiring times.

Where is OPM? Why aren't they leading the charge to make not just VA, but all agency hires as effective and efficient as possible? Oh, that's right they are working on the Farmer's Market.

Maybe a letter inviting OPM Director Archuleta to speak about HR at an event; start the dialogue on change?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 03, 2014 12:55 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: All of your old friends are testifying

This won't be a pretty hearing.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, June 03, 2014 12:54 PM  
**To:** Dan Blair  
**Subject:** All of your old friends are testifying

Sanders legislative hearing...see panel II.

Date: Thursday, June 5, 2014  
Add to my Calendar Time: 10:00 AM Location: Hart, SH-216  
Agenda

PANEL I

Danny Pummill, Principal Deputy Under Secretary, Veterans Benefits Administration,  
Department of Veterans Affairs

Madhulika Agarwal, MD, MPH, Deputy Under Secretary for Health for Policy and  
Services, Veterans Health Administration

Accompanied by:

Samuel B. Retherford, Principal Deputy Assistant Secretary for Human Resources and Administration, Department of Veterans Affairs

Phillip Matkovsky, Assistant Deputy USH for Administration Operations, Veterans Health Administration

Susan Blauert, Acting Assistant General Counsel

Dave Barrans, Deputy Assistant General Counsel

--

## PANEL II

Ian DePlanque, Deputy Director, National Legislative Commission, The American Legion

Pete Hegseth, Chief Executive Officer, Concerned Veterans for America

Joseph A. Violante, National Legislative Director, Disabled American Veterans

Alex Nicholson, Legislative Director, Iraq and Afghanistan Veterans of America

Carl Blake, National Legislative Director, Paralyzed Veterans of America

Raymond Kelley, Director, National Legislative Service, Veterans of Foreign Wars

Rick Weidman, Executive Director for Policy and Government Affairs, Vietnam Veterans of America

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** Is this the only thing we're capable of?  
**Date:** Tuesday, June 3, 2014 1:58:04 PM

---

This is the system FunkyChicken scrapped at GSA. It was REALLY easy to implement and meaningless. I remember reading employee's performance files and some of them just said PASS--- no explanation as to why they passed or what they accomplished.

Maybe this is just a metaphor for the state of government today...grinding to almost a halt and barely working.

## **Widespread Discrimination Forces Agency to Create New Pass-Fail Performance Rating System**

By Eric Katz May 27, 2014

The Consumer Financial Protection Bureau will launch a new, simplified employee evaluation system after internal audits corroborated allegations that the old system was subject to systemic biases and prejudices.

CFPB will move to a two-tier performance management structure, essentially creating "pass-fail" grading. An internal report earlier this month revealed "broad-based, statistically significant disparities for employees based on a wide range of characteristics," including race, ethnicity, age, union membership, location, pay rate and tenure.

The announcement, made in an agency-wide email from CFPB Director Richard Cordray, came after a House hearing on the discrimination and on the heels of a follow-up review by the same congressional panel. CFPB negotiated the new system with the National Treasury Employees Union, which represents most of the agency's workforce.

The bureau will switch from a one-through-five measurement to a two-tier system that is "focused primarily on employee growth and development, with less emphasis on numerical ratings," Cordray told employees. Additionally, the agency will spend about \$5 million on bonuses for every employee --except senior leadership -- who received ratings of three or four in their 2012 and 2013 evaluations. The employees will be compensated in merit and lump-sum payments as if they had earned fives in each of those years.

Benjamin Konop, executive vice president of the NTEU chapter that represents CFPB employees, said his team first raised issues with the agency's evaluation system in August 2013. At that time, the union was not even aware of the discrimination against women and minorities, Konop said. Instead, the NTEU chapter found significant disparities between management and non-management employees.

When the union first broached the subject of reforming the performance management system,

Konop said, CFPB showed little interest. However, when the evidence of discrimination first surfaced in March, the agency changed its tone.

Cordray's email painted a different picture of the timeline, crediting CFPB with taking the initiative in determining the "systemic disadvantages to various categories of employees." Both sides, however, expressed optimism for the future of employee evaluations.

The new agreement makes it "a lot clearer for employees what [is] expected of them," Konop said. "Going forward there will be a lot more interaction between managers and non-managers. And we want that interaction to go both ways." The previous system did not create "an atmosphere that was conducive to an honest conversation," Konop added.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, June 03, 2014 1:02 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: All of your old friends are testifying

I'm meeting with her later this month. And I have the rank award dinner where Carol Bonasaro will be lobbying. She put forward a terrible letter to the Senate saying nothing should be done and that this is all "alleged."

Janice L. asked me about it and told her not to sign it.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Tuesday, June 03, 2014 1:00 PM  
**To:** Dan Blair  
**Subject:** RE: All of your old friends are testifying

So in the attached is from Sanders outlining what will be in his VA bill. Apparently he thinks the entire hiring process is bad because he is giving them direct hiring authority...sounds like Congress is admitting the current system does not lend itself to efficient hiring times.

Where is OPM? Why aren't they leading the charge to make not just VA, but all agency hires as effective and efficient as possible? Oh, that's right they are working on the Farmer's Market.

Maybe a letter inviting OPM Director Archuleta to speak about HR at an event; start the dialogue on change?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury

(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 03, 2014 12:55 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: All of your old friends are testifying

This won't be a pretty hearing.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, June 03, 2014 12:54 PM  
**To:** Dan Blair  
**Subject:** All of your old friends are testifying

Sanders legislative hearing...see panel II.

Date: Thursday, June 5, 2014  
Add to my Calendar Time: 10:00 AM Location: Hart, SH-216  
Agenda

#### PANEL I

Danny Pummill, Principal Deputy Under Secretary, Veterans Benefits Administration, Department of Veterans Affairs

Madhulika Agarwal, MD, MPH, Deputy Under Secretary for Health for Policy and Services, Veterans Health Administration

Accompanied by:

Samuel B. Retherford, Principal Deputy Assistant Secretary for Human Resources and Administration, Department of Veterans Affairs

Phillip Matkovsky, Assistant Deputy USH for Administration Operations, Veterans Health Administration

Susan Blauert, Acting Assistant General Counsel

Dave Barrans, Deputy Assistant General Counsel

--

#### PANEL II

Ian DePlanque, Deputy Director, National Legislative Commission, The American Legion

Pete Hegseth, Chief Executive Officer, Concerned Veterans for America



Joseph A. Violante, National Legislative Director, Disabled American Veterans

Alex Nicholson, Legislative Director, Iraq and Afghanistan Veterans of America

Carl Blake, National Legislative Director, Paralyzed Veterans of America

Raymond Kelley, Director, National Legislative Service, Veterans of Foreign Wars

Rick Weidman, Executive Director for Policy and Government Affairs, Vietnam Veterans of America

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [markarobbins@](#)  
**Cc:** [MarshallS@oig.treas.gov](#); [HollisP@oig.treas.gov](#)  
**Subject:** Re: Agencies struggle with new Pathways program  
**Date:** Wednesday, June 4, 2014 8:45:13 AM

---

I didn't know chad was still there?

Sent from my iPhone

On Jun 4, 2014, at 8:41 AM, "[markarobbins@](#) <[markarobbins@](#) wrote:

But he is hot!

-----Original Message-----

From: Marshall, Susan G. <[MarshallS@oig.treas.gov](#)>  
To: 'Dan Blair' <[dblair@napawash.org](#)>; markarobbins <[markarobbins@](#)  
Cc: Hollis, Tricia <[HollisP@oig.treas.gov](#)>  
Sent: Wed, Jun 4, 2014 8:39 am  
Subject: RE: Agencies struggle with new Pathways program

As my old GSA boss told me one time, "You are too focused on government rules!"...I think the same applies to that dude, too.

*Susan Marshall*

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, June 04, 2014 8:36 AM  
**To:** [markarobbins@](#)  
**Cc:** Marshall, Susan G.; Hollis, Tricia  
**Subject:** Re: Agencies struggle with new Pathways program

That MSPB sure is an impediment to good government. Especially the new republican dude.

Sent from my iPhone

On Jun 4, 2014, at 8:34 AM, "[markarobbins@](#) <[markarobbins@](#) wrote:

Pathway's very existence is currently being litigated at the MSPB.

-----Original Message-----

From: Marshall, Susan G. <[MarshallS@oig.treas.gov](#)>  
To: Hollis, Tricia <[HollisP@oig.treas.gov](#)>; '[dblair@napawash.org](#)'

([dblair@napawash.org](mailto:dblair@napawash.org)) <[dblair@napawash.org](mailto:dblair@napawash.org)>; 'Mark A. Robbins'

<[markarobbins@](mailto:markarobbins@)

Sent: Wed, Jun 4, 2014 8:20 am

Subject: Agencies struggle with new Pathways program

## **Agencies struggle to adjust to new Pathways internship program**

Jason Miller

Agencies are unhappy with the limitations under the new Pathways internship program. Almost two years after the Office of Personnel Management issued the program's final rule, agency use of Pathways is underwhelming.

While part of the issue with Pathways is that agencies need to adjust to the new requirements, there are some deeper, intrinsic issues.

"The thing about the Pathways program that hurts us at this point is not that so much you have to do a vacancy announcement, but you can't do a targeted vacancy announcement. So you can't point your announcement at certain schools to get the kind of talent you used to get in the past. It makes it a little more cumbersome," said Kevin Mahoney, the Commerce Department's chief human capital officer, Tuesday at the Association of Government Accountants CFO-CIO Summit in Washington. "OPM is well aware of our concerns about the program, and I believe they are doing something to address it. However, it's still an important program."

He added the fact that Pathways also includes the Presidential Management Fellows (PMF) program is a significant benefit that agencies need to take more advantage of to bring in highly-qualified employees.

Mike Casella, the CFO at the General Services Administration, said one of the biggest problems he sees with Pathways is agencies haven't figured out how to use the program yet.

"We put out announcements where[ever], because the thinking is interns need only general qualifications. We've got a finance internship program where we had a nurse that we basically had to hire, that had literally no finance background whatsoever. And that was because — and I hope this will change — of the idea you don't have to target this at all because it's an entry-level position," he said. "Any of you who have tried to hire, even GS-5s or GS-7s into a finance program or into a IT program know that's not true. You still want someone with some combination of educational and work experience coming in."

Changes to PMF program adds to challenges

An OPM official said by email Pathways does give agencies broad flexibility for targeted requirements.

"In the case of Pathways internship positions, agencies may develop their qualification standards to target the required skills or occupations for the positions they are seeking to fill," the official said. "For the Recent Graduates program, agencies such as [the Defense Department] and NASA are strategically recruiting for specific skill sets that help fulfill mission critical duties. DoD recruits for mission critical career fields, such as accounting, finance and engineering."

But it's not just Pathways that is frustrating agencies. Casella said there also are some shortcomings around the PMF program.

"As a former [PMF] myself, I think it was a huge mistake for OPM to get rid of the interview process for the PMF program. I think that really made a difference in bringing in people who you could have some confidence who had already hit a certain bar coming in," he said. "I went through the process. I thought it was hard. It was a little scary, but that's the point. You want people who actually have hit that bar. Now making it just a paper process, there still are a lot of good PMFs that are coming, but I don't think it's entirely coincidental that, my understanding is this year there were huge numbers of PMFs who were not taken by agencies. I think the lack of the interview and generally it's not as selective of a program as it used to be."

Max Stier, the president and CEO of the Partnership for Public Service, said he agreed with Casella that OPM's decision not to continue interviews hurt the PMF program.

He said part of the reason for changing the process was budget and sequestration related. Stier added the lack of agency participation in the PMF program also was in part due to sequestration and the shutdown.

The OPM official said it's helping agencies address the need to recruit for certain skillsets, including implementing a PMF track specific to the science, technology, engineering and math (STEM) positions to help agencies better address skills shortages in these occupations.

"OPM has worked in partnership with federal agencies throughout the entire Pathways process in order to help establish the Pathways programs. In 2011, OPM established a Pathways Advisory Council to prepare agencies for a successful implementation of these new programs," the official said. "The Pathways Advisory Council continues to meet in the form of a monthly call in order to answer inquiries and foster stronger collaboration. OPM is working with [more than] 60 federal agencies to assist with the recruitment of students and recent graduates through the Pathways programs. OPM has conducted workshops, panel discussions and participated in job fairs. All agencies with a Pathways program must designate a Pathways program officer (PPO). OPM has established an 'office hours' virtual meeting for Pathways program officers and Presidential Management Fellows coordinators held the fourth Wednesday of each month. Typically, approximately 30 agencies participate in the meeting."

Surveys show growing discontentment

At these meetings, the official said agencies can ask OPM Pathways policy experts questions about various topics, as well as share strategies for Pathways implementation among each other.

"PPOs may also meet with each other at any time, and most agencies actively and frequently engage with their assigned OPM Pathways liaison for any implementation guidance they may require," the official said.

Recent surveys show OPM has a long way to go to change the view of Pathways.

A May survey of the 62 CHCOs and other federal HR leaders by the

Partnership and Grant Thornton found 47 percent said they are not using the Pathways program or using it only to a limited extent. Meanwhile, 33 percent said they are using Pathways to a moderate extent, and only 20 percent said they are using Pathways to a great or very great extent.

The comments in the survey also tell the frustrations of CHCOs about using Pathways. HR leaders who were using the program rated as poor, on average, the degree to which the Pathways programs were meeting their needs. The survey stated the most repeated criticism stemmed from one particular item — the requirement mandating that agencies accept applications from all sources, regardless of agency need or circumstance.

One CHCO said, "We are not happy with Pathways. It is simply not working. The public notice requirement is killing me."

The regulations require agencies to post all employment opportunities on USAJOBS and accept all applications.

The problem there is the volume of applications. One CHCO told the survey more than 30,000 applications for 10 jobs were received when they were each posted for only five days.

At the same time, with all this volume, CHCOs also said they don't have good assessment tools. One CHCO asked, "How do you deal with that, especially within the confines of merit principles?"

A Federal News Radio survey of CHCOs also found similar frustrations with Pathways, even though 93 percent of our respondents said they are implementing it. But those who chose to comment were entirely negative, calling Pathways a flawed program, poorly implemented and a huge disappointment, because the quality of candidates isn't what it used to be.

Direct hire authority also needs help

Agencies don't just face challenges with the Pathways program, but the entire hiring process still has its problems.

The panelists at the AGA event said they saw some improvements over the last few years, but overall areas such as direct hire authority need to be improved.

Commerce's Mahoney said he's most frustrated with the direct hire authority that agencies want to use, but it's hard to get OPM to approve.

He said he just asked OPM for that authority for Commerce, but compared it to being tortured by 1,000 cuts.

"I say that having fondly worked at OPM," Mahoney said. "Direct hire authority is a good flexibility. Its biggest problem from OPM's perspective is that it circumvents veterans' preference. OPM fundamentally believes competition is the best way to attract the best talent. The bar that is set for proving that there is either a shortage of talent or you've tried and can't recruit and you've got to go some other means is a high bar. OPM is normally reluctant to grant direct hire authority. My feeling is that OPM should probably do away with direct hire authority and find something else that is workable, because this doesn't work for most agencies. It's a frustrating process to go through, and OPM doesn't often grant it."



Agencies do have direct hire authority for cybersecurity, nurses and doctors positions, but Mahoney said it's a very limited flexibility that gets used.

Instead, Mahoney said OPM usually compromises and gives agencies Schedule A authority. Schedule A lets agencies hire people non-competitively for a limited time.

Stier said the Partnership submitted a proposal to OPM to change the standard for when to apply direct hire authority from a shortage of highly qualified to a shortage of minimally qualified workers, which would make it easier for agencies to obtain this flexibility. Mahoney said too often agencies apply for direct hire authority without making a good faith effort to fill these tough to fill jobs, and that's part of the reason OPM rejects the request.

GSA's Casella said the entire hiring process needs to be reviewed. He said agencies need other ways to hire good people.

"Right now you kind of have the process, which, let's be honest, has all kinds of frustrations. Or you have things like direct hire, which, at the end of the day, even though you have to go through announcements, basically I can pick whomever I want," he said. "There should be a lot of options between those two extremes that fit specific requirements."

Casella and others say competition among potential candidates remains a good thing, but there are other flexibilities that could help make the hiring process run more smoothly.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Hollis, Tricia](#)  
**To:** "markarobbins@[REDACTED]" [Marshall, Susan G.](#); [dblair@napawash.org](#)  
**Subject:** RE: Agencies struggle with new Pathways program  
**Date:** Wednesday, June 4, 2014 8:49:00 AM

---

Yeah – the humidity is affecting everyone, isn't it?

**From:** markarobbins@[REDACTED] [mailto:markarobbins@[REDACTED]]  
**Sent:** Wednesday, June 04, 2014 8:42 AM  
**To:** Marshall, Susan G.; [dblair@napawash.org](#)  
**Cc:** Hollis, Tricia  
**Subject:** Re: Agencies struggle with new Pathways program

But he is hot!

-----Original Message-----

From: Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
To: 'Dan Blair' <[dblair@napawash.org](mailto:dblair@napawash.org)>; markarobbins <[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])>  
Cc: Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>  
Sent: Wed, Jun 4, 2014 8:39 am  
Subject: RE: Agencies struggle with new Pathways program

As my old GSA boss told me one time, "You are too focused on government rules!"...I think the same applies to that dude, too.

*Susan Marshall*

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, June 04, 2014 8:36 AM  
**To:** [markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])  
**Cc:** Marshall, Susan G.; Hollis, Tricia  
**Subject:** Re: Agencies struggle with new Pathways program

That MSPB sure is an impediment to good government. Especially the new republican dude.

Sent from my iPhone

On Jun 4, 2014, at 8:34 AM, "[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])" <[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])> wrote:

Pathway's very existence is currently being litigated at the MSPB.

-----Original Message-----

From: Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
To: Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>; 'dblair@napawash.org' ([dblair@napawash.org](mailto:dblair@napawash.org))  
<[dblair@napawash.org](mailto:dblair@napawash.org)>; 'Mark A. Robbins' <[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])>

Sent: Wed, Jun 4, 2014 8:20 am  
Subject: Agencies struggle with new Pathways program

## **Agencies struggle to adjust to new Pathways internship program**

Jason Miller

Agencies are unhappy with the limitations under the new Pathways internship program. Almost two years after the Office of Personnel Management issued the program's final rule, agency use of Pathways is underwhelming. While part of the issue with Pathways is that agencies need to adjust to the new requirements, there are some deeper, intrinsic issues.

"The thing about the Pathways program that hurts us at this point is not that so much you have to do a vacancy announcement, but you can't do a targeted vacancy announcement. So you can't point your announcement at certain schools to get the kind of talent you used to get in the past. It makes it a little more cumbersome," said Kevin Mahoney, the Commerce Department's chief human capital officer, Tuesday at the Association of Government Accountants CFO-CIO Summit in Washington. "OPM is well aware of our concerns about the program, and I believe they are doing something to address it. However, it's still an important program."

He added the fact that Pathways also includes the Presidential Management Fellows (PMF) program is a significant benefit that agencies need to take more advantage of to bring in highly-qualified employees.

Mike Casella, the CFO at the General Services Administration, said one of the biggest problems he sees with Pathways is agencies haven't figured out how to use the program yet.

"We put out announcements where[ever], because the thinking is interns need only general qualifications. We've got a finance internship program where we had a nurse that we basically had to hire, that had literally no finance background whatsoever. And that was because — and I hope this will change — of the idea you don't have to target this at all because it's an entry-level position," he said. "Any of you who have tried to hire, even GS-5s or GS-7s into a finance program or into a IT program know that's not true. You still want someone with some combination of educational and work experience coming in."

Changes to PMF program adds to challenges

An OPM official said by email Pathways does give agencies broad flexibility for targeted requirements.

"In the case of Pathways internship positions, agencies may develop their qualification standards to target the required skills or occupations for the positions they are seeking to fill," the official said. "For the Recent Graduates program, agencies such as [the Defense Department] and NASA are strategically recruiting for specific skill sets that help fulfill mission critical duties. DoD recruits for mission critical career fields, such as accounting, finance and engineering."

But it's not just Pathways that is frustrating agencies. Casella said there also are some shortcomings around the PMF program.

"As a former [PMF] myself, I think it was a huge mistake for OPM to get rid of the interview process for the PMF program. I think that really made a difference in bringing in people who

you could have some confidence who had already hit a certain bar coming in," he said. "I went through the process. I thought it was hard. It was a little scary, but that's the point. You want people who actually have hit that bar. Now making it just a paper process, there still are a lot of good PMFs that are coming, but I don't think it's entirely coincidental that, my understanding is this year there were huge numbers of PMFs who were not taken by agencies. I think the lack of the interview and generally it's not as selective of a program as it used to be."

Max Stier, the president and CEO of the Partnership for Public Service, said he agreed with Casella that OPM's decision not to continue interviews hurt the PMF program.

He said part of the reason for changing the process was budget and sequestration related. Stier added the lack of agency participation in the PMF program also was in part due to sequestration and the shutdown.

The OPM official said it's helping agencies address the need to recruit for certain skillsets, including implementing a PMF track specific to the science, technology, engineering and math (STEM) positions to help agencies better address skills shortages in these occupations.

"OPM has worked in partnership with federal agencies throughout the entire Pathways process in order to help establish the Pathways programs. In 2011, OPM established a Pathways Advisory Council to prepare agencies for a successful implementation of these new programs," the official said. "The Pathways Advisory Council continues to meet in the form of a monthly call in order to answer inquiries and foster stronger collaboration. OPM is working with [more than] 60 federal agencies to assist with the recruitment of students and recent graduates through the Pathways programs. OPM has conducted workshops, panel discussions and participated in job fairs. All agencies with a Pathways program must designate a Pathways program officer (PPO). OPM has established an 'office hours' virtual meeting for Pathways program officers and Presidential Management Fellows coordinators held the fourth Wednesday of each month. Typically, approximately 30 agencies participate in the meeting."

#### Surveys show growing discontentment

At these meetings, the official said agencies can ask OPM Pathways policy experts questions about various topics, as well as share strategies for Pathways implementation among each other.

"PPOs may also meet with each other at any time, and most agencies actively and frequently engage with their assigned OPM Pathways liaison for any implementation guidance they may require," the official said.

Recent surveys show OPM has a long way to go to change the view of Pathways.

A May survey of the 62 CHCOs and other federal HR leaders by the Partnership and Grant Thornton found 47 percent said they are not using the Pathways program or using it only to a limited extent. Meanwhile, 33 percent said they are using Pathways to a moderate extent, and only 20 percent said they are using Pathways to a great or very great extent.

The comments in the survey also tell the frustrations of CHCOs about using Pathways. HR leaders who were using the program rated as poor, on average, the degree to which the Pathways programs were meeting their needs. The survey stated the most repeated criticism stemmed from one particular item — the requirement mandating that agencies accept applications from all sources, regardless of agency need or circumstance.

One CHCO said, "We are not happy with Pathways. It is simply not working. The public

notice requirement is killing me."

The regulations require agencies to post all employment opportunities on USAJOBS and accept all applications.

The problem there is the volume of applications. One CHCO told the survey more than 30,000 applications for 10 jobs were received when they were each posted for only five days.

At the same time, with all this volume, CHCOs also said they don't have good assessment tools. One CHCO asked, "How do you deal with that, especially within the confines of merit principles?"

A Federal News Radio survey of CHCOs also found similar frustrations with Pathways, even though 93 percent of our respondents said they are implementing it. But those who chose to comment were entirely negative, calling Pathways a flawed program, poorly implemented and a huge disappointment, because the quality of candidates isn't what it used to be.

Direct hire authority also needs help

Agencies don't just face challenges with the Pathways program, but the entire hiring process still has its problems.

The panelists at the AGA event said they saw some improvements over the last few years, but overall areas such as direct hire authority need to be improved.

Commerce's Mahoney said he's most frustrated with the direct hire authority that agencies want to use, but it's hard to get OPM to approve.

He said he just asked OPM for that authority for Commerce, but compared it to being tortured by 1,000 cuts.

"I say that having fondly worked at OPM," Mahoney said. "Direct hire authority is a good flexibility. Its biggest problem from OPM's perspective is that it circumvents veterans' preference. OPM fundamentally believes competition is the best way to attract the best talent. The bar that is set for proving that there is either a shortage of talent or you've tried and can't recruit and you've got to go some other means is a high bar. OPM is normally reluctant to grant direct hire authority. My feeling is that OPM should probably do away with direct hire authority and find something else that is workable, because this doesn't work for most agencies. It's a frustrating process to go through, and OPM doesn't often grant it."

Agencies do have direct hire authority for cybersecurity, nurses and doctors positions, but Mahoney said it's a very limited flexibility that gets used.

Instead, Mahoney said OPM usually compromises and gives agencies Schedule A authority. Schedule A lets agencies hire people non-competitively for a limited time.

Stier said the Partnership submitted a proposal to OPM to change the standard for when to apply direct hire authority from a shortage of highly qualified to a shortage of minimally qualified workers, which would make it easier for agencies to obtain this flexibility. Mahoney said too often agencies apply for direct hire authority without making a good faith effort to fill these tough to fill jobs, and that's part of the reason OPM rejects the request.

GSA's Casella said the entire hiring process needs to be reviewed. He said agencies need other ways to hire good people.



"Right now you kind of have the process, which, let's be honest, has all kinds of frustrations. Or you have things like direct hire, which, at the end of the day, even though you have to go through announcements, basically I can pick whomever I want," he said. "There should be a lot of options between those two extremes that fit specific requirements."

Casella and others say competition among potential candidates remains a good thing, but there are other flexibilities that could help make the hiring process run more smoothly.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Wed, 4 Jun 2014 15:26:47 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: IG on Financial Oversight and NAPA report on Financial Information and Meeting in September

I could attend and bring David, if he's available. Let me check.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, June 04, 2014 11:14 AM  
**To:** Dan Blair  
**Subject:** RE: IG on Financial Oversight and NAPA report on Financial Information and Meeting in September

I know neither you nor Robert were on the study, but the two of you are the face of NAPA and are its salesmen for additional work so I would prefer a subject matter expert and a "sales" person attend the meeting. Do you see why I am asking you to do this?

Also, don't forget...Clay and Robert S got ET his job so he is grateful to them.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, June 04, 2014 11:10 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: IG on Financial Oversight and NAPA report on Financial Information and Meeting in September

I would have Ed or the project director, David Treworgy. Ed is out of the country I believe. Robert was not on the study.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, June 04, 2014 10:53 AM  
**To:** Dan Blair  
**Subject:** IG on Financial Oversight and NAPA report on Financial Information and Meeting in September

My next guest speaker for the Council of Inspectors General on Financial Oversight (CIGFO) is Ben Bernanke on June 23.

The issue of financial data is paramount to the efforts of the Financial Stability Oversight Council (FSOC) which is comprised of the primary financial regulators who maintain and use financial data to regulate the financial system (Treasury, OCC, CFTC, SEC, FRB/CFPB, NCUA, FIO, OFR, State Insurance

regulators). As you know the FSOC is responsible for monitoring financial system stability and the CIGFO oversees those efforts. CIGFO is comprised of the IGS from the following offices:

Treasury  
CFTC  
SEC  
HUD  
NCUA  
FRB/CFPB  
FHFA  
SIGTARP

It might be helpful for CIGFO to get a briefing on the NAPA study results which would help them with their financial audit reviews of the financial regulators.

What do you think?

Possible briefers could include you, Robert Shea, and Ed DeSeve or another study team participant from your office.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Fri, 6 Jun 2014 17:06:25 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: VA Scandal Flags Much Bigger Problems in Civil Service

He never gets anything right!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Friday, June 06, 2014 12:53 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: VA Scandal Flags Much Bigger Problems in Civil Service

Yeah and he misses the point about corruption in the VA.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, June 06, 2014 11:23 AM  
**To:** Dan Blair  
**Subject:** VA Scandal Flags Much Bigger Problems in Civil Service

He is such a copy cat.

The VA Scandal Flags Much Bigger Problems in Civil Service

This was originally published as an exclusive to Government Executive.

Allegations that employees across the Veterans Affairs Department hospital system cooked the books to cover up lengthy wait times for patients are abhorrent, and the individuals responsible for cheating the system and mistreating our veterans must be held accountable. But the resignation of Secretary Shinseki, a good man and dedicated public servant, does nothing to address the real problems at VA--or across government.

The truth is these types of problems aren't unique to the VA. There's been a recent string of challenges--from conference scandals at the General Services Administration, to inappropriate targeting of political organizations at the Internal Revenue Service, to the colossal failure of managing HealthCare.gov. These challenges are not new. They have persisted because the sum total of the congressional response has been to ask for leadership's head on a platter or pass piecemeal, isolated agency reform in response to the crisis du jour. Changing leaders is simply musical chairs when the challenges run this deep and even firing the bad actors at VA should not be the entirety of the response.



What is truly needed is a fundamental culture shift that rewards employees for raising and addressing shortcomings. This kind of change will only be achieved through thoughtful, underlying reform of the entire civil service system.

Rather than giving the next VA secretary authority to fire executives at will, which will really serve as a disincentive for top talent to serve there, what is needed from Congress is a response that will make meaningful change at VA and across government--comprehensive legislation to transform the way our government hires, develops and rewards its employees.

One aspect of this broader approach is finding a more effective way to deal with poor performers and those who engage in misconduct. It is not, as myth would lead us to believe, impossible to fire a federal employee, but it is difficult. The VA, for example, has forced out through transfers, terminations or involuntary retirements about 3,000 workers in each of the last two years, some of whom were senior executives.

But under current rules, federal employees can appeal disciplinary actions to multiple and sometimes duplicative dispute resolution forums, a process that can take months or even years, and that places an excessive burden on managers. To facilitate justice, Congress should create a unified dispute resolution process for all individual employee complaints that preserves due process rights, but speeds decision-making and ensures accountability.

Also a meaningful reform package would include a market-sensitive pay system so government can attract and compete for top talent. The raging political debate over whether federal employees are paid too much or too little is the wrong conversation. The real question should be whether we are paying an appropriate amount, and no more, to get the talent and skills we need to properly serve the public--or in this case, our nation's veterans.

The answer is to pay our employees by occupation the way every other effective organization in the country does it. This requires creation of a market-sensitive labor system for all professional positions that would establish pay rates roughly comparable to those of major private sector employers hiring for similar jobs, and that accounts for differences based on skill sets and levels of responsibility. This is technical, but essential. Under the civil service system, which prizes equity, an engineer at the GS-14 level would be paid the same amount as a human resources specialist at the same level, although the market for the two skill sets is dramatically different.

It also is essential to change the way federal agencies hire. Over the years, various laws and procedural requirements have complicated the federal hiring process, making it slow, complex and opaque. The process is so cumbersome and mysterious, it discourages candidates from applying and even if they do apply, there is little faith that the system identifies the best candidate for the job. Clearly, if the situation at VA demonstrates anything, it tells us that we need more of the best, most dedicated people in service to our veterans. We need more highly qualified and motivated young people in government, where only 7 percent are under 30, and we need a system for people to more easily move between the public and private sectors.

Congress has both an opportunity and an imperative to plan for the future federal workforce, but to do it properly, it must revamp the system that supports it. The allegations of wrongdoing at the VA could serve as a needed catalyst for change, with the White House, Congress, employee representative



organizations and other interested parties coming together and doing the hard work required to revise pay, hiring and other personnel practices, including how we handle errant employees.

Change like this is hard. It doesn't happen overnight and it won't happen at all unless Congress stops reacting piecemeal to the crisis du jour and takes the time to understand and correct the underlying shortcomings of our civil service system.

Max Stier is president and CEO of the nonprofit, nonpartisan Partnership for Public Service.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Wed, 11 Jun 2014 19:23:56 +0000  
**To:** Marshall, Susan G.; Blair, Michele(michele.blair[REDACTED])  
**Subject:** RE: Former TechAmerica Foundation President joins GSA

That is so funny. I was just meeting with Joe Tasker!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, June 11, 2014 11:21 AM  
**To:** Dan Blair; Blair, Michele (michele.blair[REDACTED])  
**Subject:** Former TechAmerica Foundation President joins GSA

#### **Jennifer Kerber joins GSA**

Jennifer Kerber, a former executive for TechAmerica Foundation and the Government Transformation Group will focus on the Federal Cloud Credential Exchange.

**The General Services Administration's Office of Citizens Services and Technologies has a new addition to its team: former TechAmerica Foundation president Jennifer Kerber.**

In the last few months OCSIT lost two major cloud leaders, David McClure and Katie Lewin, and now Kerber will be stepping into her first federal government position as director of Federal Cloud Credential Exchange program. GSA announced early on June 9 that Kerber "will be working in partnership with our FCCX team and our agency partners," the U.S. Postal Service and the National Institute of Standards and Technology.

Since April of last year, Kerber has served as executive director of the Government Transformation Group, a non-profit coalition that works to improve the effectiveness of federal government.

Prior to that, she was at TechAmerica for several years in various roles, until January 2012 when she was named president of the TechAmerica Foundation. Kerber filled that role for more than a year.

**Olga Grkavac, a former head of public sector at TechAmerica, met Kerber when she came in to interview at the association.**

"One of the many reasons we hired her was because of her rare expertise in identity management issues," Grkavac said. "She has such a passion for the issues, and loved working with industry and government."

OCSIT certainly has plenty on its plate in the coming months. In March it launched 18F, a government IT consulting office at GSA, which is rumored to be hiring up to 50 new employees before the end of the summer. And now that the FedRAMP deadline has passed, management of cloud government-wide will be of even greater import.

Kerber is no stranger to cloud -- at TechAmerica she worked on the Commission on the Leadership Opportunity in U.S. Deployment of the Cloud, CLOUD2, in 2011 -- work that earned her a 2012 Federal 100 award. It was one of the first notable studies on cloud of its time, and is still looked to by many

cloud leaders in government. Grkavac said no matter what challenge is thrown at her, Kerber will be successful.

"It's her passion that really raises her even above other outstanding people," Grkavac said. "Her desire to do the best job possible and her dedication."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Wed, 11 Jun 2014 20:08:33 +0000  
**To:** 'Dan Blair'; 'FISHER, ANN C (Ann.Fisher@prc.gov)'; 'Diane  
(diane baker241@ [REDACTED])'  
**Subject:** Cantor lost the primary to Tea party guy

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Fwd: Undeliverable: Ripon Forum Looks at the Elusive Quest for Defense Acquisition Reform - with essays by Dov Zakheim and William Greenwalt, plus Alan Simpson on the need for military entitlement reform  
**Date:** Friday, June 13, 2014 6:39:39 AM

---

Our computers have been on the fritz for weeks. Tricia has been band aiding the problems but every day our phones and computers go down.

It is a mess!!

I am in PA thru Sunday. Pls tell Michele what is going on with the computers.

I hope she is enjoying her travels and has a safe trip home.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, June 12, 2014 01:36 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Fwd: Undeliverable: Ripon Forum Looks at the Elusive Quest for Defense Acquisition Reform - with essays by Dov Zakheim and William Greenwalt, plus Alan Simpson on the need for military entitlement reform

Your email is rejecting Michele's messages. Did they cut off???

Sent from my iPhone

Begin forwarded message:

**From:** Mail Delivery System <[MAILER-DAEMON@in1mail.treasury.gov](mailto:MAILER-DAEMON@in1mail.treasury.gov)>  
**Date:** June 12, 2014 at 1:33:36 PM EDT  
**To:** <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Subject:** Delivery Status Notification (Failure)

The following message to <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> was undeliverable.  
The reason for the problem:  
5.3.0 - Other mail system problem 554-'rejected due to spam content'



**From:** [Marshall, Susan G.](#)  
**To:** "Dan Blair"  
**Subject:** RE: Request : ##8019## raised by you was closed  
**Date:** Friday, June 13, 2014 6:45:09 AM

---

Then I need to send more emails to completely break the system! LOL!

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, June 13, 2014 06:43 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Request : ##8019## raised by you was closed

You email too much. It overheated the system.

Sent from my iPhone

On Jun 13, 2014, at 6:40 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

See below.

-----Original Message-----

**From:** ServiceDesk  
**Sent:** Thursday, June 12, 2014 02:50 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Request : ##8019## raised by you was closed

Dear Marshall, Susan G.,

Request initiated by you was closed. The title of the request is :

email delay messages

Resolution is : Delay was due to server downtime due to datacenter overheating.  
All mail processed by 4PM

Complete details of the request can be viewed at  
<http://wa1srv18:80/WorkOrder.do?woMode=viewWO&woID=8019>

regards,  
Sys Admin team.

**Note** This is an automated mail. Do not reply to this mail

**From:** Marshall, Susan G.  
**Sent:** Mon, 16 Jun 2014 11:51:57 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: New book with the premise that the oppressive Federal personnel system contributed to 9/11

Yep, all Tania's fault.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---


**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, June 16, 2014 7:49 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: New book with the premise that the oppressive Federal personnel system contributed to 9/11


More than likely it was the Office of Congressional Relations.


---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, June 16, 2014 7:44 AM  
**To:** Dan Blair  
**Subject:** New book with the premise that the oppressive Federal personnel system contributed to 9/11

New Edition of Dr. Theodore G. Pavlopoulos' Thought Provoking Book Asks the Hard Question: Could 9/11 Have Been Prevented?

June 15 8:21  
2014  Print Article

 Email Link

 by Books News Desk

Retired U.S. Navy physicist Dr. Theodore G. Pavlopoulos asserts that the flawed and oppressive personnel system of the U.S. federal government opened us up to the September 11, 2001 terrorist attack, and continues to threaten American security today.

According to the author, if nothing changes, the government bureaucracy's crisis level personnel problems will continue to have dramatic consequences for America. "We must consider proposed solutions, including abolishing the Office of Personnel Management so we can build an efficient 21st-century federal workforce," he writes.

Based on records Dr. Pavlopoulos kept during his 37 years in Navy, he shares the frustrations and concerns felt by many in the government about OPM, which leads to the question **the author so provocatively asks: "Is the U.S. Office of Personnel Management Responsible for 9/11?" Find out how he answers the question in "The American Bureaucracy: A Veteran's Eye-Opening Memoirs."**

Is the U.S. Office of Personnel Management Responsible for 9/11? the American Bureaucracy: a Veteran's Eye-opening Memoirs (ISBN: 978-1-62516-723-1) is available in soft cover for \$16.50 and can be ordered through the publisher's website:

<http://sbprabooks.com/TheodoreGPavlopoulos> or at [www\(dot\)amazon\(dot\)com](http://www.amazon.com) or [www\(dot\)barnesandnoble\(dot\)com](http://www.barnesandnoble.com). The multi-format ebook edition (978-1-63135-049-8) is available for Amazon/Kindle, Barnes & Noble/Nook and through ebook vendors online.

WHOLESALE: This book is distributed by Ingram Books and other wholesale distributors. Contact your representative with the ISBN for purchase. Wholesale purchase for retailers, universities, libraries, and other organizations is also available through the publisher; please email [bookorder\(at\)aeg-online-store\(dot\)com](mailto:bookorder(at)aeg-online-store(dot)com)

About the Author: Dr. Theodore G. Pavlopoulos is a retired physicist who was born in Greece and educated in Germany. During World War II, he studied chemistry for two years at the State Academy for Technology in Chemnitz. From 1946 to 1951, he studied physics at the Technical University of Berlin and the University of Göttingen. He obtained a diploma in physics (equiv. MS degree) in 1951 and a doctorate in 1953 from the University of Göttingen. He immigrated to Canada, where he worked as a postdoctoral fellow at the University of Toronto and the British Columbia Research Council. He became a physicist at Convair in San Diego and then worked with the Navy in 1965 as a physicist in San Diego, where he retired in 2003. In 1975, he was elected a member of the New York Academy of Sciences. During his career, he authored or co-authored 65 scientific papers.

Strategic Book Publishing and Rights Co, LLC

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Dan Blair  
**Sent:** Tue, 17 Jun 2014 14:30:05 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: Bill language shows \$35,351 for TOIG

I don't see congress giving themselves a pay increase and that stops any increase for PAS

Sent from my iPhone

On Jun 17, 2014, at 10:28 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

No, I don't think they will. I think GS-15 and below will get a minimal pay raise, WIGIs, and bonuses, and SES will get big bonuses again, and PAS will get raises as well because there are less of them than the millions of employees in the GS system.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 17, 2014 10:26 AM  
**To:** Marshall, Susan G.  
**Cc:** Diane ([diane baker241@](mailto:diane baker241@) [REDACTED])  
**Subject:** Re: Bill language shows \$35,351 for TOIG

PAS will see another pay freeze don't you think?

Sent from my iPhone

On Jun 17, 2014, at 10:24 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I am so bad at managing up...see below.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, June 17, 2014 10:22 AM  
**To:** Thorson, Eric M; Freedman, Marla A.; Delmar, Richard K.  
**Subject:** RE: Bill language shows \$35,351 for TOIG

I am sure it won't be in the final bill, but I am sure another pay freeze or 1% pay increase or less will be in the final bill for other than SES, politicals, the VP, and the President.

The Senate will never agree to the House provisions below.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Thorson, Eric M  
**Sent:** Tuesday, June 17, 2014 10:17 AM  
**To:** Marshall, Susan G.; Freedman, Marla A.; Delmar, Richard K.  
**Subject:** RE: Bill language shows \$35,351 for TOIG

**You failed to mention this bit of heresy!**

**“Other Legislative Provisions** – The legislation contains several policy provisions, including:

- ? A prohibition against the use of funds for abortion in the Federal Employee Health Benefits program;
- ? A prohibition on funding to require that entities applying for or conducting work under federal contracts disclose campaign contributions;
- ? A prohibition on travel to Cuba for educational exchanges not involving academic study pursuant to a degree program; and
- ? **A prohibition on funds for an increase in pay for the Vice President and other senior political appointees.”**

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, June 17, 2014 9:54 AM  
**To:** Freedman, Marla A.; OIG-Senior Management; OIG-OA-Directors; Klimpel, Larissa  
**Subject:** Bill language shows \$35,351 for TOIG

#### OFFICE OF INSPECTOR GENERAL SALARIES AND EXPENSES

For necessary expenses of the Office of Inspector General in carrying out the provisions of the Inspector General Act of 1978, **\$35,351,000, including hire of passenger motor vehicles; of which not to exceed \$100,000 shall be available for unforeseen emergencies of a confidential nature, to be allocated and expended under the direction of the Inspector General of the Treasury; and of which not to exceed \$1,000 shall be available for official reception and representation expenses.**

12 TREASURY INSPECTOR GENERAL FOR TAX  
13 ADMINISTRATION  
14 SALARIES AND EXPENSES



15 For necessary expenses of the Treasury Inspector General for Tax Administration in carrying out the  
Inspector General Act of 1978, including purchase and hire of passenger motor vehicles (31 U.S.C.  
1343(b)); and services authorized by 5 U.S.C. 3109, at such rates as  
20 may be determined by the Inspector General for Tax Administration; \$158,000,000, of which  
\$5,000,000 shall remain available until September 30, 2016; of which not to exceed \$500,000 shall be  
available for unforeseen emergencies of a confidential nature, to be allocated and expended under the  
direction of the Inspector General for Tax Administration; and of which not to exceed \$1,500  
2 shall be available for official reception and representation expenses.

#### 4 SPECIAL INSPECTOR GENERAL FOR THE TROUBLED

##### 5 ASSET RELIEF PROGRAM

##### 6 SALARIES AND EXPENSES

7 For necessary expenses of the Office of the Special Inspector General in carrying out the provisions of  
the

9 Emergency Economic Stabilization Act of 2008 (Public  
10 Law 110-343), \$34,234,000.

#### 11 FINANCIAL CRIMES ENFORCEMENT NETWORK

##### 12 SALARIES AND EXPENSES

13 For necessary expenses of the Financial Crimes En14  
forcement Network, including hire of passenger motor ve15  
hicles; travel and training expenses of non-Federal and  
16 foreign government personnel to attend meetings and  
17 training concerned with domestic and foreign financial in18  
telligence activities, law enforcement, and financial regula19  
tion; services authorized by 5 U.S.C. 3109; not to exceed  
20 \$7,000 for official reception and representation expenses;  
21 and for assistance to Federal law enforcement agencies,  
22 with or without reimbursement, \$108,661,000, of which  
23 not to exceed \$34,335,000 shall remain available until  
24 September 30, 2017.

VerDate Nov 24 2008 15:11 Jun 16, 2014 Jkt 000000 PO 00000 Frm 00005 Fmt 6652 Sfmt 6201

C:\USERS\WCHANG\APPDATA\ROAMING\SOFTQUAD\XMETAL\7.0\GEN\C\SUBCOMMITT

June 16, 2014 (3:11 p.m.)

H:\XML\FY 15\SUBCOMMITTEE.XML

L:\VA\061614\A061614.019.xml

6

#### 1 TREASURY FORFEITURE FUND

##### 2 (RESCISSION)

3 Of the unobligated balances available under this  
4 heading, \$750,000,000 are rescinded.

##### 5 BUREAU OF THE FISCAL SERVICE

##### 6 SALARIES AND EXPENSES

7 For necessary expenses of operations of the Bureau  
8 of the Fiscal Service, \$348,184,000; of which not to ex9  
ceed \$4,210,000, to remain available until September 30,

10 2017, is for information systems modernization initiatives;  
11 and of which \$5,000 shall be available for official reception  
12 and representation expenses.

13 In addition, \$165,000, to be derived from the Oil  
14 Spill Liability Trust Fund to reimburse administrative  
15 and personnel expenses for financial management of the  
16 Fund, as authorized by section 1012 of Public Law 101–  
17 380.

18 ALCOHOL AND TOBACCO TAX AND TRADE BUREAU  
19 SALARIES AND EXPENSES

20 For necessary expenses of carrying out section 1111  
21 of the Homeland Security Act of 2002, including hire of  
22 passenger motor vehicles, \$96,000,000; of which not to ex23  
ceed \$6,000 for official reception and representation ex24  
penses; not to exceed \$50,000 for cooperative research and  
25 development programs for laboratory services; and provi-  
VerDate Nov 24 2008 15:11 Jun 16, 2014 Jkt 000000 PO 00000 Frm 00006 Fmt 6652 Sfmt 6201  
C:\USERS\WCHANG\APPDATA\ROAMING\SOFTQUAD\XMETAL\7.0\GEN\C\SUBCOMMITT  
June 16, 2014 (3:11 p.m.)

H:\XML\FY 15\SUBCOMMITTEE.XML

L:\VA\061614\A061614.019.xml

7

1 sion of laboratory assistance to State and local agencies  
2 with or without reimbursement.

3 UNITED STATES MINT

4 UNITED STATES MINT PUBLIC ENTERPRISE FUND

5 Pursuant to section 5136 of title 31, United States  
6 Code, the United States Mint is provided funding through  
7 the United States Mint Public Enterprise Fund for costs  
8 associated with the production of circulating coins, numis9  
matic coins, and protective services, including both oper10  
ating expenses and capital investments: Provided, That  
11 the aggregate amount of new liabilities and obligations in12  
curred during fiscal year 2015 under such section 5136  
13 for circulating coinage and protective service capital in14  
vestments of the United States Mint shall not exceed  
15 \$20,000,000.

16 COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS  
17 FUND PROGRAM ACCOUNT

18 To carry out the Riegle Community Development and  
19 Regulatory Improvements Act of 1994 (subtitle A of title  
20 I of Public Law 103–325), including services authorized  
21 by section 3109 of title 5, United States Code, but at rates  
22 for individuals not to exceed the per diem rate equivalent  
23 to the rate for EX-3, \$230,000,000. Of the amount appro24



priated under this heading—

VerDate Nov 24 2008 15:11 Jun 16, 2014 Jkt 000000 PO 00000 Frm 00007 Fmt 6652 Sfmt 6201

C:\USERS\WCHANG\APPDATA\ROAMING\SOFTQU

1) not less than \$177,000,000 is available

2 until September 30, 2016, for financial assistance

3 and technical assistance under sections 108(a)(1)(A)

4 and 108(a)(1)(B), respectively, of Public Law 103-

5 325, of which up to \$3,102,500 may be used for the

6 cost of direct loans: Provided, That the cost of direct

7 loans, including the cost of modifying such loans,

8 shall be as defined in section 502 of the Congres

9 sional Budget Act of 1974: Provided further, That

10 these funds are available to subsidize gross obliga

11 tions for the principal amount of direct loans not to

12 exceed \$25,000,000;

13 (2) not less than \$15,000,000 is available until

14 September 30, 2016, for financial assistance, tech

15 nical assistance, training and outreach programs, de

16 signed to benefit Native American, Native Hawaiian,

17 and Alaskan Native communities and provided pri

18 marily through qualified community development

19 lender organizations with experience and expertise in

20 community development banking and lending in In

21 dian country, Native American organizations, tribes

22 and tribal organizations and other suitable pro

23 viders;

VerDate Nov 24 2008 15:11 Jun 16, 2014 Jkt 000000 PO 00000 Frm 00008 Fmt 6652 Sfmt 6201

C:\USERS\WCHANG\APPDATA\ROAMING\SOFTQUAD\XMETAL\7.0\GEN\C\SUBCOMMITT

June 16, 2014 (3:11 p.m.)

H:\XML\FY 15\SUBCOMMITTEE.XML

L:\VA\061614\A061614.019.xml

9

1 (3) not less than \$18,000,000 is available until

2 September 30, 2016, for the Bank Enterprise Award

3 program; and

4 (4) up to \$20,000,000 may be used for admin

5 istrative expenses, of which up to \$300,000 for the

6 administrative expenses of a direct loan program.

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** Freedman, Marla A.

**Sent:** Tuesday, June 17, 2014 9:48 AM

**To:** OIG-Senior Management; OIG-OA-Directors; Klimpel, Larissa

**Subject:** FW: Appropriations Committee Releases FY2015 Financial Services Bill

From the press release, it looks like most of the Treasury proposed cuts are at the IRS. There is also a blurb supporting the continued ban on travel to Cuba. Also, looks like they want to fund CFPB through appropriations.

**Marla A. Freedman**

Assistant Inspector General for Audit

Department of the Treasury

(202) 927-6516

NOTICE: This electronic message transmission contains information, which may be FOR OFFICIAL USE ONLY or subject to the Privacy Act of 1974.

---

**From:** Chang, Winnie [<mailto:Winnie.Chang@mail.house.gov>]

**Sent:** Tuesday, June 17, 2014 9:21 AM

**To:** 'Amy.amato@irs.gov'; Freedman, Marla A.; 'Lisa.Pena@treasury.gov'; 'Matthew.sutphen@tigta.treas.gov'; 'Patrick.Obrien@fincen.gov'; 'arizek@ustaxcourt.gov'; 'bermans@cdfi.treas.gov'; 'dpugh@fec.gov'

**Subject:** Fw: Appropriations Committee Releases FY2015 Financial Services Bill

Please let me know if you have questions.

---

**From:** Hing, Jennifer

**Sent:** Tuesday, June 17, 2014 09:13 AM

**Subject:** Appropriations Committee Releases FY2015 Financial Services Bill

# ***NEWS***

## ***House Appropriations Committee***

***Chairman Hal Rogers***

**Website address:** <http://appropriations.house.gov/>

For Immediate Release: June 17, 2014

Contact: Jennifer Hing, (202) 226-7007

### **Appropriations Committee Releases Fiscal Year 2015 Financial Services Bill**

***Legislation will fund the judiciary, law enforcement, and small business programs, while targeting the Internal Revenue Service for cuts***



WASHINGTON, D.C. – The House Appropriations Committee today released the fiscal year 2015 Financial Services and General Government Appropriations bill, which will be considered in subcommittee tomorrow. The bill provides annual funding for the Treasury Department, the Judiciary, the Small Business Administration, the Securities and Exchange Commission, and several other agencies.

The bill totals \$21.3 billion in funding for these agencies, which is \$566 million below the fiscal year 2014 enacted level and \$2.3 billion below the President's request for these programs. The legislation prioritizes programs critical to enforcing laws, maintaining an effective judiciary system, and helping small businesses, while targeting lower-priority or poor-performing programs – such as the Internal Revenue Service – for reductions.

“This bill reflects common-sense decisions to place priority on programs and services that are effective, efficient, and essential to the financial health of our nation and the federal government's service to our people,” House Appropriations Chairman Hal Rogers said. “In order to make these investments and to be good stewards of each and every tax dollar, the bill focuses cuts on lower-priority or poor-performing agencies – such as the scandal-plagued and inefficient Internal Revenue Service.”

“The subcommittee jurisdiction covers a diverse group of agencies and activities, including financial regulators, tax collection, the White House, federal courts, the District of Columbia, the General Services Administration, and the Small Business Administration,” Subcommittee Chairman Ander Crenshaw said. “With an allocation of \$566 million less than fiscal year 2014, we have provided critical funding to support small businesses and law enforcement while reducing funding for activities that are not essential to the operations of the federal government or that have a history of wasting taxpayer resources. The bill also takes important steps to make the Administration, the Internal Revenue Service in particular, more transparent and accountable to the taxpayer,” he continued.

### **Bill Highlights:**

**Internal Revenue Service (IRS)** – Included in the bill is \$10.95 billion for the IRS – a cut of \$341 million below the fiscal year 2014 enacted level and \$1.5 billion below the President's budget request. This will bring the agency's budget below the sequester level and below the level that was in place in fiscal year 2008. This funding level is sufficient for the IRS to perform its core duties, including taxpayer services and the proper collection of funds, but will require the agency to streamline and make better use of its budget.

In addition, due to the inappropriate actions by the IRS in targeting groups that hold certain political beliefs, as well as its previous improper use of taxpayer funds, the bill includes the following provisions:

- 2 A prohibition on a proposed regulation related to political activities and the tax-exempt status of 501(c)(4) organizations. The proposed regulation could jeopardize the tax-exempt status of many non-profit organizations and inhibit



citizens from exercising their right to freedom of speech, simply because they may be involved in political activity.

- ? A prohibition on funds for bonuses or awards unless employee conduct and tax compliance is given consideration.
- ? A prohibition on funds for the IRS to target groups for regulatory scrutiny based on their ideological beliefs.
- ? A prohibition on funds for the IRS to target individuals for exercising their First Amendment rights.
- ? A prohibition on funding for the production of inappropriate videos and conferences.
- ? A prohibition on funding for the White House to order the IRS to determine the tax-exempt status of an organization.
- ? A requirement for extensive reporting on IRS spending.

**ObamaCare** – The bill also includes provisions to stop the IRS from further implementing ObamaCare, including a prohibition on any transfers of funding from the Department of Health and Human Services to the IRS for ObamaCare uses, and a prohibition on funding for the IRS to implement an individual insurance mandate on the American people.

**Judiciary** – Included in the bill is \$6.7 billion for the federal courts – an increase of \$162 million above the fiscal year 2014 enacted level. This will provide sufficient funding for all federal court activities, the supervision of offenders and defendants living in our communities, court security, and the timely and efficient processing of federal cases.

**Small Business Administration (SBA)** – The bill contains \$862 million for the SBA to help provide opportunities for American small businesses to get off the ground, grow our economy, and create more jobs for our workers. To this end, the bill fully funds business loans at \$195 million. This is \$68 million below the fiscal year 2014 enacted level due to a reduction in loan subsidy rates, but is sufficient to support all expected loan demand. The bill fully funds disaster loan implementation costs at \$187 million to allow for a quick and efficient emergency loan process when unexpected natural disasters strike individuals and small businesses. The bill also funds Small Business Development Centers (SBDC) above the request at \$115 million and Women's Business Centers (WBC) above the request at \$15 million.

**General Services Administration (GSA)** – The bill allows the GSA to spend \$9.1 billion out of the Federal Buildings Fund, a cut of \$240 million below the fiscal year 2014 enacted level. This level of funding will cover the rent and other costs of buildings and properties owned or occupied by federal government agencies across the nation.

The legislation also helps to save taxpayer dollars and reduce the GSA inventory by providing \$100 million for space consolidation and \$25 million to dispose of surplus properties. In addition, the bill continues strong oversight measures, including reporting on spending and the status of GSA's facilities portfolio.

**Securities and Exchange Commission (SEC)** – Included in the bill is \$1.4 billion for the Securities and Exchange Commission (SEC), which is \$50 million above the fiscal year 2014 enacted level and \$300 million below the President’s budget request. The increase in funds is targeted specifically toward critical information technology initiatives. The legislation also includes a prohibition on the SEC spending any money out of its “reserve fund” – essentially a slush fund for the SEC to use without any congressional oversight.

In addition, the legislation contains requirements for the Administration to report to Congress on the cost and regulatory burdens of the Dodd-Frank Act, and a prohibition on funding to require political donation information in SEC filings.

**Consumer Financial Protection Bureau (CFPB)** – The bill includes a provision to change the funding source for the CFPB from the Federal Reserve to the congressional appropriations process, starting in fiscal year 2016. Currently, funding for this agency is provided by mandatory spending and is not subject to annual congressional review. This change will allow for increased accountability and transparency of the agency’s activities and use of tax dollars. The legislation also requires extensive reporting on CFPB activities.

**Consumer Product Safety Commission (CPSC)** – The CPSC is funded at \$118 million in the bill, which is the same as the fiscal year 2014 enacted level and \$5 million below the request.

**Federal Communications Commission (FCC)** – The bill contains \$323 million for the FCC – a cut of \$17 million below the fiscal year 2014 enacted level and \$53 million below the request.

**Federal Trade Commission (FTC)** – The bill provides \$293 million for the FTC, which is \$5 million below the fiscal year 2014 enacted level.

**Executive Office of the President (EOP)** – The legislation contains \$674 million for the EOP – essentially the same as the fiscal year 2014 enacted level. The bill denies the President’s proposed cuts to drug control efforts, including the High Intensity Drug Trafficking Areas (HIDTA) and Drug-Free Communities programs. The bill also includes a requirement that the Office of Management and Budget submit the President’s budget request on time – or face a withholding of approximately seven months of their budget until the request is sent. In addition, the bill contains a prohibition on funding for the EOP to prepare signing statements and Executive Orders that contradict existing law.

**District of Columbia** – The bill contains a \$637 million federal payment to the District of Columbia – a reduction of \$37 million below the fiscal year 2014 enacted level and \$66 million below the request. Within this amount, the bill targets resources on public safety and security costs, and includes \$45 million for the SOAR Act, which provides scholarships to low-income students in DC to attend private schools.

In addition, the legislation maintains a longstanding provision prohibiting federal and local funds from being used for abortion, and prohibitions on federal funds from being used for needle exchange and medical marijuana programs in the District of Columbia. The bill also allows the

city to spend its local funds in fiscal year 2016 in the unlikely event of a federal shutdown under the terms and conditions provided in this bill.

**Other Legislative Provisions** – The legislation contains several policy provisions, including:

- ? A prohibition against the use of funds for abortion in the Federal Employee Health Benefits program;
- ? A prohibition on funding to require that entities applying for or conducting work under federal contracts disclose campaign contributions;
- ? A prohibition on travel to Cuba for educational exchanges not involving academic study pursuant to a degree program; and
- ? A prohibition on funds for an increase in pay for the Vice President and other senior political appointees.

**For the Subcommittee draft text of the legislation, please visit:**

**<http://appropriations.house.gov/UploadedFiles/BILLS-113HR-SC-AP-FY2015-FServices-SubcommitteeDraft.pdf>**

#####



**From:** Dan Blair  
**Sent:** Tue, 17 Jun 2014 16:13:58 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: For your files

Our emails were done via FOIA and not by way of access to government websites. So I would say no. Our emails should have been exempted under the Privacy Act.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, June 17, 2014 12:05 PM  
**To:** Dan Blair  
**Subject:** RE: For your files

Should this provision have been applied to your emails to me?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 17, 2014 12:03 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: For your files

I thought it dated back, in one way, shape or form, to the whole cookie question. Remember Paul Noe was dealing with that issue on GAC.

Some were afraid that agencies were monitoring the public's use of government websites through cookies.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, June 17, 2014 12:00 PM  
**To:** Dan Blair  
**Subject:** RE: For your files

I don't know. If it was, I never paid attention to it, but now I have an interest in all records management policies.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Tuesday, June 17, 2014 11:59 AM

**To:** Marshall, Susan G.

**Subject:** RE: For your files

Hasn't been in previous bills?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Tuesday, June 17, 2014 11:57 AM

**To:** Dan Blair; FISHER, ANN C ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)); Baker, Diane M.

**Subject:** For your files

SEC. 725. (a) PROHIBITION OF FEDERAL AGENCY MONITORING OF INDIVIDUALS' INTERNET USE.—None of the funds made available in this or any other Act may be used by any Federal agency—

(1) to collect, review, or create any aggregation of data, derived from any means, that includes any personally identifiable information relating to an individual's access to or use of any Federal Government Internet site of the agency; or (2) to enter into any agreement with a third party (including another government agency) to collect, review, or obtain any aggregation of data, derived from any means, that includes any personally identifiable information relating to an individual's access to or use of any nongovernmental Internet site.

(b) EXCEPTIONS.—The limitations established in subsection (a) shall not apply to—

- (1) any record of aggregate data that does not identify particular persons;
- (2) any voluntary submission of personally identifiable information;
- (3) any action taken for law enforcement, regulatory, or supervisory purposes, in accordance with applicable law; or
- (4) any action described in subsection (a)(1) that is a system security action taken by the operator of an Internet site and is necessarily incident to providing the Internet site services or to protecting the rights or property of the provider of the Internet site.

(c) DEFINITIONS.—For the purposes of this section:

(1) The term “regulatory” means agency actions to implement, interpret or enforce authorities 3 provided in law.

(2) The term “supervisory” means examinations of the agency's supervised institutions, including assessing safety and soundness, overall financial condition, management practices and policies and compliance with applicable standards as provided in law.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842





**From:** Marshall, Susan G.  
**Sent:** Wed, 18 Jun 2014 14:43:31 +0000  
**To:** 'Dan Blair'; FISHER, ANN C (Ann.Fisher@prc.gov); Baker, Diane M.  
**Subject:** RE: what in the world?

This looks fishy....someone should investigate how and why the OIG has a sudden interest in sensors, which some senior counsel has been pushing for years.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Wednesday, June 18, 2014 10:42 AM  
**To:** Marshall, Susan G.; FISHER, ANN C (Ann.Fisher@prc.gov); Baker, Diane M.  
**Subject:** RE: what in the world?

Isn't this called "BIG BROTHER?"

Why is the OIG doing this?

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, June 18, 2014 9:58 AM  
**To:** Dan Blair; FISHER, ANN C (Ann.Fisher@prc.gov); Baker, Diane M.  
**Subject:** what in the world?

Postal Service Explores Sensors, Data Collection Via 'Vehicles, Mailboxes, Machines, Letter Carriers'  
7:01 AM, Jun 18, 2014  
BY JERYL BIER

The U.S. Postal Service is seeking a company to help develop a program called the Internet of Postal Things. The Risk Analysis Research Center (RARC), **part of the Postal Service's Office of the Inspector General (OIG), is looking for a supplier** "who possesses expertise and critical knowledge of the Internet of Things, data strategy and analytics, and the Postal Service's operations, infrastructure, products and services." The OIG is exploring ways for the Postal Service to benefit from the technology that provides "virtually unlimited opportunities to collect and process data from any device, infrastructure, machine and even human beings."

The idea was first raised at a January 28, 2014 meeting sponsored by the OIG and the Universal Postal Union. The "Internet of Things" concept is defined in the documents accompanying the OIG's solicitation as:

[T]he ability to embed sensors and other data collection technologies into physical objects, infrastructures, and the surroundings in which people live and businesses operate – is one of the latest technology revolutions that are affecting the nature of business.

The OIG acknowledges the issue of privacy and asks that respondents have "appropriate knowledge to assess the impact of privacy and transparency policies on the design of data strategies is also requested."

The documents note that the collection of data is nothing new for the Postal Service, and that the new technology will supplement and enhance the information already collected in various ways:

The U.S. Postal Service has always been a major creator of large datasets – from mail origin/destination information to quality of service data, and letter mail scans.

The application of sensors and other data collection technologies to the various components of the postal infrastructure (vehicles, mailboxes, machines, letter carriers etc.), combined with powerful software and analytical tools, could help the Postal Service bring data management to the next level. It would create new rich data sources that could help the Postal Service improve operational performance, customer service, create new products and services, and support more efficient decision-making processes. The "Internet of Postal Things" could also have a positive spillover effect on other adjacent non-postal sectors, as the information collected by and for the Postal Service could be useful to others.

The contract for the research and reporting for the Internet of Postal Things project is expected to be less than \$100,000. The timeline calls for the work to be completed with various presentations and possibly a white paper on the subject before the end of 2014.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** FISHER, ANN C  
**Sent:** Wed, 18 Jun 2014 14:46:50 +0000  
**To:** Dan Blair; Marshall, Susan G.; Baker, Diane M.  
**Subject:** RE: what in the world?

RARC has them getting into all sorts of questionable things. I don't see that the IG has a place in this debate, nor suggesting the postal service provide banking!!!

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Wednesday, June 18, 2014 10:42 AM  
**To:** Marshall, Susan G.; FISHER, ANN C; Baker, Diane M.  
**Subject:** RE: what in the world?

Isn't this called "BIG BROTHER?"

Why is the OIG doing this?

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, June 18, 2014 9:58 AM  
**To:** Dan Blair; FISHER, ANN C (Ann.Fisher@prc.gov); Baker, Diane M.  
**Subject:** what in the world?

Postal Service Explores Sensors, Data Collection Via 'Vehicles, Mailboxes, Machines, Letter Carriers'  
7:01 AM, Jun 18, 2014  
BY JERYL BIER

The U.S. Postal Service is seeking a company to help develop a program called the Internet of Postal Things. The Risk Analysis Research Center (RARC), **part of the Postal Service's Office of the Inspector General (OIG), is looking for a supplier** "who possesses expertise and critical knowledge of the Internet of Things, data strategy and analytics, and the Postal Service's operations, infrastructure, products and services." The OIG is exploring ways for the Postal Service to benefit from the technology that provides "virtually unlimited opportunities to collect and process data from any device, infrastructure, machine and even human beings."

The idea was first raised at a January 28, 2014 meeting sponsored by the OIG and the Universal Postal Union. The "Internet of Things" concept is defined in the documents accompanying the OIG's solicitation as:

[T]he ability to embed sensors and other data collection technologies into physical objects, infrastructures, and the surroundings in which people live and businesses operate – is one of the latest technology revolutions that are affecting the nature of business.

The OIG acknowledges the issue of privacy and asks that respondents have "appropriate knowledge to assess the impact of privacy and transparency policies on the design of data strategies is also requested."



The documents note that the collection of data is nothing new for the Postal Service, and that the new technology will supplement and enhance the information already collected in various ways:

The U.S. Postal Service has always been a major creator of large datasets – from mail origin/destination information to quality of service data, and letter mail scans.

The application of sensors and other data collection technologies to the various components of the postal infrastructure (vehicles, mailboxes, machines, letter carriers etc.), combined with powerful software and analytical tools, could help the Postal Service bring data management to the next level. It would create new rich data sources that could help the Postal Service improve operational performance, customer service, create new products and services, and support more efficient decision-making processes. The “Internet of Postal Things” could also have a positive spillover effect on other adjacent non-postal sectors, as the information collected by and for the Postal Service could be useful to others.

The contract for the research and reporting for the Internet of Postal Things project is expected to be less than \$100,000. The timeline calls for the work to be completed with various presentations and possibly a white paper on the subject before the end of 2014.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Thu, 19 Jun 2014 15:31:45 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Planned Protest in DC (Washington)

That is the other protest called the March against Marriage which was organized by the Mormon divorce attorneys. They are really rich!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, June 19, 2014 11:30 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: Planned Protest in DC (Washington)

I'm confused. I thought they would be polygamists.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Thursday, June 19, 2014 11:28 AM  
**To:** Dan Blair  
**Subject:** RE: Planned Protest in DC (Washington)

I think the protesters are wedding planners trying to drum up business. Good advertising don't you think?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, June 19, 2014 11:20 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: Planned Protest in DC (Washington)

He has such an officious signature line

Wtf is a march for marriage?

Sent from my iPhone

On Jun 19, 2014, at 11:19 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

FYI.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Johnson, Roderick M.  
**Sent:** Thursday, June 19, 2014 10:27 AM  
**To:** OIG-OM; OIG-OC; OIG-OA-DC-All; OIG-SBLF All; OIG-OI All; Thorson, Eric M; Marshall, Susan G.  
**Subject:** FW: Planned Protest in DC (Washington)  
**Importance:** High

**Washington, DC - Thousands are expected to gather for the 2014 March for Marriage today.**

**Incident:** Security, Planned Protest  
**Severity:** Moderate  
**Confirmation:** Media  
**Source:** Media

**Location:**  
Multiple Locations  
Washington, DC  
United States

**Description:**

Sources indicate that thousands of demonstrators are expected to gather for the 2014 March for Marriage march and rally in Washington, DC today. Demonstrators are expected to gather prior to 10:30am local time on the eastern edge of the National Mall, near First St NW, after which they will begin a march around the US Capitol building along First St NW, Constitution Ave, and First St NE. The march will conclude at approximately 2:00pm local time following a rally outside the Supreme Court building, located near First St NE and E Capitol St NE. The protest has been organized by the National Organization for Marriage and is expected to involve speeches from various prominent public figures. Expect associated traffic disruptions and an increased police presence for the duration of the rally. Counter protests may take place in the vicinity; however, there are no indications that violent confrontations are expected at this time.

v/r,

**Roderick "Rod" Johnson**  
Security Officer  
Office of Management  
740 15th Street NW, Suite 510

Washington, DC 20220

(P): (202) 927-5023

(F): (202) 927-6492

[www.treasury.gov](http://www.treasury.gov)

<image001.jpg>

**From:** Marshall, Susan G.  
**Sent:** Thu, 19 Jun 2014 21:34:48 +0000  
**To:** 'Dan Blair'  
**Subject:** FW: Possible September CIGFO Speaker

Fyi. Stay tuned...

-----Original Message-----

**From:** Thorson, Eric M  
**Sent:** Thursday, June 19, 2014 05:30 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Possible September CIGFO Speaker

I do not want to do another one of these for a while.

Eric

-----Original Message-----

**From:** Marshall, Susan G.  
**Sent:** Thursday, June 19, 2014 04:33 PM Eastern Standard Time  
**To:** Thorson, Eric M; Freedman, Marla A.; Taylor, Robert A.  
**Subject:** Possible September CIGFO Speaker

Hi Eric,

What would you think about asking the NAPA team lead and Dan B to brief IGs at the next CIGFO meeting on the report they did on how agencies are using financial data? It might be somewhat timely since everyone is trying to figure out what data will be made publicly available with the implementation of the DATA Act.

The report summary is below.

If you think this is something you might want to pursue you could let CIGFO members know about it at the Monday meeting.

**Financial and Related Information for Decision-Making: Enhancing Management Information to Support Operational Effectiveness and Priority Goals**

April 2014 - The Chief Financial Officers Act of 1990 and subsequent legislation called for improved financial information and improved financial standards, including a managerial cost accounting standard that requires government agencies to develop the capability to look at the "full cost" of operations. Over the past two decades, significant reforms relating to financial and performance reporting have been made.



The mission of the Federal Accounting Standards Advisory Board (FASAB) is to serve the public interest by improving federal financial reporting. In doing so, FASAB established managerial cost accounting standards in 1995, yet continues to be advised of a need to improve the internal availability of cost information and its linkage to performance information.

**FASAB requested that a three-member Panel of the National Academy of Public Administration, chaired by G. Edward DeSeve, determine how federal executives and senior managers currently use financial and related information, what gaps they see that impact their ability to manage effectively, and what opportunities exist to close those gaps.**

#### Key Findings

1.Data generally are highly accurate and granular, but federal agencies face challenges in analyzing and transforming data into readily understood, actionable information for executive decision-making--especially the linking of budget, costs, and performance.

2.The degree to which financial data are effectively used for decision-making is heavily driven by each organization's revenue source and operational approach.

Agencies tended toward one of two general camps: 1) user fee-based revenue and/or production-oriented, direct operations agencies, where external pressure for transparency fosters the creation and use of financial and cost analysis for decision-making by executives and senior managers; and 2) appropriations-based revenue and/or regulatory, policy, and grant-making agencies, which generally have fewer needs for detailed financial and cost analysis. Both types of agencies can utilize financial data more effectively if leadership instills a culture that pays attention to costs and performance by creating structures and incentives that encourage employees to carefully examine these issues.

3.CFO organizations will increasingly need to offer valuable decision-making support to executives and senior managers. They should continue to evolve from a legacy core focus on transaction processing and compliance to a more modern approach that features sophisticated cost and performance analysis tailored to the decision-making requirements of agency leadership.

#### Recommendations

1.Federal agencies should strengthen the CFO staff's knowledge of program operations in order to increase their ability to act as business partners to agency program leadership.

2.Federal agencies should emphasize development of the CFO staff skillsets to ensure that traditional accounting is augmented by data analytics.

3.In order to connect financial and cost information to program outcomes, federal agencies should link budgeted resources to costs, outputs, and performance.

4.In order to ensure that relevant information is available in a readily accessible and user-friendly format, federal agencies should develop financial and programmatic dashboards specifically tailored to the decision-making requirements of executives.

5.Federal agencies should enhance existing reporting systems to integrate financial, operational, and HR-related information.



**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 19 Jun 2014 22:13:25 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Possible September CIGFO Speaker

Cool your jets cowboy. I am just throwing names around. I do all the invited, not him.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, June 19, 2014 05:51 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Possible September CIGFO Speaker

I don't want to see an invite go around me. Let's cool this for awhile.

Sent from my iPhone

On Jun 19, 2014, at 5:48 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

See below.

-----Original Message-----

**From:** Marshall, Susan G.  
**Sent:** Thursday, June 19, 2014 05:46 PM Eastern Standard Time  
**To:** Thorson, Eric M  
**Subject:** RE: Possible September CIGFO Speaker

I just wanted to raise it with you because Robert Shea who is the Napa board chair mentioned it to me.

Have a good evening.

-----Original Message-----

**From:** Thorson, Eric M  
**Sent:** Thursday, June 19, 2014 05:30 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Possible September CIGFO Speaker

I do not want to do another one of these for a while.

Eric

-----Original Message-----

**From:** Marshall, Susan G.  
**Sent:** Thursday, June 19, 2014 04:33 PM Eastern Standard Time

**To:** Thorson, Eric M; Freedman, Marla A.; Taylor, Robert A.  
**Subject:** Possible September CIGFO Speaker

Hi Eric,

What would you think about asking the NAPA team lead and Dan B to brief IGs at the next CIGFO meeting on the report they did on how agencies are using financial data? It might be somewhat timely since everyone is trying to figure out what data will be made publicly available with the implementation of the DATA Act.

The report summary is below.

If you think this is something you might want to pursue you could let CIGFO members know about it at the Monday meeting.

**Financial and Related Information for Decision-Making: Enhancing Management Information to Support Operational Effectiveness and Priority Goals**

April 2014 - The Chief Financial Officers Act of 1990 and subsequent legislation called for improved financial information and improved financial standards, including a managerial cost accounting standard that requires government agencies to develop the capability to look at the “full cost” of operations. Over the past two decades, significant reforms relating to financial and performance reporting have been made.

The mission of the Federal Accounting Standards Advisory Board (FASAB) is to serve the public interest by improving federal financial reporting. In doing so, FASAB established managerial cost accounting standards in 1995, yet continues to be advised of a need to improve the internal availability of cost information and its linkage to performance information.

-

**FASAB requested that a three-member Panel of the National Academy of Public Administration, chaired by G. Edward DeSeve, determine how federal executives and senior**

**managers currently use financial and related information, what gaps they see that impact their ability to manage effectively, and what opportunities exist to close those gaps.**

## Key Findings

1.Data generally are highly accurate and granular, but federal agencies face challenges in analyzing and transforming data into readily understood, actionable information for executive decision-making--especially the linking of budget, costs, and performance.

2.The degree to which financial data are effectively used for decision-making is heavily driven by each organization's revenue source and operational approach.

Agencies tended toward one of two general camps: 1) user fee-based revenue and/or production-oriented, direct operations agencies, where external pressure for transparency fosters the creation and use of financial and cost analysis for decision-making by executives and senior managers; and 2) appropriations-based revenue and/or regulatory, policy, and grant-making agencies, which generally have fewer needs for detailed financial and cost analysis. Both types of agencies can utilize financial data more effectively if leadership instills a culture that pays attention to costs and performance by creating structures and incentives that encourage employees to carefully examine these issues.

3.CFO organizations will increasingly need to offer valuable decision-making support to executives and senior managers. They should continue to evolve from a legacy core focus on transaction processing and compliance to a more modern approach that features sophisticated cost and performance analysis tailored to the decision-making requirements of agency leadership.

## Recommendations

1.Federal agencies should strengthen the CFO staff's knowledge of program operations in order to increase their ability to act as business partners to agency program leadership.

2.Federal agencies should emphasize development of the CFO staff skillsets to ensure that traditional accounting is augmented by data analytics.

3. In order to connect financial and cost information to program outcomes, federal agencies should link budgeted resources to costs, outputs, and performance.

4. In order to ensure that relevant information is available in a readily accessible and user-friendly format, federal agencies should develop financial and programmatic dashboards specifically tailored to the decision-making requirements of executives.

5. Federal agencies should enhance existing reporting systems to integrate financial, operational, and HR-related information.

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Fri, 20 Jun 2014 18:41:10 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: I am all about working away from my desk! :)

It is GORGEOUS! What a waste!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Friday, June 20, 2014 2:39 PM  
**To:** Marshall, Susan G.  
**Cc:** Baker, Diane M.  
**Subject:** Re: I am all about working away from my desk! :)

I'm sure the next GSA Administrator will snatch back that office!

Sent from my iPhone

On Jun 20, 2014, at 2:17 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

### **The federal office space of the future? GSA's new floor plan eschews desk-jockey culture.**

With its new, much smaller floor plan, the GSA hopes to boost productivity by rejecting the desk-jockey culture.--

The agency that manages 375 million square feet of federal office space is moving back to its newly renovated headquarters in downtown Washington, where its employees are finding that their personal real estate footprint has been radically altered.

They now have to work in less than half the space they once had.

The long corridors, closed-door offices and high cubicles that have always defined the culture of the federal workplace have given way to open spaces filled with industrial white desks that most employees must now reserve like hotel rooms.

Employees badge in at the lobby turnstile so their bosses know where they are. They touch down at desks they must leave without a trace of clutter if they want to avoid a scolding. "Teaming Rooms" are "leveraged" **for meetings, and attendees are electronically logged in by a "room wizard" on the wall outside.**

The inspiration behind the General Services Administration's new floor plan and office decor is Administrator **Daniel M. Tangherlini, who is urging his employees to work away from their desks while dismantling the bureaucratic approach back at the office. The push could help usher in a new federal culture in which working no longer means that your boss can see you.**

It is part of a long debate over how employers can best deploy their workers in the digital era. This year, Yahoo chief executive Marissa Mayer banned her employees from working at home because she said they were goofing off.

But Tangherlini is betting that his employees will get more done if they are at home — or anywhere outside the office, for that matter — more often. He wants them to e-mail and Internet-call their way through the workday on laptops and smartphones. He is betting that when they do venture into the office, they will work together better and more creatively if closed doors and high cubicles don't get in the way.

"Let's say you don't buy any of that," Tangherlini said. "We can show \$24 million we saved in rent on six leases we don't have anymore."

As part of the restructuring, Tangherlini — tapped to lead the GSA last year after revelations of lavish spending by the agency at conferences — has renounced his own executive digs: a 1,600-square-foot spread with wood-paneled walls, silver-plated chandeliers, a working fireplace and a White House view any ambitious federal leader would covet.

**He now camps out in an open area with his executive and support staff at a utilitarian, Ikea-style desk with no drawers and a blue recycling bin underneath. Photos of his daughters sit on top.**

The GSA has been able to get rid of rented office space in the District and Northern Virginia it no longer needed after cutting the average amount of room required for each employee by more than half.

With 3,300 headquarters employees, the GSA represents just a small fraction of the federal workforce. Even so, it took a full year to train everyone to electronically reserve desks and meeting rooms and give up the paper that still dominates most government work.

Not every agency is willing to make the investment in new technology and training to make this kind of change, federal workplace experts say. There is also the question of whether this way of working will make federal employees more productive. How do you measure the efficiency of an acquisitions officer or budget analyst?

Other corners of the government, meanwhile, worry about the security risks of having employees work remotely. A Justice Department spokeswoman said the agency's law enforcement mission and use of sensitive documents require a "secure work site."

Federal telework has had mixed success at best. After the Office **of Personnel Management allowed 400 employees to work whenever and wherever they wanted in 2010, the initiative was deemed a failure and canceled, in part because of poor communication between managers and their staffs, which were unsure what was expected of them, a consultant's report concluded.**

See no evil?

A forthcoming study by Global Workplace Analytics examines why working at home has been slow to take off in the federal world, where just 6 percent of employees work remotely at least once a week.

"By far the biggest issue is that managers do not trust their employees," said Kate Lister, president of the California-based firm, which is helping the Food and Drug Administration transform one department along the lines of the GSA model — the unit is hiring hundreds of new drug evaluators without adding space. "If I can't see my employees, how do I know they're working? It comes back to setting goals."

Tangherlini, who worked as D.C. city administrator under then-Mayor Adrian M. Fenty (D), acknowledged that "there is still resistance." His evangelizing keeps bumping into concerns over the sensitivity of much government work. "Anytime you have a lot of lawyers in an agency, there's resistance," he said.

**He peered out the leaded windows of his now-vacated sixth-floor office, which Interior Department secretaries and GSA chiefs had occupied since 1917. "It's an absolutely beautiful room," he said. "But who would ever come in here?"**

**It will now be used for meetings and award ceremonies.**

As part of a larger \$161 million renovation, the GSA took a page from Hewlett-Packard, Deloitte and other tech and consulting firms. Most of the walls at 1800 F St. NW have been pulled down, the premises filled with rolling file cabinets that double as seats; giant whiteboards; and lockers for stashing purses and lunch boxes. The once ubiquitous printers and paper shredders are rare.

The communal office has protocols. Employees must be mindful of noise (watch your voice) and smells (no eating lunch at your desk, and, if you must wear perfume, keep it minimal).

Going paperless

Inside Room 6-213B one recent morning, three 20-somethings on the chief financial officer's staff had their laptops plugged into a docking station and were setting up the schedule for interns arriving in August.

"In the past, we would have sat around the table with notepads and someone would have written it all down," said Jayana Garvey, a program manager in charge of internships. "And then they would have to go transfer it to the computer."

Quipped Rachel Litwak, a program analyst: "It's kind of funny to think we worked like that only a few years ago. 2010 — Stone Age!"

Garvey, Litwak and colleague Amber York work from home about two days a week. Most of the time, Garvey ends up on her couch. York, who shares an apartment in Arlington with Lauren Kotwicki, a co-worker, opens her laptop on her bed when she gets up and pretty much stays there.

***They all say they tend to work more hours from home, in part because the computer is always on.***

Much of the training was run by Julisa Mandeville and Charles Hardy, the GSA's chief workplace coordinators. They said managers were nervous about keeping track of their staffs. "We told them they need to communicate their expectations ahead of schedule," Mandeville said.

Hardy added, "This is a learning process, and we don't know all the answers."

Joy Heuer, a supervisor for budget, finance and administration who has been with the GSA for 27 years, said her biggest fear was how to assess the productivity of her team without seeing her staff every day. So she shifted her expectations.

"I'm looking more to, 'Is the product being delivered in a timely manner?'" Heuer said, using the new buzzwords that help her think of her employees' work as a measurable quantity. "So I'm reaching out to people more, to make sure their product is being taken care of."

Herman Goodyear, a 25-year civil servant, is in charge of the office that oversees the GSA's customers, which are other federal agencies. He said that, as a supervisor, he was panicked about losing paper. "You have personnel files, year-end reviews, original documents," he said. "I was really worried about being separated from them."

Goodyear supervises 18 people and was terrified his files would be lost. He was assigned a filing cabinet and given the key. But he still had to purge many files and other paperwork.

"That's been so shocking to everybody," Goodyear said. "It's all electronic, versus the binders and the notebooks. The hardest thing is, if it's not written down on a piece of paper, I feel exposed."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Tue, 24 Jun 2014 18:04:43 +0000  
**To:** Marshall, Susan G.  
**Subject:** Automatic reply: Government Attic

Thank you for contacting me. I will be out of the office Tuesday afternoon, June 24th. If you need immediate assistance, please contact Ms. Travia Cole at 202.204.3606. Otherwise, I will get back to you when I return.

Have a good day.

Dan



**From:** Marshall, Susan G.  
**Sent:** Thu, 26 Jun 2014 12:57:24 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Don't read this email if you haven't eaten breakfast yet

What is going on these days? Reading these articles affirms my decision to sit in my office with my door closed all day. I've never done that before in my 27 years of working, but here it is very necessary.

I think you missed the lunch where Ann told us Marvin from PRC IT went to EPA and when he got there they showed him the room of cubicles where he would be sitting. Every person there had towels and blankets on top of the cubicle walls so that it appeared as though the cubicle areas were 'offices'. Then the EPA employee orientation included little tidbits like...don't leave your coat out or it might get stolen. Or be careful about your possessions we have a lot of thefts.

I hope Ann was exaggerating the story because otherwise it adds to the long list of bizarre human behavior at these government agencies.

So sad. Maybe we need MORE background checks not fewer. It is scary.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, June 26, 2014 8:53 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: Don't read this email if you haven't eaten breakfast yet

I forwarded your note to our EPA fellows. It's a sad state of affairs.

Sent from my iPhone

On Jun 26, 2014, at 8:49 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

## **EPA Employees Told to Stop Pooping in the Hallway**

By Eric Katz June 25, Government Executive

Environmental Protection Agency workers have done some odd things recently.

Contractors built secret man caves in an EPA warehouse, an employee pretended to work for the CIA to get unlimited vacations and one worker even spent most of his time on the clock looking at pornography.

It appears, however, that a regional office has reached a new low: Management for Region 8 in Denver, Colo., wrote an email earlier this year to all staff in the area pleading with them to stop inappropriate bathroom behavior, including defecating in the hallway.

In the email, obtained by Government Executive, Deputy Regional Administrator Howard Cantor mentioned "several incidents" in the building, including clogging the toilets with paper towels and "an individual placing feces in the hallway" outside the restroom.

Confounded by what to make of this occurrence, EPA management "consulted" with workplace violence "national expert" John Nicoletti, who said that hallway feces is in fact a health and safety risk. He added the behavior was "very dangerous" and the individuals responsible would "probably escalate" their actions.

"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals," Cantor wrote. He asked for any employees with knowledge of the poop bandit or bandits to notify their supervisor.

EPA spokesman Richard Mylott provided the following statement:

"EPA cannot comment on ongoing personnel matters. EPA's actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 26 Jun 2014 13:02:27 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Don't read this email if you haven't eaten breakfast yet

LOL!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, June 26, 2014 9:02 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: Don't read this email if you haven't eaten breakfast yet

Fred A would fit right in.

Sent from my iPhone

On Jun 26, 2014, at 8:49 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

## **EPA Employees Told to Stop Pooping in the Hallway**

By Eric Katz June 25, Government Executive

Environmental Protection Agency workers have done some odd things recently.

Contractors built secret man caves in an EPA warehouse, an employee pretended to work for the CIA to get unlimited vacations and one worker even spent most of his time on the clock looking at pornography.

It appears, however, that a regional office has reached a new low: Management for Region 8 in Denver, Colo., wrote an email earlier this year to all staff in the area pleading with them to stop inappropriate bathroom behavior, including defecating in the hallway.

In the email, obtained by Government Executive, Deputy Regional Administrator Howard Cantor mentioned "several incidents" in the building, including clogging the toilets with paper towels and "an individual placing feces in the hallway" outside the restroom.

Confounded by what to make of this occurrence, EPA management "consulted" with workplace violence "national expert" John Nicoletti, who said that hallway feces is in fact a health and safety risk. He added the behavior was "very dangerous" and the individuals responsible would "probably escalate" their actions.

"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals," Cantor wrote. He asked for any employees with knowledge of the poop bandit or bandits to notify their supervisor.

EPA spokesman Richard Mylott provided the following statement:

"EPA cannot comment on ongoing personnel matters. EPA's actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 26 Jun 2014 21:34:53 +0000  
**To:** 'Dan Blair'; 'Ellen B. Brown'  
**Subject:** Howard baker died.

What an amazing life.



**From:** Marshall, Susan G.  
**Sent:** Mon, 30 Jun 2014 13:08:13 +0000  
**To:** Blair, Michele (michele.blair@[REDACTED])  
**Subject:** Thank YOU!!

Dear Michele,

Thank you for the invitation to your fabulous party! It was so amazing- the food was outstanding, and the decorations were gorgeous. Of course, the best part was the company! You and Dan are such wonderful friends and great hosts.

It was great to catch up with you and I hope you get a chance to enjoy some rest and relaxation when you get back from China- you deserve it!

Sincerely,  
Susan

**From:** Dan Blair  
**Sent:** Tue, 1 Jul 2014 18:26:46 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: Tricia's predecessor works at Harvard Medical School

Yes. No. Maybe. OMG

Sent from my iPhone

On Jul 1, 2014, at 1:55 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Thank goodness!!! Now I can continue to "not do anything right", but no one will notice! ☺

I am really paranoid about the party...did I really make Karen mad? Is Michele mad at me too? Oy! Me and my big foot in the mouth.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, July 01, 2014 1:52 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Tricia's predecessor works at Harvard Medical School

No one knows who Treasury OIG is

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, July 01, 2014 1:50 PM  
**To:** Dan Blair  
**Subject:** RE: Tricia's predecessor works at Harvard Medical School

How about the reference to Treasury instead of Treasury IG? That guy is and was a piece of work! Why can't I be more like him??

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, July 01, 2014 1:45 PM  
**To:** Marshall, Susan G.; Diane ([diane baker241@](mailto:diane baker241@) [REDACTED])  
**Subject:** RE: Tricia's predecessor works at Harvard Medical School

OMG!!!!

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, July 01, 2014 12:27 PM  
**To:** Dan Blair; Diane ([dianebaker241](#)) [REDACTED]  
**Subject:** Tricia's predecessor works at Harvard Medical School

**John Czajkowski Named Executive Dean for Administration**  
February 21, 2014

Jeffrey S. Flier, dean of the Faculty of Medicine at Harvard University, has announced the appointment of John Czajkowski as the new executive dean for administration at Harvard Medical School.

Czajkowski is currently serving as deputy director for management at the National Cancer Institute (NCI), where he reports to its director, Harold Varmus. In this capacity, Czajkowski oversees an annual budget of nearly \$5 billion and a workforce of approximately 3,500. He directly supervises the NCI Office of Management, which is responsible for NCI's administrative and legislative efforts.

"John is a remarkable individual who has been enthusiastically endorsed by my advisory committee," Flier wrote to the HMS community. "Throughout his many years of leadership, John has established an impressive reputation for being an effective problem solver within complex scientific and administrative environments."

In addition to the NCI, Czajkowski has held senior administrative positions at the National Institutes of Health, overseeing budgets in the Office of the Director, the Center for Information Technology, the Center for Scientific Review, and the Office of Strategic Management *Planning. He was also director of the Office of Management for the U.S. Department of the Treasury, where he was chief financial officer.*

"I am incredibly grateful to have had the opportunity to serve at the NIH for so many years," said Czajkowski. "My time there has been very rewarding. And now I am looking forward to joining HMS. I have the utmost regard for the mission of this institution, and I am amazed at how that mission is fulfilled through Harvard Medical School's research and education programs, as well as global outreach. I am thrilled to soon be a part of this extraordinary community."

At HMS, Czajkowski will manage vital administrative functions, including finance, facilities and operations, communications and external relations, human resources, institutional planning, information technology and research operations. He will also serve as a key strategic advisor to the dean for developing plans for the future of HMS.

"I have been greatly impressed by John's belief in our mission, and I am confident that he possesses the strategic and management skills necessary to help navigate the School through the opportunities and challenges ahead," said Flier.

Czajkowski succeeds Richard Mills, who held the position from 2010 to 2013 before becoming executive vice president of Dartmouth College. Wes Benbow, HMS chief financial officer, has been serving as interim executive dean for administration since Mills's departure. "I also want to express my deep

gratitude to Wes Benbow," Flier said. "Wes has consistently demonstrated his managerial acumen through the creation and shepherding of important initiatives such as HMS Next . . . For these and many other reasons, Wes continues to be a trusted advisor and a valuable member of the HMS leadership team."

Czajkowski will begin on June 1 of this year.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Wed, 2 Jul 2014 15:06:05 +0000  
**To:** Marshall, Susan G.  
**Subject:** Automatic reply: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

Thank you for contacting me. I will be out of the office until Tuesday July 8. If you need immediate assistance, please contact Ms. Travia Cole at 202.204.3606. Otherwise, I will get back to you when I return.

I hope you have a safe and wonderful July 4th holiday.

Dan



**From:** Marshall, Susan G.  
**Sent:** Wed, 2 Jul 2014 18:00:30 +0000  
**To:** Baker, Diane M.; Dan Blair  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

<http://www.opentable.com/promo.aspx?m=9&ref=14359&pid=68&gclid=CLLW65Wap78CFQaJaQodUHwAgQ#state{PromoID:68|MetroAreaID:9|MacroID:35|NeighborhoodList:459,10607,100,518,508,2738,176,293,171,2222,99,1352,5429,713,7511,8699,9881,2894,1322,8843,9908,439,1308,4211,5624,543,494|CuisineList:14|RequestedRegions:35}>

Here is the link to all of the Italian restaurants participating in Restaurant Week...do you see it listed?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Baker, Diane M.  
**Sent:** Wednesday, July 02, 2014 1:29 PM  
**To:** Marshall, Susan G.; Dan Blair  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

How about the place on 11<sup>th</sup> street that used to be the Irish restaurant? It's Italian now and Dan said it was good.

Can't think of the name.

---

**From:** Marshall, Susan G.  
**Sent:** Wednesday, July 02, 2014 12:10 PM  
**To:** Baker, Diane M.; Dan Blair  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

YAY! Now someone has to pick the restaurant.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Baker, Diane M.  
**Sent:** Wednesday, July 02, 2014 12:06 PM  
**To:** Dan Blair; Marshall, Susan G.

**Cc:** FISHER, ANN C

**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

15<sup>th</sup> works for me!

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Wednesday, July 02, 2014 12:02 PM

**To:** Marshall, Susan G.

**Cc:** FISHER, ANN C; Baker, Diane M.

**Subject:** Re: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

15th should work!

Sent from my iPhone

On Jul 2, 2014, at 11:06 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Works for me.....☺ Dan? Diane?

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]

**Sent:** Wednesday, July 02, 2014 11:01 AM

**To:** Marshall, Susan G.; Baker, Diane M.; '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org))

**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

I could do the 15<sup>th</sup>, but that's it unfortunately.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Wednesday, July 02, 2014 7:52 AM

**To:** FISHER, ANN C; Baker, Diane M.; '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org))

**Subject:** FW: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

Anyone interested in going to lunch in August during DC Restaurant week?

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** OpenTable [<mailto:opentable@insider.opentable.com>]

**Sent:** Tuesday, July 01, 2014 5:43 PM

**To:** Marshall, Susan G.

**Subject:** [MARKETING] \$35.14 Special Dinners: DC Restaurant Week



## Dine Like a VIP DC Restaurant Week

Savor the season over specially-crafted menus from the area's top restaurants. DC Restaurant Week starts soon – book now to get in on the action!

[See Restaurants](#)

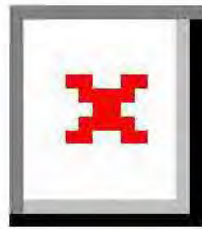
\$35.14 Dinners

\$20.14 Lunches

Mon., Aug. 11 -  
Sun., Aug. 17

Back by popular demand for  
**DC Restaurant Week**





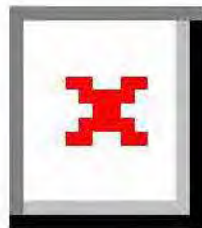
2941 Restaurant

[BOOK NOW](#)



Chima Brazilian Steakhouse -  
Washington

[BOOK NOW](#)



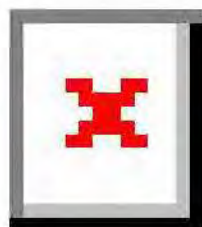
La Taberna del Alabardero

[BOOK NOW](#)



Rasika

[BOOK NOW](#)



Vidalia

[BOOK NOW](#)

Zaytinya

[BOOK NOW](#)

[Book Your Reservations](#)



Your account  
susan marshall



Latest reservation  
Brasserie Beck




Earned points  
1700

[View your profile](#)



[Book 1,000-Point Tables](#) | [Sign up](#) | [Unsubscribe](#) | [Update Your Profile](#)





1 Montgomery Street, Suite 700 • San Francisco, CA • 94104

© 2014 OpenTable, Inc. All rights reserved.

OpenTable and the OpenTable logo are registered trademarks of OpenTable, Inc.

You are subscribed as: [marshalls@oig.treas.gov](mailto:marshalls@oig.treas.gov)

**From:** Marshall, Susan G.  
**Sent:** Wed, 2 Jul 2014 18:00:30 +0000  
**To:** Baker, Diane M.; Dan Blair  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

<http://www.opentable.com/promo.aspx?m=9&ref=14359&pid=68&gclid=CLLW65Wap78CFQaJaQodUHwAgQ#state{PromoID:68|MetroAreaID:9|MacroID:35|NeighborhoodList:459,10607,100,518,508,2738,176,293,171,2222,99,1352,5429,713,7511,8699,9881,2894,1322,8843,9908,439,1308,4211,5624,543,494|CuisineList:14|RequestedRegions:35}>

Here is the link to all of the Italian restaurants participating in Restaurant Week...do you see it listed?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Baker, Diane M.  
**Sent:** Wednesday, July 02, 2014 1:29 PM  
**To:** Marshall, Susan G.; Dan Blair  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

How about the place on 11<sup>th</sup> street that used to be the Irish restaurant? It's Italian now and Dan said it was good.

Can't think of the name.

---

**From:** Marshall, Susan G.  
**Sent:** Wednesday, July 02, 2014 12:10 PM  
**To:** Baker, Diane M.; Dan Blair  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

YAY! Now someone has to pick the restaurant.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Baker, Diane M.  
**Sent:** Wednesday, July 02, 2014 12:06 PM  
**To:** Dan Blair; Marshall, Susan G.

**Cc:** FISHER, ANN C

**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

15<sup>th</sup> works for me!

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Wednesday, July 02, 2014 12:02 PM

**To:** Marshall, Susan G.

**Cc:** FISHER, ANN C; Baker, Diane M.

**Subject:** Re: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

15th should work!

Sent from my iPhone

On Jul 2, 2014, at 11:06 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Works for me.....☺ Dan? Diane?

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]

**Sent:** Wednesday, July 02, 2014 11:01 AM

**To:** Marshall, Susan G.; Baker, Diane M.; '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org))

**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

I could do the 15<sup>th</sup>, but that's it unfortunately.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Wednesday, July 02, 2014 7:52 AM

**To:** FISHER, ANN C; Baker, Diane M.; '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org))

**Subject:** FW: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

Anyone interested in going to lunch in August during DC Restaurant week?

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** OpenTable [<mailto:opentable@insider.opentable.com>]

**Sent:** Tuesday, July 01, 2014 5:43 PM

**To:** Marshall, Susan G.

**Subject:** [MARKETING] \$35.14 Special Dinners: DC Restaurant Week



## Dine Like a VIP DC Restaurant Week

Savor the season over specially-crafted menus from the area's top restaurants. DC Restaurant Week starts soon – book now to get in on the action!

[See Restaurants](#)

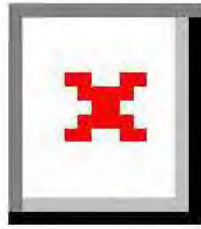
\$35.14 Dinners

\$20.14 Lunches

Mon., Aug. 11 -  
Sun., Aug. 17

Back by popular demand for  
**DC Restaurant Week**





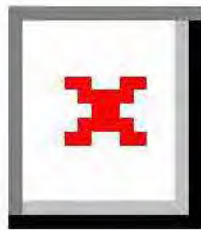
2941 Restaurant

[BOOK NOW](#)



Chima Brazilian Steakhouse -  
Washington

[BOOK NOW](#)



La Taberna del Alabardero

[BOOK NOW](#)



Rasika

[BOOK NOW](#)





Vidalia

[BOOK NOW](#)

Zaytinya

[BOOK NOW](#)

[Book Your Reservations](#)



Your account  
susan marshall



Latest reservation  
Brasserie Beck




Earned points  
1700

[View your profile](#)



[Book 1,000-Point Tables](#) | [Sign up](#) | [Unsubscribe](#) | [Update Your Profile](#)



1 Montgomery Street, Suite 700 • San Francisco, CA • 94104

© 2014 OpenTable, Inc. All rights reserved.

OpenTable and the OpenTable logo are registered trademarks of OpenTable, Inc.

You are subscribed as: [marshalls@oig.treas.gov](mailto:marshalls@oig.treas.gov)

**From:** Marshall, Susan G.  
**Sent:** Wed, 2 Jul 2014 18:53:55 +0000  
**To:** Baker, Diane M.; 'FISHER, ANN C'; Dan Blair  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

My pleasure! ☺ Dan, I am assuming you can join us at 12:30 so I am going to sign us up for lunch now. ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Baker, Diane M.  
**Sent:** Wednesday, July 02, 2014 2:52 PM  
**To:** 'FISHER, ANN C'; Marshall, Susan G.; Dan Blair  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

That's good – thanks for being our Team Leader, Susan.

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
**Sent:** Wednesday, July 02, 2014 2:30 PM  
**To:** Marshall, Susan G.; Baker, Diane M.; Dan Blair  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

Do it!!!

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, July 02, 2014 2:28 PM  
**To:** FISHER, ANN C; Baker, Diane M.; Dan Blair  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

Looks delicious! Should I sign us up for 12:30 pm on the 15<sup>th</sup> at Fiola's?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
**Sent:** Wednesday, July 02, 2014 2:24 PM  
**To:** Baker, Diane M.; Marshall, Susan G.; Dan Blair  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

How about Fiola?

---

**From:** Baker, Diane M. [<mailto:BakerD@oig.treas.gov>]  
**Sent:** Wednesday, July 02, 2014 1:29 PM  
**To:** Marshall, Susan G.; Dan Blair  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

How about the place on 11<sup>th</sup> street that used to be the Irish restaurant? It's Italian now and Dan said it was good.

Can't think of the name.

---

**From:** Marshall, Susan G.  
**Sent:** Wednesday, July 02, 2014 12:10 PM  
**To:** Baker, Diane M.; Dan Blair  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

YAY! Now someone has to pick the restaurant.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Baker, Diane M.  
**Sent:** Wednesday, July 02, 2014 12:06 PM  
**To:** Dan Blair; Marshall, Susan G.  
**Cc:** FISHER, ANN C  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

15<sup>th</sup> works for me!

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, July 02, 2014 12:02 PM  
**To:** Marshall, Susan G.  
**Cc:** FISHER, ANN C; Baker, Diane M.  
**Subject:** Re: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

15th should work!

Sent from my iPhone

On Jul 2, 2014, at 11:06 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Works for me.....☺ Dan? Diane?



Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
**Sent:** Wednesday, July 02, 2014 11:01 AM  
**To:** Marshall, Susan G.; Baker, Diane M.; '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org))  
**Subject:** RE: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

I could do the 15<sup>th</sup>, but that's it unfortunately.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, July 02, 2014 7:52 AM  
**To:** FISHER, ANN C; Baker, Diane M.; '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org))  
**Subject:** FW: [MARKETING] \$35.14 Special Dinners: DC Restaurant Week

Anyone interested in going to lunch in August during DC Restaurant week?

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** OpenTable [<mailto:opentable@insider.opentable.com>]  
**Sent:** Tuesday, July 01, 2014 5:43 PM  
**To:** Marshall, Susan G.  
**Subject:** [MARKETING] \$35.14 Special Dinners: DC Restaurant Week





## Dine Like a VIP **DC Restaurant Week**

Savor the season over specially-crafted menus from the area's top restaurants. DC Restaurant Week starts soon – book now to get in on the action!

[See Restaurants](#)

\$35.14 Dinners

\$20.14 Lunches

Mon., Aug. 11 -  
Sun., Aug. 17

Back by popular demand for  
**DC Restaurant Week**

2941 Restaurant

[\*\*BOOK NOW\*\*](#)

Chima Brazilian Steakhouse -  
Washington

[\*\*BOOK NOW\*\*](#)

La Taberna del Alabardero

[\*\*BOOK NOW\*\*](#)

Rasika

[\*\*BOOK NOW\*\*](#)

Vidalia

[\*\*BOOK NOW\*\*](#)

Zaytinya

[\*\*BOOK NOW\*\*](#)

## **Book Your Reservations**



Your account  
**susan marshall**



Latest reservation  
**Brasserie Beck**



Earned points  
**1700**

**[View your profile](#)**

**[2](#)**



**[Book 1,000-Point Tables](#) | [Sign up](#) | [Unsubscribe](#) | [Update Your Profile](#)**

1 Montgomery Street, Suite 700 • San Francisco, CA • 94104

© 2014 OpenTable, Inc. All rights reserved.

OpenTable and the OpenTable logo are registered trademarks of OpenTable, Inc.

You are subscribed as: [marshalls@oig.treas.gov](mailto:marshalls@oig.treas.gov)

**From:** Marshall, Susan G.  
**Sent:** Thu, 17 Jul 2014 15:06:04 +0000  
**To:** 'Dan Blair'  
**Cc:** Ann Fisher; Diane (dianebaker241@[REDACTED])  
**Subject:** RE: Battle over Postal Banking Reignites

Dude, now you are on the right track. RAD!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, July 17, 2014 11:04 AM  
**To:** Marshall, Susan G.  
**Cc:** Ann Fisher; Diane (dianebaker241@[REDACTED])  
**Subject:** Re: Battle over Postal Banking Reignites

The pot sellers need a bank since the regular banks won't take their money. Maybe the usps banks can take their deposits!

Sent from my iPhone

On Jul 17, 2014, at 10:58 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Now that I'm over here at Treasury I have to read up on all this stuff and all of the industry who talk to the press keep talking about the prospect of mobile device banking for this crowd...of course, my money is on Bitcoin to take up this space. HA!

Never a dull moment!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Ann Fisher [mailto:[annf77@\[REDACTED\]](mailto:annf77@[REDACTED])]  
**Sent:** Thursday, July 17, 2014 10:36 AM  
**To:** Marshall, Susan G.  
**Cc:** '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org)); Diane ([dianebaker241@\[REDACTED\]](mailto:dianebaker241@[REDACTED]))  
**Subject:** Re: Battle over Postal Banking Reignites



I spent the day at it. I don't think it's going anywhere, but I learned a lot. Ruth was probably the worst speaker. In fact, she sort of embarrassed me.

On Thu, Jul 17, 2014 at 9:35 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
**Good Dong Hong quote...**

### **Battle Over Postal Banking Reignites**

by Victoria Finkle

WASHINGTON — *The push to expand banking services at the country's post offices continues to gain momentum, though numerous questions remain about the design and scope of such an effort.*

Lawmakers, financial groups and U.S. Postal Service employees gathered Wednesday here to further discuss a white paper by the postal agency's inspector general to introduce new financial products at post office locations nationwide.

The paper, unveiled in January, set the financial services industry abuzz, and caught the attention of some high-profile lawmakers, including Sen. Elizabeth Warren, D-Mass.

The daylong conference, *hosted by Pew Charitable Trusts, sparked a lively debate on the proposal, with advocates, including Warren, cheering the idea as a way to provide affordable financial products to the underbanked while at the same time shoring up the post office's trouble finances.*

"It's time to build on the good work of the Inspector General and to encourage the Postal Service to use its existing statutory authority to expand the basic financial services that it offers," said Warren, during a keynote address.

Still, the Massachusetts Democrat acknowledged that the devil lurks in the design and details of the program, pointing to the "many questions and implementation challenges" that remain.

She argued that the postal agency will need to carefully balance its efforts to generate revenue against providing affordable products to low-income families.

"History shows that, without careful safeguards, institutions that start out with the goal of increasing access to financial services can lose sight of that goal if their attention turns to maximizing profits," the lawmaker said.

Warren also urged the USPS to "explore the idea of partnership" with small financial services institutions to help provide a bridge for customers to more traditional banking services.

"If post offices teamed up with their closest credit unions or community banks, they could provide a pathway for millions of people into the traditional banking system," she said. "Over time, people who routinely use lower-cost services at a local post office might be encouraged to take out a car loan or open up a checking account at a local credit union or community bank."



David Williams, the USPS inspector general, added that the agency has already started to hear from financial institutions and others interested in taking part of any future program.

"Since the paper's release in January, we've been approached by many groups in the financial industry and small startups, consumer groups, local and state governments interested in trying it out together," he said.

Williams said the IG's office believes the Postal Service could begin introducing ATMs, non-reloadable prepaid cards and additional check cashing services at post office locations under existing statute, but would need a sign-off from the Postal Regulatory Commission or Congress to jumpstart additional business lines. He also emphasized that the post office previously offered banking services for many years, and noted that it's common practice in many countries around the world.

Warren added during her remarks that she is "old enough to remember" the post office offering "basic savings accounts as recently as the 1960s," which "helped bring hundreds of thousands of recent immigrants into the financial system."

Still, others at the conference remained more circumspect about the need for a postal banking program at all.

**"Is there a fundamental flaw in the consumer financial market today... which requires the intervention of the federal government to step in and offer a so-called public option?" said Dong Hong, regulatory counsel at the Consumer Bankers Association, during a panel discussion.**

***Other panelists raised concerns about whether the program would be profitable, how it would compete with the banking industry and what kind of training post office employees would need. Some suggested a partnership model with financial institutions might be more workable, in part due to staffing concerns.***

***"When we talk about a partnership as I envision it, and I think most credit unions would also, they have a hard time seeing postal service employees serving their members," said Ryan Donovan, senior vice president of legislative affairs at the Credit Union National Association. "When we talk about partnership, we're talking about the credit union leasing some space and establishing its own facility within the post office."***

Rep. Darrell Issa, R-Calif., a vocal critic of the USPS, had a number of doubts about the viability of the plan at what he sees as a troubled agency.

"If you have an organization that has a median age of workforce of 60, it has facilities located often in the wrong places and often too many of them, it has been losing high-single-digit billions of dollars every year, it has a labor force that is not responsive to change... would this be the organization... on which you would build this new financial sub-enterprise?" he said. "Don't

assume that somebody's new idea for a business model is going to add anything to the bottom line of the post office."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
[\(202\) 927-9842](tel:(202)927-9842)

**From:** Marshall, Susan G.  
**Sent:** Fri, 18 Jul 2014 11:16:45 +0000  
**To:** 'Dan Blair'; 'annf77@[REDACTED]'  
**Subject:** FedEx Indicted In Alleged Drug-Distribution Conspiracy

Whoa!

-----Original Message-----

**From:** The National Law Journal Breaking News [[nationallawjournal@alm.com](mailto:nationallawjournal@alm.com)]  
**Sent:** Thursday, July 17, 2014 07:48 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** [SPAM] FedEx Indicted In Alleged Drug-Distribution Conspiracy



## THE NATIONAL LAW JOURNAL

BREAKING NEWS



### FedEx Indicted In Alleged Drug-Distribution Conspiracy



FedEx Corp. was indicted on Thursday on charges of shipping illegal drugs to online pharmacies that ended up in the hands of dealers and addicts. [READ MORE »](#)

#### WHO'S HIRING

Position title	Employer Name	Location
<a href="#">Associate Attorney</a>	Rome Clifford Katz & Koerner, LLP	Hartford, Connecticut, United States

POWERED BY [lawjobs.com](http://lawjobs.com)



#### Email Management Area

Please do not reply to the address you received this email from. Manage your email communications below.

**Why you received this email message:**

You are subscribed to the NLJ Breaking News as marshalls@oig.treas.gov. You may be subscribed to multiple publications as part of your relationship with us.

To stop receiving the NLJ Breaking News (unsubscribe) or to update your email marketing preferences, please [click here](#). On this page, please update your subscription choices to this publication, and any others you may receive. You may also change your opt-in of email marketing promotions from ALM. It may take up to 10 days for your changes to take effect.

***How to contact us should you have questions:***

*The National Law Journal®  
120 Broadway, 5th Floor,  
New York, NY 10271-1101  
Customer Service Phone: 1-877-256-2472*

[About ALM](#) | [Customer Support](#) | [Privacy Policy](#) | [Terms & Conditions](#)

© 2014 ALM Media Properties, LLC

All rights reserved.



**From:** Dan Blair  
**Sent:** Fri, 18 Jul 2014 20:08:11 +0000  
**To:** Shea, Robert; Ellen B. Brown; Susan G. Marshall  
**Subject:** RE: Eva's birthday is Tuesday

I'd say go for it. This time you can get a fancy battery operated one.

-----Original Message-----

From: Shea, Robert [mailto:Robert.Shea@ ]  
Sent: Friday, July 18, 2014 4:06 PM  
To: Ellen B. Brown; Susan G. Marshall  
Cc: Dan Blair  
Subject: Eva's birthday is Tuesday

And she just left her scale, which she travels with, at a hotel. Thinking of doubling down by getting her ANOTHER scale for her birthday. Thought I'd let y'all chime in first.

Sent from my iPhone

<http://www.GrantThornton.com/Legal> Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at <http://www.GrantThornton.com/>.

Please consider the environment before printing this email.

In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.



**From:** Brown, Ellen B.  
**Sent:** Sat, 19 Jul 2014 02:51:47 +0000  
**To:** MarshallS@oig.treas.gov; Robert.Shea@[REDACTED]; dblair@napawash.org  
**Subject:** RE: Eva's birthday is Tuesday

There are just NO words for what I am thinking...!!! ☺ EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, July 18, 2014 5:17 PM  
**To:** 'Shea, Robert'; Brown, Ellen B.  
**Cc:** 'Dan Blair'  
**Subject:** RE: Eva's birthday is Tuesday

Once WAS enough!!

I think a nice weekend at Canyon Ranch Spa sounds better than a scale!

-----Original Message-----

**From:** Shea, Robert [Robert.Shea@[REDACTED]]  
**Sent:** Friday, July 18, 2014 04:06 PM Eastern Standard Time  
**To:** Ellen B. Brown; Marshall, Susan G.  
**Cc:** Dan Blair  
**Subject:** Eva's birthday is Tuesday

And she just left her scale, which she travels with, at a hotel. Thinking of doubling down by getting her ANOTHER scale for her birthday. Thought I'd let y'all chime in first.

Sent from my iPhone

<http://www.GrantThornton.com/Legal> Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at <http://www.GrantThornton.com/>.

Please consider the environment before printing this email.

In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Marshall, Susan G.  
**Sent:** Mon, 21 Jul 2014 19:52:37 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Do you know this guy?

This looks really serious so I would do wide circles around him. It also looks like he doesn't care what anyone says about violating the rules ( MSPB, OSC) he is going to do what he wants...weird.

If someone doesn't get to him and tell him to leave this is going to start impacting the entire IG community because Congress might have to rewrite the rules for getting rid of IGs if this guy clearly violates the rules but sticks around.

Btw, where is the WH in all of this...yes, that is a rhetorical question. I definitely know where they are.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, July 21, 2014 3:49 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Do you know this guy?

Yes. Sounds like he is in a bit of trouble.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Monday, July 21, 2014 3:42 PM  
**To:** Dan Blair; Shea, Robert ([Robert.Shea@](mailto:Robert.Shea@) [REDACTED])  
**Subject:** Do you know this guy?

Ouch!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Tue, 22 Jul 2014 18:21:29 +0000  
**To:** 'Brown, Ellen B.'; Blair, Michele  
**Cc:** Dan Blair  
**Subject:** RE: POLITICO Breaking News

YAY!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Brown, Ellen B. [mailto:ebrown@ ]  
**Sent:** Tuesday, July 22, 2014 2:11 PM  
**To:** Blair, Michele  
**Cc:** Brown, Ellen B.; Dan Blair; Marshall, Susan G.  
**Subject:** Re: POLITICO Breaking News

She is HERE...! She came Wednesday after several delays...finally arriving after a 5-hr layover at JFK -- at like 1:00am (really Thursday!). OMG, it is BAD. Thank you for worrying...I will pass on your concerns. And maybe we will see you soon???? Love, EB

Sent from EB's iPhone

On Jul 22, 2014, at 1:46 PM, "Blair, Michele" <michele.blair@ > wrote:

Where is Haya?

---

**From:** POLITICO Breaking News [mailto:breakingnews@politico.com]  
**Sent:** Tuesday, July 22, 2014 12:52 PM  
**To:** Blair, Michele  
**Subject:** POLITICO Breaking News

The Federal Aviation Administration has suspended flights into Tel Aviv's Ben Gurion International Airport for the next twenty-four hours after a rocket landed less than a mile away on Tuesday morning.

The agency issued a Notice to Airmen at 12:15 p.m. which applies to all U.S.-based airlines. Delta, American Airlines and United Airlines had all halted flights to Tel Aviv just prior to the FAA's decision.

"The FAA will continue to monitor and evaluate the situation," the agency said. "Updated instructions will be provided to U.S. airlines as soon as conditions permit, but no later than 24 hours from the time the NOTAM went into force."



For more information... <http://www.politico.com>

---

To unsubscribe,

[http://dyn.politico.com/unsubscribe.cfm?email=michele.blair@\[REDACTED\]&uid=3D6E982C-9271-8C7A-088D4F6C51C5D190&alertID=1](http://dyn.politico.com/unsubscribe.cfm?email=michele.blair@[REDACTED]&uid=3D6E982C-9271-8C7A-088D4F6C51C5D190&alertID=1)

---

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** Brown, Ellen B.  
**Sent:** Tue, 22 Jul 2014 19:14:15 +0000  
**To:** Marshall, Susan G.  
**Cc:** Blair, Michele; Dan Blair  
**Subject:** Re: POLITICO Breaking News

Yeah, you all stay safe too! Have fun at the wedding (I keep up on Facebook!). Yay for Amy! We'll plan for something for later in summer!! EB

Sent from EB's iPhone

On Jul 22, 2014, at 3:10 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Stay Safe! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Blair, Michele [<mailto:michele.blair@>]  
**Sent:** Tuesday, July 22, 2014 3:06 PM  
**To:** Brown, Ellen B.  
**Cc:** Dan Blair; Marshall, Susan G.  
**Subject:** RE: POLITICO Breaking News

I knew she was either on her way or already here. So glad she made it and is here safe and sound. Would love to see her (and you) soon. We're heading to KC for our niece Catherine's wedding next weekend. Get to meet Amy's boyfriend (I think pretty serious) too. After that we're pretty wide open for the rest of the summer – HOOORAY!!!

Love to all. See you soon.

---

**From:** Brown, Ellen B. [<mailto:ebrown@>]  
**Sent:** Tuesday, July 22, 2014 2:11 PM  
**To:** Blair, Michele  
**Cc:** Brown, Ellen B.; Dan Blair; Marshall, Susan G.  
**Subject:** Re: POLITICO Breaking News

She is HERE...! She came Wednesday after several delays...finally arriving after a 5-hr layover at JFK -- at like 1:00am (really Thursday!). OMG, it is BAD. Thank you for worrying...I will pass on your concerns. And maybe we will see you soon???? Love, EB

Sent from EB's iPhone

On Jul 22, 2014, at 1:46 PM, "Blair, Michele" <michele.blair@[REDACTED]> wrote:

Where is Haya?

---

**From:** POLITICO Breaking News [mailto:breakingnews@politico.com]

**Sent:** Tuesday, July 22, 2014 12:52 PM

**To:** Blair, Michele

**Subject:** POLITICO Breaking News

The Federal Aviation Administration has suspended flights into Tel Aviv's Ben Gurion International Airport for the next twenty-four hours after a rocket landed less than a mile away on Tuesday morning.

The agency issued a Notice to Airmen at 12:15 p.m. which applies to all U.S.-based airlines. Delta, American Airlines and United Airlines had all halted flights to Tel Aviv just prior to the FAA's decision.

"The FAA will continue to monitor and evaluate the situation," the agency said. "Updated instructions will be provided to U.S. airlines as soon as conditions permit, but no later than 24 hours from the time the NOTAM went into force."

For more information... <http://www.politico.com>

---

To unsubscribe,

[http://dyn.politico.com/unsubscribe.cfm?email=michele.blair@\[REDACTED\]&uid=3D6E982C-9271-8C7A-088D4F6C51C5D190&alertID=1](http://dyn.politico.com/unsubscribe.cfm?email=michele.blair@[REDACTED]&uid=3D6E982C-9271-8C7A-088D4F6C51C5D190&alertID=1)

---

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Marshall, Susan G.  
**Sent:** Thu, 24 Jul 2014 11:57:25 +0000  
**To:** 'Mark A. Robbins'; 'dblair@napawash.org'(dblair@napawash.org)  
**Subject:** RE: Jean Smith's Son

No, they're still at OPM, I just wanted to give you a heads up.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Mark A. Robbins [mailto:markarobbins@ ]  
**Sent:** Wednesday, July 23, 2014 8:48 PM  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair  
**Subject:** Re: Jean Smith's Son

So Josi is with you all at DTR now? It's like OPM in exile over there!

Tell her I send my condolences in her loss. Was this her son or brother?

Mark A. Robbins  
Cell: (202)

On Jul 23, 2014, at 8:08 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Fyi.

-----Original Message-----

**From:** Johnson, Roderick M.  
**Sent:** Wednesday, July 23, 2014 05:11 PM Eastern Standard Time  
**To:** Hollis, Tricia; Lowe, Richard; Marshall, Susan G.  
**Subject:** FW: Jean Smith's Son

<image001.gif>  
FYI

v/r,

**Roderick "Rod" Johnson**  
Security Officer  
Office of Management  
740 15th Street NW, Suite 510  
Washington, DC 20220



(P): (202) 927-5023

(F): (202) 927-6492

[www.treasury.gov](http://www.treasury.gov)

<image002.jpg>

---

**From:** Robinson, Jozetta R  
**Sent:** Friday, July 18, 2014 5:14 PM  
**To:** Robinson, Jozetta R  
**Subject:** Jean Smith's Son

Good afternoon,

Jean Smith works in our Office of Communications and as many of you are aware, her son Jonathan passed away unexpectedly on Tuesday. The Office of Communications is accepting contributions for flowers, card and other items that may be of comfort to Jean and her family during this very difficult time. If you would like to contribute, please see Jozetta Robinson or Alita Bagley in room 5H27 no later than COB on Thursday, July 24th. You can also send your own cards, etc... to Jean using the information below.

Please keep Jean and her family in your thoughts and prayers.

Funeral Arrangements for Jonathan A. Smith:  
Tuesday, July 29th  
Viewing 9:30 a.m.  
Service 10:30 a.m.

J. B. Jenkins Funeral Home  
7474 Landover Road  
Hyattsville, MD 20785

Cards can be sent to:  
Jean A. Smith

[REDACTED]  
[REDACTED]

## Jozetta R. Robinson

Director, Office of the Executive Secretariat  
U.S. Office of Personnel Management  
1900 E. Street, NW, Room 5H27D  
Washington, DC 20415  
Phone: 202-606-8004 / Fax: 202-606-2573  
Email: [jozetta.robinson@opm.gov](mailto:jozetta.robinson@opm.gov)



**From:** Marshall, Susan G.  
**Sent:** Thu, 24 Jul 2014 19:47:35 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: They

They'll all look bad if that happens...it will be like the shutdown, only worse as pictures of sick Veterans with no access to health care cross the screens in living rooms across the country.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, July 24, 2014 3:46 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: They

Reid said they might not get to it.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, July 24, 2014 3:44 PM  
**To:** Dan Blair  
**Subject:** They

Can't go home without some fix to this problem or is is just that Nero fiddles while Rome burns...

VA Talks Collapse (Updated) (Video)  
By Humberto Sanchez and Niels Lesniewski

Talks on a fix for the Department of Veterans Affairs' health care crisis have collapsed, after the lead Senate Democratic negotiator accused the top House GOP negotiator of a "take-it-or-leave-it gambit."

Senate Veterans' Affairs Chairman Bernard Sanders, I-Vt., said House Veterans' Affairs Chairman Jeff Miller, R-Fla., has signaled he has abandoned talks after calling a noon meeting of the conference committee in an effort to ram a GOP plan through.

Sanders told CQ Roll Call he did not plan to attend the noon conference meeting called by Miller.

"It's not a conference. A conference is when two sides agree to meet. This was decided at 10 last night by the chairman of the House Committee on Veterans' Affairs," Sanders said, adding he would be prepared to talk with Miller over the weekend.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Tue, 29 Jul 2014 14:02:38 +0000  
**To:** 'Dan Blair'; CORCORAN, BRIAN X  
**Subject:** RE: See you all today at the University Club at 12:30

See you soon.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, July 29, 2014 9:01 AM  
**To:** CORCORAN, BRIAN X; Marshall, Susan G.  
**Subject:** See you all today at the University Club at 12:30

Brian – it's casual business attire during the summer, so no need for a tie.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
900 7th Street, NW - Suite 600 | WDC 20001 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy:   

**From:** Marshall, Susan G.  
**Sent:** Tue, 29 Jul 2014 16:21:10 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: I am at the club

Sounds good but my gravitas is at the cleaners so it may be difficult.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, July 29, 2014 12:17 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: I am at the club

Heading over now. I'll meet you in the lobby. If Brian gets there first, you can entertain him with your gravitas.

-----Original Message-----

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, July 29, 2014 12:17 PM  
**To:** Dan Blair  
**Subject:** I am at the club

And I am enjoying being out of the office.:)!!!

See you soon.

**From:** CORCORAN, BRIAN X  
**Sent:** Wed, 30 Jul 2014 12:56:33 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Thanks

You're way too young to retire anytime soon. Glad we had a chance to catch-up.

Best,  
Brian

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, July 29, 2014 3:47 PM  
**To:** CORCORAN, BRIAN X  
**Subject:** RE: Thanks

It was great catching up with everyone!

Brian, I do hope to follow in your footsteps in the near future... well, maybe more future than near, but I am hoping to retire!

Keep in touch and enjoy retirement!!! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** CORCORAN, BRIAN X [mailto:brian.corcoran@prc.gov]  
**Sent:** Tuesday, July 29, 2014 3:38 PM  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.  
**Subject:** Thanks

Dan,  
Thanks very much for lunch. The crab cake sandwich was as advertised – delicious.

It was great to see Susan and you and catch up on what you've been doing.

Since you've already retired once, I should have asked you for a few pointers. But then, I thought, he's working full time. I don't need that type of advice! No wonder your golf game is suffering.

Speaking of which, I hope we get a chance to play in the not-too-distant future.

Thanks again; it was a treat getting together.

Best,



Brian

p.s. My personal email is [REDACTED]

**From:** Dan Blair  
**Sent:** Thu, 31 Jul 2014 15:12:16 +0000  
**To:** Marshall, Susan G.  
**Subject:** Automatic reply: rumor

Thank you for contacting me. I will be out of the office until Monday August 4th. If you need immediate assistance, please contact Ms. Travia Cole at 202.204.3606. Otherwise, I will get back to you when I return.

Dan

**From:** Dan Blair  
**Sent:** Thu, 31 Jul 2014 20:26:00 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: Acting Civil Rights Division chief named

Thanks for the intel.

Sent from my iPhone

On Jul 31, 2014, at 2:10 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<http://www.mainjustice.com/2014/07/31/molly-moran-named-acting-civil-rights-division-chief/>

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Mon, 4 Aug 2014 14:17:36 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: unlikely survivor in digital age: direct mail

In this day and age where people spend all of their time looking at the iphone or computer screen that really is an amazing statistic!

Happy Summit Monday! I am here in the office!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, August 04, 2014 10:11 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: unlikely survivor in digital age: direct mail

It supposedly gets the highest rate of response of any advertising medium

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Monday, August 04, 2014 8:45 AM  
**To:** Dan Blair  
**Subject:** unlikely survivor in digital age: direct mail

An unlikely survivor in the digital age: Direct mail  
By: Tarini Parti  
August 3, 2014 04:59 PM EDT

Its obituary has been written over and over, but the political direct mail industry isn't just still alive; it's thriving.

In an era of highly targeted digital and TV advertising, political campaigns are still banking on an old-fashioned, mundane routine: Voters picking up their mail and leafing through it as they walk from their mailboxes to kitchen trash cans.

Campaigns, party committees and outside groups have spent at least \$150 million on direct mail so far in the 2014 election cycle, according to a POLITICO review of Federal Election Commission reports and data compiled by CQ Moneyline. That total is just a snapshot, based only on expenditures that were categorized as a variation of "direct mail" or "mailer" and includes some postage and printing costs.

Meanwhile, expenditures categorized as “digital,” “online,” “web” and “email” together totaled about \$70 million.

(POLITICO's Election Central: 2014 race ratings)

The cost of television time is rising — at the same time the TV landscape has become more diffused — and many voters are using DVRs and internet video streams that upend traditional advertising. The cottage industry developing around Republican primaries — with electorates more easily reached by mail — is also contributing to the spending on the medium, which is relatively easier and cheaper to link with the voter data on which campaigns are becoming increasingly dependent.

A survey by Democratic pollster Mark Mellman in 1995 predicted mailers were on track for a slow death, but the firm reversed its forecast in 2008 after more than a decade of continued effectiveness.

Whether it's mail intended for fundraising or messaging, consultants from both parties now believe the industry has evolved with the times. Although it isn't growing rapidly like digital, mail remains an indispensable tool for many campaigns.

“Direct mail works. I've been doing this for 32 years. People keep saying ‘Mail is going to die. It's a dinosaur,’” said Walter Lukens, founder of The Lukens Co., whose clients include Senate Minority Leader Mitch McConnell and Tennessee GOP Sen. Lamar Alexander.

(Also on POLITICO: McConnell, Grimes face off at Fancy Farm)

Lukens said that mail has been especially effective in the 2014 Republican primaries, where campaigns have been targeting an extremely small, typically older slice of the electorate. He pointed to creative pieces of mail that his firm did for the McConnell campaign that were effective in portraying the senator's primary challenger, Matt Bevin, as a phony conservative.

In one of the pieces, Bevin is depicted as a snake oil salesman on the front of the mailer, which reads: “Genuine Bevin Brand Snake Oil: Behold the magical potion being spoon-fed to Kentucky Conservatives far and wide.” On the back, it had a picture of a bottle with “half-truths, resume inflation, and delusions of grandeur” listed as the ingredients. McConnell easily dispatched Bevin, winning by 25 points.

“In terms of moving the needle, it's very effective because people still read their mail and some even keep it around,” Lukens said. “It's got a shelf life. It's cheaper, and you can reach a more targeted audience.”

TV advertising doesn't quite have that level of targeting yet, but it will soon catch up, said Malorie Thompson of Something Else Strategies.

(Also on POLITICO: Why Cantor really resigned)

“Those days are quickly closing in on us,” Thompson said. “It all depends on a campaign's budget and sophistication.”

She added that even with improvements in targeting voters through TV ads, direct mail will have the crucial cost advantage, especially in supplementing TV and radio buys. “You want to create a campaign



that chases a voter, that can engage them where they want to engage. Not all campaigns have the luxury of going on TV. That's why direct mail is still very efficient."

But Andrew Bleeker, founder of Bully Pulpit Interactive — a major Democratic digital firm — pointed out the biggest drawback of direct mail compared with digital. "When you send a mail piece, you don't know if they are reading it. With digital, we can now know if they saw an online ad."

Bleeker and direct mail consultants both agreed that "smart campaigns" with big war chests are using a mix of tools — including both mail and digital — to target and communicate with voters in a much more sophisticated way than ever before.

"It's not an antiquated way to reach voters," said Cameron Armour, creative director for GOP firm Axiom Strategies' direct-mail shop. "It's actually highly technical. Everything we do in direct mail from the design and concept is an exercise in efficiency."

One of Axiom's clients — Baptist minister Mark Walker — recently pulled off an upset in the North Carolina Republican primary for retiring Rep. Howard Coble's House seat. Walker, who was working with a limited budget, did not run any TV ads before the runoff — and spent at least one-fifth of his outlays on mail.

Axiom typically designs based on the results of eye-tracking studies that monitor the pupil movements of voters to determine what catches their attention, Armour said. The main picture and text written in the biggest font is usually all a voter scans at first glance.

Some of their other findings: The candidate's face on the piece of mail anchors the reader's perception. And readers key in on details like the disclosures identifying the message's sponsor at the end, even if most consumers think their peers don't practice the same diligence.

Several firms are also targeting voters through advanced data-mining — tailoring their message based on the voter's age, likelihood of voting, and data like magazine subscriptions and whether the children in the family go to private or public school. Many mailers will also encourage voters to connect via social media for more messaging opportunities and include links to a microsite that has information and online ads.

"Mail is the only communications method that can be targeted directly to the voter," said Duane Baughman, president of The Baughman Co., whose clients include the pro-Democratic House Majority PAC. "Once a target universe is identified in polling and modeling, mail can be sent to the individual who will be moved by specific messages.

"Other communications methods are advancing but still have their limitations," he added, referencing TV and digital appeals.

Baughman said his firm has developed a way to match IP with home addresses so that it can deliver digital ads directly to a targeted group of voters along with their mail.

"It's a great way to make sure that when 'Joe Voter' checks the mail when they get home and sees our candidate, they then see the same candidate message and imagery when they check box scores on ESPN[.com] after dinner," he said.

Mail can also help a candidate cut through the clutter if the voters are already being inundated with political ads on the airwaves and online.

"In today's day and age, you can have five-to-seven screens in your house, but you still only have one mailbox," said Kevin Mack of Mack Sumner Communications, which works for several groups on the left.

Specifically for fundraising, direct mail is crucial for getting donations from older donors and people who are still reluctant to give their credit card information online, said Michael Centanni, president of Base-Connect, which represents conservative candidates and groups.

Fundraising pitches via direct mail also have one big advantage over those sent through email: They can't be sent to the trash can without being looked at.

"It's so easy to delete your email without even looking at it. With direct mail, you would think it would be the same, but you at least have a few seconds," Centanni said.

Even President Barack Obama's campaign raised \$230 million from direct mail, according to a PowerPoint presented to supporters after the election and previously obtained by POLITICO.

More broadly, Centanni added: "From studies, we know that people remember more of what they read on paper rather than on a screen. That has something to do with it."

Still, with digital and TV buys getting all the attention, it can be hard to pitch federal candidates on direct mail, said Brad Shattuck, president of the Kentucky-based Strategic Impact. Shattuck's clients include Rep. Doc Hastings (R-Wash.).

"Direct mail is never as sexy," Shattuck said. "But more and more candidates are realizing that they need it."

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Mon, 4 Aug 2014 17:03:56 +0000  
**To:** 'Mark A. Robbins'; Dan Blair; Tricia Hollis  
**Subject:** RE: CFC

Mark, don't you know...they are innovators!?

"Schaner also sent a written statement saying that, despite tax records showing a hefty salary and perks for its leader, Sacramento MAP "receives no profit or compensation for its services." **It also noted that OPM gave the group an award for "innovative service."**

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Mark A. Robbins [mailto:markarobbins@ ]  
**Sent:** Monday, August 04, 2014 12:35 PM  
**To:** Dan Blair; Tricia Hollis; Marshall, Susan G.  
**Subject:** CFC

It's good to see the modern CFC officials thinking outside the box, right?

Mark A. Robbins  
Cell: (202)

<http://www.foxnews.com/politics/2014/08/03/firm-running-california-federal-charity-drive-misspent-millions-in-donations/?intcmp=obnetwork>

**From:** Dan Blair  
**Sent:** Thu, 7 Aug 2014 19:57:49 +0000  
**To:** Marshall, Susan G.; annf77@[REDACTED] Diane (diane baker241@[REDACTED])  
**Subject:** RE: Nooooooooooooooooooooo, not again

A wide stance costs a lot of \$\$\$.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, August 07, 2014 3:57 PM  
**To:** Dan Blair; annf77@[REDACTED] Diane (diane baker241@[REDACTED])  
**Subject:** Nooooooooooooooooooooo, not again

Not this again...

Larry Craig To Detail Legal Expenses for Sex-Sting Defense  
By Todd Ruger | August 7, 2014

Former U.S. Sen. Larry Craig must file papers next week that detail why he thinks \$216,000 in legal bills rooted in his 2007 arrest in an airport sex sting were an appropriate use of campaign funds.

Read more: <http://www.nationallawjournal.com/legal-times/blog-of-legal-times?slreturn=20140707155425#ixzz39joe0BE3>

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Thu, 7 Aug 2014 19:58:03 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Possible questions for AICPA Session 21- Council of Inspectors General on Financial Oversight

Control...I am all about that!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, August 07, 2014 3:57 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Possible questions for AICPA Session 21- Council of Inspectors General on Financial Oversight

Actually, that is good. That way you can get your point across apart from just your presentation. And you can have the questions you want asked. You're in control. You should like that.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Thursday, August 07, 2014 2:19 PM  
**To:** Dan Blair  
**Subject:** FW: Possible questions for AICPA Session 21- Council of Inspectors General on Financial Oversight

Have you ever been asked to write questions for speaking sessions? That was weird.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Thursday, August 07, 2014 2:18 PM  
**To:** Bill Hughes ([Bill.Hughes@morganfranklin.com](mailto:Bill.Hughes@morganfranklin.com))  
**Subject:** Possible questions for AICPA Session 21- Council of Inspectors General on Financial Oversight

Hi Bill,

It was good talking with you last week. As we discussed below and attached are some possible questions for you to use during the session. Please let me know if you need anything else.

See you soon!



**AICPA August 12**

**Session 21**

**Council of Inspectors General on Financial Oversight: Roles, Responsibilities and Results**

1. You talk about the processes or stages FSOC uses to determine whether a nonbank company should be designated for additional supervision and regulation. Has any nonbank company appealed an FSOC designation or challenged a designation in court?
2. Since the Financial Stability Oversight Council has broad yet general authorities for monitoring systemic risk, how does it fulfill this responsibility if it doesn't have any specific enforcement tools?
3. Since the Financial Stability Oversight Council has no real supervision or examination authority, what is the Council's most important regulatory function?
4. What is the Council of Inspectors General on Financial Oversight's greatest audit challenge?
5. Does the Council of Inspectors General on Financial Oversight engage with any of the FSOC Non-Voting Members? If so, how is that done and how is the information reported?

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Mon, 11 Aug 2014 14:13:49 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Patent Office telework abuse

Trying to build his cred by going to the press... you'll notice the investigations and reports were done in 2012 and 2013. He makes me nervous.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, August 11, 2014 10:06 AM  
**To:** Marshall, Susan G.  
**Cc:** Mark A. Robbins; Hollis, Tricia  
**Subject:** Re: Patent Office telework abuse

Todd Zinser did the report.

Sent from my iPhone

On Aug 11, 2014, at 10:00 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I guess it is worse than I imagined...no-worky is rewarded with big bonuses. How about the guy that installed the 'mouse-mover'...appalling!

**Patent office filters out worst telework abuses in report to its watchdog**

Oversight of the Patent office's telework program — and of examiners based at the Alexandria headquarters — was "completely ineffective," investigators concluded. (Alex Brandon/AP)

By Lisa Rein August 10 at 7:30 PM

Prompted by multiple whistleblower complaints, the U.S. Patent and Trademark Office began an internal investigation two years ago of an award-winning program that's been praised in and outside government: Employees are allowed to work from home.

What the inquiry uncovered was alarming.

Some of the 8,300 patent examiners, about half of whom work from home full time, repeatedly lied about the hours they were putting in, and many were receiving bonuses for work they didn't do. And when supervisors had evidence of fraud and asked to have the employee's computer records pulled,

they were rebuffed by top agency officials, ensuring that few cheaters were disciplined, investigators found.

Oversight of the telework program — and of examiners based at the Alexandria headquarters — was “completely ineffective,” investigators concluded.

But when it came time last summer for the patent office to turn over the findings to its outside watchdog, the most damaging revelations had disappeared. The report sent to Commerce Department Inspector General Todd Zinser concluded that it was impossible to know if the whistleblowers’ allegations of systemic abuses were true.

“What we hoped to see was an unfiltered response,” Zinser said. “That’s not what this was. It’s a lot less sensational. The true extent of the problem was not being conveyed to us.”

The original findings, by contrast, raise “fundamental issues” with the business model of the patent office, which oversees an essential function of U.S. commerce, said Zinser, who was provided a copy of the original by a patent official.

The patent office, while relatively obscure, plays a crucial role in supporting the nation’s commerce and economic development. But the agency’s army of examiners and other officials has been falling behind, with a backlog of patent applications swelling to more than 600,000 and estimated waiting times of more than five years.

The Washington Post obtained copies of the internal report and the version provided to the inspector general, which at 16 pages is half the length of the original.

Both reports conclude that policies negotiated with the patent examiners’ union have left managers with few tools to monitor their staffs. Both acknowledge that supervisors have limited access to records that could prove suspected time fraud, resulting in negligible disciplinary action.

But the original one describes a culture of fraud that is overlooked by senior leaders, lax enforcement of the rules and the resulting frustration of many front-line supervisors. The version provided to the watchdog was far less conclusive, saying that managers who were interviewed held “inconsistent” views on whether examiners were gaming the system.

An agency spokesman, in a statement for this article, described the version sent to the inspector general as a “final, carefully considered, accurate and complete report.”

Chief communications officer Todd Elmer called the original report a “rough draft for discussion purposes” that was an “initial attempt to describe the full investigation record.”

After a review, lawyers in the agency’s Office of General Counsel and chief administrative officer Frederick Steckler decided that “many of the conclusions” in the draft were “partial and unsupported by the facts and record of the investigation,” Elmer said in the statement. He said the final report contains “a more accurate, complete reflection” of the investigation. Steckler wrote both versions of the report, Elmer said.

The agency's telework system has served as a model for the Obama administration, which has sought to attract talent by extending similar programs to many corners of the government. In addition to the approximately 3,800 patent examiners who work full time from home, about 2,700 telework on a part-time basis.

While the examiners were under scrutiny, patent officials received a separate referral from the inspector general after whistleblowers at the agency's appeals board complained that paralegals there were idle. That referral resulted in an investigation that Zinser's office disclosed in July, revealing that dozens of paralegals, who also work from home, were paid full salaries during a four-year period while they surfed the Internet, did laundry and read books instead of working. The investigation found that managers gave the paralegals limited assignments as they waited for new judges to be hired to handle a backlog of appeals. But because of a hiring freeze, the judges were not brought on until last year.

The examiners, the focus of the internal probe launched in 2012, review applications and grant patents on inventions that are new and unique. They are experts in their fields, often with master's and doctoral degrees. They tend to be near the top of the federal pay scale, with the highest taking home \$148,000 a year.

The investigation grew out of complaints by four whistleblowers to the inspector general alleging systemic abuses by patent examiners. Zinser referred the matter to the patent office, which appointed an internal review team of four human resources officials, two associate general counsels and an accountant.

Their review produced a report in February 2013 that concluded, "The interviewers found that many supervisors had troubling answers to some of the questions that were asked."

It cited several detailed cases of time and attendance abuse. In one, an examiner missed 304 hours of work in a year but was paid for the time. Despite warnings, this examiner kept cheating and was caught twice but not fired.

Another examiner claimed to have worked 266 hours for which there was no evidence she was on the job, and she received \$12,533 in pay. She was never charged with time fraud because an assistant deputy commissioner refused her supervisor's request to pull computer records, but instead she was charged with a lesser offense of not responding to a supervisor's repeated attempts to get in touch with her. According to a patent official with knowledge of the case, the woman was never required to pay the government back.

But these examples — and others cited in the internal report — did not appear in the document supplied to Zinser. That version found "no objective evidence of any systemic abuse of reporting procedures."

The internal investigation also unearthed another widespread problem. More than 70 percent of the 80 managers interviewed also told investigators that a "significant" number of examiners did not work for long periods, then rushed to get their reviews done at the end of each quarter.

Supervisors told the review team that the practice "negatively affects" the quality of the work. "Our quality standards are low," one supervisor told the investigators. "We are looking for work that meets minimal requirements."



AdvertisementGames - [Click Here for More!](#)

The final, condensed version noted only that patent officials have no policy that prohibits the practice and that examiners suspected of “end-loading” may well have been working throughout the quarter. “Some examiners . . . spend long periods on search and examination because they . . . want to make their actions perfect before submitting” their patent reviews, the document says.

Investigators found that front-line supervisors feel powerless to discipline poor performers. “We had evidence that the timesheet was not accurate,” one supervisor said, “but they still said no. [It] was four, five months ago and there was a push not to pull records.”

Another manager said that an examiner had a “mouse-mover” program on his computer to make it appear he was working. The manager saw it, took a picture and showed it to a top official “and nothing happened,” the supervisor said.

In short, the internal report concluded that “USPTO management demonstrated reluctance to take decisive action when the misconduct is egregious and the evidence is compelling.” Investigators recommended “unmitigated access” to records when abuse is suspected.

The version supplied to the inspector general, though, explained that managers did not provide full access to computer records that could substantiate allegations of fraud because officials did not want to be seen as “big brother” through electronic surveillance.

Investigators found a lax system for monitoring employees who work from home — some as far away as California. Examiners do not have to log into the agency’s computer network or tell their supervisors the hours they work. They do not have to respond to a phone call from their boss the same day it comes in. The boss has no way to tell when they are at their desks.

AdvertisementGames - [Click Here for More!](#)

“Controls are almost non-existent,” the review team wrote. It concluded, “Examiners can work inconsistently throughout the year, and even fail to be present at work, with little or no consequences.” The report described a “frustrated management team . . . in effect being told to look the other way.”

But the report forwarded to Zinser called the probe “inconclusive.”

Elmer, the patent office spokesman, said in his statement that the complete record of interviews with managers was submitted to the inspector general in supporting exhibits.

Zinser, however, said the agency was responsible not just for providing “raw data” but an accurate analysis.

He said he did not do his own investigation because he trusted that patent officials had the issues under control. But he said the copy of the original report he was given prompted him to launch a probe of the patent workforce’s quality control — whether its examinations are accurate. His office also is investigating time and attendance fraud at several other Commerce Department agencies.



"The fact that we received an unfiltered report has been very helpful to us," he said. "It's not a good message for senior management to send to the workforce: You do the work and we'll sanitize it before it goes out."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Tue, 12 Aug 2014 00:01:50 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: So scary!

People are fuk'd up

Sent from my iPhone

> On Aug 11, 2014, at 7:23 PM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:

>

>

<https://m.facebook.com/epilepsyalliance/photos/a.255826764493667.59295.138500932892918/678729615536711/?type=1&source=48>

>

> So 2 guys stood over an epileptic and made fun of her as she was coming out of a seizure. What is wrong with people?

**From:** Dan Blair  
**Sent:** Tue, 12 Aug 2014 18:34:12 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

Her lmtd term SES must have expired.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, August 12, 2014 2:33 PM  
**To:** Dan Blair; Shea, Robert (Robert.Shea@ )  
**Subject:** Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

<http://fcw.com/blogs/fcw-insider/2014/08/trudeau-leaves-gsa.aspx>

Trudeau leaves GSA, heads to AWS  
Lena Trudeau\_GSA

Lena Trudeau, associate commissioner for the Office of Strategic Innovations at the General Services Administration, has decamped for the private sector, FCW has learned.

**Trudeau confirmed her departure to FCW, and said she starts at Amazon Web Services on Aug. 11.**

In her nearly three years in government, Trudeau quickly became the face of the Presidential Innovation Fellows program and is known in the community as a zealous advocate for government innovation.

Trudeau has also been acting as executive director of the 18F team at GSA, following the departure of David McClure, former associate administrator of the Office of Citizen Services and Innovative Technologies at GSA, who was overseeing the office. (In a recent essay for FCW, Trudeau addressed industry questions and concerns about the role of 18F.)

Greg Godbout will be taking over for Trudeau as executive director of 18F, and fellow 18F'er Garren Givens will be in charge of the PIF program.

Before coming to GSA in 2011, Trudeau was with the National Academy of Public Administration for several years, acting as program director for strategic initiatives, vice president and eventually GSA project director.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Tue, 12 Aug 2014 19:16:22 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

It is a video-- did you see the baby dance when the music came on? HILARIOUS! That is how the GSA employees reacted to the news! HA!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, August 12, 2014 3:14 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

It's a baby in a car seat

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, August 12, 2014 3:11 PM  
**To:** Dan Blair; Shea, Robert (Robert.Shea@██████████)  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

<https://www.facebook.com/photo.php?v=770413086349858&set=vb.117633891627784&type=2&theater>

Just one person's reaction to the news...see the GSA reaction about 20 seconds into the video.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, August 12, 2014 3:08 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

Allison said she will end up in jail. There is another former nappyhead at Amazon - ██████████. He is held in similar esteem by his former colleagues.



---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, August 12, 2014 3:06 PM  
**To:** Dan Blair  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

she must be able to talk her way out of a paper bag because she seems to always land on her feet. Amazing! I on the other hand always land on my elbows. OUCH!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, August 12, 2014 3:03 PM  
**To:** Marshall, Susan G.; 'Shea, Robert'  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

Similar sentiments have been expressed by her former colleagues.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, August 12, 2014 2:55 PM  
**To:** 'Shea, Robert'  
**Cc:** Dan Blair  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

After August 11 Amazon web services will be another company stock in the "sell" category!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Shea, Robert [<mailto:Robert.Shea@>]  
**Sent:** Tuesday, August 12, 2014 2:46 PM  
**To:** Marshall, Susan G.  
**Cc:** [dblair@napawash.org](mailto:dblair@napawash.org)  
**Subject:** Re: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

I just threw up in my mouth.

Sent from my iPhone

On Aug 12, 2014, at 2:33 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<http://fcw.com/blogs/fcw-insider/2014/08/trudeau-leaves-gsa.aspx>



Trudeau leaves GSA, heads to AWS  
Lena Trudeau\_GSA

Lena Trudeau, associate commissioner for the Office of Strategic Innovations at the General Services Administration, has decamped for the private sector, FCW has learned.

**Trudeau confirmed her departure to FCW, and said she starts at Amazon Web Services on Aug. 11.**

In her nearly three years in government, Trudeau quickly became the face of the Presidential Innovation Fellows program and is known in the community as a zealous advocate for government innovation.

Trudeau has also been acting as executive director of the 18F team at GSA, following the departure of David McClure, former associate administrator of the Office of Citizen Services and Innovative Technologies at GSA, who was overseeing the office. (In a recent essay for FCW, Trudeau addressed industry questions and concerns about the role of 18F.)

Greg Godbout will be taking over for Trudeau as executive director of 18F, and fellow 18F'er Garren Givens will be in charge of the PIF program.

Before coming to GSA in 2011, Trudeau was with the National Academy of Public Administration for several years, acting as program director for strategic initiatives, vice president and eventually GSA project director.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at [www.GrantThornton.com](http://www.GrantThornton.com).

Please consider the environment before printing this email.

**In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.**

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

**From:** Dan Blair  
**Sent:** Tue, 12 Aug 2014 19:18:34 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

I'm slow. I didn't get it.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, August 12, 2014 3:17 PM  
**To:** Dan Blair  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

I should have said to click on the picture to watch the video.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, August 12, 2014 3:14 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

It's a baby in a car seat

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, August 12, 2014 3:11 PM  
**To:** Dan Blair; Shea, Robert ([Robert.Shea@us.gta.com](mailto:Robert.Shea@us.gta.com))  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

<https://www.facebook.com/photo.php?v=770413086349858&set=vb.117633891627784&type=2&theater>

Just one person's reaction to the news...see the GSA reaction about 20 seconds into the video.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, August 12, 2014 3:08 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services



Allison said she will end up in jail. There is another former nappyhead at Amazon - [REDACTED]  
[REDACTED] He is held in similar esteem by his former colleagues.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, August 12, 2014 3:06 PM  
**To:** Dan Blair  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

she must be able to talk her way out of a paper bag because she seems to always land on her feet. Amazing! I on the other hand always land on my elbows. OUCH!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, August 12, 2014 3:03 PM  
**To:** Marshall, Susan G.; 'Shea, Robert'  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

Similar sentiments have been expressed by her former colleagues.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, August 12, 2014 2:55 PM  
**To:** 'Shea, Robert'  
**Cc:** Dan Blair  
**Subject:** RE: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

After August 11 Amazon web services will be another company stock in the "sell" category!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Shea, Robert [[mailto:Robert.Shea@\[REDACTED\]](mailto:Robert.Shea@[REDACTED])]  
**Sent:** Tuesday, August 12, 2014 2:46 PM  
**To:** Marshall, Susan G.  
**Cc:** [dblair@napawash.org](mailto:dblair@napawash.org)  
**Subject:** Re: Federal Computer Week Article: Lena Trudeau leaves GSA for Amazon Web Services

I just threw up in my mouth.

Sent from my iPhone

On Aug 12, 2014, at 2:33 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<http://fcw.com/blogs/fcw-insider/2014/08/trudeau-leaves-gsa.aspx>

Trudeau leaves GSA, heads to AWS  
Lena Trudeau\_GSA

Lena Trudeau, associate commissioner for the Office of Strategic Innovations at the General Services Administration, has decamped for the private sector, FCW has learned.

**Trudeau confirmed her departure to FCW, and said she starts at Amazon Web Services on Aug. 11.**

In her nearly three years in government, Trudeau quickly became the face of the Presidential Innovation Fellows program and is known in the community as a zealous advocate for government innovation.

Trudeau has also been acting as executive director of the 18F team at GSA, following the departure of David McClure, former associate administrator of the Office of Citizen Services and Innovative Technologies at GSA, who was overseeing the office. (In a recent essay for FCW, Trudeau addressed industry questions and concerns about the role of 18F.)

Greg Godbout will be taking over for Trudeau as executive director of 18F, and fellow 18F'er Garren Givens will be in charge of the PIF program.

Before coming to GSA in 2011, Trudeau was with the National Academy of Public Administration for several years, acting as program director for strategic initiatives, vice president and eventually GSA project director.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at [www.GrantThornton.com](http://www.GrantThornton.com).

Please consider the environment before printing this email.

In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.



**From:** Diane Baker  
**Sent:** Thu, 14 Aug 2014 15:47:18 -0400  
**To:** Dan Blair  
**Cc:** FISHER, ANN C; Marshall, Susan G.  
**Subject:** Re: Your Upcoming Reservation at Fiola

Dan and I will pick the wine.

Sent from my iPhone

On Aug 14, 2014, at 2:51 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Oh god... this should be interesting. Can we drink?

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
**Sent:** Thursday, August 14, 2014 2:06 PM  
**To:** Diane Baker; Marshall, Susan G.  
**Cc:** Dan Blair  
**Subject:** RE: Your Upcoming Reservation at Fiola

See you fools there!!

---

**From:** Diane Baker [<mailto:diane baker241@>]  
**Sent:** Thursday, August 14, 2014 6:53 AM  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair; FISHER, ANN C  
**Subject:** Re: Your Upcoming Reservation at Fiola

Can't wait!

Sent from my iPhone

On Aug 14, 2014, at 6:46 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

See you tomorrow.:)

-----Original Message-----

**From:** Fiola Reservations [[member\\_services@opentable.com](mailto:member_services@opentable.com)]  
**Sent:** Thursday, August 14, 2014 03:47 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Your Upcoming Reservation at Fiola

Dear susan,

Just a reminder, you've got a reservation coming up!

Fiola will be ready for your party of 4 at 12:30 PM on Friday, August 15, 2014. Confirmation Number: 1442935527

Manage this reservation on the go with our mobile apps:

[iPhone and iPad apps >](#) | [Android app >](#)

Be sure to check in with the host when you arrive. Upon dining, you will receive 100 OpenTable Points.

From the restaurant:

Thank you for choosing Fiola. Kindly note that the entrance to the restaurant is located at 678 Indiana Avenue.

Should your plans change, please let us know. We look forward to serving you.

Please remember that there is no corkage allowed on Fridays and Saturdays.

To take advantage of the D.C. Restaurant Week fixed-price offering, be sure to request the special menu when you arrive. For details, please visit

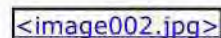
<http://www.opentable.com/promo.aspx?pid=68&m=9&ref=299> Thank you for choosing Fiola. Kindly note that the entrance to the restaurant is located at 678 Indiana Avenue.

Chase Sapphire Preferred® gives you 2X reward points on travel and dining at restaurants, so you can discover something new and delicious when you dine out. Not a Chase Sapphire Preferred® cardmember? [Learn more today.](#)

BOOK A LIMO (service provided by [Limos.com](#)): Arrive in Style the easy way at affordable prices.

Reserve your Limo now at:

[http://www.opentable.com/limo.aspx?re=CctFTY6OayQ%253d&cmpid=limo\\_24\\_hour](http://www.opentable.com/limo.aspx?re=CctFTY6OayQ%253d&cmpid=limo_24_hour)



To get there:

Fiola

601 Pennsylvania Ave., NW Washington, DC 20004

Cross Street: Entrance on Indiana Avenue

(202) 628-2888

[See menus, map & more >](#)

[Invite your party >](#)

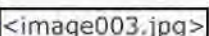
[Update your reservation date, time or party size >](#)

[Cancel your reservation >](#)

As always, thanks for using OpenTable.

Happy Dining!

The OpenTable Team

[www.OpenTable.com](http://www.OpenTable.com) 

PS. Making or changing reservations on the go is a snap with [OpenTable Mobile](#).

\*\* Questions about your reservation? You can always contact Fiola at (202) 628-2888 with any questions.

Got a question for OpenTable? Visit [Support.OpenTable.com](http://Support.OpenTable.com) to get answers!

PLANNING A PARTY? With the new OpenTable Private Dining pages, you can see photos and descriptions of hundreds of restaurants and find the ideal spot for your event. Try it now!  
[http://www.opentable.com/info/banquets.aspx?m=9&cmpid=em\\_trigger\\_24hr\\_reg\\_private](http://www.opentable.com/info/banquets.aspx?m=9&cmpid=em_trigger_24hr_reg_private)

**From:** Dan Blair  
**Sent:** Fri, 15 Aug 2014 12:42:20 +0000  
**To:** Marshall, Susan G.; FISHER, ANN C(Ann.Fisher@prc.gov); Diane (diane baker241@ [REDACTED])  
**Subject:** RE: Dave williams article

This is the problem.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, August 15, 2014 8:24 AM  
**To:** Dan Blair; FISHER, ANN C (Ann.Fisher@prc.gov); Diane (diane baker241@ [REDACTED])  
**Subject:** Dave williams article

What?

## **For IG, the future is now at USPS**

By Colby Hochmuth

Inspector General David Williams takes a broad view of his role at the perennially cash-strapped U.S. Postal Service, including the development of new technologies and revenue streams.

It's amazing what a little destruction can accomplish.

The onset of the digital age, evolution in the way mail is delivered and budgetary constraints have combined to create a perfect fiscal storm at the U.S. Postal Service. And Inspector General David Williams is in the eye of it.

"IG's involvement with the digital age might be more dramatic at the USPS because it has been hit with such creative destruction," Williams said. ***"But it's the job of the IG to try and find a way forward, and the fact that the postal service is in this radical transformation puts the IG here in a different spot."***

Like many agencies facing fiscal challenges over the past few years, the USPS has been trying to keep its head above water. What separates the post office from most other federal agencies is that it earns its money through the sale of products and services, not through congressional appropriations. The USPS lost \$2 billion in the April-June quarter, despite a 2 percent increase in operating revenue over the same period a year ago.



Another problem that has made it more difficult to keep abreast of breakneck changes in information technology, according to Williams, is the mandate that the post office prefund its retiree health benefits, at a cost of about \$5.5 billion a year for 10 years (the post office announced with its earnings report Aug. 12 that it would not be making the payment this year, the Associated Press reported).

"It's been a real hurdle," Williams said. "It prevented them from investing in the migration to the digital age, and upkeep of physical infrastructure and vehicles."

But the digital age arrived in any case, and Williams has had to deal with it.

The Office of the Inspector General in government was established in 1978, in the wake of the abuses of the Watergate era. The first IGs were largely paper-based and spent most of their time investigating allegations of the proverbial "waste, fraud and abuse."

These days, the job more closely resembles another product of the digital age, an accountant's version of continuous diagnostics and monitoring -- but for auditing rather than cyber intrusions.

Williams has been an IG at five federal agencies and has seen firsthand the way technology has changed his job -- especially the way in which digital analytics have revolutionized the way IGs collect, audit and monitor information.

USPS programs such as the Risk Assessment Data Repository give IGs and auditors a real-time overview of risks and possible malpractice.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Fri, 15 Aug 2014 19:58:46 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Is it time to move on to this?

OH yeah, and she had a bad case of the HNPs. Good thing they vaccinations for that now.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, August 15, 2014 3:57 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Is it time to move on to this?

No it was Barbie.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 15, 2014 3:56 PM  
**To:** Dan Blair  
**Subject:** RE: Is it time to move on to this?

NO, but WITH bunny slippers-- FLOPPY Left and FLOPPY Right...remember her? FLOPPY Where are YOU?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, August 15, 2014 3:54 PM  
**To:** Marshall, Susan G.; Diane ([diane baker241@gmail.com](mailto:diane baker241@gmail.com))  
**Subject:** RE: Is it time to move on to this?

Sans deodorant?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 15, 2014 3:45 PM  
**To:** Dan Blair; Diane ([REDACTED])  
**Subject:** Is it time to move on to this?

Dan,

I think the first version is would be appropriate for you to wear at a Board meeting, and the second one would be a good daily suit for you. I, on the other hand, will be wearing the third version when I telework.

## **A Denim Suit for Business Dudes? Ralph Lauren Thinks So**

By [Kyle Stock](#) August 14, 2014

---

Can one wear too much denim? It's a perennial question in the fashion world. There are many who would answer no, including [Justin Timberlake](#), [Matt Damon](#), and [Jennifer Lopez](#). And, of course, this guy:





Photograph by Mary Evans/MGM/Ronald Grant via Everett Collection

In fashion circles, this look is loosely known as the Canadian Tuxedo, a term with no apparent slight intended to our northern neighbors. [As the story goes](#), Levi's fashioned a full denim tuxedo for Bing Crosby after the crooner, decked out in dungarees, was almost turned away from a fancy Canadian hotel.

The more sartorially timid among us would say there's a limit to jeans. And while no one will ever be able to top Timberlake putting on his glorious blue-jean suit and tie, the design team at Ralph Lauren ([RL](#)) is giving it a shot. The fashion house just unveiled its line for the spring of 2015, and it includes—not one, but two—denim-on-denim ensembles: denim squared, if you will.

The first is kind of a well-worn, sun-faded look paired with a preppy tie and old-fashioned collar. It calls to mind a young Gatsby strolling back into the West Egg martini clutch after summering on a dude ranch.





Courtesy Ralph Lauren

Somehow this isn't a stretch for Ralph Lauren, a brand that has long woven together the dusty duds of the American West with East Coast collars and cuffs.

The second offering drags the denim into the boardroom. It's Savile Row with just a dash of truck stop. It's a giddyup "partner," in the Goldman Sachs ([GS](#)) sense of the word. With three finely-tailored pieces, there's no way to be casual about it—no way to shrug it off as casual coincidence.



Courtesy Ralph Lauren

Is it a trend? Probably not. Does it work? Well, that depends.

At fashion's haute peak, clothes convey a simple message: "I couldn't care less what you think."

A power suit—a real power suit—says the same thing, be it [purple](#) or [pinstriped](#) or [paisley](#). It's no coincidence that Chuck Norris seems to operate under a similar constitution.

In short, if you have to ask if it works, it doesn't. For the rest of you, giddyup.

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Fri, 15 Aug 2014 23:27:42 +0000  
**To:** 'Diane Baker'  
**Subject:** RE: Is it time to move on to this?

LOL!!

-----Original Message-----

**From:** Diane Baker [[dianebaker241@](mailto:dianebaker241@)]  
**Sent:** Friday, August 15, 2014 07:14 PM Eastern Standard Time  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.  
**Subject:** Re: Is it time to move on to this?

The latest in Fed Wear.

Sent from my iPhone

On Aug 15, 2014, at 3:54 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Sans deodorant?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 15, 2014 3:45 PM  
**To:** Dan Blair; Diane ([dianebaker241@](mailto:dianebaker241@))  
**Subject:** Is it time to move on to this?

Dan,

I think the first version is would be appropriate for you to wear at a Board meeting, and the second one would be a good daily suit for you. I, on the other hand, will be wearing the third version when I telework.

## A Denim Suit for Business Dudes? Ralph Lauren Thinks So

By [Kyle Stock](#) August 14, 2014

---

Can one wear too much denim? It's a perennial question in the fashion world. There are many who would answer no, including [Justin Timberlake](#), [Matt Damon](#), and [Jennifer Lopez](#). And, of course, this guy:

<image001.jpg>Photograph by Mary Evans/MGM/Ronald Grant via Everett Collection

In fashion circles, this look is loosely known as the Canadian Tuxedo, a term with no apparent slight intended to our northern neighbors. [As the story goes](#), Levi's fashioned a full denim tuxedo for Bing Crosby after the crooner, decked out in dungarees, was almost turned away from a fancy Canadian hotel.



The more sartorially timid among us would say there's a limit to jeans. And while no one will ever be able to top Timberlake putting on his glorious blue-jean suit and tie, the design team at Ralph Lauren ([RL](#)) is giving it a shot. The fashion house just unveiled its line for the spring of 2015, and it includes—not one, but two—denim-on-denim ensembles: denim squared, if you will.

The first is kind of a well-worn, sun-faded look paired with a preppy tie and old-fashioned collar. It calls to mind a young Gatsby strolling back into the West Egg martini clutch after summering on a dude ranch.

<image002.jpg>Courtesy Ralph Lauren

Somehow this isn't a stretch for Ralph Lauren, a brand that has long woven together the dusty duds of the American West with East Coast collars and cuffs.

The second offering drags the denim into the boardroom. It's Savile Row with just a dash of truck stop. It's a giddyup "partner," in the Goldman Sachs ([GS](#)) sense of the word. With three finely-tailored pieces, there's no way to be casual about it—no way to shrug it off as casual coincidence.

<image003.jpg>Courtesy Ralph Lauren

Is it a trend? Probably not. Does it work? Well, that depends.

At fashion's haute peak, clothes convey a simple message: "I couldn't care less what you think."

A power suit—a real power suit—says the same thing, be it [purple](#) or [pinstriped](#) or [paisley](#). It's no coincidence that Chuck Norris seems to operate under a similar constitution.

In short, if you have to ask if it works, it doesn't. For the rest of you, giddyup.

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Fri, 15 Aug 2014 23:42:04 +0000  
**To:** 'Dan Blair'  
**Subject:** How it Works - The Smart Crowd

<http://www.thesmartcrowd.com/about/workers/works/>

This looks awesome. I am very interested in it.

**From:** Marshall, Susan G.  
**Sent:** Mon, 18 Aug 2014 19:11:23 +0000  
**To:** 'Dan Blair'  
**Subject:** FW: URGENT- URGENT- DO NOT RELEASE FEVS for 2nd Level or Below  
**Importance:** High

Oopsie!!! Lol!!

-----Original Message-----

**From:** Hollis, Tricia  
**Sent:** Monday, August 18, 2014 02:18 PM Eastern Standard Time  
**To:** OIG-Senior Management  
**Cc:** Koehler, Jay B.; Lawrence, Jeffrey; Dalton, Learlie K.  
**Subject:** FW: URGENT- URGENT- DO NOT RELEASE FEVS for 2nd Level or Below

FYI –we'll let you know when we know more.

**From:** Shanda.Adams@treasury.gov [mailto:Shanda.Adams@treasury.gov]  
**Sent:** Monday, August 18, 2014 2:16 PM  
**To:** Cristina.L.Aiken@irscounsel.treas.gov; Paula.Bailey@ad.ttb.gov; Dalton, Learlie K.; Elena.Davis@tigta.treas.gov; Mary.P.Donelan@irscounsel.treas.gov; Joann.Hamilton-Morgan@bep.gov; Colleen.Heller-Stein@treasury.gov; Hollis, Tricia; Michelle.Jones@treasury.gov; Kristina.Kaptur@treasury.gov; Kathleen.Kogut@fincen.gov; richard.lowe@bpd.treas.gov; jean.mccoy@occ.treas.gov; alicia.m.medina@irscounsel.treas.gov; Tram-Tiara.Ngo@ttb.gov; Kendra.Parker@tigta.treas.gov; Heather.Shaner@fincen.gov; patti.warren@fincen.gov; Martha.Watson@usmint.treas.gov; Jennifer.Donnan@tigta.treas.gov; Adam.Martinez@treasury.gov  
**Subject:** URGENT- URGENT- DO NOT RELEASE FEVS for 2nd Level or Below  
**Importance:** High

This message was sent securely using ZixCorp.

Hello All,

**VERY IMPORTANT:**

-

I need to make you aware that FEVS numbers for at the 2<sup>nd</sup> Level and below **may not be correct and should not be distributed.**

Mint and FS contacted me about some discrepancies they noticed in their response numbers. That prompted me to inquire with OPM who found there are mapping issues with all but the first level reports in most of our bureaus. Therefore, the data released may be incorrect and should not be distributed.

OPM is working to resolve the issue with the steps below;

In order to fix this issue we will do the following:

- 1) Remove all 2nd level reports and pre-configured reports for Treasury and will not upload any 2nd level reports for Treasury

2) Once we get the data reconciled and QCed, we will re-upload revised reports for the other components.

OPM's has provided the information below.

What we have confirmed is correct:

- Governmentwide
- Treasury wide
- First levels

IMPORTANT – Please do not disseminate anything below first level. We are looking at everything else and will let you know as we go along.

### **What happened?**

It looks like the map sent over had specific codes listed for each component, however, we discovered not all the codes were listed for all the components. For example, the Denver Mint's Coining Division --

On the map provided to us, one org code is listed for the Denver Mint Coining Division: AD0702001015500000. However, the employee roster (which has component names included), has the following SIX codes when filtered down to the Denver Mint Coining Division:

AD0702001015000000	COINING DIVISION
AD0702001015100000	AMP BRANCH
AD0702001015200000	COUNT AND BAG BRANCH
AD0702001015300000	MATERIAL HANDLER BRANCH
AD0702001015400000	NUMISMATICS BRANCH
AD0702001015500000	PRESS ROOM BRANCH

There are six subcomponents to the Coining Division overall, but the only group that was actually assigned to that group on the map sent to us was the PRESS ROOM BRANCH. In other words, anyone from the other 5 groups wouldn't have been included as part of the Coining Division, and were instead placed elsewhere within Mint. We see this issue across several parts of Treasury (excluding the ones mentioned above) and explains why some groups are oversized and some are undersized.

### **Shanda Adams**

*Office of Policy, Performance and Learning  
Office of the Deputy Assistant Secretary  
for Human Resources & CHCO  
Department of the Treasury  
1500 Pennsylvania Ave., NW  
Washington, DC 20020  
(202) 622-4178*





**From:** Marshall, Susan G.  
**Sent:** Tue, 19 Aug 2014 00:48:51 +0000  
**To:** 'Dan Blair'; 'robert.shea@[REDACTED]'  
**Subject:** FW: [New post] Washington Post Rolls Out SecureDrop, A High Tech Pro-Privacy System

New trend...whistleblowers go to third parties, not the inspectors general. First POGO now the Post...wow!!

Good and current topic for review.

-----Original Message-----

**From:** Delmar, Richard K.  
**Sent:** Monday, August 18, 2014 08:15 AM Eastern Standard Time  
**To:** Thorson, Eric M; Marshall, Susan G.  
**Cc:** Phillips, John L.; Altemus, Amy J.; Sciurba, Loren; Parsons, Patrick W.  
**Subject:** FW: [New post] Washington Post Rolls Out SecureDrop, A High Tech Pro-Privacy System

Interesting analysis – Post emulating POGO?

---

**From:** Ombud Forum [mailto:donotreply@wordpress.com]  
**Sent:** Sunday, August 17, 2014 8:38 AM  
**To:** Delmar, Richard K.  
**Subject:** [New post] Washington Post Rolls Out SecureDrop, A High Tech Pro-Privacy System

Ombud77 posted: "The Washington Post has rolled out "SecureDrop," a secure system for communications between whistleblowers and its reporters. It is based on the TOR system discussed here earlier. What is the significance? The smarter agencies would rather clean up their"

## New post on Ombud Forum



### [Washington Post Rolls Out SecureDrop, A High Tech Pro-Privacy System](#)

by [Ombud77](#)

The *Washington Post* has rolled out "[SecureDrop](#)," a secure system for communications between whistleblowers and its reporters. It is based on the TOR system [discussed here earlier](#).



What is the significance? The smarter agencies would rather clean up their internal messes quietly and effectively, rather than hear about them in newspapers, muckraking nonprofits or Spanish-torture-type Congressional hearings.

Therefore, whether they like it or not, government agencies, including inspectors general, are engaged in a de facto competition with the news media and with nonprofits like the Project on Government Oversight for information provided by informants, a/k/a whistleblowers. The recent demand from the Department of Veterans Affairs for [information that POGO had collected from whistleblowers](#) illustrates this dramatically.

The *Washington Post* and POGO are now saying to whistleblowers: "We take your confidentiality seriously, and use the best technology available to protect it." They have made themselves more attractiv to sophisticated whistleblowers. Almost surely, other journalists and nonprofits will follow their lead.

Do government agencies dependent on information from informants really want to become less attractive to whistleblowers?

---

**Ombud77** | August 17, 2014 at 8:34 am | Categories: [Inspectors General](#), [Practical Advice](#), [Technology](#) | URL: <http://wp.me/p3lyNE-8M>

---

[Unsubscribe](#) to no longer receive posts from Ombud Forum.

Change your email settings at [Manage Subscriptions](#).

**Trouble clicking?** Copy and paste this URL into your browser:

<http://www.ombudforum.org/washington-post-rolls-out-securedrop-a-high-tech-pro-privacy-system/>

**From:** [REDACTED]  
**To:** [Dan Blair](#)  
**Cc:** [Marshall, Susan G.](#); [FISHER, ANN C\(Ann.Fisher@prc.gov\)](#)  
**Subject:** Re: Rose's Luxury wins Bon Appetit's Best New Restaurant Honor  
**Date:** Wednesday, August 20, 2014 12:07:15 PM

---

I've only heard good things. Maybe when the crowd dies down we should check it out.

Sent from my iPhone

On Aug 20, 2014, at 10:33 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

They don't take reservations. Wait times are supposed to be very long.

Sent from my iPhone

On Aug 20, 2014, at 10:30 AM, "Marshall, Susan G."  
<[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**Rose's Luxury wins Bon Appetit's 'best new restaurant' honor**

Rose's Luxury on Capitol Hill received another honor, this time from a national magazine.

Barracks Row restaurant Rose's Luxury took the top spot in Bon Appetit magazine's review of the best new restaurants in America, marking the first time a D.C. restaurant has received the honor.

The magazine has done a survey of the best new restaurants for the past three years — past winners include Charleston's Husk restaurant and Alma in Los Angeles.

Bon Appetit editor Andrew Knowlton praised Rose's for its service as much as its food, if not more, recounting chef/owner Aaron Silverman's often repeated philosophy that happiness is the key to everything: Keep diners and staffers happy, and it works, Silverman told him.

"Rose's isn't just in the restaurant business; it's in the making-people-happy business," Knowlton wrote. "If that feels like a revelation in dining, it should."

Of course, Bon Appetit couldn't finish its praise for Rose's Luxury without including the same "power lunch" dig at D.C. as was included in last week's roundup of the 50 best new restaurant finalists. But I won't dwell on that — I already gave them a piece of my mind.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: how long have we been talking about phased retirement?  
**Date:** Friday, August 22, 2014 11:04:08 AM

---

You read my mind! That is exactly where I am looking because Rehoboth is out of my league and too crowded, but all of the cool Rehoboth restaurants are close to Lewes.

So fun!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, August 22, 2014 11:02 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: how long have we been talking about phased retirement?

Look in Lewes. Rehoboth has gotten and stayed very expensive. Lewes is a real town and it's right on the bay and abuts Cape Henlopen so you have the beach.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 22, 2014 11:01 AM  
**To:** Dan Blair  
**Subject:** RE: how long have we been talking about phased retirement?

Probably...at this point, does it really matter if I am going to live at the beach? Btw, I am not kidding about this...I am in the process of planning an Oct trip to Delaware to check out real estate options. ☺ I would love to buy a house now, rent it out during the summers and then move into it at retirement.

We'll see if I can make it happen...

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, August 22, 2014 10:57 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: how long have we been talking about phased retirement?

But wouldn't part time before retirement impact your high-3?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 22, 2014 10:48 AM  
**To:** Dan Blair  
**Subject:** RE: how long have we been talking about phased retirement?

FOREVER! I just read an article that says, working part-time up to your retirement-eligible age is more beneficial than this program because 1) you won't lose retirement money and 2) you can work part-time BEFORE you hit your retire eligibility age, not after. Of course, the real benefit of the phased-retirement program as drafted is the reduced annuity for program participants which will save the government millions of dollars. Oh, and the mentoring of the young uns! HA! Sure!

Part-time work before retirement certainly sounds like something to consider!!!!!!! ☺

Happy Friday!! ☺

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, August 22, 2014 10:27 AM  
**To:** Marshall, Susan G.  
**Subject:** how long have we been talking about phased retirement?

<http://www.federalnewsradio.com/204/3683069/Phased-retirement-and-financial-awareness>

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy: [!\[\]\(0b5e7e25e8775f7e7e80906ada4f0021\_img.jpg\)](#) [!\[\]\(740312fd467f47b04cab841ab3868d83\_img.jpg\)](#) [!\[\]\(dbb8da2687e90ededffd3484b6b666cf\_img.jpg\)](#)



**From:** [REDACTED]  
**To:** [Dan Blair](#)  
**Cc:** [Marshall, Susan G.](#); [Hollis, Tricia](#)  
**Subject:** Re: Chinese jet threatened US Intelligence aircraft  
**Date:** Friday, August 22, 2014 1:31:26 PM

---

It's the end of time. I just passed the four horsemen of the appocolipse on M and Connecticut.

Mark A. Robbins

Cell: [REDACTED]

On Aug 22, 2014, at 12:43 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

We are perceived as weak and others are taking advantage of that weakness.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 22, 2014 12:33 PM  
**To:** Dan Blair; Hollis, Tricia; 'Mark A. Robbins'  
**Subject:** Chinese jet threatened US Intelligence aircraft

<http://freebeacon.com/national-security/chinese-jet-threatened-u-s-intelligence-aircraft/>

What in the world is going on? Pentagon briefing on now, and I don't understand what is going on...ISIL, Iraq, Ukraine, Russia, China...I need a visual aid to help me understand who is an ally and who isn't.

Chinese Jet?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** FW: Hoyer: Incursion by Russian Military Vehicles Into Ukraine Represents Gross Violation of Ukraine's Sovereignty  
**Date:** Saturday, August 23, 2014 6:41:45 AM

---

Interesting...

-----Original Message-----

**From:** Democratic Whip Press [[Democratic.Whip.Press@mail.house.gov](mailto:Democratic.Whip.Press@mail.house.gov)]

**Sent:** Friday, August 22, 2014 05:52 PM Eastern Standard Time

**To:** Marshall, Susan G.

**Subject:** Hoyer: Incursion by Russian Military Vehicles Into Ukraine Represents Gross Violation of Ukraine's Sovereignty

Office of the Democratic Whip Steny H. Hoyer



## Hoyer: Incursion by Russian Military Vehicles Into Ukraine Represents Gross Violation of Ukraine's Sovereignty

**WASHINGTON, DC - House Democratic Whip Steny H. Hoyer (MD) released the following statement today after a convoy of Russian military vehicles entered Ukraine, violating Ukraine's sovereignty:**

"Today's incursion by Russian military vehicles into the territory of Ukraine represents a gross violation of Ukraine's sovereignty and a dangerous escalation by Russia of the tense situation along the border. Russia's continued support for violent separatists in eastern Ukraine and its occupation of Crimea stand in sharp violation of international law, and the Russian economy is already experiencing the weight of sanctions as a result of President Putin's aggression against the people of Ukraine. It is imperative that Russia abide by an earlier agreement that any vehicles purporting to carry humanitarian aid proceed only under the supervision of the International Committee of the Red Cross and with the permission of the Ukrainian government. I will continue to monitor developments in Ukraine closely as the President and Congress consider additional consequences for Russia's aggressive actions."

Visit <http://www.democraticwhip.gov/> for more press, floor and member resources.

WASHINGTON, DC - House Democratic Whip Steny H. Hoyer (MD) released the following statement today after a convoy of Russian military vehicles entered Ukraine, violating Ukraine's sovereignty:

![[endif]]/htmlcomment]]![[endif]]/htmlcomment]]

[Permalink](#)

[Change subscription settings](#)

**From:** Marshall, Susan G.  
**Sent:** Tue, 26 Aug 2014 18:01:20 +0000  
**To:** susangm@[REDACTED]  
**Subject:** FW:

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, August 26, 2014 2:01 PM  
**To:** Marshall, Susan G.  
**Subject:** RE:

I think Eric will find it instructful. I know how intellectually curious he is.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, August 26, 2014 1:59 PM  
**To:** Dan Blair  
**Subject:** RE:

Great article---I love the Yogi quote!! That article is going front and center with a highlighted "by line" in the afternoon clips!!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, August 26, 2014 1:56 PM  
**To:** Marshall, Susan G.; annf77@[REDACTED]  
**Subject:**

I hope this made your clips: [http://www.govexec.com/excellence/promising-practices/2014/08/time-running-out-strategic-planning/92306/?oref=govexec\\_today\\_nl](http://www.govexec.com/excellence/promising-practices/2014/08/time-running-out-strategic-planning/92306/?oref=govexec_today_nl)

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy:   



**From:** [Rubb, Kieu T.](#)  
**To:** [Hall, Kiira M.](#); [Hash, David W.](#); [Hoover, Brigit A.](#); [Jackson, Allison N.](#); [Johnson, Katherine E.](#); [Morrison, Regina A.](#); [Sullivan, Gregory J.](#); [Summers, Justin D.](#); [Walker, Justin M.](#)  
**Subject:** FW: Afternoon articles for Tuesday August 26, 2014  
**Date:** Wednesday, August 27, 2014 1:02:09 PM

---

A lot of stuff

-----Original Message-----

**From:** Taylor, Robert A.  
**Sent:** Tuesday, August 26, 2014 04:18 PM Eastern Standard Time  
**To:** OIG-OA-Directors; George, Sheri A.; McQueen-Bronson, Joyce M.; Johnson, Katherine E.; Sullivan, Gregory J.  
**Cc:** Freedman, Marla A.  
**Subject:** FW: Afternoon articles for Tuesday August 26, 2014

fyi

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, August 26, 2014 4:09 PM  
**To:** Thorson, Eric M; Hollis, Tricia; Ritt, Debra S.; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Phillips, John L.; Brown, Patricia L.  
**Subject:** Afternoon articles for Tuesday August 26, 2014

## **Strategic Planning: Are Agencies Set Up to Fail?**

By Dan Blair National Academy of Public Administration  
Government Executive

Most federal leaders understandably focus on the important work of meeting public needs in the here and now. To the extent they consider the future, few look beyond the five-year Government Performance and Results Act time-horizon.

In focusing on today's needs, it is easy to lose sight of the longer term. As baseball Hall of Famer Yogi Berra once said, "The future ain't what it used to be." Given our nation's long-term fiscal challenges, agencies in 10 to 15 years will be lucky if their budgets are flat, if not declining. The baby boomers will have retired in mass—decreasing institutional knowledge and increasing human service agencies' workloads. New technologies will have to be adopted quicker. And the public will expect services to be delivered in new and innovative ways. These trends are having some impact today, but they will be a much bigger force a decade from now.

By focusing so much on immediate demands, the federal government is woefully unprepared for the future. It's time to strike a more appropriate balance. While current operations must remain a priority, agencies must institutionalize long-term planning to make sure issues critical to future mission performance are addressed.

It is time to give priority to disciplined long-range strategic visioning and planning at each agency. Five-year GPRA plans are not enough. We need to actively steer the future into the present by focusing on a period of at least a decade, if not two.



There are important precedents agencies can build on. The nation's defense and intelligence agencies, for example, have been doing high-quality long-range strategic planning for decades. A few civilian agencies—including the Federal Emergency Management Agency and the Veterans Affairs Department—also have begun to embrace the importance of systematic long-range planning. The National Academy of Public Administration learned about these efforts when assisting the Social Security Administration in developing a long-range vision and high-level strategic plan (the Academy's panel report, issued in July, is available at [www.napawash.org](http://www.napawash.org)).

Individual agencies must beef up long-term planning, but an integrated, governmentwide effort also is necessary to have the greatest impact. A new long-range strategic vision and planning team that can provide expert assistance in planning and ensure coordination across agencies should be established in the Executive Office of the President. Exactly what this Executive Office capacity might look like and how it might operate will require careful consideration and learning by doing.

Congress also has a critical role in fostering an environment in which federal agencies can prepare for the future. It can require agency leaders—in cooperation with stakeholders—to identify probable futures, develop a vision and produce a road map for transformation. Such actions will instill confidence that serious thinking about the future is under way while enhancing discussions with congressional leaders over current budget and policy issues.

The world is changing rapidly and profoundly, threatening the federal government's ability to perform important public missions. It is critical that agencies undertake the long-range planning needed to identify and implement often complex changes in time to meet future demands. But preparing for the future cannot be left to the isolated efforts of individual agencies. The White House must take actions to encourage and support long-range planning across government.

Dan Blair is president and CEO of the National Academy of Public Administration.

## **CFPB Official Downplays Congressional Investigation**

By Nicholas Ballasy CUTimes.com

A CFPB manager called a congressional investigation into discrimination allegations at the agency “political theater” that would eventually go away, according to an internal meeting transcript that was referenced at a congressional subcommittee hearing.

In a series of House Oversight and Investigations subcommittee hearings, former and current CFPB employees, including Senior Enforcement Attorney Angela Martin, claimed managers at the agency engaged in racial and gender discrimination.

A CFPB internal report showed that the bureau ranked Caucasian employees higher on performance evaluations than employees of minority races.

Scott Pluta, the assistant director for the CFPB's Office of Consumer Response and Martin's supervisor at the time, called a mandatory meeting for members of his department two days before Martin's testimony.

"This is a great place. This is a great building. These are great people. If I never do another thing in my life, I will have helped build this. I am very proud of that. So don't worry about me. I am fine. I can move back to Wisconsin," said Pluta, according to the transcript of the March 31 meeting obtained by CU Times.

"I can find some nice Midwestern lady, raise some little football players (and) watch the Packers. Uh so I'll be fine. What I really care about is some of the unintended consequences of this political theater that is going on," he added.

According to the transcript, Pluta said employees are going to lose confidence in the EEO process due to the investigation.

"I will tell you something that really pisses me off about this article is that people who want to avail themselves of that very fundamental right are going to think twice if they step forward," said Pluta, referring to a March 6 American Banker article, which revealed significant disparities in employee performance ratings.

Pluta told employees at the meeting that the CFPB is not perfect.

"We will always have some sort of issues here in Consumer Response, in the bureau, in this city, in this world. That is just the way it is. The question is how do you address them? Do you actually have the will to make it better?" Pluta said.

"I am committed, I have the will, to address issues that folks have with working here. I want everyone to be happy. I want everyone to be productive," he added.

Pluta then predicted that the congressional investigation would eventually go away.

"Last year there were 97 some odd thousand EEO complaints filed in the U.S. Only one has resulted in a congressional hearing – the one happening on Wednesday," Pluta said.

"It is an unfortunate event but it is just an event. This too shall pass, a week from now, a month from now, months from now, a year from now, it will eventually be in the ether but it will pass," he added.

A former CFPB employee, who asked not to be identified, confirmed the meeting took place. According to the source, several employees who attended the meeting reviewed the transcript and said it was an accurate representation of the meeting.

Two Capitol Hill sources who also asked not to be identified confirmed the transcript was the one referenced during the hearings.

"There is a pervasive culture of retaliation and intimidation that silences employees and chills the workforce from exposing wrongdoing. Just two weeks ago, I learned of another employee who was retaliated against within two days of filing a formal EEO complaint," Martin said during her testimony. Martin filed her EEO complaint in February of 2013.

She relocated to Sanford, N.C. as part of a settlement with the CFPB, Washington Examiner reported June 13.

## **Prepare for CFC Drive, Agencies Told**

OPM has issued instructions to agencies on preparing for this fall's Combined Federal Campaign charity drive, recommending that managers and supervisors take on roles themselves and clear the way for their employees to do so, as well. "I recommend allowing your employees to serve as CFC Loaned Executives, Coordinators, and Keyworkers to the extent possible during the campaign period as well as encouraging employees to serve on their Local Federal Coordinating Committees," OPM director Katherine Archuleta said in a memo. "These positions are often a great way to develop professional skills such as public speaking, financial accountability and building public-private sector partnerships, among others. Since the CFC is a recognized federal program, it is not appropriate to place these employees on leave or make employees take leave to administer the CFC within your agency." She similarly recommended that supervisors, managers and executives make available the needed resources to conduct the campaign and consider volunteering for the local coordinating committee. In addition, she encouraged agencies to sponsor charity fairs where employees can learn about the participating charities. The CFC collected some \$209 million last year; the totals have been decreasing for several years due to a combination of factors, including restrictions on pay.

## **Deloitte Vet James Schnurr Named SEC Chief Accountant; Mary Jo White Comments**

Anna Forrester · Aug 26th, 2014 [executivegov.com](http://executivegov.com)

Securities and Exchange Commission James Schnurr, a retired vice chairman and senior professional practice director from Deloitte, will join the Securities and Exchange Commission in October as chief accountant and succeed Paul Beswick.

SEC said Tuesday Schnurr will implement accounting and auditing policy, work to help bolster performance of auditors at public companies and offer oversight on financial reporting.

"His deep knowledge of accounting and auditing standards coupled with his extensive experience interacting with regulators and accounting and auditing standard setters

will be invaluable to the commission,” said Mary Jo White, SEC chair.

During his tenure at Deloitte, Schnurr worked with public companies on SEC and financial reporting and served as senior partner for mergers and acquisitions.

He also served as deputy managing partner for quality control and risk management for the firm’s audit and advisory professional services.

Schnurr has also been a member of the Financial Accounting Standards Board and Public Company Accounting Oversight Board.

## **Federal Reserve Mounts Pressure on Banks to Govern Data**

By M Rochan [ibtimes.com](http://ibtimes.com)

Big banks are coming under increasing pressure from US regulatory bodies such as the Federal Reserve, to better govern their data management systems and risk controls, forcing a recruitment drive in those areas of compliance.

In response to US pressure, banks have been hiring people with experience in data governance and analytics. Recruitment across these sorts of areas has spiked over the past 18 months in the wake of regulators issuing many more non-public enforcement actions, Reuters reported.

Regulators have adopted a two-pronged approach. Publicly, officials including Federal Reserve Governor Daniel Tarullo and Comptroller of the Currency Thomas Curry have issued warnings that banks holding over \$50bn (£30bn, €37.7bn) in assets must remedy poor infrastructure that prevents them from identifying, measuring, monitoring and controlling risk.

Privately, regulators have been issuing enforcement actions in recent months.

The US Federal Reserve in April ordered Bank of America (BofA) to suspend and resubmit its capital plans for 2014, after the second-largest US bank miscalculated the level of its capital post its 2009 acquisition of Merrill Lynch.

The Fed forced BofA to ditch its \$4bn stock buyback programme and the planned increase in its quarterly dividend.

In March, the Fed rejected the capital plans of Citigroup and the US arms of HSBC, the Royal Bank of Scotland (RBS) and Santander.

The Fed said Citigroup's internal examination process did not adequately consider how its business the world over will withstand an imaginary crisis scenario.

In December 2013, authorities dashed out a letter to Deutsche Bank that criticised the American units of Germany's largest bank for churning out financial reports that were "low quality, inaccurate and unreliable".

## Cards emerge as key player in authentication

By AMBER CORRIN

The Defense Department has long used the Common Access Card to verify identity. However, civilian agency adoption was nearly nonexistent before 2011, according to federal documents.

The Defense Department has long used the Common Access Card to verify identity. However, civilian agency adoption was nearly nonexistent before 2011, according to federal documents. (DoD)

Another day, another massive security breach: The online theft of usernames, passwords and personally identifiable information is now so common many people barely think twice about it. But when it's the federal government that's been hacked, the situation takes on a different urgency.

Central to the debate over how to better secure federal networks is the use of passwords, often cited as the weakest link in the chain. Most experts agree it is time to move to tighter security, but questions surround what the best option is and how to implement changes at the enterprise level.

Plenty of directives now mandate improved identity management measures, including the use of multifactor authentication to ensure user identities. Feds can expect to see more of that in the near future amid increasing focus on the intersection between people and technology.

Homeland Security Presidential Directive-12, the National Strategy for Trusted Identities in Cyberspace, the Federal Risk and Authorization Management Program, the Homeland Security Department's continuous diagnostic monitoring program and guidance from the National Institute of Standards and Technology (NIST) are among several government initiatives that contain some element addressing authentication and identity management. The introduction of Performance.gov's cross-agency priority goals — and subsequent close eye on adoption and implementation — are further cementing federal efforts to move beyond the password.

Much of the latest focus is on further development of personal identity verification, or PIV, cards. PIV cards aren't new to federal agencies, but their emergence as a prime candidate in implementing multifactor authentication is heightening emphasis on greater use. For one, many agencies already have them, so it's not a huge stretch — financially, culturally or otherwise — to combine PIV cards with another form factor.

Beyond ease of use, Office of Management and Budget requirements for agencies to reach 95-percent implementation of White House cybersecurity priorities by the end of this fiscal year mean the heat is on for federal agencies. Strong authentication, as one of the three OMB cybersecurity-focused cross-agency priorities, now faces more



scrutiny than ever; according to federal documents, civilian government adoption of PIV was nearly nonexistent before 2011, despite being mandated under HSPD-12 since 2004. That attention will increase by fiscal 2015, when OMB rolls out PIV-specific metrics for performance, implementation and maturity.

“With programs like HSPD-12, FedRAMP, continuous diagnostic monitoring — these are in fact all connected around the identity access management issue, and they’re all connected through the PIV issue,” said Ken Ammon, chief strategy officer at Xceedium. “If you look at each program office individually, you often see some absence of a specific mention of PIV and [the Common Access Card, widely used by the Defense Department]. But those dots are starting to be connected now.”

Further guidance will come when NIST releases an update to Federal Information Processing Standard Publication 201, or FIPS 201, which mandates PIV usage in the federal government. NIST officials say an update is expected next month.

“What we’ve done is taken some of the technologies referenced in some of the associated special publications, and now that they’ve been implemented and commercial technologies have become more mature, we’ve moved them into the PIV-specific area,” said Matt Scholl, NIST acting computer security division chief. “Some other changes include looking at use of that [PIV token] hard credential and how we integrate that with technologies we use today — how does it integrate with mobile devices and those types of things? So those are the two big changes.”

Other technologies the FIPS 201 update will look at include uses that don’t involve the traditional practice of inserting PIV tokens into machines, such as near-field communications that only require brief contact, Scholl added.

But as NIST looks to new technologies for integrating PIV, many federal agencies are dealing with the old technologies that may be holding them back. The costs and other barriers associated with integrating new authentication technology into legacy systems and infrastructure is a real concern agencies are grappling with as they struggle with shrinking budgets and regulatory pressures.

“Ensuring a smooth and usable transition for the experience of the users is an extraordinarily important issue,” Scholl said. “The U.S. government is not just legacy systems, but many custom-built systems, because we have a lot of very specific and unique missions that commercial industry might not have. So all of those things are issues that have to be considered when people look at transitioning to newer technologies and how to integrate them into the extraordinarily large enterprise.”

With mandates bearing down on agencies at the same time that they’re wrestling with budgets and older existing technology, decision-makers face tough choices in avoiding the next major security breach at their own organization.

“They’re dealing with massive existing infrastructure relying on specific methodology, and changing that is not easy, not cheap and not trivial,” said Kayvan Alikhani, senior

director of technology at RSA. "I advocate biting the bullet, making the change, eating the cost and going forward. This is a more aggressive view, but as we deal with compromises, it becomes clearer how much these vulnerabilities are hurting us. Accelerating directives and putting more emphasis makes more sense ... but, unfortunately, this problem is one where people care more when the compromise occurs. Too often, it's a reactive response."

But there's hope yet for the federal government, Alikhani pointed out, noting that in the past it's been government, rather than industry, leading these types of changes.

"A lot of innovation has come from the military and federal government with regard to credentials. I think we will see efforts, in some cases led by the federal government, showing that users can switch to an alternative method at a large scale much earlier than other large sectors, because you're dealing with a controlled environment," Alikhani said. "Once people see the convenience and the opportunity to protect large quantities of [personally identifiable information] data using alternative techniques, I think it'll become less controversial and less of a behavioral change for users."

## **Department of Labor hit for 'frivolous spending'**

By Benjamin Goad - 08/26/14 10:49 AM EDT

The House GOP's top watchdog is demanding the Labor Department turn over records he expects will show a "pattern of frivolous spending" at the agency over the course of several years.

Rep. Darrell Issa (R-Calif.), chairman of the House Committee on Oversight and Government Reform, cites more than half a million dollars in reported agency expenditures for informational elevator posters, tens of thousands spent on "public relations contests" and \$100,000 to promote a book club.

Issa chided the agency over alleged costs related to employee travel, resources dedicated to an internal publication and the hiring of the Washington Nationals mascot for an agency event.

"If this information is accurate, it raises serious questions about the lack of internal agency spending controls in a time of considerable budget constraints," he said in a letter sent Monday to Labor Secretary Thomas Perez.

A request for comment from the agency was not immediately answered Tuesday morning.

Issa, who has examined *other agency spending under the Obama administration, began investigating the Labor Department after Sen. Tom Coburn (R-Okla.) called upon the agency's inspector general to investigate allegations of excessive spending, contracting "irregularities" and misuse of agency resources.*

In the months since, Issa's committee has obtained some records that he says raise

questions about spending at the department. Chief among the red flags, he says, are documents showing that the department has spent \$2,637 a week since 2009 on posters for the 23 passenger elevators at Labor Department's Washington headquarters.

That works out to more than \$600,000, he said. Issa said the Labor Department has defended the posters as an effective method of communicating with workers.

Issa also questioned book club expenditures, \$25,000 in entry fees for contests and subsequent travel costs to send winning employees to retrieve their awards – as well as the hiring of Screech the eagle, the Nationals mascot, at taxpayer expense.

“The public expects the federal government to exercise responsible stewardship of their taxpayer dollars,” Issa said.

## **Will Obama's New Tech Squad Include Cyber Experts?**

By Aliya Sternstein NextGov

It remains to be seen whether data security experts will be assigned to a White House tech squad recently forged to ensure government websites work better than the initial, botched HealthCare.gov, Obama administration officials said Monday.

Privacy advocates, and even Google, are calling on websites worldwide to offer stronger safeguards, following a spate of data breaches and allegations of government snooping.

In June, a study on online trust found that social networks outperform government sites in protecting site visitors with encryption.

The new U.S. Digital Service was described Aug. 11 by officials as a small team of America's best digital experts who will “remove barriers to exceptional service delivery and help remake the digital experience that people and businesses have with their government.”

Why was there no mention of security or privacy in a Digital Service blog post or fact sheet released that day?

Officials on Monday told Nextgov they are still building the crew and consulting with agencies to identify weak spots in site design and performance, so the focus of projects is unknown.

If the past year is any indicator, security is a “gap area” in government-speak.

### **Federal Sites Not Immune To Security Concerns**

Several federal websites have either inadvertently leaked data or unwittingly exposed visitors to viruses.

More than a quarter of federal websites are not properly configured to prevent intruders from intercepting data entered by citizens, according to June research from the Online Trust Alliance. The sites scored 10 percent lower than online banking services and social media on encryption.

Many of the problems with the rollout of HealthCare.gov involved security holes, not just functionality issues. Major vulnerabilities were found more than two months after the site launched Oct. 1, according to the top cyber official at the Center for Medicare and Medicaid Services, which oversees the site. Critics note that HealthCare.gov launched without undergoing a complete security test.

Federal sites have also not been immune to high-profile software defects that jeopardized the privacy of user information on commercial sites. This spring, HealthCare.gov account holders were instructed to reset their passwords, following the discovery of Heartbleed, a bug in a widely used encryption tool.

There are numerous examples of security mistakes on other agency sites that could've welcomed in hackers. Here are a few:

Early this year, a joint Pentagon-Department of Veterans Affairs e-benefits website was compromised during a software upgrade. For a brief period, some veterans and service members who had logged into the eBenefits Web portal were able to see a combination of their own information as well as data from other site users.

A Marine Corps recruitment site last fall reportedly redirected users to anti-military propaganda, after a breach by the Syrian Electronic Army, a pro-regime hacktivist collective.

In May 2013, Energy Department nuclear workers who visited a federal website related to toxic exposure were exposed to data-stealing software implanted by a hacker. The Labor Department's "Site Exposure Matrices" public website is intended to help Energy personnel determine appropriate compensation after contracting nuclear-related illnesses on the job. It is believed attackers exploited a weakness in Labor's site to infiltrate the computers of Energy personnel visiting it.

In a bid to promote stronger site protections Internet-wide, Google just announced it will boost the search rankings of sites that use encryption. Specifically, a site's placement in search results will be partly based on whether the page uses "HTTPS," a method of securing online communications.

Let's see if the new Digital Service can get all the dot-gov pages to the top.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury

(202) 927-9842



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Lawmakers to Commerce IG: Alleged whistleblower targeting "intolerable" | TheHill  
**Date:** Wednesday, August 27, 2014 5:36:01 PM

---

This is a new one with a Sept 9 due date and they told him not to hire anyone until their investigation is done.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, August 27, 2014 04:43 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Lawmakers to Commerce IG: Alleged whistleblower targeting 'intolerable' | TheHill

They sent this letter some time back I thought.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, August 27, 2014 4:31 PM  
**To:** Dan Blair; 'robert.shea@gt.com'  
**Subject:** FW: Lawmakers to Commerce IG: Alleged whistleblower targeting 'intolerable' | TheHill

Fyi.

-----Original Message-----

**From:** Marshall, Susan G.  
**Sent:** Wednesday, August 27, 2014 04:15 PM Eastern Standard Time  
**To:** OIG-Senior Management  
**Subject:** Lawmakers to Commerce IG: Alleged whistleblower targeting 'intolerable' | TheHill

<http://thehill.com/blogs/floor-action/house/216048-lawmakers-to-commerce-ig-alleged-whistleblower-targeting-intolerable>

Fyi.

**From:** Marshall, Susan G.  
**Sent:** Sun, 31 Aug 2014 23:23:39 +0000  
**To:** 'Dan Blair'  
**Subject:** 21 Actual Analogies Used By High School Students in English Essays. #8 Is Gold.

<http://m.tickld.com/x/21-actual-analogies-used-by-high-school-students-in-english-essays-8-is-gold>

Hilarious!

**From:** Dan Blair  
**Sent:** Sun, 31 Aug 2014 23:24:16 +0000  
**To:** Marshall, Susan G.  
**Subject:** Automatic reply: 21 Actual Analogies Used By High School Students in English Essays. #8 Is Gold.

Thank you for contacting me. I will be out of the office through Thursday, September 4th. I will be checking my email intermittently.

Thank you.

Dan

**From:** Mark A. Robbins  
**Sent:** Tue, 2 Sep 2014 15:49:44 -0400  
**To:** Susan G. Marshall  
**Cc:** Dan Blair  
**Subject:** Re: Interesting

Earl Sanders (OPM OGC) retired last week after 45 years (he started with the Civil Service Commission). He got a letter from DOJ, and a card signed by 5 OPM GCs.

Mark A. Robbins

Cell: [REDACTED]

On Sep 2, 2014, at 3:33 PM, susangm <[susangm@\[REDACTED\]](mailto:susangm@[REDACTED])> wrote:

Today at a Treasury OIG retirement party eric gave the retiring employee a letter from obama...that was interesting.

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

**From:** Hollis, Tricia  
**Sent:** Tue, 2 Sep 2014 20:23:08 +0000  
**To:** 'Dan G'; 'Mark Robbins'; Marshall, Susan G.  
**Subject:** RE: Invitation to D.C. Alumni Event with President Bush

Maybe – what about you all??

---

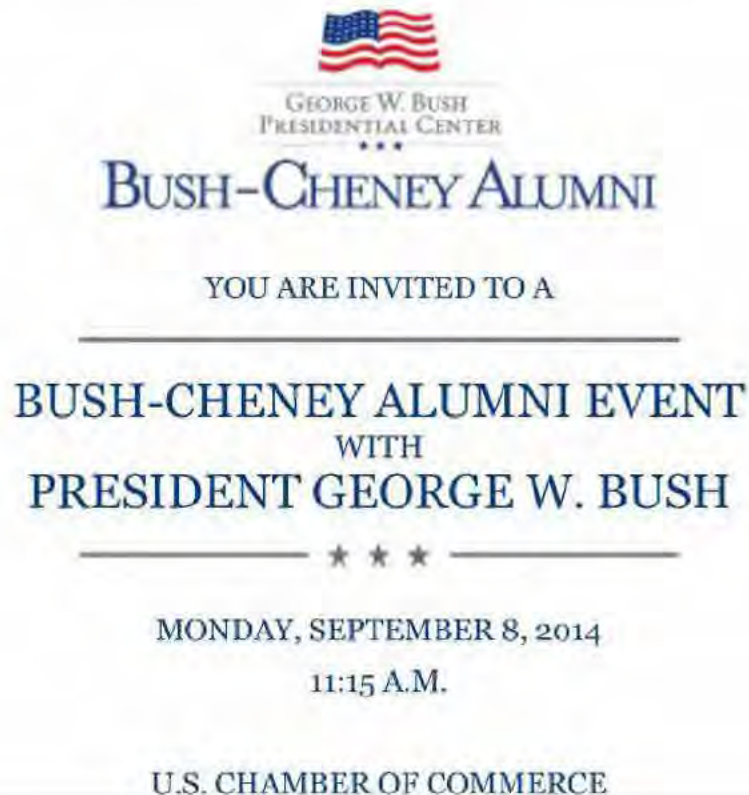
**From:** Dan G [mailto:blair2900@ ]  
**Sent:** Friday, August 29, 2014 11:43 AM  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center" <[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[blair2900@msn.com](mailto:blair2900@msn.com)>  
**Subject:** Invitation to D.C. Alumni Event with President Bush





1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.

Live Stream | 9:30 a.m.

Doors Close | 10:45 a.m.

Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit

**[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)**

Kindly reply by Wednesday, September 3.

Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.  
For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75380

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center

**From:** Mark A. Robbins  
**Sent:** Tue, 2 Sep 2014 16:40:52 -0400  
**To:** Hollis, Tricia  
**Cc:** Dan G; Marshall, Susan G.  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush

I can't make it.

Mark A. Robbins  
Cell: [REDACTED]

On Sep 2, 2014, at 4:30 PM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I just registered!!

---

**From:** Dan G [[mailto:blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED])]  
**Sent:** Friday, August 29, 2014 11:43 AM  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center" <[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED])>  
**Subject:** Invitation to D.C. Alumni Event with President Bush





— ★ ★ ★ —  
MONDAY, SEPTEMBER 8, 2014

11:15 A.M.

U.S. CHAMBER OF COMMERCE

1615 H STREET, N.W.

WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.

Live Stream | 9:30 a.m.

Doors Close | 10:45 a.m.

Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit

**[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)**

Kindly reply by Wednesday, September 3.

Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center



**From:** Dan Blair  
**Sent:** Tue, 2 Sep 2014 23:58:34 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Dave McClure

I like Dave too. And he's a Fellow.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, September 02, 2014 12:35 PM  
**To:** Dan Blair  
**Subject:** Dave McClure

I worked with Dave when we were in the Senate. He is a good guy.

### **Dave McClure lands at cloud, cyber company as chief strategist**

By Jason Miller

Three months after leaving government, Dave McClure has a new job. McClure is the new chief strategist for the Veris Group, a cybersecurity firm in Vienna, Virginia.

The company announced Tuesday that McClure will work with state and federal agencies to implement cloud computing technologies to better secure and modernize IT infrastructure.

"We are extremely honored to be able to work alongside Dave, who has made such a positive transformation to information technology in the public sector," said Dave Svec, Veris Group's managing principal and co-founder, in a release. "Dave will be an invaluable asset to help guide Veris Group's strategic position in the marketplace and to help us develop valuable service offerings for our customers."

McClure comes to Veris after spending the almost five years at the General Services Administration's associate administrator for the Office of Citizens Services and Innovative Technologies. McClure left GSA in June.

McClure will be a guest Tuesday afternoon on In-Depth with Francis Rose at 5 p.m. on 1500 AM and online at [federalnewsradio.com](http://federalnewsradio.com). Listen Live.

During his tenure at GSA, McClure was instrumental in almost every major Obama administration IT initiative. He oversaw the implementation and running of the Data.gov platform as part of the White House's open data initiative.

McClure played a key role in moving the government toward cloud computing, first by overseeing the creation of contract vehicles first for infrastructure-as-a-service and later for email-as-a-service. He then led the effort to create the Federal Risk and Authorization Management Program (FedRAMP), establishing cybersecurity standards for vendors providing cloud services. Veris is an accredited third-party assessment organization under FedRAMP.

This was McClure's second tour in government. He spent the first 18 years of his career working for the Government Accountability Office where he oversaw federal IT efforts and was part of the team that

helped craft the Clinger-Cohen Act. McClure also worked at Gartner Inc. as its managing vice president for its Government Research Team for four years.

Veris says its clients include the departments of Agriculture, Commerce, Education, Homeland Security, Justice, Labor, Interior, Treasury and Veterans Affairs, as well as the Defense Information Systems Agency, the Federal Communications Commission and the Defense Logistics Agency.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Thu, 4 Sep 2014 15:58:16 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: REQUEST to Post Vacancy Announcement

Who's this wired for? It closes on Monday?

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 04, 2014 8:49 AM  
**To:** Dan Blair; Diane (diane baker241@ [REDACTED])  
**Subject:** FW: REQUEST to Post Vacancy Announcement  
**Importance:** High

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Council of IGs Liaisons [mailto:CIGIE-LIAISONS@LIST.NIH.GOV] On Behalf Of CIGIE.Information  
**Sent:** Wednesday, September 03, 2014 1:17 PM  
**To:** CIGIE-LIAISONS@LIST.NIH.GOV  
**Subject:** FW: REQUEST to Post Vacancy Announcement  
**Importance:** High

FYI. Please share with your colleagues.



1717 H Street, NW, Suite 825  
Washington, DC 20006  
[www.IGNet.gov](http://www.IGNet.gov)

---

**From:** Crumpacker, Jim  
**Sent:** Wednesday, September 03, 2014 8:28 AM  
**Subject:** REQUEST to Post Vacancy Announcement  
**Importance:** High

Good morning,

As information, we are currently advertising to fill several Program Analyst vacancies in my office (see: <https://www.usajobs.gov/GetJob/ViewDetails/379847600>). I'm sure



you'll agree that individuals with OIG and/or GAO experience can often represent some of the most qualified applicants available for the type of work we do.

Along these lines, we would appreciate it if you would post this announcement to your web site to help alert anyone across the larger IG community who might be interested in the type of professional development opportunity we can offer. Please note that this announcement closes on **Monday, September 8<sup>th</sup>, 2014**.

Feel free to call or email me if you have any questions. Thank you in advance for your consideration.

v/r

Jim

JIM H. CRUMPACKER, CIA, CFE  
Director  
Departmental GAO-OIG Liaison Office  
U.S. Department of Homeland Security

(202) [REDACTED] (office)  
(202) [REDACTED] (cell)

### **"Liaison = Relationships + Communication"**

IMPORTANT: This e-mail, including all attachments, constitutes Federal Government records and property that is intended only for the use of the individual or entity to which it is addressed. It may also contain information that is privileged, confidential, or otherwise protected from disclosure under applicable law. If the reader of this e-mail transmission is not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you have received this e-mail in error, please notify the sender by responding to the e-mail and then delete the e-mail immediately.

**From:** Dan Blair  
**Sent:** Thu, 4 Sep 2014 18:57:10 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: WH picks new CTO

I LOVE maps!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 04, 2014 2:56 PM  
**To:** Dan Blair  
**Subject:** WH picks new CTO

You will like her--- she is the map lady and you love maps!

## White House picks Google exec Megan Smith to be next technology chief

Sep. 4, 2014 - 12:31PM |  
By ANDY MEDICI | Comments

**The White House has tapped a top Google executive to become the administration's next chief technology officer, according to an announcement.**

Megan Smith, vice president at Google's research lab Google X, has been at the company for more than a decade and helped develop the ubiquitous Google Maps and the Android operating system.

Smith will help bring innovation to the federal government a deep expertise in developing products and services from start to finish, President Obama said in a statement.

"Megan has spent her career leading talented teams and taking cutting-edge technology and innovation initiatives from concept to design to deployment," President Barack Obama said in a Sept. 4 statement "I am confident that in her new role as America's Chief Technology Officer, she will put her long record of leadership and exceptional skills to work on behalf of the American people."

Smith was the vice president of new business development at Google before heading Google X, and before that was the CEO of PlanetOut, a leading LGBT online community.

The White House has also picked former Twitter general counsel Alexander Macgillivray as the new deputy chief technology officer.

Macgillivray will focus on areas such as internet and intellectual property policy and the intersection of big data, technology and privacy, John Holdren, the director of the White House Office of Science and Technology, said in a Sept. 4 blog post.



"I look forward to working with both of them — and colleagues across the Administration and beyond — to continue advancing the President's technology and innovation agenda for the good of the nation," Holdren said.

Smith will replace former CTO Todd Park, who moved back to Silicon Valley, California. Park will still have a role within the administration for recruiting IT professionals into the federal government.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 4 Sep 2014 19:37:09 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: McDonnells found guilty

I agree.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, September 04, 2014 3:36 PM  
**To:** Marshall, Susan G.; Diane (diane baker241@ [REDACTED])  
**Subject:** RE: McDonnells found guilty

Very sad.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 04, 2014 3:29 PM  
**To:** Dan Blair; Diane (diane baker241@ [REDACTED])  
**Subject:** McDonnells found guilty

***Former Virginia Gov. Bob McDonnell (R) was found guilty Thursday of 11 corruption charges and his wife, Maureen, was found guilty of nine counts, according to multiple reports.***

A federal grand jury indicted the couple in January on 14 counts related to their decision to receive thousands of gifts and loans from a prominent political donor and businessman.

The verdict from a Federal District Court in Richmond, Va., comes more than a year after the scandal began to unfold, which virtually ended McDonnell's political career.

The jury began deliberating the outcome of the case on Tuesday after hearing from dozens of witnesses over more than a month.

McDonnell and ***his wife could face prison sentences that amount to decades and fines of more than \$1 million.***

Prosecutors accuse the couple of illegally accepting \$177,000 in large loans, expensive gifts and luxury vacations from Jonnie R. Williams Sr., an executive at dietary supplement company Star Scientific. In return, Williams received special treatment from the governor's office to help his company.

The gifts included a New York City shopping spree for McDonnell's wife, a Rolex watch that had the governor's title inscribed into it, a trip to a Final Four basketball game and a stay at a vacation home.

Prosecutors said the couple violated federal law by using the power of the governor's office to help Williams' company. The executive wanted one of his company's supplements to be included in medications covered under the state employee health plan.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Diane Baker  
**Sent:** Thu, 4 Sep 2014 16:15:17 -0400  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.  
**Subject:** Re: McDonnells found guilty

Ditto. It shouldn't surprise me but you'd think people would be smarter

Sent from my iPhone

On Sep 4, 2014, at 3:35 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Very sad.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, September 04, 2014 3:29 PM  
**To:** Dan Blair; Diane ([dianebaker241@](mailto:dianebaker241@) [REDACTED])  
**Subject:** McDonnells found guilty

***Former Virginia Gov. Bob McDonnell (R) was found guilty Thursday of 11 corruption charges and his wife, Maureen, was found guilty of nine counts, according to multiple reports.***

A federal grand jury indicted the couple in January on 14 counts related to their decision to receive thousands of gifts and loans from a prominent political donor and businessman.

The verdict from a Federal District Court in Richmond, Va., comes more than a year after the scandal began to unfold, which virtually ended McDonnell's political career.

The jury began deliberating the outcome of the case on Tuesday after hearing from dozens of witnesses over more than a month.

McDonnell and ***his wife could face prison sentences that amount to decades and fines of more than \$1 million.***

Prosecutors accuse the couple of illegally accepting \$177,000 in large loans, expensive gifts and luxury vacations from Jonnie R. Williams Sr., an executive at dietary supplement company Star Scientific. In return, Williams received special treatment from the governor's office to help his company.

The gifts included a New York City shopping spree for McDonnell's wife, a Rolex watch that had the governor's title inscribed into it, a trip to a Final Four basketball game and a stay at a vacation home.

Prosecutors said the couple violated federal law by using the power of the governor's office to help Williams' company. The executive wanted one of his company's supplements to be included in medications covered under the state employee health plan.

**Susan Marshall**  
Director, External Relations

Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Thu, 4 Sep 2014 23:07:13 +0000  
**To:** 'Brown, Ellen B.'  
**Subject:** RE: New Additions Strengthen NAM's Voice

Wonder what is or was up with Lionel that he did not tell Brent about his plans...I saw his posts on Facebook. His new place looks awesome.

Speaking of awesome it sounds like Matt is really happy in this new relationship!! I am so happy for him and glad to know Leanne got your approval. He just gushes about Leanne on Facebook and it is so cute!!!

How are you doing?

Are you traveling a lot?

I am off to another bar mitzvah this weekend...karen's youngest son Daniel is having a history themed bar mitzvah and Karen is beside herself. The poor kid is a huge egghead and just loves history so she found these busts of famous people in history for the event.

He really is a cute kid so it should be fun.

Please give Brent, Haya, Matt and Emma all my love.

And please tell Haya to keep posting those gorgeous photos of Gilad on Facebook. I love them and him!!

Love you!!

-----Original Message-----

**From:** Brown, Ellen B. [[ebrown@mail\[REDACTED\]](mailto:ebrown@mail[REDACTED])]  
**Sent:** Thursday, September 04, 2014 06:35 PM Eastern Standard Time  
**To:** Marshall, Susan G.; [dblair@napawash.org](mailto:dblair@napawash.org); [michele.blair@\[REDACTED\]](mailto:michele.blair@[REDACTED])  
**Subject:** RE: New Additions Strengthen NAM's Voice

Maybe Kefalas IS a really common Greek name...but Dee does seem to know everyone so she probably does know him! Yes, Lionel moved to San Francisco (and Louine too...) – I ACCIDENTLY found out when I read it on FB one day... I immediately reached out to him and gave him the phone number of my niece, Melissa, so they could get together and drink!! Haha!! When I asked Matt if he knew about this, he said "oh yeah, I've known for a long time...and Louine is going too". OMG, could MAYBE he have told us???? So Brent said to Matt "is there anything ELSE about friends of mine that you know???" It WAS pretty funny!! Matt and Leanne (and the dogs) were here a week or so ago for a visit – it was REALLY nice. I mean REALLY nice... She's a keeper, that's for sure... And her family ADORES Matt...they

spend a lot of time with her family (mom, dad, brother, brother's wife, other brother, and other brother's son (4-years-old) – who all live TOGETHER in one house...). Is this AMAZING?? Like a DIFFERENT universe... Just hope they keep him around for a while!! Haha! Would LOVE to see you guys sometime...not sure about after Nantucket – I hardly ever go there anymore. I am the WORST. But DEFINITELY let's plan for a get together!!!! Love and MISS you guys!!! EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 4, 2014 6:06 PM  
**To:** 'Blair, Michele'; 'Dan Blair'; Brown, Ellen B.  
**Subject:** RE: New Additions Strengthen NAM's Voice

I bet Diane knows his background since he worked for Ehrlich...he must know Dee!!

I haven't seen you guys in ages...we have to get together soon!!

EB, we should meet you, Haya and Brent for lunch after your appointment at Nantuckets...we could meet at Joe's Steakhouse!!

Miss you guys!

btw, I see that Lionel and Loine left us for CA!! Wow!!

-----Original Message-----

**From:** Blair, Michele [michele.blair@te.com]  
**Sent:** Thursday, September 04, 2014 05:52 PM Eastern Standard Time  
**To:** Dan Blair; Marshall, Susan G.; Brown, Ellen B. (cbrown@mail. [REDACTED])  
(cbrown@mail. [REDACTED])  
**Subject:** FW: New Additions Strengthen NAM's Voice

Don't you think this is some relation to Dee Kefalas? That's an unusual name, though maybe not in the Greek community...

FOR IMMEDIATE RELEASE

CONTACT:  
Matt Lavoie (202) 637-3085

## **New Additions Strengthen NAM's Voice**

### ***Will Advance Manufacturers' Message on Pro-Growth Policies***

Washington, D.C., September 4, 2014 – The National Association of Manufacturers (NAM) is growing its stable of experts to advance the manufacturing agenda. Chrysovalantis P. Kefalas, Esq., has joined as vice president of executive communications, Tonya Muse, CAE, will serve as senior director of the Council of Manufacturing Associations (CMA), and Laura Ringdahl will serve as director of government relations.



"These new team members come to the NAM with an impressive track record of success in public policy and the increasingly complex world of advocacy," said NAM President and CEO Jay Timmons. "Chrysovalantis' valuable experience in communications and message development will be a tremendous asset to manufacturers in the United States. Tonya brings a wealth of experience in association management and is a key addition as we build the manufacturing army. As manufacturing has become a centerpiece of policy discussions in Washington, Laura will deliver the important combination of policy and political knowledge to move the needle on Capitol Hill."

Kefalas previously served as deputy speechwriter for Attorney General Eric Holder as well as a trial and appellate attorney within the U.S. Department of Justice. Previously, he held the position of deputy legal counsel to Maryland Governor Robert Ehrlich—the youngest attorney ever appointed to that position. In 2007, he was recognized by *SmartCEO* magazine as one of Maryland's "legal elite." He holds a B.A. from Loyola University and a J.D. from the University of Baltimore School of Law. In this position, Kefalas will help work closely with the organization's senior leadership to seize new communications opportunities and will lead message development for the organization.

"With manufacturing at the center of nearly every important business policy discussion going on in Washington, I'm excited to join the already outstanding team at the NAM," said Kefalas. "Manufacturing is the foundation upon which our economic prosperity, our growth and jobs depend. It's brought immeasurable benefits to the people of this country, and I'm proud to have the opportunity to contribute to that tradition and build on that legacy."

Muse has more than 23 years of association management experience. She spent 17 years with the Envelope Manufacturers Association where she served as senior vice president. She most recently served as director of membership for the Girl Scout Council of the Nation's Capital. Muse has a B.S. in journalism from the University of Maryland. She will be chiefly responsible for engaging with the nearly 240 CMA members to provide resources and networks to broaden the reach of the NAM's advocacy efforts.

"I'm excited to work for the NAM," said Muse. "I believe in its mission and the vision of the organization. The CMA is a valuable resource to manufacturing associations. Its membership and member engagement have grown over the years, and I'm looking forward to ensuring it continues to be a vital voice in the manufacturing community."

Ringdahl joins the NAM directly from Capitol Hill where she has served as a policy advisor to several members of Congress, most recently for Rep. Tom Reed (R-NY), co-chair of the House Manufacturing Caucus. She received a B.A. in political science from Colgate University.

"I'm thrilled to be joining the team here at the NAM advocating on behalf of the nearly 12 million manufacturing workers that we represent," said Ringdahl. "NAM member companies represent the diverse array of what drives the American economy, and being able to advocate on their behalf is more than a job—it's a mission."

**-NAM-**

*The National Association of Manufacturers is the largest manufacturing association in the United States, representing manufacturers in every industrial sector and in all 50 states. Manufacturing has a presence in every single congressional district providing good, high-paying jobs. For more information about the Manufacturers or to follow us on Shopfloor, Twitter and Facebook, please visit [www.nam.org](http://www.nam.org).*

733 10th St. NW, Suite 700 • Washington, DC 20001 • (202) 637-3000

**Matt Lavoie**

Senior Director of Media Relations, Communications

Email: [mlavoie@nam.org](mailto:mlavoie@nam.org)

Direct: 202.637.3085

Cell: 202.617.6673

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** Marshall, Susan G.  
**Sent:** Fri, 5 Sep 2014 14:37:41 +0000  
**To:** 'Brown, Ellen B.'  
**Subject:** RE: New Additions Strengthen NAM's Voice

Lionel is a trip, but we love him anyway!! Besides, now we crash his pad in CA!! HA!

I am so relieved to know Matt is out of the house he shared with crazypants and is starting fresh in a new house with a new girlfriend. Sounds like her family is very supportive Leanne and Matt which is so important in life!

Please send your parents my love! I haven't seen them in ages but I think of them often and send them and you all my positive thoughts, which appear to be working! Maybe I should start a new a new business called Susan's successful positive thoughts!

Anyway, I really want to see you guys soon and see my travel buddy Haya before she leaves in October. I don't have anything on the calendar on Saturday the 13<sup>th</sup> or Saturday the 20<sup>th</sup> so if you are free I'd love to see you guys!

Love Always!!

---

**From:** Brown, Ellen B. [mailto:ebrown@mail [REDACTED]]  
**Sent:** Friday, September 05, 2014 10:14 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: New Additions Strengthen NAM's Voice

Lionel NEVER tells Brent anything...he is very weird about that. We always joke that every "Susan's Birthday/New Years" event when Lionel has come, it has always been Matthew he responds to – it's just weird...but kind of funny, even! Matt DOES seem to be doing well...and Leanne too. They sure seem to really have a GREAT thing going...!! He moved into a new place (cheaper...which is GREAT for us and when Leanne officially moves in and splits the rent with him, GREAT for her) – it's smaller so they had to get rid of SO much crap from his old place (still stuff left over from "crazypants" – that's what they call you-know-who!)...it was really disgusting. I didn't go there – Brent did (I just COULDN'T move him ONE more time...)...and he said he's seen slums that were nicer than Matt's place while they were cleaning it (NOT really sure how many SLUMS Brent has seen, but...whatever ☺). Anyway, her ENTIRE family (again...mom, dad, brother, brother's wife, other brother) all helped Matt move – cleaning, carrying, schlepping, repairing holes, cleaning carpets, etc etc etc. Brent was MORTIFIED that these people were seeing all this gross stuff and doing all of this for Matt. He said to the dad, "wow, you are amazing...aren't you appalled at what you are seeing?" and the dad said "look, I have FOUR kids...I've seen EVERYTHING – if it upset me every time one of them did something, I'd be dead. So, I just move forward..." WOW, right? I feel like everything we did taking care of someone else's child for THREE years without a thank you or even an acknowledgement is being "rewarded". I feel blessed that these people are in our lives now and that good DOES breed good – but mostly, I feel LUCKY that Matt fell in love with Leanne (AND her with him!!). How long it will last? Who knows, right? But it is certainly a good feeling to know that, when not with us, he is loved and being "taken care of" by a wonderful loving family. NOW, if we could just get him to finish school and/or get a job and be a little more responsible, we will be EUPHORIC!!! We haven't been traveling A LOT...but a little. And next week Haya and I are going to see my folks – several of their CLOSE friends have died in the last week (my dad's business partner (turning 90-years old on October 1) for more than 60 years collapsed at work yesterday and died) so I



think a little visit from Haya and me is a much NEEDED thing. Bar Mitzvah weekend – wow, I don't miss that AT ALL! But I'm sure Karen is crazed but you WILL have fun...it's so nice to see the ones you've watch grow up do stuff like this, right? We all miss you...we REALLY need to see you. Maybe when Haya and I get back from STL we can plan a little visit... She leaves on October 7 and we are taking her to a NASCAR race on September 28<sup>th</sup>... But we MUST find some time to see you. Look at your calendar and let me know what things look like for you. Love you and MISS YOU SOOOO much. EB

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Thursday, September 4, 2014 7:07 PM

**To:** Brown, Ellen B.

**Subject:** RE: New Additions Strengthen NAM's Voice

Wonder what is or was up with Lionel that he did not tell Brent about his plans...I saw his posts on Facebook. His new place looks awesome.

Speaking of awesome it sounds like Matt is really happy in this new relationship!! I am so happy for him and glad to know Leanne got your approval. He just gushes about Leanne on Facebook and it is so cute!!!

How are you doing?

Are you traveling a lot?

I am off to another bar mitzvah this weekend...karen's youngest son Daniel is having a history themed bar mitzvah and Karen is beside herself. The poor kid is a huge egghead and just loves history so she found these busts of famous people in history for the event.

He really is a cute kid so it should be fun.

Please give Brent, Haya, Matt and Emma all my love.

And please tell Haya to keep posting those gorgeous photos of Gilad on Facebook. I love them and him!!

Love you!!

-----Original Message-----

**From:** Brown, Ellen B. [[ebrown@mail](mailto:ebrown@mail) [REDACTED]]

**Sent:** Thursday, September 04, 2014 06:35 PM Eastern Standard Time

**To:** Marshall, Susan G.; [dblair@napawash.org](mailto:dblair@napawash.org); [michele.blair](mailto:michele.blair) [REDACTED]

**Subject:** RE: New Additions Strengthen NAM's Voice

Maybe Kefalas IS a really common Greek name...but Dee does seem to know everyone so she probably does know him! Yes, Lionel moved to San Francisco (and Louine too...) – I ACCIDENTLY found out when I read it on FB one day... I immediately reached out to him and gave him the phone number of my niece, Melissa, so they could get together and drink!! Haha!! When I asked Matt if he knew about this, he said "oh yeah, I've known for a long time...and Louine is going too". OMG, could MAYBE he have told us???? So Brent said to Matt "is there anything ELSE about friends of mine that you know???" It WAS pretty funny!! Matt and Leanne (and the dogs) were here a week or so ago for a visit – it was REALLY nice. I mean REALLY nice... She's a keeper, that's for sure... And her family ADORES Matt...they spend a lot of time with her family (mom, dad, brother, brother's wife, other brother, and other brother's son (4-years-old) – who all live TOGETHER in one house...). Is this AMAZING?? Like a DIFFERENT universe... Just hope they keep him around for a while!! Haha! Would LOVE to see you guys sometime...not sure about after Nantucket – I hardly ever go there anymore. I am the WORST. But DEFINITELY let's plan for a get together!!!! Love and MISS you guys!!! EB

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, September 4, 2014 6:06 PM  
**To:** 'Blair, Michele'; 'Dan Blair'; Brown, Ellen B.  
**Subject:** RE: New Additions Strengthen NAM's Voice

I bet Diane knows his background since he worked for Ehrlich...he must know Dee!!

I haven't seen you guys in ages...we have to get together soon!!

EB, we should meet you, Haya and Brent for lunch after your appointment at Nantuckets...we could meet at Joe's Steakhouse!!

Miss you guys!

btw, I see that Lionel and Loine left us for CA!! Wow!!

-----Original Message-----

**From:** Blair, Michele [[michele.blair@\[REDACTED\]](mailto:michele.blair@[REDACTED])]  
**Sent:** Thursday, September 04, 2014 05:52 PM Eastern Standard Time  
**To:** Dan Blair; Marshall, Susan G.; Brown, Ellen B. ([ebrown@mail@\[REDACTED\]](mailto:ebrown@mail@[REDACTED]))  
**Subject:** FW: New Additions Strengthen NAM's Voice

Don't you think this is some relation to Dee Kefalas? That's an unusual name, though maybe not in the Greek community...

FOR IMMEDIATE RELEASE

CONTACT:  
Matt Lavoie (202) 637-3085

## **New Additions Strengthen NAM's Voice**

***Will Advance Manufacturers' Message on Pro-Growth Policies***



Washington, D.C., September 4, 2014 – The National Association of Manufacturers (NAM) is growing its stable of experts to advance the manufacturing agenda. Chrysovalantis P. Kefalas, Esq., has joined as vice president of executive communications, Tonya Muse, CAE, will serve as senior director of the Council of Manufacturing Associations (CMA), and Laura Ringdahl will serve as director of government relations.

“These new team members come to the NAM with an impressive track record of success in public policy and the increasingly complex world of advocacy,” said NAM President and CEO Jay Timmons. “Chrysovalantis’ valuable experience in communications and message development will be a tremendous asset to manufacturers in the United States. Tonya brings a wealth of experience in association management and is a key addition as we build the manufacturing army. As manufacturing has become a centerpiece of policy discussions in Washington, Laura will deliver the important combination of policy and political knowledge to move the needle on Capitol Hill.”

Kefalas previously served as deputy speechwriter for Attorney General Eric Holder as well as a trial and appellate attorney within the U.S. Department of Justice. Previously, he held the position of deputy legal counsel to Maryland Governor Robert Ehrlich—the youngest attorney ever appointed to that position. In 2007, he was recognized by *SmartCEO* magazine as one of Maryland’s “legal elite.” He holds a B.A. from Loyola University and a J.D. from the University of Baltimore School of Law. In this position, Kefalas will help work closely with the organization’s senior leadership to seize new communications opportunities and will lead message development for the organization.

“With manufacturing at the center of nearly every important business policy discussion going on in Washington, I’m excited to join the already outstanding team at the NAM,” said Kefalas. “Manufacturing is the foundation upon which our economic prosperity, our growth and jobs depend. It’s brought immeasurable benefits to the people of this country, and I’m proud to have the opportunity to contribute to that tradition and build on that legacy.”

Muse has more than 23 years of association management experience. She spent 17 years with the Envelope Manufacturers Association where she served as senior vice president. She most recently served as director of membership for the Girl Scout Council of the Nation’s Capital. Muse has a B.S. in journalism from the University of Maryland. She will be chiefly responsible for engaging with the nearly 240 CMA members to provide resources and networks to broaden the reach of the NAM’s advocacy efforts.

“I’m excited to work for the NAM,” said Muse. “I believe in its mission and the vision of the organization. The CMA is a valuable resource to manufacturing associations. Its membership and member engagement have grown over the

years, and I'm looking forward to ensuring it continues to be a vital voice in the manufacturing community."

Ringdahl joins the NAM directly from Capitol Hill where she has served as a policy advisor to several members of Congress, most recently for Rep. Tom Reed (R-NY), co-chair of the House Manufacturing Caucus. She received a B.A. in political science from Colgate University.

"I'm thrilled to be joining the team here at the NAM advocating on behalf of the nearly 12 million manufacturing workers that we represent," said Ringdahl. "NAM member companies represent the diverse array of what drives the American economy, and being able to advocate on their behalf is more than a job—it's a mission."

### **-NAM-**

*The National Association of Manufacturers is the largest manufacturing association in the United States, representing manufacturers in every industrial sector and in all 50 states. Manufacturing has a presence in every single congressional district providing good, high-paying jobs. For more information about the Manufacturers or to follow us on Shopfloor, Twitter and Facebook, please visit [www.nam.org](http://www.nam.org).*

733 10th St. NW, Suite 700 • Washington, DC 20001 • (202) 637-3000

#### **Matt Lavoie**

Senior Director of Media Relations, Communications

Email: [mlavoie@nam.org](mailto:mlavoie@nam.org)

Direct: 202.637.3085

Cell: 202.617.6673

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*



PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** Blair, Michele  
**Sent:** Fri, 5 Sep 2014 11:17:13 -0400  
**To:** Brown, Ellen B.; MarshallS@oig.treas.gov; dblair@napawash.org  
**Subject:** RE: New Additions Strengthen NAM's Voice

Would love to see you too. We're around the whole month of September, so let us know if there is a weekend that works for you guys.

M.

---

**From:** Brown, Ellen B. [mailto:ebrown@mail. ]  
**Sent:** Thursday, September 04, 2014 6:35 PM  
**To:** MarshallS@oig.treas.gov; dblair@napawash.org; Blair, Michele  
**Subject:** RE: New Additions Strengthen NAM's Voice

Maybe Kefalas IS a really common Greek name...but Dee does seem to know everyone so she probably does know him! Yes, Lionel moved to San Francisco (and Louine too...) – I ACCIDENTLY found out when I read it on FB one day... I immediately reached out to him and gave him the phone number of my niece, Melissa, so they could get together and drink!! Haha!! When I asked Matt if he knew about this, he said 'oh yeah, I've known for a long time...and Louine is going too'. OMG, could MAYBE he have told us???? So Brent said to Matt "is there anything ELSE about friends of mine that you know???" It WAS pretty funny!! Matt and Leanne (and the dogs) were here a week or so ago for a visit – it was REALLY nice. I mean REALLY nice... She's a keeper, that's for sure... And her family ADORES Matt...they spend a lot of time with her family (mom, dad, brother, brother's wife, other brother, and other brother's son (4-years-old) – who all live TOGETHER in one house...). Is this AMAZING?? Like a DIFFERENT universe... Just hope they keep him around for a while!! Haha! Would LOVE to see you guys sometime...not sure about after Nantucket – I hardly ever go there anymore. I am the WORST. But DEFINITELY let's plan for a get together!!!! Love and MISS you guys!!! EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 4, 2014 6:06 PM  
**To:** 'Blair, Michele'; 'Dan Blair'; Brown, Ellen B.  
**Subject:** RE: New Additions Strengthen NAM's Voice

I bet Diane knows his background since he worked for Ehrlich...he must know Dee!!

I haven't seen you guys in ages...we have to get together soon!!

EB, we should meet you, Haya and Brent for lunch after your appointment at Nantuckets...we could meet at Joe's Steakhouse!!

Miss you guys!

btw, I see that Lionel and Loine left us for CA!! Wow!!

-----Original Message-----

**From:** Blair, Michele [michele.blair@ ]  
**Sent:** Thursday, September 04, 2014 05:52 PM Eastern Standard Time

**To:** Dan Blair; Marshall, Susan G.; Brown, Ellen B. ([ebrown@mail.](mailto:ebrown@mail.) [REDACTED])  
([ebrown@mail.](mailto:ebrown@mail.) [REDACTED])

**Subject:** FW: New Additions Strengthen NAM's Voice

Don't you think this is some relation to Dee Kefalas? That's an unusual name, though maybe not in the Greek community...

FOR IMMEDIATE RELEASE

CONTACT:

Matt Lavoie (202) 637-3085

## **New Additions Strengthen NAM's Voice**

### ***Will Advance Manufacturers' Message on Pro-Growth Policies***

Washington, D.C., September 4, 2014 – The National Association of Manufacturers (NAM) is growing its stable of experts to advance the manufacturing agenda. **Chrysovalantis P. Kefalas, Esq.**, has joined as vice president of executive communications, Tonya Muse, CAE, will serve as senior director of the Council of Manufacturing Associations (CMA), and Laura Ringdahl will serve as director of government relations.

"These new team members come to the NAM with an impressive track record of success in public policy and the increasingly complex world of advocacy," said NAM President and CEO Jay Timmons. "Chrysovalantis' valuable experience in communications and message development will be a tremendous asset to manufacturers in the United States. Tonya brings a wealth of experience in association management and is a key addition as we build the manufacturing army. As manufacturing has become a centerpiece of policy discussions in Washington, Laura will deliver the important combination of policy and political knowledge to move the needle on Capitol Hill."

Kefalas previously served as deputy speechwriter for Attorney General Eric Holder as well as a trial and appellate attorney within the U.S. Department of Justice. Previously, he held the position of deputy legal counsel to Maryland Governor Robert Ehrlich—the youngest attorney ever appointed to that position. In 2007, he was recognized by *SmartCEO* magazine as one of Maryland's "legal elite." He holds a B.A. from Loyola University and a J.D. from the University of Baltimore School of Law. In this position, Kefalas will help work closely with the organization's senior leadership to seize new communications opportunities and will lead message development for the organization.

"With manufacturing at the center of nearly every important business policy discussion going on in Washington, I'm excited to join the already



outstanding team at the NAM," said Kefalas. "Manufacturing is the foundation upon which our economic prosperity, our growth and jobs depend. It's brought immeasurable benefits to the people of this country, and I'm proud to have the opportunity to contribute to that tradition and build on that legacy."

Muse has more than 23 years of association management experience. She spent 17 years with the Envelope Manufacturers Association where she served as senior vice president. She most recently served as director of membership for the Girl Scout Council of the Nation's Capital. Muse has a B.S. in journalism from the University of Maryland. She will be chiefly responsible for engaging with the nearly 240 CMA members to provide resources and networks to broaden the reach of the NAM's advocacy efforts.

"I'm excited to work for the NAM," said Muse. "I believe in its mission and the vision of the organization. The CMA is a valuable resource to manufacturing associations. Its membership and member engagement have grown over the years, and I'm looking forward to ensuring it continues to be a vital voice in the manufacturing community."

Ringdahl joins the NAM directly from Capitol Hill where she has served as a policy advisor to several members of Congress, most recently for Rep. Tom Reed (R-NY), co-chair of the House Manufacturing Caucus. She received a B.A. in political science from Colgate University.

"I'm thrilled to be joining the team here at the NAM advocating on behalf of the nearly 12 million manufacturing workers that we represent," said Ringdahl. "NAM member companies represent the diverse array of what drives the American economy, and being able to advocate on their behalf is more than a job—it's a mission."

#### **-NAM-**

*The National Association of Manufacturers is the largest manufacturing association in the United States, representing manufacturers in every industrial sector and in all 50 states. Manufacturing has a presence in every single congressional district providing good, high-paying jobs. For more information about the Manufacturers or to follow us on Shopfloor, Twitter and Facebook, please visit [www.nam.org](http://www.nam.org).*

733 10th St. NW, Suite 700 • Washington, DC 20001 • (202) 637-3000

#### **Matt Lavoie**

Senior Director of Media Relations, Communications

Email: [mlavoie@nam.org](mailto:mlavoie@nam.org)

Direct: 202.637.3085

Cell: 202.617.6673

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Brown, Ellen B.  
**Sent:** Fri, 5 Sep 2014 22:14:20 +0000  
**To:** MarshallS@oig.treas.gov; dblair@napawash.org; michele.blair@[REDACTED]  
**Subject:** RE: Report to be released criticizing Russell George

Sorry, been at THE WALMARTS all day with Haya and missed these emails! WHO could criticize Russell George?? Oh, wait... I'm going to check with Brenti and see what our schedule's like for September...and I'll get back to you guys!! Love and miss you all. EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, September 5, 2014 12:14 PM  
**To:** 'Dan Blair'; Brown, Ellen B.; Blair, Michele (michele.blair@[REDACTED])  
**Subject:** RE: Report to be released criticizing Russell George

I haven't read it yet.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Friday, September 05, 2014 12:06 PM  
**To:** Marshall, Susan G.; Brown, Ellen B. (ebrown@mail.[REDACTED]) Blair, Michele (michele.blair@[REDACTED])  
**Subject:** RE: Report to be released criticizing Russell George

The article points out that PSI normally issues bipartisan reports and McCain not only refused to join it, but issued a 38 page statement blasting this one.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, September 05, 2014 12:03 PM  
**To:** Brown, Ellen B. (ebrown@mail.[REDACTED]) Blair, Michele (michele.blair@[REDACTED]) Dan Blair  
**Subject:** Report to be released criticizing Russell George

[http://\[REDACTED\]/\[REDACTED\].com/story/2014/09/report-to-criticize-watchdog-irs-tea-party-probe-110619.html](http://[REDACTED]/[REDACTED].com/story/2014/09/report-to-criticize-watchdog-irs-tea-party-probe-110619.html)

Pitiful...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Marshall, Susan G.  
**Sent:** Sat, 6 Sep 2014 22:48:39 +0000  
**To:** 'Dan Blair'  
**Subject:** FW: Fwd: Your Booth Photos from Daniel's Bar Mitzvah

Me and the York girls...(with one husband present) LOL.

Hope you are having a good weekend!!

:)

-----Original Message-----

**From:** Deb Colbert [[dacomm@](mailto:dacomm@)]  
**Sent:** Saturday, September 06, 2014 01:57 PM Eastern Standard Time  
**To:** Sandy Greene; Marshall, Susan G.; Jennifer Adams; Karen Rosen  
**Subject:** Fwd: Your Booth Photos from Daniel's Bar Mitzvah

Debra A. Colbert  
Senior Vice President



Sent from my iPhone

Begin forwarded message:

**From:** [wtapbooths](http://wtapbooths)  
**Date:** September 6, 2014 at 1:25:17 PM EDT  
**To:** [dacomm@](mailto:dacomm@)  
**Subject:** Your Booth Photos from Daniel's Bar Mitzvah

Enjoy your photos from the "Swirl" Booth.

From [www.WashingtonTalent.com](http://www.WashingtonTalent.com) 301-762-1800

Daniel's Bar Mitzvah

WANTED



September 6th, 2014

**From:** Brown, Ellen B.  
**Sent:** Sun, 7 Sep 2014 22:57:24 +0000  
**To:** Susan Marshall; Dan Blair; Michele Blair  
**Subject:** It's Not...  
**Attachments:** photo.JPG, ATT00001.txt

It's not Sunday Gravy, but spaghetti and meatballs at the cabin for dinner!  
YUMMY!!!! Home tomorrow... EB

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.









Sent from EB's iPhone

**From:** Brown, Ellen B.  
**Sent:** Sun, 7 Sep 2014 23:22:33 +0000  
**To:** MarshallS@oig.treas.gov  
**Cc:** dblair@napawash.org; michele.blair@[REDACTED]  
**Subject:** RE: It's Not...

Oh, man...was it YUMMY. That Brenti can pull anything together with a few ingredients! SO good! EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Sunday, September 7, 2014 7:11 PM  
**To:** Brown, Ellen B.; 'Dan Blair'; 'Michele Blair'  
**Subject:** RE: It's Not...

Mama mia...looks great!!

-----Original Message-----

**From:** Brown, Ellen B. [mailto:[ebrown@mail\[REDACTED\]](mailto:ebrown@mail[REDACTED])]  
**Sent:** Sunday, September 07, 2014 06:57 PM Eastern Standard Time  
**To:** Marshall, Susan G.; Dan Blair; Michele Blair  
**Subject:** It's Not...

It's not Sunday Gravy, but spaghetti and meatballs at the cabin for dinner!  
YUMMY!!!! Home tomorrow... EB

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Dan Blair  
**Sent:** Mon, 8 Sep 2014 13:52:21 +0000  
**To:** Hollis, Tricia  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush

In my way

Sent from my iPhone

On Sep 8, 2014, at 9:29 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I'm at the Bush event. Are you coming?

-----Original Message-----

**From:** Dan G [[blair2900@](mailto:blair2900@)]  
**Sent:** Friday, August 29, 2014 11:43 AM Eastern Standard Time  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center" <[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[blair2900@](mailto:blair2900@)>  
**Subject:** Invitation to D.C. Alumni Event with President Bush



BUSH-CHENEY ALUMNI EVENT  
WITH  
PRESIDENT GEORGE W. BUSH



MONDAY, SEPTEMBER 8, 2014  
11:15 A.M.

U.S. CHAMBER OF COMMERCE  
1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.  
Live Stream | 9:30 a.m.  
Doors Close | 10:45 a.m.  
Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)



Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center

**From:** Dan Blair  
**Sent:** Mon, 8 Sep 2014 13:52:52 +0000  
**To:** Hollis, Tricia  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush

Save me a seat

Sent from my iPhone

On Sep 8, 2014, at 9:29 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I'm at the Bush event. Are you coming?

-----Original Message-----

**From:** Dan G [[blair2900@](mailto:blair2900@)]  
**Sent:** Friday, August 29, 2014 11:43 AM Eastern Standard Time  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center" <[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[blair2900@](mailto:blair2900@)]  
**Subject:** Invitation to D.C. Alumni Event with President Bush



**BUSH-CHENEY ALUMNI EVENT**  
**WITH**  
**PRESIDENT GEORGE W. BUSH**



MONDAY, SEPTEMBER 8, 2014  
11:15 A.M.

U.S. CHAMBER OF COMMERCE  
1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.  
Live Stream | 9:30 a.m.  
Doors Close | 10:45 a.m.  
Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)

Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center



**From:** Dan G  
**Sent:** Mon, 8 Sep 2014 09:54:19 -0400  
**To:** Hollis, Tricia  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush

Yes. Dave me a seat

Sent from my iPhone

On Sep 8, 2014, at 9:29 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I'm at the Bush event. Are you coming?

-----Original Message-----

**From:** Dan G [[blair2900@](mailto:blair2900@)]  
**Sent:** Friday, August 29, 2014 11:43 AM Eastern Standard Time  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center" <[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[blair2900@](mailto:blair2900@)]  
**Subject:** Invitation to D.C. Alumni Event with President Bush



BUSH-CHENEY ALUMNI EVENT  
WITH  
PRESIDENT GEORGE W. BUSH



MONDAY, SEPTEMBER 8, 2014  
11:15 A.M.

U.S. CHAMBER OF COMMERCE  
1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.  
Live Stream | 9:30 a.m.  
Doors Close | 10:45 a.m.  
Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)

Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center



**From:** Dan G  
**Sent:** Mon, 8 Sep 2014 09:58:34 -0400  
**To:** Hollis, Tricia  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush

Where are you!!!

Sent from my iPhone

On Sep 8, 2014, at 9:29 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I'm at the Bush event. Are you coming?

-----Original Message-----

**From:** Dan G [[blair2900@](mailto:blair2900@)]  
**Sent:** Friday, August 29, 2014 11:43 AM Eastern Standard Time  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center" <[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[blair2900@](mailto:blair2900@)]  
**Subject:** Invitation to D.C. Alumni Event with President Bush





BUSH-CHENEY ALUMNI EVENT  
WITH  
PRESIDENT GEORGE W. BUSH



MONDAY, SEPTEMBER 8, 2014  
11:15 A.M.

U.S. CHAMBER OF COMMERCE  
1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.  
Live Stream | 9:30 a.m.  
Doors Close | 10:45 a.m.  
Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)

Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center

**From:** Mark A. Robbins  
**Sent:** Mon, 8 Sep 2014 10:09:05 -0400  
**To:** Marshall, Susan G.  
**Cc:** Dan G; Hollis, Tricia  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush

LOL!

Mark A. Robbins  
Cell: ( [REDACTED] )

On Sep 8, 2014, at 10:06 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I feel the love!!! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [[mailto:blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED])]  
**Sent:** Monday, September 08, 2014 10:00 AM  
**To:** Mark A. Robbins  
**Cc:** Hollis, Tricia; Marshall, Susan G.  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush

He asked about you. I told him you would bring him and Laura some peppers.

Sent from my iPhone

On Sep 2, 2014, at 4:40 PM, "Mark A. Robbins" <[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])> wrote:

I can't make it.

Mark A. Robbins  
Cell: [REDACTED]

On Sep 2, 2014, at 4:30 PM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I just registered!!

---

**From:** Dan G [[mailto:blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED])]  
**Sent:** Friday, August 29, 2014 11:43 AM  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush



Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center" <[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>

**Date:** August 27, 2014 at 2:32:27 PM EDT

**To:** "Dan G. Blair" <[blair2900@](mailto:blair2900@)>

**Subject:** Invitation to D.C. Alumni Event with President Bush



GEORGE W. BUSH  
PRESIDENTIAL CENTER  
\*\*\*

## BUSH-CHENEY ALUMNI

YOU ARE INVITED TO A

---

### BUSH-CHENEY ALUMNI EVENT WITH PRESIDENT GEORGE W. BUSH

---

\*\*\*

MONDAY, SEPTEMBER 8, 2014

11:15 A.M.

U.S. CHAMBER OF COMMERCE

1615 H STREET, N.W.

WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential



Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.

Live Stream | 9:30 a.m.

Doors Close | 10:45 a.m.

Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit

**[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)**

Kindly reply by Wednesday, September 3.

Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center

**From:** Marshall, Susan G.  
**Sent:** Mon, 8 Sep 2014 15:12:00 +0000  
**To:** 'Dan Blair'  
**Cc:** Diane (diane baker241@ [REDACTED]) annf77@ [REDACTED]  
**Subject:** RE: For your information

In that case I need to book a flight to Colorado...see you later!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan Blair [<mailto:dblair@napawash.org>]  
Sent: Monday, September 08, 2014 11:10 AM  
To: Marshall, Susan G.  
Cc: Diane (diane baker241@ [REDACTED]) FISHER, ANN C (Ann.Fisher@prc.gov)  
Subject: Re: For your information

Maybe it's time you start!

Sent from my iPhone

> On Sep 8, 2014, at 11:09 AM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:  
>  
> I have all the symptoms listed in the attached flyer but I don't drink or do drugs, so what does that mean? Oh, and  
you'll note that October is bullying awareness month!  
>  
> Good Morning,  
>  
> The EAP September Monthly Campaign theme is Addiction. An addiction can have more power over your life  
than you ever thought possible. Compulsive use of drugs or alcohol, or other such risky behaviors, can damage  
every part of an individual's family and work life.  
> In Compass this month, we take a look at:  
> \* Common warning signs of potential drug or alcohol use.  
> \* The damaging impact of addictions both on families and in the workplace.  
> \* Resources to tap into that can help begin the process of recovery from an addiction.  
>  
> Live Webinar for Employees  
> When Someone You Love Has An Addiction You are invited to join the  
> EAP's live interactive webinar on Wednesday, Sept. 10th, 2014 1pm - 2pm (Central Time). This webinar will  
focus on the warning signs, workplace and family impact of addiction. Space is limited so be sure to register today.  
Click here to register.  
>  
> The webinar will discuss the following:  
> 1. Identify indicators of a potential performance concern and how to document such concerns  
> 2. Learn the principals of giving performance feedback  
> 3. Utilize strategies to provide effective feedback  
> 4. Describe how the EAP can support you in your leadership role  
>

> For a complete list of live webinars, as well as webinar recordings and podcasts, visit [www.FOH4You.com](http://www.FOH4You.com). Go to Tools, On Demand Learning.

> If you would like to view or download this month's campaign, please go to <http://foh.hhs.gov/whatwedo/eap/EAPInformation.asp>.

> October's theme is Bullying Awareness. Look for it at the end of the month!

>

> Sincerely,

>

> Chartara

> Chartara Floyd

> Human Resources Specialist

> Office of Inspector General

> U.S. Department of Treasury

> 202-927-5779 (office)

> 202-322-9793 (cell)

> 740 15th Street NW, Suite 510

>

>

>

>

>

>

>

>

> Susan Marshall

> Director, External Relations

> Office of Inspector General

> U.S. Department of Treasury

> (202) 927-9842

>

> <S-A60E-FOH Compass\_Addiction.pdf>



**From:** Marshall, Susan G.  
**Sent:** Mon, 8 Sep 2014 23:33:46 +0000  
**To:** 'Dan Blair'; 'annf77@[REDACTED]'  
**Subject:** FW: [MARKETING] Overnight Finance: Ex-Im supporters shift strategy

See the section below on Apple's new mobile payment app iwallet...forget postal banks...iwallets and bitcoins are the future...watch out!!

-----Original Message-----

**From:** The Hill [[newsletters@thehill.com](mailto:newsletters@thehill.com)]  
**Sent:** Monday, September 08, 2014 06:54 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** [MARKETING] Overnight Finance: Ex-Im supporters shift strategy



*Welcome back...*

**TOMORROW STARTS TONIGHT - - > INSIDE EX-IM's**

**STOPGAP-STRATEGY:** Ex-Im supporters shifted their strategy Monday in an effort to save the Bank from shutting down on Sept. 30. Talk of a long-term extension is dead for the immediate future, multiple sources working on the Bank's reauthorization told OVERNIGHT FINANCE.

Instead, Ex-Im supporters want a short-term reauthorization that coincides with the same period of time as the continuing resolution (CR), which Congress must also approve before Sept. 30 to prevent a government shutdown.

The bank's critics are looking to offer a longer-term reauthorization deal that would extend Ex-Im into early next year. But supporters view this ploy as a political Trojan horse.

-- **THE MONEY QUOTE:** "A short term CR that leaves Ex-Im hanging out on its own into 2015 is a death knell for the bank," said a former senior Ex-Im official who is working to reauthorize the bank. "This is the Tea Party's alternative to killing it now strategy: Put it on life support into 2015 then kill it altogether."

**DAYS UNTIL EX-IM EXPIRES: 22.**

---



**THIS IS OVERNIGHT FINANCE**, where we're still celebrating the Eagles' win last night (as well as Washington's loss. How soon till this town turns on RGIII?). Tweet: [@kevcirilli](https://twitter.com/kevcirilli); email: [keirilli@thehill.com](mailto:keirilli@thehill.com); and subscribe: <http://bit.ly/1jNxwa2>

*Big day on Capitol Hill tomorrow...*

**HEARING PREP** --> We've got your one-stop shop for tomorrow's 10 a.m. Banking Committee hearing on Wall Street reform. It'll feature the top regulators from the Securities and Exchange Commission, the Consumer Financial Protection Bureau, and the Federal Reserve Board of Governors, among others. View their testimony: <http://1.usa.gov/1ug2SIB>

-- **What to watch:** Sen. Richard Shelby (R-Ala.) could offer clues on how he'd run the Senate Banking Committee if he were to take over as chairman next year. Meanwhile, Republicans will continue to criticize the CFPB. But this is also the first time SEC Chairwoman Mary Jo White has hit the Hill following the leak of a damning internal inspector general report faulting SEC commissioners with how they treat non-public, market-sensitive data.

**ON-TAP FOR THE WEEK** --> Mark your calendars for a busy week in the financial services world. This week is all about the short-term budget resolution that Congress needs to pass by Sept. 30 or else face a government shutdown. My take for The Hill: <http://bit.ly/1usWH2U>.

**...ON-TAP IN 'VERY NEAR FUTURE'** --> **ACTION ON INVERSIONS.** Treasury Secretary Jack Lew said Monday that the Obama administration would decide 'in the very near future' whether to take executive action against U.S. companies shifting their legal address abroad for tax purposes, or "inverting." Bernie Becker for the hometown paper: <http://bit.ly/1oZm86K>.

-- **Meanwhile, a senior aide to Sen. Chuck Schumer** (D-N.Y.) told me that Schumer will likely unveil an anti-inversion bill that would overturn any inversions as far back as 1994. While that bill likely won't go anywhere, it does set a progressive marker on the issue from the Senate's No. 3 Democrat. **Back-story** on Schumer's bill: <http://bit.ly/1s4jXEz>.

**SAC-ed BEHIND BARS**, Matthew Goldstein reports for DealBook: "Mathew Martoma was sentenced to nine years in prison on Monday for carrying out one of the biggest insider trading schemes on record in 2008 when he was working as a portfolio manager at Steven A. Cohen's former hedge fund, SAC Capital Advisors." <http://nyti.ms/1q7OH81>.

**VITTER FIGHTS FOR STANFORD PONZI-SCHEME VICTIMS**, via me: Sen. David Vitter (R-La.) on Monday criticized the Securities and Exchange Commission for not appealing a court decision that ruled that victims of a multi-billion-dollar Ponzi scheme are not eligible to get their money back. <http://bit.ly/1BnWPUG>.

**APPLE READIES FOR MOBILE-PAYMENTS.** Don't be fooled by tomorrow's buzz of shiny new Apple products. Whether or not it's unveiled tomorrow, Apple's rumored iWallet

---



could transform the retail industry's options regarding mobile payments (read: they won't be stuck with big financial institutions), a lobbying war that has long been waged in Washington.

MarketWatch: "Apple is reportedly working with Dutch chip maker NXP to add secure, short-range wireless technology into future iPhones, which would allow consumers to wave or tap their phones at store checkouts to pay."

"Whether such technology will make it into the iPhone 6 isn't 100% certain, but some reports are already listing a few major retailers as on board with the payments system. And, perhaps more importantly, **Apple's entry into the mobile-payments market may signal that people are finally willing to trust their smartphones as virtual wallets.**" <http://on.mktw.net/WA14iz>.

*Meanwhile, in Washington...*

**HAPPENING TOMORROW:** The Merchant Financial Cybersecurity Partnership, led by the Financial Services Roundtable and the Retail Industry Leaders Association, which includes 19 merchant and financial trade associations, hosts "Cybersecurity: Protecting the Payments System."

-- **THE GUEST-LIST:** Michael Daniel, special assistant to the president and cyber-security coordinator; Rep. Mike Rogers (R-Mich.), chairman of the House Select Committee on Intelligence; Joe Demarest, assistant director of the FBI; senior vice presidents from Walmart, VISA, and MasterCard; FSR CEO Tim Pawlenty, also a former GOP presidential candidate. [\*\*RSVP HERE\*\*](#).

-- **WHAT TO EXPECT:** Lots of reaction about the recent Home Depot data breach. Home Depot officials confirmed the data breach, but wouldn't confirm any more details. Do we have another Target on our hands? NBC News on the brewing data breach: <http://nbcnews.to/1ArUBB2>.

**RUSSIA WARNS AGAINST NEW US SANCTIONS.** Rebecca Shabad for The Hill: "Russia's prime minister warned in an interview published Monday that Moscow would respond 'asymmetrically' if the United States and Europe impose new sanctions.

"'If there are sanctions related to the energy sector, or further restrictions on [Russia's](#) financial sector, we will have to respond asymmetrically,' Dmitry Medvedev told Russian daily Vedomosti, according to [The Guardian](#).

Medvedev suggested one possible retaliatory move could entail preventing airlines from flying through Russian airspace." **Full story:** <http://bit.ly/1BnYQQF>

**SPORTS BLINK** --> Why the NCAA was wrong to reduce Penn State's sanctions, by *USA Today's* Nina Mandell: "[By] reducing the sanctions, the NCAA went back on the statement

---



that it made — not only to the fans of Penn State and college football, but to the victims the university failed to protect.” **Read this:** <http://usat.ly/1s5iaPC>.

**QUOTABLE**, WH press secretary Josh Earnest at today’s press briefing re: Ray Rice: “This administration and this president do believe strongly that the scourge of violence against women is something that needs to be aggressively combated. I don’t want to comment on the individual decisions that are made by, in this case, by an individual football team.

“But you have seen the president and the vice president make very forceful public comments in talking about how important it is for men in particular to step up and step forward and make clear that violence against women is something that is not and cannot be tolerated.” Justin Sink for The Hill: <http://bit.ly/1rTUyzj>.

**ARE MARKETS MORE DOVISH THAN THE FED?** Pedro Da Costa for the *WSJ*: “Investors may be growing a little too comfortable with the prospect that Federal Reserve officials will leave interest rates near rock-bottom lows for the foreseeable future, according to [a research note from the San Francisco Fed](#) published Monday.

“Evidence based on surveys, market expectations, and model estimates show that the public seems to expect a more accommodative policy than Federal Open Market Committee participants,” write San Francisco Fed economists Jens Christensen and Simon Kwan. “The public also may be less uncertain about these forecasts than policy makers.” <http://on.wsj.com/1ArOwEQ>

**HOUSING WATCH** - - > Vicki Needham reports on how Banking Chairman Tim Johnson (D-S.D.) and ranking member Mike Crapo (R-Idaho) are touting the new CBO numbers: “Authors of a massive housing finance industry overhaul said that a recent Congressional Budget Office (CBO) report provides further proof that their legislation would save taxpayers billions and reduce risk.

“The CBO estimates that a bipartisan measure approved by the Senate Banking Committee in May would save \$58 billion over 10 years.” <http://bit.ly/1IRDHLn>.

**MORE EX-IM**, via me: Tea Party groups like Heritage Action are urging House Majority Leader Kevin McCarthy (R-Calif.) not to walk back on his anti-Ex-Im comments from June. They [wrote](#) to McCarthy today urging him to oppose the bank’s reauthorization.

**CONNECT WITH THE HILL’S FINANCE TEAM** – Write us with tips, suggestions and news: [vneedham@thehill.com](mailto:vneedham@thehill.com); [pschroeder@thehill.com](mailto:pschroeder@thehill.com); [bbecker@thehill.com](mailto:bbecker@thehill.com); [kcirilli@thehill.com](mailto:kcirilli@thehill.com).

—Follow us on Twitter: [@VickofTheHill](https://twitter.com/VickofTheHill); [@PeteSchroeder](https://twitter.com/PeteSchroeder); [@BernieBecker3](https://twitter.com/BernieBecker3); and [@kevcirilli](https://twitter.com/kevcirilli).

---

Join financial analysts and CNBC at The Hill's Sept. 16 Aviation Policy Summit, sponsored by Airlines for America, to debate the federal policies and regulatory environment impacting the U.S. airline industry. Featured keynotes: Rep. Bill Shuster (R-PA) and American Airlines CEO Doug Parker. [Register here.](#)

---

[Forward email](#)



This email was sent to marshalls@oig.treas.gov by [newsletters@thehill.com](mailto:newsletters@thehill.com) |  
[Update Profile/Email Address](#) | Rapid removal with [SafeUnsubscribe™](#) | [Privacy Policy](#)

The Hill | 1625 K Street NW | Suite 900 | Washington | DC | 20006



**From:** Marshall, Susan G.  
**Sent:** Tue, 9 Sep 2014 19:14:00 +0000  
**To:** susangm@[REDACTED]  
**Subject:** FW: House Vote on CR on Thursday- publicly released later today

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, September 09, 2014 3:12 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: House Vote on CR on Thursday- publicly released later today

Maybe the real question he was asking was this:

I AM SO STUPID THAT, DESPITE MY YEARS IN GOVERNMENT AND THE HILL, I REMAIN TOTALLY CLUELESS ABOUT THE BUDGET PROCESS AND HOW CRs WORK.

or maybe he is suggesting that you are in charge of congress and the budget process.

At least he reads your emails.

Sent from my iPhone

On Sep 9, 2014, at 1:27 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Another day another dollar...

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, September 09, 2014 1:24 PM  
**To:** Thorson, Eric M; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Rubb, Kieu T.; Cameron, Theresa A.; Delmar, Richard K.; Phillips, John L.  
**Subject:** RE: House Vote on CR on Thursday- publicly released later today

I assume if the CR is applicable through December 11 of this year everyone will have money through December 11...there will not be a lapse in funding after October 1...on or before December 11 they will have to pass another budget.

I assume this means there will be a lame duck session after the elections in November to address the issue.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Thorson, Eric M  
**Sent:** Tuesday, September 09, 2014 1:22 PM  
**To:** Marshall, Susan G.; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Rubb, Kieu T.; Cameron, Theresa A.; Delmar, Richard K.; Phillips, John L.  
**Subject:** RE: House Vote on CR on Thursday- publicly released later today

**Going until Dec 11 is not going to work. When are they supposed to pass a new budget between now and then???**

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, September 09, 2014 12:47 PM  
**To:** Thorson, Eric M; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Rubb, Kieu T.; Cameron, Theresa A.; Delmar, Richard K.; Phillips, John L.  
**Subject:** House Vote on CR on Thursday- publicly released later today

#### **House vote on government funding bill expected Thursday**

By Cristina Marcos

A stopgap funding bill to avoid a government shutdown on Oct. 1 will be released Tuesday afternoon, House Appropriations Committee Chairman Hal Rogers (R-Ky.) said.

The House is expected to vote Thursday on the measure, **which would last through Dec. 11.**

Rogers said the expiration date will be in December so that members of the next Congress can start with a "clean slate."

"I want to see us get our business done and come into the next year with a clean slate. I don't want the new Congress in January to spend their first weeks and months dealing with past problems," Rogers said after a House GOP conference meeting.

House Rules Committee Chairman Pete Sessions (R-Texas) indicated that the stopgap bill, also known as a continuing resolution (CR), would be released after the congressional leadership's meeting with President Obama at the White House at 3:15 Tuesday afternoon. They will meet to discuss the threat of Sunni militant group Islamic State in Iraq and Syria (ISIS). The CR could include defense funding specific to ISIS.

"When the Speaker hears from the president, then that will finish the final touches on the package that we'll have," Sessions said. "It would be bad to preempt the meeting with the president."

Rep. Thomas Massie (R-Ky.) said that he would not support the short-term spending bill because he feels it would essentially negate all of the House's work on appropriations over the summer. The House passed seven fiscal 2015 appropriations bills under an open amendment process even though the Senate did not pass any.

"We debated and amended and we were here until midnight some nights all summer," Massie said. "And we're just going to throw that all in the trash. And as somebody who's only been here for two years, that's hard for me to fathom."

It is unclear if a short-term reauthorization of the Export-Import Bank will be attached to the CR. The bank's charter will expire along with current federal spending on Sept. 30.

House Majority Leader Kevin McCarthy (R-Calif.) told his conference that Democrats are pushing to include a five-year extension of the Ex-Im Bank to the CR. But McCarthy told Democrats that wouldn't be a possibility.

Rogers noted that the CR will not include any new funding for agencies to deal with the migrant surge at the southern border.

"They really don't need it. We've looked at that, and think there's sufficient funds that the departments have that if they're allowed some flexibility in moving monies around, they can handle it. So that's the way we hope to deal with it, is to allow them more flexibility," Rogers said.

- Martin Matishak contributed.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Tue, 9 Sep 2014 19:26:00 +0000  
**To:** susangm@[REDACTED]  
**Subject:** FW: .see back and forth and back and forth and back and forth...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, September 09, 2014 3:23 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: .see back and forth and back and forth and back and forth...

He's such a dumb shit.

Sent from my iPhone

On Sep 9, 2014, at 3:16 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

See more below...

Btw, I just had to be picked up off the floor after I read your last email... they almost had to call 911 because I almost laughed my butt off.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, September 09, 2014 2:25 PM  
**To:** Thorson, Eric M  
**Subject:** RE: House Vote on CR on Thursday- publicly released later today

That will be interesting...the new Members don't start work until the new Congress begins next year, so this Congress has the opportunity to vote on the 2015 budget twice, this week and in December. Too bad they didn't wrap up regular order appropriations this week.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General



U.S. Department of Treasury  
(202) 927-9842

---

**From:** Thorson, Eric M  
**Sent:** Tuesday, September 09, 2014 2:18 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: House Vote on CR on Thursday- publicly released later today

The problem is that they will not do an extension that would preempt what new members might want to vote for. It would be great to do a CR through Sep 30 of '15, but that will never happen.

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, September 09, 2014 1:59 PM  
**To:** Thorson, Eric M; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Rubb, Kieu T.; Cameron, Theresa A.; Delmar, Richard K.; Phillips, John L.  
**Subject:** RE: House Vote on CR on Thursday- publicly released later today

I guess I am not understanding the issue, but as far as I can tell a CR with a December 11 date gives us money from now until December 11 with no lapse in funding in October or November or through December 11. Then they can come back in November to pass another CR with dates that extend from December through next October 2015.

But you are right, a CR through next March or even next September would be much better!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Thorson, Eric M  
**Sent:** Tuesday, September 09, 2014 1:53 PM  
**To:** Marshall, Susan G.; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Rubb, Kieu T.; Cameron, Theresa A.; Delmar, Richard K.; Phillips, John L.  
**Subject:** RE: House Vote on CR on Thursday- publicly released later today

My point was that they will need to pass a budget or another CR between Oct 1 and around Thanksgiving but before Christmas. They won't be here but a few days during that time, so they are kidding themselves about passing any kind of budget. So why not just pass a CR until Mar. or so.

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, September 09, 2014 1:24 PM  
**To:** Thorson, Eric M; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Rubb, Kieu T.; Cameron, Theresa A.; Delmar, Richard K.; Phillips, John L.  
**Subject:** RE: House Vote on CR on Thursday- publicly released later today

I assume if the CR is applicable through December 11 of this year everyone will have money through December 11...there will not be a lapse in funding after October 1...on or before December 11 they will have to pass another budget.

I assume this means there will be a lame duck session after the elections in November to address the issue.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Thorson, Eric M  
**Sent:** Tuesday, September 09, 2014 1:22 PM  
**To:** Marshall, Susan G.; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Rubb, Kieu T.; Cameron, Theresa A.; Delmar, Richard K.; Phillips, John L.  
**Subject:** RE: House Vote on CR on Thursday- publicly released later today

**Going until Dec 11 is not going to work. When are they supposed to pass a new budget between now and then???**

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, September 09, 2014 12:47 PM  
**To:** Thorson, Eric M; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Rubb, Kieu T.; Cameron, Theresa A.; Delmar, Richard K.; Phillips, John L.  
**Subject:** House Vote on CR on Thursday- publicly released later today

#### **House vote on government funding bill expected Thursday** By Cristina Marcos

A stopgap funding bill to avoid a government shutdown on Oct. 1 will be released Tuesday afternoon, House Appropriations Committee Chairman Hal Rogers (R-Ky.) said.

The House is expected to vote Thursday on the measure, **which would last through Dec. 11.**

Rogers said the expiration date will be in December so that members of the next Congress can start with a "clean slate."

"I want to see us get our business done and come into the next year with a clean slate. I don't want the new Congress in January to spend their first weeks and months dealing with past problems," Rogers said after a House GOP conference meeting.

House Rules Committee Chairman Pete Sessions (R-Texas) indicated that the stopgap bill, also known as a continuing resolution (CR), would be released after the congressional leadership's meeting with President Obama at the White House at 3:15 Tuesday afternoon. They will meet to discuss the threat of



Sunni militant group Islamic State in Iraq and Syria (ISIS). The CR could include defense funding specific to ISIS.

"When the Speaker hears from the president, then that will finish the final touches on the package that we'll have," Sessions said. "It would be bad to preempt the meeting with the president."

Rep. Thomas Massie (R-Ky.) said that he would not support the short-term spending bill because he feels it would essentially negate all of the House's work on appropriations over the summer. The House passed seven fiscal 2015 appropriations bills under an open amendment process even though the Senate did not pass any.

"We debated and amended and we were here until midnight some nights all summer," Massie said. "And we're just going to throw that all in the trash. And as somebody who's only been here for two years, that's hard for me to fathom."

It is unclear if a short-term reauthorization of the Export-Import Bank will be attached to the CR. The bank's charter will expire along with current federal spending on Sept. 30.

House Majority Leader Kevin McCarthy (R-Calif.) told his conference that Democrats are pushing to include a five-year extension of the Ex-Im Bank to the CR. But McCarthy told Democrats that wouldn't be a possibility.

Rogers noted that the CR will not include any new funding for agencies to deal with the migrant surge at the southern border.

"They really don't need it. We've looked at that, and think there's sufficient funds that the departments have that if they're allowed some flexibility in moving monies around, they can handle it. So that's the way we hope to deal with it, is to allow them more flexibility," Rogers said.

- Martin Matishak contributed.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Wed, 10 Sep 2014 12:39:50 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: OPM Plans to Terminate USIS Contract

LOL!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, September 10, 2014 8:35 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: OPM Plans to Terminate USIS Contract

Or just give it back to DoD who complained the loudest

Sent from my iPhone

On Sep 10, 2014, at 8:34 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Oh my stars...the agencies would love that!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, September 10, 2014 8:31 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: OPM Plans to Terminate USIS Contract

I wonder if they would hand the responsibilities over to DoD and the agencies.

Sent from my iPhone

On Sep 10, 2014, at 8:29 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Thank goodness we are not at OPM because the Hill is going to scream bloody murder when OPM can't get the clearances completed on time because there are no workers to do the investigations. When we were at OPM we had more USIS employees doing the work than federal employees. Now that USIS is



out the door, I don't know if OPM will have enough people to do the work. Maybe they will ask DoD or DNI for assistance.

This is really bad and a good case of overreliance on one source of talent. It might be a good contract administration case study for someone to review...I wonder what Kathy Dillman is thinking right now.

UGH!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 10, 2014 8:24 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: OPM Plans to Terminate USIS Contract

Interesting. I wonder what USIS will do.

Sent from my iPhone

On Sep 10, 2014, at 8:18 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**WOW!!**

**OPM plans to terminate contracts with USIS**

By STEPHEN BRAUN  
Associated Press

WASHINGTON (AP) \_ The federal Office of Personnel Management plans to terminate its massive contracts with USIS, the major security clearance contractor that was targeted last month by a cyberattack, agency, congressional and company officials said Tuesday. The computer network intrusion compromised the personal files of as many as 25,000 government workers.

An OPM official said Tuesday that agency officials decided not to renew USIS' background investigations and support contracts "following a careful and comprehensive review." The OPM oversees background investigation contracting for most federal agencies, but the official said that the move would not immediately preclude some other agencies from still working with the firm.

The early August cyberattack against USIS' computer network compromised the files of 25,000 Homeland Security Department workers and is under investigation by the FBI. The OPM official spoke on condition of anonymity because the matter remains a criminal investigation. USIS has said it was targeted by what it described as a "state-sponsored attack."

Marnee Banks, spokeswoman for Sen. Jon Tester, D-Mont., said OPM officials notified Tester's office earlier in the day that the agency had decided to sever its relationship with USIS by the end of

September. Tester also confirmed the move, saying: "This news is a welcome sign that the federal government is finally beginning to hold contractors accountable for taking millions in federal money and then failing to get the job done for the taxpayer."

USIS also acknowledged the OPM move late Tuesday, saying it was notified by the agency that OPM "is declining to exercise its remaining options on USIS' background investigation fieldwork and background investigation support services" expiring on Sept. 30.

"We are deeply disappointed with OPM's decision, particularly given the excellent work our 3,000 employees have delivered on these contracts," the firm said through a spokeswoman, Ellen Davis. "While we disagree with the decision and are reviewing it we intend to fulfill our obligations to ensure an orderly transition."

The agency temporarily halted all of USIS' fieldwork last month after the cyberattack in early August from an unidentified foreign nation that exposed thousands of personal and financial records belonging to DHS workers. DHS officials also issued "stop-work orders halting the provision of additional sensitive information" to USIS in August. That order was to remain in place until the agency regained confidence that the contractor could protect its sensitive material, DHS officials said.

The OPM move to sever its relationship with USIS was a stunning development for a company that itself started out as a branch of OPM and then went private as the federal government relied increasingly on contractors to assess the backgrounds of its growing cadre national security officials.

At its height, the Virginia-based USIS performed background investigations on almost half of 5 million government workers who require national security clearances. The firm also provides office and logistics support for numerous federal agencies.

The firm has been repeatedly on the defensive in recent months. The Justice Department filed a civil complaint in January against USIS alleging that the firm defrauded the government by submitting at least 665,000 security clearance investigations that had not been properly completed and then tried to cover up its actions. USIS replied in a statement at the time that the allegations dealt with a small group of employees and that the company had appointed a new leadership team and enhanced oversight and was cooperating with the Justice probe.

The firm has also been criticized in Congress for its handling of the background investigations into NSA systems analyst Edward Snowden and Aaron Alexis, the military contract employee who killed 12 people during a mass shooting spree at the Washington Navy Yard in September 2013.

The company responded earlier this week on its website that its investigations of Snowden and Alexis were conducted properly and tied the company's previous problems to company officers no longer with the firm. USIS also emphasized that it had "self-reported" the cyber strike to federal officials and hired a forensics computer firm to investigate the attack.

USIS also claimed that other contractors were taking advantage of its recent problems to take over its government work. FCI Federal, which had previously performed security checks for the U.S. Citizen and Immigration Services, filed a protest against the immigration agency's decision earlier this year to switch to USIS.

Tester noted in his statement that "as OPM shifts this workload to federal employees and other contractors, the agency must ensure high-quality and timely investigations."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Wed, 10 Sep 2014 16:26:39 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Formal request for legal opinion

Yes, it does. Bring it on...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Wednesday, September 10, 2014 12:21 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Formal request for legal opinion

Sounds like you are being singled out.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, September 10, 2014 11:52 AM  
**To:** Delmar, Richard K.; Thorson, Eric M  
**Subject:** Formal request for legal opinion

Rich,

Earlier today you said that in response to a FOIA request for any agency record with the term "Rav" my emails would be sent but emails created by other staff in the office and exchanged with others and retained in our email archives system would not be released.

I would like a legal opinion showing why my emails are going to be sent but others emails are not going to be sent.

Thank you.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Dan Blair  
**Sent:** Wed, 10 Sep 2014 19:20:47 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Data on \$800 billion in stimulus spending will disappear this year. Here is why. - The Washington Post

The press would love his statement.

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
Sent: Wednesday, September 10, 2014 2:56 PM  
To: Dan Blair  
Subject: FW: Data on \$800 billion in stimulus spending will disappear this year. Here is why. - The Washington Post

RAT Board update

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Thorson, Eric M  
Sent: Wednesday, September 10, 2014 2:55 PM  
To: 'Rich Delmar'; Marshall, Susan G.  
Subject: RE: Data on \$800 billion in stimulus spending will disappear this year. Here is why. - The Washington Post

We voted for this to come down. The data cannot change since all of the money has been spent and accounted for as much as can be. So as it is today, it will always remain. Anybody can copy the data and download it if they want to preserve it. But the money --\$1+ million is FOR EACH YEAR. So just leaving it up there is, at some point ridiculous. Our feeling is that anybody who wants the data should copy it now, as many thousands of groups will. So the data will not be lost.

-----Original Message-----

From: Rich Delmar [[mailto:rich\\_delmar@yahoo.com](mailto:rich_delmar@yahoo.com)]  
Sent: Wednesday, September 10, 2014 2:46 PM  
To: Thorson, Eric M; Marshall, Susan G.  
Subject: Data on \$800 billion in stimulus spending will disappear this year. Here is why. - The Washington Post

[http://www.washingtonpost.com/business/economy/data-on-800-billion-in-stimulus-spending-will-disappear-this-year-here-is-why/2014/09/09/ad277ff4-350a-11e4-8f02-03c644b2d7d0\\_story.html?wpisrc=nl-plsaft&wpmm=1](http://www.washingtonpost.com/business/economy/data-on-800-billion-in-stimulus-spending-will-disappear-this-year-here-is-why/2014/09/09/ad277ff4-350a-11e4-8f02-03c644b2d7d0_story.html?wpisrc=nl-plsaft&wpmm=1)

Sent from my iPhone

**From:** Marshall, Susan G.  
**Sent:** Wed, 10 Sep 2014 21:32:00 +0000  
**To:** 'Dan Blair'; 'annf77@[REDACTED]'; 'Diane (diane baker241@[REDACTED])'  
**Subject:** FW: House proposed CR

Good grief...continuing resolution vote delayed...see below.

-----Original Message-----

**From:** Hollis, Tricia  
**Sent:** Wednesday, September 10, 2014 04:26 PM Eastern Standard Time  
**To:** OIG-Senior Management  
**Subject:** FW: House proposed CR

FYI

**From:** Robert.Mahaffie@treasury.gov [mailto:Robert.Mahaffie@treasury.gov]  
**Sent:** Wednesday, September 10, 2014 4:01 PM  
**To:** BPOALL@do.treas.gov  
**Cc:** Lisa.Pena@treasury.gov; Nani.Coloretti@treasury.gov; Laura.Beck@treasury.gov; Melissa.Bostic@treasury.gov; Daniel.Brandt@treasury.gov; Gregory.Brown@treasury.gov; Navneeta.Chandra@treasury.gov; Amariee.Collins@treasury.gov; john.m.costello@treasury.gov; Kenneth.Davis@treasury.gov; Valaria.Dobson@treasury.gov; Paul.Eikamp@treasury.gov; Andrea.Fisher-Colwill@treasury.gov; Heather.Gilmartin@treasury.gov; Sharon.Kershbaum@treasury.gov; Kody.Kinsley@treasury.gov; Kathryn.Malague@treasury.gov; Benjamin.Mann@treasury.gov; Mary.Messerli@treasury.gov; William.Sessions@treasury.gov; Lenora.Stiles@treasury.gov; Jeremy.Turret@treasury.gov; Garren.Zuck@treasury.gov; Amy.Zuckerman@treasury.gov  
**Subject:** RE: House proposed CR

This message was sent securely using ZixCorp.

FYI, per CQ "House Republican leaders delayed a planned vote on a stopgap spending measure after running into multiple obstacles, including a White House request to authorize training of Syrian rebels.

The pressure points include the last-minute White House request related to actions against the Islamic State terrorist group, a planned extension of the Export-Import Bank and a dispute over the length of the continuing resolution."

Bob Mahaffie  
(202) [REDACTED]  
Treasury, Departmental Budget Director

---

**From:** Mahaffie, Bob  
**Sent:** Tuesday, September 09, 2014 8:33 PM  
**To:** BPO\_ALL  
**Cc:** Pena, Lisa; Coloretti, Nani; Beck, Laura; Bostic, Melissa; Brandt, Daniel; Brown, Gregory; Chandra, Navneeta; Collins, Amariee; Costello, John; Davis, Kenneth; Dobson, Valaria (Jenna); Eikamp, Paul; Fisher-Colwill, Andrea; Gilmartin, Heather; Kershbaum, Sharon; Kinsley, Kody; Malague, Kathryn (Katie); Mann, Benjamin; Messerli, Mary; Sessions, William; Stiles, Lenora; Turret, Jeremy; Zuck, Garren;

Zuckerman, Amy

**Subject:** House proposed CR

Hi folks

Attached is the House version of the CR. It would provide for the current rate of operations less 0.0554 percent through 12/11. I do not see any Treasury specific provisions, though OGC may yet point something out to me. The House expects to vote on this Thursday, with the Senate hopefully voting next week. I provide a link below to their press release.

### **House Appropriators Release Text of Fiscal 2015 Continuing Resolution**

The House Appropriations Committee has released its fiscal 2015 continuing resolution. The measure would last until Dec. 11 and also would extend the Export-Import Bank's authorization through June 30. It includes an extension of the Internet Tax Freedom Act.

<http://appropriations.house.gov/news/documentsingle.aspx?DocumentID=392934>

cheers



**From:** Marshall, Susan G.  
**Sent:** Thu, 11 Sep 2014 21:21:14 +0000  
**To:** 'Dan Blair'; 'FISHER, ANN C'; Baker, Diane M.  
**Subject:** RE: September 17- Constitution Day and a Birthday!

The 25th it is! Pen it in on the calendar partiers. I will ask the birthday girl for restaurant suggestions and get back to you with a location and time...probably 12:30 ish.

:)

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, September 11, 2014 04:00 PM Eastern Standard Time  
**To:** FISHER, ANN C; Baker, Diane M.; Marshall, Susan G.  
**Subject:** RE: September 17- Constitution Day and a Birthday!

I can do the 25<sup>th</sup>.

---

**From:** FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
**Sent:** Thursday, September 11, 2014 3:46 PM  
**To:** Baker, Diane M.; Marshall, Susan G.; Dan Blair  
**Subject:** RE: September 17- Constitution Day and a Birthday!

I can do 24, 25 or 26. Let's par-tay!!!

---

**From:** Baker, Diane M. [<mailto:BakerD@oig.treas.gov>]  
**Sent:** Thursday, September 11, 2014 11:29 AM  
**To:** Marshall, Susan G.; 'dblair@napawash.org' ([dblair@napawash.org](mailto:dblair@napawash.org)); FISHER, ANN C  
**Subject:** RE: September 17- Constitution Day and a Birthday!

The 17<sup>th</sup> is also the birthday of another special person – who shall remain nameless for obvious reasons.

While I don't need any celebration of my birthday I'm always up for a lunch with a group as esteemed as our Founding Fathers!

I'm free on the 18<sup>th</sup>, 24<sup>th</sup>, 25<sup>th</sup> or 26<sup>th</sup>.

Thanks, Susan, for always being the organizer of our outings.

---

**From:** Marshall, Susan G.  
**Sent:** Thursday, September 11, 2014 11:23 AM  
**To:** 'dblair@napawash.org' ([dblair@napawash.org](mailto:dblair@napawash.org)); FISHER, ANN C ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)); Baker, Diane M.  
**Subject:** September 17- Constitution Day and a Birthday!



Our girl, Diane, has a birthday this month-- [REDACTED] to be exact. Of course, Dan, who celebrated "Constimatution" Day with John Gartland in Philadelphia knows it also is the day we celebrate the formation and signing of the Constitution ( The OPM Leg staff always laughed about how John called it the Constimatution, instead of Constitution).

Please let me know if you are available to celebrate this great day in history by joining me and the birthday girl for lunch.

I know everyone has a busy schedule so please send me a couple of dates when you might be available so I can try to organize the lunch around everyone's schedule.



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan Blair  
**Sent:** Mon, 15 Sep 2014 18:13:51 +0000  
**To:** Brown, Ellen B.  
**Cc:** MarshallS@oig.treas.gov; michele.blair@[REDACTED]  
**Subject:** Re: Report: Thomas Boggs Dies at 73

Very sad.

Sent from my iPhone

On Sep 15, 2014, at 2:06 PM, "Brown, Ellen B." <[ebrown@mail-\[REDACTED\]](mailto:ebrown@mail-[REDACTED])> wrote:

OMG...that is SO sad. First to have his firm just fall apart...and then heart attack – OMG, I think it is very sad. EB

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, September 15, 2014 12:46 PM  
**To:** 'dblair@napawash.org' ([dblair@napawash.org](mailto:dblair@napawash.org)); Blair, Michele ([michele.blair@\[REDACTED\]](mailto:michele.blair@[REDACTED])) Brown, Ellen B.  
**Subject:** Report: Thomas Boggs Dies at 73

WOW!

Tommy Boggs, the son of New Orleans U.S. Reps. Thomas Hale Boggs and Lindy Boggs and powerful Washington lobbyist, died of heart attack, his law firm Patton Boggs LLP confirmed Monday.

He was 73 years old.

Boggs' sisters are Cokie Roberts, the television news commentator, and the late Barbara Boggs Sigmund, who has served as mayor of Princeton, N.J.

As chairman of the law firm's executive committee, Thomas Hale Boggs Jr. was considered one of the most influential lawyers and lobbyists in Washington. For instance, he designed and secured Congressional approval of the \$1.5 billion federal bailout of Chrysler Corp. in 1979.

The National Law Journal, a nationwide newspaper for the legal community, named Boggs one of the most influential lawyers in United States.

For years, until July when the \$8.3 million in lobbying revenues was narrowly eclipsed by another law firm, Patton Boggs reported the highest income from lobbying giving the firm the nickname "King of K Street," where many lobbying firms have their offices.

He was born in New Orleans eight days after his father's first successful congressional campaign, wrote Carl Bernstein, the reporter famous for exposing Watergate, in a Vanity Fair profile about Boggs.

Boggs grew up in Washington, D.C.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** The National Law Journal Breaking News [<mailto:nationallawjournal@alm.com>]  
**Sent:** Monday, September 15, 2014 12:43 PM  
**To:** Marshall, Susan G.  
**Subject:** [MARKETING] Report: Thomas Boggs Dies at 73



## THE NATIONAL LAW JOURNAL

BREAKING NEWS



### [Report: Thomas Boggs Dies at 73](#)

Thomas Hale Boggs Jr., whose name became synonymous with Washington lobbying through the success and growth of his former firm Patton Boggs, died Monday. [READ MORE »](#)



#### **Email Management Area**

Please do not reply to the address you received this email from. Manage your email communications below.

**Why you received this email message:**

You are subscribed to the NLJ Breaking News as [marshalls@oig.treas.gov](mailto:marshalls@oig.treas.gov). You may be subscribed to multiple publications as part of your relationship with us.

To stop receiving the NLJ Breaking News (unsubscribe) or to update your email marketing preferences, please [click here](#). On this page, please update your subscription choices to this publication, and any others you may receive. You may also change your opt-in of email marketing promotions from ALM. It may take up to 10 days for your changes to take effect.

***How to contact us should you have questions:***

*The National Law Journal®  
120 Broadway, 5th Floor,  
New York, NY 10271-1101  
Customer Service Phone: 1-877-256-2472*

[About ALM](#) | [Customer Support](#) | [Privacy Policy](#) | [Terms & Conditions](#)

© 2014 ALM Media Properties, LLC.

All rights reserved.



\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** Marshall, Susan G.  
**Sent:** Mon, 15 Sep 2014 22:36:51 +0000  
**To:** 'Dan Blair'; Hollis, Tricia; 'markarobbins@[REDACTED]'  
**Subject:** Rep. Cummings wants to subpoena USIS chief over fraud allegations, cyberattack - The Washington Post

[http://www.washingtonpost.com/business/economy/cummings-wants-to-subpoena-usis-chief-on-allegations-of-fraud-by-company-officials/2014/09/15/9d126eac-3d12-11e4-b0ea-8141703bbf6f\\_story.html?tid=HP\\_business](http://www.washingtonpost.com/business/economy/cummings-wants-to-subpoena-usis-chief-on-allegations-of-fraud-by-company-officials/2014/09/15/9d126eac-3d12-11e4-b0ea-8141703bbf6f_story.html?tid=HP_business)

And we don't have to be involved..whew!

**From:** Marshall, Susan G.  
**Sent:** Tue, 16 Sep 2014 09:42:18 +0000  
**To:** 'Dan Blair'  
**Subject:** Study: Liberals and conservatives sniff out like-minded mates by body odor -  
The Washington Post

<http://www.washingtonpost.com/news/morning-mix/wp/2014/09/16/study-liberals-and-conservatives-sniff-out-like-minded-mates-by-body-odor/>

I must not be sniffing correctly...eweww.

**From:** Marshall, Susan G.  
**Sent:** Tue, 16 Sep 2014 09:45:29 +0000  
**To:** 'Dan Blair'; Baker, Diane M.  
**Subject:** Profile of chmn G Protecting the public's interest: a model

<http://apps.federaltimes.com/mobile/article/309150017>

**From:** Marshall, Susan G.  
**Sent:** Tue, 16 Sep 2014 18:24:43 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Training Due Today (MON 15 SEP)

And don't forget to wear clean clothes.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, September 16, 2014 2:08 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: Training Due Today (MON 15 SEP)

And people shouldn't eat with their mouths full.

Sent from my iPhone

On Sep 16, 2014, at 2:07 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I'll add that to the training list along with training about when cars should stop at red lights and stop signs.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, September 16, 2014 1:58 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: Training Due Today (MON 15 SEP)

How about no sleeping while working?

Sent from my iPhone

On Sep 16, 2014, at 1:55 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

OMG-



Not to go through the whole rig-a-ma-role of what I am working on but the bottom line is I just read the email below which says people in the office are taking training titled....drum roll, please!

No texting while driving!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** McDowell, Sean A.  
**Sent:** Tuesday, September 16, 2014 1:52 PM  
**To:** Lim, Young J.  
**Cc:** Marshall, Susan G.; Marshall, Jerome S.; LeFever, Christopher B.; Scott, Anthony J.; Metrick, Jason J.; McCaney, Sean NMN.  
**Subject:** RE: Training Due Today (MON 15 SEP)

Young,

My personnel with issues per TLMS:

██████████ – No Texting while Driving / How to Write an Effective Self-Report of Accomplishments  
██████████ – No Texting/Self-Report  
██████████ – Self-Report  
██████████ – Self-Report

Copy the servicedesk and not helpdesk address, Young. :-)

V/r,

**Sean McDowell**  
Assistant Special Agent in Charge  
U.S. Department of the Treasury  
Office of Inspector General  
P.O. Box 34600  
Washington, DC 20043  
(202) 927-██████ (Desk)  
(202) ██████ (Cell)  
(202) 927-5799 (Fax)

---

**From:** Lim, Young J.  
**Sent:** Tuesday, September 16, 2014 1:34 PM  
**To:** McDowell, Sean A.  
**Cc:** Marshall, Susan G.  
**Subject:** RE: Training Due Today (MON 15 SEP)

Sean, we are currently working with TLMS to resolve the issue.

Would you please give us list of users and course(s)?  
Thank you for your help.

Young Lim

p.s. Sean, please send future service request to [servicedesk@oig.treas.gov](mailto:servicedesk@oig.treas.gov).  
[Helpdesk@oig.treas.gov](mailto:Helpdesk@oig.treas.gov) is mainly for external use.

---

**From:** McDowell, Sean A.  
**Sent:** Tuesday, September 16, 2014 10:25 AM  
**To:** Help Desk - Info Tech  
**Cc:** Marshall, Jerome S.; LeFever, Christopher B.; Scott, Anthony J.; Metrick, Jason J.; McCaney, Sean NMN.  
**Subject:** FW: Training Due Today (MON 15 SEP)

Help Desk,

Another agent that completed the training and now it won't show finished. Any new insight into this problem?

V/r,

Sean McDowell  
Assistant Special Agent in Charge  
U.S. Department of the Treasury  
Office of Inspector General  
P.O. Box 34600  
Washington, DC 20043  
(202) 927-██████ (Desk)  
(202) 2██████ (Cell)  
(202) 927-5799 (Fax)

---

**From:** Kim, Thomas  
**Sent:** Tuesday, September 16, 2014 9:02 AM  
**To:** McDowell, Sean A.  
**Subject:** RE: Training Due Today (MON 15 SEP)

I completed this coures 2 times. It is not being recorded in TLMS.

<image001.jpg>

---

**From:** McDowell, Sean A.

**Sent:** Monday, September 15, 2014 8:32 AM

**To:** [REDACTED] McDowell, Sean A.

**Subject:** Training Due Today (MON 15 SEP)

Team,

I know that some of you have had issues accessing a few of the training items. Please try again today to complete the following items in TLMS:

[REDACTED]: No Texting / Self-Report of Accomplishments

[REDACTED]: No Texting / Self-Report of Accomplishments

[REDACTED]: No Texting / Self-Report of Accomplishments

[REDACTED]: Self-Report of Accomplishments

Email the completed certificate to Sean McCaney and copy me. Thanks and Happy Monday!!

V/r,

**Sean McDowell**

Assistant Special Agent in Charge

U.S. Department of the Treasury

Office of Inspector General

P.O. Box 34600

Washington, DC 20043

(202) 927-[REDACTED] (Desk)

(202) [REDACTED] (Cell)

(202) 927-5799 (Fax)

**From:** Marshall, Susan G.  
**Sent:** Wed, 17 Sep 2014 18:34:56 +0000  
**To:** 'Dan Blair'; Hollis, Tricia; 'Mark A. Robbins'  
**Subject:** RE: background check investigator furloughs thousands of employees



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, September 17, 2014 2:33 PM  
**To:** Marshall, Susan G.; Hollis, Tricia; 'Mark A. Robbins'  
**Subject:** RE: background check investigator furloughs thousands of employees

Seems the gravy train may be ending for USIS.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Wednesday, September 17, 2014 2:30 PM  
**To:** Dan Blair; Hollis, Tricia; 'Mark A. Robbins'  
**Subject:** background check investigator furloughs thousands of employees

### **Major Background Check Contractor Furloughs Thousands of Employees**

By Charles S. Clark

The Falls Church, Va., contractor that conducts the lion's share of federal background checks is now losing work and furloughing employees because of the two stop-work orders issued after an Aug. 6 hacking incident.

The Office of Personnel Management, which halted USIS' security clearance work to protect federal employees, said in a statement Wednesday that while the suspension remains in effect, the agency is "continuing to process background investigations using other available assets."

OPM said the investigations assigned USIS when the stop-work order was issued are still pending completion. "We are shifting the fieldwork previously done by USIS to other contractors and federal staff as appropriate," OPM said. "While this may cause a delay for some investigations as we make the adjustments, we are working to minimize any delays and we remain committed, first and foremost, to the security and quality of our background investigations."

USIS declined comment, but a source familiar with the firm said that **2,000 employees have recently been furloughed, and that USIS conducts 21,000 background checks a month.**



USIS in recent months has irked lawmakers concerned about bonuses to its parent company's top executives at a time when the firm has been charged by the Justice Department with submitting premature reports on background investigations. USIS was also the company that conducted background checks on National Security Agency contractor-turned-leaker Edward Snowden and Washington Navy Yard shooter Aaron Alexis.

A second stop-work order was implemented by the Homeland Security Department, which did not respond to inquiries. The DHS-run U.S. Computer Emergency Readiness Team in Pittsburgh, however, has reportedly given USIS' computer security a "clean bill of health," according to Alan Chvotkin, executive vice president and counsel at the Professional Services Council. "We have not seen immediate harm from the stop-work order to USIS across the broad spectrum of companies. But we're obviously watching the situation carefully," he told Government Executive. "We are confident USIS will be able to restart background checks quickly, and that will be the good news for contractors."

Daniel Stohr, communications director at the Aerospace Industries Association, said that while his group has not polled members on the impact, "the longer this situation goes on, the larger and more significant the impact is going to be. However, the most important thing is that the quality and completeness of the background check process remains intact. We're confident that all parties involved are working hard to resolve this situation as expeditiously as possible."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Mark A. Robbins  
**Sent:** Thu, 18 Sep 2014 08:01:28 -0400  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair; Hollis, Tricia  
**Subject:** Re: OPM deputy nominee

Interesting. I'm not familiar with him.

Mark A. Robbins

Cell: [REDACTED]

> On Sep 18, 2014, at 7:49 AM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:  
>  
> <http://www.federalnewsradio.com/?nid=31&sid=3704377>  
>  
> Omg!

**From:** Dan Blair  
**Sent:** Thu, 18 Sep 2014 12:10:20 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: OPM deputy nominee

I can't imagine her being pleased. She's not getting high marks. I like her though. Maybe he will oversee the FISC overhaul.

Sent from my iPhone

On Sep 18, 2014, at 8:07 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

A Navy rear admiral for opm? shouldn't he be at the pentagon?

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, September 18, 2014 08:03 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** Hollis, Tricia; Mark A. Robbins  
**Subject:** Re: OPM deputy nominee

It's about time.

Sent from my iPhone

> On Sep 18, 2014, at 7:49 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
>  
> <http://www.federalnewsradio.com/?nid=31&sid=3704377>  
>  
> Omg!

**From:** Marshall, Susan G.  
**Sent:** Thu, 18 Sep 2014 14:07:47 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Veterans Affairs IG couldn't see records that didn't exist for dead vets | Mobile Washington Examiner

I don't think the problem is the agency...it is him and his staff. that said, now that 47 inspectors general wrote to Congress complaining about access now might be the time to reach out to all of the signatories, minus treasury, asking if Napa could help by hosting one of your "cooperation" studies or some other such thing. I can't remember the name of those reviews you did on agency cooperation that you could tailor for them.

Might be a good time to talk to Jennifer and others about how u could help, too.

Issa just passed his IG bill yesterday...needs Senate passage...maybe a provision in the McCaskill bill?

u shouldn't have asked me...see all the gibberish you get!! :)

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, September 18, 2014 09:56 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Veterans Affairs IG couldn't see records that didn't exist for dead vets | Mobile Washington Examiner

Do you think I should reach out to the VA IG?

Could he use an independent voice in helping him vis a vis the department? If so, what would that be? I don't want to offend him like he doesn't know what he's doing... but he is clearly not getting the response from the Department he needs. Just an idea....

Thank you!

-----Original Message-----

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, September 18, 2014 8:25 AM  
**To:** Dan Blair  
**Subject:** Veterans Affairs IG couldn't see records that didn't exist for dead vets | Mobile Washington Examiner

<http://m.washingtonexaminer.com/veterans-affairs-ig-couldnt-see-records-that-didnt-exist-for-dead-vets/article/2553560>



**From:** FISHER, ANN C  
**Sent:** Thu, 18 Sep 2014 14:28:37 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Your Reservation Confirmation for Ceiba

Thanks Susan!!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 18, 2014 10:18 AM  
**To:** 'Dan Blair'; FISHER, ANN C; Baker, Diane M.; 'Diane (dianebaker241@ [REDACTED])'  
**Subject:** FW: Your Reservation Confirmation for Ceiba

See you all on the 25th at Ceiba's to celebrate [REDACTED]'s birthday!!

I will bring the party hats.

-----Original Message-----

**From:** Ceiba Reservations [[member\\_services@opentable.com](mailto:member_services@opentable.com)]  
**Sent:** Thursday, September 18, 2014 10:15 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Your Reservation Confirmation for Ceiba



Your reservation is confirmed for

Ceiba



susan marshall

Party of 4 on Thursday, September 25, 2014 at 12:30 PM



[Share with friends](#)



[Add to calendar](#)



[View or modify reservation](#)



[Cancel  
reservation](#)

## Address

701 14th Street NW  
Washington, DC 20005  
Cross Street: G Street  
(202) 393-3983



[Transportation & details »](#)

Book the perfect table anytime, any place. It's simple. Create a free OpenTable account to discover restaurants and make your reservations. Then, download our mobile app to view and manage them-no matter where you are.

[See How](#)

From the restaurant

We value the comments of our guests. Please take the time to fill out the diner feedback form that OpenTable sends you after your dining experience. If it becomes necessary to adjust your reservations, please contact us at your earliest convenience. Our prices do not reflect gratuity. We suggest 20% gratuity on behalf of our service staff. Thank you again for choosing Ceiba. We look forward to serving you.

---

## From OpenTable

Be sure to check in with the host when you arrive. Upon dining, you will receive 100 OpenTable Points.

Download OpenTable for [iOS](#) or [Android](#) to find and book reservations on the go.

---

## From our partners

[Chase Sapphire Preferred®](#) gives you 2X reward points on travel and dining at restaurants, so you can discover something new and delicious when you dine out. Not a **Chase Sapphire Preferred®** cardmember? [Learn more today.](#)

[Order flowers](#) (service provided by Flowerpetal.com): Looking to enhance your experience by having flowers waiting at the restaurant? Order flowers for your dining occasion.

[Book a limo](#) (service provided by Limos.com): Arrive in Style the easy way at affordable prices.

Have questions? Contact [support@opentable.com](mailto:support@opentable.com).  
You can reference reservation number **1686514292**

1 Montgomery Street, Suite 700 • San Francisco, CA • 94104

© 2014 OpenTable, Inc. All rights reserved. OpenTable and the OpenTable logo are registered trademarks of OpenTable, Inc.

<http://www.opentable.com/>



**From:** Diane Baker  
**Sent:** Thu, 18 Sep 2014 13:08:50 -0400  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair; FISHER, ANN C (Ann.Fisher@prc.gov); Baker, Diane M.  
**Subject:** Re: Your Reservation Confirmation for Ceiba

Can't wait!

Sent from my iPhone

On Sep 18, 2014, at 10:17 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

See you all on the 25th at Ceiba's to celebrate [REDACTED]'s birthday!!

I will bring the party hats.

-----Original Message-----

**From:** Ceiba Reservations [[member\\_services@opentable.com](mailto:member_services@opentable.com)]  
**Sent:** Thursday, September 18, 2014 10:15 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Your Reservation Confirmation for Ceiba



Your reservation is confirmed for

Ceiba



susan marshall

---

Party of 4 on Thursday, September 25, 2014 at 12:30 PM

---



Share with friends



Add to  
calendar



View or modify reservation



Cancel reservation

---

## Address

701 14th Street NW  
Washington, DC 20005  
Cross Street: G Street  
(202) 393-3983



[Transportation & details »](#)

---

Book the perfect table anytime, any place. It's simple. Create a free OpenTable account to discover restaurants and make your reservations. Then, download our mobile app to view and manage them-no matter where you are.

[See How](#)

From the restaurant

We value the comments of our guests. Please take the time to fill out the diner feedback form that OpenTable sends you after your dining experience. If it becomes necessary to adjust your reservations, please contact us at your earliest convenience. Our prices do not reflect gratuity. We suggest 20% gratuity on behalf of our service staff. Thank you again for choosing Ceiba. We look forward to serving you.

---

## From OpenTable

Be sure to check in with the host when you arrive. Upon dining, you will receive 100 OpenTable Points.

Download OpenTable for [iOS](#) or [Android](#) to find and book reservations on the go.

---

## From our partners

[Chase Sapphire Preferred®](#) gives you 2X reward points on travel and dining at restaurants, so you can discover something new and delicious when you dine out. Not a **Chase Sapphire Preferred®** cardmember? [Learn more today.](#)

[Order flowers](#) (service provided by [Flowerpetal.com](#)): Looking to enhance your experience by having flowers waiting at the restaurant? Order flowers for your dining occasion.

**Book a limo** (service provided by [Limos.com](http://Limos.com)): Arrive in Style the easy way at affordable prices.

Have questions? Contact [support@opentable.com](mailto:support@opentable.com).  
You can reference reservation number **1686514292**

1 Montgomery Street, Suite 700 • San Francisco, CA • 94104

© 2014 OpenTable, Inc. All rights reserved. OpenTable and the OpenTable logo are registered trademarks of OpenTable, Inc.

<http://www.opentable.com/>



**From:** Marshall, Susan G.  
**Sent:** Fri, 19 Sep 2014 16:40:33 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: i guess they didn't move Tony and Nanci



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, September 19, 2014 12:14 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: i guess they didn't move Tony and Nanci

Both have been waiting more than a year... they cling on to those jobs at all costs.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, September 19, 2014 12:12 PM  
**To:** Dan Blair  
**Subject:** RE: i guess they didn't move Tony and Nanci

Inaction has as many consequences as action, and frankly my dear, she never did a thing to change that place. YOU were the ONLY one who made a difference. The rest of them were and are big chickens! Oh, I forgot, she did spend time complaining about the broken ice machine...now that is REAL leadership!

She thought she was being so political by going along with the gag, but when G releases the President's budget before he has a chance to, that is a sign you need to make an about face and run FAR away from her. She should have told everyone, that she was not aligned with her, especially the WH, so they would at least know she was trying, even if she was unsuccessful.

I really think she and the Professor did this to themselves.

Also, I really believe they will get approved in a postal package with the Governors at the last minute...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, September 19, 2014 12:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: i guess they didn't move Tony and Nanci

I know her. The fact they moved that Akaka staffer must really hurt. Frankly, if the committee moved them, then the full Senate should too. Ruth, again, skates unscathed since SHE is the target here.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, September 19, 2014 11:53 AM  
**To:** Dan Blair  
**Subject:** RE: i guess they didn't move Tony and Nanci

Oopsie!

Seriously, the only thing I can think for them not being considered this week is the fact that HSGAC just finished work on that Postal Governor nom this week, so maybe that nom needs to go into a Postal "package" with all the Govs and PRC folks for consideration in November.

If that is not the case then the whole thing is just too embarrassing for both of them.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842




---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, September 19, 2014 11:47 AM  
**To:** [REDACTED] Marshall, Susan G.  
**Subject:** i guess they didn't move Tony and Nanci

Note the reference to moving the other Akaka "long time staffer."

<http://www.washingtonpost.com/blogs/in-the-loop/wp/2014/09/17/senate-confirms-ambassador-to-turkey-key-player-in-the-effort-against-the-islamic-state/>

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy:   



**From:** Marshall, Susan G.  
**Sent:** Fri, 19 Sep 2014 17:13:18 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: i guess they didn't move Tony and Nanci

LOL!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, September 19, 2014 12:42 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: i guess they didn't move Tony and Nanci

That was six months ago!!!! They're hanging on by one claw now

Sent from my iPhone

On Sep 19, 2014, at 12:40 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

[<image004.jpg>](#)

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, September 19, 2014 12:14 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: i guess they didn't move Tony and Nanci

Both have been waiting more than a year... they cling on to those jobs at all costs.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Friday, September 19, 2014 12:12 PM  
**To:** Dan Blair  
**Subject:** RE: i guess they didn't move Tony and Nanci

Inaction has as many consequences as action, and frankly my dear, she never did a thing to change that place. YOU were the ONLY one who made a difference. The rest of them were and are big



chickens! Oh, I forgot, she did spend time complaining about the broken ice machine...now that is REAL leadership!

She thought she was being so political by going along with the gag, but when G releases the President's budget before he has a chance to, that is a sign you need to make an about face and run FAR away from her. She should have told everyone, that she was not aligned with her, especially the WH, so they would at least know she was trying, even if she was unsuccessful.

I really think she and the Professor did this to themselves.

Also, I really believe they will get approved in a postal package with the Governors at the last minute...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, September 19, 2014 12:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: i guess they didn't move Tony and Nanci

I know her. The fact they moved that Akaka staffer must really hurt. Frankly, if the committee moved them, then the full Senate should too. Ruth, again, skates unscathed since SHE is the target here.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, September 19, 2014 11:53 AM  
**To:** Dan Blair  
**Subject:** RE: i guess they didn't move Tony and Nanci

Oopsie!

Seriously, the only thing I can think for them not being considered this week is the fact that HSGAC just finished work on that Postal Governor nom this week, so maybe that nom needs to go into a Postal "package" with all the Govs and PRC folks for consideration in November.

If that is not the case then the whole thing is just too embarrassing for both of them.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, September 19, 2014 11:47 AM

**To:** [annf77@](mailto:annf77@) [REDACTED] Marshall, Susan G.

**Subject:** i guess they didn't move Tony and Nanci

Note the reference to moving the other Akaka "long time staffer."

<http://www.washingtonpost.com/blogs/in-the-loop/wp/2014/09/17/senate-confirms-ambassador-to-turkey-key-player-in-the-effort-against-the-islamic-state/>

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy: [<image005.gif>](#) [<image006.gif>](#) [<image007.gif>](#)

**From:** Marshall, Susan G.  
**Sent:** Fri, 19 Sep 2014 19:16:18 +0000  
**To:** 'Ann Fisher'; Dan Blair  
**Subject:** RE: i guess they didn't move Tony and Nanci

WOW!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Ann Fisher [mailto:annf77@REDACTED]  
**Sent:** Friday, September 19, 2014 2:19 PM  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.  
**Subject:** Re: i guess they didn't move Tony and Nanci

Nope. They're jammed up TIGHT!! HSGAC tried to hotline the 4 BOG noms again just a few days ago, but not our 2!

On Fri, Sep 19, 2014 at 11:47 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:  
Note the reference to moving the other Akaka "long time staffer."

<http://www.washingtonpost.com/blogs/in-the-loop/wp/2014/09/17/senate-confirms-ambassador-to-turkey-key-player-in-the-effort-against-the-islamic-state/>

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎ [202.204.3670](tel:202.204.3670) | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy:   



**From:** Dan Blair  
**Sent:** Fri, 19 Sep 2014 20:03:43 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Joe Knows

He didn't say "Oriental." He said the "the Orient." Is the train supposed change its name? Like the Redskins?

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, September 19, 2014 4:02 PM  
**To:** Dan Blair  
**Subject:** RE: Joe Knows

I had to some research on it...here is what I found.

Some in the Americas and Europe consider "Oriental" an antiquated, pejorative, and disparaging term. John Kuo Wei Tchen, director of the Asian/Pacific/American Studies Program and Institute at New York University, said the basic critique of the term developed in the 1970s.

Tchen has said, "With the anti-war movement in the '60s and early '70s, many Asian Americans identified the term "Oriental" with a Western process of racializing Asians as forever opposite 'others'."

In a press release related to legislation aimed at removing the term "oriental" from official documents of the State of New York, Governor David Paterson said, "The word 'oriental' does not describe ethnic origin, background or even race; in fact, it has deep and demeaning historical roots".

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Friday, September 19, 2014 3:58 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: Joe Knows

I still don't understand why "orient" is such a big deal.

Sent from my iPhone

On Sep 19, 2014, at 3:24 PM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:

He is not smarter than a fifth grader!

Joe Biden name drops Packwood  
By JONATHAN TOPAZ | 9/19/14 2:06 PM EDT



Vice President Joe Biden on Friday offered praise at a Democratic National Committee women event for retired Sen. Bob Packwood, who resigned amid multiple sexual harassment allegations.

Appearing at the DNC's Women's Leadership Forum in Washington, the vice president suggested that the modern Republican Party is out of touch with its principles, citing a previous generation of GOP lawmakers who worked with Democrats on issues like voting rights. "It's Republicans that were involved. Guys like [former Maryland Republican Sen.] Mac Mathias and Packwood and so many others. It wasn't Democrats alone," he said.

In 1992, former Republican Sen. Bob Packwood of Oregon was accused of sexual harassment by 10 female ex-staffers. Three years later, after the Senate Ethics Committee unanimously voted to recommend his expulsion from the chamber, Packwood resigned.

Biden's comments at the women's event came the same day the White House announced the "It's On Us" campaign targeting sexual assault on college campuses.

The vice president made headlines for misspeaking earlier in the week, using the term "Shylocks" and "the Orient" while speaking at an event in Iowa.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Blair, Michele  
**Sent:** Tue, 23 Sep 2014 14:28:02 -0400  
**To:** Marshall, Susan G.; 'Dan Blair'; Brown, Ellen B.  
(ebrown@mail. [REDACTED] ebrown@mail. [REDACTED])  
**Subject:** RE: WOW!!

I was just up in "York" Country last night and this morning (in Hershey, where even the shampoo is chocolate-scented!!). Saw the first debate between Gov. Corbett and his Dem opponent Tom Wolf, who was born, raised and still lives in York. Corbett, though he is running behind, did a good job and was declared the winner of the debate by most media outlets.

Miss you too. Hope to see you soon.

M.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, September 23, 2014 2:24 PM  
**To:** 'Dan Blair'; Blair, Michele; Brown, Ellen B. (ebrown@mail. [REDACTED])  
(ebrown@mail. [REDACTED])  
**Subject:** RE: WOW!!

You know me, I am on the case. I just sent him an email. Of course, I had to scroll through the ten different email addresses I have for him before I found his personal email account. But then again, I guess that is the pot calling the kettle black!

Miss you guys! Or, as they say in York, Miss YOUS guys! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, September 23, 2014 2:19 PM  
**To:** Marshall, Susan G.; 'Blair, Michele'; Brown, Ellen B. (ebrown@mail. [REDACTED])  
(ebrown@mail. [REDACTED])  
**Subject:** RE: WOW!!

I heard through the grapevine they let go of Mike Ettinger to make room for the new hires.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, September 23, 2014 2:17 PM  
**To:** 'Blair, Michele'; Dan Blair; Brown, Ellen B. (ebrown@mail. [REDACTED])  
(ebrown@mail. [REDACTED])  
**Subject:** RE: WOW!!

YOU ARE SO LUCKY TO HAVE BILL there!! He will really make that other goofy guy look at the other association look like he is out of his league when it comes to the issues. I am so shocked he left AEI. Last time I talked to him he was really looking forward to working there. Larry Allen is goofy, but he knows everyone and everything. He has been around 4EVER!

WOW!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Blair, Michele [<mailto:michele.blair@te.com>]  
**Sent:** Tuesday, September 23, 2014 2:14 PM  
**To:** Dan Blair; Marshall, Susan G.; Brown, Ellen B. ([ebrown@mail.cardinalpoint.com](mailto:ebrown@mail.cardinalpoint.com))  
([ebrown@mail.](mailto:ebrown@mail.) [REDACTED])  
**Subject:** WOW!!

**LARRY ALLEN, WILLIAM GREENWALT JOIN COMPTIA'S TECHAMERICA:**  
**TechAmerica** - the public policy department of the trade association **CompTIA** - has added **Larry Allen** and **William Greenwalt** as senior advisers. Allen has more than two decades experience with the **Coalition for Government Procurement**. Greenwalt has held senior positions around Washington, including at the Pentagon, in the defense industry and in Congress. "TechAmerica members represent many of the leading systems integration and enterprise companies that work with government to bring innovation and efficiency to the people's work," said **Elizabeth Hyman**, executive vice president of TechAmerica. "There is a long history with TechAmerica of producing robust programs to help our members expand their market opportunities, drive technology adoption, build strong relationships and make more informed decisions. Larry Allen and Bill Greenwalt are preeminent experts in this field and will further help our members stay connected to defense, civil and federal CIOs and decision-makers." CompTIA merged with TechAmerica in May, when it became the public policy arm of CompTIA.

**Michele Blair**  
Director, Global Political Programs  
and Legislative Affairs  
Office of Global Government Affairs  
TE Connectivity  
202.471.3354 tel  
202.471.3388 fax  
[michele.blair@te.com](mailto:michele.blair@te.com) [REDACTED]





**From:** Marshall, Susan G.  
**Sent:** Tue, 23 Sep 2014 19:06:51 +0000  
**To:** 'dblair@napawash.org' (dblair@napawash.org)  
**Subject:** FW: WOW!!

I always liked Mike, but what do I know! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Brown, Ellen B. [mailto:ebrown@mail. [REDACTED]]  
**Sent:** Tuesday, September 23, 2014 3:00 PM  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.; Blair, Michele  
**Subject:** Re: WOW!!

Bill MUCH better!! Mike ALWAYS looked out for Mike (vs his boss, who I always thought (stupid me) was the MOST important)...we had words (loud ones -- many times!!) EB

Sent from EB's iPhone

On Sep 23, 2014, at 2:57 PM, "Dan Blair" <dblair@napawash.org> wrote:

Not making it up. That's what I was told.

I always liked Mike. I like Bill better!

---

**From:** Brown, Ellen B. [mailto:ebrown@mail. [REDACTED]]  
**Sent:** Tuesday, September 23, 2014 2:56 PM  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.; Blair, Michele  
**Subject:** Re: WOW!!

Seriously, Dan...or you making that up? You know, I had my issues with Mike...NOT my fave person. Too bad, I guess. EB

Sent from EB's iPhone

On Sep 23, 2014, at 2:18 PM, "Dan Blair" <dblair@napawash.org> wrote:

I heard through the grapevine they let go of Mike Ettinger to make room for the new hires.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, September 23, 2014 2:17 PM



**To:** 'Blair, Michele'; Dan Blair; Brown, Ellen B. ([ebrown@mail.](mailto:ebrown@mail.) [REDACTED])  
([ebrown@mail.](mailto:ebrown@mail.) [REDACTED])

**Subject:** RE: WOW!!

YOU ARE SO LUCKY TO HAVE BILL there!! He will really make that other goofy guy look at the other association look like he is out of his league when it comes to the issues. I am so shocked he left AEI. Last time I talked to him he was really looking forward to working there. Larry Allen is goofy, but he knows everyone and everything. He has been around 4EVER!

WOW!

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Blair, Michele (<mailto:michele.blair@> [REDACTED])

**Sent:** Tuesday, September 23, 2014 2:14 PM

**To:** Dan Blair; Marshall, Susan G.; Brown, Ellen B. ([ebrown@mail.](mailto:ebrown@mail.) [REDACTED])  
([ebrown@mail.](mailto:ebrown@mail.) [REDACTED])

**Subject:** WOW!!

**LARRY ALLEN, WILLIAM GREENWALT JOIN COMPTIA'S TECHAMERICA:**

**TechAmerica** - the public policy department of the trade association **CompTIA** - has added **Larry Allen** and **William Greenwalt** as senior advisers. Allen has more than two decades experience with the **Coalition for Government Procurement**. Greenwalt has held senior positions around Washington, including at the Pentagon, in the defense industry and in Congress. "TechAmerica members represent many of the leading systems integration and enterprise companies that work with government to bring innovation and efficiency to the people's work," said **Elizabeth Hyman**, executive vice president of TechAmerica. "There is a long history with TechAmerica of producing robust programs to help our members expand their market opportunities, drive technology adoption, build strong relationships and make more informed decisions. Larry Allen and Bill Greenwalt are preeminent experts in this field and will further help our members stay connected to defense, civil and federal CIOs and decision-makers." CompTIA merged with TechAmerica in May, when it became the public policy arm of CompTIA.

**Michele Blair**

Director, Global Political Programs  
and Legislative Affairs  
Office of Global Government Affairs  
TE Connectivity  
202.471.3354 tel  
202.471.3388 fax  
[michele.](mailto:michele.) [REDACTED]

<[image001.jpg](#)>

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** Marshall, Susan G.  
**Sent:** Tue, 23 Sep 2014 19:54:03 +0000  
**To:** John Marshall (Jmarshall@[REDACTED])  
**Subject:** FW: Tech America Dismisses Hettinger- Federal Times article

My old buddy Bill got some new business...see below. Bill got me the job on the Hill and now he works at the American Enterprise Institute and does other stuff. What a mess. I met the guy they fired...Mike Hettinger, when Mike worked for Rep. Tom Davis. What a ruthless city.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, September 23, 2014 3:52 PM  
**To:** 'Brown, Ellen B.'; Dan Blair  
**Cc:** Blair, Michele  
**Subject:** Tech America Dismisses Hettinger- Federal Times article

**TechAmerica dismisses Mike Hettinger as head of public sector practice**

TechAmerica let go senior vice president for public sector Mike Hettinger and is putting its **government practice in the hands of consultants, according to multiple industry sources.**

An internal email to TechAmerica members from Todd Thibodeaux, president and CEO of CompTIA, confirmed Hettinger was leaving.

"We are grateful to Mike for his expertise, professionalism and commitment to TechAmerica and the public sector companies that we serve. He was instrumental in helping us through our initial transition and we wish him the best," said the email, which was obtained by Federal News Radio.

But the decision to dismiss Hettinger comes only nine months after the trade association made a big splash to bring him in as an effort to rebound from a tumultuous fall when four top executives abandoned the organization to begin a new one with the Information Technology Industry Council.

Hettinger, a well-known and respected government acquisition and technology expert, was supposed to bring stability and give high-dues-paying contractors a sense of the future. But instead, over the last nine months, sources say CompTIA, which bought TechAmerica in May, kept redirecting funds and resources away from the public sector practice.

When contacted, Hettinger declined to comment on the situation at TechAmerica at this time.

Steve Ostrowski, director of Corporate Communications for CompTIA, said in an email to Federal News Radio that they will not comment on a personnel matter.



Sources say Hettinger received his walking papers Monday.

CompTIA announced Tuesday that Larry Allen, president of Allen Federal Business Partners and the former executive director of the Coalition for Government Procurement, **and Bill Greenwalt, a visiting fellow at the Marilyn Ware Center for Security Studies at the American Enterprise Institute, have been brought in to help oversee the organization in the interim.**

"They will be ensuring that the day-to-day activities of our public sector practice continue seamlessly," said Thibodeaux in his email to members. "They also will be reaching out to TechAmerica members to start a full-throated process of assessment and how we can identify greater opportunities and possibilities to serve the industry."

These major changes also come about six weeks before the 50th Vision Federal Market Forecast conference that TechAmerica holds every year.

"CompTIA promised back in May that we would continue the programs of TechAmerica and look for opportunities to make those offerings even better. Since then we've delivered on the promise of advancing our members' public sector agenda," Ostrowski said in the email. "We're building our association through a methodical and comprehensive approach. The additions of Larry Allen and Bill Greenwalt — two preeminent experts in the public sector field with more than 40 years of experience within government procurement. Their experience and knowledge will help guide our decision-making as we grow the team and infrastructure necessary to provide an unmatched public sector offering to our members."

Allen said his goal is to stabilize and move TechAmerica forward, and will not advocate to Congress or anyone else on behalf of the association.

"I'm there more as a business process person as one of things they are looking for is my 20 years in association management," Allen said. "Bill and I are committed to working on this project, no matter how long it takes. I hope it ends with a more permanent management team and a business model that is sustainable and helps it grow."

The move to get rid of Hettinger and bring in consultants, however, isn't sitting well with TechAmerica members and other federal community observers.

**"CompTIA is not interested in the public sector. It** looks like they were buying TechAmerica for its mailing list and are not interested in the other issues," said an industry executive, who requested anonymity because of the sensitivity of the matter. "Firing Mike indicates that. And I think hiring two consultants signals to the world that their core mission has changed and they've decided to go in different direction. This is a competitive business and companies will not ante up for a group that is not 100 percent committed for lobbying and public policy."

A second industry executive said there are several associations managed by consultants, but those that go in this direction tend not to be member driven or lobby/educate Congress.

"If you are trying to rebuild an organization that has been struggling for several years, it sends a weird message that you are trying to focus on public policy," the executive said.



The first executive said it was sad to see what CompTIA is doing to with TechAmerica because they were a significant player on technology issues over the last 40 years.

Sources say the lack of support for the public sector business got worse over the last few months. Hettinger's dismissal makes five people who left the public sector practice and weren't replaced. The latest besides Hettinger was Scott Bousum, the procurement policy director who resigned in August to start his own consulting firm, according to his LinkedIn page.

Additionally, sources say the TechAmerica public policy shop started with eight people in May when the merger happened and now they are down to fewer than three people, and two consultants.

Additionally, TechAmerica's membership has seen a steady decrease over the last year or more with roughly 15 to 30 companies not renewing. Most of those companies, sources say, are small, but several of the larger ones aren't expected to renew in the coming year or haven't renewed over the previous year.

"Right now it's a tough business model to pay a trade association a flat fee with the expectation you will get a certain service, and if you look at where the success is showing up at trade associations, it's not all encompassing associations. It's people with specific missions," another industry source said. "CompTIA has a lot of money and whether that is set aside to invest in the public sector is not clear."

Ostrowski pushed back against criticism that CompTIA and TechAmerica aren't focused on the public sector.

"As the activities of the past 4-1/2 months clearly demonstrate, we are 100 percent committed to serving the traditional public sector member company. Larry and Bill represent another investment in the public sector and in the organization as whole," Ostrowski said.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Brown, Ellen B. [mailto:ebrown@mail: ]  
**Sent:** Tuesday, September 23, 2014 2:56 PM  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.; Blair, Michele  
**Subject:** Re: WOW!!

Seriously, Dan...or you making that up? You know, I had my issues with Mike...NOT my fave person. Too bad, I guess. EB

Sent from EB's iPhone

On Sep 23, 2014, at 2:18 PM, "Dan Blair" <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

I heard through the grapevine they let go of Mike Ettinger to make room for the new hires.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Tuesday, September 23, 2014 2:17 PM

**To:** 'Blair, Michele'; Dan Blair; Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail) [REDACTED])  
([ebrown@mail](mailto:ebrown@mail) [REDACTED])

**Subject:** RE: WOW!!

YOU ARE SO LUCKY TO HAVE BILL there!! He will really make that other goofy guy look at the other association look like he is out of his league when it comes to the issues. I am so shocked he left AEI. Last time I talked to him he was really looking forward to working there. Larry Allen is goofy, but he knows everyone and everything. He has been around 4EVER!

WOW!

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Blair, Michele [<mailto:michele.blair@> [REDACTED]]

**Sent:** Tuesday, September 23, 2014 2:14 PM

**To:** Dan Blair; Marshall, Susan G.; Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail) [REDACTED])  
([ebrown@mail](mailto:ebrown@mail) [REDACTED])

**Subject:** WOW!!

**LARRY ALLEN, WILLIAM GREENWALT JOIN COMPTIA'S TECHAMERICA:**

**TechAmerica** - the public policy department of the trade association **CompTIA** - has added **Larry Allen** and **William Greenwalt** as senior advisers. Allen has more than two decades experience with the **Coalition for Government Procurement**. Greenwalt has held senior positions around Washington, including at the Pentagon, in the defense industry and in Congress. "TechAmerica members represent many of the leading systems integration and enterprise companies that work with government to bring innovation and efficiency to the people's work," said **Elizabeth Hyman**, executive vice president of TechAmerica. "There is a long history with TechAmerica of producing robust programs to help our members expand their market opportunities, drive technology adoption, build strong relationships and make more informed decisions. Larry Allen and Bill Greenwalt are preeminent experts in this field and will further help our members stay connected to defense, civil and federal CIOs and decision-makers." CompTIA merged with TechAmerica in May, when it became the public policy arm of CompTIA.

**Michele Blair**

Director, Global Political Programs  
and Legislative Affairs  
Office of Global Government Affairs  
TE Connectivity  
202.471.3354 tel  
202.471.3388 fax  
[michele.blair@](mailto:michele.blair@) [REDACTED]



[<image001.jpg>](#)

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Mark A. Robbins  
**Sent:** Wed, 24 Sep 2014 07:48:00 -0400  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair; Carrie Cabelka; Tricia Hollis (plhollis@[REDACTED])  
**Subject:** Re: are we on for dinner tonight?

Good move Susan. Dan will never catch on!!!!

Mark A. Robbins  
Cell: [REDACTED]

On Sep 24, 2014, at 7:34 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

No, wait...maybe it is scheduled for December 3. Yeah, why don't you meet us at the restaurant on December 3.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 7:32 AM  
**To:** Marshall, Susan G.; Mark Robbins ([markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])) Carrie Cabelka; Tricia Hollis ([plhollis@\[REDACTED\]](mailto:plhollis@[REDACTED]))  
**Subject:** RE: are we on for dinner tonight?

I have it listed for both dates. I really don't want to see you people that much.... ☺

So let's go with the 29<sup>th</sup>.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 7:30 AM  
**To:** Dan Blair; Mark Robbins ([markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])) Carrie Cabelka; Tricia Hollis ([plhollis@\[REDACTED\]](mailto:plhollis@[REDACTED]))  
**Subject:** RE: are we on for dinner tonight?

Uh oh, I have it listed for the 29<sup>th</sup>...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 7:29 AM



**To:** Mark Robbins ([markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])) Carrie Cabelka; Marshall, Susan G.; Tricia Hollis ([plhollis@\[REDACTED\]](mailto:plhollis@[REDACTED]))

**Subject:** are we on for dinner tonight?

I have us all down on my calendar. Let me know.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
900 7th Street, NW - Suite 600 | WDC 20001 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy: [<image001.gif>](#) [<image002.gif>](#) [<image003.gif>](#)

**From:** Marshall, Susan G.  
**Sent:** Wed, 24 Sep 2014 11:49:52 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: are we on for dinner tonight?

And her!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, September 24, 2014 7:49 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: are we on for dinner tonight?

I KNEW IT. There is something unnatural about them.

Sent from my iPhone

On Sep 24, 2014, at 7:48 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I think little people live in them...they are watching her day and night to make sure a boat doesn't crash into her.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, September 24, 2014 7:44 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: are we on for dinner tonight?

I'm bringing the puzzles. Those lighthouses scare me.

Sent from my iPhone

On Sep 24, 2014, at 7:41 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Are you bringing the ginger ale and grape juice or are you bringing the lighthouses?

**Susan Marshall**  
Director, External Relations

Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 7:37 AM  
**To:** Marshall, Susan G.; Mark Robbins ([markarobbins@](mailto:markarobbins@) [REDACTED]) Carrie Cabelka; Tricia Hollis ([plhollis@](mailto:plhollis@) [REDACTED])  
**Subject:** RE: are we on for dinner tonight?

Isn't that the date of LMS' Xmas party? You are at the table with her mother.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 7:34 AM  
**To:** Dan Blair; Mark Robbins ([markarobbins@](mailto:markarobbins@) [REDACTED]) Carrie Cabelka; Tricia Hollis ([plhollis@](mailto:plhollis@) [REDACTED])  
**Subject:** RE: are we on for dinner tonight?

No, wait...maybe it is scheduled for December 3. Yeah, why don't you meet us at the restaurant on December 3.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 7:32 AM  
**To:** Marshall, Susan G.; Mark Robbins ([markarobbins@](mailto:markarobbins@) [REDACTED]) Carrie Cabelka; Tricia Hollis ([plhollis@](mailto:plhollis@) [REDACTED])  
**Subject:** RE: are we on for dinner tonight?

I have it listed for both dates. I really don't want to see you people that much.... 😊

So let's go with the 29<sup>th</sup>.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 7:30 AM  
**To:** Dan Blair; Mark Robbins ([markarobbins@](mailto:markarobbins@) [REDACTED]) Carrie Cabelka; Tricia Hollis ([REDACTED])  
**Subject:** RE: are we on for dinner tonight?

Uh oh, I have it listed for the 29<sup>th</sup>...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Wednesday, September 24, 2014 7:29 AM

**To:** Mark Robbins ([markarobbins@](mailto:markarobbins@) [REDACTED]) Carrie Cabelka; Marshall, Susan G.; Tricia Hollis ([plhollis@](mailto:plhollis@) [REDACTED])

**Subject:** are we on for dinner tonight?

I have us all down on my calendar. Let me know.

**Dan G. Blair | President and CEO | National Academy of Public Administration**

900 7th Street, NW - Suite 600 | WDC 20001 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

---

Connect with the Academy: [!\[\]\(ec9132f1d27c8919987d92907322654d\_img.jpg\)](#) [!\[\]\(9db1a20e6fdae9c15975d240125424df\_img.jpg\)](#) [!\[\]\(69e745cb555ee0441d11497d43826bd7\_img.jpg\)](#)



**From:** Dan Blair  
**Sent:** Wed, 24 Sep 2014 12:58:16 +0000  
**To:** Marshall, Susan G.; 'Mark A. Robbins'  
**Subject:** RE: are we on for dinner tonight?

We had an RFQ come in that afternoon and I had to burn the midnight oil at my job. Darn!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, September 24, 2014 8:09 AM  
**To:** 'Mark A. Robbins'; Dan Blair  
**Cc:** Carrie Cabelka; Tricia Hollis (plhollis@[REDACTED])  
**Subject:** RE: are we on for dinner tonight?

Mark, you must be reading the wrong publications...here is a picture of him at the Sammies...



1.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Mark A. Robbins [mailto:markarobbins@[REDACTED]]  
**Sent:** Wednesday, September 24, 2014 8:05 AM  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.; Carrie Cabelka; Tricia Hollis (plhollis@[REDACTED])  
**Subject:** Re: are we on for dinner tonight?

BTW Dan -- how come your pic hasn't been in any of the society pages from the Sammies? Didn't you do the fashion walk on the red carpet?

Mark A. Robbins

Cell: [REDACTED]

On Sep 24, 2014, at 7:50 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Well that means we just had it. Let's wait til February

Sent from my iPhone

On Sep 24, 2014, at 7:49 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

No, I said May 3.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Wednesday, September 24, 2014 7:48 AM

**To:** Mark A. Robbins

**Cc:** Marshall, Susan G.; Carrie Cabelka; Tricia Hollis ([plhollis@](mailto:plhollis@)[REDACTED])

**Subject:** Re: are we on for dinner tonight?

Susan said its December 3.

Sent from my iPhone

On Sep 24, 2014, at 7:47 AM, Mark A. Robbins <[markarobbins@](mailto:markarobbins@)[REDACTED]> wrote:

I have it for next Monday.

Mark A. Robbins

Cell: [REDACTED]

On Sep 24, 2014, at 7:36 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Isn't that the date of LMS' Xmas party? You are at the table with her mother.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Wednesday, September 24, 2014 7:34 AM

**To:** Dan Blair; Mark Robbins ([markarobbins@](mailto:markarobbins@)[REDACTED]); Carrie Cabelka; Tricia Hollis ([plhollis@](mailto:plhollis@)[REDACTED])

**Subject:** RE: are we on for dinner tonight?

No, wait...maybe it is scheduled for December 3. Yeah, why don't you meet us at the restaurant on December 3.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 7:32 AM  
**To:** Marshall, Susan G.; Mark Robbins ([REDACTED]) Carrie Cabelka; Tricia Hollis ([REDACTED])  
**Subject:** RE: are we on for dinner tonight?

I have it listed for both dates. I really don't want to see you people that much.... ☺

So let's go with the 29<sup>th</sup>.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 7:30 AM  
**To:** Dan Blair; Mark Robbins ([markarobbins@](mailto:markarobbins@)[REDACTED]) Carrie Cabelka; Tricia Hollis ([plhollis@](mailto:plhollis@)[REDACTED])  
**Subject:** RE: are we on for dinner tonight?

Uh oh, I have it listed for the 29<sup>th</sup>...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 7:29 AM  
**To:** Mark Robbins ([REDACTED]) Carrie Cabelka; Marshall, Susan G.; Tricia Hollis ([plhollis@](mailto:plhollis@)[REDACTED])  
**Subject:** are we on for dinner tonight?

I have us all down on my calendar. Let me know.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
900 7th Street, NW - Suite 600 | WDC 20001 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy: [!\[\]\(4fe57c3593bf1b21d272ae7ac8dfaf77\_img.jpg\)](#) [!\[\]\(67b4b7a7e28d2fb85c0437cda45ea068\_img.jpg\)](#) [!\[\]\(5f992809aed8ba67de57ee25efabc58b\_img.jpg\)](#)



**From:** Carrie Cabelka  
**Sent:** Wed, 24 Sep 2014 06:12:45 -0700  
**To:** markarobbins@[REDACTED] MarshallS@oig.treas.gov; dblair@napawash.org  
**Cc:** plhollis@[REDACTED]  
**Subject:** Re: are we on for dinner tonight?

hahahaha, I am in for the 29th! Can't wait to see you guys next Monday!

On Wednesday, September 24, 2014 8:44 AM, "markarobbins@[REDACTED]" <markarobbins@[REDACTED]> wrote:

OMG -- Where did he find my high school senior prom tux?

-----Original Message-----

From: Marshall, Susan G. <MarshallS@oig.treas.gov>  
To: 'Mark A. Robbins' <markarobbins@[REDACTED]> Dan Blair <dblair@napawash.org>  
Cc: Carrie Cabelka <ccabelka@yahoo.com>; Tricia Hollis (plhollis@[REDACTED]) <plhollis@[REDACTED]>  
Sent: Wed, Sep 24, 2014 8:09 am  
Subject: RE: are we on for dinner tonight?

Mark, you must be reading the wrong publications...here is a picture of him at the Sammies...



1.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



---

**From:** Mark A. Robbins [<mailto:markarobbins@aol.com>]

**Sent:** Wednesday, September 24, 2014 8:05 AM

**To:** Dan Blair

**Cc:** Marshall, Susan G.; Carrie Cabelka; Tricia Hollis ([plhollis@](mailto:plhollis@) [REDACTED])

**Subject:** Re: are we on for dinner tonight?

BTW Dan -- how come your pic hasn't been in any of the society pages from the Sammies? Didn't you do the fashion walk on the red carpet?

Mark A. Robbins

Cell: [REDACTED]

On Sep 24, 2014, at 7:50 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Well that means we just had it. Let's wait til February

Sent from my iPhone

On Sep 24, 2014, at 7:49 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

No, I said May 3.

Susan Marshall

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Wednesday, September 24, 2014 7:48 AM

**To:** Mark A. Robbins

**Cc:** Marshall, Susan G.; Carrie Cabelka; Tricia Hollis ([REDACTED])

**Subject:** Re: are we on for dinner tonight?

Susan said its December 3.

Sent from my iPhone

On Sep 24, 2014, at 7:47 AM, Mark A. Robbins <[markarobbins@](mailto:markarobbins@) [REDACTED]> wrote:

I have it for next Monday.

Mark A. Robbins

Cell: [REDACTED]

On Sep 24, 2014, at 7:36 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Isn't that the date of LMS' Xmas party? You are at the table with her mother.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Wednesday, September 24, 2014 7:34 AM

**To:** Dan Blair; Mark Robbins ([markarobbins@](mailto:markarobbins@) [REDACTED]) Carrie Cabelka; Tricia Hollis ([REDACTED])

**Subject:** RE: are we on for dinner tonight?

No, wait...maybe it is scheduled for December 3. Yeah, why don't you meet us at the restaurant on December 3.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 7:32 AM  
**To:** Marshall, Susan G.; Mark Robbins ([REDACTED]) Carrie Cabelka; Tricia Hollis ([REDACTED])  
**Subject:** RE: are we on for dinner tonight?

I have it listed for both dates. I really don't want to see you people that much.... ☺

So let's go with the 29<sup>th</sup>.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 7:30 AM  
**To:** Dan Blair; Mark Robbins ([markarobbins@](mailto:markarobbins@)[REDACTED]) Carrie Cabelka; Tricia Hollis ([REDACTED])  
**Subject:** RE: are we on for dinner tonight?

Uh oh, I have it listed for the 29<sup>th</sup>...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 7:29 AM  
**To:** Mark Robbins ([REDACTED]) Carrie Cabelka; Marshall, Susan G.; Tricia Hollis ([REDACTED])  
**Subject:** are we on for dinner tonight?

I have us all down on my calendar. Let me know.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
900 7th Street, NW - Suite 600|WDC 20001 | ☎202.204.3670| [www.napawash.org](http://www.napawash.org)

Connect with the Academy: [!\[\]\(6a9b39b98eb945faa14c645ec99e4eaa\_img.jpg\)](#) [!\[\]\(182077db5bac9ff62bf376fe37ffa951\_img.jpg\)](#) [!\[\]\(6ed6a340e0627314752774197e63f07e\_img.jpg\)](#)

**From:** Mark A. Robbins  
**Sent:** Wed, 24 Sep 2014 11:03:06 -0400  
**To:** Tricia Hollis  
**Cc:** Dan Blair; Carrie Cabelka; Susan Marshall (MarshallS@oig.treas.gov)  
**Subject:** Re: are we on for dinner tonight?

Monday 9/29.

Mark A. Robbins  
Cell: [REDACTED]

On Sep 24, 2014, at 10:17 AM, Tricia Hollis <[plhollis@\[REDACTED\]](mailto:plhollis@[REDACTED])> wrote:

I thought we decided on Monday, September 27?

*Sent from my Verizon Wireless 4G LTE DROID*

Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

I have us all down on my calendar. Let me know.

Dan G. Blair | President and CEO | National Academy of Public Administration  
900 7th Street, NW - Suite 600 | WDC 20001 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

---

Connect with the Academy: <[image001.gif](#)> <[image002.gif](#)> <[image003.gif](#)>



**From:** Marshall, Susan G.  
**Sent:** Wed, 24 Sep 2014 18:53:47 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Your Upcoming Reservation at Ceiba

As Sarah Palin would say...You BETCHA!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 2:48 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Your Upcoming Reservation at Ceiba

Whiskey? I think this is more apple country.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 2:47 PM  
**To:** Dan Blair  
**Subject:** RE: Your Upcoming Reservation at Ceiba

I know...get the whiskey out so you can survive it!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 2:44 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Your Upcoming Reservation at Ceiba

I get to see you tomorrow and Monday???? Really???

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 2:37 PM  
**To:** Dan Blair; FISHER, ANN C ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)); Diane ([dianebaker241@](mailto:dianebaker241@) [REDACTED]) Baker, Diane M.  
**Subject:** FW: Your Upcoming Reservation at Ceiba

See you soon! ☺



Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Ceiba Reservations [[mailto:member\\_services@opentable.com](mailto:member_services@opentable.com)]  
**Sent:** Wednesday, September 24, 2014 12:13 AM  
**To:** Marshall, Susan G.  
**Subject:** Your Upcoming Reservation at Ceiba

Dear susan,

Just a reminder, you've got a reservation coming up!

Ceiba will be ready for your party of 4 at 12:30 PM on Thursday, September 25, 2014.  
Confirmation Number: 1686514292

Manage this reservation on the go with our mobile apps:  
[iPhone and iPad apps >](#) | [Android app >](#)

Be sure to check in with the host when you arrive. Upon dining, you will receive 100 OpenTable Points.

From the restaurant:

We value the comments of our guests. Please take the time to fill out the diner feedback form that OpenTable sends you after your dining experience. If it becomes necessary to adjust your reservations, please contact us at your earliest convenience. Our prices do not reflect gratuity. We suggest 20% gratuity on behalf of our service staff. Thank you again for choosing Ceiba. We look forward to serving you.

Chase Sapphire Preferred® gives you 2X reward points on travel and dining at restaurants, so you can discover something new and delicious when you dine out. Not a Chase Sapphire Preferred® cardmember? [Learn more today.](#)

BOOK A LIMO (service provided by Limos.com): Arrive in Style the easy way at affordable prices.

Reserve your Limo now at:

[http://www.opentable.com/limo.aspx?re=3nSah6P7aiV4rbqjGDSkig%253d%253d&cmpid=limo\\_24\\_ho](http://www.opentable.com/limo.aspx?re=3nSah6P7aiV4rbqjGDSkig%253d%253d&cmpid=limo_24_ho)  
[ur](#)



To get there:

Ceiba  
701 14th Street NW Washington, DC 20005  
Cross Street: G Street  
(202) 393-3983

[See menus, map & more >](#)

[Invite your party >](#)

[Update your reservation date, time or party size >](#)

[Cancel your reservation >](#)

As always, thanks for using OpenTable.

Happy Dining!  
The OpenTable Team  
[www.OpenTable.com](http://www.OpenTable.com)

PS. Making or changing reservations on the go is a snap with [OpenTable Mobile](#).

\*\* Questions about your reservation? You can always contact Ceiba at (202) 393-3983 with any questions.

Got a question for OpenTable? Visit [Support.OpenTable.com](http://Support.OpenTable.com) to get answers!

PLANNING A PARTY? With the new OpenTable Private Dining pages, you can see photos and descriptions of hundreds of restaurants and find the ideal spot for your event. Try it now!

[http://www.opentable.com/info/banquets.aspx?m=9&cmpid=em\\_trigger\\_24hr\\_reg\\_private](http://www.opentable.com/info/banquets.aspx?m=9&cmpid=em_trigger_24hr_reg_private)


**From:** Dan Blair  
**Sent:** Wed, 24 Sep 2014 19:35:53 +0000  
**To:** Marshall, Susan G.; FISHER, ANN C(Ann.Fisher@prc.gov)  
**Subject:** RE: Now here is a headline for the ages

You can bet your last dollar that if the employee had been surfing tea party sites or right wing sites bashing EPA he would have been fired. But Debbie Does Dallas is okay!!!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, September 24, 2014 3:31 PM  
**To:** Dan Blair; FISHER, ANN C (Ann.Fisher@prc.gov)  
**Subject:** Now here is a headline for the ages

Okay, so are you telling me this guy gets to keep his job because someone doesn't want to enforce the rules? And oh, by the way, EPA's rules about watching porn are VAGUE?

**Congressman seeks ban to stop federal employees from watching porn all day**  
By Colby Itkowitz September 24 at 7:00 AM 

In May, the Environmental Protection Agency's inspector general disclosed that a senior-level employee was caught spending as much as six hours of his day looking at porn. The IG found that the employee had downloaded and viewed more than 7,000 pornographic files. The Justice Department is investigating further for possible prosecution.

Four months later, the employee has not been fired and is still collecting government pay, Environment & Energy Publishing reported last week.

That prompted Rep. Mark Meadows (R-N.C.) to introduce a bill the day Congress left town to make it a uniform federal government law that employees cannot look at porn at work.

Many agencies, including the EPA, have such rules, but **Meadows says they are not enforced.** EPA's spokeswoman Liz Purchia confirmed that the porn-watching employee is still employed but on leave, but could not comment further because of the ongoing investigation.

The agency's overall policy, which has not been updated **since the incident, is vague and doesn't say anything about porn watching:**

Unauthorized or inappropriate use of Government office equipment may result in the loss or limitation of your privilege to use Government office equipment. You may also face administrative disciplinary action ranging from closer supervision to removal from the Agency, as well as any criminal penalties or financial liability, depending on the severity and nature of the misuse.



Meadows notes this problem isn't limited to the EPA. Several agencies over the years have dealt with employees' using government computers for activities that are, well, outside the scope of government work.

"It's not just casual porn viewing, but hours and hours of unproductive time doing things we shouldn't be condoning. There seems to be a need to reinforce agency rules that might be in place, but not enforced," Meadows said.

His bill would require the Office of Management of Budget to issue guidelines to prohibit porn watching on federal computers. An OMB spokeswoman was not aware what, if any, policy was in place, but was looking in to it.

During an Oversight Committee hearing in May, Chairman Darrell Issa (R-Calif.) was incensed that, at least at the EPA, the mechanisms that are supposed to be in place didn't block the employee from surfing his apparent favorites, "Sadism is Beautiful" and "Bare So Horny."

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Wed, 24 Sep 2014 19:52:40 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Walmart is now in the checking acct business

I really don't think the regulators or the banking industry knows how to keep up with these changes. They are still trying to figure out if they should do something with virtual money, and wallets..etc.

I am sure once these items become ubiquitous..yep, I asked Poodle to give me big word to use today!...they will start focusing on the regulatory issues.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, September 24, 2014 3:49 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Walmart is now in the checking acct business

The Walton family has been in the banking business for a long time with Arvest Banks.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Wednesday, September 24, 2014 3:39 PM  
**To:** Dan Blair; FISHER, ANN C ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov))  
**Subject:** Walmart is now in the checking acct business

## **Walmart's Checking Account Deal Will Further Pressure Banks**

By Meagan Clark

Welcome to Walmart. Would you like to open a checking account?

The offer is the latest addition to the neighborhood retailer's budding financial services menu, which bankers have fought to constrain over the past decade as small depositors leave banks for alternatives.

Though banks profit much more on customers who charge credit cards, take out mortgages and invest savings, a rise in the number of Americans using prepaid cards and saving with cash—as well as a rise in the number of non-traditional banking options available—is pressuring banks to find ways to keep themselves at the center of the average person's finances.

"They're going to have to work fast to become the trusted adviser of the average consumer and of the lower end consumer," said Ben Jackson, director of Mercator Advisory Group's prepaid advisory service. "People don't stay poor forever, and as they get more money, they have more needs. If Walmart gets

credit services enabled over time... the local banks and the larger banks are going to be left behind a little bit."

**Walmart and prepaid card provider Green Dot, which Visa Inc. and Mastercard Inc. issue cards for, are launching a mobile-first checking account called GoBank that targets Americans frustrated with high fees from traditional banks. By the end of October, the accounts will require no minimum balance, charge no overdraft fees and give users access to 42,000 free ATMs. Opening an account will cost \$2.95, the price of a starter kit at Walmart, and a few minutes on a cell phone. A monthly fee of \$8.95 will be waived for customers who set up a direct deposit of \$500 a month or more. Customers can even send money to friends via email or text message.**

"The appeal is going to be to consumers who can't get or don't want an account at traditional banks," said Greg McBride, chief financial analyst for [REDACTED]

The primary appeal of the checking account is the promise of no overdraft fees, but only about one out of seven checking account users incur multiple overdraft charges, according to McBride.

Consumers that use basic checking accounts pay \$263-\$473 annually, according to a Bretton Woods analysis. That means GoBank's mobile-based checking account, even paying \$107.40 for meeting the direct deposit threshold, would be more than half the cost of the average, traditional checking account.

According to a survey by the Federal Deposit Insurance Corporation, one-quarter of U.S. households conduct some or all of their financial transactions outside the mainstream banking system, including check cashing, bill payments, money transfers and using prepaid debit cards without a bank—all services Walmart already offers. And 90 percent of the underbanked population has access to a mobile phone, according to the FDIC.

Banks have lost interest in keeping lifetime customers as federal regulations like the Derbin Amendment in the Dodd Frank Act in 2010 eroded the revenue streams banks used to earn from overdraft and debit card fees from low balance customers. But now they're rethinking traditional checking accounts and discussing ways to take a long-term view of low balance customers, Jackson said.

"If they do that, they have the opportunity to become more profitable," he said.

It's unclear how much Walmart will directly profit from its checking account offerings, but that's not exactly the point.

"This is all about getting customers into the store," McBride said.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Wed, 24 Sep 2014 20:09:13 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

Baaaaah baaaah...bleat, bleat...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 4:07 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

No. Your chins have hairs.....

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 4:04 PM  
**To:** Dan Blair  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

No, my hair is high and my chin is low.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 4:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

Your brain is crossed and your eyes are frozen???

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 3:51 PM  
**To:** Dan Blair  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

I have a big meeting next week and have been working on the meeting stuff all day-- my eyes are crossed and my brain is frozen after reading everything!



Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 3:47 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

Are you bored?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 3:45 PM  
**To:** Dan Blair; Diane ([diane baker241@](mailto:diane baker241@) [REDACTED])  
**Subject:** CNN: Why did the USDA buy submachine guns?

## Why did the USDA buy submachine guns?

By Sean Kennedy, CNN

Washington (CNN) -- Thanks to the war on terror, the U.S. Department of Agriculture's audit arm has 85 shiny new submachine guns, locked and loaded.

A small and mostly forgotten provision in the behemoth 2002 Homeland Security Act turned federal auditors, famous for investigating nonviolent financial crimes into gun-toting sworn officers.

At 73 federal agencies and departments, independent sub-agencies called the Offices of the Inspector General, or OIGs, conduct oversight, perform audits and enforce laws.

It is that last function that led the USDA to order the .40-caliber "submachine guns" in May. A spokesman for USDA OIG told CNN that these "semi-automatic" weapons were acquired on September 9, 2014.

The Department of Education's OIG put out a similar purchase order in 2010 for 27 shotguns.

Surprisingly, Congress does not know how many and what type of weapons the agencies have been stockpiling, according to Republican Rep. Chris Stewart of Utah.

He wants a Governmental Accountability Office report on the issue and has introduced legislation this year to strip the OIGs of their guns.

"Americans don't see why dozens of federal agencies need their own highly armed police forces with the authority to raid homes and businesses," Stewart told CNN.



So why do meat inspectors and civil servants processing crop insurance claims need automatic weapons? "Regarding the need for weapons' procurements, OIG's Investigations division conducts hundreds of criminal investigations each year, some of which involve OIG agents, USDA employees, and/or members of the public facing potentially life threatening situations," USDA Deputy Counsel Paul Feeney said.

But USDA did not have those law enforcement powers prior to a 2002 law meant to correct for the poor law enforcement coordination prior to September 11.

One of the unforeseen changes was section 812 that turned the Inspector General offices into law enforcement agencies.

Prior to that, Inspectors General had to ask for special permission -- citing specific need to carry firearms -- from the U.S. Attorney General. These were granted on an ad hoc basis and almost universally, but they had to be renewed. The 2002 Homeland Security Act codified these law enforcement powers and the right for agents of the Inspectors General to carry firearms.

The agencies efforts to stock weapons and ammunition caught the eye of curious lawmakers in 2013 when the House Oversight Committee held a subcommittee hearing.

The hearing revealed that the Social Security Administration has 290 investigators who carry firearms, but for the past two decades, those agents have only fired their guns twice in the line of duty.

But agencies are getting some use of their police gear.

Last year, the EPA launched a criminal investigation into an Alaskan gold mine for potential violations of the Clean Water Act. They sent 10 officers (five from the EPA OIG who carried shotguns) in bulletproof vests, according to a review of the incident by the state of Alaska. No charges have been levied.

In 2011, the FDA conducted armed raids of an Amish farm searching for raw-milk related infractions.

In justifying the need for Social Security's audit arm to carry guns, SSA's Inspector General Patrick O'Carroll cited a standoff with a murder suspect. But O'Carroll acknowledged Kentucky State Police accompanied Social Security's agents in that pursuit.

Rep. Stewart thinks that law enforcement-specific agencies should take the lead, not regulators. "When there are genuinely dangerous situations involving federal law, that's the job of the Department of Justice, not regulatory agencies like the FDA or the Department of Education," Stewart said.

Pete Kennedy, president of the Farm-to-Consumer Legal Defense Fund, whose members have been raided by the FDA, said agents have even pointed their guns at unarmed food producers suspected of permit violations.

"These people don't need their own enforcement teams."

"They have the U.S. Marshals at their disposal, if there really is a problem," Kennedy told CNN.

USDA's Inspector General office confirmed to CNN that the majority enforcement actions -- arrest and search warrants -- are done in conjunction with another federal, state or other law enforcement agency.

According to a 2012 report by the Department of Justice's statistics arm, there were over 3500 gun-wielding agents assigned to the various Offices of Inspector General as of 2008, including 52 at NASA, 34 at the Small Business Administration, six at the National Science Foundation, and **28 at the Office of Personnel Management, the federal government's HR wing.**

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 25 Sep 2014 12:40:43 +0000  
**To:** 'FISHER, ANN C'; 'Dan Blair'  
**Subject:** RE: Federal Times Mobile - Postal Service wants to break into food delivery

LOL!

-----Original Message-----

**From:** FISHER, ANN C [[Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)]  
**Sent:** Thursday, September 25, 2014 08:29 AM Eastern Standard Time  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.  
**Subject:** Re: Federal Times Mobile - Postal Service wants to break into food delivery

I love the idea of waking to a hot breakfast being served to me by a disgruntled postal worker.  
Ahhhh.....

Sent from my iPhone

On Sep 25, 2014, at 8:04 AM, "Dan Blair" <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

They are.

Sent from my iPhone

On Sep 25, 2014, at 8:01 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Yes, and it will be smeared all over your mail. Ha! They look desperate.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, September 25, 2014 06:33 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** FISHER, ANN C ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov))  
**Subject:** Re: Federal Times Mobile - Postal Service wants to break into food delivery

Will they deliver fresh toasted bagels with cream cheese?

Sent from my iPhone

> On Sep 25, 2014, at 6:04 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
>  
> <http://apps.federaltimes.com/mobile/article/309240018>

**From:** Marshall, Susan G.  
**Sent:** Thu, 25 Sep 2014 15:03:42 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: lunch today

I know the real reason...you just ran out of apples.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, September 25, 2014 11:01 AM  
**To:** Marshall, Susan G.; annf77@ [REDACTED] Diane Baker  
**Subject:** lunch today

I am so sorry, Diane, but I am going to have to bow out of our lunch today. I have a board meeting tomorrow and I need to put some fires out.

Ann-o – sorry to miss you too.

Susan.... Oh well.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy:   



**From:** Marshall, Susan G.  
**Sent:** Thu, 25 Sep 2014 21:10:57 +0000  
**To:** 'Franzel, Brent S.'; 'Brown, EllenB.'  
**Cc:** 'DAN G BLAIR'; 'Blair, Michele'  
**Subject:** RE: College football pick of the week: WSJ

Count me in!! Let me know if I can bring anything. Can't wait to see you guys!!

-----Original Message-----

**From:** Franzel, Brent S. [bfranzel@mail. [REDACTED]]  
**Sent:** Thursday, September 25, 2014 05:00 PM Eastern Standard Time  
**To:** Brown, Ellen B.  
**Cc:** Marshall, Susan G.; DAN G BLAIR; Franzel, Brent S.; Blair, Michele  
**Subject:** Re: College football pick of the week: WSJ

Susan, Michele, Dan:

Do you all want to come over to watch the game Saturday. it starts at 7pm. I could cook something and we could probably find something around the house to drink (which Dan and I will probably need before the game is over.

I know Haya would love to see you all too!

Let me know.

Brent

On Sep 25, 2014, at 3:33 PM, Brown, Ellen B. <ebrown@mail. [REDACTED]> wrote:

I'm sure we'll be watching! EB

Sent from EB's iPhone

On Sep 25, 2014, at 4:25 PM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:

[http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ\\_LatestHeadlines](http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ_LatestHeadlines)

☺!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Blair, Michele  
**Sent:** Sat, 27 Sep 2014 12:56:58 -0400  
**To:** Marshall, Susan G.  
**Cc:** Brown, Ellen B.; [dblair@napawash.org](mailto:dblair@napawash.org); Franzel, Brent S.  
**Subject:** Re: College football pick of the week: WSJ

No worries. I haven't made anything yet so we can just go with your treats!

Sent from my iPhone

On Sep 27, 2014, at 12:53 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I bought dessert before I read the emails so we will just have to suffer through multiple sugar treats. I bought chocolate chip cookies and small chocolate almond torts. They are bite size.

See you soon.

-----Original Message-----

**From:** Blair, Michele [[michele.blair@\[REDACTED\]](mailto:michele.blair@[REDACTED])]  
**Sent:** Saturday, September 27, 2014 11:58 AM Eastern Standard Time  
**To:** Brown, Ellen B.; [dblair@napawash.org](mailto:dblair@napawash.org); Marshall, Susan G.  
**Cc:** Franzel, Brent S.  
**Subject:** RE: College football pick of the week: WSJ

We're all too big of babies for tattoos – except maybe for henna!

See you around 6-ish. We can bring dessert.

M.

---

**From:** Brown, Ellen B. [[mailto:ebrown@mail@\[REDACTED\]](mailto:ebrown@mail@[REDACTED])]  
**Sent:** Saturday, September 27, 2014 11:19 AM  
**To:** [dblair@napawash.org](mailto:dblair@napawash.org); Blair, Michele; [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**Cc:** Franzel, Brent S.  
**Subject:** RE: College football pick of the week: WSJ

Matching gang tattoos tonight at game time!! Who's in? ☺ Brent says game starts at 7:00 so come over around 6:00-ish... He also says if someone wants to bring dessert, that would be great. Discuss that amongst yourselves...!! ☺ See you later! Go Tigers! EB

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, September 25, 2014 6:32 PM  
**To:** Brown, Ellen B.; Blair, Michele  
**Cc:** Franzel, Brent S.; Marshall, Susan G.  
**Subject:** RE: College football pick of the week: WSJ

We should all get matching gang tattoos!

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail>]  
**Sent:** Thursday, September 25, 2014 5:32 PM  
**To:** Blair, Michele  
**Cc:** Franzel, Brent S.; Marshall, Susan G.; Dan Blair  
**Subject:** Re: College football pick of the week: WSJ

AWESOME -- the gang will be all together again! Love it!! EB

Sent from EB's iPhone

On Sep 25, 2014, at 5:30 PM, "Blair, Michele" <[michele.blair@](mailto:michele.blair@)> wrote:

Sounds like fun – everything except the game part. But we would love to join you. Let me know if we can bring anything. Look forward to seeing you.

M.

---

**From:** Franzel, Brent S. [<mailto:bfranzel@mail.cardinalpoint.com>]  
**Sent:** Thursday, September 25, 2014 5:00 PM  
**To:** Brown, Ellen B.  
**Cc:** Marshall, Susan G.; DAN G BLAIR; Franzel, Brent S.; Blair, Michele  
**Subject:** Re: College football pick of the week: WSJ



Susan, Michele, Dan:

Do you all want to come over to watch the game Saturday. it starts at 7pm. I could cook something and we could probably find something around the house to drink (which Dan and I will probably need before the game is over.

I know Haya would love to see you all too!

Let me know.

Brent

On Sep 25, 2014, at 3:33 PM, Brown, Ellen B. <[ebrown@mail-](mailto:ebrown@mail-)> wrote:

I'm sure we'll be watching! EB

Sent from EB's iPhone

On Sep 25, 2014, at 4:25 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

[http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ\\_LatestHeadlines](http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ_LatestHeadlines)

☺!

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Brown, Ellen B.  
**Sent:** Sat, 27 Sep 2014 17:06:26 +0000  
**To:** Blair, Michele  
**Cc:** Marshall, Susan G.; [dblair@napawash.org](mailto:dblair@napawash.org); Franzel, Brent S.  
**Subject:** Re: College football pick of the week: WSJ

OH MY... Sounds awesome!!! EB

Sent from EB's iPhone

On Sep 27, 2014, at 12:57 PM, "Blair, Michele" <[michele.blair@](mailto:michele.blair@)<redacted>> wrote:

No worries. I haven't made anything yet so we can just go with your treats!

Sent from my iPhone

On Sep 27, 2014, at 12:53 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I bought dessert before I read the emails so we will just have to suffer through multiple sugar treats. I bought chocolate chip cookies and small chocolate almond torts. They are bite size.

See you soon.

-----Original Message-----

**From:** Blair, Michele [[michele.blair@](mailto:michele.blair@)<redacted>]  
**Sent:** Saturday, September 27, 2014 11:58 AM Eastern Standard Time  
**To:** Brown, Ellen B.; [dblair@napawash.org](mailto:dblair@napawash.org); Marshall, Susan G.  
**Cc:** Franzel, Brent S.  
**Subject:** RE: College football pick of the week: WSJ

We're all too big of babies for tattoos – except maybe for henna!

See you around 6-ish. We can bring dessert.

M.

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail->]  
**Sent:** Saturday, September 27, 2014 11:19 AM  
**To:** [dblair@napawash.org](mailto:dblair@napawash.org); Blair, Michele; [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**Cc:** Franzel, Brent S.  
**Subject:** RE: College football pick of the week: WSJ

Matching gang tattoos tonight at game time!! Who's in? ☺ Brent says game starts at 7:00 so come over around 6:00-ish... He also says if someone wants to bring dessert, that would be great. Discuss that amongst yourselves...!! ☺ See you later! Go Tigers! EB

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, September 25, 2014 6:32 PM  
**To:** Brown, Ellen B.; Blair, Michele  
**Cc:** Franzel, Brent S.; Marshall, Susan G.  
**Subject:** RE: College football pick of the week: WSJ

We should all get matching gang tattoos!

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail->]  
**Sent:** Thursday, September 25, 2014 5:32 PM  
**To:** Blair, Michele  
**Cc:** Franzel, Brent S.; Marshall, Susan G.; Dan Blair  
**Subject:** Re: College football pick of the week: WSJ

AWESOME -- the gang will be all together again! Love it!! EB

Sent from EB's iPhone

On Sep 25, 2014, at 5:30 PM, "Blair, Michele" <[michele.blair@](mailto:michele.blair@)> wrote:

Sounds like fun -- everything except the game part. But we would love to join you. Let me know if we can bring anything. Look forward to seeing you.

M.



---

**From:** Franzel, Brent S. [mailto:bfranzel@mail. [REDACTED]]  
**Sent:** Thursday, September 25, 2014 5:00 PM  
**To:** Brown, Ellen B.  
**Cc:** Marshall, Susan G.; DAN G BLAIR; Franzel, Brent S.; Blair, Michele  
**Subject:** Re: College football pick of the week: WSJ

Susan, Michele, Dan:

Do you all want to come over to watch the game Saturday. it starts at 7pm. I could cook something and we could probably find something around the house to drink (which Dan and I will probably need before the game is over.

I know Haya would love to see you all too!

Let me know.

Brent

On Sep 25, 2014, at 3:33 PM, Brown, Ellen B. <ebrown@mail. [REDACTED]> wrote:

I'm sure we'll be watching! EB

Sent from EB's iPhone

On Sep 25, 2014, at 4:25 PM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:

[http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ\\_LatestHeadlines](http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ_LatestHeadlines)

☺!

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Franzel, Brent S.  
**Sent:** Sat, 27 Sep 2014 18:32:38 +0000  
**To:** Marshall, Susan G.  
**Cc:** Brown, Ellen B.  
**Subject:** Re: College football pick of the week: WSJ

Susan. Just reread my recipe - oops! Heading back to Giant for 3rd time so I'll get coke. See you soon.

Brent

Sent from my iPhone

On Sep 27, 2014, at 12:53 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I bought dessert before I read the emails so we will just have to suffer through multiple sugar treats. I bought chocolate chip cookies and small chocolate almond torts. They are bite size.

See you soon.

-----Original Message-----

**From:** Blair, Michele [[michele.blair@](mailto:michele.blair@)]  
**Sent:** Saturday, September 27, 2014 11:58 AM Eastern Standard Time  
**To:** Brown, Ellen B.; [dblair@napawash.org](mailto:dblair@napawash.org); Marshall, Susan G.  
**Cc:** Franzel, Brent S.  
**Subject:** RE: College football pick of the week: WSJ

We're all too big of babies for tattoos – except maybe for henna!

See you around 6-ish. We can bring dessert.

M.

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail>]  
**Sent:** Saturday, September 27, 2014 11:19 AM  
**To:** [dblair@napawash.org](mailto:dblair@napawash.org); Blair, Michele; [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)



**Cc:** Franzel, Brent S.

**Subject:** RE: College football pick of the week: WSJ

Matching gang tattoos tonight at game time!! Who's in? ☺ Brent says game starts at 7:00 so come over around 6:00-ish... He also says if someone wants to bring dessert, that would be great. Discuss that amongst yourselves...!! ☺ See you later! Go Tigers! EB

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]

**Sent:** Thursday, September 25, 2014 6:32 PM

**To:** Brown, Ellen B.; Blair, Michele

**Cc:** Franzel, Brent S.; Marshall, Susan G.

**Subject:** RE: College football pick of the week: WSJ

We should all get matching gang tattoos!

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail>]

**Sent:** Thursday, September 25, 2014 5:32 PM

**To:** Blair, Michele

**Cc:** Franzel, Brent S.; Marshall, Susan G.; Dan Blair

**Subject:** Re: College football pick of the week: WSJ

AWESOME -- the gang will be all together again! Love it!! EB

Sent from EB's iPhone

On Sep 25, 2014, at 5:30 PM, "Blair, Michele" <[michele.b](mailto:michele.b)> wrote:

Sounds like fun -- everything except the game part. But we would love to join you. Let me know if we can bring anything. Look forward to seeing you.

M.

---

**From:** Franzel, Brent S. [<mailto:bfranzel@mail>]

**Sent:** Thursday, September 25, 2014 5:00 PM

**To:** Brown, Ellen B.

**Cc:** Marshall, Susan G.; DAN G BLAIR; Franzel, Brent S.; Blair, Michele  
**Subject:** Re: College football pick of the week: WSJ

Susan, Michele, Dan:

Do you all want to come over to watch the game Saturday. it starts at 7pm. I could cook something and we could probably find something around the house to drink (which Dan and I will probably need before the game is over.

I know Haya would love to see you all too!

Let me know.

Brent

On Sep 25, 2014, at 3:33 PM, Brown, Ellen B. <[ebrown@mail.](mailto:ebrown@mail.)> wrote:

I'm sure we'll be watching! EB

Sent from EB's iPhone

On Sep 25, 2014, at 4:25 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

[http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ\\_LatestHeadlines](http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ_LatestHeadlines)

☺!

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender

and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** Brown, Ellen B.  
**Sent:** Sun, 28 Sep 2014 04:04:47 +0000  
**To:** MarshallS@oig.treas.gov  
**Subject:** RE: College football pick of the week: WSJ

We LOVE you, Susan...you are just the BEST – and we are SO lucky you are our friend! PLEASE let's get together again soon!!! Love, EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Saturday, September 27, 2014 11:31 PM  
**To:** Brown, Ellen B.  
**Subject:** RE: College football pick of the week: WSJ

Thank you for the great dinner...it was delicious!! It was so great to see you guys, and Haya.

And the coke was ESPECIALLY DELICIOUS! Thank you for being such good friends!

Love always,  
Susan

-----Original Message-----

**From:** Brown, Ellen B. [mailto:[ebrown@mai](mailto:ebrown@mai)]  
**Sent:** Saturday, September 27, 2014 01:40 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: College football pick of the week: WSJ

OMG, Brent just came back from the grocery store for the 2<sup>nd</sup> time WITHOUT getting Coke. We have ONE can of Coke in the fridge...I feel awful. Please bring a couple of cans if you want more than one!! SOOOOO sorry!!! EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Saturday, September 27, 2014 12:53 PM  
**To:** 'Blair, Michele'; Brown, Ellen B.; 'dblair@napawash.org'  
**Cc:** Franzel, Brent S.  
**Subject:** RE: College football pick of the week: WSJ

I bought dessert before I read the emails so we will just have to suffer through multiple sugar treats. I bought chocolate chip cookies and small chocolate almond torts. They are bite size.

See you soon.

-----Original Message-----

**From:** Blair, Michele [mailto:[michele.blair@](mailto:michele.blair@)]  
**Sent:** Saturday, September 27, 2014 11:58 AM Eastern Standard Time  
**To:** Brown, Ellen B.; [dblair@napawash.org](mailto:dblair@napawash.org); Marshall, Susan G.

**Cc:** Franzel, Brent S.

**Subject:** RE: College football pick of the week: WSJ

We're all too big of babies for tattoos – except maybe for henna!

See you around 6-ish. We can bring dessert.

M.

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail>]  
**Sent:** Saturday, September 27, 2014 11:19 AM  
**To:** [dblair@napawash.org](mailto:dblair@napawash.org); Blair, Michele; [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**Cc:** Franzel, Brent S.  
**Subject:** RE: College football pick of the week: WSJ

Matching gang tattoos tonight at game time!! Who's in? ☺ Brent says game starts at 7:00 so come over around 6:00-ish... He also says if someone wants to bring dessert, that would be great. Discuss that amongst yourselves...!! ☺ See you later! Go Tigers! EB

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, September 25, 2014 6:32 PM  
**To:** Brown, Ellen B.; Blair, Michele  
**Cc:** Franzel, Brent S.; Marshall, Susan G.  
**Subject:** RE: College football pick of the week: WSJ

We should all get matching gang tattoos!

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail>]  
**Sent:** Thursday, September 25, 2014 5:32 PM  
**To:** Blair, Michele  
**Cc:** Franzel, Brent S.; Marshall, Susan G.; Dan Blair  
**Subject:** Re: College football pick of the week: WSJ

AWESOME -- the gang will be all together again! Love it!! EB

Sent from EB's iPhone

On Sep 25, 2014, at 5:30 PM, "Blair, Michele" <[michele.blair@](mailto:michele.blair@)> wrote:

Sounds like fun – everything except the game part. But we would love to join you. Let me know if we can bring anything. Look forward to seeing you.

M.

---

**From:** Franzel, Brent S. [mailto:bfranzel@mail-XXXXXXXXXX]  
**Sent:** Thursday, September 25, 2014 5:00 PM  
**To:** Brown, Ellen B.  
**Cc:** Marshall, Susan G.; DAN G BLAIR; Franzel, Brent S.; Blair, Michele  
**Subject:** Re: College football pick of the week: WSJ

Susan, Michele, Dan:

Do you all want to come over to watch the game Saturday. it starts at 7pm. I could cook something and we could probably find something around the house to drink (which Dan and I will probably need before the game is over.

I know Haya would love to see you all too!

Let me know.

Brent

On Sep 25, 2014, at 3:33 PM, Brown, Ellen B. <ebrown@mail-XXXXXXXXXX> wrote:

I'm sure we'll be watching! EB

Sent from EB's iPhone

On Sep 25, 2014, at 4:25 PM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:

[http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ\\_LatestHeadlines](http://online.wsj.com/articles/college-football-pick-of-the-week-missouri-at-south-carolina-1411675608?mod=WSJ_LatestHeadlines)

☺!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from XXXXXXXXXX LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely



for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from [REDACTED] [REDACTED] LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender



and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Carrie Cabelka  
**Sent:** Mon, 29 Sep 2014 08:16:53 -0700  
**To:** Dan Blair; Mark A. Robbins  
**Cc:** Tricia Hollis; Susan Marshall  
**Subject:** Re:

See you guys around 630! Can't wait!

On Monday, September 29, 2014 10:13 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Because of construction parking on WI Ave is very restricted. You may have to park in the neighborhood

Sent from my iPhone

> On Sep 29, 2014, at 9:41 AM, Mark A. Robbins <[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])> wrote:  
>  
> I'll likely get there tonight at 6:30, when Wisconsin Ave parking restrictions end.  
>  
> Mark A. Robbins  
> Cell: [REDACTED]

**From:** susangm  
**Sent:** Mon, 29 Sep 2014 11:41:35 -0400  
**To:** Dan Blair; Mark A. Robbins  
**Cc:** Tricia Hollis; Carrie Cabelka  
**Subject:** Re:  
**Importance:** Normal

Thanks for the heads up.

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

----- Original message -----

From: Dan Blair  
Date: 09/29/2014 10:13 AM (GMT-05:00)  
To: "Mark A. Robbins"  
Cc: Tricia Hollis, Susan Marshall, Carrie Cabelka  
Subject: Re:

Because of construction parking on WI Ave is very restricted. You may have to park in the neighborhood

Sent from my iPhone

> On Sep 29, 2014, at 9:41 AM, Mark A. Robbins <markarobbins@[REDACTED]> wrote:  
>  
> I'll likely get there tonight at 6:30, when Wisconsin Ave parking restrictions end.  
>  
> Mark A. Robbins  
> Cell: [REDACTED]

**From:** Marshall, Susan G.  
**Sent:** Tue, 30 Sep 2014 13:57:24 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: OPM back in the news

Is that a reference to the article or to the dinner? LOL

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, September 30, 2014 8:43 AM  
**To:** Marshall, Susan G.; ccabelka@yahoo.com; 'Mark A. Robbins'; Hollis, Tricia  
**Subject:** RE: OPM back in the news

Disgusting.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, September 30, 2014 8:10 AM  
**To:** ccabelka@yahoo.com; 'Mark A. Robbins'; Dan Blair; Hollis, Tricia  
**Subject:** OPM back in the news

Great catching up with everyone last night!

## 33k-per-month federal anti-waste consultant sues government for \$10m

By Luke Rosiak | September 30, 2014 | 5:00 am

A consultant who was paid lavishly by the government to identify waste was found to have received contracts improperly, and he is now suing the government for \$10 million, saying the negative publicity of that finding made it impossible for him to earn a living, since the government is his only means of making money.

A high-ranking appointee of President Obama was found to have advocated for the steering of contracts to the consultant without competitive bidding, and he agreed to resign.

*He, too, has filed a \$5 million suit, saying the government didn't invite him to tell his side of the story at the press conference where it announced the crackdown on contracting abuses, and that he was deprived of his due process rights, despite voluntarily resigning in exchange for severance pay when confronted with evidence.*



Consultant Stewart Liff filed suit in July against the government for more than \$10 million, revealing that the government paid him \$33,000 a month, the Examiner found.

Twelve days later, Raymond Jefferson, the former assistant secretary of labor who resigned in disgrace for his role in steering contracts to Liff, filed his own suit against the feds.

Jefferson was one of the first Obama appointees to resign in scandal after an investigation by the Labor Department's inspector general.

Both suits say the IG report on how officials used tricks to circumvent competitive bidding tarnished the men's reputations and also insist that the government pay for a public relations firm to bolster their images.

Liff, who had virtually no prior private sector management experience, was paid more than \$230,000 by the government in only seven months for his "leadership" advice, according to his lawsuit.

"In July 2011, when the DOL-OIG report was issued, Liff already had earned approximately \$230,500 from government consulting work and was on track to earn more than \$300,000 by year end, almost all of which was generated by government contracts," it said.

He also claimed to have suffered more than \$810,000 in "lost consulting opportunities" in the three years between his resignation and the filing of his lawsuit, which demands "not less than \$10,000,000."

As the Examiner reported in June, according to another IG report on contracts to Liff by the Office of Personnel Management, "Liff became acquainted with Mr. Jefferson after the 2008 Presidential election. Mr. Jefferson was on the Veterans Benefits Administration (VBA) Transition Team for the Obama-Biden Administration."

The OPM report found an email by Liff in which he said he could create the optics of a lower hourly wage by inflating the number of hours reported.

"If we need to make the price more palatable, we could add another say 200 hours or so to the estimate, and then reduce the hourly rate by 10% to get the same final number," Liff wrote.

Jefferson now lives in Singapore and markets himself as a professional "keynote" speaker, playing off his connection to Obama.

On July 21, 2011, the inspector general's office presented Seth Harris, then deputy secretary of labor, with its investigation into contracting fraud.

The next day, Harris put Jefferson on administrative leave, writing to him that he had seen evidence that Jefferson was involved in "very serious misconduct ... including ethics and procurement violations."

The next week, he sent a copy of the IG report to Jefferson, and later that week told him "that he had four hours in which to resign or be fired. If he resigned, Harris told Jefferson that his resignation would take effect on September 1, 2011 so that Jefferson would still receive a salary through August, according to the lawsuit.

"If Jefferson did not resign by close of business July 26, 2011, Harris said that he would fire Jefferson immediately and without any severance pay."

His lawyer, Peter C. Choharis, told the Examiner: "I can be an at-will employee and fired for no reason whatsoever, but you can't fire me for a false reason."

"Jefferson committed no violations of law, what he's accused of isn't a violation of law, and he never even learned he was accused of wrongdoing until the report came out," Choharis said, adding that the government routinely dictates to contractors that they must take on hand-selected subcontractors because engaging in competitive bidding for small amounts of work is burdensome.

He said Jefferson — whose salary was \$156,000 in 2010 — accepted the resignation deal because he needed the severance money, and that Choharis took on much of the legal work for free.

"I've done the vast majority pro bono. It shows that serving in government is perilous, and your reputation can be destroyed."

The lawsuit says the IG report contains errors and that other people at Labor were engaged in contracting malfeasance and that it wasn't fair that the IG didn't focus on them.

It indicates he was made a scapegoat — and indeed, the Examiner's earlier report found that while the Obama administration got headlines for enforcing accountability after Jefferson's resignation, others involved with similar practices around Liff's work at OPM got promotions.

The lawsuit also said Jefferson didn't have a relationship with Liff that would provide a motive for wrongfully steering contracts to him.

The department couldn't contract with Liff directly without opening bidding to others, so it instructed an existing contractor to hire him as a subcontractor, even though that contractor had nothing to do with his work.

"Jefferson lost opportunities for lucrative public speaking engagements because of the Report's allegations of legal and ethical violations. On a personal level, Jefferson has had to bear the humiliation, anger, and depression from having his name and reputation ruined," the lawsuit says.

The suit singles out the Department of Labor, his former bosses, the inspector general's office and individual investigators.

Inspector generals' offices work to identify waste, fraud and abuse at federal agencies.

*The suit by Liff, who was paid hundreds of thousands of dollars a year to identify waste in government, says it is an outrage that IGs have wide latitude to conduct investigations, which are fact-finding and don't bring automatic penalties.*

The government's actions are "emblematic of a larger and increasing problem — the virtually unconstrained power of federal Inspector Generals to decimate livelihoods as they conduct investigations, without any readily available or effective means of oversight or protection for those

ensnared — no judge to resolve disputes, no mandatory rules of procedure with sanctions, no feasible means of appeal if an OIG oversteps,” his lawsuit says.

“Liff brings this action because he refuses to be bullied and vilified by the government that he diligently, competently and honorably served first as an SES-level federal employee and most recently as a government contractor/consultant. The government, he believes, has to be held accountable. He has to be, finally, made whole.”

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Tue, 30 Sep 2014 22:56:09 +0000  
**To:** 'Dan Blair'; 'Diane Baker'  
**Subject:** After trouncing U-M, Minnesota coach Jerry Kill thanks Grand Rapids doctor for epilepsy care | MLive.com

[http://www.mlive.com/news/grand-rapids/index.ssf/2014/09/after\\_trouncing\\_u-m\\_minnesota.html](http://www.mlive.com/news/grand-rapids/index.ssf/2014/09/after_trouncing_u-m_minnesota.html)

LOVE IT!!



**From:** Diane Baker  
**Sent:** Wed, 1 Oct 2014 06:03:41 -0400  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair  
**Subject:** Re: After trouncing U-M, Minnesota coach Jerry Kill thanks Grand Rapids doctor for epilepsy care | MLive.com

This is great!

Sent from my iPhone

> On Sep 30, 2014, at 6:56 PM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:  
>  
> [http://www.mlive.com/news/grand-rapids/index.ssf/2014/09/after\\_trouncing\\_u-m\\_minnesota.html](http://www.mlive.com/news/grand-rapids/index.ssf/2014/09/after_trouncing_u-m_minnesota.html)  
>  
> LOVE IT!!

**From:** Marshall, Susan G.  
**Sent:** Mon, 27 Oct 2014 18:08:04 +0000  
**To:** John Marshall (Jmarshall [REDACTED])  
**Subject:** I almost

I almost cried when I read Dan's message...if only I could figure out how to make it work!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, October 27, 2014 2:07 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Clinger-Cohen at 20

THAT WOULD BE WONDERFUL

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, October 27, 2014 2:07 PM  
**To:** Dan Blair  
**Subject:** RE: Clinger-Cohen at 20

I might take you up on that...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, October 27, 2014 2:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Clinger-Cohen at 20

It's a great idea. Why don't you get detailed over here and put it together?

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, October 27, 2014 2:00 PM  
**To:** Dan Blair  
**Subject:** Clinger-Cohen at 20

It has been 20 years since the passage of the bill. I hope someone out there will take advantage of the anniversary to highlight the need for correct implementation..especially in light of all this talk about how IT buying and management isn't working...healthcare.gov!

Wouldn't it be cool to have Mr. Clinger and Senator Cohen participate in an event like that? I'd attend!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Monday, October 27, 2014 1:56 PM  
**To:** Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail)); 'Bill Greenwalt'  
**Subject:** And Brubaker didn't even ask for our comment! :)

## **Computer Chaos' at 20: Back where we started**

By Paul Brubaker  
Oct 24, 2014

Editor's Note: Paul Brubaker worked for Sen. Cohen in the mid-1990s as a subcommittee staff director, and was deeply involved in drafting both the Computer Chaos report and the Clinger-Cohen legislation.

Twenty years ago this month, then-Sen. William S. Cohen issued his seminal investigative report entitled "Computer Chaos."

That report, and the Maine Republican's deep interest and commitment in fixing the longstanding systemic deficiencies in the government's approach to buying technology, were the driving forces behind the Information Technology Management Reform Act, now recognized as the IT provisions of the Clinger-Cohen Act.

At a recent luncheon, I had the opportunity to discuss the progress, or lack thereof, with Cohen. I think it is fair to say that we were both dismayed and disappointed that almost two decades later, the government has failed to take full advantage of the tools provided by the law that bears his name.

What was most disappointing was our mutual realization that many of the deficiencies highlighted in the Chaos report are still plaguing the government's inability to keep pace with advances in technology.

The Government Accountability Office, the inspectors general and congressional committees are still citing failures that can be traced to many of the findings in the report: inadequate planning; misunderstood and over-prescribed requirements; large unmanageable programs; skill set disconnects; cumbersome and antiquated regulations and practices; disconnect



between acquisition and mission; failure to link technology investments to mission outcomes; inadequate business cases ... and the list goes on.

We also seem to be spending millions and wasting time redocumenting the deficiencies and admiring the problem when in fact, many of these flaws could be addressed by refocusing on the key provisions of the Clinger-Cohen Act and actually implementing them.

**Last year I watched in shock and horror** as a senior agency executive spent seven figures on a McKinsey study to highlight the very findings outlined above, while many of the oversight responsibilities delegated to that executive under Clinger-Cohen were either neglected or poorly executed. Too often, it seems, government does not take sufficient care to hire people with the necessary knowledge, skills, abilities and traits to succeed.

Over the past decade we have watched successive major procurements continue to fail in virtually every major department. And after spending more than \$800 million on a fatally flawed HealthCare.gov site, it is still not clear the holistic and tightly integrated underlying business processes will ever be properly automated.

Moreover, the oversight mechanisms established by the Office of Management and Budget to gain visibility into the health of IT spending are useless. At the core is the fact that OMB and the agencies have lost the plot. They have simply forgotten what Computer Chaos and the Clinger-Cohen Act were saying: "It's the business processes, stupid; not the technology."

**Since passage of Clinger-Cohen, well meaning but tragically bureaucratic policy people have been at the core of prescribing implementation guidance for the provisions of the law -- and they have simply gotten it wrong.**

Additional laws and regulations have also added to the layers of non-value added bureaucracy that have bastardized Clinger-Cohen's intent, and burdened the system to the point where everything from capital planning and investment control, architecture, security and business case development has turned into a compliance exercise. At the same time, those subsequent additions have stifled innovation and the rapid deployment of the types of technologies that can transform business cases and create billions of dollars in efficiencies.

One need only to look at the FedRAMP process to see my point. This is an extraordinarily cumbersome and bureaucratic response to a legitimate concern that is better handled through clear lines of responsibility and accountability. This process arguably has unnecessarily slowed down cloud deployment in the federal government and has created billions of dollars in opportunity cost and lost innovation, as infrastructure and cloud service providers have spent millions attempting to navigate a fluid, often unclear, and understaffed compliance exercise -- one that, at its core, may not really even be achieving its objective.

There are other examples. Implementation of FISMA, E-Gov Act requirements, OMB A-130, OMB's 25-point plan and other inflexible and complicated laws, regulations, policies and



practices have all conspired to ensure that we live in a federal IT environment that is impossibly complicated.

It is at least as daunting today as it was 20 years ago, when Cohen set out to simplify the government's approach to technology in a way that would allow agencies to take advantage of 21st century tools. Clearly, and sadly, we are back to the future.

#### About the Author

Paul Brubaker is AirWatch by VMWare's director for U.S. federal government.

#### **Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Fri, 31 Oct 2014 17:43:46 +0000  
**To:** Dan G (blair2900@ )  
**Subject:** FW: Invitation to National Academy of Public Administration Fall Meeting  
**Attachments:** NAPA Fall Meeting Agenda.pdf, Fall Meeting Registration.pdf

VERY impressive line up!

---

**From:** SMTP Dan CEO [mailto:ceo@napawash.org]  
**Sent:** Thursday, October 30, 2014 6:35 PM  
**To:** Marshall, Susan G.  
**Subject:** Invitation to National Academy of Public Administration Fall Meeting



## NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

1600 K Street, N.W., Suite 400  
Washington, D.C. 20006

TEL: (202) 347-3190 FAX: (202) 223-0823  
INTERNET: [www.napawash.org](http://www.napawash.org)

October 30, 2014,

Good evening Susan -

Please accept this invitation to you and your colleagues to attend the upcoming Academy Fall meeting. The event will commence at 8:30 am, November 13<sup>th</sup> at the Double Tree Hotel in Crystal City. This year's conference will examine "Public Administration 2025—How will Government Adapt?" This program will explore changes in the ways government, at all levels, will adapt to a rapidly changing environment. How government delivers on its goods and services to the American people will look far different a decade from now. Change will be transformative, introducing new risks, but more importantly new opportunities and a chance for a restored public confidence in government.

We have an excellent agenda on tap. Plenary speakers include OMB Deputy Director for Management **Beth Cobert** (invited), GSA Administrator **Dan Tangherlini** (invited), OPM Director **Katherine Archuleta** and IRS Commissioner **John Koskinen**. Additional speakers include:

- **Robert F. Hale**, Former Under Secretary (Comptroller) and Chief Financial Officer, Office of the Under Secretary of Defense, U.S. Department of Defense
- **Jacques Gansler**, Professor and Roger C. Lipitz Chair, Director of the Center for Public Policy and Private Enterprise at the University of Maryland
- **Michael A. Pagano**, Dean, College of Urban Planning and Public Affairs; University of Illinois At Chicago

- **Bob Tobias**, Professor, Public Sector Executive Education, American University
- **Tom Shoop**, Vice President and Editor in Chief, Government Executive Magazine
- **Mark Funkhouser**, Governing Magazine

We are most grateful to **Management Concepts, Inc.** and **KPMG LLP** for generously supporting this effort as Academy Patron-level sponsors of the Fall Meeting. We are also appreciative of **Grant Thornton LLP** for supporting the meeting as an Academy Benefactor sponsor and **IBM Business of Government** at the Sponsor level. We are pleased to announce that Federal News Radio will serve as our exclusive media partner in covering the day's events.

Please see [this link](#) to register if you have not already done so, or fill in the **attached registration form** and mail us your payment. This invitation is transferable and please feel free to distribute to your colleagues.

Regards,

Dan

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy:   





NATIONAL ACADEMY OF  
PUBLIC ADMINISTRATION

## 2014 ACADEMY FALL MEETING

### Public Administration 2025: How Will Government Adapt?

November 13, 2014

Doubletree Hotel Crystal City  
300 Army Navy Drive  
Arlington, Virginia

*The public administration community faces one certainty – the status quo will change and change dramatically. What government does and how it does it will look far different a decade from now. Change will be transformative, introducing new risks, but more importantly new opportunities and a chance for a restored public confidence in government. The presentations and conversations at the annual meeting of the Academy's Fellows and their guests will help answer this question.*

The Academy wishes to thank the Program Committee for producing this excellent program.

**Program Chair**

Jeff Steinhoff

**Program Committee**

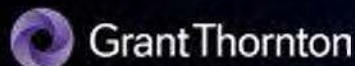
Thad Allen, Angela Evans, Sallyanne Payton, Paul Posner, David Van Slyke, and David Wennegren

The Academy also thanks the meeting Sponsors.

Patrons



Benefactor



Media Sponsor



Sponsor



Availability is limited. To register: Follow [this link](#)



# FALL MEETING AGENDA

8:00 – 8:40 a.m.  
*Foyer*

## **Registration and Continental Breakfast**

<https://www.eventbrite.com/e/2014-academy-fall-meeting-tickets-13260972927>

8:40 – 9:15 a.m.  
*Washington Ballroom*

## ***Plenary Session***

### **Welcome and Opening Remarks**

**Robert J. Shea\***, Chair, Academy Board of Directors; Principal, Grant Thornton LLP

**The Honorable Dan G. Blair\*** President and CEO, National Academy of Public Administration

**Stephen Maier** President, Management Concepts, Inc.

### **Overview and Meeting Opening: “Public Administration Circa 2025”**

**Jeffery C. Steinhoff\*** Chair, Fall Meeting Program Planning Committee; Executive Director, KPMG Government Institute; Managing Director, Federal Advisory, KPMG LLP

9:15 – 10:05 a.m.

### **“Managing for the Future” – a moderated discussion with**

**Francis Rose**, Federal News Radio

*(Invited)*

**The Honorable Beth Cobert**, Deputy Director for Management, Office of Management and Budget

*(Invited)*

**The Honorable Dan Tangherlini**, Administrator, General Services Administration

10:15 – 11:30 a.m.

## ***Concurrent Sessions***

1) *Jefferson Room*

### **How the Media Covers Government Administration**

**Lisa Wolfe**, Program Director, Federal News Radio

**Tom Shoop\***, Vice President and Editor in Chief, Government Executive Magazine

**The Honorable Mark Funkhouser**, Publisher of *Governing*; Director of the Governing Institute

How has the relationship between governments and the media changed in the last decade? How has social media influenced how the public receives information from governments? Who controls the message?

2) *Wilson Harrison Room*

### **Technology—Increasingly Everywhere**

**Sallyanne Payton\***, Director, Spirituals for the 21st Century Project, University of Southern California-Dominquez Hills (Moderator)

**Mark A. Forman**, Co-Founder, Government Transaction Services

Enabling technology will increase expectations and performance, while driving down costs. Technology, which has already had profound impact on government, will continue to be a game changer in the way government operates and interacts with the public. What is the “Internet of Things”?

3) *Jackson Room*

### **Finding and Funding What Works**



**Jon Baron\*\***, President, Coalition for Evidence-Based Policy (Moderator)  
**Grover J. “Russ” Whitehurst**, Director, Brown Center on Education Policy, Brookings Institution; Former Director, Institute of Education Sciences, U.S. Department of Education  
**Naomi Goldstein**, U.S. Department of Health and Human Services  
**Demetra Nightingale\*\***, Chief Evaluation Officer, Department of Labor

“Absence of evidence is not evidence of absence” (Carl Sagan). Has the relatively recent focus on evidence-based decision-making enriched or stalled policy deliberations? What proof do we have that evidence-based decision-making has improved the quality of decision-making and program implementation? This session will explore the role of evidence in enhancing the availability of timely, authoritative and relevant information to policy makers.

#### 4) Potomac View Room

#### **Shifting Defense Priorities and Fiscal Realities Demand Substantive Organizational and Business Reforms**

**William R. Phillips**, Charter Member, U. S Department of Defense Business Board; Principal-in-Charge, KPMG Federal Advisory

**The Honorable Robert F. Hale\***, Former Under Secretary (Comptroller) and Chief Financial Officer, Office of the Under Secretary of Defense, U.S. Department of Defense

**William C. Greenwalt\***, Guest Lecturer, Robert H. Smith School of Business, University of Maryland

**The Honorable Elizabeth A. McGrath\***, Former Deputy Chief Management Office, U.S. Department of Defense; Director, Federal Government and Commercial Clients, Deloitte Consulting LLP

With the rapidly changing national security landscape, the Department of Defense is at an inflection point, with a compelling need to reduce infrastructure and overhead costs and reinvent the way that the Pentagon is organized and does business. This mandate for change will require profound, rather than incremental, change and will have significant impacts on current programs, the Defense workforce, the Defense industrial base, and the state and local governments that benefit from Defense.

11:45 – 2:00 p.m.  
*Washington Ballroom*

#### **Lunch**

#### **Elmer B. Staats Lecture**

*The Lecture Program honors Elmer B. Staats, whose exemplary contribution in government serves as a standard. Mr. Staats' long and distinguished career was capped by his service as Comptroller General of the United States.*

*Setting the Stage:* **Reginald F. Wells\***, Deputy Commissioner for Human Resources and Chief Human Capital Officer, Office of Human Resources, Social Security Administration

*Introducer:* **The Honorable Dan G. Blair\***, President and CEO, National Academy of Public Administration

Lecturer:

**The Honorable Katherine Archuleta**, Director, Office of Personnel Management



### **The Louis Brownlow Book Award**

**Norman Johnson\***, Chair, Louis Brownlow Book Award Committee; Executive, Office of the President, Wilberforce University

**Rahul Sagar**, 2014 Louis Brownlow Book Award Winner; Associate Professor of Political Science, Yale University and Lee Kuan Yew School of Public Policy, NUS  
Author, *Secrets and Leaks*

2:00 – 2:15 p.m.

### **Networking Break**

2:15 – 3:45 p.m.

### **Concurrent Sessions**

#### *1) Jefferson Room*

### **Engaging Government and Business to Improve the Nation's Physical Infrastructure – Public-Private Partnership**

**David Van Slyke\***, Louis A. Bantle Chair in Business and Government Policy, The Maxwell School of Citizenship and Public Affairs, Syracuse University

**The Honorable Jacques Gansler\***, Professor and Roger C. Lipitz Chair, Director of the Center for Public Policy and Private Enterprise at the University of Maryland

**Michael A. Pagano\***, Dean, College of Urban Planning and Public Affairs  
University of Illinois At Chicago

**Nick Greenwood**, Managing Director, Infrastructure Advisory Services, KPMG

**Joshua L. Schank**, President and CEO, Eno Center for Transportation

Worldwide infrastructure spending is expected to grow from \$4 trillion per year in 2012 to more than \$9 trillion by 2025. Public-Private Partnerships (PPPs) are a policy tool used by a number of countries to attract and engage private participation in the financing, development, and operation of a broad and diverse range of infrastructure investment projects. While countries such as the United Kingdom, Australia, Norway, South Korea, and India have long used PPPs, the United States has been slow to embrace this approach. More recently, given fiscal constraints, aging infrastructure, and the need for new investments that promote economic development and a higher quality of living, states and localities have turned to PPPs with encouragement from the federal government.

#### *2) Wilson Harrison Room*

### **Sharing Across Stovepipes—The New Normal**

**The Honorable David A. Mader\***, Controller, Office of Federal Financial Management, U.S. Office of Management and Budget

**Elizabeth Angerman**, Director, Office of Financial Innovation and Transformation  
U.S. Department of Treasury

**The Honorable Chip Fulghum**, Chief Financial Officer, U.S. Department of Homeland Security

**The Honorable Brad Huth\***, Chief Financial Officer, U.S. Department of Housing and Urban Development

Managing the cost of government will result in breaking down barriers within and between government agencies and levels of government to improve service delivery and reduce cost. Fiscal sustainability will continue to drive the impetus to reduce backroom costs, more from necessity than from a desire for government organizations to dramatically change the status quo. OMB is already moving



aggressively in this direction through the Federal IT Shared Services Strategy (Shared First) and the issuance of M-13-08, Improving Financial Systems Through Shared Services. The panel will explore how we can successfully manage what represents transformational change that cuts across organizational boundaries to move to shared services and break down stovepipes.

3) *Jackson Room*

*Session begins at 2:30*

**Reinvigorating the Civil Service**

**The Honorable Dan G. Blair\***, President and CEO, National Academy of Public Administration

**Robert M. Tobias\***, Professor, Public Sector Executive Education, American University

**Max Stier\***, President and CEO, Partnership for Public Service

**John C. Salamone\***, Vice President, Federal Management Partners

**Angela Evans\***, Clinical Professor in Public Policy Practice, LBJ School of Public Affairs, University of Texas

The federal government faces a critical juncture as baby boomers, who made government service a high calling for five decades, complete their professional journeys, with the last wave turning age 65 in 2029. This long-predicted retirement wave presents challenges, as well as opportunities. Surveys of college seniors show that only 6 percent would consider public service, with only 2.3 percent willing to consider federal service. What plans and strategies will federal agencies and departments employ to attract millennials and Gen-Xers to public service over the next decade? What skill sets will employees need? Are departments and agencies prepared for this challenge? The panel will explore what will be needed to overcome these obstacles, seize opportunities and reinvigorate the public service.

4) *Potomac View Room*

**The State of State Finances**

**John R. Bartle\***, Dean, College of Public Affairs and Community Service, University of Nebraska-Omaha

**Merl M. Hackbart\***, Provost Distinguished Service Professor & Interim Director Martin School of Public Policy & Administration, University of Kentucky

**Scott D. Pattison\***, Executive Director, National Association of State Budget Officers

**Marilyn M. Rubin\***, Professor of Public Administration and Economics and Director of MPA Program, John Jay College of Criminal Justice, City University of New York

**Katherine G. Willoughby\***, Professor, Department of Public Management and Policy, Andrew Young School of Policy Studies, Georgia State University

5) *Commonwealth Room*

**New Fellow Orientation**

**Blue Wooldridge\***, Chair, Membership Committee; Professor, L. Douglas Wilder School of Government, Virginia Commonwealth University

**The Honorable Dan G. Blair\***, President and CEO, National Academy of Public Administration

3:45 – 4:15 p.m.

**Networking Break**



4:15 – 7:00 p.m.

**James E. Webb Lecture**

**Introduction: The Honorable Dan G. Blair\***, President and CEO, National Academy of Public Administration

Lecturer:

**The Honorable John A. Koskinen\***, Commissioner, Internal Revenue Service, U.S. Department of the Treasury

*Washington Ballroom*

*The Webb Lecture Program honors James E. Webb. Mr. Webb's career, capped by his exemplary contributions as director of the Bureau of the Budget and Administrator of the National Aeronautics and Space Administration, serves as a standard for those who want to improve and strengthen the capacities and performance of government.*

*The Lecture Program is sponsored by the Academy's Fund for Excellence in Public Administration, through a generous grant from the Kerr Foundation. The annual lecture is presented by a distinguished American.*

**George Graham Award for Exceptional Service to the Academy**

**Sy Murray**, Chair, The George Graham Award Committee

**Induction Ceremony for New Fellows**

**Philip Joyce\***, Chair, Fellows Nominating Committee; Professor of Public Policy Maryland School of Public Policy, University of Maryland

**Closing Remarks**

**The Honorable Dan G. Blair\***, President and CEO, National Academy of Public Administration

7:00 – 8:30 p.m.

*Potomac View/Windows*

**Reception**



# NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

1600 K Street, N.W., Suite 400  
Washington, D.C. 20006

TEL: (202) 347-3190 FAX: (202) 223-0823  
INTERNET: [www.napawash.org](http://www.napawash.org)

## 2014 Fall Meeting November 13, 2014 Registration

\_\_\_\_\_ \$199.00 Meeting registration (includes meal functions on Wednesday, Thursday and Friday)

\_\_\_\_\_ \$199.00 Spouse/guest meeting registration

\$\_\_\_\_\_ Total Amount Due

### Method of Payment:

Check (made payable to the National Academy of Public Administration)

Credit Card (circle one): Visa, MasterCard, American Express

Card Number: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Name on Credit Card: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Name for name badge (if different):  
\_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ FAX: \_\_\_\_\_

Guest Name: \_\_\_\_\_

**PLEASE RETURN THIS FORM by November 7, 2014 with payment to:**

[Ltrahan@napawash.org](mailto:Ltrahan@napawash.org) or  
National Academy of Public Administration  
1600 K Street, N.W., Suite 400  
Washington, DC 20006  
Fax: 202-223-0823 (Attn: Lisa Trahan)

**From:** Marshall, Susan G.  
**Sent:** Mon, 10 Nov 2014 17:44:40 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: are you in the office?

Let's try the 25th. Lincoln's, Hamilton, Joe's? Just some ideas...I am open to anything but sushi or Indian, or Ethiopian..tried it, but not enough starches so not my thing.:)!

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, November 10, 2014 12:31 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: are you in the office?

Maybe the 24<sup>th</sup> or 25<sup>th</sup>?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, November 10, 2014 12:29 PM  
**To:** Dan Blair  
**Subject:** RE: are you in the office?

:)! How about after the 14th?

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, November 10, 2014 12:27 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: are you in the office?

I just was checking in to see if you were free for lunch!

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, November 10, 2014 12:26 PM  
**To:** Dan Blair  
**Subject:** RE: are you in the office?

No...I am at home 703.409.0107,

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, November 10, 2014 12:12 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** are you in the office?

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy:   



**From:** Marshall, Susan G.  
**Sent:** Fri, 14 Nov 2014 14:07:52 +0000  
**To:** 'FISHER, ANN C'; Dan G. Blair  
**Subject:** RE: New PMG

WHOA!!!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Friday, November 14, 2014 9:07 AM  
**To:** Dan G. Blair; Marshall, Susan G.  
**Subject:** Fwd: New PMG

Sent from my iPhone

Begin forwarded message:

**From:** "HARLE, KEVIN R" <[kevin.harle@prc.gov](mailto:kevin.harle@prc.gov)>  
**Date:** November 14, 2014 at 8:40:46 AM EST  
**To:** ALL PRC <[All\\_PRC@prc.gov](mailto:All_PRC@prc.gov)>  
**Subject:** New PMG

Chairman Barnett has just announced that COO Megan Brennan as the new PMG succeeding Pat Donahoe

R. Kevin Harle  
Manager, Financial and Service  
Performance Reporting  
Office of Accountability and Compliance  
Postal Regulatory Commission

  
[Kevin.harle@prc.gov](mailto:Kevin.harle@prc.gov)

**From:** Marshall, Susan G.  
**Sent:** Fri, 14 Nov 2014 14:21:36 +0000  
**To:** 'FISHER, ANN C'  
**Subject:** RE: New PMG

Another Pennsylvania PMG! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Friday, November 14, 2014 9:07 AM  
**To:** Dan G. Blair; Marshall, Susan G.  
**Subject:** Fwd: New PMG

Sent from my iPhone

Begin forwarded message:

**From:** "HARLE, KEVIN R" <[kevin.harle@prc.gov](mailto:kevin.harle@prc.gov)>  
**Date:** November 14, 2014 at 8:40:46 AM EST  
**To:** ALL PRC <[All\\_PRC@prc.gov](mailto:All_PRC@prc.gov)>  
**Subject:** New PMG

Chairman Barnett has just announced that COO Megan Brennan as the new PMG succeeding Pat Donahoe

R. Kevin Harle  
Manager, Financial and Service  
Performance Reporting  
Office of Accountability and Compliance  
Postal Regulatory Commission

  
[Kevin.harle@prc.gov](mailto:Kevin.harle@prc.gov)

**From:** Dan Blair  
**Sent:** Fri, 14 Nov 2014 17:05:35 +0000  
**To:** FISHER, ANN C; Susan Marshall  
**Subject:** RE: New PMG

Oh wow!

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Friday, November 14, 2014 9:07 AM  
**To:** Dan Blair; Susan Marshall  
**Subject:** Fwd: New PMG

Sent from my iPhone

Begin forwarded message:

**From:** "HARLE, KEVIN R" <[kevin.harle@prc.gov](mailto:kevin.harle@prc.gov)>  
**Date:** November 14, 2014 at 8:40:46 AM EST  
**To:** ALL PRC <[ALL\\_PRC@prc.gov](mailto:ALL_PRC@prc.gov)>  
**Subject:** New PMG

Chairman Barnett has just announced that COO Megan Brennan as the new PMG succeeding Pat Donahoe

R. Kevin Harle  
Manager, Financial and Service  
Performance Reporting  
Office of Accountability and Compliance  
Postal Regulatory Commission

  
[Kevin.harle@prc.gov](mailto:Kevin.harle@prc.gov)

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** Re: Napa in the press..Patent Office Telework Abuses Raise Fear of Wider Crackdown - Oversight - GovExec.com  
**Date:** Tuesday, November 18, 2014 8:30:45 PM

---

Thanks! We knew this would be a high profile engagement. But we didn't expect it this fast!

Sent from my iPhone

> On Nov 18, 2014, at 7:02 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

>

> <http://m.govexec.com/oversight/2014/11/patent-office-telework-abuses-raise-fear-wider-crackdown/99386/?oref=dropdown>



**From:** Marshall, Susan G.  
**Sent:** Wed, 19 Nov 2014 00:02:02 +0000  
**To:** 'Dan Blair'  
**Subject:** Napa in the press..Patent Office Telework Abuses Raise Fear of Wider Crackdown - Oversight - GovExec.com

<http://m.govexec.com/oversight/2014/11/patent-office-telework-abuses-raise-fear-wider-crackdown/99386/?oref=dropdown>

**From:** Dan Blair  
**Sent:** Wed, 19 Nov 2014 01:30:29 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: Napa in the press..Patent Office Telework Abuses Raise Fear of Wider Crackdown - Oversight - GovExec.com

Thanks! We knew this would be a high profile engagement. But we didn't expect it this fast!

Sent from my iPhone

> On Nov 18, 2014, at 7:02 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> <http://m.govexec.com/oversight/2014/11/patent-office-telework-abuses-raise-fear-wider-crackdown/99386/?oref=dropdown>

**From:** Marshall, Susan G.  
**Sent:** Mon, 24 Nov 2014 20:38:09 +0000  
**To:** 'Shea, Robert'  
**Cc:** Dan G  
**Subject:** RE: The return of Fred A!

Hey, when are you big wigs free for lunch? And no, I don't put notebooks together for fun! After making those notebooks for FDT I never want to see a notebook again!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Shea, Robert [mailto:Robert.Shea@[REDACTED]]  
**Sent:** Monday, November 24, 2014 3:28 PM  
**To:** Marshall, Susan G.  
**Cc:** Dan G; Brown, Ellen B. (ebrown@mail.[REDACTED])  
**Subject:** Re: The return of Fred A!

No it doesn't... honey

Sent from my iPhone

On Nov 24, 2014, at 3:26 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Oh honey, I always put together a notebook to cure what ails me—you should try it! It works better than a Tom Collins with Absolut vodka! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton

LLP at [www.GrantThornton.com](http://www.GrantThornton.com)

Please consider the environment before printing this email.

---

**From:** Shea, Robert [[mailto:Robert.Shea@\[REDACTED\]](mailto:Robert.Shea@[REDACTED])]  
**Sent:** Monday, November 24, 2014 3:21 PM  
**To:** Marshall, Susan G.; 'Dan G'  
**Cc:** Brown, Ellen B. ([ebrown@mail@\[REDACTED\]](mailto:ebrown@mail@[REDACTED]))  
**Subject:** RE: The return of Fred A!

I'm having post traumatic stress disorder

**Robert Shea | Principal**  
Grant Thornton LLP  
333 John Carlyle, Suite 500 | Alexandria, VA | 22314 | United States  
**T (direct)** +1 [REDACTED]  
**T (mobile)** +1 [REDACTED]  
**E** [robert.shea@\[REDACTED\]](mailto:robert.shea@[REDACTED]) | **W** [www.grantthornton.com](http://www.grantthornton.com)  
**LinkedIn:** <http://www.linkedin.com/in/robertjshea> | **Twitter:** <https://twitter.com/#!/robertjshea>

<[image001.jpg](#)>

Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at [www.GrantThornton.com](http://www.GrantThornton.com).

Please consider the environment before printing this email.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, November 24, 2014 3:19 PM  
**To:** 'Dan G'  
**Cc:** Shea, Robert; Brown, Ellen B. ([ebrown@mail@\[REDACTED\]](mailto:ebrown@mail@[REDACTED]))  
**Subject:** RE: The return of Fred A!

Sheame on you.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [[mailto:blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED])]  
**Sent:** Monday, November 24, 2014 3:08 PM  
**To:** Marshall, Susan G.



**Cc:** Shea, Robert ([Robert.Shea@](mailto:Robert.Shea@)); Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail))  
**Subject:** Re: The return of Fred A!

What was Robert? Shea butter? Tou-Shea? Sa-Shea?

Sent from my iPhone

On Nov 24, 2014, at 3:05 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

You are welcome Blair Mansion! Or should I say, Blair Witch Project!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [<mailto:blair2900@>]  
**Sent:** Monday, November 24, 2014 2:57 PM  
**To:** Marshall, Susan G.  
**Cc:** Shea, Robert ([Robert.Shea@](mailto:Robert.Shea@)) Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail))  
**Subject:** Re: The return of Fred A!

Thanks for sharing MARSHALL DILLON!!!

Sent from my iPhone

On Nov 24, 2014, at 1:03 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<image001.jpg>

Isn't that him sitting behind Grassley?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

**In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.**

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

**From:** Dan G  
**Sent:** Mon, 24 Nov 2014 17:22:40 -0500  
**To:** Brown, Ellen B.  
**Cc:** Robert.Shea@[REDACTED] MarshallS@oig.treas.gov  
**Subject:** Re: The return of Fred A!  
**Attachments:** image001.jpg

Have a safe trip!

Sent from my iPhone

On Nov 24, 2014, at 4:46 PM, Brown, Ellen B. <[ebrown@mail.\[REDACTED\]](mailto:ebrown@mail.[REDACTED])> wrote:

There is something REALLY wrong with ALL of you!! Not me, of course!! Haha – that's a good one!! Sorry I miss out on all the fun...seems like that happens a lot, right? Brent and I had dinner with Richard Hertling and his wife, Tracey, a couple of weeks ago – it was really fun...they are kinda cute (in a weird, nerdy way, they are ADOREABLE!!) and they told us FredA was back on the Hill. Richard said it "longingly" (he would LOVE to be back on the Hill) and Tracey said it as if it were the most pathetic thing she had ever heard (guess she doesn't EVER want Richard to go back to the Hill...!). Leaving for the airport in a moment to go see Matt in FL for Thanksgiving – back on Friday. Have a wonderful holiday, all of you guys!!! Love, EB

---

**From:** Shea, Robert [[mailto:Robert.Shea@\[REDACTED\]](mailto:Robert.Shea@[REDACTED])]  
**Sent:** Monday, November 24, 2014 3:28 PM  
**To:** Marshall, Susan G.  
**Cc:** Dan G; Brown, Ellen B.  
**Subject:** Re: The return of Fred A!

No it doesn't... honey

Sent from my iPhone

On Nov 24, 2014, at 3:26 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Oh honey, I always put together a notebook to cure what ails me—you should try it! It works better than a Tom Collins with Absolut vodka! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

<[image001.jpg](#)>

Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at [www.GrantThornton.com](http://www.GrantThornton.com)

Please consider the environment before printing this email.

---

**From:** Shea, Robert [[mailto:Robert.Shea@\[REDACTED\]](mailto:Robert.Shea@[REDACTED])]  
**Sent:** Monday, November 24, 2014 3:21 PM  
**To:** Marshall, Susan G.; 'Dan G'  
**Cc:** Brown, Ellen B. ([ebrown@mail.\[REDACTED\]](mailto:ebrown@mail.[REDACTED]))  
**Subject:** RE: The return of Fred A!

I'm having post traumatic stress disorder

**Robert Shea | Principal**  
Grant Thornton LLP  
333 John Carlyle, Suite 500 | Alexandria, VA | 22314 | United States  
T (direct) +1 [REDACTED]  
T (mobile) +1 [REDACTED]  
E [robert.shea@\[REDACTED\]](mailto:robert.shea@[REDACTED]) W [www.grantthornton.com](http://www.grantthornton.com)  
LinkedIn: <http://www.linkedin.com/in/robertjshea> | Twitter: <https://twitter.com/#!/robertjshea>

[<image001.jpg>](#)

Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at [www.GrantThornton.com](http://www.GrantThornton.com).

Please consider the environment before printing this email

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, November 24, 2014 3:19 PM  
**To:** 'Dan G'  
**Cc:** Shea, Robert; Brown, Ellen B. ([ebrown@mail.\[REDACTED\]](mailto:ebrown@mail.[REDACTED]))  
**Subject:** RE: The return of Fred A!

Sheame on you.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [[mailto:blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED])]  
**Sent:** Monday, November 24, 2014 3:08 PM  
**To:** Marshall, Susan G.  
**Cc:** Shea, Robert ([Robert.Shea@\[REDACTED\]](mailto:Robert.Shea@[REDACTED])); Brown, Ellen B. ([ebrown@mail.\[REDACTED\]](mailto:ebrown@mail.[REDACTED]))  
**Subject:** Re: The return of Fred A!



What was Robert? Shea butter? Tou-Shea? Sa-Shea?

Sent from my iPhone

On Nov 24, 2014, at 3:05 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

You are welcome Blair Mansion! Or should I say, Blair Witch Project!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [<mailto:blair2900@>]  
**Sent:** Monday, November 24, 2014 2:57 PM  
**To:** Marshall, Susan G.  
**Cc:** Shea, Robert ([Robert.Shea](mailto:Robert.Shea)); Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail))  
**Subject:** Re: The return of Fred A!

Thanks for sharing MARSHALL DILLON!!!

Sent from my iPhone

On Nov 24, 2014, at 1:03 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<image001.jpg>

Isn't that him sitting behind Grassley?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to

**be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.**

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

**PLEASE NOTE:** This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.



# Grant Thornton

An instinct for growth™

90

*years of making a difference*

**From:** Dan G  
**Sent:** Mon, 24 Nov 2014 20:50:37 -0500  
**To:** Marshall, Susan G.  
**Subject:** Re: The return of Fred A!  
**Attachments:** image001.jpg

Drinks with Powell? Dessert with Libby?

Sent from my iPhone

On Nov 24, 2014, at 6:27 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Dinner with Richard Hertling?

-----Original Message-----

**From:** Brown, Ellen B. [[ebrown@mail](mailto:ebrown@mail)]  
**Sent:** Monday, November 24, 2014 04:46 PM Eastern Standard Time  
**To:** [Robert.Shea](mailto:Robert.Shea); Marshall, Susan G.  
**Cc:** [blair2900@](mailto:blair2900@)  
**Subject:** RE: The return of Fred A!

There is something REALLY wrong with ALL of you!! Not me, of course!! Haha – that's a good one!! Sorry I miss out on all the fun...seems like that happens a lot, right? Brent and I had dinner with Richard Hertling and his wife, Tracey, a couple of weeks ago – it was really fun...they are kinda cute (in a weird, nerdy way, they are ADOREABLE!!) and they told us FredA was back on the Hill. Richard said it "longingly" (he would LOVE to be back on the Hill) and Tracey said it as if it were the most pathetic thing she had ever heard (guess she doesn't EVER want Richard to go back to the Hill...!). Leaving for the airport in a moment to go see Matt in FL for Thanksgiving – back on Friday. Have a wonderful holiday, all of you guys!!! Love, EB

---

**From:** Shea, Robert [[mailto:Robert.Shea](mailto:mailto:Robert.Shea)]  
**Sent:** Monday, November 24, 2014 3:28 PM  
**To:** Marshall, Susan G.  
**Cc:** Dan G; Brown, Ellen B.  
**Subject:** Re: The return of Fred A!

No it doesn't . . . honey

Sent from my iPhone

On Nov 24, 2014, at 3:26 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:



Oh honey, I always put together a notebook to cure what ails me—you should try it! It works better than a Tom Collins with Absolut vodka! ☺

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

[<image001.jpg>](#)

Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at [www.GrantThornton.com](http://www.GrantThornton.com)

Please consider the environment before printing this email.

---

**From:** Shea, Robert [<mailto:Robert.Shea@>]

**Sent:** Monday, November 24, 2014 3:21 PM

**To:** Marshall, Susan G.; 'Dan G'

**Cc:** Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail))

**Subject:** RE: The return of Fred A!

I'm having post traumatic stress disorder

**Robert Shea | Principal**

Grant Thornton LLP

333 John Carlyle, Suite 500 | Alexandria, VA | 22314 | United States

T (direct) +1

T (mobile) +1

E[robert.shea@](mailto:robert.shea@) | W[www.grantthornton.com](http://www.grantthornton.com)

LinkedIn:<http://www.linkedin.com/in/robertjshea> | Twitter:<https://twitter.com/#!/robertjshea>

[<image001.jpg>](#)

Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at [www.GrantThornton.com](http://www.GrantThornton.com)

Please consider the environment before printing this email.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Monday, November 24, 2014 3:19 PM

**To:** 'Dan G'

**Cc:** Shea, Robert; Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail) [REDACTED])

**Subject:** RE: The return of Fred A!

Sheame on you.

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** Dan G [<mailto:blair2900@> [REDACTED]]

**Sent:** Monday, November 24, 2014 3:08 PM

**To:** Marshall, Susan G.

**Cc:** Shea, Robert ([Robert.Shea@](mailto:Robert.Shea@) [REDACTED]); Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail) [REDACTED])

**Subject:** Re: The return of Fred A!

What was Robert? Shea butter? Tou-Shea? Sa-Shea?

Sent from my iPhone

On Nov 24, 2014, at 3:05 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

You are welcome Blair Mansion! Or should I say, Blair Witch Project!

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** Dan G [[malto:blair2900@\[REDACTED\]](mailto:malto:blair2900@[REDACTED])]

**Sent:** Monday, November 24, 2014 2:57 PM

**To:** Marshall, Susan G.

**Cc:** Shea, Robert ([Robert.Shea@\[REDACTED\]](mailto:Robert.Shea@[REDACTED])); Brown, Ellen B. ([ebrown@mail.\[REDACTED\]](mailto:ebrown@mail.[REDACTED]))

**Subject:** Re: The return of Fred A!

Thanks for sharing MARSHALL DILLON!!!

Sent from my iPhone

On Nov 24, 2014, at 1:03 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<image001.jpg>

Isn't that him sitting behind Grassley?

**Susan Marshall**

Director, External Relations

Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.**

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

**In accordance with applicable professional regulations, please understand that, unless expressly stated otherwise, any written advice contained in, forwarded with, or attached to this e-mail is not intended or written by Grant Thornton LLP to be used, and cannot be used, by any person for the purpose of avoiding any penalties that may be imposed under the Internal Revenue Code.**

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

**PLEASE NOTE:** This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.





# Grant Thornton

An instinct for growth™

90

*years of making a difference*

**From:** Marshall, Susan G.  
**Sent:** Tue, 25 Nov 2014 15:49:58 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: is this the same Joyce that worked on GAC for Ryan when he was staff director of the subcommittee?

Well that clears everything up for me..now I know I am not here.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, November 25, 2014 10:49 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: is this the same Joyce that worked on GAC for Ryan when he was staff director of the subcommittee?

You really aren't here. You're there. I'm here.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Tuesday, November 25, 2014 10:48 AM  
**To:** Dan Blair; Ellen Brown ([ebrown@](mailto:ebrown@) [REDACTED])  
**Subject:** RE: is this the same Joyce that worked on GAC for Ryan when he was staff director of the subcommittee?

I don't remember her...but then again, I don't remember or know very much these days. Where am I and why am I here?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, November 25, 2014 10:46 AM  
**To:** Ellen Brown ([ebrown@](mailto:ebrown@) [REDACTED]) Marshall, Susan G.  
**Subject:** is this the same Joyce that worked on GAC for Ryan when he was staff director of the subcommittee?

**HOUSE WAYS AND MEANS:** Today, incoming Chairman of the House Ways and Means Committee Paul Ryan announced three veteran aides to senior positions at the Committee.

Joyce Meyer will be staff director, overseeing all functions of the committee. She has been a senior aide to Congressman Ryan since he was first elected to the House, having served as his chief of staff in his Washington, DC office.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy:   

**From:** Brown, Ellen B.  
**Sent:** Tue, 25 Nov 2014 19:26:40 +0000  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair  
**Subject:** Re: is this the same Joyce that worked on GAC for Ryan when he was staff director of the subcommittee?

Yes, I heard...NOT awesome! Stay warm and dry! Leanne said it's going to get chilly here and she is going to wear her Ugg boots because it will be in the 70s...we started laughing!!! Haha!!! We are just leaving the Boyton Beach Walmarts...SO awesome!!! Love, EB

Sent from EB's iPhone

On Nov 25, 2014, at 12:06 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Awesome!! We are expecting cold weather, rain and possibly snow flurries. Not awesome!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail>]  
**Sent:** Tuesday, November 25, 2014 11:31 AM  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair  
**Subject:** Re: is this the same Joyce that worked on GAC for Ryan when he was staff director of the subcommittee?

Yeah, where are you and why are you there?? Hehe! I don't remember her either. But...! Here is Brenti sitting outside the iHop while we are waiting for Leanne and Matt to meet us for breakfast. Yes, we are sitting outside and those are palm trees!!! :-) Love, EB



Sent from EB's iPhone

On Nov 25, 2014, at 10:48 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I don't remember her...but then again, I don't remember or know very much these days. Where am I and why am I here?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General



U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, November 25, 2014 10:46 AM  
**To:** Ellen Brown ([ebrown@](mailto:ebrown@) [REDACTED]) Marshall, Susan G.  
**Subject:** Is this the same Joyce that worked on GAC for Ryan when he was staff director of the subcommittee?

**HOUSE WAYS AND MEANS:** Today, incoming Chairman of the House Ways and Means Committee Paul Ryan announced three veteran aides to senior positions at the Committee.

Joyce Meyer will be staff director, overseeing all functions of the committee. She has been a senior aide to Congressman Ryan since he was first elected to the House, having served as his chief of staff in his Washington, DC office.

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy: [<image001.gif>](#) [<image002.gif>](#) [<image003.gif>](#)

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED] LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Marshall, Susan G.  
**Sent:** Mon, 1 Dec 2014 23:01:20 +0000  
**To:** 'Dan Blair'  
**Subject:** FW: CFC Raffle! More Cool Prizes!

A uke..you and Don could form a band!!

-----Original Message-----

**From:** Delmar, Richard K.  
**Sent:** Monday, December 01, 2014 04:18 PM Eastern Standard Time  
**To:** OIG-OA-DC-All; OIG-OC; OIG-OI All; OIG-OM; OIG-Senior Management  
**Subject:** CFC Raffle! More Cool Prizes!

Just in time to meet your holiday gift needs, the OIG CFC Team is serving up more cool items to be raffled off this week.

Courtesy of Alex Granado, we have for your consideration three toy collections (with their suggested retail values), all from Popular Playthings:

- Playstix (\$47.99:  
[http://www.popularplaythings.com/index.php?id\\_product=90001&controller=product](http://www.popularplaythings.com/index.php?id_product=90001&controller=product)),
- Monkey Blocks (\$19.99:  
[http://www.popularplaythings.com/index.php?id\\_product=90014&controller=product](http://www.popularplaythings.com/index.php?id_product=90014&controller=product)), and
- Mix or Match Vehicles (\$29.99:  
[http://www.popularplaythings.com/index.php?id\\_product=90015&controller=product](http://www.popularplaythings.com/index.php?id_product=90015&controller=product))

But wait! There's more!

Direct from Hawaii, we offer a Ukulele, white, with rosewood fret (<http://www.melokiaukuleles.com/index.htm>). No suggested retail price provided for this one-of-a-kind treat, so it must be priceless.

As with the book and the pet baskets, raffle tickets are on offer at a suggested price of \$2, or 3 for \$5. Get them from your keyworkers this week; the lucky winners will be drawn next Monday. And thank you for supporting the CFC!



**From:** Marshall, Susan G.  
**Sent:** Fri, 5 Dec 2014 12:43:48 +0000  
**To:** annf77@[REDACTED]  
**Cc:** Dan G (blair2900@[REDACTED]); Diane(diane baker241@[REDACTED])  
**Subject:** RE: article quoting release from Alex

Poor Mark must be so confused.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Thursday, December 04, 2014 4:20 PM  
**To:** Diane Baker  
**Cc:** Dan Blair; Marshall, Susan G.  
**Subject:** RE: article quoting release from Alex

Mark.

---

**From:** Diane Baker [mailto:diane baker241@[REDACTED]]  
**Sent:** Thursday, December 04, 2014 4:11 PM  
**To:** FISHER, ANN C  
**Cc:** Dan Blair; Marshall, Susan G.  
**Subject:** Re: article quoting release from Alex

Who does Alex work for? Is Mark vice chair?

Sent from my iPhone

On Dec 4, 2014, at 4:09 PM, FISHER, ANN C <[Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)> wrote:

And Alex Cooper is an idiot.

---

**From:** Dan Blair [mailto:d Blair@napawash.org]  
**Sent:** Thursday, December 04, 2014 4:07 PM  
**To:** FISHER, ANN C; Marshall, Susan G.; Diane Baker  
**Subject:** RE: article quoting release from Alex

So sad,....

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Thursday, December 04, 2014 3:42 PM  
**To:** Dan Blair; Marshall, Susan G.; Diane Baker  
**Subject:** FW: article quoting release from Alex

---

**From:** FISHER, ANN C  
**Sent:** Thursday, December 04, 2014 3:01 PM  
**To:** TAUB, ROBERT G; ACTON, MARK D  
**Cc:** BOSTON, APRIL E  
**Subject:** article quoting release from Alex

## Jet-Setting Postal Chair Replaced

Investigations revealed profligate spending on travel

[Share](#)

[Tweet](#)

[Email](#)

[<image001.jpg>](#)

AP

BY: [Alana Goodman](#)

December 4, 2014 1:55 pm

The U.S. Postal Regulatory Commission (PRC) has named a new acting chairman, after the *Washington Free Beacon* revealed that its current leader was racking up tens of thousands of dollars in foreign travel expenses. A PRC official announced in an internal email obtained by the *Free Beacon* that commissioner Robert Taub would be replacing current chairman Ruth Goldway on Thursday.

"I am pleased to announce that PRC Commissioner Robert Taub has been named as the acting chairman of the Postal Regulatory Commission," wrote Alexander Cooper, the special assistant to the PRC vice chairman. The announcement comes on the heels of a *Free Beacon* [investigation](#) last month that found Goldway spent over \$36,000 on taxpayer-funded trips to Rio de Janeiro, Doha, Stockholm, and other foreign hot spots between 2012 and 2013.

Goldway had also violated agency rules by using her credit card to pay for over \$18,000 in travel charges, which were later reimbursed.

These trips came after lawmakers had already raised concerns about Goldway's travel expenses. The *Washington Post* [reported](#) in 2012 that she spent \$70,000 on trips during the first two years of her chairmanship.

"When organizations are struggling, good leaders often make a pointed effort of curbing their own expenses as an example," Rep. Darrell Issa told the *Post* at the time.

The PRC is the regulatory agency for U.S. Postal Service, which has been on the brink of bankruptcy for years. Goldway was appointed to the commission in 1998, and has served as chairman since 2009. Her term was set to expire at the end of last month, although insiders speculated she would stay on for an additional year if no replacement were named.

Senate Homeland Security and Government Affairs Committee chairman Tom Carper (D., Del.) and ranking member Tom Coburn (R., Okla.) called on President Barack Obama in July to name a new PRC chair to replace Goldway before her term expires.

"Naming your choice for Ms. Goldway's seat and for the future chairmanship of the Commission well in advance of the expiration of her term will remove uncertainty," the senators wrote in a letter. "It will also allow this Committee to continue its work on postal reform with a better sense of who will be implementing it in the coming years."

A spokesperson for the PRC did not immediately respond to request for comment.

This entry was posted in [Issues](#). Bookmark the [permalink](#).

[Share](#)

[Tweet](#)

[Email](#)



<image002.png>

<image003.jpg>

Alana Goodman [Email](#) | [Full Bio](#) | [RSS](#)

Alana Goodman is a staff writer for the Washington Free Beacon. Prior to joining the Beacon, she was assistant online editor at Commentary. She has written for the Weekly Standard, the New York Post and the Washington Examiner. Goodman graduated from the University of Massachusetts in 2010, and lives in Washington, D.C. Her Twitter handle is [@alanagoodman](#). Her email address is [goodman@freebeacon.com](mailto:goodman@freebeacon.com).

- See more at: <http://freebeacon.com/issues/jet-setting-postal-chair-replaced/#sthash.yRbToTPX.dpuf>

**Ann Fisher**

**Director, Public Affairs & Government Relations**

Postal Regulatory Commission

901 New York Avenue, NW

Suite 200

Washington, DC 20268-0001

Telephone: [REDACTED]

[Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)

[www.prc.gov](http://www.prc.gov)

NOTICE: This e-mail message and any attachments transmitted with it contains confidential and proprietary information intended solely for the use of the addressee in its interactions with the Postal Regulatory Commission.

**From:** Marshall, Susan G.  
**Sent:** Mon, 8 Dec 2014 19:12:15 +0000  
**To:** Dan G (blair2900@[REDACTED]) annf77@[REDACTED] Diane (diane baker241@[REDACTED])  
**Subject:** OMG! Headline grabber

From Save the Post Office website-

**Prez throws PRC Chair under the bus, WaPo misses the bus completely**

---

December 6, 2014

Josh Hicks has a piece in yesterday's Washington Post about the announcement that Ruth Goldway has stepped down as Chairman of the Postal Regulatory Commission, to be replaced by Commissioner Robert Taub as Acting Chairman. It's entitled "Jet-setting postal regulator replaced amid scrutiny of travel habits."

Hicks begins his article like this: "President Obama replaced the globetrotting chairman of the Postal Regulatory Commission this week after years of criticism over frequent trips she charged to U.S. taxpayers."

Hicks provides no evidence that Goldway was replaced because of the controversy over her "travel habits." Instead, the WaPo just attacks her as "jet-setting" and a "globetrotter," as if that explains everything. As for actual facts, Hicks mostly recycles some quotes and statistics from a hatchet job the WaPo's Ed O'Keefe did on Goldway back in 2012.

Hicks also draws some details from a November 4 article in the Washington Free Beacon, another attack on Goldway's travels that recycles from O'Keefe's piece. The Beacon is a project of the Center for American Freedom, a conservative advocacy group, and it's not shy about promoting a right-wing ideology. On postal matters, it's probably not too far from the Washington Post, which has a track record of ill-informed op-eds endorsing the dismantling of the Postal Service.

The bogus travel issue was examined in a previous post back in February 2012. It was clear then, as it is now, that attacking Goldway for her travel expenses had nothing to do with the cost of her travels or whether or not her trips are appropriate or **necessary. The attacks are about getting Goldway out of the way. Now they've finally succeeded.**

Since Hicks' article is short on facts, here are some numbers to consider.

According to O'Keefe's 2012 article, Goldway spent \$70,000 on travel between August 2009 (when she became the PRC chair) and January 2012. That comes to about \$28,000 a year. According to Hicks' article yesterday, Goldway spent \$71,000 in official travel expenses during her first three years as chairman. That comes to about \$23,700 a year.

Hicks notes that the Beacon reported that between 2012 and 2013, Goldway spent over \$36,000. That amount looks to be for two years. Senator Tom Coburn included Goldway in his Wastebook 2013 — his

annual list of 100 examples of Washington wastefulness — and stated that Goldway spent \$15,000 in 2012 and \$19,000 in 2013.

Hicks writes that Goldway's travel budget during 2009-2012 was "outpacing her predecessor," but he bases that on O'Keefe's piece and doesn't provide any numbers.

The previous chair of the PRC was Dan Blair. According to the WaPo's 2012 article, Blair spent \$58,788 on travel during his two-and-a-half-year tenure (December 2006 through August 2009) — about \$23,500 a year.

A report prepared by the PRC in response to the travel controversy provides similar numbers. Between March 2007 and June 2010, Blair spent a total of \$70,262: \$20,794 in FY 2007; \$23,869 in FY 2008; \$16,725 in FY 2009; and \$8,874 in FY 2010. That averages out to about \$1,800 a month or \$21,600 annually, and it includes twelve months Blair wasn't even serving as chairman.

Goldway's expenses were thus very comparable to her predecessor's, especially if you consider the rising costs of travel. They were also in the same ballpark as other high-ranking postal officials.

An OIG audit on "Officers' Travel and Representation Expenses for Fiscal Year 2011" shows that the travel and representation expenses for USPS officers totaled about \$700,000. The audit for 2012 shows a total of \$806,000, and the audit for 2013 shows a total of \$771,000. These budget numbers cover about 40 USPS officers, so the average annual expense per officer would thus come to about \$19,000. That being an average, some officers had to have spent much more.

The OIG also does an annual audit for the members of the USPS Board of Governors. It appears that they too like to get around. In 2011, they spent \$163,000 in travel and miscellaneous expenses; in 2012, they spent \$216,00; and in 2013, \$153,000. There are supposed to be nine members on the BOG (not including the PMG and Deputy PMG), but there were several vacancies throughout this period. For example, as of Sept. 30, 2013, there were just five members (and at the moment there are only four). The audit reports don't break the numbers down per person or separate travel from miscellaneous expenses, but there's enough data to estimate the average annual budget per member: somewhere between \$25,000 and \$30,000.

One could probably look into the travel expenses incurred by other high-ranking government officials with international responsibilities. The numbers are unlikely to show that Goldway has spent much more on travel than is normal for someone in her position.

It's also important to remember that the 2006 Postal Accountability and Enhancement Act (PAEA) specifically requires the PRC to play a role in international postal affairs. The PRC website has a whole section on International Postal Regulation, which provides details about how the Commission has been fulfilling this legal obligation. There are reports and studies about foreign postal systems, a list of regulatory agencies in foreign countries, and a calendar of international events that the PRC plays a part in. The Commission works with the Department of State on issues like international agreements on postal rates and classifications, the formulation of international postal policy, and promoting U.S. interests in international organizations like the Universal Postal Union. The Commission also works with postal regulators in other countries, sharing information, experiences, and best practices.

Considering that it is required to play this international role, it's not surprising that the PRC chair, along with the other Commissioners and staff, needs to travel a lot. Even still, the travel expenses of the Commission are relatively small. According to an audit report by the PRC OIG, the Commission spent \$283,205 on travel over a three year period, October 2010 through September 2013. The Commission's annual budget is about \$14.3 million, so travel expenses come to less than one percent of the total budget.

That OIG report, by the way, notes a number of issues in the PRC's travel practices and policies, and it made several recommendations for improving things. The issues all involve matters like lodging rates, per diem rates, monitoring credit cards, getting approval for a trip, and so on. There's nothing in the report questioning how much Goldway spent on travel or whether the trips were appropriate or excessive.

Rather than looking into any of this, Hicks' article just recycles a Darrell Issa quote from O'Keefe's 2012 piece: "When organizations are struggling," said Issa, "good leaders often make a pointed effort of curbing their own expenses as an example."

Issa, it should be noted, is the richest man in Congress, and he too likes to travel. Back in 2006, Issa was described as "the best-traveled member of San Diego County's congressional delegation." He ranked 24th among all House members on a list of taxpayer-paid travel.

**The bottom line is that the controversy over Goldway's travel budget is just a tempest in a teapot. The real story here is not her travel habits but the fact that Goldway was replaced by Commissioner Taub because powerful forces in the government wanted that to happen for entirely different reasons.**

**Goldway's positions on postal issues have often put her at odds not only with Issa but also with Senators Tom Coburn and Tom Carper, who until recently headed up the Senate committee that deals with postal reform. Carper was unhappy with Goldway because of how long it took the PRC to do its advisory opinion on five-day delivery (as noted here), and he pushed the PRC to change its rules on the advisory opinion process.**

The legislation proposed by Carper and Coburn would have minimized the role of the PRC in regulating postal rates (as discussed in this previous post by Mark Jamison). They would have also overruled the PRC's decision on the exigent case by making the rate increase permanent (the PRC limited it to a year and a half).

In July, Carper and Coburn wrote to President Obama asking him to name a new PRC chair to replace Goldway before her term expired. (The existence of this letter was revealed by the Washington Free Beacon in its November 4 hit piece on Goldway, prompting PostalMag.com to wonder — presciently, it turns out — if someone wasn't out to get Goldway.)

**Apparently the President was listening to the two senators. Now he has replaced Goldway with Taub, and Goldway has said she'll leave the PRC when her replacement on the Commission is confirmed by the Senate, probably early next year.**

It's not the best ending for someone who has served on the Commission since 1998, when she was appointed by President Clinton. As noted on the PRC website, Goldway is "the longest serving, full-time,



Senate-confirmed Presidential appointee within the Executive Branch of the United States Government."

**Obama's decision to replace Goldway raises a couple of important questions. Why did Obama replace a Democratic chairman with a Republican? And why has the president not taken care to give the PRC a Democratic majority?**


The PRC normally has five commissioners, so Obama could have easily made sure three of them were Democrats. Instead, he has made appointments giving the Republicans the majority. Currently there are three commissioners — two Republicans and one Democrat. Two appointees are waiting for confirmation — one Republican and one Democrat. Once they're confirmed, the Commission will thus have a three-to-two Republican majority as well as being chaired by a Republican.

*It's not hard to see where all this is going. With the Republicans in control of Congress, with Republicans holding a majority of the PRC and its chairmanship, and with a president that doesn't seem to care much about preserving the Postal Service, it's clear that over the next couple of years we're in for more of the same — more cuts in service, more slowing down of delivery times, more cluster boxes, more rate increases, more downsizing of the workforce, more part-time contract labor, more outsourcing to the private sector, more secret NSA deals with corporate partners like Amazon, more Village Post Offices in convenience stores and postal counters in big box stores, more post office and plant closures, more dismantling of the infrastructure, more piecemeal privatization.*

The PRC doesn't have all that much power to stop any of these things (even if it were so inclined), but with Goldway gone and Taub in place, it will be a bit easier for the next Postmaster General to continue the Potter-Donahoe agenda and for Congress and the President to help her do just that. And that's what this whole story is about — not a few thousand dollars in travel expenses.

(Photo credit: PRC Chairman Goldway at an international conference)

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Mon, 8 Dec 2014 20:46:11 +0000  
**To:** 'Dan G'; Ann Fisher  
**Cc:** Diane (dianebaker241@  
**Subject:** RE: OMG! Headline grabber

C'est vrai!! Il est un mauvais sauvage! Est nous savoir qui est le ecrivain!! N'est pa?

Au Revoir!

Cromnibus Stalling Behind Closed Doors  
By Matt Fuller  
c. 8

Comments in post: Cromnibus Stalling Behind Closed Doors 2

©Reprints

rogers019 1112141 445x296 Cromnibus Stalling Behind Closed Doors  
It appears Rogers has a little more work to do. (Tom Williams/CQ Roll Call File Photo)

The release of the "cromnibus" has been delayed as lawmakers across the Capitol continue to work out a number of issues on the spending bill.

House and Senate appropriators expected to finish the legislative language of the cromnibus — a combination of a continuing resolution and an omnibus — by Monday afternoon. But negotiators are still working out a host of sticking points, according to GOP aides. The House was expected to release the text of the bill Monday night. That now seems unlikely, as does a vote on the bill in the House Wednesday.

"The playing field of questions is much larger than we previously realized," one senior Republican aide said.

Leaving the House floor Monday afternoon, House Majority Leader Kevin McCarthy, R-Calif., said he had to "catch up with" Appropriations Chairman Harold Rogers, R-Ky., but said negotiators appeared to be "closing in on some final points" and "finishing out final details." He wouldn't commit to a timeline for filing the cromnibus, but predicted the chamber would finish its work by Thursday as planned.

Among the issues remaining are a bevy of EPA riders. Republicans are looking to constrain the agency through a number of provisions, but Democrats are pushing back and they're running into a mathematics question: If you gain five conservatives with this EPA rider, will you lose 10 Democrats?



Another issue is multiemployer pensions. The government's private pension safety net is running at a large deficit, and lawmakers are trying to decide how — and whether — the spending bill will address the Pension Benefit Guaranty Corp.

This comes in addition to conservative opposition to any plan that doesn't explicitly defund the president's executive action on immigration. The omnibus is not expected to include language blocking the action, which will cost the bill the support of many conservatives. Instead, the omnibus would only fund the Department of Homeland Security through February or March. The other 11 agencies of the government would be funded until October.

Even with the outstanding issues, aides presented a confident front the bill would get through and a shutdown would not happen.

"Timing is fluid, but everyone is committed to preventing a shutdown," a senior aide GOP said. Whether that means Congress has to pass a short-term CR for a day or two remains to be seen, and the aide would not directly comment on that possibility. "When things happen, they can happen fast," the aide remarked instead.

As it stands, Congress is already running up against a time crunch. If the House doesn't vote on the bill until Thursday, that leaves only hours for the Senate to pass the bill, meaning any one senator could hold up the legislation and send the government into a shutdown.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [mailto:blair2900@ ]  
**Sent:** Monday, December 08, 2014 3:40 PM  
**To:** Ann Fisher  
**Cc:** Marshall, Susan G.; Diane (dianebaker241@ )  
**Subject:** Re: OMG! Headline grabber

I love how they bring me into the article 6 years after the fact. And their numbers don't add up.

Too bad, so sad. :-).

Sent from my iPhone

On Dec 8, 2014, at 3:16 PM, Ann Fisher <annf77@ > wrote:

I know!!!! Robert is forcing the office change this Friday. All such a pleasure to take in :)

On Mon, Dec 8, 2014 at 2:12 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
From Save the Post Office website-

**Prez throws PRC Chair under the bus, WaPo misses the bus completely**

---

December 6, 2014

Josh Hicks has a piece in yesterday's Washington Post about the announcement that Ruth Goldway has stepped down as Chairman of the Postal Regulatory Commission, to be replaced by Commissioner Robert Taub as Acting Chairman. It's entitled "Jet-setting postal regulator replaced amid scrutiny of travel habits."

Hicks begin his article like this: "President Obama replaced the globetrotting chairman of the Postal Regulatory Commission this week after years of criticism over frequent trips she charged to U.S. taxpayers."

Hicks provides no evidence that Goldway was replaced because of the controversy over her "travel habits." Instead, the WaPo just attacks her as "jet-setting" and a "globetrotter," as if that explains everything. As for actual facts, Hicks mostly recycles some quotes and statistics from a hatchet job the WaPo's Ed O'Keefe did on Goldway back in 2012.

Hicks also draws some details from a November 4 article in the Washington Free Beacon, another attack on Goldway's travels that recycles from O'Keefe's piece. The Beacon is a project of the Center for American Freedom, a conservative advocacy group, and it's not shy about promoting a right-wing ideology. On postal matters, it's probably not too far from the Washington Post, which has a track record of ill-informed op-eds endorsing the dismantling of the Postal Service.

The bogus travel issue was examined in a previous post back in February 2012. It was clear then, as it is now, that attacking Goldway for her travel expenses had nothing to do with the cost of her travels or whether or not her trips are appropriate or *necessary. The attacks are about getting Goldway out of the way. Now they've finally succeeded.*

Since Hicks' article is short on facts, here are some numbers to consider.

According to O'Keefe's 2012 article, Goldway spent \$70,000 on travel between August 2009 (when she became the PRC chair) and January 2012. That comes to about \$28,000 a year. According to Hicks' article yesterday, Goldway spent \$71,000 in official travel expenses during her first three years as chairman. That comes to about \$23,700 a year.

Hicks notes that the Beacon reported that between 2012 and 2013, Goldway spent over \$36,000. That amount looks to be for two years. Senator Tom Coburn included Goldway in his Wastebook 2013 — his annual list of 100 examples of Washington wastefulness — and stated that Goldway spent \$15,000 in 2012 and \$19,000 in 2013.

Hicks writes that Goldway's travel budget during 2009-2012 was "outpacing her predecessor," but he bases that on O'Keefe's piece and doesn't provide any numbers.



The previous chair of the PRC was Dan Blair. According to the WaPo's 2012 article, Blair spent \$58,788 on travel during his two-and-a-half-year tenure (December 2006 through August 2009) — about \$23,500 a year.

A report prepared by the PRC in response to the travel controversy provides similar numbers. Between March 2007 and June 2010, Blair spent a total of \$70,262: \$20,794 in FY 2007; \$23,869 in FY 2008; \$16,725 in FY 2009; and \$8,874 in FY 2010. That averages out to about \$1,800 a month or \$21,600 annually, and it includes twelve months Blair wasn't even serving as chairman.

Goldway's expenses were thus very comparable to her predecessor's, especially if you consider the rising costs of travel. They were also in the same ballpark as other high-ranking postal officials.

An OIG audit on "Officers' Travel and Representation Expenses for Fiscal Year 2011" shows that the travel and representation expenses for USPS officers totaled about \$700,000. The audit for 2012 shows a total of \$806,000, and the audit for 2013 shows a total of \$771,000. These budget numbers cover about 40 USPS officers, so the average annual expense per officer would thus come to about \$19,000. That being an average, some officers had to have spent much more.

The OIG also does an annual audit for the members of the USPS Board of Governors. It appears that they too like to get around. In 2011, they spent \$163,000 in travel and miscellaneous expenses; in 2012, they spent \$216,00; and in 2013, \$153,000. There are supposed to be nine members on the BOG (not including the PMG and Deputy PMG), but there were several vacancies throughout this period. For example, as of Sept. 30, 2013, there were just five members (and at the moment there are only four). The audit reports don't break the numbers down per person or separate travel from miscellaneous expenses, but there's enough data to estimate the average annual budget per member: somewhere between \$25,000 and \$30,000.

One could probably look into the travel expenses incurred by other high-ranking government officials with international responsibilities. The numbers are unlikely to show that Goldway has spent much more on travel than is normal for someone in her position.

It's also important to remember that the 2006 Postal Accountability and Enhancement Act (PAEA) specifically requires the PRC to play a role in international postal affairs. The PRC website has a whole section on International Postal Regulation, which provides details about how the Commission has been fulfilling this legal obligation. There are reports and studies about foreign postal systems, a list of regulatory agencies in foreign countries, and a calendar of international events that the PRC plays a part in. The Commission works with the Department of State on issues like international agreements on postal rates and classifications, the formulation of international postal policy, and promoting U.S. interests in international organizations like the Universal Postal Union. The Commission also works with postal regulators in other countries, sharing information, experiences, and best practices.

Considering that it is required to play this international role, it's not surprising that the PRC chair, along with the other Commissioners and staff, needs to travel a lot. Even still, the travel

expenses of the Commission are relatively small. According to an audit report by the PRC OIG, the Commission spent \$283,205 on travel over a three year period, October 2010 through September 2013. The Commission's annual budget is about \$14.3 million, so travel expenses come to less than one percent of the total budget.

That OIG report, by the way, notes a number of issues in the PRC's travel practices and policies, and it made several recommendations for improving things. The issues all involve matters like lodging rates, per diem rates, monitoring credit cards, getting approval for a trip, and so on. There's nothing in the report questioning how much Goldway spent on travel or whether the trips were appropriate or excessive.

Rather than looking into any of this, Hicks' article just recycles a Darrell Issa quote from O'Keefe's 2012 piece: "When organizations are struggling," said Issa, "good leaders often make a pointed effort of curbing their own expenses as an example."

Issa, it should be noted, is the richest man in Congress, and he too likes to travel. Back in 2006, Issa was described as "the best-traveled member of San Diego County's congressional delegation." He ranked 24th among all House members on a list of taxpayer-paid travel.

**The bottom line is that the controversy over Goldway's travel budget is just a tempest in a teapot. The real story here is not her travel habits but the fact that Goldway was replaced by Commissioner Taub because powerful forces in the government wanted that to happen for entirely different reasons.**

**Goldway's positions on postal issues have often put her at odds not only with Issa but also with Senators Tom Coburn and Tom Carper, who until recently headed up the Senate committee that deals with postal reform. Carper was unhappy with Goldway because of how long it took the PRC to do its advisory opinion on five-day delivery (as noted here), and he pushed the PRC to change its rules on the advisory opinion process.**

The legislation proposed by Carper and Coburn would have minimized the role of the PRC in regulating postal rates (as discussed in this previous post by Mark Jamison). They would have also overruled the PRC's decision on the exigent case by making the rate increase permanent (the PRC limited it to a year and a half).

In July, Carper and Coburn wrote to President Obama asking him to name a new PRC chair to replace Goldway before her term expired. (The existence of this letter was revealed by the Washington Free Beacon in its November 4 hit piece on Goldway, prompting [PostalMag.com](http://PostalMag.com) to wonder — presciently, it turns out — if someone wasn't out to get Goldway.)

**Apparently the President was listening to the two senators. Now he has replaced Goldway with Taub, and Goldway has said she'll leave the PRC when her replacement on the Commission is confirmed by the Senate, probably early next year.**

It's not the best ending for someone who has served on the Commission since 1998, when she was appointed by President Clinton. As noted on the PRC website, Goldway is "the longest



serving, full-time, Senate-confirmed Presidential appointee within the Executive Branch of the United States Government."

**Obama's decision to replace Goldway raises a couple of important questions. Why did Obama replace a Democratic chairman with a Republican? And why has the president not taken care to give the PRC a Democratic majority?**

The PRC normally has five commissioners, so Obama could have easily made sure three of them were Democrats. Instead, he has made appointments giving the Republicans the majority. Currently there are three commissioners — two Republicans and one Democrat. Two appointees are waiting for confirmation — one Republican and one Democrat. Once they're confirmed, the Commission will thus have a three-to-two Republican majority as well as being chaired by a Republican.

*It's not hard to see where all this is going. With the Republicans in control of Congress, with Republicans holding a majority of the PRC and its chairmanship, and with a president that doesn't seem to care much about preserving the Postal Service, it's clear that over the next couple of years we're in for more of the same — more cuts in service, more slowing down of delivery times, more cluster boxes, more rate increases, more downsizing of the workforce, more part-time contract labor, more outsourcing to the private sector, more secret NSA deals with corporate partners like Amazon, more Village Post Offices in convenience stores and postal counters in big box stores, more post office and plant closures, more dismantling of the infrastructure, more piecemeal privatization.*

The PRC doesn't have all that much power to stop any of these things (even if it were so inclined), but with Goldway gone and Taub in place, it will be a bit easier for the next Postmaster General to continue the Potter-Donahoe agenda and for Congress and the President to help her do just that. And that's what this whole story is about — not a few thousand dollars in travel expenses.

(Photo credit: PRC Chairman Goldway at an international conference)

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
[\(202\) 927-9842](tel:(202)927-9842)

**From:** Dan G  
**Sent:** Tue, 9 Dec 2014 11:39:55 -0500  
**To:** Ann Fisher  
**Cc:** Marshall, Susan G.; Diane(diane baker241@ [REDACTED])  
**Subject:** Re: OMG! Headline grabber

How's the transition going? Has she taken off to CA yet?

Sent from my iPhone

On Dec 8, 2014, at 3:16 PM, Ann Fisher <[amf77@ \[REDACTED\]](mailto:amf77@ [REDACTED])> wrote:

I know!!!! Robert is forcing the office change this Friday. All such a pleasure to take in :)

On Mon, Dec 8, 2014 at 2:12 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

From Save the Post Office website-

### **Prez throws PRC Chair under the bus, WaPo misses the bus completely**

---

December 6, 2014

Josh Hicks has a piece in yesterday's Washington Post about the announcement that Ruth Goldway has stepped down as Chairman of the Postal Regulatory Commission, to be replaced by Commissioner Robert Taub as Acting Chairman. It's entitled "Jet-setting postal regulator replaced amid scrutiny of travel habits."

Hicks begin his article like this: "President Obama replaced the globetrotting chairman of the Postal Regulatory Commission this week after years of criticism over frequent trips she charged to U.S. taxpayers."

Hicks provides no evidence that Goldway was replaced because of the controversy over her "travel habits." Instead, the WaPo just attacks her as "jet-setting" and a "globetrotter," as if that explains everything. As for actual facts, Hicks mostly recycles some quotes and statistics from a hatchet job the WaPo's Ed O'Keefe did on Goldway back in 2012.



Hicks also draws some details from a November 4 article in the Washington Free Beacon, another attack on Goldway's travels that recycles from O'Keefe's piece. The Beacon is a project of the Center for American Freedom, a conservative advocacy group, and it's not shy about promoting a right-wing ideology. On postal matters, it's probably not too far from the Washington Post, which has a track record of ill-informed op-eds endorsing the dismantling of the Postal Service.

The bogus travel issue was examined in a previous post back in February 2012. It was clear then, as it is now, that attacking Goldway for her travel expenses had nothing to do with the cost of her travels or whether or not her trips are appropriate or *necessary. The attacks are about getting Goldway out of the way. Now they've finally succeeded.*

Since Hicks' article is short on facts, here are some numbers to consider.

According to O'Keefe's 2012 article, Goldway spent \$70,000 on travel between August 2009 (when she became the PRC chair) and January 2012. That comes to about \$28,000 a year. According to Hicks' article yesterday, Goldway spent \$71,000 in official travel expenses during her first three years as chairman. That comes to about \$23,700 a year.

Hicks notes that the Beacon reported that between 2012 and 2013, Goldway spent over \$36,000. That amount looks to be for two years. Senator Tom Coburn included Goldway in his Wastebook 2013 — his annual list of 100 examples of Washington wastefulness — and stated that Goldway spent \$15,000 in 2012 and \$19,000 in 2013.

Hicks writes that Goldway's travel budget during 2009-2012 was "outpacing her predecessor," but he bases that on O'Keefe's piece and doesn't provide any numbers.

The previous chair of the PRC was Dan Blair. According to the WaPo's 2012 article, Blair spent \$58,788 on travel during his two-and-a-half-year tenure (December 2006 through August 2009) — about \$23,500 a year.

A report prepared by the PRC in response to the travel controversy provides similar numbers. Between March 2007 and June 2010, Blair spent a total of \$70,262: \$20,794 in FY 2007; \$23,869 in FY 2008; \$16,725 in FY 2009; and \$8,874 in FY 2010. That averages out to

about \$1,800 a month or \$21,600 annually, and it includes twelve months Blair wasn't even serving as chairman.

Goldway's expenses were thus very comparable to her predecessor's, especially if you consider the rising costs of travel. They were also in the same ballpark as other high-ranking postal officials.

An OIG audit on "Officers' Travel and Representation Expenses for Fiscal Year 2011" shows that the travel and representation expenses for USPS officers totaled about \$700,000. The audit for 2012 shows a total of \$806,000, and the audit for 2013 shows a total of \$771,000. These budget numbers cover about 40 USPS officers, so the average annual expense per officer would thus come to about \$19,000. That being an average, some officers had to have spent much more.

The OIG also does an annual audit for the members of the USPS Board of Governors. It appears that they too like to get around. In 2011, they spent \$163,000 in travel and miscellaneous expenses; in 2012, they spent \$216,00; and in 2013, \$153,000. There are supposed to be nine members on the BOG (not including the PMG and Deputy PMG), but there were several vacancies throughout this period. For example, as of Sept. 30, 2013, there were just five members (and at the moment there are only four). The audit reports don't break the numbers down per person or separate travel from miscellaneous expenses, but there's enough data to estimate the average annual budget per member: somewhere between \$25,000 and \$30,000.

One could probably look into the travel expenses incurred by other high-ranking government officials with international responsibilities. The numbers are unlikely to show that Goldway has spent much more on travel than is normal for someone in her position.

It's also important to remember that the 2006 Postal Accountability and Enhancement Act (PAEA) specifically requires the PRC to play a role in international postal affairs. The PRC website has a whole section on International Postal Regulation, which provides details about how the Commission has been fulfilling this legal obligation. There are reports and studies about foreign postal systems, a list of regulatory agencies in foreign countries, and a calendar of international events that the PRC plays a part in. The Commission works with the Department of State on issues like international agreements on postal rates and classifications, the formulation of international postal policy, and promoting U.S. interests in international organizations like the Universal Postal Union. The Commission also works with postal regulators in other countries, sharing information, experiences, and best practices.

Considering that it is required to play this international role, it's not surprising that the PRC chair, along with the other Commissioners and staff, needs to travel a lot. Even still, the travel expenses of the Commission are relatively small. According to an audit report by the PRC OIG, the Commission spent \$283,205 on travel over a three year period, October 2010 through September 2013. The Commission's annual budget is about \$14.3 million, so travel expenses come to less than one percent of the total budget.

That OIG report, by the way, notes a number of issues in the PRC's travel practices and policies, and it made several recommendations for improving things. The issues all involve matters like lodging rates, per diem rates, monitoring credit cards, getting approval for a trip, and so on. There's nothing in the report questioning how much Goldway spent on travel or whether the trips were appropriate or excessive.

Rather than looking into any of this, Hicks' article just recycles a Darrell Issa quote from O'Keefe's 2012 piece: "When organizations are struggling," said Issa, "good leaders often make a pointed effort of curbing their own expenses as an example."

Issa, it should be noted, is the richest man in Congress, and he too likes to travel. Back in 2006, Issa was described as "the best-traveled member of San Diego County's congressional delegation." He ranked 24th among all House members on a list of taxpayer-paid travel.

**The bottom line is that the controversy over Goldway's travel budget is just a tempest in a teapot. The real story here is not her travel habits but the fact that Goldway was replaced by Commissioner Taub because powerful forces in the government wanted that to happen for entirely different reasons.**

-

**Goldway's positions on postal issues have often put her at odds not only with Issa but also with Senators Tom Coburn and Tom Carper, who until recently headed up the Senate committee that deals with postal reform. Carper was unhappy with Goldway because of how long it took the PRC to do its advisory opinion on five-day delivery (as noted here), and he pushed the PRC to change its rules on the advisory opinion process.**

-

The legislation proposed by Carper and Coburn would have minimized the role of the PRC in regulating postal rates (as discussed in this previous post by Mark Jamison). They would have also overruled the PRC's decision on the exigent case by making the rate increase permanent (the PRC limited it to a year and a half).



In July, Carper and Coburn wrote to President Obama asking him to name a new PRC chair to replace Goldway before her term expired. (The existence of this letter was revealed by the Washington Free Beacon in its November 4 hit piece on Goldway, prompting [PostalMag.com](http://PostalMag.com) to wonder — presciently, it turns out — if someone wasn't out to get Goldway.)

**Apparently the President was listening to the two senators. Now he has replaced Goldway with Taub, and Goldway has said she'll leave the PRC when her replacement on the Commission is confirmed by the Senate, probably early next year.**

It's not the best ending for someone who has served on the Commission since 1998, when she was appointed by President Clinton. As noted on the PRC website, Goldway is "the longest serving, full-time, Senate-confirmed Presidential appointee within the Executive Branch of the United States Government."

**Obama's decision to replace Goldway raises a couple of important questions. Why did Obama replace a Democratic chairman with a Republican? And why has the president not taken care to give the PRC a Democratic majority?**

The PRC normally has five commissioners, so Obama could have easily made sure three of them were Democrats. Instead, he has made appointments giving the Republicans the majority. Currently there are three commissioners — two Republicans and one Democrat. Two appointees are waiting for confirmation — one Republican and one Democrat. Once they're confirmed, the Commission will thus have a three-to-two Republican majority as well as being chaired by a Republican.

*It's not hard to see where all this is going. With the Republicans in control of Congress, with Republicans holding a majority of the PRC and its chairmanship, and with a president that doesn't seem to care much about preserving the Postal Service, it's clear that over the next couple of years we're in for more of the same — more cuts in service, more slowing down of delivery times, more cluster boxes, more rate increases, more downsizing of the workforce, more part-time contract labor, more outsourcing to the private sector, more secret NSA deals with corporate partners like Amazon, more Village Post Offices in convenience stores and postal counters in big box stores, more post office and plant closures, more dismantling of the infrastructure, more piecemeal privatization.*



The PRC doesn't have all that much power to stop any of these things (even if it were so inclined), but with Goldway gone and Taub in place, it will be a bit easier for the next Postmaster General to continue the Potter-Donahoe agenda and for Congress and the President to help her do just that. And that's what this whole story is about — not a few thousand dollars in travel expenses.

(Photo credit: PRC Chairman Goldway at an international conference)

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

[\(202\) 927-9842](tel:(202)927-9842)

**From:** Dan Blair  
**Sent:** Wed, 10 Dec 2014 00:28:01 +0000  
**To:** FISHER, ANN C; Susan Marshall; DIANE BAKER  
**Subject:** RE: Nanci and Tony finally passed tonight

That's GREAT news!!! Thanks for sharing!

-----Original Message-----

From: FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]

Sent: Tuesday, December 09, 2014 7:27 PM

To: Dan Blair; Susan Marshall; DIANE BAKER

Subject: Nanci and Tony finally passed tonight

Sent from my iPhone

**From:** susang [REDACTED]  
**Sent:** Tue, 9 Dec 2014 21:33:39 -0500  
**To:** FISHER, ANN C; Dan G. Blair; DIANE BAKER  
**Subject:** RE: Nanci and Tony finally passed tonight  
**Importance:** Normal

Should be fun to have the gang together again.

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

----- Original message -----

From: "FISHER, ANN C"  
Date: 12/09/2014 7:27 PM (GMT-05:00)  
To: "Dan G. Blair", Susan Marshall, DIANE BAKER  
Subject: Nanci and Tony finally passed tonight

Sent from my iPhone

**From:** Dan Blair  
**Sent:** Mon, 15 Dec 2014 16:27:03 +0000  
**To:** Hollis, Tricia; 'Robbins, Mark(Mark.Robbins@mspb.gov)'  
**Subject:** RE: Explosion in DC (Washington) - Updated

OMG!!!!

---

**From:** Hollis, Tricia [mailto:HollisP@oig.treas.gov]  
**Sent:** Monday, December 15, 2014 11:24 AM  
**To:** Dan Blair; 'Robbins, Mark (Mark.Robbins@mspb.gov)'  
**Subject:** FW: Explosion in DC (Washington) - Updated

See below --

---

**From:** Johnson, Roderick M.  
**Sent:** Monday, December 15, 2014 11:23 AM  
**To:** Hollis, Tricia; Marshall, Susan G.  
**Subject:** FW: Explosion in DC (Washington) - Updated

Wow, OPM.

v/r,

**Roderick "Rod" Johnson**

Personnel Security Officer  
Department of the Treasury  
Office of Inspector General  
740 15th Street NW, Suite 510  
Washington, DC 20220  
Direct: (202) 927-5023  
Office of Management: (202) 927-5200  
Fax: (202) 927-6492  
Email1: [JohnsonR@oig.treas.gov](mailto:JohnsonR@oig.treas.gov)  
Email2: [Security@oig.treas.gov](mailto:Security@oig.treas.gov)





---

**From:** [NC4@nc4.us](mailto:NC4@nc4.us) [<mailto:NC4@nc4.us>]  
**Sent:** Monday, December 15, 2014 11:06 AM  
**Subject:** Explosion in DC (Washington) - Updated



**E St NW & 19th St NW - Authorities have closed the OPM building for the day and sent people home.**

**Incident:** Fire, Explosion  
**Severity:** Minor  
**Confirmation:** Multiple  
**Source:** Local PD

**Location:**  
1900 E St NW  
Washington, DC, 20006  
United States

**Occurred:** 09:42 EST 12/15/2014  
**Updated:** 11:05 EST 12/15/2014

***Assets may be Impacted***

- 1) 0.635 miles W of **OIG 02**, 1500 Pennsylvania Ave NW, Washington, DC, United States
- 2) 0.635 miles W of **OIG 01**, 1500 Pennsylvania Ave NW, Washington, DC, United States

[Launch ActivMobile Map](#)

**Description:**

Emergency crews are on the scene of an explosion and subsequent one-alarm fire, which has since been contained, involving a transformer in the basement of the US Personnel Management Office building on E St NW, near 19th St NW. A subsequent oil leak has been reported. The building was evacuated as a result and employees have now been sent home for the day. Pepco is reporting that approximately five customers are without power in the area, though other reports say that multiple government buildings including the Department of State, Department of Interior, General Services Administration, Labor Department, US Park Police, and the Federal Deposit Insurance Corp. have been affected. Employees in part of the State Department building have been advised to shelter in place and people are not being allowed to enter the building. Expect disruptions in the area.

[Contact Analysts](#) for additional information or to share information.

[Opt out of Updates](#) to this incident.

**Note:** The first alert you receive may be marked as "Updated" because initial incident criteria may not have triggered your alert profiles.

You have received this e-mail based on an alert profile you or your administrator setup. To modify alert profiles, login using your UserID and password at <https://solutions.n-c4.net>

Member Name: OIG OIG Investigations (edaa281a14020cac1f901027ba4c52c)  
Profile Name: OIG 01 (c1843588d54bdce242d2d6de11761871)  
Tracking ID: EAPP21, 7.0-2, NIMC.68EE09211693EC5D416DB6884B7F0EA4  
Device Type: HTML, Procissor: NIMC

For questions regarding NC4 solutions, contact [support@nc4.us](mailto:support@nc4.us)

Confidentiality Notice and Disclaimer: This email and any files or web links transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. Disseminating, distributing, or sharing the contents of this email outside of your organization is strictly prohibited. NC4 has made reasonable attempts to verify the accuracy of this email and will not be held responsible for any action or inaction taken because of it.

© NC4 2014

**From:** Hollis, Tricia  
**Sent:** Mon, 15 Dec 2014 16:28:59 +0000  
**To:** Lowe, Richard  
**Subject:** FW: Explosion in DC (Washington) - Updated

See below

---

**From:** Robbins, Mark [mailto:Mark.Robbins@mspb.gov]  
**Sent:** Monday, December 15, 2014 11:26 AM  
**To:** Hollis, Tricia; 'Blair, Dan (dblair@napawash.org)'  
**Subject:** Re: Explosion in DC (Washington) - Updated

Steve Abow says they're sending everyone home for the day. Transformer explosion followed by fire then water damage with sprinklers.

MARK A. ROBBINS  
Member  
U.S. Merit Systems Protection Board  
Work: (202) [REDACTED]  
Cell: (202) [REDACTED]

---

**From:** Hollis, Tricia <HollisP@oig.treas.gov>  
**Sent:** Monday, December 15, 2014 11:23 AM  
**To:** 'Blair, Dan (dblair@napawash.org)'; Robbins, Mark  
**Subject:** FW: Explosion in DC (Washington) - Updated

See below --

---

**From:** Johnson, Roderick M.  
**Sent:** Monday, December 15, 2014 11:23 AM  
**To:** Hollis, Tricia; Marshall, Susan G.  
**Subject:** FW: Explosion in DC (Washington) - Updated

Wow, OPM.

v/r,

Roderick "Rod" Johnson  
Personnel Security Officer  
Department of the Treasury  
Office of Inspector General  
740 15th Street NW, Suite 510  
Washington, DC 20220  
Direct: (202) 927-5023  
Office of Management: (202) 927-5200  
Fax: (202) 927-6492

Email1: [JohnsonR@oig.treas.gov](mailto:JohnsonR@oig.treas.gov)

Email2: [Security@oig.treas.gov](mailto:Security@oig.treas.gov)



---

**From:** [NC4@nc4.us](mailto:NC4@nc4.us) [<mailto:NC4@nc4.us>]

**Sent:** Monday, December 15, 2014 11:06 AM

**Subject:** Explosion in DC (Washington) - Updated

**E St NW & 19th St NW - Authorities have closed the OPM building for the day and sent people home.**

**Incident:** Fire, Explosion

**Severity:** Minor

**Confirmation:** Multiple

**Source:** Local PD

**Location:**

1900 E St NW

Washington, DC, 20006

United States

**Occurred:** 09:42 EST 12/15/2014

**Updated:** 11:05 EST 12/15/2014



***Assets may be Impacted***

- 1) 0.635 miles W of **OIG 02**, 1500 Pennsylvania Ave NW, Washington, DC, United States
- 2) 0.635 miles W of **OIG 01**, 1500 Pennsylvania Ave NW, Washington, DC, United States

[Launch ActivMobile Map](#)

**Description:**

Emergency crews are on the scene of an explosion and subsequent one-alarm fire, which has since been contained, involving a transformer in the basement of the US Personnel Management Office building on E St NW, near 19th St NW. A subsequent oil leak has been reported. The building was evacuated as a result and employees have now been sent home for the day. Pepco is reporting that approximately five customers are without power in the area, though other reports say that multiple government buildings including the Department of State, Department of Interior, General Services Administration, Labor Department, US Park Police, and the Federal Deposit Insurance Corp. have been affected. Employees in part of the State Department building have been advised to shelter in place and people are not being allowed to enter the building. Expect disruptions in the area.

[Contact Analysts](#) for additional information or to share information.

[Opt out of Updates](#) to this incident.

**Note:** The first alert you receive may be marked as "Updated" because initial incident criteria may not have triggered your alert profiles.

You have received this e-mail based on an alert profile you or your administrator setup. To modify alert profiles, login using your UserID and password at <https://solutions.n-c4.net>

Member Name: OIG OIG Investigations (edaa281a14020cac1f901027ba4c52c)

Profile Name: OIG 01 (c1843588d54bdce242d2d6de11761871)

Tracking ID: EAPP21, 7.0-2, NIMC.68EE09211693EC5D416DB6884B7F0EA4

Device Type: HTML, Procissor: NIMC

For questions regarding NC4 solutions, contact [support@nc4.us](mailto:support@nc4.us)

Confidentiality Notice and Disclaimer: This email and any files or web links transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. Disseminating, distributing, or sharing the contents of this email outside of your organization is strictly prohibited. NC4 has made reasonable attempts to verify the accuracy of this email and will not be held responsible for any action or inaction taken because of it.

© NC4 2014

**From:** Dan Blair  
**Sent:** Mon, 15 Dec 2014 16:30:41 +0000  
**To:** Hollis, Tricia; 'Robbins, Mark'  
**Subject:** RE: Explosion in DC (Washington) - Updated

They would have run over their grandmother to get her over to Interior. Remember when they asked her for ID and Paul threw a fit?

---

**From:** Hollis, Tricia [<mailto:HollisP@oig.treas.gov>]  
**Sent:** Monday, December 15, 2014 11:29 AM  
**To:** 'Robbins, Mark'; Dan Blair  
**Subject:** RE: Explosion in DC (Washington) - Updated

Can you imagine the reaction in the KCI days?

---

**From:** Robbins, Mark [<mailto:Mark.Robbins@mspb.gov>]  
**Sent:** Monday, December 15, 2014 11:29 AM  
**To:** Dan Blair; Hollis, Tricia  
**Subject:** Re: Explosion in DC (Washington) - Updated

I hope the director's advance people were able to get her out.

MARK A. ROBBINS  
Member  
U.S. Merit Systems Protection Board  
Work: (202) [REDACTED]  
Cell: (202) [REDACTED]

---

**From:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Sent:** Monday, December 15, 2014 11:27 AM  
**To:** Robbins, Mark; Hollis, Tricia  
**Subject:** RE: Explosion in DC (Washington) - Updated

I hope no one was hurt!

---

**From:** Robbins, Mark [<mailto:Mark.Robbins@mspb.gov>]  
**Sent:** Monday, December 15, 2014 11:26 AM  
**To:** Hollis, Tricia; Dan Blair  
**Subject:** Re: Explosion in DC (Washington) - Updated

Steve Abow says they're sending everyone home for the day. Transformer explosion followed by fire then water damage with sprinklers.

MARK A. ROBBINS  
Member  
U.S. Merit Systems Protection Board

Work: (202) [REDACTED]

Cell: (202) [REDACTED]

---

**From:** Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>

**Sent:** Monday, December 15, 2014 11:23 AM

**To:** 'Blair, Dan' ([dblair@napawash.org](mailto:dblair@napawash.org)); Robbins, Mark

**Subject:** FW: Explosion in DC (Washington) - Updated

See below --

---

**From:** Johnson, Roderick M.

**Sent:** Monday, December 15, 2014 11:23 AM

**To:** Hollis, Tricia; Marshall, Susan G.

**Subject:** FW: Explosion in DC (Washington) - Updated

Wow, OPM.

v/r,

Roderick "Rod" Johnson

Personnel Security Officer

Department of the Treasury

Office of Inspector General

740 15th Street NW, Suite 510

Washington, DC 20220

Direct: (202) 927-5023

Office of Management: (202) 927-5200

Fax: (202) 927-6492

Email1: [JohnsonR@oig.treas.gov](mailto:JohnsonR@oig.treas.gov)

Email2: [Security@oig.treas.gov](mailto:Security@oig.treas.gov)



---

**From:** [NC4@nc4.us](mailto:NC4@nc4.us) [<mailto:NC4@nc4.us>]

**Sent:** Monday, December 15, 2014 11:06 AM

**Subject:** Explosion in DC (Washington) - Updated



**E St NW & 19th St NW - Authorities have closed the OPM building for the day and sent people home.**

**Incident:** Fire, Explosion  
**Severity:** Minor  
**Confirmation:** Multiple  
**Source:** Local PD

**Location:**  
1900 E St NW  
Washington, DC, 20006  
United States

**Occurred:** 09:42 EST 12/15/2014  
**Updated:** 11:05 EST 12/15/2014

***Assets may be Impacted***

- 1) 0.635 miles W of **OIG 02**, 1500 Pennsylvania Ave NW, Washington, DC, United States
- 2) 0.635 miles W of **OIG 01**, 1500 Pennsylvania Ave NW, Washington, DC, United States

[Launch ActivMobile Map](#)

**Description:**

Emergency crews are on the scene of an explosion and subsequent one-alarm fire, which has since been contained, involving a transformer in the basement of the US Personnel Management Office building on E St NW, near 19th St NW. A subsequent oil leak has been reported. The building was evacuated as a result and employees have now been sent home for the day. Pepco is reporting that approximately five customers are without power in the area, though other reports say that multiple government buildings including the Department of State, Department of Interior, General Services Administration, Labor Department, US Park Police, and the Federal Deposit Insurance Corp. have been

affected. Employees in part of the State Department building have been advised to shelter in place and people are not being allowed to enter the building. Expect disruptions in the area.

[Contact Analysts](#) for additional information or to share information.

[Opt out of Updates](#) to this incident.

**Note:** The first alert you receive may be marked as "Updated" because initial incident criteria may not have triggered your alert profiles.

You have received this e-mail based on an alert profile you or your administrator setup. To modify alert profiles, login using your UserID and password at <https://solutions.n-c4.net>

Member Name: OIG OIG Investigations (edaa281a14020cac1f901027ba4c52c)

Profile Name: OIG 01 (c1843588d54bdce242d2d6de11761871)

Tracking ID: EAPP21, 7.0-2, NIMC.68EE09211693EC5D416DB6884B7F0EA4

Device Type: HTML, Procissor: NIMC

For questions regarding NC4 solutions, contact [support@nc4.us](mailto:support@nc4.us)

Confidentiality Notice and Disclaimer: This email and any files or web links transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. Disseminating, distributing, or sharing the contents of this email outside of your organization is strictly prohibited. NC4 has made reasonable attempts to verify the accuracy of this email and will not be held responsible for any action or inaction taken because of it.

© NC4 2014

**From:** Robbins, Mark  
**Sent:** Mon, 15 Dec 2014 16:36:13 +0000  
**To:** Hollis, Tricia; 'Dan Blair'  
**Subject:** Re: Explosion in DC (Washington) - Updated

Yes. I actually can.

MARK A. ROBBINS  
Member  
U.S. Merit Systems Protection Board  
Work: (202) [REDACTED]  
Cell: (202) [REDACTED]  
**From:** Hollis, Tricia <HollisP@oig.treas.gov>  
**Sent:** Monday, December 15, 2014 11:29 AM  
**To:** Robbins, Mark; 'Dan Blair'  
**Subject:** RE: Explosion in DC (Washington) - Updated

Can you imagine the reaction in the KCI days?

---

**From:** Robbins, Mark [mailto:Mark.Robbins@mspb.gov]  
**Sent:** Monday, December 15, 2014 11:29 AM  
**To:** Dan Blair; Hollis, Tricia  
**Subject:** Re: Explosion in DC (Washington) - Updated

I hope the director's advance people were able to get her out.

MARK A. ROBBINS  
Member  
U.S. Merit Systems Protection Board  
Work: (202) [REDACTED]  
Cell: (202) [REDACTED]

---

**From:** Dan Blair <dblair@napawash.org>  
**Sent:** Monday, December 15, 2014 11:27 AM  
**To:** Robbins, Mark; Hollis, Tricia  
**Subject:** RE: Explosion in DC (Washington) - Updated

I hope no one was hurt!

---

**From:** Robbins, Mark [mailto:Mark.Robbins@mspb.gov]  
**Sent:** Monday, December 15, 2014 11:26 AM  
**To:** Hollis, Tricia; Dan Blair  
**Subject:** Re: Explosion in DC (Washington) - Updated

Steve Abow says they're sending everyone home for the day. Transformer explosion followed by fire then water damage with sprinklers.

MARK A. ROBBINS

Member

U.S. Merit Systems Protection Board

Work: (202) [REDACTED]

Cell: (202) [REDACTED]

---

**From:** Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>

**Sent:** Monday, December 15, 2014 11:23 AM

**To:** 'Blair, Dan' ([dblair@napawash.org](mailto:dblair@napawash.org)); Robbins, Mark

**Subject:** FW: Explosion in DC (Washington) - Updated

See below --

---

**From:** Johnson, Roderick M.

**Sent:** Monday, December 15, 2014 11:23 AM

**To:** Hollis, Tricia; Marshall, Susan G.

**Subject:** FW: Explosion in DC (Washington) - Updated

Wow, OPM.

v/r,

Roderick "*Rod*" Johnson

Personnel Security Officer

Department of the Treasury

Office of Inspector General

740 15th Street NW, Suite 510

Washington, DC 20220

Direct: (202) 927-5023

Office of Management: (202) 927-5200

Fax: (202) 927-6492

Email1: [JohnsonR@oig.treas.gov](mailto:JohnsonR@oig.treas.gov)

Email2: [Security@oig.treas.gov](mailto:Security@oig.treas.gov)





---

**From:** [NC4@nc4.us](mailto:NC4@nc4.us) [<mailto:NC4@nc4.us>]  
**Sent:** Monday, December 15, 2014 11:06 AM  
**Subject:** Explosion in DC (Washington) - Updated

**E St NW & 19th St NW - Authorities have closed the OPM building for the day and sent people home.**

**Incident:** Fire, Explosion  
**Severity:** Minor  
**Confirmation:** Multiple  
**Source:** Local PD

**Location:**  
1900 E St NW  
Washington, DC, 20006  
United States

**Occurred:** 09:42 EST 12/15/2014  
**Updated:** 11:05 EST 12/15/2014

***Assets may be Impacted***

- 1) 0.635 miles W of **OIG 02**, 1500 Pennsylvania Ave NW, Washington, DC, United States
- 2) 0.635 miles W of **OIG 01**, 1500 Pennsylvania Ave NW, Washington, DC, United States

[Launch ActivMobile Map](#)

**Description:**

Emergency crews are on the scene of an explosion and subsequent one-alarm fire, which has since been contained, involving a transformer in the basement of the US Personnel Management Office building on E St NW, near 19th St NW. A subsequent oil leak has been reported. The building was evacuated as a result and employees have now been sent home for the day. Pepco is reporting that approximately five customers are without power in the area, though other reports say that multiple

government buildings including the Department of State, Department of Interior, General Services Administration, Labor Department, US Park Police, and the Federal Deposit Insurance Corp. have been affected. Employees in part of the State Department building have been advised to shelter in place and people are not being allowed to enter the building. Expect disruptions in the area.

[Contact Analysts](#) for additional information or to share information.

[Opt out of Updates](#) to this incident.

**Note:** The first alert you receive may be marked as "Updated" because initial incident criteria may not have triggered your alert profiles.

You have received this e-mail based on an alert profile you or your administrator setup. To modify alert profiles, login using your UserID and password at <https://solutions.n-c4.net>

Member Name: OIG OIG Investigations (edaa281a14020cac1f901027ba4c52c)  
Profile Name: OIG 01 (c1843588d54bdce242d2d6de11761871)  
Tracking ID: EAPP21, 7.0-2, NIMC.68EE09211693EC5D416DB6884B7F0EA4  
Device Type: HTML, Processor: NIMC

For questions regarding NC4 solutions, contact [support@nc4.us](mailto:support@nc4.us)

Confidentiality Notice and Disclaimer: This email and any files or web links transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. Disseminating, distributing, or sharing the contents of this email outside of your organization is strictly prohibited. NC4 has made reasonable attempts to verify the accuracy of this email and will not be held responsible for any action or inaction taken because of it.

© NC4 2014

**From:** Diane Baker  
**Sent:** Tue, 16 Dec 2014 18:09:54 -0500  
**To:** Dan Blair  
**Cc:** Ann Fisher (Ann.Fisher@prc.gov); Susan Marshall(MarshallS@oig.treas.gov)  
**Subject:** Re: confirming our 12:30 appointment tomorrow

Let the wild rumpus commence!

Sent from my iPad

On Dec 16, 2014, at 5:56 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

At Rural Society in the Madison Hotel. Restaurant and hotel staff have been briefed and alerted in preparation for Diane's napkin shenanigans.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy: <[image001.gif](#)> <[image002.gif](#)> <[image003.gif](#)>

**From:** FISHER, ANN C  
**Sent:** Tue, 16 Dec 2014 23:15:23 +0000  
**To:** Dan Blair  
**Cc:** Susan Marshall (MarshallS@oig.treas.gov); Diane Baker  
**Subject:** Re: confirming our 12:30 appointment tomorrow  
**Attachments:** image001.gif, image002.gif, image003.gif

Can't wait dudes!!!

Sent from my iPhone

On Dec 16, 2014, at 5:56 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

At Rural Society in the Madison Hotel. Restaurant and hotel staff have been briefed and alerted in preparation for Diane's napkin shenanigans.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy: [<image001.gif>](#) [<image002.gif>](#) [<image003.gif>](#)





**From:** Marshall, Susan G.  
**Sent:** Wed, 17 Dec 2014 00:12:19 +0000  
**To:** 'Dan Blair'; 'Ann Fisher (Ann.Fisher@prc.gov)'; 'Diane Baker'  
**Subject:** RE: confirming our 12:30 appointment tomorrow

See you there!!;)

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, December 16, 2014 05:56 PM Eastern Standard Time  
**To:** Ann Fisher (Ann.Fisher@prc.gov); Marshall, Susan G.; Diane Baker  
**Subject:** confirming our 12:30 appointment tomorrow

At Rural Society in the Madison Hotel. Restaurant and hotel staff have been briefed and alerted in preparation for Diane's napkin shenanigans.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎ 202.204.3670 | [www.napawash.org](http://www.napawash.org)

Connect with the Academy:   

**From:** Marshall, John  
**Sent:** Wed, 17 Dec 2014 01:49:04 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: confirming our 12:30 appointment tomorrow  
**Attachments:** image001.gif, image002.gif, image003.gif

Fun

Sent from my iPhone

On Dec 16, 2014, at 7:08 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

The restaurant is in the Madison hotel. Should be fun.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, December 16, 2014 05:56 PM Eastern Standard Time  
**To:** Ann Fisher ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)); Marshall, Susan G.; Diane Baker  
**Subject:** confirming our 12:30 appointment tomorrow

At Rural Society in the Madison Hotel. Restaurant and hotel staff have been briefed and alerted in preparation for Diane's napkin shenanigans.

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy: <[image001.gif](#)> <[image002.gif](#)> <[image003.gif](#)>

**From:** Marshall, Susan G.  
**Sent:** Wed, 17 Dec 2014 15:56:16 +0000  
**To:** Dan G (blair2900@[REDACTED]) Diane(diane baker241@[REDACTED])  
**Subject:** FW: 2015 Professional Development Program  
**Attachments:** smmarshall resume2014.doc

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Wednesday, December 17, 2014 10:56 AM  
**To:** Thorson, Eric M  
**Subject:** FW: 2015 Professional Development Program

Hi Eric,

Thanks for asking Pat to send me the letter about the detail to the House Appropriations Committee. I am definitely interested in participating in the program and I think it would be a great opportunity for me and for the office. I am not sure what the process is for candidates to be considered so I've included my resume here in the event you are inclined to send my name to the Committee point of contact.

Again, thanks!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Brown, Patricia L.  
**Sent:** Wednesday, December 17, 2014 10:43 AM  
**To:** Marshall, Susan G.  
**Subject:** FW: 2015 Professional Development Program

Hi Susan:

Eric asked me to forward the e-mail below and attachment to you – FYI.

---

**From:** Stover, Joyce [<mailto:Joyce.Stover@mail.house.gov>]  
**Sent:** Monday, December 15, 2014 1:57 PM  
**To:** Brown, Patricia L.  
**Cc:** Decatur-Brodeur, Vicky  
**Subject:** 2015 Professional Development Program

Good Afternoon:

Please find attached a letter pertaining to our 2015 Professional Development Program.

If you have interested personnel please have them send a resume and an approval letter from there leadership.

Thank you for your assistance in this matter.

Joyce Stover

Surveys and Investigations Division

House Appropriations Committee



**Susan G. Marshall**

740 15<sup>th</sup> Street, NW  
Washington, DC 20220  
(202) 927-9842

**September 2011 to Present**  
**Director, External Relations**  
**Office of Inspector General, Department of Treasury**

- Executive Director, Council of Inspectors General on Financial Oversight (CIGFO)
- Manage CIGFO working group audits on financial stability and publish CIGFO annual report
- Monitor fiscal and monetary policy developments and inform CIGFO members of activities
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Manage the Office of Inspector General legislative tracking system
- Manage the Office of Inspector General Equal Employment Opportunity Program

**March 2009 to July 2011**  
**Senior Advisor to Commissioner Dan Blair**  
**Postal Regulatory Commission**

- Responsible for advising Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions
- Responded to press inquiries on the Commissioner's behalf
- Developed and drafted procurement procedures handbook for the Commission ( 2009)

**September 2005 to January 2009**  
**Director, Congressional Relations**  
**Office of Personnel Management**

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies
- Managed Congressional Correspondence program and case work related to over 7,000 Member letters and Congressional calls for information
- Responsible for managing a staff of 14
- Developed and managed \$1 million records management contract –conversion of 500,000 legislative records to electronic format
- Member of the agency's Information Technology Review Board

**July 2003 to September 2005**

**Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement**

**General Services Administration**

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Developed and implemented the agency's Competitive Sourcing Program by facilitating agency-wide and individual business unit organizational studies
- Provided competitive sourcing policy training to GSA personnel
- Participated on Source Selection Boards
- Implemented a new A-76 infrastructure to facilitate contract, human resources and legal issues related to specific organizational studies
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million
- Managed a staff of five

**June 2001 to July 2003**

**Senior Policy Advisor to the Administrator**

**General Services Administration**

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)
- Provided program/policy analysis and provided recommendations on how to remedy program deficiencies
- Coordinated and assisted in the execution of strategic marketing, communications and legislative affairs strategies
- Participated in the agency's long-range planning activities, such as development of the agency's Strategic Plan, Performance Plan, and Accountability Report
- Implemented the agency's Performance Management Web-based tool
- Collected survey data on performance management and developed statistical analysis of the results

**December 1998 to June 2001**

**Professional Staff Member**

**Senate Committee on Governmental Affairs**

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement
- Coordinated confirmation process for nominees of the Office of Management and Budget, Federal Emergency Management Agency and the Census Bureau
- Responsible for briefings to Members and staff on technology, property, statistical policy and other issues

**July 1997 to December 1998**

**Vice President, Information Services Division  
Information Technology Association of America**

- Coordinated successful lobbying campaign to increase the number of temporary visas for high tech workers resulting in the enactment of the American Competitiveness and Workforce Improvement Act of 1998
- Managed outside lobbyists (Patton Boggs)
- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000
- Reported to association Board of Directors
- Responsible for monthly newsletter publication

**January to June 1997**

**Consultant, Year 2000 Program  
Federal Sources, Incorporated**

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies
- Presented oral briefings to clients on Federal activity and business opportunities
- Provided public relations and market consulting to various clients
- Worked with trade publications, mainstream print and other media organizations as a company spokesperson on Year 2000 activity
- Coordinated Congressional briefings

**1994 to 1996**

**Procurement Specialist  
Committee on Government Reform and Oversight**

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)
- Conducted oversight of Federal agency computer data field software conversion efforts to identify the Year 2000
- Primary liaison for industry and association support for procurement reform
- Briefed Committee Members and staff on procurement initiatives and related reforms

**1989 to 1994**

**Manager, Legislative Affairs: 1993 to 1994**

**Assistant Manager, Legislative Affairs 1992 to 1993**

**Legislative Assistant, Legislative Affairs 1989 to 1992**

**Aerospace Industries Association of America, Incorporated**

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues
- Wrote testimony and prepared industry witnesses for Congressional hearings
- Presented oral and written briefings on current legislative activity
- Responsible for monthly newsletter publications, monthly Executive Member legislative reports, and biannual Board of Governors presentations

**Education:**

B.A. Political Science May 1987 The Pennsylvania State University

Political Studies 1986 University of Exeter, Exeter England

**Awards:**

Barry R. Snyder award for significant contributions through a cooperative effort in support of the mission of the Council of Inspectors General on Integrity and Ethics.



**From:** Marshall, Susan G.  
**Sent:** Fri, 19 Dec 2014 10:12:44 +0000  
**To:** 'Dan Blair'  
**Subject:** Federal News Radio

<http://www.federalnewsradio.com/?nid=31&sid=3765852>

**From:** Dan Blair  
**Sent:** Wed, 24 Dec 2014 16:26:39 +0000  
**To:** Marshall, Susan G.  
**Subject:** Automatic reply: Gocomics Mobile

Happy Holidays! I will be out of the office until Monday, January 5th. I hope you and your family have a wonderful Holiday season.

Dan

**From:** Dan Blair  
**Sent:** Wed, 24 Dec 2014 16:31:41 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Gocomics Mobile

I've always thought of you as Cookie Twinkle Toes. MERRY!

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

Sent: Wednesday, December 24, 2014 11:21 AM

To: Dan Blair

Subject: Gocomics Mobile

<http://www.gocomics.com/auntty-acid>

To happy floppy feet from cookie twinkle toes.

..

MERRY CHRISTMAS!

**From:** Brown, Ellen B.  
**Sent:** Mon, 5 Jan 2015 23:05:26 +0000  
**To:** Marshall, Susan G.  
**Cc:** Blair, Michele; Dan Blair  
**Subject:** Re: Jennifer Safavian to RILA

Yeah, ditto... EB

Sent from EB's iPhone

On Jan 5, 2015, at 2:51 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Glad she landed on her feet...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Blair, Michele [<mailto:michele.blair@>]  
**Sent:** Monday, January 05, 2015 2:37 PM  
**To:** 'Dan Blair'; Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail)); ([ebrown@mail](mailto:ebrown@mail));  
Marshall, Susan G.  
**Subject:** Jennifer Safavian to RILA

**RILA NAMES NEW TOP LOBBYIST: The Retail Industry Leaders Association** has hired **Jennifer Safavian** to serve as vice president for government affairs. Safavian will oversee the group's federal and state advocacy, which includes cybersecurity, e-fairness and tax reform. Safavian previously worked for four years in senior leadership positions on the House Ways and Means Committee.

**Michele Blair**  
Director, Global Corporate Responsibility

+1 [REDACTED] tel  
+1 [REDACTED] mobile  
[michele.blair@](mailto:michele.blair@) [REDACTED]

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED], LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** Marshall, Susan G.  
**Sent:** Thu, 8 Jan 2015 16:39:55 +0000  
**To:** 'Blair, Michele'; Dan G (blair2900@██████████ Brown, Ellen B. (ebrown@mail.██████████))  
**Subject:** FW: [SUSPECTED SPAM] News from The Hill: Sen. Boxer announces retirement plans

WOW!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** The Hill [mailto:news@thehill.com]  
**Sent:** Thursday, January 08, 2015 11:37 AM  
**To:** Marshall, Susan G.  
**Subject:** [SUSPECTED SPAM] News from The Hill: Sen. Boxer announces retirement plans



## **News from The Hill**

### **Sen. Boxer announces retirement plans**

By Cameron Joseph

Sen. Barbara Boxer (D-Calif.) will retire after finishing her term in Congress, she announced on her website Thursday morning.

"I will not be running for the Senate in 2016," she said. "I want to come home to this state that I love so much, California."

[Read more on this article here.](#)

---

Not signed up to receive our newsletters? Click [here](#) to join our list and get our daily emails in your inbox, too.

*For all the latest news:*

*[Visit TheHill.com](#)*

*[Follow @TheHill on Twitter](#)*

*[Like The Hill on Facebook](#)*

*[Connect with The Hill on Google+](#)*



 **SafeUnsubscribe**

This email was sent to [marshalls@oig.treas.gov](mailto:marshalls@oig.treas.gov) by [news@thehill.com](mailto:news@thehill.com)  
[Update Profile/Email Address](#) | Rapid removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).

The Hill | 1625 K St. NW | Washington | DC | 20006

**From:** FISHER, ANN C  
**Sent:** Fri, 9 Jan 2015 15:30:34 +0000  
**To:** Diane Baker; Marshall, Susan G.; Dan Blair  
**Subject:** FW: Baby William  
**Attachments:** photo.JPG

Anne Landau's new addition!

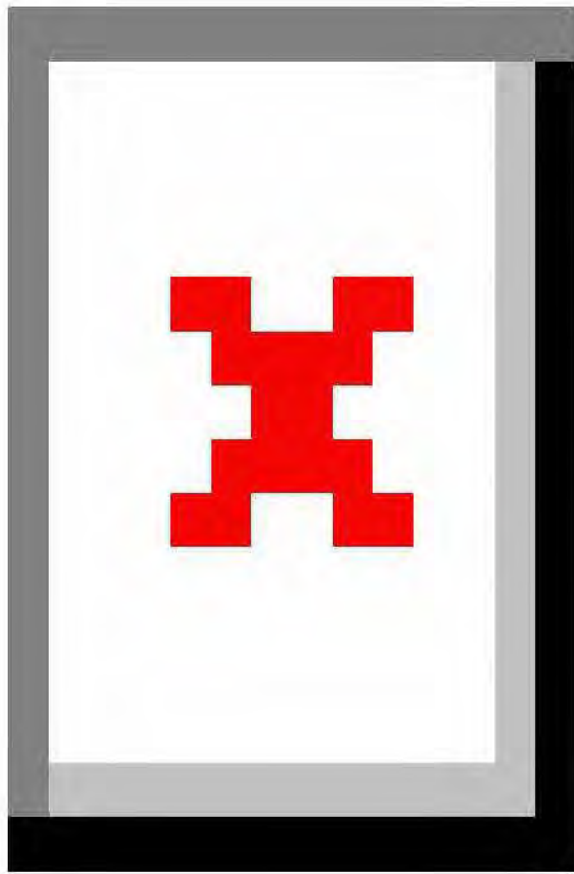
---

**From:** ACTON, MARK D  
**Sent:** Friday, January 09, 2015 9:49 AM  
**To:** ALL PRC  
**Subject:** Baby William

[REDACTED] are proud new parents of [REDACTED]. All is well and Mother says he looks just like his brother.

*Mark Acton*

*Commissioner, Postal Regulatory Commission*





Sent from my iPhone









**From:** Marshall, Susan G.  
**Sent:** Fri, 9 Jan 2015 15:59:36 +0000  
**To:** 'FISHER, ANN C'; Diane Baker; Dan Blair  
**Subject:** RE: Baby [REDACTED]

ADORABLE!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Friday, January 09, 2015 10:31 AM  
**To:** Diane Baker; Marshall, Susan G.; Dan Blair  
**Subject:** FW: Baby [REDACTED]

[REDACTED]'s new addition!

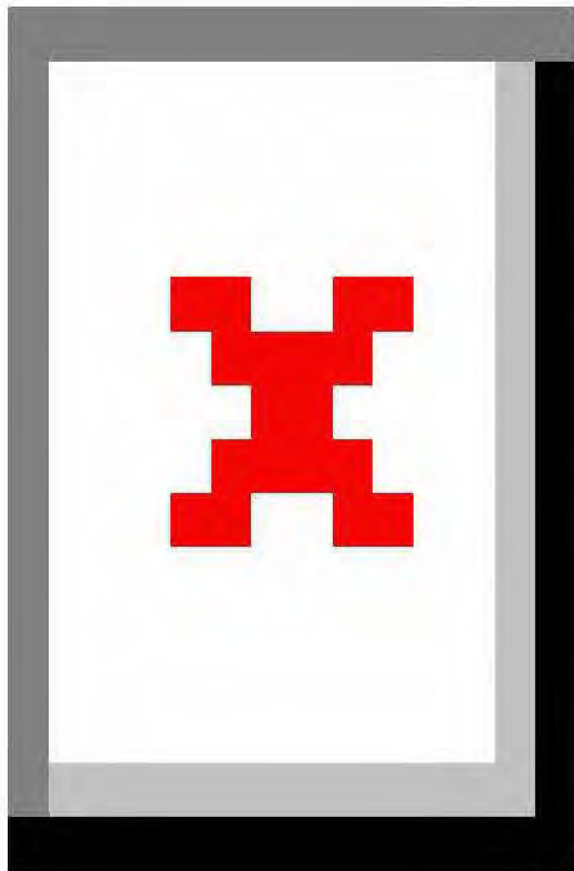
---

**From:** ACTON, MARK D  
**Sent:** Friday, January 09, 2015 9:49 AM  
**To:** ALL PRC  
**Subject:** Baby [REDACTED]

[REDACTED] are proud new parents of [REDACTED]. All is well and Mother says he looks just like his brother.

*Mark Acton*  
*[Commissioner, Postal Regulatory Commission](#)*





Sent from my iPhone

**From:** Diane Baker  
**Sent:** Fri, 9 Jan 2015 16:00:41 -0500  
**To:** FISHER, ANN C  
**Cc:** Marshall, Susan G.; Dan Blair  
**Subject:** Re: Baby [REDACTED]

Aww nice.

Sent from my iPhone

On Jan 9, 2015, at 10:30 AM, FISHER, ANN C <[Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)> wrote:

[REDACTED] new addition!

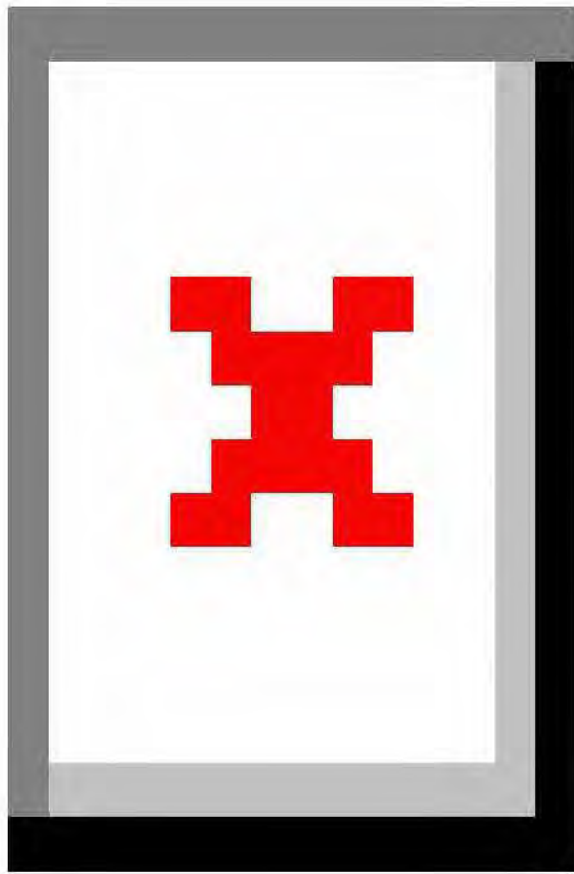
---

**From:** ACTON, MARK D  
**Sent:** Friday, January 09, 2015 9:49 AM  
**To:** ALL PRC  
**Subject:** Baby William

[REDACTED] are proud new parents of [REDACTED]. All is well and Mother says he looks just like his brother.

*Mark Acton*

*[Commissioner, Postal Regulatory Commission](#)*





Sent from my iPhone

<photo.JPG>

**From:** Brown, Ellen B.  
**Sent:** Tue, 13 Jan 2015 00:43:38 +0000  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair  
**Subject:** Re: Tom Davis on pbs news hour now

I'll turn it on. Thanks! EB

Sent from EB's iPhone

> On Jan 12, 2015, at 7:42 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

>

> I think they are talking about partisan politics their new book.

>

> Haven't seem him in a long time...

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED], LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Marshall, Susan G.  
**Sent:** Tue, 13 Jan 2015 00:49:16 +0000  
**To:** 'Brown, Ellen B.'  
**Cc:** 'Dan Blair'  
**Subject:** RE: The PARTISAN DIVIDE: Congress in Crisis

I agree!! And his book is getting good reviews!!

-----Original Message-----

**From:** Brown, Ellen B. [ebrown@mail [REDACTED]]  
**Sent:** Monday, January 12, 2015 07:47 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair  
**Subject:** Re: The PARTISAN DIVIDE: Congress in Crisis

He looks GREAT...better than before, even!! EB

Sent from EB's iPhone

> On Jan 12, 2015, at 7:46 PM, Brown, Ellen B. <ebrown@mail [REDACTED]> wrote:

>

> Didn't even know... EB

>

> Sent from EB's iPhone

>

>> On Jan 12, 2015, at 7:44 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

>>

>> <http://www.amazon.com/The-PARTISAN-DIVIDE-Congress-Crisis/dp/1619331284>

>>

>> The martin frost tom davis book...interesting....

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** Marshall, Susan G.  
**Sent:** Tue, 13 Jan 2015 01:59:18 +0000  
**To:** 'michele.blair[REDACTED]'; 'Ellen B. Brown'; 'Dan G (blair2900@[REDACTED])'  
**Subject:** 1 dead, 2 critical after smoke fills D.C. Metro train

<http://www.usatoday.com/story/news/nation/2015/01/12/1-dead-2-critical-after-smoke-fills-dc-metro-train/21665841/>

Unbelievable!! One dead 84 injured and one person had a seizure.

Sue those dirty rats..not a safe way to travel!!



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan G \(blair2900@ \[REDACTED\]\)" <michele.blair@\[REDACTED\]>](#)  
**Subject:** Brian Deese to succeed John Podesta - Edward-Isaac Dovere - POLITICO  
**Date:** Wednesday, January 21, 2015 8:10:14 PM

---

<http://www.politico.com/story/2015/01/brian-deese-to-succeed-john-podesta-114478.html>

Wow !

**From:** Marshall, Susan G.  
**Sent:** Thu, 22 Jan 2015 01:09:52 +0000  
**To:** 'Dan G (blair2900@[REDACTED])'; 'michele.blair@[REDACTED]'  
**Subject:** Brian Deese to succeed John Podesta - Edward-Isaac Dovere - POLITICO

<http://www.politico.com/story/2015/01/brian-deese-to-succeed-john-podesta-114478.html>

Wow !

**From:** Marshall, Susan G.  
**Sent:** Thu, 29 Jan 2015 00:10:20 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Didn't Robert 's brother attend this school?

Talk about worlds apart...it ain't no York Suburban High School.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, January 28, 2015 06:45 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Didn't Robert 's brother attend this school?

I don't know. It was a boarding school in Switzerland, but I bet there are a number of them.

-----Original Message-----

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, January 28, 2015 6:44 PM  
**To:** Dan Blair  
**Subject:** Didn't Robert 's brother attend this school?

<http://nypost.com/2015/01/28/welcome-to-the-most-expensive-boarding-school-in-the-world/>

**From:** Dan Blair  
**Sent:** Fri, 30 Jan 2015 20:37:14 +0000  
**To:** Marshall, Susan G.  
**Subject:** Automatic reply: dinner on Feb 18

I will be out of the office Friday, January 30th. If you need to reach me, please contact Ms. Travia Cole at [tcole@napawash.org](mailto:tcole@napawash.org) or 202-204-3670. Thank you.



**From:** Dan Blair  
**Sent:** Fri, 30 Jan 2015 20:38:07 +0000  
**To:** Marshall, Susan G.; Mark A. Robbins  
**Cc:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

No. I know when I'm not wanted. Have fun with your peeking ducks.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, January 30, 2015 3:37 PM  
**To:** Dan Blair; Mark A. Robbins  
**Cc:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

See Linda's email below Tricia's ...She is going to invite you. But don't respond to Mark's email until you get an email from LMS.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Friday, January 30, 2015 3:36 PM  
**To:** Mark A. Robbins; Marshall, Susan G.  
**Cc:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

I wasn't invited.

---

**From:** Mark A. Robbins [mailto:markarobbins@ ]  
**Sent:** Friday, January 30, 2015 3:35 PM  
**To:** Marshall, Susan G.  
**Cc:** Hollis, Tricia; Dan Blair  
**Subject:** Re: dinner on Feb 18

Sounds good. I think the last time I was there was with you folks before I was confirmed. So about 3 years ago.

I'm looping Dan in -- want to car-pool out to the wild suburbs?

Mark A. Robbins  
Cell: [REDACTED]

On Jan 30, 2015, at 3:24 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

Thanks for the invite...I'll be there.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Hollis, Tricia  
**Sent:** Friday, January 30, 2015 3:21 PM  
**To:** Marshall, Susan G.; 'Mark A. Robbins' ([markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED]))  
**Subject:** FW: dinner on Feb 18

As you can see from the below, I'm supposed to have dinner with Linda on February 18 at the Peking Gourmet Inn in Falls Church. Would you be interested in joining us? I'm thinking it will probably be a 7.

Thanks

---

**From:** Linda M Springer ([mailto:Linda.Springer@\[REDACTED\]](mailto:Linda.Springer@[REDACTED]))  
**Sent:** Friday, January 30, 2015 3:03 PM  
**To:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

How abt this:

You – Mark, Susan M (I doubt Susan B will be in the area)  
Me – John, Robert, Dan

How's that? Also, what time?

<image001.gif> **Linda M. Springer** | Executive Director | Government and Public Sector

Ernst & Young LLP  
8484 Westpark Drive, McLean, Virginia 22102, United States of America  
Office: [REDACTED] | Fax: 866-491-0786 | [linda.springer@\[REDACTED\]](mailto:linda.springer@[REDACTED])  
Cell: 703-772-1582 | EY/Comm: 8957774  
Website: <http://www.ey.com>  
Kellie A. Marshall | Phone: [REDACTED] | [kellie.marshall@\[REDACTED\]](mailto:kellie.marshall@[REDACTED])

---

**From:** Hollis, Tricia (<mailto:HollisP@oig.treas.gov>)  
**Sent:** Friday, January 30, 2015 2:55 PM  
**To:** Linda M Springer  
**Subject:** RE: dinner on Feb 18

Sure. Anyone you want me to reach out to?

---

**From:** Linda M Springer ([mailto:Linda.Springer@\[REDACTED\]](mailto:Linda.Springer@[REDACTED]))  
**Sent:** Friday, January 30, 2015 2:52 PM



**To:** Hollis, Tricia  
**Subject:** dinner on Feb 18

Dan and John S. mentioned the other day that we were due for an OPM reunion dinner. Should we see who else could come on the 18<sup>th</sup>?

<image001.gif> **Linda M. Springer** | Executive Director | Government and Public Sector

Ernst & Young LLP  
8484 Westpark Drive, McLean, Virginia 22102, United States of America  
Office: [REDACTED] | Fax: 866-491-0786 | [linda.springer@\[REDACTED\]](mailto:linda.springer@[REDACTED])  
Cell: [REDACTED] | EY/Comm: 8957774  
Website: <http://www.ey.com>  
Kellie A. Marshall | Phone: [REDACTED] | [kellie.marshall@\[REDACTED\]](mailto:kellie.marshall@[REDACTED])

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

---

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the [ey.com](http://ey.com) website, which track e-mail preferences through a separate process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

---

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the

message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the [ey.com](http://ey.com) website, which track e-mail preferences through a separate process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP



**From:** Hollis, Tricia  
**Sent:** Fri, 30 Jan 2015 20:38:50 +0000  
**To:** 'Blair, Dan (dblair@napawash.org)'; 'Robbins, Mark (Mark.Robbins@mspb.gov)';  
Marshall, Susan G.  
**Subject:** FW: OPM dinner

Now what do you have to say?

---

**From:** Linda M Springer [mailto:Linda.Springer@ey.com]  
**Sent:** Friday, January 30, 2015 3:32 PM  
**To:** Dan Blair (dblair@napawash.org); John Salamone (JSalamone@mspb.gov); Robert Batson (batsondc@mspb.gov)  
**Cc:** Hollis, Tricia  
**Subject:** OPM dinner

Tricia and I are having dinner on Wed, Feb 18<sup>th</sup> at the Peking Gourmet Inn at 7 pm. We thought it would be fun to open it up for an OPM reunion – which is way overdue.

Can you guys make it?



**Linda M. Springer** | Executive Director | Government and Public Sector

Ernst & Young LLP  
8484 Westpark Drive, McLean, Virginia 22102, United States of America  
Office: [REDACTED] | Fax: 866-491-0786 | [linda.springer@ey.com](mailto:linda.springer@ey.com)  
Cell: [REDACTED] | EY/Comm: 8957774  
Website: <http://www.ey.com>  
Kellie A. Marshall | Phone: 703-747-1440 | [kellie.marshall@ey.com](mailto:kellie.marshall@ey.com)

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the ey.com website, which track e-mail preferences through a separate

process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP

**From:** Hollis, Tricia  
**Sent:** Fri, 30 Jan 2015 20:50:05 +0000  
**To:** 'Dan Blair'; Marshall, Susan G.; 'Mark A. Robbins'  
**Subject:** RE: dinner on Feb 18

Tell Linda. She invited you, not me.

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, January 30, 2015 3:39 PM  
**To:** Hollis, Tricia; Marshall, Susan G.; Mark A. Robbins  
**Subject:** RE: dinner on Feb 18

Nah. Enjoy your wontons without me.

---

**From:** Hollis, Tricia [<mailto:HollisP@oig.treas.gov>]  
**Sent:** Friday, January 30, 2015 3:38 PM  
**To:** Marshall, Susan G.; Dan Blair; Mark A. Robbins  
**Subject:** RE: dinner on Feb 18

And Linda just sent you, Robert and John the invite!

---

**From:** Marshall, Susan G.  
**Sent:** Friday, January 30, 2015 3:37 PM  
**To:** 'Dan Blair'; Mark A. Robbins  
**Cc:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

See Linda's email below Tricia's ....She is going to invite you. But don't respond to Mark's email until you get an email from LMS.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, January 30, 2015 3:36 PM  
**To:** Mark A. Robbins; Marshall, Susan G.  
**Cc:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

I wasn't invited.

---

**From:** Mark A. Robbins [<mailto:markarobbins@> ]  
**Sent:** Friday, January 30, 2015 3:35 PM  
**To:** Marshall, Susan G.

**Cc:** Hollis, Tricia; Dan Blair  
**Subject:** Re: dinner on Feb 18

Sounds good. I think the last time I was there was with you folks before I was confirmed. So about 3 years ago.

I'm looping Dan in -- want to car-pool out to the wild suburbs?

Mark A. Robbins

Cell: [REDACTED]

On Jan 30, 2015, at 3:24 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Thanks for the invite...I'll be there.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Hollis, Tricia  
**Sent:** Friday, January 30, 2015 3:21 PM  
**To:** Marshall, Susan G.; 'Mark A. Robbins' (<[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])>)  
**Subject:** FW: dinner on Feb 18

As you can see from the below, I'm supposed to have dinner with Linda on February 18 at the Peking Gourmet Inn in Falls Church. Would you be interested in joining us? I'm thinking it will probably be a 7.

Thanks

---

**From:** Linda M Springer [[mailto:Linda.Springer@\[REDACTED\]](mailto:Linda.Springer@[REDACTED])]  
**Sent:** Friday, January 30, 2015 3:03 PM  
**To:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

How abt this:

You – Mark, Susan M (I doubt Susan B will be in the area)  
Me – John, Robert, Dan

How's that? Also, what time?

<image001.gif> **Linda M. Springer** | Executive Director | Government and Public Sector

Ernst & Young LLP



8484 Westpark Drive, McLean, Virginia 22102, United States of America  
Office: [REDACTED] | Fax: 866-491-0786 | [linda.springer@\[REDACTED\]](mailto:linda.springer@[REDACTED])  
Cell: [REDACTED] | EY/Comm: 8957774  
Website: [http://www.\[REDACTED\]](http://www.[REDACTED])  
Kellie A. Marshall | Phone: [REDACTED] | [kellie.marshall@\[REDACTED\]](mailto:kellie.marshall@[REDACTED])

---

**From:** Hollis, Tricia [<mailto:HollisP@oig.treas.gov>]  
**Sent:** Friday, January 30, 2015 2:55 PM  
**To:** Linda M Springer  
**Subject:** RE: dinner on Feb 18

Sure. Anyone you want me to reach out to?

---

**From:** Linda M Springer [[mailto:Linda.Springer@\[REDACTED\]](mailto:Linda.Springer@[REDACTED])]  
**Sent:** Friday, January 30, 2015 2:52 PM  
**To:** Hollis, Tricia  
**Subject:** dinner on Feb 18

Dan and John S. mentioned the other day that we were due for an OPM reunion dinner. Should we see who else could come on the 18<sup>th</sup>?

<image001.gif> **Linda M. Springer** | Executive Director | Government and Public Sector

Ernst & Young LLP  
8484 Westpark Drive, McLean, Virginia 22102, United States of America  
Office: [REDACTED] | Fax: 866-491-0786 | [linda.springer@\[REDACTED\]](mailto:linda.springer@[REDACTED])  
Cell: [REDACTED] | EY/Comm: 8957774  
Website: <http://www.ey.com>  
Kellie A. Marshall | Phone: [REDACTED] | [kellie.marshall@\[REDACTED\]](mailto:kellie.marshall@[REDACTED])

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

---

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the [ey.com](http://ey.com) website, which track e-mail preferences through a separate

process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

---

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the [ey.com](http://ey.com) website, which track e-mail preferences through a separate process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP

**From:** Marshall, Susan G.  
**Sent:** Fri, 30 Jan 2015 21:30:14 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: dinner on Feb 18

I guess you will be with the cool kids....

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, January 30, 2015 04:12 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: dinner on Feb 18

I'm going to sit at the next table

Sent from my iPhone

On Jan 30, 2015, at 3:46 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

First of all, it is RETIREEZ, not RSM, and Batson...does he know he works for the pay day lending industry? I'll record the whole event so you can watch it on DVD later.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, January 30, 2015 3:44 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: dinner on Feb 18

You have to sit next to her all night and Mark can bring up RSM and how it's failed and Robert Batson can just look confused.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, January 30, 2015 3:42 PM  
**To:** Dan Blair  
**Subject:** RE: dinner on Feb 18

Party pooper scooper.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury



(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, January 30, 2015 3:39 PM  
**To:** Hollis, Tricia; Marshall, Susan G.; Mark A. Robbins  
**Subject:** RE: dinner on Feb 18

Nah. Enjoy your wontons without me.

---

**From:** Hollis, Tricia [<mailto:HollisP@oig.treas.gov>]  
**Sent:** Friday, January 30, 2015 3:38 PM  
**To:** Marshall, Susan G.; Dan Blair; Mark A. Robbins  
**Subject:** RE: dinner on Feb 18

And Linda just sent you, Robert and John the invite!

---

**From:** Marshall, Susan G.  
**Sent:** Friday, January 30, 2015 3:37 PM  
**To:** 'Dan Blair'; Mark A. Robbins  
**Cc:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

See Linda's email below Tricia's ...She is going to invite you. But don't respond to Mark's email until you get an email from LMS.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, January 30, 2015 3:36 PM  
**To:** Mark A. Robbins; Marshall, Susan G.  
**Cc:** Hollis, Tricia  
**Subject:** RE: dinner on Feb 18

I wasn't invited.

---

**From:** Mark A. Robbins [<mailto:markarobbins@aol.com>]  
**Sent:** Friday, January 30, 2015 3:35 PM  
**To:** Marshall, Susan G.  
**Cc:** Hollis, Tricia; Dan Blair  
**Subject:** Re: dinner on Feb 18

Sounds good. I think the last time I was there was with you folks before I was confirmed. So about 3 years ago.

I'm looping Dan in -- want to car-pool out to the wild suburbs?



Mark A. Robbins

Cell: [REDACTED]

On Jan 30, 2015, at 3:24 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Thanks for the invite...I'll be there.

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

---

**From:** Hollis, Tricia

**Sent:** Friday, January 30, 2015 3:21 PM

**To:** Marshall, Susan G.; 'Mark A. Robbins' (<[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])>)

**Subject:** FW: dinner on Feb 18

As you can see from the below, I'm supposed to have dinner with Linda on February 18 at the Peking Gourmet Inn in Falls Church. Would you be interested in joining us? I'm thinking it will probably be a 7.

Thanks

---

**From:** Linda M Springer (<[mailto:Linda.Springer@\[REDACTED\]](mailto:Linda.Springer@[REDACTED])>)

**Sent:** Friday, January 30, 2015 3:03 PM

**To:** Hollis, Tricia

**Subject:** RE: dinner on Feb 18

How abt this:

You – Mark, Susan M (I doubt Susan B will be in the area)

Me – John, Robert, Dan

How's that? Also, what time?

<image001.gif> **Linda M. Springer** | Executive Director | Government and Public Sector

Ernst & Young LLP

8484 Westpark Drive, McLean, Virginia 22102, United States of America

Office: [REDACTED] | Fax: 866-491-0786 | [linda.springer@\[REDACTED\]](mailto:linda.springer@[REDACTED])

Cell: [REDACTED] | EY/Comm: 8957774

Website: <http://www.ey.com>

Kellie A. Marshall | Phone: [REDACTED] | [kellie.marshall@\[REDACTED\]](mailto:kellie.marshall@[REDACTED])

---

**From:** Hollis, Tricia (<<mailto:HollisP@oig.treas.gov>>)

**Sent:** Friday, January 30, 2015 2:55 PM

**To:** Linda M Springer  
**Subject:** RE: dinner on Feb 18

Sure. Anyone you want me to reach out to?

---

**From:** Linda M Springer [[mailto:Linda.Springer@\[REDACTED\]](mailto:Linda.Springer@[REDACTED])]  
**Sent:** Friday, January 30, 2015 2:52 PM  
**To:** Hollis, Tricia  
**Subject:** dinner on Feb 18

Dan and John S. mentioned the other day that we were due for an OPM reunion dinner. Should we see who else could come on the 18<sup>th</sup>?

<image001.gif> **Linda M. Springer** | Executive Director | Government and Public Sector

Ernst & Young LLP  
8484 Westpark Drive, McLean, Virginia 22102, United States of America  
Office: [REDACTED] Fax: 866-491-0786 | [linda.springer@\[REDACTED\]](mailto:linda.springer@[REDACTED])  
Cell: [REDACTED] | EY/Comm: 8957774  
Website: <http://www.ey.com>  
Kellie A. Marshall | Phone: 7 [REDACTED] | [kellie.marshall@\[REDACTED\]](mailto:kellie.marshall@[REDACTED])

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the [ey.com](http://ey.com) website, which track e-mail preferences through a separate process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

---

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the [ey.com](http://ey.com) website, which track e-mail preferences through a separate process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP



**From:** Linda M Springer  
**Sent:** Sun, 1 Feb 2015 23:56:27 +0000  
**To:** Hollis, Tricia  
**Subject:** RE: OPM dinner

great! Dan is too batson is maybe and waiting for john s

---

**From:** Hollis, Tricia  
**Sent:** Sunday, February 01, 2015 5:23:31 PM  
**To:** Linda M Springer  
**Subject:** RE: OPM dinner

Susan, Mark and Rick are all in.

-----Original Message-----

**From:** Linda M Springer [[Linda.Springer@](#)]  
**Sent:** Friday, January 30, 2015 07:08 PM Eastern Standard Time  
**To:** Dan Blair  
**Cc:** Hollis, Tricia  
**Subject:** RE: OPM dinner

great!!!

---

**From:** Dan Blair  
**Sent:** Friday, January 30, 2015 6:33:03 PM  
**To:** Linda M Springer  
**Subject:** RE: OPM dinner

Sounds like fun. Count me in.

---

**From:** Linda M Springer [mailto:Linda.Springer@]  
**Sent:** Friday, January 30, 2015 3:32 PM  
**To:** Dan Blair; John Salamone (JSalamone@); Robert Batson (batsondc@)  
**Cc:** Tricia Hollis (HollisP@oig.treas.gov)  
**Subject:** OPM dinner

Tricia and I are having dinner on Wed, Feb 18<sup>th</sup> at the Peking Gourmet Inn at 7 pm. We thought it would be fun to open it up for an OPM reunion – which is way overdue.

Can you guys make it?





**Linda M. Springer** | Executive Director | Government and Public Sector

Ernst & Young LLP  
8484 Westpark Drive, McLean, Virginia 22102, United States of America  
Office: 7 [REDACTED] | Fax: 866-491-0786 | [linda.springer@ey.com](mailto:linda.springer@ey.com)  
Cell: [REDACTED] | EY/Comm: 8957774  
Website: <http://www.ey.com>  
Kellie A. Marshall | Phone: 7 [REDACTED] | [kellie\\_marshall@ey.com](mailto:kellie_marshall@ey.com)

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

---

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the ey.com website, which track e-mail preferences through a separate process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

---

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the ey.com website, which track e-mail preferences through a separate process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do

so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

---

The information contained in this message may be privileged and confidential and protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and deleting it from your computer.

Notice required by law: This e-mail may constitute an advertisement or solicitation under U.S. law, if its primary purpose is to advertise or promote a commercial product or service. You may choose not to receive advertising and promotional messages from Ernst & Young LLP (except for EY Client Portal and the ey.com website, which track e-mail preferences through a separate process) at this e-mail address by forwarding this message to [no-more-mail@ey.com](mailto:no-more-mail@ey.com). If you do so, the sender of this message will be notified promptly. Our principal postal address is 5 Times Square, New York, NY 10036. Thank you. Ernst & Young LLP

**From:** Marshall, Susan G.  
**Sent:** Tue, 3 Feb 2015 11:20:16 +0000  
**To:** 'Blair, Michele'  
**Cc:** 'Dan G (blair2900@[REDACTED])' 'Ellen B. Brown'  
**Subject:** RE: PSC Acquires TechAmerica Foundation

Ooopsie...I didn't even know they had a foundation.

Sounds like a mess.

-----Original Message-----

**From:** Blair, Michele [[michele.blair@\[REDACTED\]](#)]  
**Sent:** Monday, February 02, 2015 09:16 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** Dan G (blair2900@[REDACTED]) Ellen B. Brown  
**Subject:** Re: PSC Acquires TechAmerica Foundation

They acquired the foundation. CompTIA acquired TechAmerica last year. Either way the place is a shell of its former self.

Sent from my iPhone

> On Feb 2, 2015, at 7:27 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> [https://www.pscouncil.org/News2/NewsReleases/2015/PSC\\_Acquires\\_TechAmerica\\_Foundation.aspx](https://www.pscouncil.org/News2/NewsReleases/2015/PSC_Acquires_TechAmerica_Foundation.aspx)  
>  
> Omg...the janitors bought techamerica.  
>  
> When we were on the Hill Brosnan and I always called PSC the janitors because they represented the blue collar feds.  
>  
> EB and I know the president of PSC, Stan Soloway well...remember when I made him send you an apology ltr ,EB?  
>  
> He and Chvotkin own techamerica..wow! Big move for them!

**From:** Marshall, Susan G.  
**Sent:** Tue, 3 Feb 2015 23:35:16 +0000  
**To:** 'Dan Blair'  
**Subject:** Gocomics Mobile

<http://www.gocomics.com/aunty-acid/2015/02/01>

I resemble that remark...



**From:** Dan G  
**Sent:** Wed, 4 Feb 2015 16:52:54 -0500  
**To:** Marshall, Susan G.  
**Subject:** Re: Federal Lunch Bunch meeting for DGB celebration

Let's do the 25th or 26th. Pick a place later

Sent from my iPhone

On Feb 4, 2015, at 3:49 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Where do you want to go for lunch and when do you want to go?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Diane Baker [<mailto:diane baker241@>]  
**Sent:** Wednesday, February 04, 2015 3:40 PM  
**To:** Marshall, Susan G.  
**Cc:** Ann Fisher; Dan G ([blair2900](mailto:blair2900))  
**Subject:** Re: Federal Lunch Bunch meeting for DGB celebration

The week of the 23rd is better than President's week but don't pick the date around me.

New job and location make it hard for me to get away. I will do my best but I'm probably out of the lunch bunch for a while. Boo hoo!!

Sent from my iPhone

On Feb 4, 2015, at 3:15 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

YAY!! Mr. DGB? Ms. Di?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Ann Fisher [<mailto:>]  
**Sent:** Wednesday, February 04, 2015 3:14 PM  
**To:** Marshall, Susan G.

**Cc:** Diane [REDACTED] Dan G ([blair2900@](mailto:blair2900@))  
**Subject:** Re: Federal Lunch Bunch meeting for DGB celebration

Absolutely! right now, only day that doesn't work is Feb. 24.

On Wed, Feb 4, 2015 at 2:49 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
Dear Federal Lunch Bunch Members,

On [REDACTED] our colleague, Mr. DG Blair will be celebrating his birthday so we need to get together to celebrate the occasion. Is anyone available after President's Day or the week of 23?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
[\(202\) 927-9842](tel:(202)927-9842)

**From:** Marshall, Susan G.  
**Sent:** Thu, 5 Feb 2015 13:09:25 +0000  
**To:** 'Ann Fisher'  
**Cc:** Diane (dianebaker241@[REDACTED]) Dan G(blair2900@[REDACTED])  
**Subject:** RE: Federal Lunch Bunch meeting for DGB celebration

LB Members,

It looks like Thursday February 26 is a go for lunch...please book your calendars. I'll be getting back to you later with a location.

Stay warm!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Ann Fisher [mailto:annf77@[REDACTED]]  
**Sent:** Wednesday, February 04, 2015 3:14 PM  
**To:** Marshall, Susan G.  
**Cc:** Diane (dianebaker241@[REDACTED]) Dan G (blair2900@[REDACTED])  
**Subject:** Re: Federal Lunch Bunch meeting for DGB celebration

Absolutely! right now, only day that doesn't work is Feb. 24.

On Wed, Feb 4, 2015 at 2:49 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
Dear Federal Lunch Bunch Members,

On [REDACTED], our colleague, Mr. DG Blair will be celebrating his birthday so we need to get together to celebrate the occasion. Is anyone available after President's Day or the week of 23?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
[\(202\) 927-9842](tel:(202)927-9842)

**From:** Marshall, Susan G.  
**Sent:** Thu, 12 Feb 2015 23:00:14 +0000  
**To:** 'Dan Blair'  
**Subject:** FW: OPM Director Archuleta Kicks Off REDI Roadmap Feb. 18: Watch LIVE  
**Importance:** High

See email regarding the new OPM initiative. As dr. Sydney says...exciting stuff!

-----Original Message-----

**From:** Mariam.Harvey@treasury.gov [[Mariam.Harvey@treasury.gov](mailto:Mariam.Harvey@treasury.gov)]  
**Sent:** Thursday, February 12, 2015 05:42 PM Eastern Standard Time  
**To:** Gail.Demers@treasury.gov; Raymond.Campbell2@treasury.gov; joyce.cofield@occ.treas.gov; Lorraine.Cole@treasury.gov; gary.cyrus@bpd.treas.gov; Andre.Faulk@treasury.gov; Deborah.Hayes@usmint.treas.gov; Susan.E.Magee@irs.counsel.treas.gov; Marshall, Susan G.; Monica.H.Davy@irs.gov; elizabeth.ortiz@fincen.gov; Tram-Tiara.Ngo@ttb.gov; Sheila.Venson@tigta.treas.gov; Frederick.Whittington@bep.treas.gov  
**Subject:** FW: OPM Director Archuleta Kicks Off REDI Roadmap Feb. 18: Watch LIVE

This message was sent securely  
using ZixCorp.

fyi

Mariam G. Harvey  
Director, Office of Civil Rights and Diversity  
202-622-0316



[Click Icon to Access Today's 30-Second Inclusion Tip](#)



---

**From:** Parks, David

**Sent:** Thursday, February 12, 2015 5:27 PM

**To:** Martinez, Adam; Pabotoy, Barbara; Blair, Anita; Aten, David Michael; Harvey, Mariam; Demers, Gail; Canning, Gordon; Dreher, Megan; Cook, Ruth; Robinson, Crystal; Peterson, Darlene; Sullivan, James

**Subject:** FW: OPM Director Archuleta Kicks Off REDI Roadmap Feb. 18: Watch LIVE

**Importance:** High

FYI – in case you haven't received from other sources...

---

**From:** Bergquist, Randy (JMD) [<mailto:Randy.Bergquist@usdoj.gov>]

**Sent:** Thursday, February 12, 2015 1:26 PM

**To:** Angela Riddick; Ben Ficks; Bergquist, Randy (JMD); Brandon Guzzone; Brian Easley; Christopher Chavis; Christopher Hall; Cleon Peoples; Curt Everett; Darryl Lansey; Parks, David; David Rude; Phillips, Dawn L.; Deborah Markham; Deborah Smith Cook; Delores Stuckey; Dennis Hafer; Dennis Truskey; Diana Davis; Doug Holt; Douglas Deis; Elvis Medina; Erica Bovaird ([erica.bovaird-1@nasa.gov](mailto:erica.bovaird-1@nasa.gov)); Eve Prinler; Fletcher Honemond; George Tanner; Gerri Ratiff; Gladys Brignoni; Gus Crosetto; Gwyn Robson ([gwyn.robson@tsp.gov](mailto:gwyn.robson@tsp.gov)); Harris, Owen D. (TD) (FBI); Ivonne Cunarro ([icunarro1@doc.gov](mailto:icunarro1@doc.gov)); Jackie Wheeler; Jason Nelson; Jeffrey Anderson; Jeffrey Vargas; Jennifer Tokar; Jim Lantzy; Jo Linda Johnson ([JoLinda.Johnson@tsa.dhs.gov](mailto:JoLinda.Johnson@tsa.dhs.gov)); John Guyant; John Levock; Joyce Smith; Julie Brill (OPM); Karen Terrell; Karla Saunders; Katherine Sprang; Kelly, Karlease ; Kermit Howard; Kim Bauhs; Laura Bravery; Lina Gaines; Linda Datcher; Linda McPheeters; Logan, Suzanne G.; Loretta Reeves; Lydia Marshall; Marie Westbrook; Maureen Higgins; Melissa King; Michael Casey; Nicole Dunn; Patricia Moffett; Peggy Leung; Reese Madsen; Reginald Brown; [RIDINGS.Sharon@epamail.epa.gov](mailto:RIDINGS.Sharon@epamail.epa.gov); Sandy Wells; Shawn Thompson; Sheila Wright; Sonnie Sussillo; Dobberowsky, Steven D; Sydney Smith-Heimbrock ([SYDNEY.SMITH-HEIMBROCK@opm.gov](mailto:SYDNEY.SMITH-HEIMBROCK@opm.gov)); Tara Lynn reynolds; Thomas Blake Bowman; Tina Sung; Tom Fox; Toni Mitchell; Trina Greer; Veronica Marshall; Will Peratino ([William.Peratino@opm.gov](mailto:William.Peratino@opm.gov)); William Johnson

**Subject:** FW: OPM Director Archuleta Kicks Off REDI Roadmap Feb. 18: Watch LIVE

**Importance:** High

Interagency Chief Learning Officer Council Members,

Please see email from Sydney below.

Thanks,

Randy Bergquist

Chair, Interagency Chief Learning Officer Council, and

Assistant Director,

Learning and Workforce Development

Justice Management Division

U.S. Department of Justice

202-514-0459

[randy.bergquist@usdoj.gov](mailto:randy.bergquist@usdoj.gov)

---

**From:** Smith-Heimbrock, Sydney [<mailto:SYDNEY.SMITH-HEIMBROCK@opm.gov>]

**Sent:** Thursday, February 12, 2015 1:10 PM

**To:** Bergquist, Randy (JMD)

**Subject:** FW: OPM Director Archuleta Kicks Off REDI Roadmap Feb. 18: Watch LIVE

**Importance:** High

Randy, hi – Can you please send this out to the CLO network and encourage them to forward to anyone with interest in this rollout.

Exciting stuff!

Sydney

Sydney Heimbrock, Ph.D.  
Deputy Associate Director, Strategic Workforce Planning  
(O) 202-606-2762 (C) 202-427-0453  
Collaboration . . . Innovation . . . Excellence!

*To schedule an appointment, please contact [Cynthia.gloster@opm.gov](mailto:Cynthia.gloster@opm.gov) (202-606-1569)*

---

**From:** Walker, N. Malik  
**Sent:** Wednesday, February 11, 2015 7:19 PM  
**To:** Walker, N. Malik  
**Subject:** OPM Director Archuleta Kicks Off REDI Roadmap Feb. 18: Watch LIVE





**Please join US Office of Personnel Management Director Katherine Archuleta and an expert panel on Wednesday, February 18 at 1 p.m. ET as we introduce OPM's Recruitment, Engagement, Diversity and Inclusion (REDI) roadmap.**

REDI reflects OPM's commitment to the People and Culture pillar of the President's Management Agenda and has been inspired by the Director's conversations with Federal employees and stakeholders across the country.

The REDI roadmap is designed to make sure that we are using the latest data-driven expertise, digital tools, and collaborative partnerships to build a Federal workforce that is talented, well-trained, engaged in the workplace, led by executives who inspire and motivate, and draws from the rich diversity of the people it serves.


**At Wednesday's event, the OPM team will preview a few of the enhancements we're working on for USAJOBS. You can watch LIVE at <http://www.opm.gov/REDI>**

**From:** Marshall, Susan G.  
**Sent:** Wed, 18 Feb 2015 20:15:13 +0000  
**To:** 'Dan G'  
**Subject:** RE: Federal Lunch Bunch meeting for DGB celebration

Nopa Waya! ☺ What time works for you? 12, 12:30 p.m., 9:00 a.m?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842


---

**From:** Dan G [mailto:blair2900@  
**Sent:** Wednesday, February 18, 2015 3:09 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Federal Lunch Bunch meeting for DGB celebration

Holy Bombay Club batman! Oya think that Jaleo ate Fiola with no Proof and need some Graffiato in the new Oval Room.

Let's go with NoPa Kitchen and Bar!

---

**From:** [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**To:** ">blair2900@  
**Subject:** RE: Federal Lunch Bunch meeting for DGB celebration  
**Date:** Wed, 18 Feb 2015 17:30:20 +0000

Here are some ideas for you to consider...

Oya  
Jaleo  
Bombay Club  
Fiola  
Nopa Kithchen and Bar  
Proof  
Graffiato  
Oval Room

What do you think?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General



U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [mailto:blair2900@ ]  
**Sent:** Wednesday, February 18, 2015 12:08 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: Federal Lunch Bunch meeting for DGB celebration

No. I'm open to ideas

Sent from my iPhone

On Feb 18, 2015, at 10:43 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
Do you know where you want to go to lunch on the 26<sup>th</sup>?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Thursday, February 05, 2015 8:09 AM  
**To:** 'Ann Fisher'  
**Cc:** Diane (diane baker241@ ); Dan G (blair2900@ )  
**Subject:** RE: Federal Lunch Bunch meeting for DGB celebration

LB Members,

It looks like Thursday February 26 is a go for lunch...please book your calendars. I'll be getting back to you later with a location.

Stay warm!!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Ann Fisher [mailto:annf77@ ]  
**Sent:** Wednesday, February 04, 2015 3:14 PM  
**To:** Marshall, Susan G.  
**Cc:** Diane (diane baker241@ ) Dan G (blair2900@ )  
**Subject:** Re: Federal Lunch Bunch meeting for DGB celebration

Absolutely! right now, only day that doesn't work is Feb. 24.

On Wed, Feb 4, 2015 at 2:49 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
Dear Federal Lunch Bunch Members,

On [REDACTED], our colleague, Mr. DG Blair will be celebrating his birthday so we need to get together to celebrate the occasion. Is anyone available after President's Day or the week of 23?

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Ann Fisher  
**Sent:** Thu, 19 Feb 2015 18:36:12 -0500  
**To:** Marshall, Susan G.  
**Subject:** Re: Thank u

Glad it made it! See u soon!!

On Thursday, February 19, 2015, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
You are too cute...just opened my mail to find ur Xmas card.

Love the photos...so cute.

Can't wait to catch up with u next week.

-----Original Message-----

**From:** Ann Fisher [[annf77@](mailto:annf77@)]  
**Sent:** Wednesday, February 04, 2015 03:14 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** Diane ([diane baker241@](mailto:diane baker241@)) Dan G ([blair2900@](mailto:blair2900@))  
**Subject:** Re: Federal Lunch Bunch meeting for DGB celebration

Absolutely! right now, only day that doesn't work is Feb. 24.

On Wed, Feb 4, 2015 at 2:49 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Dear Federal Lunch Bunch Members,

On [REDACTED], our colleague, Mr. DG Blair will be celebrating his birthday so we need to get together to celebrate the occasion. Is anyone available after President's Day or the week of 23?

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

[\(202\) 927-9842](tel:(202)927-9842)

**From:** Marshall, Susan G.  
**Sent:** Thu, 26 Feb 2015 15:04:14 +0000  
**To:** 'Dan Blair'; 'FISHER, ANN C'; 'Diane Baker'  
**Subject:** FW: Your NoPa Kitchen + Bar Reservation Cancellation

Happy Snow Day!

-----Original Message-----

**From:** NoPa Kitchen + Bar Cancellations [[member\\_services@opentable.com](mailto:member_services@opentable.com)]  
**Sent:** Thursday, February 26, 2015 10:02 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Your NoPa Kitchen + Bar Reservation Cancellation

Dear susan,

You've successfully canceled your reservation for a party of 4 at NoPa Kitchen + Bar on Thursday, February 26, 2015 at 12:30 PM.

For your reference, here is the confirmation number of the original reservation: 1757458060

Thank you for taking the time to cancel and making this table available to other diners.

We hope to see you on OpenTable again soon!

The OpenTable Team  
[www.OpenTable.com](http://www.OpenTable.com)

PS. Making or changing reservations on the go is a snap with [OpenTable Mobile](#).

\*\* Questions about your reservation? You can always contact NoPa Kitchen + Bar with any questions.

Got a question for OpenTable? Visit [Support.OpenTable.com](http://Support.OpenTable.com) to get answers!

PLANNING A PARTY? With the new OpenTable Private Dining pages, you can see photos and descriptions of hundreds of restaurants and find the ideal spot for your event. Try it now!  
<http://www.opentable.com/info/banquets.aspx?m=9>



**From:** Marshall, Susan G.  
**Sent:** Tue, 3 Mar 2015 18:04:25 +0000  
**To:** Dan G (blair2900@ [REDACTED]) 'Blair, Michele'  
**Subject:** Hettinger hangs out a shingle

## Hettinger hangs out a shingle

Hill veteran Mike Hettinger previously worked for TechAmerica and the Software and Information Industry Association.

Mike Hettinger, a technology policy expert who held senior positions with TechAmerica and the Software and Information Industry Association, has launched his own consultancy focused on legislative and regulatory strategy for the government market.

Hettinger Strategy Group offers clients lobbying and advisory services. The new firm has also partnered with Rich Beutel's Cyrrus Analytics on single-client engagement, and the two boutique firms may team up on other efforts in the future.

"Starting my own firm is something I have always wanted to do, and now seems like the perfect time. The technology marketplace is changing and new policies from Congress and the executive branch are altering the way government buys and uses technology, creating compliance issues for businesses. The demand for my expertise – the ability to influence policy and regulation to create business opportunities – is extremely high and I am excited to continue to work in this arena," Hettinger said in a news release announcing the business.

Hettinger has deep roots in the policy world. In addition to his work for technology trade associations, Hettinger served as chief of staff to former Rep. Tom Davis (R-Va.) and as staff director of the House Oversight and Government Reform Committee, which Davis led.

Posted by Adam Mazmanian on Feb 27, 2015 at 12:30 PM

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** FISHER, ANN C  
**Sent:** Wed, 4 Mar 2015 20:38:41 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: GAO report

Good to know. Thanks!

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
Sent: Wednesday, March 04, 2015 3:24 PM  
To: FISHER, ANN C; Dan Blair  
Subject: RE: GAO report

Senator Johnson was working with her on it, so that is why everyone in the IG community is surprised by the IG bill he introduced, S. 579, which doesn't address any of the issues in the previous bill. I think the Johnson bill was marked up this morning.

When I met with McCaskill staff last year I asked them if they were working with Issa on the provisions, they said no.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: FISHER, ANN C [<mailto:Ann.Fisher@pre.gov>]  
Sent: Wednesday, March 04, 2015 3:21 PM  
To: Marshall, Susan G.; Dan Blair  
Subject: FW: GAO report

This is 2014 GAO testimony on small agencies' use of IGs. I recall that last year, Sen. McCaskill, and possibly another senator, were looking at introducing a bill to eliminate the IGs at certain micro agencies. Instead having them covered by the IG at a larger agency - or something similar to that. Do you recall what other offices may have worked on this?

-----Original Message-----

From: TAUB, ROBERT G  
Sent: Friday, February 27, 2015 12:14 PM  
To: FISHER, ANN C  
Subject: GAO report

<http://www.gao.gov/assets/670/662441.pdf>

**From:** Marshall, Susan G.  
**Sent:** Wed, 4 Mar 2015 20:55:15 +0000  
**To:** 'FISHER, ANN C'  
**Subject:** RE: GAO report

Johnson is moving legislation at breakneck speed!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
Sent: Wednesday, March 04, 2015 3:44 PM  
To: Marshall, Susan G.; Dan Blair  
Subject: RE: GAO report

Interesting. Yes, I just checked and it was reported out this a.m.

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
Sent: Wednesday, March 04, 2015 3:24 PM  
To: FISHER, ANN C; Dan Blair  
Subject: RE: GAO report

Senator Johnson was working with her on it, so that is why everyone in the IG community is surprised by the IG bill he introduced, S. 579, which doesn't address any of the issues in the previous bill. I think the Johnson bill was marked up this morning.

When I met with McCaskill staff last year I asked them if they were working with Issa on the provisions, they said no.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
Sent: Wednesday, March 04, 2015 3:21 PM  
To: Marshall, Susan G.; Dan Blair  
Subject: FW: GAO report


This is 2014 GAO testimony on small agencies' use of IGs. I recall that last year, Sen. McCaskill, and possibly another senator, were looking at introducing a bill to eliminate the IGs at certain micro agencies. Instead having them covered by the IG at a larger agency - or something similar to that. Do you recall what other offices may have worked on this?

-----Original Message-----

From: TAUB, ROBERT G  
Sent: Friday, February 27, 2015 12:14 PM  
To: FISHER, ANN C  
Subject: GAO report

<http://www.gao.gov/assets/670/662441.pdf>



**From:** Marshall, Susan G.  
**Sent:** Tue, 17 Mar 2015 18:21:37 +0000  
**To:** 'Blair, Michele'; Dan G (blair2900@  
**Subject:** Schock is resigning

[http://www.huffingtonpost.com/2015/03/17/aaron-schock-resigning\\_n\\_6887588.html](http://www.huffingtonpost.com/2015/03/17/aaron-schock-resigning_n_6887588.html)

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan G  
**Sent:** Fri, 27 Mar 2015 09:25:21 -0400  
**To:** Diane Baker  
**Cc:** Marshall, Susan G.; annf77@ [REDACTED] Blair, Michele  
**Subject:** Re: [MARKETING] News from The Hill: Harry Reid will not seek reelection

Diane - You have always said Babs is a great American.

Sent from my iPhone

On Mar 27, 2015, at 8:38 AM, Diane Baker <[diane baker241@ \[REDACTED\]](mailto:diane baker241@ [REDACTED])> wrote:

What will the Senate do without great leaders such as Reid and Mikulski??

Sent from my iPhone

On Mar 27, 2015, at 8:26 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

OMG.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** The Hill [<mailto:news@thehill.com>]  
**Sent:** Friday, March 27, 2015 8:26 AM  
**To:** Marshall, Susan G.  
**Subject:** [MARKETING] News from The Hill: Harry Reid will not seek reelection



## **News from The Hill**

### **Harry Reid will not seek reelection**

By David McCabe

Senate Minority Leader Harry Reid (D-Nev.) will not seek reelection next year, he announced Friday.

**[Read more here.](#)**

---

Not signed up to receive our newsletters? Click [here](#) to join our list and get our daily emails in your inbox, too.

*For all the latest news:*

[Visit TheHill.com](#)

[Follow @TheHill on Twitter](#)

[Like The Hill on Facebook](#)

[Connect with The Hill on Google+](#)



 **SafeUnsubscribe™**

This email was sent to [marshalls@oig.treas.gov](mailto:marshalls@oig.treas.gov) by [news@thehill.com](mailto:news@thehill.com)  
[Update Profile/Email Address](#) | Rapid removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).

The Hill | 1625 K St. NW | Washington | DC | 20006

**From:** Blair, Michele  
**Sent:** Mon, 30 Mar 2015 08:55:30 -0400  
**To:** Marshall, Susan G.  
**Subject:** RE: Are you mad at me?

Thanks for your support and thanks for your nice offer to bring something on Sunday. I think we're all set – we've been doing this long enough that I feel like we finally have it down!

Love,  
M

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, March 30, 2015 8:38 AM  
**To:** Blair, Michele  
**Subject:** RE: Are you mad at me?

Michele,

Thank you for the email!! I guess I am paranoid these days...for many reasons some of which you know about.

I am sorry to hear your new job is so stressful. I know what that is like and it can be exhausting.

That said, please let me know if I can bring anything to dinner on Sunday!

Love,  
Susan

-----Original Message-----

**From:** Blair, Michele [michele.blair]  
**Sent:** Monday, March 30, 2015 08:07 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Are you mad at me?

Susan: you're so silly -why in the world would I be mad at you?!! I'm sorry that I didn't respond when you RSVP'd for Easter -- I thought I had. Dan and I are so excited that you're able to join us because it wouldn't be Easter without you.

I started this new job (same company) in January, and to say I have been overwhelmed is an understatement. On top of learning a new area, I am also dealing with a significant increase in my emails. I have always prided myself in keeping a very small mailbox and responding to emails as quickly as possible. I'm just not able to do that now and it's driving me crazy. So I don't always see your messages until two or three days after you send them, and by then I



figure my two cents would be old news!

So sorry that you thought I was mad, when in fact I'm just buried! Please do plan join us for Easter -- you know you are always welcome.

Thanks for your note. See you Sunday.

Michele

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

Sent: Sunday, March 29, 2015 12:18 PM

To: Blair, Michele

Subject: Are you mad at me?

Hi Michele,

I hope you are doing well. I get the impression I did something to offend you because I didn't receive an email from you when I responded to you Easter party invitation or for that matter any other email I have sent recently.

Is it something I said? I know I mouth off a lot when I am joking around and sometimes my remarks cross the line of appropriateness.

I do apologize if I did something to offend you. I don't want to intrude on your Easter celebration if you are upset with me, I can make plans to do something else that day.

Again, please know I value your friendship and would never intentionally try to offend you or hurt your feelings.

All the best,

Susan

**From:** FISHER, ANN C  
**Sent:** Mon, 30 Mar 2015 18:07:45 +0000  
**To:** Marshall, Susan G.; Dan G. Blair  
**Subject:** RE: PRC OIG has moved!

See u there good buddies!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, March 30, 2015 1:50 PM  
**To:** FISHER, ANN C; Dan G. Blair  
**Subject:** RE: PRC OIG has moved!

Thanks for sharing!! ☺ See you guys tomorrow at 12:30 p.m. at NoPA!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** FISHER, ANN C [mailto:Ann.Fisher@prc.gov]  
**Sent:** Monday, March 30, 2015 12:43 PM  
**To:** Marshall, Susan G.; Dan G. Blair  
**Subject:** Fwd: PRC OIG has moved!

In case you need to find our IG!

Sent from my iPhone

Begin forwarded message:

**From:** "CALLENDER, JACK" <jack.callender@prc.gov>  
**Date:** March 30, 2015 at 8:23:40 AM EDT  
**To:** ALL PRC <All\_PRC@prc.gov>  
**Subject:** PRC OIG has moved!

Effective today, the Office of Inspector General is open for business in new office space on the second floor of 901 New York Avenue. Our new office is off the East elevator bank, to the left of the PRC's entrance. (Some folks may remember when our office was to the right of that entrance).

Many thanks for the hard work of Sho and the OSA staff who helped our move from the fifth floor last week go as smoothly as it could have, especially Afif, Connie, Rafael and Sherri. Thanks also to OSA generally for sacrificing their conference and mail rooms to accommodate us.

Stop by anytime,

Jack

**From:** Marshall, Susan G.  
**Sent:** Tue, 31 Mar 2015 14:30:14 +0000  
**To:** Dan G (blair2900@ [REDACTED])  
**Subject:** Partnership for Public Service and PSRW  
**Attachments:** #Draft HonoringtheOath Flyer 20150325.docx, #HonoringtheOath Project Proposal 20150220.docx

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Anita.Blair@treasury.gov [mailto:Anita.Blair@treasury.gov]  
**Sent:** Tuesday, March 31, 2015 9:37 AM  
**To:** Anita.Blair@treasury.gov  
**Subject:** \*\* HCAC FOLLOW-UP: Public Service Recognition Week "Honoring the Oath" Project \*\*

This message was sent securely using ZixCorp.

*By bcc to Treasury Human Capital Advisory Council*

At last week's HCAC meeting, I mentioned this project being pursued by Dorsy Yoffie, one of our Fiscal Service employees who is participating in the Partnership for Public Service "Excellence in Government" Fellows program.

The concept is very simple: In preparation for Public Service Recognition Week, Federal employees may submit via email a brief video of themselves talking about what their Oath of Office means to them. As noted in the attached flyer, to be considered for the campaign launch, videos must be sent to [HonoringTheOath@\[REDACTED\]](mailto:HonoringTheOath@[REDACTED]) by **Wednesday, April 15**. Beginning May 3, participants should post on social media using #HonoringTheOath.

More information is attached and below. I am sure Dorsy will be glad to answer your questions, and I hope people will enjoy participating in this project.

Thanks very much,  
Anita

**From:** [isadora.yoffie@fiscal.treasury.gov](mailto:isadora.yoffie@fiscal.treasury.gov) [mailto:[isadora.yoffie@fiscal.treasury.gov](mailto:isadora.yoffie@fiscal.treasury.gov)]  
**Sent:** Wednesday, March 25, 2015 6:10 PM  
**To:** Blair, Anita  
**Cc:** [randy.thornton@fiscal.treasury.gov](mailto:randy.thornton@fiscal.treasury.gov)  
**Subject:** Re: Request for Treasury's Participation in a project for Public Service Recognition Week

Deputy Assistant Secretary Blair,

As a follow up to our phone conversation earlier this week, attached is a one pager explaining how federal employees can participate in the #HonoringtheOath social media campaign set to launch during



Public Service Recognition week. A few tweaks may be made to the document in the next week, but it has all of the relevant information and can be shared within Treasury. I have also attached our project proposal in case the HR representatives are looking for a bit more background on the initiative.

Thank you for sharing the project within Treasury. I am more than happy to meet to discuss it and Treasury's potential involvement in more detail.

Regards,

Dorsy

Dorsy Yoffie  
Office of Financial Innovation and Transformation (FIT)  
[isadora.yoffie@fiscal.treasury.gov](mailto:isadora.yoffie@fiscal.treasury.gov)  
Office: [REDACTED]  
BB: [REDACTED]

Sample blog post ("my story"):

*"Dorsy  
Department of Treasury*

*What do I have in common with 535 members of Congress, the Secretary of the Treasury and the President of the United States? On our first day on the job, we all swore to "support and defend the Constitution of the United States against all enemies, foreign and domestic ... (and to) well and faithfully discharge the duties of the office on which I am about to enter." No matter what the position or level of experience, all federal employees from all branches of government take the same "Oath of Office," pledging to serve the United States of America.*

*Growing up in New England, I developed a real love for history... "1776 The Musical" was even a "must watch" in our home every 4th of July. The courage and dedication of our founding fathers and mothers and those who, over two centuries, embraced their ideals and accepted the responsibility of our country's leadership have always been some of my heroes. A common topic of conversation around my family's dinner table was "How are you going to make the world better?" Hence, in 2009 I joined the U.S. Department of the Treasury to do my small part to serve my country and give back. From my first day at the Treasury, I have had the privilege to be surrounded by individuals who embrace the pledge they made on their first day as Federal employees. I have found the words of the "Oath of Office" to be alive in my colleagues, managers and leaders in their commitment to serve their country. Now when I think about the "Oath of Office" I not only think about my historical heroes, but also all federal employees who are examples of the Oath on a daily basis."*

If you are interested, I would be happy to meet with you to share more about our project and discuss the potential partnership.

Thank you in advance for your consideration.

Regards,

Dorsy

Dorsy Yoffie  
Office of Financial Innovation and Transformation (FIT)  
[isadora.yoffie@fiscal.treasury.gov](mailto:isadora.yoffie@fiscal.treasury.gov)  
Office: [REDACTED]  
BB: [REDACTED]





# WHAT IS YOUR OATH STORY?



Every day federal civil servants "support and defend the Constitution of the United States against all enemies, foreign and domestic."

This **Public Service Recognition Week** (May 3-9, 2015) celebrate your service by sharing the story of why you serve and your connection to this solemn vow.

Make a video or write a blog answering one or more of these questions:

- What does the Oath of Office mean to you?
- What was your experience taking the Oath of Office?
- Why do you serve?
- How does the Oath of Office connect to why you serve?

**OATH**  
I, [name], do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.

5 U.S.C. §3331

## WHO

**Federal Civil Servants:**  
current & former

## WHAT & WHERE

Send a short video (<2 min), blog post, or photo to

[HonoringTheOath@](mailto:HonoringTheOath@) [redacted]  
or post on social media beginning May 3 using **#HonoringTheOath**  
Please include your first name and federal department

## WHEN

For content to be considered for the campaign launch during **Public Service Recognition Week** please submit by **Wednesday April 15, 2015**

## QUESTIONS?

[HonoringTheOath@](mailto:HonoringTheOath@) [redacted]

*It is advised that participants adhere to their agencies' social media policies.*



[www.twitter.com/HonoringTheOath](http://www.twitter.com/HonoringTheOath)



[www.instagram.com/HonoringTheOath](http://www.instagram.com/HonoringTheOath)



[www.facebook.com/HonoringTheOath](http://www.facebook.com/HonoringTheOath)





## "EIG OATHERS" PROJECT PROPOSAL

---

### BACKGROUND INFORMATION

**Project Title:** *#HonoringtheOath*

**Project Topic:** Human Resources, Critical Success Factor(s): Employee Engagement and Commitment to Public Service.

**Coaching Group:** Fall 2014-2015, Chris Williams

**Team Members:** Andrew Haskins, DHS, TSA; Chuck Hassenplug, HHS, FDA; Joe Williams, DOC, Census; Jon Heller, DHS, USCG; Marcia Shell, DOE, NNSA; Rebecca Meyer, DOD, Army; Dorsy Yoffie, Treasury, Fiscal Service.

**The Challenge:** Every day federal civil servants "support and defend the Constitution of the United States against all enemies, foreign and domestic,"<sup>1</sup> yet employee morale and public perception of government workers is low. Civil servants serve their country every day, and too often their introduction to this honorable work, affirming the Oath of Office, has been watered down to an administrative task. Additionally, recruitment into the federal government is at its lowest in nearly a decade with only 7% of the workforce under the age of 30 in 2014.<sup>2</sup>

**Vision Statement:** Our vision is for federal employees and the public to better understand and appreciate the "call to action" that the Oath of Office represents.

**Mission Statement:** Our mission is to educate the public on federal employees' motivations to serve the public and, provide awareness of the existence of the federal oath of office and its significance to federal employees.

**Project Proposal:** To increase public awareness of the federal oath of office, improve federal worker morale, and improve public perception of federal workers through a social media awareness and education campaign. The campaign entitled *#HonoringtheOath* is planned to launch during Public Service Recognition Week, May 3-9, 2015.

**Impact/Results:** How will success be defined and measured? What is the anticipated impact?

Engagement	Active participation such as sharing a video or message via:
	<ul style="list-style-type: none"><li>• Twitter – number of retweet</li><li>• Facebook – number of likes, video's watched, and video's posted</li><li>• Blogs – number of posts and discussions</li><li>• News – number of mentions or references to the <i>#honoringtheoath</i> campaign</li></ul>
Reach	Passive participation such as accessing but interacting with the site:
	<ul style="list-style-type: none"><li>• Number of people who view the project's webpage, Facebook page, blog or news articles</li></ul>

**Executive Sponsor:** Kimberly A. Holden, the Deputy Associate Director, Recruitment and Hiring, Office of Personnel and Management (OPM).

---

<sup>1</sup> 5 U.S.C. §3331

<sup>2</sup> Washington Post article entitled "Millennials exit the federal workforce as government jobs lose their allure", December 15, 2014.

**From:** Marshall, Susan G.  
**Sent:** Tue, 7 Apr 2015 01:00:13 +0000  
**To:** 'Dan Blair'; 'Diane (diane baker241@ [REDACTED])'  
**Subject:** Ex-Hill aide who admitted 2 assaults avoids jail after he becomes a victim - The Washington Post

[http://www.washingtonpost.com/local/crime/man-who-admits-2-sex-assaults-avoids-prison-after-becoming-a-victim-himself/2015/04/05/45474cfe-da21-11e4-b3f2-607bd612aeac\\_story.html?tid=HP\\_more?tid=HP\\_more](http://www.washingtonpost.com/local/crime/man-who-admits-2-sex-assaults-avoids-prison-after-becoming-a-victim-himself/2015/04/05/45474cfe-da21-11e4-b3f2-607bd612aeac_story.html?tid=HP_more?tid=HP_more)

Former hsgac staffer.



**From:** Dan Blair  
**Sent:** Tue, 7 Apr 2015 01:00:41 +0000  
**To:** Marshall, Susan G.  
**Subject:** Automatic reply: Ex-Hill aide who admitted 2 assaults avoids jail after he becomes a victim - The Washington Post

I will be out of the office until Wednesday, April 8th. I wish you a good Easter and Passover holiday.

Thank you.

Dan

**From:** Blair, Michele  
**Sent:** Tue, 7 Apr 2015 11:42:55 +0000  
**To:** Marshall, Susan G.; Dan G(blair2900@[REDACTED])  
**Subject:** RE: Thank you!

Susan: it was great to see you, as always. Thanks for coming- and bringing nice weather!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, April 06, 2015 9:56 AM  
**To:** Blair, Michele; Dan G (blair2900@[REDACTED])  
**Subject:** Thank you!

Dear Michele and Dan,

Thank you for including me in your beautiful Easter celebration. Your house looked so gorgeous and your new renovations are amazing!

As usual Michele, the food was fabulous!

Again, thanks!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Wed, 15 Apr 2015 16:34:48 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Availability as witness for May 21 HSGAC RAFM federal workforce hearing

YAY NAPA! I hope someone talks about the ever increasing role security clearances and basic background checks are playing in the recruitment process. OPM is totally overwhelmed, especially now that USIS no longer exists, and more and more people can't pass the "financial" portion of the clearances- maybe because more people are in debt after the financial crisis. You can't bring good people into the process without a more streamlined and efficient security clearance process and the appropriate use of reciprocity.

Also as I said before managers do not know how to properly implement the rules so that they can remove problem/poor performers. And as for the aging workforce...my word...we have been talking about this for years...but alas no succession planning possible because that would violate Merit System rules and union agreements.

And training...my gosh...NOT a problem...we spend tens of thousands of dollars on training here in the office. Check the OPM training database for real stats. Wish more people would work instead of going to training all the time.

OH..and don't forget my favorite topic...telework. Great idea, but badly implemented as noted at the Patent Office.

Of course all of this comes down to real management and accountability in all parts of the process the hiring, the retention, the removal of employees. Not much of that going on right now...

I will be watching the hearing and wishing I could sit behind you as you testify with my foot against the chair...LOL.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, April 15, 2015 12:12 PM  
**To:** Marshall, Susan G.  
**Subject:** Fwd: Availability as witness for May 21 HSGAC RAFM federal workforce hearing

Forgot to show you this.

Sent from my iPhone

Begin forwarded message:

**From:** "Gorman, Elizabeth (HSGAC)" <[Elizabeth\\_Gorman@hsgac.senate.gov](mailto:Elizabeth_Gorman@hsgac.senate.gov)>  
**Date:** April 7, 2015 at 11:25:54 AM EDT  
**To:** "[dblair@napawash.org](mailto:dblair@napawash.org)" <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Subject:** Availability as witness for May 21 HSGAC RA FM federal workforce hearing

Dan,

The HSGAC Subcommittee on Regulatory Affairs and Federal Management is holding a hearing on the federal workforce on May 21, 2015 entitled "21st Century Ideas for the 20th Century Federal Civil Service." We expect the hearing to touch on issues facing today's federal workforce, including the ability to recruit, retain, train, and as necessary remove employees and management. Topics of particular interest may include pay for performance, probationary periods, and challenges in recruiting millennials to replace a rapidly aging workforce.

We are interested in your availability as a witness for the hearing. If you are available, we will send you a formal invitation in the coming weeks, and discuss further with you the subject matter of the hearing.

Thank you very much, and very best,

Elizabeth

Elizabeth Gorman  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
Subcommittee on Regulatory Affairs & Federal Management  
(202) 224-2862



**From:** Marshall, Susan G.  
**Sent:** Wed, 15 Apr 2015 19:42:44 +0000  
**To:** 'Dan Blair'; Robbins, Mark  
**Subject:** RE: Postal worker lands helicopter on Capitol grounds

Rain, snow, sleet, restricted air space!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Wednesday, April 15, 2015 3:40 PM  
**To:** Robbins, Mark; Marshall, Susan G.  
**Subject:** RE: Postal worker lands helicopter on Capitol grounds

So pathetic to see that broken helicopter with the big blue USPS log on its broken nose!

---

**From:** Robbins, Mark [mailto:Mark.Robbins@mspb.gov]  
**Sent:** Wednesday, April 15, 2015 3:39 PM  
**To:** Dan Blair; Susan G. Marshall  
**Subject:** Fwd: Postal worker lands helicopter on Capitol grounds

I admire the postal workers. They'll do anything to make a delivery. And no one is going to appreciate it.

Mark A. Robbins  
Cell: [REDACTED]

**Subject: Postal worker lands helicopter on Capitol grounds**

**Government  
Executive**

**GovExec PM Update**  
April 15, 2015

Problems viewing? [View as a web page](#)



---

[Postal Worker Lands Helicopter on U.S. Capitol Grounds to Make Special Mail Delivery](#) // Eric Katz

Florida letter carrier was protesting corruption in federal government.

[Google's Lessons for Federal Workforce Management](#) // Howard Risher

Granting employees the freedom to implement is a central theme.

Defense One's latest eBook is now available!

Get 5 articles on the challenges of building a military for tomorrow

[Read Now](#)

### **Hillary Clinton Is Learning All the Wrong Lessons From Obama** // Josh Kraushaar

She's relying on the president's advisers and old campaign strategy to win her the presidency. But what Clinton really needs is a fresh message and the fight of an underdog.

### **Play of the Day: The New, Relatable Hillary Clinton** // Ross Gianfortune

The candidate's stop at Chipotle is just the beginning.

### **Declining Satisfaction With Government in 5 Charts**

Whether seeking information, applying for benefits or making payments, interacting with feds is increasingly difficult.

### **No Filter: Government Publishing Office Now on Instagram** // Hallie Golden

In its sixth foray into social media's many platforms, the Government Publishing Office has now joined Instagram.

Defense One's latest eBook is now available!

Get 5 articles on the challenges of building a military for tomorrow

[Read Now](#)

[GOVERNMENT EXECUTIVE](#) // [CUSTOMER SERVICE](#) // [CONTACT US](#) // [PRIVACY POLICY](#) // [UNSUBSCRIBE](#)

This message was sent from Government Executive to [mark.robbs@mspb.gov](mailto:mark.robbs@mspb.gov). You have been sent GovExec PM Update because you have opted in to receive it. Note: It may take our system up to two business days to process your unsubscribe request and during that time you may receive one or two more newsletters. Thank you for reading GovExec PM Update.

---

Government Executive Media Group, 600 New Hampshire Avenue NW, Washington, DC 20037

**From:** FISHER, ANN C  
**Sent:** Thu, 16 Apr 2015 21:28:35 +0000  
**To:** Dan Blair  
**Cc:** Susan Marshall (MarshallS@oig.treas.gov); Diane Baker  
**Subject:** Re: Fresh Hope for the 'Unbanked'

Absolutely!!!!

Sent from my iPhone

On Apr 16, 2015, at 4:07 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

More ways to help the unbanked.....

Btw... can I borrow a prc logo to put on my hot air balloon that I want to fly over the capitol?

---

**From:** Smith School of Business [<mailto:editor@rhsmith.umd.edu>]  
**Sent:** Thursday, April 16, 2015 3:59 PM  
**To:** Dan Blair  
**Subject:** Fresh Hope for the 'Unbanked'



April 16, 2015

## Fresh Hope for the 'Unbanked'

Borrowers live or die by their FICO scores — numbers that offer a snapshot of how reliable they've been in paying back their debts. But some 53 million Americans don't have such scores, because their credit history is thin or nonexistent. Now the Fair Isaac Corporation (aka FICO), is testing [a new measure](#) that would open up credit to many of these people by analyzing how faithfully they've paid their cable and utility bills, as well as how often they've moved. (Moving often is a sign of instability.)

**Double-edged tool:** This means some financially responsible people will get their foot in the door of banks for the first time. Yet it also could expose banks to fresh sources of risk.

**No credit ≠ deadbeat:** Smith professor **Cliff Rossi** calls this new breed of credit score "somewhat of a holy grail" for bankers, who have long known that some segment of the population with thin or non-existent credit histories are likely to be responsible borrowers. Some are just getting started in their



career while others are morally or culturally opposed to casual borrowing. But lenders haven't had a trustworthy analytical tool to distinguish those people from less reliable sorts. FICO has been testing its new instrument with 10 unnamed credit-card providers, and plans to roll it out more broadly this year.

**Déjà vu?** To be sure, Realtors and lenders have been pushing for a development like this not out of altruism but so they can sell more houses and make more loans of every kind, and that kind of pressure has led to trouble before. "As we are talking about non-traditional credit," Rossi says, "we should also think of ways to make good educational tools to help people make good decisions." After all, even a generally responsible person with limited experience with credit can get tripped up by variable interest rates.

**Future tools:** The new FICO score remains fairly conservative, says **Siva Viswanathan**, an associate professor at Smith, because it relies on hard data. The next wave in lending analytics, he says, will make use of soft data of the sort that social media makes available. Technology increasingly makes such data more quantifiable. It's been shown, for example, that if you have more people in your social circle who have defaulted on their loans, you are more likely to default—information useful to lenders. [Read more...](#)

## Sorting Winners and Losers As U.S. Dollar Rises

Earnings season has started for first quarter 2015, and nearly every U.S.-based company has something to say about the [rising dollar](#). The topic also has dominated the agenda this week as central bankers gather in Washington, D.C., for [meetings](#) of the International Monetary Fund and World Bank. **Kristen Fanarakis** from the Smith School's [Center for Financial Policy](#) helps sort the winners from the losers.

**Winners:** Eurozone, Japan and other export regions where currency values have dropped. "Countries that ship lots of goods overseas don't want strong currencies because that makes their exports more expensive and lowers demand," Fanarakis says.

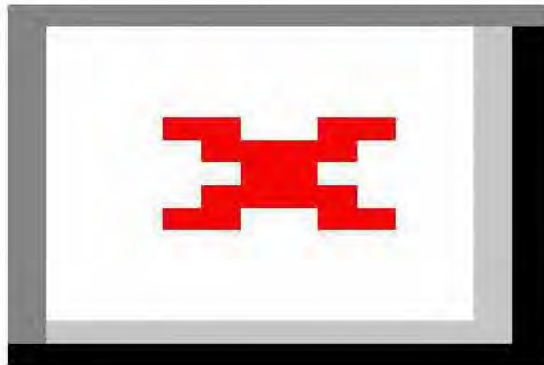
**Losers:** Turkey, Mexico, Indonesia and other emerging markets that borrowed U.S. dollars when the currency was cheaper. Paying off that debt becomes more difficult when the domestic currency loses value.

**Winners:** FedEx and other U.S.-based companies looking to invest in other countries. The euro's decline allowed [FedEx to acquire](#) Dutch shipping company TNT Express for a bargain price.

**Losers:** Apple and other U.S.-based firms with significant cash in foreign currencies. Overall, [Apple lost \\$3.73 billion](#) to currency swings in the final three months of 2014 — more than Google earns in a quarter. "One downside of a strong currency, which has been in the news of late, is that multinational corporations take a hit because their overseas cash loses value on exchange," Fanarakis says.

**Confused yet?** All of the ups and downs can be difficult to follow. Fanarakis shares seven basic concepts to help decipher the latest headlines. [Read more...](#) | [Video: Currency Exchange Rates and You \(2:19\)...](#)





## TIPS & TRENDS

### Stock Markets View of Gun Control: It's Coming

Surveys show little change in American attitudes toward gun control after mass shootings, and gun sales have been going up in recent years. But the stock market may tell a different tale. Investors appear skeptical of the long-term prospects of the gun industry, according to new research from Smith professor **Anand Gopal** and PhD alumnus **Brad N. Greenwood**. [Read more...](#)

### Deloitte CEO Shares Five Lessons for Leading Millennials

Do the right thing when nobody is looking, Deloitte Global CEO **Barry Salzberg** said Monday during the semester's final [CEO@Smith](#) lecture. The executive, who manages a network of 47 consulting and advisory services firms in more than 140 countries, said Millennials respond when organizations have a purpose beyond profit. Here are five excerpts from his presentation:

**Focus on people:** "Be in the moment. Don't go ... into a meeting and check your iPhone. People should think that they are the most important thing in the world when they're with you."

**Build consensus:** "It requires a lot of walking the halls, metaphorically speaking. I have to lead by influence, rather than by having authority over our member firms."

**Invite feedback:** "If you surround yourself with yes-people, one of you is redundant."

**Pursue diversity:** "You can never take your foot off the pedal because there is implicit bias in every workplace. We will never let up on our diversity initiatives."

**Remember the giants:** "Our brand was created over 150 years on the shoulders of giants. But it only takes one person one day to mess that up." [Read more...](#)

SMITH BRAIN TRUST [HOME](#) | [ARTICLES](#) | [HAPPENING NOW](#) | [VIDEOS](#) | [SUBSCRIBE](#)



Copyright © 2015 Robert H. Smith School of Business, University of Maryland. All rights reserved.

Share this email:



[Manage](#) your preferences | [Opt out](#) using TrueRemove™  
Get this as a forward? [Sign up](#) to receive our future emails.  
View this email [online](#).

[Robert H. Smith School of Business, University of Maryland](#)  
[College Park, MD 20742 US](#)

[This email was sent to dbfair@napawash.org.](#)  
[To continue receiving our emails, add us to your address book.](#)

**From:** Marshall, Susan G.  
**Sent:** Sat, 2 May 2015 20:44:02 +0000  
**To:** 'Dan Blair'  
**Subject:** YAY Teeem!!

What an amazing gift your brother gave to so many.

YAY Teeem!!

**From:** Marshall, Susan G.  
**Sent:** Tue, 5 May 2015 09:55:29 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Westover, Arlington, Virginia - Wikipedia, the free encyclopedia

It is all virginia to me...

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, May 04, 2015 10:11 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Westover, Arlington, Virginia - Wikipedia, the free encyclopedia

You don't live anywhere near Westover.... TH does tho.

-----Original Message-----

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, May 04, 2015 10:10 PM  
**To:** Dan Blair  
**Subject:** Westover, Arlington, Virginia - Wikipedia, the free encyclopedia

[http://en.m. \[REDACTED\] org/wiki/Westover, Arlington, Virginia](http://en.m.wikipedia.org/wiki/Westover,_Arlington,_Virginia)



**From:** susangm  
**Sent:** Tue, 5 May 2015 20:54:52 -0400  
**To:** Marshall, Susan G.  
**Subject:** Fwd: Opinion in Meyer Group Case  
**Attachments:** Meyer Group Opinion.pdf  
**Importance:** Normal

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

----- Original message -----

**From:** Dan G  
**Date:** 05/05/2015 7:46 PM (GMT-05:00)  
**To:** Susan Marshall  
**Subject:** Fwd: Opinion in Meyer Group Case

Sent from my iPhone

Begin forwarded message:

**From:** "TAUB, ROBERT G" <[robert.taub@prc.gov](mailto:robert.taub@prc.gov)>  
**Date:** May 4, 2015 at 5:21:46 PM EDT  
**To:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Subject:** Opinion in Meyer Group Case

Thought you may find this of interest. FYI.

# In the United States Court of Federal Claims

No. 12-488C  
(April 30, 2015)

\*\*\*\*\*

THE MEYER GROUP, LTD.,

Plaintiff,

v.

THE UNITED STATES,

Defendant.

\*\*\*\*\*

\*  
\*  
\*  
\*  
\*  
\*  
\*  
\*  
\*  
\*

Contract Disputes Act; Commercial  
Real Estate Brokerage Agreement;  
Extension Clause; Real Estate Leases;  
Federal Rule of Evidence 801(d)(2);  
Breach of Contract; Damages Equaling  
Brokerage Commissions On  
Transactions That Occurred After  
Brokerage Agreement Was  
Terminated; Expectation Damages;  
Market Rate for Real Estate Brokerage  
Commissions.

Thomas E. Shakow, Aegis Law Group, LLP, 801 Pennsylvania Avenue, N.W., Suite 740,  
Washington, D.C., 20004, for Plaintiff.

Stuart F. Delery, Jeanne E. Davidson, Donald E. Kinner, and Douglas T. Hoffman,  
Commercial Litigation Branch, Civil Division, Department of Justice, Washington, D.C., 20044,  
for Defendant.

---

## OPINION AND ORDER

---

**WILLIAMS, Judge.**

Plaintiff, The Meyer Group, Ltd. (“Meyer Group”), claims that the Government, through the Postal Regulatory Commission (“PRC”) breached an exclusive real estate brokerage agreement (“Agreement”) by refusing to recognize Plaintiff as its real estate broker and the “procuring cause of” certain lease transactions. Specifically, Plaintiff claims that PRC improperly failed to request that the landlord pay Plaintiff commissions based on four lease transactions that it procured for PRC, after the termination of its Agreement. Plaintiff seeks \$469,516.35 in damages plus interest under the Contract Disputes Act (“CDA”).<sup>1</sup> Pl. Post-Trial Br. 74-75.

---

<sup>1</sup> Plaintiff calculates this figure as 4% of the lease transactions at issue -- the Seventh Amendment to the Original Lease \$11,491,021.71 (\$459,640.87) and 4% of three Bryan Cave subleases, \$59,565.00 (\$2,382.60), \$26,250.00 (\$1,050.00), and \$161,072.00 (\$6,442.88). Pl. Post-Trial Br. 74-75.

This matter comes before the Court following a trial on liability and damages. The Court finds that PRC breached the Agreement by failing to recognize Plaintiff as its exclusive broker and procuring cause with respect to two claimed transactions. Specifically, PRC failed to inform the landlord that Meyer Group was the procuring cause of both the Seventh Amendment to the Original Lease and the first Bryan Cave Sublease. JX 27 at 2. Consequently, the landlord failed to pay Meyer Group its agreed-upon commissions. The Court finds that Meyer Group “submitted” the location of the Seventh Amendment to the Original Lease to PRC within the meaning of the Agreement prior to termination and that the Agreement covered this transaction even though it was consummated 655 days after the Agreement was terminated. The Court also finds that Meyer Group “submitted” the location of the fifth floor Bryan Cave sublease to PRC during the life of the Agreement and that the Agreement covered this transaction even though it occurred 412 days after the Agreement was terminated. The Court finds that Meyer Group did not submit the location of the second Bryan Cave sublease to PRC and that the third Bryan Cave sublease was not covered by the Agreement because it occurred 825 days after the Agreement was terminated.

To remedy this breach, the Court awards Plaintiff damages equaling the commissions Plaintiff lost – a 3.5% commission, or \$402,185.76, for the Seventh Amendment to the Original Lease, and a 3% commission, or \$1,923.75, for the first Bryan Cave sublease, totaling \$404,109.51, plus interest calculated pursuant to 41 U.S.C. § 7109(a)(1).

### **Findings of Fact<sup>2</sup>**

#### **The Parties and Other Key Individuals**

Meyer Group is a licensed real estate brokerage company with its principal place of business in the District of Columbia. JSF ¶ 3. William Meyer, also known as Bill Meyer, is founder, President, and owner of Meyer Group. Tr. 15:19-16:3 (Meyer). James Rayborn worked as a Senior Vice President for Meyer Group. JX 12 at 1. Meyer Group also employed Mekonnen Tekle, who performed lease audits and financial analyses for clients. JX 244 at 6:7-20. Meyer Group typically represents tenants in office lease negotiations. Tr. 16:6-8 (Meyer).

PRC is an independent agency that was known as the Postal Rate Commission until 2006, when the Postal Accountability and Enhancement Act changed the agency’s name to the Postal Regulatory Commission. JSF ¶¶ 1-2. PRC’s offices are located at 901 New York Ave, NW,

---

<sup>2</sup> These findings of fact are derived from the record developed during a two-day trial, held May 7-8, 2014, and from the parties’ Joint Stipulations of Uncontested Material Fact (“JSF”) and Additional Joint Stipulations of Uncontested Material Facts (“AJSF”).

Additional findings of fact are in the discussion. The Court uses “PX” to cite Plaintiff’s exhibits, “JX” to cite joint exhibits, and “Tr.” to cite testimony. At trial, Plaintiff called William Meyer, Shoshana Grove, and Chairman Ruth Goldway as fact witnesses, and David Ellis Kaplan as an expert witness. Defendant called Chairman Goldway and Ms. Grove as fact witnesses, and James Warkentin as an expert witness.

Upon review of the record, the Court ordered Plaintiff to file a supplemental brief “setting forth with citations to the record, the total gross aggregate lease value for the Seventh Amendment to the Original Lease . . . , and an explanation of how such values were calculated.” Plaintiff filed this supplemental brief on November 26, 2014, and Defendant filed a response on January 5, 2015.

Washington, D.C. (“the Building”). JSF ¶ 1. When Meyer Group starting working with PRC in October 2003, its main points of contact were PRC’s Secretary and Chief Administrative Officer, Steve Williams, and the Deputy Secretary, Garry Sikora. After Messrs. Williams and Sikora left the agency in 2009, Meyer Group communicated first with Judy Grady, the Assistant Director of Strategic Planning, and then Shoshana Grove, who became Secretary and Chief Administrative Officer in September 2009. Tr. 197:4-25 (Goldway). Ms. Grove reported to Chairman Ruth Goldway, who was a Commissioner of PRC starting in 1998, and became Chairman in 2009. Tr. 196:15-22; 198-14-15 (Goldway).

The landlord for the Building was BP/CRF 901 New York Ave, LLC (“BP/CRF”), and Meyer Group and PRC had communications with employees of Boston Properties (“BP”), a joint venture partner in the ownership of the Building. JSF ¶¶ 6-7. Mr. Gregory Storrs was responsible for leasing vacant office space in the building. Id. ¶ 8. Mr. Storrs, who has been in commercial real estate since 1986, was BP’s Director of Leasing for Washington, D.C., and was responsible for five buildings BP owned, including 901 New York Ave, NW. JX 243 at 9:2-18. The parties also communicated with Ms. Susan DeRosa, a BP property manager for 901 New York Ave, NW. Id. at 17:21-18:1.

### **The Start of the Relationship Between Meyer Group and PRC**

Meyer Group’s relationship with PRC began in 2002, when, upon learning PRC was seeking to relocate to new office space in Washington, D.C., Meyer Group began contacting PRC with information about the real estate market. Eventually Meyer Group was interviewed to become PRC’s broker. JX 1-4; Tr. 17:18-23 (Meyer). In 2003, before the Agreement was signed, Meyer Group provided services to PRC, including taking PRC employees on building tours, because Mr. Meyer felt that he had a “green light” from PRC that he would be its broker. Tr. 19:11-21; 130:2-10 (Meyer). Mr. Meyer would not have taken PRC employees on tours without an understanding that Meyer Group would be engaged as a broker, because he expected a commission if PRC ended up signing a lease. Id. at 129:15-130:10.

After being selected, Meyer Group wrote the exclusive brokerage Agreement, and on October 28, 2003, Mr. Rayborn sent the Agreement to PRC’s Deputy Secretary, Mr. Sikora, inviting him to make changes. JX 20 at 1; Tr. 19:11-20:23 (Meyer). PRC did not make any changes to the Agreement. Tr. 20:3-8 (Meyer). Over six months later, on May 5, 2004, the then-Chairman of PRC signed the Agreement. JX 27.

The Agreement, written from the perspective of PRC, provided, in full:

The Meyer Group, Ltd. is hereby appointed, through its representatives, William J. Meyer and James M. Rayborn, as our exclusive real estate broker and will be given the exclusive right to assist us in obtaining a lease or purchasing premises in the Washington, D.C. metropolitan area. The appointment of The Meyer Group, Ltd. is effective for a period of twelve (12) months from the date that you countersign this letter, and will continue on a calendar month-to-month basis thereafter unless The Meyer Group, Ltd. receives written notice to the contrary. Postal Rate Commission, on ten (10) days written notice to The Meyer Group, Ltd, may terminate this agreement for non-performance at any time.



The Meyer Group, Ltd. will use its best efforts to secure a location or locations satisfactory to us. We will cooperate with you in good faith in your efforts to secure satisfactory premises and to maintain this relationship. In that regard, we will, among other things, refer to The Meyer Group, Ltd. all inquiries and offerings received by us with respect to the lease of such premises, regardless of the source of such inquiry or offerings. All negotiations will be conducted solely by The Meyer Group, Ltd. and under its direction, subject to our final approval. The Meyer Group, Ltd. will have no authority to sign a lease, or make any financial commitments, on our behalf.

The Meyer Group, Ltd. will acquire information on all locations that meet our requirements. The Meyer Group, Ltd. will carefully select and present to us those locations, which are the most suitable for our purposes. If and when we decide on a location, The Meyer Group, Ltd. will negotiate the terms of the lease taking advantage of its knowledge of real estate market and the terms of the leases previously negotiated by The Meyer Group, Ltd.

We recognize that the landlord generally assumes responsibility for the commission of The Meyer Group, Ltd. and of any other licensed real estate broker whose cooperation is solicited. We will therefore cooperate and work with The Meyer Group, Ltd. in its efforts to obtain its commission. In that regard, we shall inform the landlord of The Meyer Group, Ltd.'s representation of us before entering into any lease agreement. We shall also recognize and confirm The Meyer Group, Ltd. as the procuring cause of and in the said transaction. We shall further require, as a condition of entering into a lease agreement, that the landlord undertake an obligation to pay a commission (in accordance with typical market rates) to The Meyer Group, Ltd., which obligation shall be set forth in the lease agreement or in a written side agreement.

Subsequent to the expiration or termination of this agreement, we will continue to recognize The Meyer Group, Ltd. as our exclusive broker and the procuring cause in accordance with the provisions hereof, with respect to any prospective locations that have been submitted by The Meyer Group, Ltd. during the term of this agreement. In addition, The Meyer Group, Ltd. will have thirty (30) days after expiration or termination of this agreement to provide to us a list of those prospective locations submitted to us during the term of this agreement.

Any controversy or claim arising out of or relating to this contract, or the breach thereof, shall be settled by arbitration administered by the American Arbitration Association in Washington, D.C., in accordance with its applicable rules, and judgment on the award may be entered in any court with jurisdiction thereof.

If the foregoing accurately sets forth our agreement, please sign and return the enclosed copy of this letter. The parties whose signatures appear below represent and warrant that they are duly authorized to enter into and execute this agreement.

JX 27. (emphasis added). As the underlined text discusses what should occur after the Agreement ends, the parties refer to this text as the “extension clause.” The Agreement was signed on May

5, 2004, by Mr. Meyer on behalf of Meyer Group and then-Chairman Omas on behalf of PRC. JSF ¶¶ 4-5.

### **PRC's Original Lease of April 7, 2005, Procured by Meyer Group**

On April 7, 2005, with Meyer Group's aid, PRC entered into a lease agreement with BP/CRF for approximately 29,102 square feet of rentable office space located at 901 New York Avenue, NW, Washington, D.C. ("Original Lease"). JSF ¶ 10; JX 29. The Original Lease covered the entire second floor of the west tower of the Building and a portion of the second floor of the east tower. JX 29 at 4. The Original Lease specified that the landlord recognized Meyer Group as the broker procuring this lease, and that Meyer Group would receive a commission pursuant to a separate agreement. *Id.* at 43.

As contemplated by the Agreement, Plaintiff received a commission from the landlord, BP/CRF, for this lease. JSF ¶ 9; JX 28. Meyer Group and the landlord entered into a separate Commission Agreement on March 25, 2005, in anticipation of the signing of the Original Lease. JX 28. This commission was \$467,523.64, 4% of the aggregate lease value for the initial 10-year term. JSF ¶ 13. Mr. Meyer also arranged for construction management services to be provided to PRC by Peter Magellan for construction done as part of the move to the Building. JX 14.

Two law firms in the Building, Finnegan Henderson Farabow Garrett & Dunner, LLP ("Finnegan Henderson") and Goodwin Procter, LLP ("Goodwin Procter"), had encumbrances on PRC's leased space. JSF ¶ 15; JX 29 at 53-54. Finnegan Henderson had a right of first offer ("ROFO") on some of PRC's space and Goodwin Procter had a "must-take" in its own lease that required it to take some of PRC's space in 2012. JSF ¶ 15. Finnegan Henderson communicated with Meyer Group regarding removing the ROFO "such that PRC could sign a lease extension in early 2009." The ROFO was actually removed "in early 2012." AJSF ¶¶ 45-46. While the Original Lease's termination date was in 2015, this lease included a provision giving PRC the right to terminate the Original Lease early, effective June 30, 2012. JX 29 at 49. The timing of PRC's termination would have a "ripple effect" on the other tenants' rights and obligations, as well as on PRC's ability to find new office space. JX 206 at 1.

### **Meyer Group's Brokerage Services After the Original Lease**

After signing the Original Lease on April 7, 2005, PRC behaved as if Meyer Group was still its real estate broker. On August 17, 2005, PRC and the landlord entered into the first amendment to the Original Lease for additional storage space. JX 32. Mr. Meyer was not asked to assist with this amendment because the storage space agreement was ancillary and not a transaction that warranted his involvement. Tr. 130:15-131:11 (Meyer).

Mr. Meyer continued working with PRC after the storage space amendment. In February 2006, Mr. Meyer presented a market survey of possible alternative spaces to PRC's Messrs. Williams and Sikora, and presented a second market survey at a meeting with them on November 28, 2006. JX 33, 35; Tr. 26:5-27:1 (Meyer). PRC was interested in potentially moving to another office after the expiration or termination of the Original Lease. Mr. Meyer set up a building tour for June 15, 2007 and provided a third market report on October 24, 2007. Tr. 31:18-33:2 (Meyer); JX 47. On June 13, 2007, PRC's Deputy Secretary Sikora emailed other PRC employees, including Mr. Williams and Judy Grady, about the building tour, and referred to Meyer Group as

PRC's "real estate broker." JX 43 at 1; Tr. 31:5-17 (Meyer). On October 24, 2007, Meyer Group presented a Mid-Year Office Market Report to PRC and arranged for presentations to PRC's Mr. Williams, Mr. Sikora and former Chairman Blair on November 6, 2007, by four real estate companies about potential properties for PRC to lease. JX 47; JX 48; Tr. 34:3-35:4 (Meyer).

Mr. Meyer's brokerage work on behalf of PRC continued into 2008. On January 23, 2008, PRC's Deputy Secretary Sikora emailed his colleagues, including Ms. Grady, stating that "our broker, Bill Meyer" had informed him that Goodwin Procter might wish to obtain PRC's space sooner than expected, and that Mr. Meyer suggested viewing two new properties. JX 51.

### **Third Floor Space From Powell Goldstein/Bryan Cave**

In November 2008, Mr. Meyer learned that the law firm Powell Goldstein was planning to merge with Bryan Cave, potentially making new space in the Building available for PRC to lease. AJSF ¶ 31; JX 55. This space included the entirety of the third floor of the Building, and the east side of the fourth and fifth floors. JX 58 at 2. On November 12, 2008, Mr. Meyer sent an inquiry to Bryan Cave's real estate broker about this space, stating that he represented PRC. AJSF ¶ 35; JX 57; Tr. 40:22-41:22 (Meyer). This exchange was forwarded to PRC's Mr. Sikora. At the end of November 2008, Powell Goldstein's brokers sent Mr. Meyer information about the space. Mr. Meyer forwarded this information to PRC and discussed it with Mr. Sikora. JX 58-59; Tr. 42:3-19 (Meyer). On December 2, 2008, Mr. Meyer lead PRC staff members on a tour of the Powell Goldstein space. JX 60; Tr. 42:20-43:23. Bryan Cave and Powell Goldstein merged on January 1, 2009. AJSF ¶ 37.

In January 2009, Mr. Meyer was invited by Powell Goldstein's brokers to a meeting of brokers who represented different tenants in the Building who were interested in the Powell Goldstein space. JX 61; Tr. 44:5-45:17 (Meyer). The purpose of this meeting was to discuss with Mr. Storrs, the landlord's Vice President, adjusting the various overlapping tenants' expansion rights while facilitating the subletting of Powell Goldstein's space. JX 61. Mr. Meyer was instrumental in setting up the meeting, and the brokers for the various law firms were interested in talking to him because they knew that PRC was looking for new space. Tr. 44:19-45:9 (Meyer). Mr. Meyer gave PRC an update on the meeting results immediately after the meeting occurred. Id. at 45:18-22.

On February 12, 2009, a broker from CB Richard Ellis ("CBRE") emailed PRC's Mr. Williams and offered floor plans of the Powell Goldstein space for him to review. JX 62. This email informed Mr. Williams that Powell Goldstein was vacating space in the building on the 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> floors. Id. CBRE continued: "[t]heir lease term goes through March 2015, which almost matches yours (8/2015) though you do have a mutual termination right in June 2012." Id. PRC's Mr. Williams rebuffed the CBRE broker and informed him that "our Broker, Bill Meyer" had already taken PRC on a tour of the space and "ha[d] already opened discussions with the other parties on the opportunities that may exist." Id.

On February 13, 2009, Powell Goldstein's broker sent Mr. Meyer a proposal for PRC to sublease the third floor area of the Powell Goldstein space, but this proposal did not include the fourth and fifth floors. JX 63. In Powell Goldstein's proposal, Mr. Meyer is referred to as PRC's broker. Id. at 3. Mr. Meyer forwarded this proposal to PRC's Mr. Sikora and suggested discussing it. JX 64. This proposal was not pursued further, but the record does not indicate why.

### **Goodwin Procter Work in 2009**

In March and April 2009, Mr. Meyer attempted to resolve Goodwin Procter's "must-take" encumbrance on PRC's behalf. This "must-take" required Goodwin Procter to take some of PRC's leased space in 2012. JSF ¶ 15. Mr. Meyer communicated with Goodwin Procter's broker and Mr. Storrs of BP several times about the status of the "must-take" in March and April 2009. JX 68. These emails were forwarded to PRC's Mr. Sikora. Id.

### **Additional Work in 2009**

Mr. Meyer arranged a tour of a property at 455 Massachusetts Ave, NW on May 29, 2009, for PRC. JX 70-71; Tr. 49:8-50:5 (Meyer). This tour was rescheduled to June 16, 2009. JX 73. PRC's Ms. Grady then reached out to Mr. Meyer and asked him to schedule another tour of this building for then-Chairman Blair on June 30, 2009. JX 75. On June 19, 2009, Ms. Grady sent an email inviting several PRC staff members to the June 30, 2009 tour, including Ruth Goldway, who became Chairman in August 2009. JX 79. In this email, Ms. Grady referred to Mr. Meyer as "PRC's real estate broker." Id.

### **Major Personnel Changes at PRC: July – September 2009**

On July 2, 2009, Mr. Williams retired as Secretary and Chief Administrative Officer from PRC and Mr. Sikora left within a very short time thereafter. JX 72 at 2; Tr. 51:9-13 (Meyer). These departures lead to a new appointee, Ms. Goldway, becoming Chairman of PRC in August 2009, and Ms. Grove assuming Mr. Williams' position as Secretary and Chief Administrative Officer in September 2009. JSF ¶¶ 16-17. When PRC hired Ms. Grove as Secretary and Chief Administrative Officer in September 2009, she was tasked with reviewing all of PRC's contracts for various services. Tr. 207:18-24 (Goldway). Chairman Goldway testified that Ms. Grove informed her that PRC's records were "in dismal shape, and that there were very few records for contractual services that we were under." Tr. 209:11-18 (Goldway). In a similar vein, Ms. Grove testified that all of PRC's files were paper files and not well organized. Tr. 386:2-7 (Grove).

Ms. Grove had no knowledge of the Agreement and was concerned that PRC had previously entered contracts that "either weren't efficient or weren't well-managed." Tr. 388:1-11 (Grove). Ms. Grove testified that Ms. Grady, who was one of the few original PRC employees remaining, did not tell her that Meyer Group was PRC's real estate broker. Id. 137:10-15. Chairman Goldway was also unaware of PRC's Agreement with Meyer Group. After Mr. Williams left in June 2009, Ms. Grady became Mr. Meyer's point of contact at PRC for a few months until Ms. Grove came on board in August 2009, when Ms. Grove became the primary PRC contact for Mr. Meyer. JX 72.

On September 1, 2009, PRC's Chief Counsel, Michael Ravnitzky, forwarded an email to Chairman Goldway that he had received from Meyer Group's Mr. Rayborn about a possible property tour. Tr. 204:4-5 (Goldway); JX 89. The subject line of this email was "meeting with real estate broker." Id. In September of 2009, Mr. Meyer met with Chairman Goldway and Ms. Grove. To Mr. Meyer, this was a meeting to get them up to speed on PRC's situation in 901 New York Ave, NW, and on the status of buildings PRC was considering. Tr. 58:10-25 (Meyer). Because PRC had the option to terminate the Original Lease early, effective June 30, 2012, PRC was interested in advance planning for any possible move. JX 29 at 49. Ms. Grove testified that



she told Mr. Meyer that while he may have had a prior relationship with PRC, it did not mean that he would have one going forward. Tr. 162:1-10 (Grove).

Mr. Meyer did not consider his meetings with Ms. Grove and Chairman Goldway, or the services that he provided, to be an interview or marketing attempt, but instead part of his continuing responsibility as PRC's broker. See Tr. 66:5-11. Despite having received an email as recently as September 1, 2009, describing Mr. Meyer or Meyer Group as PRC's broker, and knowing that PRC's records were poor, Chairman Goldway did not attempt to ascertain whether or not Mr. Meyer had a contract with PRC. See JX 89. Neither Chairman Goldway nor Ms. Grove contacted their predecessors Mr. Williams or Mr. Sikora to find out what relationship PRC had with Mr. Meyer. Tr. 137:10-18 (Grove). Ms. Grove testified that when Mr. Meyer came in for his first meeting with the newly appointed Chairman, in September 2009, Ms. Grady told her that Mr. Meyer was a broker who had worked on the past lease. Tr. 389:21-390:4 (Grove).

Also in September 2009, Ms. Grove met with a representative of CBRE brokerage who dropped by unannounced. Tr. 142:11-21 (Grove).

#### **Meyer Group's Brokerage Services from Late November 2009 to Termination on March 29, 2010**

Mr. Meyer met with Ms. Grove on November 24, 2009. JX 97; 99. In preparation for this meeting, Mr. Meyer offered to perform a lease audit for PRC free of charge. JX 97. Meyer Group did perform a lease audit, which is dated December 8, 2009. JX 106.

Previously, PRC had been having plumbing issues in the Commissioners' bathrooms and in December 2009, temperature issues arose. JX 115 at 4; JX 113; Tr. 153:23-155:24 (Grove); JX 121; Tr. 159:12-160:6. Mr. Meyer received a call from Ms. Grove at 7:30 a.m. on December 11, 2009, about the temperature issues. JX 115 at 2. Mr. Meyer received emails from Ms. Grove and Ms. DeRosa regarding these issues and forwarded them to Mr. Magellan, who had previously provided construction services for PRC. Mr. Magellan sent a long email back stating that Ms. Grove "has the propensity to blow things out of proportion and only tell her side of the story." *Id.* Mr. Magellan also emailed Mr. Meyer and suggested that BP check in with the Commissioners and not Ms. Grove. *Id.* at 1. Mr. Meyer then forwarded the entire email chain to Ms. Grove. *Id.*

For his part, Mr. Meyer was confused as to why he was being called on to address facilities issues, but as an exclusive real estate broker, he did work for clients on an ongoing basis and felt that as PRC's real estate broker, he should contact Mr. Magellan about the problems. Tr. 63:13-64:19 (Meyer). Mr. Meyer also communicated with Mr. Storrs, the landlord's Vice President, about PRC's frustration regarding facilities issues and continued following up into January 2010. JX 125-130. Neither Chairman Goldway nor Ms. Grove found Mr. Meyer useful in resolving these concerns. Ms. Grove testified that she called upon Mr. Meyer due to his work on the Original Lease and because she thought he was trying to win their business. Tr. 151:10-152:3 (Grove).

Ms. Grove also asked Mr. Meyer for help with locating space. Tr. 146:3-14 (Grove). In an email dated December 31, 2009, she told Mr. Meyer that they needed to "discuss exploring other lease options beginning in January." JX 124. This request was made after Mr. Meyer forwarded to Ms. Grove an update from the landlord about the plumbing situation.

On January 7, 2010, Mr. Storrs of BP sent Mr. Meyer a proposal for the extension of PRC's lease term. JX 131; Tr. 68:15-23. The proposal expressly named PRC as Mr. Meyer's client and contained a provision that PRC's broker would receive a commission if the extension were executed:

Brokerage Commission: After full execution and approval of a lease amendment extending Tenant's term based on the terms outlined herein, Landlord shall pay a market leasing commission to Broker based on the additional lease value as outlined in a separate agreement.

JX 131. This proposal was for the same space that eventually became the subject of the Seventh Amendment to the Original Lease – 29,102 square feet on the second floor east and west tower of 901 New York Ave, NW – a transaction at issue here. Compare JX 131 with JX 232. After receiving the proposal from Mr. Storrs, Mr. Meyer forwarded the proposal to his colleague, Mr. Tekle on January 12, 2010, and asked him to "[p]repare numbers." JX 138. When Mr. Storrs emailed Mr. Meyer to follow up about the lease extension proposal, on January 21, 2010, Mr. Meyer informed Mr. Storrs that PRC was "out looking at space," and that that neither Mr. Meyer nor PRC was convinced that it was "the deal of the century" because the "[m]arket is soft but your proposal doesn't seem to reflect that." JX 146. Mr. Storrs responded that it was a "pretty sweet" deal and indicated that Mr. Meyer would not get a better price. Id.

Mr. Meyer forwarded this proposal to Ms. Grove and suggested they meet and discuss it. JX 131 at 1. Ms. Grove testified that she did not respond to the proposal because she had not asked for it. Tr. 402:1-10 (Grove). Nonetheless, Ms. Grove continued to meet with Mr. Meyer, and on January 12, 2010, requested that they sit down and lay out a schedule for further building tours. JX 139. Ms. Grove could not explain why she did not tell Mr. Meyer to stop holding himself out as PRC's broker if she was merely giving him a trial and was not "sold" on him. Tr. 167:7-168:12 (Grove). The Court finds that while Ms. Grove was unaware of the Agreement, she accepted services from Mr. Meyer knowing that the landlord of 901 New York Ave, NW, BP, considered Mr. Meyer to be PRC's broker and that Mr. Meyer expected to receive a commission if he secured a lease in BP's building for PRC.

On January 14, 2010, and January 15, 2010, Mr. Meyer and Ms. Grove met to prepare for tours of seven buildings with other PRC staff, including Chairman Goldway. JX 142-143; Tr. 70:25-71:17 (Meyer); Tr. 170:6-174:8 (Grove). Meyer Group also provided PRC with a market survey. JX 145. These tours occurred on January 20, 2010, and Mr. Meyer followed up with Ms. Grove on January 30, 2010, by emailing and requesting to meet with Ms. Grove to review the properties that they had visited. JX 145, 151; Tr. 74:21-76:15 (Meyer); Tr. 175:3-21 (Grove). Chairman Goldway was not satisfied with the options and information presented by Mr. Meyer and testified that she "was never impressed with the ability of [Meyer Group] to explain the situation we were in or the likelihood that we could sort out the lease." Tr. 360:3-18 (Goldway).

On February 25, 2010, another meeting between PRC and Meyer Group occurred that involved a presentation of a building located at 10<sup>th</sup> and G Streets, NW, a property that, according to Mr. Tekle of Meyer Group, Ms. Grove had been asking about. JX 161.

On March 2, 2010, Mr. Meyer and Mr. Storrs, representing the landlord, discussed the January 7, 2010 lease extension proposal covering the 29,102 square feet in the east and west

towers, including PRC's desire for a longer lease term and tenant improvement funds to fix the plumbing issues. JX 162. This discussion took place after Mr. Meyer had conversations with PRC about BP's January 7, 2010 lease extension proposal. Tr. 81:13-20 (Meyer).

In an email to other BP employees, dated March 3, 2010, Mr. Storrs noted that a proposal had been sent to PRC and that he had talked with Mr. Meyer, who had indicated that PRC wanted a longer term and requested that the landlord pay to fix the plumbing system. JX 162. Mr. Storrs stated that he would ask Mr. Meyer to send a formal written counterproposal. Id. On March 17, 2010, Mr. Storrs emailed Mr. Meyer asking when Meyer Group would submit a counteroffer. JX 169. Mr. Meyer then quickly emailed Mr. Tekle asking "[c]an we work on a counter please?" Id.

On March 26, 2010, Mr. Tekle emailed Mr. Meyer to discuss items to put in the counterproposal. Id. The record contains an unsigned draft counterproposal dated March 26, 2010 for leasing 29,102 square feet in the second floor east and west towers.<sup>3</sup> JX 169 at 5-7; JX 170. The draft counterproposal contains comments from the author in the text. JX 169 at 5-7, JX 170. For example, in the provision describing the premises as 29,102 square feet, a comment asked "HOW DO WE CHANGE TO 35,000 SF?" JX 169 at 5-7, JX 170. The draft counterproposal is not attached to any email showing it was sent to the landlord. Mr. Meyer testified that he submitted the counteroffer to BP. Tr. 80:17-19 (Meyer). However, Mr. Storrs was shown the counterproposal during his deposition and testified that he did not receive it. JX 243 at 22:1-17. When Mr. Tekle was deposed on October 25, 2013, he did not know if the counterproposal had been submitted to the landlord and could not recall preparing it. JX 244 at 34:3-12. There are no contemporaneous documents in the record showing the transmission of Meyer Group's counterproposal to BP or BP's response to Meyer Group's counterproposal.

Mr. Storrs acknowledged that negotiations for the Seventh Amendment to the Original Lease began in 2009, when Mr. Meyer was representing PRC, that he was interacting with Mr. Meyer as PRC's broker for the lease extension, and that he understood that Mr. Meyer expected a commission out of the deal.<sup>4</sup> JX 243 at 19:8-22:13.

### **Termination and Post-Termination Events**

Ms. Grove met with a representative of CBRE brokerage who dropped by unannounced in September 2009. Tr. 142:11-21 (Grove). The exact date PRC hired CBRE is not in the record, but at some point before terminating Meyer Group, Chairman Goldway, Ms. Grove, and the director of PRC's Office of General Counsel had a meeting with a representative from CBRE and were very impressed. Tr. 366:6-20 (Goldway). In a March 26, 2010 email, Mr. Storrs informed other BP employees that he had run into a CBRE broker at the "GWCAR Awards," who mentioned that he had been hired by PRC to represent them going forward. JX 171. Mr. Storrs stated that this was "[g]ood news," although the CBRE broker "may try even harder than Bill to move them." Id. Ms. Grove testified that PRC hired CBRE before Meyer Group's Agreement was terminated

---

<sup>3</sup> The counterproposal also bears the date April 25, 2012.

<sup>4</sup> Mr. Storrs did not testify at trial, but his deposition, taken on March 26, 2013, is in the record. JX 243.

so that PRC would have “a path forward.” Tr. 190:4-6 (Grove).<sup>5</sup> PRC and CBRE did not enter into a written brokerage agreement until August 5, 2011, over a year and four months after Meyer Group’s Agreement was terminated. Ms. Grove believed that CBRE brought more resources to the table than Mr. Meyer, as she stated that she thought PRC would be better served by a larger agency. Tr. 403:10-22 (Grove).

On March 29, 2010, three days after Meyer Group created the draft counterproposal for the lease extension for PRC in the building, Ms. Grove terminated the Agreement in an email:

I want to thank you for the real estate brokerage services your firm has provided. At this juncture, the Postal Regulatory Commission has determined that working with the United States Postal Service facilities team and a larger firm that they have recommended best meets our needs. For this reason we will no longer be using your services. I apologize for having to inform you by email. We attempted to contact you by phone, but I understand you are skiing. Please don’t hesitate to contact me if you have any questions or concerns.

JX 172.

The next day, on March 30, 2010, Mr. Meyer called Ms. Grove and informed her that under the Agreement, PRC was obligated to work with Meyer Group post-termination for properties that Meyer Group had submitted. Tr. 83:14-84:9 (Meyer). This was the first time Ms. Grove became aware of the Agreement. Tr. 405:1-5. Mr. Meyer sent Ms. Grove a copy of the Agreement, and on March 31, 2010, Ms. Grove responded that her March 29, 2010 email served as written notification that PRC was terminating “any and all representation agreements we may have with Meyer Group.” JX 176.

On April 6, 2010, Mr. Meyer faxed Ms. Grove a list of properties he felt had been previously submitted to PRC during the term of the Agreement (“protective list”). JX 182; Tr. 84:12-24 (Meyer). This list included the Building and 25 other properties, which were listed on the market survey Meyer Group had given to PRC during the January 14, 2010 meeting. Although Mr. Meyer attempted to communicate further with PRC about the Building, PRC made clear that it did not think Meyer Group was entitled to any further compensation. JX 197 at 2.

### **PRC’s Formal Engagement of CBRE on August 5, 2011, and the Lease Extension of January 13, 2012**

On March 31, 2010, in an email to other brokers representing tenants in the Building, Goodwin Procter’s broker discussed lease negotiations between BP and PRC and stated:

---

<sup>5</sup> Ms. Grove was asked on cross-examination:

Q: You didn’t want to be without a real estate broker, right?

A: I would say that we were looking for a path forward, and that at that time, our determination was that – that Bill was not the best to serve our needs.

Tr. 190: 7-11 (Grove).



Earlier this week, I had a lengthy meeting with Boston Properties relative to the Postal Rate Commission (PRC) and the timing/status of the Landlord's negotiations with PRC. As you know from our initial discussions in February, 2009 and subsequent, these multi-party transactions include the Landlord's lease extension with PRC, which must occur in order for the Landlord to convert Floor 4 East to a prime lease with [Redacted]. Unfortunately, PRC has had a change in Administrative Director which is leading to a change in real estate broker – selected new broker but must get paperwork completed, do research, formulate objectives, etc. BP indicates that this process and the hopeful future PRC lease extension may realistically take another 6 months and up to 12 months due to such changes.

JX 179. According to Mr. Storrs, the change in “brokerage representation, for PRC in 2010, delayed [PRC's] ability to respond to any proposals we had issued. It was my understanding that they had terminated their agreement with The Meyer Group and had engaged CBRE as their broker. And until that process was complete, they could not – weren't willing to engage in any further negotiations.” JX 243 at 22:4-13.

On November 15, 2010, CBRE presented a proposal on behalf of PRC for the second floor premises, the site of the Original Lease, to Mr. Storrs. JX 201 at 1. CBRE worked with BP on behalf of PRC and on April 1, 2011, a year and two days after Meyer Group's brokerage agreement had been terminated, BP/CRF sent a counterproposal to PRC via CBRE. JX 205 at 1. Mr. Storrs stated that this counterproposal was coming “[a]t long last.” Id. Chairman Goldway described this counterproposal as “the culmination of the work we did” and “the beginning of a reasonable lease agreement we could settle on.” Tr. 375:20-376:11 (Goldway).

On May 25, 2011, roughly a year and two months after Meyer Group's Agreement was terminated, PRC and BP/CRF signed a letter of intent to extend the term of the Original Lease through August 31, 2022. JX 208. This letter of intent stated that the premises would remain as 29,102 square feet “representing the entire second (2<sup>nd</sup>) floor of the West Tower and a portion of the second floor of the East Tower.” Id. This is the identical space covered by the Original Lease. Compare JX 29 with JX 208.

Although the May 25, 2011 letter of intent stated that the landlord was required to prepare a lease amendment, the Original Lease was not amended until January 13, 2012, over seven months later. The letter of intent and the January 13, 2012 amendment are similar; the only differences are the addition of contract boilerplate and detail to the key terms. This delay in executing the Seventh Amendment to the Original Lease after the letter of intent was not due to changes to the substance of the lease extension described in the May 25, 2011 letter of intent, or negotiation between BP, CBRE and PRC. Rather, this delay was due to the need to resolve the “must-take” and “ROFO” encumbrances of the law firms, as well as PRC's slow pace, and the need to have the amendment approved by BP's lender. JX 243 at 24:10-14, 26:7-20. Chairman Goldway had to contact someone she knew at BP to ask BP to focus on completing the lease extension.<sup>6</sup>

---

<sup>6</sup> Chairman Goldway testified:

And a light went on in my head and I said, my father's best friend's son is the senior vice president at Boston Properties in New York, I hadn't made the connection between that, and I said, I'll call him. And I called him. And with that personal call,

Furthermore, BP's Mr. Storrs noted that BP could not have asked one of the law firms to waive its rights before PRC signed the letter of intent, which had taken a long time. JX 213. Mr. Storrs also thought the delay was due to PRC moving slowly and the change in brokers. JX 243 at 30:6-14.

PRC did not sign a written agreement with CBRE engaging CBRE as its broker until over a year after PRC terminated Meyer Group -- August 5, 2011 -- after the letter of intent was signed. JX 215. This agreement authorized CBRE to "exclusively assist and represent PRC in any new lease or lease extension/lease restructuring discussions . . . ." Id. The agreement stated that CBRE's exclusive representation was for the period of November 1, 2010, to either the earlier of December 31, 2012, or the payment of a commission, unless terminated or extended by the mutual written agreement of the parties. Id. Either CBRE or PRC could terminate the agreement unilaterally upon 30 days written notice. Id.

The agreement between PRC and CBRE also contained an indemnification provision, which stated:

PRC warrants and represents that it has neither engaged, nor dealt with any other broker or finder other than CBRE with respect to PRC's office real estate requirement in Washington, D.C. referenced herein, and further warrants and represents that PRC has taken any steps it believes reasonable or necessary to terminate any representation agreement or brokerage agreement by and between PRC and The Meyer Group, Ltd. and/or William J. Meyer dated on or about May 5, 2004 prior to the Effective Date of this Agreement, and believes in good faith that neither The Meyer Group, Ltd., nor William J. Meyer, is entitled to any fees or commissions in connection with PRC's office real estate requirement in Washington, D.C. referenced herein.

Notwithstanding the foregoing, PRC and CBRE acknowledge and agree that The Meyer Group, Ltd. and/or William J. Meyer might make a claim for compensation in connection with PRC's office real estate requirement in Washington, D.C. referenced herein, even though both parties reasonably believe that any such claim would be unwarranted and unfounded. If The Meyer Group, Ltd. and/or William J. Meyer and/or any other person or entity affiliated with The Meyer Group, Ltd. and/or William J. Meyer make(s) any claim against PRC and/or CBRE and/or any landlord with which PRC enters into a lease or lease extension in connection with PRC's office real estate requirement in Washington, D.C. referenced herein for which CBRE has been paid a Commission in connection therewith under the terms of this Agreement, then CBRE shall indemnify and hold PRC harmless from any and against any liability or damages (excluding attorney's fees and costs of defense) resulting from any such claim; provided, however, in no event shall CBRE be liable

---

he then made sure that the office in Washington, D.C. started paying attention to our lease negotiations and sitting down with the other attorneys and figuring out what they could arrange to get the other various law firms to give up space and for them to get their attorneys to work on this as a priority, et cetera.

Tr. 372:11-373:7 (Goldway).

for any amounts in excess of the amount of the Commission actually paid to and received by CBRE in connection with the transaction at issue. Notwithstanding the foregoing, PRC and CBRE acknowledge and agree that each party shall be responsible for its own defense of any such claim and any fees or costs, including any and all attorneys' fees, associated therewith.

JX 215 at 2-3.

Between June and December 2011, PRC and the landlord signed a set of five lease amendments that extended the Original Lease's termination date, in order to allow PRC to remain in the space until it executed the agreement extending the Original Lease. JX 210, 221-222, 224, 227. In November 2011, CBRE reported that according to Mr. Storrs, the Finnegan Henderson encumbrance was taken care of, but BP had been waiting for three weeks to hear about the Goodwin Procter "must-take" and expected results shortly. JX 223. After that, BP needed to get approval from its lender, JP Morgan. Id. In an email to Ms. Grove, dated December 21, 2011, Mr. Storrs stated that additional time was still needed to obtain BP/CRF's lender's approval of the lease extension. JX 226. The Seventh Amendment to the Original Lease was executed on January 13, 2012. JX 232.

The Seventh Amendment to the Original Lease covered the same space PRC was occupying and extended the term of the Original Lease to August 31, 2022. It also provided PRC with a construction allowance and a right of first offer on space on the 2<sup>nd</sup> floor and lists PRC's broker as CBRE. Id. A right of first offer was included in Meyer Group's draft proposal, which proposed that the landlord would give PRC the right of first refusal "on any contiguous space." JX 169. Meyer Group's draft counterproposal had also included a tenant improvement allowance of \$70 per rentable square foot, and had similarly extended the Original Lease until two months earlier -- June 30, 2022. The proposal sent by Mr. Storrs to Mr. Meyer had proposed extending the Original Lease term to February 28, 2017, and did not include a construction allowance or the right of first offer on the second floor. See JX 131. Neither the Seventh Amendment to the Original Lease, nor BP's proposal, nor Meyer Group's counterproposal,<sup>7</sup> changed PRC's rented space within the building or the amount of PRC's rented square footage.

### **Subleasing Bryan's Cave Fourth and Fifth Floor Space**

During this time period, between May 15, 2011, and July 1, 2012, PRC also signed three subleases with Bryan Cave. The first sublease was signed on May 15, 2011, and was for 1,500 square feet on the fifth floor of the east tower of the Building. JSF ¶ 18; JX 207. The rental period ended on June 30, 2012. This sublease specifically provided that CBRE would receive a 3% commission paid by Bryan Cave and that PRC and Bryan Cave had not dealt with any other brokers other than Bryan Cave's broker, Jones Lang LaSalle ("JLL"), and CBRE. JX 207 at 12. Bryan Cave and PRC agreed to indemnify each other against claims "arising out of any dealings had by the indemnifying party with any broker other than JLL and CBRE." Id. at 12-13.

---

<sup>7</sup> Meyer Group's draft counterproposal provided for 29,102 square feet on the second floor east and west Tower and included the draft comment "HOW DO WE CHANGE TO 35,000 SF?" JX 170 at 1.

The second Bryan Cave sublease was an amendment to the first sublease, and was signed on August 16, 2011. JSF ¶ 23; JX 220. The second Bryan Cave sublease gave PRC short-term (from August 16, 2011 to October 31, 2011) “swing space” on the fourth floor of the east side of the Building. JX 220. The second Bryan Cave sublease contained a similar indemnification provision, but stated that “[n]o commissions shall be payable in connection with this First Amendment.” *Id.* at 3. The third Bryan Cave sublease was signed on July 1, 2012, and extended the rental period for the fifth floor space until March 29, 2015. JSF ¶ 27; JX 235. None of the Bryan Cave subleases or the Seventh Amendment to the Original Lease recognized Meyer Group as PRC’s broker or provided that Meyer Group would receive commissions from these transactions.

### **Work Performed by CBRE**

Besides negotiating with BP regarding BP’s April 1, 2011 counterproposal and the May 25, 2011 letter of intent for the Seventh Amendment to the Original lease, and the Bryan Cave subleases, CBRE performed additional real estate brokerage work for PRC. CBRE represented PRC regarding the series of lease amendments that extended the Original Lease to accommodate PRC until the Seventh Amendment could be signed. Tr. 407:11-18 (Grove). CBRE also showed PRC additional properties. *Id.* at 407:15-18. In the end of 2011, CBRE helped PRC reconfigure its existing square footage to contain a larger number of offices, which involved obtaining a verbal commitment from BP that PRC could stay in the building, and arranging for BP to be the project manager for the reconfiguration construction. *Id.* at 408:1-23. CBRE also helped PRC look at options for leasing contiguous space, but the price was too high, and PRC decided instead to pursue the reconfiguration. *Id.* at 407:19-25. CBRE found PRC space on another floor of the building to occupy while the reconfiguration was taking place. *Id.* at 409:2-4.

### **Expert Testimony**

Plaintiff’s expert at trial was David Ellis Kaplan, the founder of Strategic Realty Advisors. Tr. 214:10-24 (Kaplan). Mr. Kaplan is an attorney and a licensed real estate broker in Washington, D.C., Maryland, and Virginia. *Id.* at 214:25-215:1, 220:23-25. Mr. Kaplan works 100% of the time on behalf of commercial office tenants and has worked in the commercial real estate field for 29 years. *Id.* at 215:13-216:14. Mr. Kaplan was admitted as an expert in commercial real estate lease transactions in the District of Columbia. *Id.* at 225:18-21. Mr. Kaplan testified that when there is an exclusive brokerage agreement, the broker signatory to that agreement is automatically the procuring cause of transactions he or she submitted to the client. *Id.* at 241:6-10.

According to Mr. Kaplan, after a broker has been terminated by the tenant, the brokerage agreement’s extension clause would permit the broker to receive a commission on a transaction he submitted for a reasonable period of time. Mr. Kaplan defined such a reasonable period of time as the duration of the balance of the initial lease term, plus a year or two thereafter. *Id.* at 244:5-245:17. Here, the lease term had been extended through August 31, 2015, meaning that, in Mr. Kaplan’s view, Meyer Group would be entitled to commissions for leases executed six or seven years after the Agreement was terminated in March 2010. Furthermore, this temporal limitation would apply to any real estate service the broker provided within the building, including subleases and lease extensions, as long as the broker had originally “submitted” the building to his client, the tenant. *Id.* at 246:21-247:9.



Mr. Kaplan testified that typically, the landlord or landlord's agent pays the tenant's broker's commission, which is calculated as a percentage of the gross value of the lease over the entire lease term. Id. at 228:19-229:8. According to Mr. Kaplan, 3 to 4 % was the market rate for a broker commission in 2012. Id. at 229:9-15. Mr. Kaplan opined that tenant brokers' relationships with their clients do not terminate upon the signing of a lease by the client, based upon his experience. Id. at 232:7-24. In Mr. Kaplan's opinion, the language "submitted" or "presented" in brokerage agreement is broad and "might be as modest a step as including [a] building in a survey, it might be a building that you toured, it might be a building that you negotiated on, but it's very broad. Anything that was in that -- any survey that you provided to your tenant, or discussed in emails, would qualify as being submitted." Id. at 235:7-12. Mr. Kaplan further opined that forwarding a landlord's proposal to a client would constitute "submitting a property." Id. at 235:11-18.

On cross-examination, Mr. Kaplan stated that the language in the Agreement was typical in the real estate industry. However, he acknowledged that the Agreement was the only agreement he had seen over the course of his 29-year career that paired very broad "submitted" language with no stated temporal limitation governing how long after termination a commission could be received for work done pre-termination. Id. at 272:21-273:6. Mr. Kaplan also acknowledged that his own form brokerage agreement includes a temporal limitation, but he did not identify what that limitation is. Id. at 273:13-19.

Defendant's expert, James Warkentin, has been a real estate broker for 45 years and holds the exclusive Counselor of Real Estate designation from the National Association of Realtors. Tr. 424:24-425:15 (Warkentin). Mr. Warkentin is currently licensed in Virginia and was formerly licensed in Washington, D.C. and Maryland. Id. at 425:16-19. Mr. Warkentin has also been quoted or interviewed by numerous publications, such as "Fortune, Money Magazine, New York Times, Wall Street Journal, Washington Post, the old Washington Star, [and] Kiplinger Newsletter," and has done numerous speeches and seminars. Id. at 425:20-426:23.

Mr. Warkentin's area of specialty is residential real estate and commercial investment work. Id. at 436:16-21. In the course of his career, he has negotiated fewer than a dozen commercial office leases and none for tenants. Id. at 439:7-12. Mr. Warkentin does not consider himself an expert in commercial real estate transactions in the District of Columbia, and his basis for stating expert opinions about the instant transaction was based upon conversations he had with other brokers. Id. at 439:13-441:9. The Court asked Mr. Warkentin what in his background, education or experience qualified him to be an expert in general commercial real estate brokerage agreements in the District of Columbia. Id. at 449:24-450:22. Mr. Warkentin answered that having taught a seminar called "Innovative Fee Techniques" about how to create an agreement with a client 15 times, having had five weeks of specialized coursework from 1977-1983, while studying for a Certified Commercial Investment Member degree,<sup>8</sup> and having written his own agreements for commercial investment work in Northern Virginia provided him such expertise. Id. at 450:23-451:25. In terms of the "representation" aspect, he discussed work he had done assembling partnerships for commercial investment.

---

<sup>8</sup> Mr. Warkentin completed all coursework for this degree, but did not receive this degree. Tr. 446:14-20.

After conducting voir dire, Plaintiff objected to Mr. Warkentin's qualification as an expert, arguing that he had "no stated experience in commercial lease transactions in the District of Columbia . . . ." Id. at 441:13-18. Defendant's counsel represented that it had been "a Herculean task" to locate a Washington, D.C. tenant representative willing to testify against another Washington, D.C. tenant representative, and Plaintiff's counsel did not dispute this. Tr. 444:16-445:1. Neither party elicited testimony from the experts contradicting this difficulty in locating experts.

Based upon Mr. Warkentin's candor, demeanor, and longstanding experience in local real estate, and his repeated teaching of a seminar on creating agreements, as well as the apparent difficulty in retaining opposing experts in this arena, the Court determined it would be helpful to hear Mr. Warkentin's views. Ultimately, the Court admitted Mr. Warkentin as an expert in commercial real estate brokerage agreements and representation in the Washington, D.C. metropolitan area.

Mr. Warkentin testified that a month-to-month exclusive commercial real estate brokerage agreement that "goes on forever" would be an abusive agreement and that District of Columbia regulations impose a 90-day termination date, in a scenario where no termination date is set forth in such an agreement. Id. at 462:8-14. According to Mr. Warkentin, a 6-to-12 month performance protection period, which is how he referred to an extension clause, is "quite customary" and balances the broker's and client's interests. Id. at 465:15-466:5. However, he stated that "[t]here may be circumstances where a year or even two years would be reasonable," but he found it difficult to think of any. Id.

Mr. Warkentin also discussed how brokerage is a risk-filled business and that each broker decides how much risk to take on. Id. at 499:6-14. According to Mr. Warkentin, making the term of the lease the broker's performance protection period would force the tenant to either continue to work with a broker that it no longer wanted or pay twice the brokerage costs when it completes its next lease, which "denie[s] [tenants] the economic freedom to choose other representation unless they endure significant costs." Id. at 469:8-470:6. Mr. Warkentin found it troubling for a brokerage agreement to define the broker as the procuring cause for any property submitted to the client. Id. at 479:10-18. In Mr. Warkentin's view, it would "put the client" in an "exquisitely tight, uncomfortable, unreasonable box" to have an agreement with a broad submission paragraph, an indefinite performance protection period, and a provision equating submission with procuring cause. Id. Mr. Warkentin explained "submission" as "introduc[ing] a client to a property that they were otherwise unaware of" and "creat[ing] a value" in this way. Id. at 478:16-18. Mr. Warkentin testified that it was "troubling to claim submission of the property the client's already in" because the broker could not "tell them about it new" and was not "bringing value." Id. at 478:21-23.

Mr. Kaplan and Mr. Warkentin agreed on certain issues. Mr. Warkentin agreed with Mr. Kaplan's report that each of the leased spaces in the Building was submitted to PRC "as that term is commonly used in the context of real estate brokerage agreements."<sup>9</sup> Id. at 504:4-505:13. Mr. Warkentin and Mr. Kaplan also agreed that further procuring cause analysis is not required when a brokerage agreement has an extension clause that provides that a broker only has to "submit" a property to be entitled to a commission. They also agreed that a procuring cause analysis is not

---

<sup>9</sup> Neither expert's report is in the record.

necessary when the agreement defines the broker as the procuring cause of the transaction. Mr. Kaplan stated that, “[i]f procuring cause is defined in the agreement, [. . .], then by definition, the first broker would be procuring cause under the terms of the agreement and under the extension clause.” Tr. 327:15-18 (Kaplan). Finally, both experts also agreed that the language of the brokerage agreement controls and would determine when the agreement ends. Compare Tr. 291:15-25 (Kaplan) with Tr. 506:12-16 (Warkentin).

### **Discussion**

#### **Jurisdiction**

The Court has jurisdiction over this case. The Tucker Act provides, in relevant part, that “[t]he Court of Federal Claims shall have jurisdiction to render judgment upon any claim by or against, or dispute with, a contractor arising under section 10(a)(1) of the Contract Disputes Act of 1978, including a dispute concerning termination of a contract . . . .” 28 U.S.C. § 1491(a)(2) (2012).<sup>10</sup>

#### **Defendant’s Motion to Strike Plaintiff’s Exhibit 2**

Defendant moves to strike Plaintiff’s Exhibit 2, a memorandum to “files” from “R.A. Oliver” of PRC dated October 2, 2009. PX 2.<sup>11</sup> The memorandum indicates that a telephone conference between “PRC representatives Shoshana Grove, Judy Grady, and Rich Oliver and Postal Service Representatives Mike Wolfe and Bill Ambrose” was held on September 30, 2009. Id. During this conference, “the advisability of, and procedures for, investigating the acquisition of new office space” and “the issues surrounding the plumbing problem that affected the Commissioners’ [offices]” were discussed. Id. The document indicated that PRC was considering investigating new space with “possible assistance from real estate professionals available from or through the Postal Service . . . .” Id. At trial, the only testimony regarding this exhibit was from Ms. Grove, who confirmed that Plaintiff’s Exhibit 2 appeared to be an internal PRC memorandum, that the conference occurred, and that “the primary focus” was the plumbing issue, as well as a desire to establish a “relationship of support” between herself and facilities officers at the Postal Service. Tr. 138:18-140:14 (Grove). Plaintiff’s counsel asked Ms. Grove about the memorandum, but she did not adopt its contents or explain who Mr. Oliver was. See id.

Defendant argues that this exhibit is hearsay and is not admissible based on Ms. Grove’s testimony. Def. Mot. to Strike 3. Plaintiff counters that the memorandum itself states that Mr.

---

<sup>10</sup> Plaintiff asserts that it submitted a certified claim pursuant to the CDA to Ms. Grove on May 3, 2012. Am. Compl. ¶ 2. Defendant has not argued that Plaintiff failed to properly submit a claim pursuant to the CDA.

<sup>11</sup> At the conclusion of Plaintiff’s case, Plaintiff attempted to move into evidence Plaintiff’s Exhibits 1-7. Tr. 328:24-329:5. Plaintiff then withdrew the request with respect to Exhibits 1, 3, 6, and 7. Plaintiff’s Exhibit 8 was not offered into evidence. The Court admitted Plaintiff’s Exhibits 2, 4, and 5, but stated that Defendant could file a motion to strike after reviewing the transcript. Id. at 332:2-5. Defendant filed this motion to strike, and Plaintiff does not oppose Defendant’s motion with regard to Plaintiff’s Exhibits 4 and 5. Therefore, only Plaintiff’s Exhibit 2 is at issue.

Oliver was a PRC representative and it qualifies as the statement of a party opponent. Pl. Opp'n to Mot. to Strike 2-3.

Federal Rule of Evidence ("FRE") 801 defines hearsay as a statement made by a declarant that is not made while testifying at the current trial or hearing and is introduced for the truth of the matter asserted in the statement. Fed. R. Evid. 801(c). An opposing party's statement is not hearsay and is defined in FRE 801(d)(2) as a statement "offered against an opposing party" and:

(A) was made by the party in an individual or representative capacity;

(B) is one the party manifested that it adopted or believed to be true;

(C) was made by a person whom the party authorized to make a statement on the subject;

(D) was made by the party's agent or employee on a matter within the scope of that relationship and while it existed; or

(E) was made by the party's coconspirator during and in furtherance of the conspiracy.

The statement must be considered but does not by itself establish the declarant's authority under (C); the existence or scope of the relationship under (D); or the existence of the conspiracy or participation in it under (E).

Id. at 801(d)(2). Plaintiff invokes Rule 801(d)(2)(A) in its response to Defendant's motion. However, Rule 801(d)(2)(A) governs statements offered against a party made by the party individually or while representing another. See, e.g., United States v. Matlock, 415 U.S. 164, 172 n. 8 (1974) (stating that Rule 801(d)(2)(A) "expressly provides that a party's own statements offered against him at trial are not hearsay."). In the instant case, Mr. Oliver is not a party to this action, and his memorandum is not being offered as evidence against him as a litigant.

As a representative of PRC, any statements made by Mr. Oliver are covered by Rule 801(d)(2)(D). In order to be admissible under Rule 801(d)(2)(D), the statement must be offered against a party and be "made by the party's agent or servant concerning a matter within the scope of the agency or employment, made during the existence of the relationship." Rodriguez v. United States, 69 Fed. Cl. 487, 493 n. 8 (2006). The foundation for admission of a statement under Rule 801(d)(2)(D) requires evidence of the agency or authority in addition to the statement itself. E.g., United States v. Docampo, 573 F.3d 1091, 1097 (11th Cir. 2009). Here, there was no testimony as to what Mr. Oliver's role was at PRC, and the scope of his employment is unknown. Plaintiff's Exhibit 2 is therefore not admissible under Rule 801(d)(2)(D). Defendant's motion to strike Plaintiff's Exhibit 2 is granted.

**Is Meyer Group Entitled to Commissions On Locations It Claims to Have Submitted to PRC Prior to the Termination of Its Exclusive Brokerage Agreement?**

This is a highly unusual case. A Government agency entered into an exclusive real estate brokerage agreement without negotiating the Agreement or changing one word of the broker's proposed contractual language. As a result, the Agreement at issue contains language quite



favorable to Meyer Group. Nonetheless, as the parties acknowledge, the Agreement is a binding contract.

When the United States is a party to a contract, the Court still applies the general rules of contract construction applicable in the commercial area. E.g., C.R. Pittman Constr. Co. v. United States, 92 Fed. Cl. 20, 25 (2010). “It is well settled that, in disputes involving contract interpretation, courts begin ‘by examining the plain language of the contract.’” Canal 66 P’ship v. United States, 87 Fed. Cl. 722, 725 (2009) (quoting M.A. Mortenson Co. v. Brownlee, 363 F.3d 1203, 1206 (Fed. Cir. 2004)). Where the language of the contract is clear and unambiguous, “the words of those provisions must be given their plain and ordinary meaning by the court in defining the rights and obligations of the parties.” George Hyman Constr. Co. v. United States, 832 F.2d 574, 579 (Fed. Cir. 1987) (internal quotation omitted). The Court may not resort to extrinsic evidence to interpret unambiguous provisions. See McAbee Constr., Inc. v. United States, 97 F.3d 1431, 1435 (Fed. Cir. 1996). The Court uses an objective test, applying the “‘meaning that would be derived from the contract by a reasonably intelligent person acquainted with the contemporaneous circumstances.’” Canal 66 P’ship, 87 Fed. Cl. at 725 (quoting Metric Constructors, Inc. v. NASA, 169 F.3d 747, 752 (Fed. Cir. 1999)).

Courts seek an interpretation of a contract that gives effect to all its terms and leaves no provision meaningless. See United States v. Johnson Controls, Inc., 713 F.2d 1541, 1555 (Fed. Cir. 1983). A contract should be interpreted in such a way that all parts make sense. Id. Finally, “[w]here specific and general terms in a contract are in conflict, those which relate to a particular matter control over the more general language.” Hughes Commc’ns Galaxy, Inc. v. United States, 998 F.2d 953, 958 (Fed. Cir. 1993) (quoting Hills Materials Co. v. Rice, 982 F.2d 514, 517 (Fed. Cir. 1992)).

### **The Agreement Did Not Terminate Upon Signing of the Initial Lease**

At the outset, Defendant offers a strained argument that the language of the Agreement demonstrates that its purpose was for a single lease and commission and that it terminated upon the signing of the Original Lease in April 2005. Def. Post-Trial Br. 71-74. This would mean that Meyer Group is not entitled to any commissions beyond that it already received for securing the initial lease. Defendant focuses on the Agreement’s use of the singular and points to references in the Agreement it asserts demonstrate that the Agreement was for a single transaction -- the Agreement’s use of the words “a lease” twice, “the lease” twice, “a location,” “the commission,” “its commission,” “in the said transaction,” and “a lease agreement” obligating the landlord to pay “a commission” in “the lease agreement.” Id. at 73; JX 27. Defendant contends that these “general provisions” should be read in concert with the “specific provision” of the extension clause. In Defendant’s view, the “general provisions” should be read to terminate the Agreement when the single initial lease “transaction” was completed and the “specific termination provision” should operate to terminate the Agreement “in situations where 12 months have passed, performance is not complete, and PRC wishes to terminate.” Id. at 73-74.

Plaintiff counters that under its plain meaning, after the initial 12-month term, the Agreement continued on a month-to-month basis and did not automatically terminate after the signing of the Original Lease. Pl. Post-Trial Br. 52. Plaintiff also highlights language in the Agreement that contemplates an ongoing relationship and focuses on Mr. Kaplan’s testimony that

brokerage agreements define their duration by their own terms, and do not typically terminate upon the signing of a lease. Id. at 52-53.

In this Court's view, the unambiguous language of the Agreement provides that this contract was effective for 12 months and then continued month-to-month until terminated in writing. JX 27. Rather than defining duration as Defendant suggests in terms of the number of transactions or leases Meyer Group was retained to procure, the Agreement defined duration in terms of time. Defendant's position that the Agreement terminated automatically on April 7, 2005, when the Original Lease was signed, conflicts with the Agreement's clear continuation language and would make the written termination notice requirement meaningless. While the Agreement refers to "transaction," "lease," etc. several times in the singular, the termination provision does not state that the Agreement would terminate upon completion of a single transaction, and the Court will not read such a limitation into the text. The use of the singular "lease" or "transaction" throughout the Agreement does not create an otherwise unmentioned restriction that this Agreement would only cover a single lease transaction.

Defendant's attempt to impose this single-transaction limitation as the linchpin of the Agreement is at odds with the overarching premise of this exclusive real estate brokerage agreement. The key obligations PRC undertook were to advise the landlord of Meyer Group's representation of PRC "before entering in to any lease agreement" and to require, as a condition of entering into a lease agreement, that the landlord undertake an obligation to pay a commission to Meyer Group. JX 27 (emphasis added). These contractual obligations apply to any lease transaction, not just one.

In addition, the extension clause specified that Meyer Group could, as PRC's exclusive broker, work to secure other future lease transactions for PRC prior to termination of the Agreement. In this clause, PRC expressly agreed:

Subsequent to the expiration or termination of this agreement, we will continue to recognize The Meyer Group, Ltd. as our exclusive broker and the procuring cause in accordance with the provisions hereof, with respect to any prospective locations that have been submitted by The Meyer Group, Ltd. during the term of this agreement. In addition, The Meyer Group, Ltd. will have thirty (30) days after expiration or termination of this agreement to provide to us a list of those prospective locations submitted to us during the term of this agreement.

JX 27 at 2.

This provision would clearly contradict Defendant's proposed construction that the Agreement abruptly ended upon consummation of a single initial lease. Furthermore, Meyer Group promised to "use its best efforts to secure a location or locations satisfactory to us" and in return, PRC promised to "cooperate with [Meyer Group] in good faith in [Meyer Group's] efforts to secure satisfactory premises and to maintain this relationship." (emphasis added). Id. at 1.

In sum, the language of the Agreement indicates that this relationship between PRC and Meyer Group would be ongoing after the initial lease was signed. This interpretation gives effect to all parts of the Agreement. The Court concludes as a matter of law that the Agreement did not

terminate upon execution of the Original Lease in April 2005, but continued to be in effect until PRC terminated the Agreement on March 29, 2010.<sup>12</sup>

**The Agreement, Not a “Procuring Cause” Analysis, Governs Whether Meyer Group is Entitled to Commissions**

Defendant argues that it is contrary to law for the Agreement to define Meyer Group as the procuring cause because it would be a “fabrication” for the Court to recognize Meyer Group as the procuring cause based upon its submission of property when CBRE was the real procuring cause. Def. Post-Trial Reply Br. 30.<sup>13</sup> Defendant asserts that recognizing Meyer Group as the procuring cause would be “deceitful,” “patently untrue,” and would force “an independent commission of the United States to misrepresent the extent of its relationship with its former broker.” Def. Post-Trial Reply Br. at 30; Def. Post-Trial Br. 95. Acknowledging that Meyer Group was PRC’s broker and a procuring cause of two transactions is not a misrepresentation or fabrication, but a legal conclusion based upon the clear language of the Agreement that PRC, a sophisticated party signed. The Agreement defined Meyer Group as PRC’s exclusive broker. Ms. Grove acknowledged that Meyer Group was performing “real estate brokerage services.” JX 172. Importantly, BP, the landlord with whom Meyer Group was negotiating on PRC’s behalf, clearly recognized Mr. Meyer was acting as PRC’s real estate broker as of the January 7, 2010 lease extension proposal. So too, until PRC’s personnel changed in 2009, the evidence strongly shows that PRC’s executives, Mr. Williams, Mr. Sikora, and Ms. Grady, thought of Mr. Meyer as PRC’s real estate broker and treated him as such by communicating with him about different leasing options, allowing him to take them on tours, and calling him PRC’s broker. The fact that miscommunications and disorganized records prevented PRC’s new leadership -- Ms. Grove and Chairman Goldway -- from learning about the Agreement does not negate its existence or relegate its terms to a “fabrication.”

Additionally, even after PRC’s management changed, Meyer Group performed the following tasks as PRC’s exclusive real estate broker:

- Met with Ms. Grove on November 24, 2009. JX 97, 99.
- Performed a free lease audit. JX 106.

---

<sup>12</sup> In Count II of the amended complaint, Plaintiff alleged, in the alternative, that PRC breached an implied-in-fact contract. Because the Court concludes that the Agreement continued through March 29, 2010, and that its extension clause governs Meyer Group’s entitlement to any post-termination commissions, there can be no implied-in-fact contract covering this same subject matter. Atlas Corp. v. United States, 895 F.2d 745, 754-755 (Fed. Cir. 1990) (“The existence of an express contract precludes the existence of an implied contract dealing with the same subject, unless the implied contract is entirely unrelated to the express contract.”).

<sup>13</sup> Mr. Warkentin explained the concept of procuring cause as the broker who did more than any other competing broker. Tr. 310:20-24 (Warkentin). He also testified that defining the procuring cause is a two-step process, involving a determination of which broker brought the client to a place where it would make a decision and which broker started an unbroken chain of events that culminated in the transaction. Id. 472:19-473:9.

- Fielded inquiries from Ms. Grove about plumbing problems, contacted Mr. Magellan about these issues, and raised them with Mr. Storrs several times. JX 113, 115, 121, 125-130.
- Fielded a request from Ms. Grove in December 2009 to discuss exploring other lease options in January. JX 124.
- Dealt with a request from Ms. Grove, on January 12, 2010, to lay out a schedule for future building tours. JX 139.
- Met with Ms. Grove on January 14, 2010, and January 15, 2010, to prepare for seven upcoming building tours. JX 140-141, 143.
- Provided PRC with a market survey and financial analysis in January 2010. JX 141.
- Went on tours with PRC personnel on January 20, 2010. JX 145.
- Followed up with Ms. Grove about the tours on January 30, 2010. JX 151.
- Met with Ms. Grove to discuss another building tour on February 25, 2010. JX 161.

Defendant brushes aside the Agreement PRC signed and cites cases holding that a broker must be the procuring cause of a transaction in order to obtain a commission from it. Def. Post-Trial Br. 90-91; Def. Post-Trial Reply Br. 29. However, it is settled law that when a brokerage agreement sets forth what actions a broker must take to be entitled to a commission, the terms of that agreement override any procuring cause analysis. In Aerotronics, Inc. v. Pneumo Abex Corporation, the Eighth Circuit held that the procuring cause doctrine is limited by terms of the contract and cannot “be used to supplant or contradict the terms of a contract entered into between parties.” 62 F.3d 1053, 1064 (8th Cir. 1995). Several cases cited by Defendant also reject the very argument Defendant makes about procuring cause. See Messick v. Powell, 236 S.W.2d 897 (Ky. 1951); Gala v. Susnjar, 91 N.W.2d 885 (Mich. 1958); Nichols v. Pendley, 331 S.W.2d 673 (Mo. Ct. App. 1960); Clients’ Serv., Inc. v. Pupo, 430 P.2d 552 (Wash. 1967); Kaye v. Coughlin, 443 S.W.2d 612 (Tex. App. 1969); Hyde Park-Lake Park, Inc. v. Tuscon Realty & Trust Co., 500 P.2d 1128 (Ariz. Ct. App. 1972); Nollner v. Thomas, 533 P.2d 478 (Nev. 1975). In all these cases, clients attempted to argue that their former brokers were not the procuring cause of the transactions, but the courts held that the parties’ contractual language controlled. Here, the extension clause stated that Meyer Group would be recognized as the exclusive broker and procuring cause after termination “with respect to any prospective locations that have been submitted by [Meyer Group] during the term of this agreement.” JX 27 at 2. Thus, for any location submitted by Meyer Group during the life of the Agreement, which continued until March 29, 2010, the contractual language, not a post-hoc procuring cause analysis, controls.



### **Meyer Group “Submitted” the Lease Extension Location and the Fifth Floor Bryan Cave Sublease to PRC**

The Agreement required PRC to recognize Meyer Group as its exclusive broker and procuring cause “with respect to any prospective locations that have been submitted by [Meyer Group] during the term of this agreement.” JX 27 at 2.

Mr. Kaplan defined submission as:

It might be as modest a step as including a building in a survey, it might be a building that you toured, it might be a building that you negotiated on, but it's very broad. Anything that was in that -- any survey that you provided to your tenant, or discussed in emails, would qualify as being submitted.

Tr. 235:7-12 (Kaplan). In his testimony, Mr. Kaplan further stated that in his view and, he thought, industry-wide, “when you talk about a building submitted or presented to a tenant, it -- or a property, it refers to the building, it doesn't necessarily mean that you have to show them that particular space.” *Id.* 246:25-247:4. Defendant’s expert, Mr. Warkentin, testified that a variety of activities would constitute a submission, including touring a property, identifying a property in a market survey, and “possibly” transmitting a proposal from a landlord. Tr. 502:18-503:12 (Warkentin). Mr. Warkentin agreed with Mr. Kaplan’s opinion that Meyer Group submitted to PRC each of the spaces PRC ultimately leased in the Building. *Id.* at 504:4-505:13.

### **Submission of the Seventh Amendment to the Original Lease**

Based on the evidence in this case, Meyer Group submitted the location in the Seventh Amendment to the Original Lease to PRC. Meyer Group made PRC aware of the option of extending its lease and did additional work on the lease extension. Specifically, Meyer Group:

- Introduced PRC to the Building, procured the original lease, and assisted PRC with tenant issues during that lease.
- Met with Chairman Goldway and Ms. Grove in September 2009 to get them up to speed on PRC’s situation in 901 New York Ave, NW and on the status of other buildings PRC was considering for future leasing. Tr. 58:10-25 (Meyer).
- Received a proposal for a lease extension from the landlord’s representative in the Building, Mr. Storrs, on January 7, 2010, forwarded it to Ms. Grove, and suggested they meet to discuss it. JX 131.
- Negotiated with Mr. Storrs about the lease extension proposal for leasing the same space in the Building. JX 146.
- On March 2, 2010, discussed the January 7, 2010 lease extension proposal with Mr. Storrs, including PRC’s desire for a longer lease term and tenant improvement funds. JX 162.
- Drafted a counterproposal to respond to Mr. Storrs’ January 7, 2010 proposal. JX 170.

### **Submission of the Fifth Floor Bryan Cave Sublease**

The Bryan Cave subleases were for space on the fourth and fifth floors of the Building. JSF ¶¶ 18, 23, 27.<sup>14</sup> The first sublease was for 1,500 square feet of space on the fifth floor, while the second sublease amended the first to add short-term space on the fourth floor. The third sublease amended the first to extend the time PRC was leasing the fifth floor space and altered the rent terms.

On June 16, 2009, Mr. Meyer emailed a Powell Goldstein broker stating, “I met with the Postal Regulatory folks. Can you carve out a small suite somewhere for sublease?” JX 74 at 1. Mr. Meyer also sent an email to a CBRE broker that he “needed a small suite for my client the Postal Regulatory Commission. 1,500-2000 feet. Right away. Know of anything else in the area of 901 new york let me know.” JX 77. The purpose of this search was to find space for PRC’s Inspector General’s office. JX 78 at 1.

On June 29, 2009, Mr. Meyer emailed PRC’s Ms. Grady stating “[t]here is space that Brian [sic] Cave is willing to subdivide for you upstairs.” JX 81 at 2. Mr. Meyer then sent Ms. Grady a diagram of the fifth floor east tower of 901 New York, Ave, NW and noted that he had circled the location Bryan Cave was willing to subdivide. JX 82. On June 30, 2009, Mr. Meyer emailed Bryan Cave’s broker and asked “[i]s there a way for the Postal Regulatory people to see the proposed space today. Maybe around noontime.?” JX 83. A tour of this space may have taken place on July 1, 2009, as the record contains emails between Ms. Grady, Mr. Meyer, and the Bryan Cave broker arranging a time to meet, and ending with Mr. Meyer asking Ms. Grady if she connected with the Bryan Cave broker. *Id.*; JX 84.

As Meyer Group specifically presented PRC with the option of subleasing Bryan Cave space in the 5<sup>th</sup> floor east tower, the Court finds that he “submitted” this location within the meaning of the Agreement.

However, there is no indication in the record that Meyer Group introduced or otherwise submitted the fourth floor swing space to PRC beyond touring these spaces in December 2008. See Pl. Post-Trial Br. 57-58. PRC’s need for the space on the fourth floor arose because of construction work in PRC’s other space in 2011, which occurred well after Meyer Group’s Agreement was terminated. JSF ¶ 23. The purpose of Meyer Group’s showing of the fourth floor space to PRC -- back in 2008-2009, when it was first interested in the third floor -- was not prompted by this construction. Meyer Group’s submission in 2008-2009 bore no relationship with what became the sublease that was entered into in 2011, for the fourth floor space.

The case of Lloyd Hammerstad, Inc. v. Saunders is instructive here. 495 P.2d 349 (Wash. App. 1972). In that case, the eventual purchasers were a husband and wife. The broker drove the husband to a number of residences in their search for a new home, including the one at issue, and stopped in front of it on the street. *Id.* at 350. When the husband heard the price, he told the broker to drive on because it was too expensive. *Id.* The wife later visited the house as part of a social call, and, unaware that her husband had already viewed it, found out that it was for sale and encouraged her husband to come see it. *Id.* They later purchased this property, and the broker

---

<sup>14</sup> Bryan Cave merged with Powell Goldstein on January 1, 2009, so the space was originally referred to as the Powell Goldstein space. AJSF ¶ 37.

who had worked with the husband had no involvement in that transaction. Id. The Court of Appeals of Washington analyzed the case of Clients' Service, Inc. v. Pupo, which had held that while a broker with an agreement did not need to be the procuring cause of a transaction, there still had to be "some minimal causal relationship between the activities of the broker during the listing period and the ultimate sale." Id. at 350-351 (citing Clients' Serv. Inc. v. Pupo, 430 P.2d 552 (1967)). The Court of Appeals in Lloyd Hammerstad rejected the broker's claim for a commission because she had not had a "minimal causal relationship" between the wife's discovery of the property and the sale after the husband had rejected the location.

Here, as in Lloyd Hammerstad, there is no "minimal causal relationship" between the activities of Meyer Group during its employment as PRC's exclusive real estate broker and the later subleasing of the fourth floor swing space.

### **The Extension Clause Applies to the Seventh Amendment and the Fifth Floor Sublease**

Even though the Agreement was in effect through March 29, 2010, and Meyer Group "submitted" both the Seventh Amendment to the Original Lease location to PRC and the fifth floor location of the first and third Bryan Cave subleases, there is another potential legal impediment to awarding Meyer Group damages for the Seventh Amendment to the Original Lease and the first Bryan Cave fifth-floor sublease – these transactions were not effected until well over a year after the Agreement was terminated. The Seventh Amendment was not executed until January 13, 2012 – 655 days, or one year and nine months, after Meyer Group's Agreement was terminated, and the first Bryan Cave fifth floor sublease was executed on May 15, 2011 – 412 days, or one year and 47 days, after termination. The delay in the consummation of these transactions presents a thorny legal issue, even with contract language as favorable as what Meyer Group wrote for itself with PRC's full acquiescence.

The Agreement provided no time limit on how long the broker would be entitled to a commission for properties he had submitted before the Agreement was terminated. In other words, theoretically, Meyer Group could be entitled to a commission no matter when a lease was eventually executed even if it were years after a property was submitted. The law does not favor such indefinite contract provisions, and, as precedent dictates and the experts here agree, the Court is forced to impose a "reasonable" term.

The Extension Clause provides:

Subsequent to the expiration or termination of this agreement, we will continue to recognize The Meyer Group, Ltd. as our exclusive broker and the procuring cause in accordance with the provisions hereof, with respect to any prospective locations that have been submitted by The Meyer Group, Ltd. during the term of this agreement. In addition, The Meyer Group, Ltd. will have thirty (30) days after expiration or termination of this agreement to provide to us a list of those prospective locations submitted to us during the term of this agreement.

JX 27 at 2.

Defendant argues that D.C. Code § 42-1703(g)(2) governs the Agreement and imposes a 90-day limitation to the extension clause, that the extension clause is ambiguous and must be construed against the drafter, Meyer Group, and that if this District of Columbia 90-day limitation

does not apply, a reasonable time of 6 to 12 months must be used. Def. Post-Trial Br. 79, 83-90. The Court addresses these arguments in turn.

### **The D.C. Code Does Not Apply**

Defendant argues that D.C. Code § 42-1703(g)(2) limits the extension clause to 90 days because the Agreement does not specify a termination date. Id. at 79.

D.C. Code § 42-1703(g) states:

(1) The brokerage relationships set forth in this section shall commence at the time that a client engages a licensee and shall continue until (A) completion of performance in accordance with the brokerage relationship, or (B) the earlier of (i) any date of expiration agreed upon by the parties as part of the brokerage relationship or in any amendments thereto, (ii) any mutually agreed upon termination of the relationship, (iii) a default by any party under the terms of the brokerage relationship, or (iv) a termination as set forth in subsection (i)(4) of this section.

(2) Brokerage relationships shall have a definite termination date; however, if a brokerage relationship does not specify a definite termination date, the brokerage relationship shall terminate 90 days after the date the brokerage relationship was entered into.

(3) Except as otherwise agreed to in writing, a licensee owes no further duties to a client after termination, expiration, or completion of performance of the brokerage relationship, except to account for all moneys and property relating to the brokerage relationship, and keep confidential all personal and financial information received from the client during the course of the brokerage relationship and any other information that the client requests during the brokerage relationship be maintained confidential, unless otherwise provided by law or the client consents in writing to the release of such information.

D.C. Code § 42-1703(g) (2012).

The D.C. Code does not govern this situation.<sup>15</sup> When a brokerage agreement does not have a “definite termination date,” the D.C. Code provides that the agreement ends in 90 days. However, the Agreement here does define a termination date, and there is no dispute that the termination date here was March 29, 2010. The Agreement specifically provided that it was “effective for a period of twelve (12) months” and would “continue on a calendar month-to-month basis thereafter unless The Meyer Group, Ltd. receives written notice to the contrary.” JX 27 at 1. Because the Agreement did not lack a definite termination date, there is no basis for the Court to turn to the D.C. Code to impose a 90-day limitation. D.C. Code § 42-1703(g)(1) also permits brokerage agreements to end by “any mutually agreed upon termination of the relationship.” Finally, § 42-1703(g)(3) specifically uses the phrase “[e]xcept as otherwise agreed to in writing,” permitting parties to craft their own extension clauses with varying obligations for each party after

---

<sup>15</sup> Given that the cited D.C. Code provisions are inapposite, the Court need not resolve whether this provision of local District of Columbia law applies in the federal procurement context.



termination. Therefore, even if the D.C. Code applied, it would not alter the conclusion that the parties' Agreement controls.

### **The Extension Clause is Not Ambiguous**

Defendant argues that the Court should adopt its construction of the extension clause because "[t]he application of PRC's commitment in perpetuity to its broker relationship with Meyer Group is ambiguous." Def. Post-Trial Br. 89. Defendant thus urges the Court to employ the doctrine of contra proferentem and construe any ambiguities in the contract against the drafter. Id.

The Federal Circuit addressed a similar issue in American Western Corporation v. United States, 730 F.2d 1486 (Fed. Cir. 1984). In that case, the Federal Circuit found that there was no ambiguity in a contract that "very clearly state[d] the relative rights of the parties" but "merely fail[ed] to set a time limit within which the Government must claim a reduction in price. Omission of an express time provision does not of itself create an ambiguity." Id. Here, as in American Western Corporation, the omission of an express time limit specifying how long after termination PRC must continue to recognize Meyer Group as its broker "does not of itself create an ambiguity" warranting application of the contra proferentem doctrine.

### **A Reasonable Temporal Limit Covers These Two Transactions**

The Court must determine whether the extension clause should be read to entitle Meyer Group to commissions for the first Bryan Cave sublease, entered into 412 days after the Agreement was terminated, and the Seventh Amendment to the Original lease, entered into 655 days after the Agreement was terminated. Plaintiff argues that the extension clause continues through the termination date of the original lease and for a year or two thereafter, based on Mr. Kaplan's testimony. On the other hand, Defendant argues that a 6-12 month period after termination is reasonable.<sup>16</sup>

The Federal Circuit has held that in the absence of an express time provision in a contract, it is common for courts to imply a reasonable time. See Am. W. Corp., 730 F.2d at 1488 (citing Nager Elec. Co., Inc. v. United States, 177 Ct. Cl. 234 (1966); Roberts v. United States, 174 Ct. Cl. 940 (1966); Merritt-Chapman & Scott Corp. v. United States, 174 Ct. Cl. 250 (1966)). The parties have not provided any analogous cases defining what a reasonable time limitation in a brokerage agreement's extension clause should be. This appears to be a case of first impression for this Court. Based on the unusual facts of the instant case, the Court finds that this lease extension, signed 655 days after Meyer Group's termination, occurred within a reasonable period of time. The uncontroverted evidence weighing in favor of this finding shows that the terms of the lease extension were finalized no later than May 25, 2011, in the parties' letter of intent, a year and two months after termination. PRC accepted the Seventh Amendment to the Original Lease

---

<sup>16</sup> The Court does not find persuasive Defendant's argument that the "vast majority" of brokerage contracts have extension clauses that are 12 months or less. Def. Post-Trial Br. 83. These cases concern extension clauses with deadlines written by the parties and the length of the extension clause represents the parties' negotiated agreements, not a rule of law.

by signing the letter of intent. JX 243 at 56:9-17. The delay between Meyer Group's submission of this location until the letter of intent was signed in May 2011, was due in large part to PRC's general slow pace and the change in brokers. JX 243 at 30:6-14. The additional delay until January 13, 2012, was due to wholly extraneous circumstances exclusively within the purview of the landlord -- the need to resolve the law firm encumbrances, which had to be worked out between BP and those firms, and the need to wait for BP's lender to approve the transaction.

Mr. Storrs testified that after PRC signed the letter of intent, BP had to move the Goodwin Proctor "must-take" to the fourth floor and that was when the "bulk of the work took place." JX 243 at 56:9-17. Mr. Storrs stated that it was a similar scenario for the Finnegan Henderson ROFO. *Id.* at 56:22-1. Mr. Storrs estimated that approximately 80% of the work was done in July 2011. *Id.* at 57:11-20. The delay thus does not suggest that Meyer Group's initial submission of the location was somehow displaced by an intervening cause. The extension of the Original Lease was for the same space Mr. Meyer had initiated, and the duration of the Seventh Amendment to the Original Lease was only two months longer than that proposed in Mr. Meyer's counterproposal. There were no major changes to the deal Mr. Meyer and Mr. Storrs had proposed in January and March 2010.

Mr. Warkentin also stated that there were situations when even a two-year extension period could be reasonable. Tr. 465:15-466:5 (Warkentin). Here, had third-party involvement not prevented the signing of the Seventh Amendment to the Original Lease until January 13, 2012, the evidence suggests that the lease extension would have been signed in May or June 2011, -- only two to three months outside a 12-month period. Similarly, the first Bryan Cave sublease for the fifth floor that Meyer Group had submitted to PRC was signed within a reasonable timeframe after termination of the Agreement -- one year and 47 days.

However, the third and final Bryan Cave sublease was not executed within a reasonable time after Meyer Group's Agreement was terminated on March 29, 2010. This third sublease, which amended the lease period and rent terms for the fifth-floor sublease, was not signed until July 1, 2012, 825 days after PRC terminated the Agreement and nearly seven months after the signing of the Seventh Amendment to the Original Lease. JSF ¶ 27. This transaction arose from the need to extend the final date of the first Bryan Cave sublease from June 30, 2012 to March 29, 2015. Unlike the Seventh Amendment to the Original Lease, this sublease extension was executed well beyond even two years after the Agreement was terminated. There is no evidence that this transaction, like the Seventh Amendment to the Original Lease, had been initiated earlier, but was delayed due to external factors, and was similar to a proposal Meyer Group had been negotiating. Nor has Plaintiff established that the need to extend this Bryan Cave sublease was on the horizon before the Agreement was terminated.

### **The Market Rate for Meyer Group's Commercial Real Estate Brokerage Commission**

The Court finds that a 3.5% commission is appropriate for the Seventh Amendment to the Original Lease as that was the market rate in Washington, D.C. in January 2012, when that amendment was signed. The Court recognizes that Mr. Meyer testified that he received a 4% commission on the Original Lease in 2005, and that 4% "still [was]" the market rate. Tr. 23:19-21 (Meyer). Similarly, Meyer Group's expert, Mr. Kaplan, testified that in 2012, 3% to 4% was

“more common,” with the market moving toward 4%. Tr. 229:9-15.<sup>17</sup> Mr. Storrs wrote two emails in preparation for paying CBRE a commission. In an email to BP’s lenders, dated December 28, 2011, Mr. Storrs summarized the Seventh Amendment to the Original Lease and stated that the commission would be 3.5% as 3.5% to 4% with 100% upfront “is the market now.”<sup>18</sup> JX 228 at 2. In a similar email, dated January 4, 2012, Mr. Storrs noted that CBRE had asked for a 4% commission, but that he had “talked them down” to 3.5% with 50% up front and 50% discounted by 8% and paid in 2015. JX 230. The arm’s length negotiations between CBRE and BP indicate that both parties were willing to accept a 3.5% commission in January 2012.<sup>19</sup> This rate also comports with Mr. Kaplan’s expert opinion, as it falls within the 3% to 4% range he named for the market rate. Tr. 229:9-15 (Kaplan). Mr. Warkentin did not testify about a 2012 market rate. As such, the Court finds that 3.5% would be an appropriate market rate for a commission on the Seventh Amendment to the Original Lease.

There is little information in the record as to the market rate for commissions in May 2011, when the first Bryan Cave sublease was signed. However, the first sublease itself stated that CBRE would receive a 3% commission, which is probative evidence of what the parties were willing to accept as a market rate in this timeframe. Therefore, the Court uses a 3% market rate for the commission for the first Bryan Cave sublease for the fifth floor.

#### **Meyer Group Can Recover Damages from PRC**<sup>20</sup>

Defendant argues that Meyer Group cannot recover damages from PRC because the Agreement states that the landlord generally assumes the responsibility of paying the commission to the broker. Def. Post-Trial Br. 99. Defendant thus asserts that Meyer Group’s sole remedy is a declaratory judgment “requiring PRC to inform the landlord that Meyer Group should be recognized as PRC’s exclusive broker, pursuant to the terms of the agreement, for certain disputed transactions,” and then Meyer Group must negotiate separately with the landlord. Id.

---

<sup>17</sup> Defendant notes that Mr. Storrs testified at deposition about a 1% to 4% commission rate. Def. Reply Br. 55. However, Mr. Storrs made this response when asked what is the “current going rate” for brokerage commissions. JX 243 at 28:9-17. As Mr. Storrs was deposed in March 2013, this is not evidence of what market rate applied in January 2012.

<sup>18</sup> Mr. Storrs testified at deposition that 2% to 3% was the market rate in January 2012. JX 243 at 29:14-17.

<sup>19</sup> The record does not contain documentary evidence showing that a commission in a specific amount was paid to CBRE by BP on the Seventh Amendment to the Original Lease. Ms. Grove testified that to her knowledge CBRE had not been paid a commission. Tr. 422:3-6 (Grove)

<sup>20</sup> The landlord was not a party to this action, and this ruling does not address whether PRC may seek indemnification from the landlord, as it was the landlord, not PRC, the tenant, that was obligated to pay Meyer Group the commission in the first place. The Government is liable here for damages stemming from its breach of the exclusive brokerage agreement, and the amount of the commission Meyer Group would have received from the landlord but for that breach is the appropriate measure of damages.

Once an injured party establishes a breach of an enforceable contract, that party has a right to damages unless the breach caused no loss or the party cannot prove a loss. RESTATEMENT (SECOND) OF CONTRACTS § 346 (1981). Expectation damages are measured by “(a) the loss in the value to him of the other part’s performance caused by its failure or deficiency, plus (b) any other loss, including incidental or consequential loss, caused by the breach, less (c) any cost or other loss that he has avoided by not having to perform.” *Id.* at § 347. A party that establishes a breach of contract may recover expectancy damages “sufficient to place the injured party in as good a position as he or she would have been had the breaching party fully performed.” San Carlos Irrigation & Drainage Dist. v. United States, 111 F.3d 1557, 1562-63 (Fed. Cir. 1997) (citing Estate of Berg v. United States, 231 Ct. Cl. 466 (1982)).

To recover expectancy damages for a breach of contract, a plaintiff must establish that (1) the damages were caused by the breach; (2) the damages were reasonably foreseeable at the time the contract was entered into; and (3) the measure of damages are reasonably certain. *See, e.g., SGS-92-X003 v. United States*, 118 Fed. Cl. 492, 524 (2014) (citing Kan. Gas & Elec. Co. v. United States, 685 F.3d 1361, 1369 (Fed. Cir. 2012) (internal citations omitted)). Causation, foreseeability, and proof of damages are issues of fact. *See Anchor Sav. Bank, FSB v. United States*, 597 F.3d 1356, 1361 (Fed. Cir. 2010); Fifth Third Bank v. United States, 518 F.3d 1368, 1375 (Fed. Cir. 2008); Bluebonnet Sav. Bank, F.S.B. v. United States, 266 F.3d 1348, 1355-57 (Fed. Cir. 2001)). Plaintiff has the burden of proof on the three elements. SGS-92-X003, 118 Fed. Cl. at 524 (citing Yankee Atomic Elec. Co. v. United States (“Yankee II”), 536 F.3d 1268, 1273 (Fed. Cir. 2008); Bluebonnet Sav. Bank, 266 F.3d at 1355).

### **Causation**

Plaintiff has the burden of proving that its damages resulted from PRC’s breach of the Agreement. The Court must determine which legal standard to apply in assessing causation, as it has discretion to choose from the “but for” or “substantial factor” standard. *See Citizens Fed. Bank v. United States*, 474 F.3d 1314, 1318 (Fed. Cir. 2007) (“[T]he selection of an appropriate causation standard depends upon the facts of the particular case and lies largely within the trial court’s discretion.”). Under the “but for” test, the plaintiff must show that the claimed losses “would not have occurred but for the breach,” although the breach need not be the sole cause, to recover damages. Cal. Fed. Bank v. United States, 395 F.3d 1263, 1268 (Fed. Cir. 2005); Anchor Sav. Bank, FSB v. United States, 81 Fed. Cl. 1, 60 (2008). Furthermore, the plaintiff must show that damages flow “inevitably and naturally” from the breach. Citizens Fed. Bank, 474 F.3d at 1318 (quoting Myerle v. United States, 33 Ct. Cl. 1, 27 (1897)). “The substantial factor standard is properly invoked when the parties assert multiple possible causes for the claimed damages.” Am. Sav. Bank, F.A. v. United States, 98 Fed. Cl. 291, 301 (2011) (citing Citizens Fed Bank, FSB v. United States, 59 Fed. Cl. 507, 514-516 (2004)). While the Court enjoys the discretion to use the substantial factor test, it is “not preferred” by the Federal Circuit. Yankee II, 536 F.3d at 1272.

Here, the Court will apply the “but-for” standard, as Meyer Group does not assert that any factor other than PRC’s breach prevented it from receiving commissions on the Seventh Amendment to the Original Lease and the first Bryan Cave fifth floor sublease. In this case, PRC’s breach was the “but-for” cause of Meyer Group’s damages. PRC breached the Agreement by failing to recognize Meyer Group as its exclusive real estate broker and procuring cause for the Seventh Amendment to the Original Lease and the first Bryan Cave fifth floor sublease. *See* JX 27. Had PRC honored the terms of the Agreement, Meyer Group would have been paid



commissions by BP. As such, the amount of these commissions represents Meyer Group's expectancy damages.

### **Foreseeability**

Foreseeability means that "the injury actually suffered must be one of a kind that the defendant had reason to foresee and of an amount that is not beyond the bounds of reasonable prediction." Citizens Fed. Bank, 474 F.3d at 1321 (quoting Joseph M. Perillo, 11 Corbin on Contracts § 56.7 at 108 (2005 rev. ed.)). Damages must be "reasonably foreseeable by the breaching party at the time of contracting." Vt. Yankee Nuclear Power Corp. v. Entergy Nuclear Vt. Yankee, LLC, 683 F.3d 1330, 1344 (Fed Cir. 2012) (citing Williston on Contracts § 64.29). Furthermore, "the particular details of a loss need not be foreseeable," as long as the "specific mechanism of loss" was foreseeable. Anchor Sav. Bank, FSB, 597 F.3d at 1362.

In this case, the Agreement specifically required PRC to "cooperate and work with The Meyer Group, Ltd. in its efforts to obtain its commission," to "inform the landlord" of Meyer Group's representation of PRC before PRC entered into any lease agreement, and to make the landlord undertake an obligation to pay Meyer Group a commission, "in accordance with a typical market rate," as a condition of entering into a lease agreement. JX 27 at 2. These terms make clear that at the time of contracting, if PRC failed to recognize Meyer Group as its exclusive broker and procuring cause for submitted transactions after the termination of the Agreement, Meyer Group would suffer the loss of market-rate commissions. Indeed, the conduct of the parties when the Original Lease was signed confirms this understanding, as Meyer Group received its commission and the Original Lease contained a provision recognizing Meyer Group as the broker. JX 29 at 43.

### **Reasonable Certainty**

A plaintiff must show damages with reasonable certainty. While it is the plaintiff's burden to prove damages, "where responsibility for damage is clear, it is not essential that the amount thereof be ascertainable with absolute exactness or mathematical precision: 'It is enough if the evidence adduced is sufficient to enable a court or jury to make a fair and reasonable approximation.'" Elec. & Missile Facilities v. United States, 189 Ct. Cl. 237, 257 (1969) (citing Specialty Assembling & Packing Co. v. United States, 174 Ct. Cl. 153, 184 (1966); WRB Corp. v. United States, 183 Ct. Cl. 409, 425 (1968)). "If a reasonable probability of damage can be clearly established, uncertainty as to the amount will not preclude recovery." Ace-Federal Reporters, Inc. v. Barram, 226 F.3d 1329, 1333 (Fed. Cir. 2000) (quoting Locke v. United States, 151 Ct. Cl. 262, 267 (1960)).

There was no evidence at trial as to the total gross aggregate lease value of the Seventh Amendment to the Original Lease. See Tr. 228:23-24 (Kaplan) ("In this market, commissions are generally a percentage of the gross value of the lease over the entire lease term."). Meyer Group's post-trial brief states that this value is \$11,491,021.71, but provides no indication as to how this number was calculated from the documents in the record. Pl. Post-Trial Br. 74. On November 26, 2014, the Court ordered Meyer Group to file a supplemental brief "setting forth, with citations to the record, the total gross aggregate lease value for the Seventh Amendment to the Original Lease . . . , and an explanation of how such values were calculated."

Plaintiff filed this supplemental brief on December 12, 2014, and notes that Mr. Meyer defined the term “gross aggregate lease value” as

[t]he sum of all the rent the tenant is going to pay, over the term of whatever lease they sign, and if it’s a triple net lease, it would also include a gross-up amount to be added for the entire term of the lease for purposes of calculating what the commission would be.

Tr. 23:8-18 (Meyer). Plaintiff also quotes Mr. Meyer defining a triple net lease as

Triple net is a form of rent structure where the tenant is basically paying for the shell space, and that’s the rent for the space. So, you could say \$27 a foot. And then whatever the costs are to operate the building, for both operating expenses and real estate taxes, that is added to the triple net rent to formulate a full – full-service rent. A full rent.

Tr. 21:23-22:5 (Meyer).

Plaintiff’s assertion that the total gross value of the lease was \$11,491,021.71 appears to be derived from an email of Mr. Storrs dated January 4, 2012. JX 230. Plaintiff relies on this email in its supplemental brief to prove what a 4% commission on the Seventh Amendment to the Original Lease would be. Pl. Suppl. Br. 2. In this email to a JP Morgan employee, Mr. Storrs discussed the amount of CBRE’s commission and stated that a 4% commission would be \$459,640.87 and that a 3.5% commission with the second payment discounted by 8% would be \$352,220.94. JX 230. Plaintiff thus seems to have worked backwards from the \$459,640.87 quoted in Mr. Storrs’ email to arrive at the \$11,491,021.71 gross aggregate lease value amount in its post-trial brief, as \$459,640.87 is 4% of \$11,491,021.71.

In its response to Plaintiff’s supplemental brief, Defendant argues that Plaintiff did not provide any explanation about how the gross aggregate lease value was calculated and that Mr. Storrs’ email merely represents his “then-existing view on the value of a four-percent commission” and “establishes neither the aggregate lease value nor the gross-up.” Def. Suppl. Br. 2. Defendant further argues that Mr. Meyer’s testimony proves that further inputs are needed to calculate the gross aggregate lease value. Id. Defendant therefore asserts that Plaintiff has failed to prove its measure of damages. Id. at 3.

Mr. Storrs, as an employee of the landlord, had the values of the different rent structures and add-ons on hand in order to calculate a 4% commission. Mr. Storrs had no reason to exaggerate his calculation, as his company would be paying the commission and needed the lender’s approval. As Mr. Storrs’ email provides a value for a 4% commission, the Court can make a “fair and reasonable” determination of what a 3.5% commission would be. As such, Plaintiff has proved damages to a reasonable certainty.

The number used in Mr. Storrs’ email, \$459,640.87, is 4% of \$11,491,021.75. Using \$11,491,021.75 as the gross aggregate lease value yields a 3.5% 2012 market rate commission of \$402,185.76. Therefore, the Court awards Plaintiff damages of \$402,185.76 on the Seventh Amendment to the Original Lease.

Both parties agree that the first Bryan Cave sublease was not a triple-net lease and simply consisted of \$4,750 in monthly rent and 13.5 months of rent. This amounts to a total lease value of \$64,125,<sup>21</sup> and 3% of this amount is \$1,923.75. Plaintiff's damages are thus \$404,109.51. Plaintiff is entitled to interest on \$404,109.51 as provided under the CDA, 41 U.S.C. § 7109(a)(1) (2012).<sup>22</sup> Pl. Post-Trial Br. 75; Def. Post-Trial Br. 99.

### **Conclusion**

1. The Clerk of Court is directed to enter judgment in favor of Plaintiff in the amount of \$404,109.51, plus interest calculated from May 3, 2012, pursuant to 41 U.S.C. § 7109(a)(1) (2012).

2. Defendant's motion to strike Plaintiff's Exhibit 2 is **GRANTED**.

s/Mary Ellen Coster Williams

**MARY ELLEN COSTER WILLIAMS**

**Judge**

---

<sup>21</sup> Plaintiff calculated this amount as \$59,665, which appears to be a mathematical error, as \$4,750 multiplied by 13.5 is \$64,125.

<sup>22</sup> Interest runs from the date of Plaintiff's claim on May 3, 2012. See 41 U.S.C. § 7109(a)(1) (2012) ("Interest on an amount found due a contractor on a claim shall be paid to the contractor for the period beginning with the date the contracting officer receives the contractor's claim . . . until the date of payment of the claim.").

**From:** Dan Blair  
**Sent:** Mon, 18 May 2015 20:58:15 +0000  
**To:** Shea, Robert; Brown, Ellen B.  
**Cc:** MarshallS@oig.treas.gov  
**Subject:** RE: Why is Robert Shea glaring at me?

See. I told you he's angry.

---

**From:** Shea, Robert [mailto:Robert.Shea@ ]  
**Sent:** Monday, May 18, 2015 4:53 PM  
**To:** Brown, Ellen B.  
**Cc:** MarshallS@oig.treas.gov; Dan Blair  
**Subject:** Re: Why is Robert Shea glaring at me?

Thank you, sweet Ellen! Though I've come to recognize the face of envy when it reads it's ugly head, your kind defense is nonetheless greatly appreciated.

Much love,

Robert

PS: I'll send around Dan's TV appearance when the video becomes available on You Tube.

Sent from my iPhone

On May 18, 2015, at 4:32 PM, Brown, Ellen B. <[ebrown@mail.](mailto:ebrown@mail.)> wrote:

I think he's a CUTE man... Why do you two say such mean things about him??? That is NOT nice!!! Robert. I'm here for you!! ☺ EB



Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. In the U.S., visit Grant Thornton LLP at [www.GrantThornton.com](http://www.GrantThornton.com).

Please consider the environment before printing this email.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, May 18, 2015 3:43 PM  
**To:** 'Dan G'



**Cc:** Shea, Robert ([Robert.Shea@\[REDACTED\]](mailto:Robert.Shea@[REDACTED])); Brown, Ellen B.  
**Subject:** RE: Why is Robert Shea glaring at me?

First Federal Times, next Times Square...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [[mailto:blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED])]  
**Sent:** Monday, May 18, 2015 3:40 PM  
**To:** Marshall, Susan G.  
**Cc:** Shea, Robert ([Robert.Shea@\[REDACTED\]](mailto:Robert.Shea@[REDACTED])); Brown, Ellen B. ([ebrown@mail.\[REDACTED\]](mailto:ebrown@mail.[REDACTED]))  
**Subject:** Re: Why is Robert Shea glaring at me?

He's an angry man

Sent from my iPhone

On May 18, 2015, at 2:55 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<http://www.federaltimes.com/>

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and [REDACTED], LLC immediately by email reply and please delete this message from your computer and destroy any copies.

Please understand that, unless expressly stated otherwise, any written advice given by Grant Thornton LLP that is contained in, forwarded with, or attached to this e-mail is: (1) limited to the matters and potential tax consequences specifically addressed herein, and; (2) not intended or written by Grant Thornton LLP as advice on the application or potential application of any penalties that may be imposed under any federal, state, or foreign statute or regulation in any manner.

This e-mail is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender immediately and delete the material from any computer.

**From:** Dan G  
**Sent:** Tue, 19 May 2015 08:12:04 -0400  
**To:** Marshall, Susan G.  
**Cc:** Diane Baker; annf77@[REDACTED]  
**Subject:** Re: DGB on the move- testifying at HSGAC this week

I'd like to teach the world to sing in perfect harmony.....

Sent from my iPhone

On May 19, 2015, at 8:05 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

You need to be more like Don Draper...OMMMMMMMMMMMMMMMMMMMMMMMMMMMMMMMMM

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan G [mailto:[blair2900@](mailto:blair2900@)]  
**Sent:** Tuesday, May 19, 2015 7:04 AM  
**To:** Diane Baker  
**Cc:** Marshall, Susan G.;  
**Subject:** Re: DGB on the move- testifying at HSGAC this week

I'm terrorizing everyone at work!

Sent from my iPhone

On May 19, 2015, at 6:57 AM, Diane Baker <dianebaker241@...> wrote:

Dan must be in Hearing Mode this week!!

Sent from my iPhone

On May 18, 2015, at 8:16 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

We'll be watching on the web! Glad to see they invited one witness who knows how the system should work! 😊 Get get 'em!

May 20, 2015 10:00AM  
Location: SD-342, Dirksen Senate Office Building

Yvonne Jones  
Director, Strategic Issues  
U.S. Government Accountability Office

Patricia Niehaus  
National President  
Federal Managers Association

**The Honorable Dan Blair**  
**President and CEO, National Academy of Public Administration;**  
**Chairman, Postal Regulatory Commission (2006-2009); Deputy Director, Office of Personnel**  
**Management (2002-2006)**

J. David Cox  
National President  
American Federation of Government Employees

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Dan G  
**Sent:** Thu, 21 May 2015 09:17:30 -0400  
**To:** Ann Fisher  
**Cc:** Marshall, Susan G.; Diane(diane baker241@ [REDACTED])  
**Subject:** Re: Chairman Blair in the news

Botox and spa treatments help.

Sent from my iPhone

On May 21, 2015, at 9:15 AM, Ann Fisher <[annf77@\[REDACTED\]](mailto:annf77@[REDACTED])> wrote:

I didn't catch the whole hearing, but I did watch you testify. Looking and sounding very good!!

On Thu, May 21, 2015 at 8:25 AM, Dan G <[blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED])> wrote:  
It was a good hearing but I don't think I said that. I think that was Pat!

Sent from my iPhone

On May 21, 2015, at 8:23 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

## **Hiring, firing, pay and training -- it all needs fixing, says panel**

By Zach Noble

May 20, 2015

The federal workforce has some serious problems.

Federal employees feel pressure to take on managerial roles to boost their pay, whether they're suited for management or not, and then those managers have to make hiring decisions about employees who are still really in their training phases.

Make a poor hiring choice based on limited information and you're stuck, with firing a difficult proposition, and all the while many of these civil servants feel they're not being paid enough.

Those workforce issues were front and center at a Senate Homeland Security and Governmental Affairs Regulatory Affairs and Federal Management Subcommittee hearing May 20, in which experts spoke to issues that leave cybersecurity and other critical positions understaffed or unfilled.



“If you have to go into the management and supervisory roles to increase your pay, whether you feel you’re suited for that or whether you really want to do that or not, I think it does a disservice to our technicians and to our managers,” testified Patricia Niehaus, national president of the Federal Managers Association.

Niehaus was not alone in criticizing the inflexibility of the General Schedule (GS) classification and pay system.

Noting how the GS incentivizes employees to pursue supervisory roles when they may be better off pursuing technical positions, panel Chairman James Lankford (R-Okla.) said, “We’ve got to ask ourselves, ‘Is this the right way to do this?’”

The expert panel offered a few suggestions for improvements.

“Management should be a profession within the federal government rather than an additional duty,” said Niehaus.

Dan Blair, president of the National Academy of Public Administration, advocated extended probationary periods in hiring.

“When managers ... have to make a decision about whether or not to retain an employee, many of [the new employees] are still in training,” Blair noted. He recommended that one-year probationary periods begin only after training has been completed.

“Let them show that they can do the job, rather than have a supervisor guess,” he said.

Pushing back against some suggestions was American Federation of Government Employees President J. David Cox.

He warned against a “one size fits all” probation policy – though he noted Veterans Affairs nurses and others face a two-year probationary period, which he deemed “fair” – and in his strongly worded written testimony he pushed hard for higher federal employee pay.

He cited Office of Personnel Management analysis showing federal employees’ salaries are an average of 35 percent lower than private-sector employees doing similar work (other studies that include the value of benefits have shown federal employees earn more than their private-sector counterparts, including a 2012 Congressional Budget office analysis showing feds make 16 percent more in total compensation and a 2011 study by two scholars at the conservative American Enterprise Institute showing a 61 percent federal compensation premium).

While panelists Blair and Niehaus recommended tying federal pay more to performance to attract talent and incentivize current employees, Cox made the case that federal workers need higher pay across the board and that sequestration needs to be ended.

Cox also asserted that when it came to bad employees, “The provisions are there to move in a very timely process.”

He blamed conflict-averse managers for the scourge of do-little federal employees hanging around inside government.

Others recommended a more flexible compensation system that can keep pace with the private sector in critical areas, including IT and cybersecurity.

“The current system promotes a workforce based on longevity rather than performance,” said Niehaus. “The highest performing employees should be rewarded with the highest rates of pay.”

Zach Noble is a staff writer covering cloud, big data and workforce issues. Connect with him on Twitter: @thezachnoble.

**Susan Marshall**

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

[\(202\) 927-9842](tel:(202)927-9842)

**From:** Rubb, Kieu T.  
**Sent:** Thu, 21 May 2015 14:33:43 +0000  
**To:** Hall, Kiira M.; Hash, David W.; Hoover, Brigit A.; Jackson, Allison N.; Johnson, Katherine E.; Sullivan, Gregory J.; Summers, Justin D.; Walker, Justin M.  
**Subject:** FW: Articles for Thursday May 21, 2015

---

**From:** Freedman, Marla A.  
**Sent:** Thursday, May 21, 2015 9:02 AM  
**To:** OIG-OA-Directors; George, Sheri A.; McQueen-Bronson, Joyce M.  
**Subject:** FW: Articles for Thursday May 21, 2015

FYI

-----Original Message-----

**From:** Marshall, Susan G.  
**Sent:** Thursday, May 21, 2015 08:57 AM Eastern Standard Time  
**To:** Thorson, Eric M; Hollis, Tricia; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Barron, Susan L.; Delmar, Richard K.; Phillips, John L.; Brown, Patricia L.  
**Subject:** Articles for Thursday May 21, 2015

#### **Senate**

The Senate convenes at 9:00 a.m. to resume consideration of H.R.1314, the legislative vehicle for Trade Promotion Authority.

#### **House**

The House will meet at 10:00 a.m. for legislative business. First and last votes expected: 12:00-1:00 p.m. H.R. 2262 - SPACE Act of 2015, Rules Committee Print (Structured Rule) (Sponsored by Rep. Kevin McCarthy / Science, Space, and Technology Committee).

#### **Hearings**

10:00 am

House Committee on Oversight and Government Reform

Subcommittee on Government Operations meets regarding ***Issues Facing Civilian and Postal Service Vehicle Fleet Procurement***

Location: Rayburn House Office Building, Room 2154

Senate Committee on Homeland Security & Governmental Affairs

***Hearings to examine understanding America's long-term fiscal picture.***

Location: Dirksen Senate Office Building, Room 342

10:00 AM

Senate Committee on Banking, Housing, and Urban Affairs



***Business meeting to markup an original bill entitled, "The Financial Regulatory Improvement Act of 2015".***

Location: Dirksen Senate Office Building, Room 538

10:00 AM

## **Issa bill pushes open standards for financial regulators**

Rep. Darrell Issa (R-Calif.) is following up on the Digital Accountability and Transparency Act of 2014 with a new bill that would require financial regulators to collect structured, machine-readable data from the banks, publicly traded companies and other firms they regulate.

The goal of the Financial Transparency Act of 2015 is to tap open data to support efforts by regulators to use analytic software to uncover risk and fraud while giving companies that are subject to regulation the ability to automate some of their reporting procedures for different agencies.

The bipartisan legislation is co-sponsored by Rep. Jared Polis (D-Colo.).

The act would apply to the nine agencies that constitute the Financial Stability Oversight Council: the Securities and Exchange Commission, the Treasury Department, the Consumer Financial Protection Bureau, the Board of Governors of the Federal Reserve System, the Commodity Futures Trading Commission, the Federal Deposit Insurance Corporation, the Federal Housing Finance Agency, the National Credit Union Administration, and the Office of the Comptroller of the Currency.

Data that must already be published by law would be released under new, coordinated standards set by the Office of Financial Research at Treasury. The goal in part is to make sure that data is searchable across agencies.

The bill takes special aim at the SEC by extending open-data standards to reporting on mutual funds, investment adviser reports, submissions from ratings agencies, and other disclosures, registrations and filings.

Currently, the SEC collects quarterly financial filings from public companies in data and document formats, although there are efforts underway in Congress to roll back data collection for smaller firms.

## **Hiring, firing, pay and training -- it all needs fixing, says panel**

By Zach Noble May 20, 2015 FCW.com

The federal workforce has some serious problems.

Federal employees feel pressure to take on managerial roles to boost their pay, whether they're suited for management or not, and then those managers have to make hiring decisions about employees who are still really in their training phases.

Make a poor hiring choice based on limited information and you're stuck, with firing a difficult proposition, and all the while many of these civil servants feel they're not being paid enough.

Those workforce issues were front and center at a Senate Homeland Security and Governmental Affairs Regulatory Affairs and Federal Management Subcommittee hearing May 20, in which experts spoke to issues that leave cybersecurity and other critical positions understaffed or unfilled.

"If you have to go into the management and supervisory roles to increase your pay, whether you feel you're suited for that or whether you really want to do that or not, I think it does a disservice to our technicians and to our managers," testified Patricia Niehaus, national president of the Federal Managers Association.

Niehaus was not alone in criticizing the inflexibility of the General Schedule (GS) classification and pay system.

Noting how the GS incentivizes employees to pursue supervisory roles when they may be better off pursuing technical positions, panel Chairman James Lankford (R-Okla.) said, "We've got to ask ourselves, 'Is this the right way to do this?'"

The expert panel offered a few suggestions for improvements.

"Management should be a profession within the federal government rather than an additional duty," said Niehaus.

Dan Blair, president of the National Academy of Public Administration, advocated extended probationary periods in hiring.

"When managers ... have to make a decision about whether or not to retain an employee, many of [the new employees] are still in training," Blair noted. He recommended that one-year probationary periods begin only after training has been completed.

"Let them show that they can do the job, rather than have a supervisor guess," he said.

Pushing back against some suggestions was American Federation of Government Employees President J. David Cox.

He warned against a "one size fits all" probation policy – though he noted Veterans Affairs nurses and others face a two-year probationary period, which he deemed "fair" –

and in his strongly worded written testimony he pushed hard for higher federal employee pay.

He cited Office of Personnel Management analysis showing federal employees' salaries are an average of 35 percent lower than private-sector employees doing similar work (other studies that include the value of benefits have shown federal employees earn more than their private-sector counterparts, including a 2012 Congressional Budget office analysis showing feds make 16 percent more in total compensation and a 2011 study by two scholars at the conservative American Enterprise Institute showing a 61 percent federal compensation premium).

While panelists Blair and Niehaus recommended tying federal pay more to performance to attract talent and incentivize current employees, Cox made the case that federal workers need higher pay across the board and that sequestration needs to be ended.

Cox also asserted that when it came to bad employees, "The provisions are there to move in a very timely process."

He blamed conflict-averse managers for the scourge of do-little federal employees hanging around inside government.

Others recommended a more flexible compensation system that can keep pace with the private sector in critical areas, including IT and cybersecurity.

"The current system promotes a workforce based on longevity rather than performance," said Niehaus. "The highest performing employees should be rewarded with the highest rates of pay."

Zach Noble is a staff writer covering cloud, big data and workforce issues. Connect with him on Twitter: [@thezachnoble](https://twitter.com/thezachnoble).

## **Artists Find Full- and Part-Time Jobs at the US Mint**

For most people, coins are just things that jingle in one's pocket, accumulate in jars or feed parking meters. They are occasionally counted after a purchase but rarely the subject of close examination. Try telling that to Joel Iskowitz, an artist at the U.S. Mint in Philadelphia since 2006, who calls coins "an ambassador to the rest of the world. They can be eloquent and iconic in telling a story" of American and world history. They "tell" that history through the front and back designs, and it is fine artists that the Mint often looks to hire in order to develop the images used on both sides of American coins and medallions.

Since 2003, the Mint's Artistic Infusion Program has solicited applications from fine artists across the country, not just portraitists or technicians who can engrave a presidential portrait. They don't need engravers - they already have those on staff - or even require the artist know something about relief sculpture. Many of the artists who



have participated in the Artistic Infusion Program are sculptors who have demonstrated good design and representational art skills. More important to the Mint is that a participating artist "has a professional portfolio that includes published or publicly displayed art" and "derives a portion of his or her individual earned income from his or her art or areas related to his or her art," according to its published eligibility requirements. Ed Moy, the now-retired director of the U.S. Mint, noted that the U.S. Mint needs "fresh ideas and visual images to challenge us, push out our boundaries, spark a new Renaissance and take us to the next level. This is a public art that everyone can enjoy," and it is a public art that comes to most people rather than requiring people to come to it.

Periodically, the Mint puts out a public call for artists to apply for the Artistic Infusion Program, the most recent was in January of 2014, submitting a resume, personal statement and between five and 10 samples of their work. Twenty-five of the applicants are then asked to submit a demonstration design for an actual Mint coin or medallion, for which they are paid \$1,500. The application forms include two 8½" diameter circles, representing coins, in which to create drawings. For the 2010 applicants, the commemorative subject of the assigned coins was the founding of the colony of Jamestown, Virginia in 1607; the first drawing needed include a Native American, African and European figure, as well as the inscriptions "Jamestown" and "In God We Trust," while the second was a scenic depiction of the Jamestown settlement and surrounding areas that included structures, landscapes and seascapes.

Completed applications are graded on a numerical basis by a committee composed of engravers, sales and marketing staff and a lawyer who work for the U.S. Mint. "We look at composition and content, how the elements of text and images work together, the style, the planes, depths and dimensions," said John Mercanti, the Mint's recently retired chief engraver. In effect, the committee looks to see if an image, when reduced to six percent of its drawn size, looks good and has all the required elements. Selected artists are given a one-year contract as associate designers; if their contract is renewed, they may be upgraded to master designers. The Mint seeks to make the process of choosing images for new coins and medals competitive, so all artists in the program may prepare designs and are paid - \$2,000 for those in the first two years, \$2,500 for artists in the program between three and five years and \$3,000 for those with six or more years of experience - regardless of whether or not their designs are used. In most instances, artists are given between four and six weeks to develop and submit their designs. Those artists whose images are selected receive a \$5,000 bonus. Iskowitz stated that since he began working for the Mint "40 or so coins and medals have my images on them" - the minted piece will include the artist's initials in the corner - although he has offered far more designs than that. "I've probably earned between \$20,000 and \$40,000 a year since I started," he said.

Most assignments are for just one side of a coin - the head (obverse) or tail (reverse) - although some artists in the Mint's program have had their designs selected for both sides of a coin, doubling their payments.



Part of the reason that the U.S. Mint has looked for more artists is simply the fact that there are more coins and medals being produced. In the past, the government relied on the same set of circulating coins and just changed the dates from one year to the next. However, these days there are between 90 and 120 coins in various stages of the process of being designed and minted at any one time. Some of these are coins in general circulation, whose designs are updated or added, such as the 50 state quarters. Many of the others are commemorative coins or others honoring a certain group or individual. There are, for instance, coins honoring the Boy Scouts of America, Louis Braille, disabled veterans, First Ladies, the American bald eagles, all the U.S. presidents, national parks, the 200th birthday of Abraham Lincoln, the Marine Corps, Black Revolutionary War patriots, Benjamin Franklin, Thomas Edison, the American buffalo and numerous other themes. The U.S. Congress, which has the constitutional authority to regulate the nation's currency, passes a law once or twice a year to create a new or revised coin (or series of coins), setting the process in motion.

Iskowitz claimed that much of his time is spent not on a design itself but on researching the subject, which may involve travel, visits to museums and libraries, and speaking with people knowledgeable in the subject of the design. For a Mark Twain commemorative medal, for instance, "I went to the Mark Twain House in Hartford, Connecticut and spoke with several of the guides." He added that the "great challenge" of working for the Mint is accumulating and then reducing a great deal of information into a distilled image."

When Thomas S. Cleveland, a watercolor artist who operates his own art school teacher in Cypress, Texas and had been part of the Artistic Infusion Program for a number of years beginning in 2004, was given the assignment of designing a coin to honor Anna Harrison (wife of the ninth U.S.

President, William Henry Harrison) as part of the First Ladies series, the Mint enabled him to view a White House portrait of her. "I had to extrapolate from that portrait what she looked like younger," he said. "I used a student at my school as a model, posing her in a 19th century costume reading to other students. I read her history and found that her passion in life was teaching, so my design showed her reading to several children, one of whom was a Native American." That design was selected by the Mint and the Treasury Secretary, "but I still had to make some revisions, because the costume I used was about 30 years in the future from when she was First Lady." The Mint arranged for Cleveland to meet with a costume curator at the Smithsonian Institution who showed the artist more appropriate period clothing "and sent me some samples."

It can be frustrating for those in the Artistic Infusion Program to include everything they believe is significant into an image that will be at its largest (for the Congressional Medal of Honor) three inches in diameter, as well as for those sculptor-engravers who take the selected designs and try to make it into a relief image on a piece of metal. "Artists have to be cognizant of the next step," said Jim Licaretz, a sculptor who has worked as an engraver at the U.S. Mint since 2006. "Can you cut it with our machines? The cutters

have certain sizes, and it may be impossible to machine certain details. You need minimal height."

The reasons that an associate designer's contract may not be renewed has less to do with the number of designs presented or accepted in a given year and more to do with whether or not the artist understands what works well on a small coin and what the engravers need in order to perform their work. "You've got to be on time, Iskowitz said, "and on the money, pardon the expression."

Engraving metal to be used for coins and medallions is an ancient profession, although it has been updated by digital three-dimensional modeling and scanning programs, and knowing how to work with these new tools has become part of the job requirement. "Understanding how to do the digital was more of a learning curve for me," said Phebe Hemphill, who worked as a doll- and figurine maker at Franklin Mint before joining the U.S. Mint in 2006.

Two separate committees - the Coinage Advisory Committee, which was set up at the same time as the Artistic Infusion Program to advise the Treasury Secretary on themes and designs of U.S. coins, and the Commission of Fine Arts, which was established by Congress in 1910 to advise government bodies on matters of design and aesthetics - evaluate the designs that the artists have submitted, making their recommendations to the director of the Mint. The two committees may arrive at the same decisions, but there often is a bit of can-you-add-this, can-you-enlarge-that, which adds to the workload. The director then takes the designs, the respective recommendations and his own recommendation to the Treasury Secretary for final approval. So far, the two Obama Administration Treasury Secretaries, Timothy Geithner and Jack Lew, have gone along with all of recommendations; the previous Treasury Secretary, Henry Paulson, disagreed once, choosing a different design for one of the Lincoln pennies in a bicentennial series.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842


**From:** Dan G  
**Sent:** Fri, 22 May 2015 08:40:18 -0400  
**To:** Marshall, Susan G.  
**Subject:** Re: Dan Blair noted in today's Washington Post article by Joe Davidson

It's not a good way to build a relationship with the senators who attended

Sent from my iPhone

On May 22, 2015, at 8:37 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I am glad you are noted in this article, but I don't like his writing...So condescending and inappropriate for a reporter...he is more of an opinion writer than anything and most of the time annoying...the first sentence is ridiculous.

Civil service reform can affect millions, but draws little attention  
By Joe Davidson May 21 at 7:27 PM 

A Senate hearing on civil service reform sounds like the snoozer it was.

It's really too bad, though not surprising, that Wednesday's session drew so little attention. What eventually emerges from Congress could affect the livelihood of millions of federal employees, their families and the way taxpayer money is spent.

The real pocketbook consequences of civil service reform were not evident by the poor attendance at the Homeland Security and Governmental Affairs federal management subcommittee's first hearing this session on the federal workforce.

The press table was empty, save a lone scribe. Few of the subcommittee members attended, though to be fair they often skip subcommittee hearings. The number of people in the audience section of the Dirksen Senate Office Building room was deceptive, populated mostly with student groups that shuffled in and out. Not many who really should care were there.

Meanwhile the few senators participating pondered questions that could lead to significant changes in the way federal employees are paid, rewarded, disciplined and classified. The hearing also demonstrated differing positions among feds toward the notion of pay for performance. A manager's group likes it. A rank and file union hates it.

"Ensuring that agencies have processes in place to efficiently recruit, retain, compensate, train, and if necessary, dismiss problem federal employees is a difficult but essential task," said committee Chairman James Lankford (R-Okla.), who offered heartfelt praise for feds. "And as the subcommittee with oversight over federal management, this task falls to us."

It's a big task and a potentially controversial one. It's not a task anyone expects to be completed soon. Lankford said his panel is in the listening stage. He plans no legislation at this time. The lack of immediate action certainly contributes to the current lack of interest. But the discussions on civil service reform now lay the groundwork for what could come later.



Talk about government-wide civil service reform seems to be building, though Congress can take its time on a job of that magnitude. It might move more quickly if President Obama put some muscle behind his repeated calls for a Commission of Federal Public Service Reform. He hasn't and that's fine with federal unions and their Capitol Hill supporters who fear congressional tampering with the current system might make things worse.

Dan G. Blair, president and chief executive of the National Academy of Public Administration, suggested that Congress direct the Office of Personnel Management to conduct a series of demonstration projects on addressing poor employee performance, but added that "this would be a ripe subject for the next administration to explore."

Congress isn't waiting for the next administration to explore civil service reform at the Department of Veterans Affairs. In what amounts to a demonstration project involving VA employees, a law passed last year by Congress sharply undercut workplace protections for VA senior executives who want to appeal disciplinary measures. That's just one of several moves affecting VA employees led by House VA committee Chairman Jeff Miller (R-Fla.). On Thursday, his committee approved a bill that would punish supervisors who retaliate against whistleblowers.

Though the VA bills deal only with that department, they show a willingness by Congress to upset current civil service operations. And what Congress approves does not always meet employee approval. The Senior Executives Association said Miller's bill, signed in August by Obama, makes "a sham" of due process rights for the top-level VA civil servants.

That kind of controversy is just waiting to explode – again – over pay for performance.

"The current system promotes a workforce based on longevity rather than performance," said Patricia Niehaus, president of the Federal Managers Association. "The highest performing employees should be rewarded with the highest rates of pay. Those employees who fall below the curve in terms of overall performance should not be rewarded at the same level."

The current system, the General Schedule (GS), was strongly defended by American Federation of Government Employees President J. David Cox Sr. in his statement to the subcommittee. The discretion that managers in a pay-for-performance system have allows for discrimination based on factors such as race and gender, Cox said.

Indeed, the now-abandoned National Security Personnel System for civilian Defense employees, a discredited pay-for-performance system, was the target of discrimination complaints and a 2008 Federal Times analysis that showed higher ratings, pay and bonuses for white staffers than other employees.

"A modern pay system cannot discriminate against women, minorities, ethnic backgrounds or disability," Cox said. "Not only is this intolerable morally, but it does not get the best and the brightest people hired, promoted, recognized and rewarded. Tried and true, the GS system is as close to color, crony and gender blind as it gets."

But will that save it? Stay tuned.

**Susan Marshall**



Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Brown, Ellen B.  
**Sent:** Fri, 29 May 2015 03:03:28 +0000  
**To:** Dan Blair  
**Cc:** Marshall5@oig.treas.gov; michele.blair@[REDACTED]; Franzel, Brent S.  
**Subject:** Re: DOJ indicts former Speaker Dennis Hastert

VERY... EB

Sent from EB's iPhone

On May 28, 2015, at 10:56 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

So very sad.

Sent from my iPhone

On May 28, 2015, at 6:11 PM, Brown, Ellen B. <[ebrown@mail-\[REDACTED\]](mailto:ebrown@mail-[REDACTED])> wrote:

Seriously?? What is this world coming to? EB

---

**From:** Marshall, Susan G. [<mailto:Marshall5@oig.treas.gov>]  
**Sent:** Thursday, May 28, 2015 6:03 PM  
**To:** 'Dan G ([blair2900@\[REDACTED\]](mailto:blair2900@[REDACTED]))'; 'michele.blair@[REDACTED]'; Brown, Ellen B.; Franzel, Brent S.  
**Subject:** DOJ indicts former Speaker Dennis Hastert

What???

-----Original Message-----

**From:** The Hill [[news@thehill.com](mailto:news@thehill.com)]  
**Sent:** Thursday, May 28, 2015 05:33 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** [MARKETING] News from The Hill: DOJ indicts former Speaker Dennis Hastert



**News from The Hill**

**DOJ indicts former Speaker Dennis Hastert**

By Neetzan Zimmerman

The Justice Department on Thursday indicted former House Speaker Dennis Hastert (R) on multiple charges, including lying to the FBI and illegally transferring millions to victims of "prior bad acts."

[Read the full story here.](#)

---

Not signed up to receive our newsletters? Click [here](#) to join our list and get our daily emails in your inbox, too.

*For all the latest news:*

[Visit TheHill.com](#)

[Follow @TheHill on Twitter](#)

[Like The Hill on Facebook](#)

[Connect with The Hill on Google+](#)



This email was sent to [marshalls@oig.treas.gov](mailto:marshalls@oig.treas.gov) by [news@thehill.com](mailto:news@thehill.com)  
[Update Profile/Email Address](#) | Rapid removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).

The Hill | 1625 K St. NW | Washington | DC | 20006

**From:** Mark A. Robbins  
**Sent:** Tue, 2 Jun 2015 12:53:02 -0400  
**To:** Marshall, Susan G.  
**Cc:** Dan G (blair2900@[REDACTED]); Dan Blair  
**Subject:** Re: ideas from the basement

Well -- when we were there KCJ did that space up as our emergency command center. Young Ben gave us useless "sensitive" briefings there.

But that's because we were a national security agency.

Mark A. Robbins

Cell: [REDACTED]

On Jun 2, 2015, at 12:41 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

So taxpayers paid to renovate a basement so people could come up with this?

#### **OPM Touts Its Innovation Lab**

OPM has cited a cooperative project with the Agriculture Department as an example of the type of service it provides through its innovation lab, a think tank-like operation within OPM operating since 2012.

In an online post, OPM cited a project involving the National School Lunch Program, which provides free or reduced-price lunches to more than 30 million children daily, focused on making it easier for families to provide accurate information about the eligibility.

OPM said its team reviewed rules of the program, interviewed school officials and families and then redesigned the application form to make it only one page long, with a simpler design and more space to write in the names.

"Our lab team looks forward to working with many more agencies to help them come up with solutions for the unique situations they face," said OPM.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Dan Blair  
**Sent:** Fri, 5 Jun 2015 02:27:04 +0000  
**To:** Marshall, Susan G.  
**Cc:** Hollis, Tricia; 'markarobbins@[REDACTED]'  
**Subject:** RE: 4 million opm records hacked

No. But I have no checking or savings account any longer. And my address was changed to some place in Kazakhstan.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, June 04, 2015 7:54 PM  
**To:** Dan Blair  
**Cc:** Hollis, Tricia; 'markarobbins@aol.gov'  
**Subject:** RE: 4 million opm records hacked

No, have you?

-----Original Message-----

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, June 04, 2015 07:41 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** Hollis, Tricia; [markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])  
**Subject:** Re: 4 million opm records hacked

Have you been notified? It's nice that it took two months to make the breach known.

Sent from my iPhone

> On Jun 4, 2015, at 6:33 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
>  
> <http://www.federalnewsradio.com/?nid=31&sid=3869856>

**From:** Dan Blair  
**Sent:** Fri, 5 Jun 2015 12:54:44 +0000  
**To:** Mark A. Robbins  
**Cc:** Hollis, Tricia; Marshall, Susan G.  
**Subject:** Re: OPM Data Breach

Nothing on my end.

Sent from my iPhone

On Jun 5, 2015, at 8:47 AM, Mark A. Robbins <[markarobbins@](mailto:markarobbins@)> wrote:

We got an almost identical notification.

Mark A. Robbins

Cell:

On Jun 5, 2015, at 8:40 AM, Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

Here's what we got. Notifications begin June 8.

**From:** [SecretaryLew@treasury.gov](mailto:SecretaryLew@treasury.gov) [<mailto:SecretaryLew@treasury.gov>]  
**Sent:** Thursday, June 4, 2015 7:52 PM  
**Subject:** OPM Data Breach

This message was sent securely using ZixCorp.

Dear Colleagues,

The U.S. Office of Personnel Management (OPM) recently became aware of a cybersecurity incident affecting its systems and data that may have exposed the personal information of current and former federal employees. I have been informed by OPM that Treasury employee data has potentially been compromised in this incident and I wanted to share more information with you right away.

Since the incident was identified, OPM has partnered with the Department of Homeland Security's U.S. Computer Emergency Readiness Team (US-CERT) and the Federal Bureau of Investigation to determine the impact to federal personnel. As a result of this investigation, OPM is notifying approximately 4 million individuals whose personally identifiable information may have been compromised. The notifications will be sent beginning June 8 and continuing through June 19 by email and U.S. mail.

In order to mitigate the risk of fraud and identity theft, OPM will offer affected individuals credit monitoring services and identity theft insurance through CSID, a company that specializes in identity theft protection and fraud resolution. This comprehensive, 18-month membership includes credit report access, credit monitoring, identity theft insurance, and recovery services, and is available immediately at no cost to affected individuals identified by OPM. Employees whose information was affected will receive a notification directly from CSID. If you have any questions about the impact of this incident to your data or if you receive a notice and have



questions about the services being offered, contact CSID directly beginning at 8 a.m. CST on June 8, 2015. The company's website is [www.csid.com/opm](http://www.csid.com/opm), and its toll free phone number is 844-222-2743 (International callers: call collect 512-327-0700).

Following this incident, OPM took immediate action to implement additional security measures in order to protect the sensitive personnel data it manages. I would like to take the opportunity to remind you of the seriousness of cyber threats and of the importance of vigilance in protecting our systems and data.

Sincerely,

Jack Lew

### **Steps for Monitoring Your Identity and Financial Information**

- Monitor financial account statements and immediately report any suspicious or unusual activity to financial institutions.
- Request a free credit report at [www.AnnualCreditReport.com](http://www.AnnualCreditReport.com) or by calling 1-877-322-8228. Consumers are entitled by law to one free credit report per year from each of the three major credit bureaus – Equifax®, Experian®, and TransUnion® – for a total of three reports every year. Contact information for the credit bureaus can be found on the Federal Trade Commission (FTC) website, [www.ftc.gov](http://www.ftc.gov).
- Review resources provided on the FTC identity theft website, [www.Identitytheft.gov](http://www.Identitytheft.gov). The FTC maintains a variety of consumer publications providing comprehensive information on computer intrusions and identity theft.
- You may place a fraud alert on your credit file to let creditors know to contact you before opening a new account in your name. Simply call TransUnion® at 1-800-680-7289 to place this alert. TransUnion® will then notify the other two credit bureaus on your behalf.

### **Precautions to Help You Avoid Becoming a Victim**

- Be suspicious of unsolicited phone calls, visits, or email messages from individuals asking about you, your employees, your colleagues or any other internal information. If an unknown individual claims to be from a legitimate organization, try to verify his or her identity directly with the company.
- Do not provide personal information or information about your organization, including its structure or networks, unless you are certain of a person's authority to have the information.
- Do not reveal personal or financial information in email, and do not respond to email solicitations for this information. This includes following links sent in email.

- Do not send sensitive information over the Internet before checking a website's security (for more information, see Protecting Your Privacy, <http://www.us-cert.gov/ncas/tips/ST04-013>).
- Pay attention to the URL of a website. Malicious websites may look identical to a legitimate site, but the URL may use a variation in spelling or a different domain (e.g., .com vs. .net).
- If you are unsure whether an email request is legitimate, try to verify it by contacting the company directly. Do not use contact information provided on a website connected to the request; instead, check previous statements for contact information. Information about known phishing attacks is also available online from groups such as the Anti-Phishing Working Group (<http://www.antiphishing.org>).
- Install and maintain anti-virus software, firewalls, and email filters to reduce some of this traffic (for more information, see Understanding Firewalls, <http://www.us-cert.gov/ncas/tips/ST04-004>; Understanding Anti-Virus Software, <http://www.us-cert.gov/ncas/tips/ST04-005>; and Reducing Spam, <http://www.us-cert.gov/ncas/tips/ST04-007>).
- Take advantage of any anti-phishing features offered by your email client and web browser.
- Employees should take steps to monitor their personally identifiable information and report any suspected instances of identity theft to the FBI's Internet Crime Complaint Center at [www.ic3.gov](http://www.ic3.gov).
- For additional information about preventative steps, consult the Federal Trade Commission's website, [www.consumer.gov/idtheft](http://www.consumer.gov/idtheft). The FTC also encourages those who discover that their information has been misused to file a complaint with the commission using the contact information below.

Identity Theft Clearinghouse  
 Federal Trade Commission  
 600 Pennsylvania Avenue, NW  
 Washington, DC 20580  
[www.consumer.gov/idtheft](http://www.consumer.gov/idtheft)  
 1-877-IDTHEFT (438-4338)  
 TDD: 1-202-326-2502



**From:** Mark A. Robbins  
**Sent:** Fri, 5 Jun 2015 09:40:53 -0400  
**To:** Hollis, Tricia  
**Subject:** Re: OPM Data Breach

That works fine.

Mark A. Robbins  
Cell: [REDACTED]

On Jun 5, 2015, at 8:52 AM, Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

Does Wednesday, June 17, work?

---

**From:** Mark A. Robbins [[mailto:markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])]  
**Sent:** Friday, June 5, 2015 8:51 AM  
**To:** Hollis, Tricia  
**Subject:** Re: OPM Data Breach

Sure. Next week is bad, but early the following week is good.

Mark A. Robbins  
Cell: [REDACTED]

On Jun 5, 2015, at 8:49 AM, Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

BTW – I'd love to reschedule lunch. Are you available in the next few weeks?

---

**From:** Mark A. Robbins [[mailto:markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])]  
**Sent:** Friday, June 5, 2015 8:47 AM  
**To:** Hollis, Tricia  
**Cc:** Blair, Dan ([dblair@napawash.org](mailto:dblair@napawash.org)); Marshall, Susan G.  
**Subject:** Re: OPM Data Breach

We got an almost identical notification.

Mark A. Robbins  
Cell: [REDACTED]

On Jun 5, 2015, at 8:40 AM, Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

Here's what we got. Notifications begin June 8.

---

**From:** [SecretaryLew@treasury.gov](mailto:SecretaryLew@treasury.gov) [<mailto:SecretaryLew@treasury.gov>]  
**Sent:** Thursday, June 4, 2015 7:52 PM  
**Subject:** OPM Data Breach

Dear Colleagues,

The U.S. Office of Personnel Management (OPM) recently became aware of a cybersecurity incident affecting its systems and data that may have exposed the personal information of current and former federal employees. I have been informed by OPM that Treasury employee data has potentially been compromised in this incident and I wanted to share more information with you right away.

Since the incident was identified, OPM has partnered with the Department of Homeland Security's U.S. Computer Emergency Readiness Team (US-CERT) and the Federal Bureau of Investigation to determine the impact to federal personnel. As a result of this investigation, OPM is notifying approximately 4 million individuals whose personally identifiable information may have been compromised. The notifications will be sent beginning June 8 and continuing through June 19 by email and U.S. mail.

In order to mitigate the risk of fraud and identity theft, OPM will offer affected individuals credit monitoring services and identity theft insurance through CSID, a company that specializes in identity theft protection and fraud resolution. This comprehensive, 18-month membership includes credit report access, credit monitoring, identity theft insurance, and recovery services, and is available immediately at no cost to affected individuals identified by OPM. Employees whose information was affected will receive a notification directly from CSID. If you have any questions about the impact of this incident to your data or if you receive a notice and have questions about the services being offered, contact CSID directly beginning at 8 a.m. CST on June 8, 2015. The company's website is [www.csid.com/opm](http://www.csid.com/opm), and its toll free phone number is 844-222-2743 (International callers: call collect 512-327-0700).

Following this incident, OPM took immediate action to implement additional security measures in order to protect the sensitive personnel data it manages. I would like to take the opportunity to remind you of the seriousness of cyber threats and of the importance of vigilance in protecting our systems and data.

Sincerely,

Jack Lew

### **Steps for Monitoring Your Identity and Financial Information**

- Monitor financial account statements and immediately report any suspicious or unusual activity to financial institutions.
- Request a free credit report at [www.AnnualCreditReport.com](http://www.AnnualCreditReport.com) or by calling 1-877-322-8228. Consumers are entitled by law to one free credit report per year from each of the three major credit bureaus – Equifax®, Experian®, and TransUnion® – for a total of three reports every year. Contact information for the credit bureaus can be found on the Federal Trade Commission (FTC) website, [www.ftc.gov](http://www.ftc.gov).



- Review resources provided on the FTC identity theft website, [www.Identitytheft.gov](http://www.Identitytheft.gov). The FTC maintains a variety of consumer publications providing comprehensive information on computer intrusions and identity theft.
- You may place a fraud alert on your credit file to let creditors know to contact you before opening a new account in your name. Simply call TransUnion® at 1-800-680-7289 to place this alert. TransUnion® will then notify the other two credit bureaus on your behalf.

### **Precautions to Help You Avoid Becoming a Victim**

- Be suspicious of unsolicited phone calls, visits, or email messages from individuals asking about you, your employees, your colleagues or any other internal information. If an unknown individual claims to be from a legitimate organization, try to verify his or her identity directly with the company.
- Do not provide personal information or information about your organization, including its structure or networks, unless you are certain of a person's authority to have the information.
- Do not reveal personal or financial information in email, and do not respond to email solicitations for this information. This includes following links sent in email.
- Do not send sensitive information over the Internet before checking a website's security (for more information, see Protecting Your Privacy, <http://www.us-cert.gov/ncas/tips/ST04-013>).
- Pay attention to the URL of a website. Malicious websites may look identical to a legitimate site, but the URL may use a variation in spelling or a different domain (e.g., .com vs. .net).
- If you are unsure whether an email request is legitimate, try to verify it by contacting the company directly. Do not use contact information provided on a website connected to the request; instead, check previous statements for contact information. Information about known phishing attacks is also available online from groups such as the Anti-Phishing Working Group (<http://www.antiphishing.org>).
- Install and maintain anti-virus software, firewalls, and email filters to reduce some of this traffic (for more information, see Understanding Firewalls, <http://www.us-cert.gov/ncas/tips/ST04-004>; Understanding Anti-Virus Software, <http://www.us-cert.gov/ncas/tips/ST04-005>; and Reducing Spam, <http://www.us-cert.gov/ncas/tips/ST04-007>).
- Take advantage of any anti-phishing features offered by your email client and web browser.
- Employees should take steps to monitor their personally identifiable information and report any suspected instances of identity theft to the FBI's Internet Crime Complaint Center at [www.ic3.gov](http://www.ic3.gov).

- For additional information about preventative steps, consult the Federal Trade Commission's website, [www.consumer.gov/idtheft](http://www.consumer.gov/idtheft). The FTC also encourages those who discover that their information has been misused to file a complaint with the commission using the contact information below.

Identity Theft Clearinghouse  
Federal Trade Commission  
600 Pennsylvania Avenue, NW  
Washington, DC 20580  
[www.consumer.gov/idtheft](http://www.consumer.gov/idtheft)  
1-877-IDTHEFT (438-4338)  
TDD: 1-202-326-2502



**From:** Marshall, Susan G.  
**Sent:** Thu, 11 Jun 2015 20:02:41 +0000  
**To:** Dan G (blair2900@ )  
**Subject:** Blair is reassigned

Good thing you didn't get fired!

**Pentagon watchdog reassigns audit chief after Reuters report**

Reuters By Scot J. Paltrow

By Scot J. Paltrow

NEW YORK (Reuters) - The U.S. Defense Department Inspector General is reassigning one of his top deputies just weeks after Reuters reported that the deputy had forced staff to sign off on a disputed audit of the Marine Corps.

In a Wednesday email to staff, Inspector General Jon Rymer said Daniel Blair, deputy inspector general for audits, would be reassigned to the lower-ranking position of deputy chief of staff.

Blair for five years has been in charge of all audits by the Pentagon's Office of the Inspector General, an independent watchdog agency that monitors Defense Department operations and programs. In his new position, he will have responsibility only for internal administrative tasks, such as the office's finances and information technology. An inspector general spokeswoman gave Reuters a copy of Rymer's email. (Read "U.S. Defense Department auditor signed off on flawed Marine Corps books" at <http://www.reuters.com/investigates/special-report/usa-marines-audit/>)

Reuters reported on May 20 that an inspector general audit team in 2013 had found serious flaws in the Marine Corps' accounting. The team found that the Marines' books contained so many errors that they deserved a "qualified" opinion, an official label meaning that the auditor can't vouch for the validity of the accounts.

In the article, Reuters reported that a series of internal email messages and other documents showed that Blair had pressured the team to disregard its own conclusions and give the Marines a "clean" opinion, as requested by an outside accounting firm hired to do much of the basic audit work.

The Inspector General's Office on Dec. 20, 2013, issued a clean opinion on the Marine Corps audit. But in March 2015, it officially withdrew that opinion, citing what it said was newly discovered evidence of sums unaccounted for. As Reuters reported, the withdrawal also coincided with a Government Accountability Office investigation of the audit. The GAO has not yet issued a report on its inquiry.

In a statement emailed to Reuters, Rymer said he reassigned Blair because "I wanted to add more management depth to our internal" financial management as part of a larger restructuring.

Blair could not be reached for comment.

Bridget Serchak, the inspector general's spokeswoman, declined to comment on whether Blair's reassignment was linked to the Reuters report that he had successfully pressed the audit team to assent to an opinion it believed was unjustified.

The audit of the Marine Corps' 2012 financial records was the first of planned attempts to audit the books of all of the military services, which have been unable to produce reliable accounts for decades. The Marine Corps audit was seen as a test of whether the Defense Department would be able to meet a 2017 deadline set by Congress to account for the hundreds of billions of taxpayer dollars it receives each year.

In his email to staff, Rymer said that he was beginning a search for a replacement deputy inspector general for audits, and that a current senior staff member would serve in the interim as acting deputy for audits.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Sat, 13 Jun 2015 15:19:10 +0000  
**To:** 'Dan Blair'  
**Subject:** Feds Eye Link to Private Contractor in Massive Government Hack - ABC News

<http://abcnews.go.com/US/feds-eye-link-private-contractor-massive-government-hack/story?id=31717372>

Here we go. ....

**From:** Dan Blair  
**Sent:** Mon, 15 Jun 2015 12:10:37 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Opm contract called into question

Stinky stinky

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

Sent: Monday, June 15, 2015 8:09 AM

To: Dan Blair

Subject: Opm contract called into question

<http://www.federalnewsradio.com/?nid=31&sid=3875508>



**From:** Marshall, Susan G.  
**Sent:** Thu, 25 Jun 2015 14:06:53 +0000  
**To:** 'Mark A. Robbins'  
**Cc:** Dan Blair; John Salamone  
**Subject:** RE: OPM hearing begins at 9:30 a.m. today

They could nominate a new Dir., but that seems unlikely,... I think they would a SES to run the agency since they admin. Is drawing to a close...it still is not clear to me why they are hiring a cyber person and how that is going to work. The agency should just draw on the expertise of Tony Scott and parachute in some of the current digital services team members (who are industry IT experts) to help the agency shore up its resources and protect the systems.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Mark A. Robbins [mailto:markarobbins@aol.com]  
**Sent:** Thursday, June 25, 2015 10:03 AM  
**To:** Marshall, Susan G.  
**Cc:** Dan Blair; John Salamone  
**Subject:** Re: OPM hearing begins at 9:30 a.m. today

If Archuleta leaves could another pic be confirmed at this point? No Deputy. The GC is Kami something with absolutely no experience or gravitas. I suppose they could reassign a political SESr like Bush did after Linda left.

Mark A. Robbins  
Cell: [REDACTED]

On Jun 25, 2015, at 9:27 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<http://www.hsgac.senate.gov/hearings/under-attack-federal-cybersecurity-and-the-opm-data-breach>

Here is the link if you are interested in listening to or watching the proceedings on your computer. At this point watching the hearing is like going to the Colosseum to watch the fight.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 25 Jun 2015 14:18:43 +0000  
**To:** 'John Salamone'; Mark A. Robbins  
**Cc:** Dan <dblair@NAPAWASH.ORG> Blair  
**Subject:** RE: OPM hearing begins at 9:30 a.m. today

The WH nominated Earl Gay to be Deputy, but he hasn't been confirmed. He's former military...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** John Salamone [mailto:john\_salamone[REDACTED]]  
**Sent:** Thursday, June 25, 2015 10:13 AM  
**To:** Mark A. Robbins; Marshall, Susan G.  
**Cc:** Dan <dblair@NAPAWASH.ORG> Blair  
**Subject:** Re: OPM hearing begins at 9:30 a.m. today

I was thinking they might try to slot Beth Cobert over there. I'm not sure if she has a strong IT background but she has a lot of management experience from her time at McKinsey. Also your point about no deputy is a good one. They haven't had one since Christine Griffin left several years ago. I think the administration finally nominated someone but I don't think the Senate has moved on it.

It would be great to see someone from the Hill ask Archuleta why OPM has been without a deputy since 2013 and what impact is this having on the agency's ability to manage its programs and workforce.

[Sent from Yahoo Mail on Android](#)

---

**From:** "Mark A. Robbins" <markarobbins[REDACTED]>  
**Date:** Thu, Jun 25, 2015 at 10:02 AM  
**Subject:** Re: OPM hearing begins at 9:30 a.m. today

If Archuleta leaves could another pic be confirmed at this point? No Deputy. The GC is Kami something with absolutely no experience or gravitas. I suppose they could reassign a political SESr like Bush did after Linda left.

Mark A. Robbins  
Cell: [REDACTED]

On Jun 25, 2015, at 9:27 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

<http://www.hsgac.senate.gov/hearings/under-attack-federal-cybersecurity-and-the-opm-data-breach>

Here is the link if you are interested in listening to or watching the proceedings on your computer. At this point watching the hearing is like going to the Colosseum to watch the fight.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** Marshall, Susan G.  
**Sent:** Thu, 25 Jun 2015 14:46:03 +0000  
**To:** Dan G (blair2900@[REDACTED])  
**Subject:** RE: OPM hearing begins at 9:30 a.m. today

Why would the Republicans ask the Director about not having a Deputy if they are the ones holding up his nomination? I don't understand John's thinking...but then again I don't really understand much! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Mark A. Robbins [mailto:markarobbins@[REDACTED]]  
**Sent:** Thursday, June 25, 2015 10:38 AM  
**To:** John Salamone  
**Cc:** Marshall, Susan G.; Dan <dblair@NAPAWASH.ORG> Blair  
**Subject:** Re: OPM hearing begins at 9:30 a.m. today

The former deputy left in 2010 after only being there 9 months! So it's actually been 5 years! Dan and Howie are apparently hard acts to follow.

Mark A. Robbins  
Cell: [REDACTED]

On Jun 25, 2015, at 10:13 AM, John Salamone <[john\\_salamone@\[REDACTED\]](mailto:john_salamone@[REDACTED])> wrote:

I was thinking they might try to slot Beth Cobert over there. I'm not sure if she has a strong IT background but she has a lot of management experience from her time at McKinsey. Also your point about no deputy is a good one. They haven't had one since Christine Griffin left several years ago. I think the administration finally nominated someone but I don't think the Senate has moved on it.

It would be great to see someone from the Hill ask Archuleta why OPM has been without a deputy since 2013 and what impact is this having on the agency's ability to manage its programs and workforce.

[Sent from Yahoo Mail on Android](#)

---

**From:** "Mark A. Robbins" <[markarobbins@\[REDACTED\]](mailto:markarobbins@[REDACTED])>  
**Date:** Thu, Jun 25, 2015 at 10:02 AM  
**Subject:** Re: OPM hearing begins at 9:30 a.m. today



If Archuleta leaves could another pic be confirmed at this point? No Deputy. The GC is Kami something with absolutely no experience or gravitas. I suppose they could reassign a political SESr like Bush did after Linda left.

Mark A. Robbins

Cell: [REDACTED]

On Jun 25, 2015, at 9:27 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<http://www.hsgac.senate.gov/hearings/under-attack-federal-cybersecurity-and-the-opm-data-breach>

Here is the link if you are interested in listening to or watching the proceedings on your computer. At this point watching the hearing is like going to the Colosseum to watch the fight.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Thu, 25 Jun 2015 14:53:57 +0000  
**To:** 'John Salamone'; Mark A. Robbins  
**Cc:** Dan <dblair@NAPAWASH.ORG> Blair  
**Subject:** RE: OPM hearing begins at 9:30 a.m. today

Carper is complaining about the fact that the OPM Deputy has not been confirmed by the full Senate...it's in McConnell's hands now. ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** John Salamone [mailto:john\_salamone@ ]  
**Sent:** Thursday, June 25, 2015 10:13 AM  
**To:** Mark A. Robbins; Marshall, Susan G.  
**Cc:** Dan <dblair@NAPAWASH.ORG> Blair  
**Subject:** Re: OPM hearing begins at 9:30 a.m. today

I was thinking they might try to slot Beth Cobert over there. I'm not sure if she has a strong IT background but she has a lot of management experience from her time at McKinsey. Also your point about no deputy is a good one. They haven't had one since Christine Griffin left several years ago. I think the administration finally nominated someone but I don't think the Senate has moved on it.

It would be great to see someone from the Hill ask Archuleta why OPM has been without a deputy since 2013 and what impact is this having on the agency's ability to manage its programs and workforce.

[Sent from Yahoo Mail on Android](#)

---

**From:** "Mark A. Robbins" <[markarobbins@](mailto:markarobbins@) >  
**Date:** Thu, Jun 25, 2015 at 10:02 AM  
**Subject:** Re: OPM hearing begins at 9:30 a.m. today

If Archuleta leaves could another pic be confirmed at this point? No Deputy. The GC is Kami something with absolutely no experience or gravitas. I suppose they could reassign a political SESr like Bush did after Linda left.

Mark A. Robbins  
Cell: [REDACTED]

On Jun 25, 2015, at 9:27 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

<http://www.hsgac.senate.gov/hearings/under-attack-federal-cybersecurity-and-the-opm-data-breach>

Here is the link if you are interested in listening to or watching the proceedings on your computer. At this point watching the hearing is like going to the Colosseum to watch the fight.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Wed, 1 Jul 2015 16:24:31 +0000  
**To:** Diane (dianebaker241@[REDACTED])  
**Subject:** FW: NAPA report  
**Attachments:** HUD\_OCFO\_Study\_Final\_Report.pdf

Hey there girlfriend,

I am doing some homework on this signature issue and was looking at the attached to see how the old people do it. I can't read this thing, can you? Dan said he can read it. Maybe it is just our illustrious systems that don't work.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Wednesday, July 01, 2015 11:59 AM  
**To:** Dan G (blair2900@[REDACTED])  
**Subject:** NAPA report

Hi Dan,

I just found out that Eric's electronic signature was stolen (I add it to my CIGFO reports) so I was going through government and contractor web reports to see if/how they handle the signature issue when I came across the attached. Either my system is messed up or there are some technical difficulties with it. It is very difficult to read.

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



A Report by a Panel of the

# **NATIONAL ACADEMY OF PUBLIC ADMINISTRATION**

For the U.S. Department of Housing and Urban Development



## **Department of Housing and Urban Development Office of the Chief Financial Officer Organizational Assessment**



March 2015

**National Academy of  
Public Administration®**





## **ABOUT LinkVisum**

LinkVisum Consulting Group, Inc., a management consulting firm located in Vienna, VA, provides federal agencies the independent and objective insight necessary to solve their most critical management, organizational, financial and technical challenges. LinkVisum consultants have a proven and measurable record of providing expertise and solutions to clients.

## **ABOUT THE ACADEMY**

The National Academy of Public Administration is an independent, non-profit, and non-partisan organization established in 1967 and chartered by Congress in 1984. It provides expert advice to government leaders in building more effective, efficient, accountable, and transparent organizations. To carry out this mission, the Academy draws on the knowledge and experience of its over 800 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, business executives, and public administrators. The Academy helps public institutions address their most critical governance and management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and online stakeholder engagement. Learn more about the Academy and its work at [www.NAPAwash.org](http://www.NAPAwash.org).

*A Report by a Panel of the*

**NATIONAL ACADEMY OF  
PUBLIC ADMINISTRATION**

*For the U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT*

**March 19, 2015**

***Department of Housing and Urban Development  
Office of the Chief Financial Officer  
Organizational Assessment***

**PANEL**

**Raphael Bostic  
William Hamm  
Sallyanne Harper  
Morgan Kinghorn  
Hal Steinberg**



## **Officers of the Academy**

**Robert J. Shea**, *Chair of the Board*

**Nancy R. Kingsbury**, *Vice Chair*

**Dan G. Blair**, *President and Chief Executive Officer*

**B. J. Reed**, *Secretary*

**Sallyanne Harper**, *Treasurer*

## **Study Team**

**Joseph P. Mitchell, III**, *NAPA Director of Project Development*

**Fatimah Moody**, *LinkVisum Project Director*

**Celeste Garcia**, *LinkVisum Project Manager*

**Steve Watson**, *NAPA Senior Advisor*

**Shawn Syed**, *LinkVisum Senior Analyst*

**Chloe Yang**, *NAPA Research Analyst*

---

LinkVisum Consulting Group  
8260 Greensboro Drive  
Suite 120  
McLean, VA 22102  
[www.linkvisum.com](http://www.linkvisum.com)

National Academy of Public Administration  
1600 K Street, N.W.  
Suite 400  
Washington, DC 20006  
[www.napawash.org](http://www.napawash.org)

February 2015  
Printed in the United States of America  
Academy Project Number: 2192



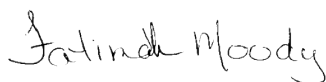
## FOREWORD

Established in 1965, the mission of the U.S. Department of Housing and Urban Development (HUD) is “to create strong, sustainable, inclusive communities and quality affordable homes for all.” Recognizing how critical a modern-day financial infrastructure is for mission success, HUD is undertaking an ambitious transformation of its financial management function. This transformation is designed to update its aging financial system and address financial weaknesses identified by the department’s Inspector General. One of its most critical aspects is the migration of its accounting and financial functions to a shared service operated by the Department of the Treasury’s Administrative Resource Center.

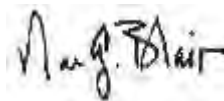
HUD is the first cabinet-level agency to transition its accounting and financial functions to a shared service provider, which means that its transformation is an important step forward for the federal government in implementing a 2013 Office of Management and Budget mandate that executive agencies utilize shared services for their future financial management systems modernization. The President’s FY 16 Budget Request also highlights the value of expanding shared services to improve government efficiency. Shared services allow federal agencies to focus on their core missions and achieve economies of scale, and they likely will become an increasingly important way to conduct federal business in the years ahead.

In light of the significant changes that HUD is making to its financial management function, the department contracted with the LinkVisum Consulting Group, Inc. and the National Academy of Public Administration to assist the Office of the Chief Financial Officer in achieving its goal of transforming how it does business and to respond to previously documented financial deficiencies. Working closely with the CFO’s office throughout this review, the Panel and study team assessed the current state, researched leading practices in industry and government, and interviewed several federal agencies that have recently transitioned to a shared service provider. The review concludes with ways that the HUD CFO can address identified gaps and increase the office’s ability to respond quickly and effectively to future financial management needs.

As the Chief Executive Officers of our respective organizations, we are pleased to have had the opportunity to conduct this review. We appreciate the active engagement of HUD’s leadership, employees, and stakeholders; and thank the members of the Academy Panel, who provided invaluable expertise and thoughtful analysis to this undertaking, and the professional study team that provided critical support throughout this project.



Fatimah Moody  
CEO  
LinkVisum Consulting Group, Inc.



Dan G. Blair  
President and CEO  
National Academy of Public Administration

## TABLE OF CONTENTS

<b>FOREWORD .....</b>	<b>3</b>
<b>Executive Summary .....</b>	<b>6</b>
Improve Finance Governance and Oversight .....	7
Address Concerns with SSP Transition .....	7
<b>Chapter One: Background .....</b>	<b>11</b>
1.1 Objectives/Scope .....	11
1.2 Drivers of Change .....	12
1.3 Methodology .....	14
<b>Chapter Two: Overview of Financial Management at HUD (Current State) .....</b>	<b>17</b>
<b>Chapter Three: Transition to a Shared Service Provider .....</b>	<b>21</b>
3.1 SSP Objectives .....	21
3.2 New Core Target Environment .....	21
<b>Chapter Four: leading practices .....</b>	<b>24</b>
4.2 People .....	25
4.3 Organization .....	26
4.4 Technology .....	27
<b>Chapter Five: Recommendations and Related Findings .....</b>	<b>30</b>
5.1 Process .....	30
1: Document Financial Policy and Processes .....	30
2: Clearly Define Roles and Responsibilities for Financial Processes .....	31
3: Strengthen Financial Data Monitoring and Oversight .....	32
5.2 People .....	33
1: Implement a workforce development plan for financial management employees in OCFO and Programs .....	33
2: Develop a workforce transition plan .....	35
5.3 Organization .....	36
1: Establish a CFO Council to Promote Governance and Consistency .....	36
2: Become Strategic Business Partner to Programs .....	38
3: Build Analytics Capability to Support Agency Decision-making .....	41
4: Formalize Organizational Changes to Incorporate Data Analytics, Financial Management Training, Program Liaisons, and Consolidation of Complementary Functions .....	42
5.4 Technology .....	46

1: Validate the Scope, Feasibility, and Priority of Remaining SSP Transition Phases.	47
2: Ensure New Technology Efforts Are Coordinated and Integrated.....	48
3: Focus on Data Management .....	49
5.5 Change Management .....	51
1: Prepare the Organization for Change .....	52
2: Manage Change.....	54
3: Reinforce Change .....	55
<b>Chapter Six: Implementation Plan .....</b>	<b>57</b>
<b>Appendices .....</b>	<b>62</b>
<b>Appendix A: Panel and Project Team Bios .....</b>	<b>63</b>
Panel.....	63
Study Team .....	64
<b>Appendix B: Interviews.....</b>	<b>66</b>
<b>Appendix C: Interviewee Questions.....</b>	<b>67</b>
OCFO.....	67
Programs .....	68
External Organizations.....	70
<b>Appendix D: Documents Reviewed.....</b>	<b>72</b>
<b>Appendix E: Example of a CFO Council Charter .....</b>	<b>74</b>
<b>Appendix F: Acronyms and Abbreviations.....</b>	<b>76</b>

## EXECUTIVE SUMMARY

In the fall of 2014, the U.S. Department of Housing and Urban Development (HUD) engaged LinkVisum Consulting Group (LinkVisum) and the National Academy of Public Administration (the Academy) to conduct an organizational assessment of financial management at HUD. A study team comprised of LinkVisum and Academy staff worked with the guidance of an Academy Advisory Panel (the Panel) to conduct the analysis and develop recommendations to help HUD transform how it does financial management.

HUD is facing a number of financial management challenges. HUD's Office of Inspector General (OIG), in its report on the Department's 2013 financial statements, issued a qualified opinion that noted nonconformance with generally accepted accounting principles (GAAP). The OIG document reported four material internal control weaknesses, eleven significant deficiencies, and multiple instances of noncompliance with financial management laws and regulations. Many of the reported weaknesses and instances of noncompliance are long-standing problems.

HUD sought to remediate some of its deficiencies in financial management by replacing its aging financial system with the new HUD Integrated Financial Management Improvement Project (HIFMIP). However, in 2012, after spending \$35 million, HUD canceled the HIFMIP project due to problems encountered in its implementation.

With HIFMIP canceled, HUD made the decision to transition its accounting and financial reporting functions to a Shared Service Provider (SSP) to help resolve its financial management challenges. Use of SSPs is consistent with Office of Management and Budget (OMB) guidance that encourages agencies to use shared services to reduce the cost of financial management and is also consistent with private sector leading practices. Contributing to HUD's slow progress in addressing its financial management deficiencies, the Chief Financial Officer (CFO) position went unfilled for over three years until September 2014, when the current CFO assumed the helm.

In the Department's vision statement, Secretary Castro has emphasized the importance of operational improvement to "build a stronger HUD," including a focus on accountability and transforming the way HUD does business. To help HUD in its transformation, the Academy Panel and study team provide the following recommendations to improve HUD's financial management.



## Improve Finance Governance and Oversight

HUD's current financial structure is decentralized and relies on delegation of key financial management functions to HUD's Program offices. In a 2014 memorandum, *Management and Performance Challenges for FY 2015 and Beyond*, HUD's OIG attributes several of HUD's internal control and compliance deficiencies to a weak Department-wide financial management governance structure. HUD's OIG also attributes several deficiencies to insufficient monitoring of financial management activities performed across the Department. To improve oversight and governance, the Academy Panel and study team recommend:

- *Establish an internal CFO Council to strengthen HUD's financial management governance.* The Council should be chaired by the Department's CFO and comprised of senior financial officials from across the Department. The CFO Council would provide a mechanism for the Department's CFO to engage Program offices in the decision-making processes, identify Departmental financial management issues, develop solutions, and oversee implementation. While the Department's CFO, consistent with the CFO Act, retains ultimate authority for financial policy and processes, those policies and processes having Department-wide impact should be developed with input from the CFO Council to ensure proper consideration of Program financial requirements. The Panel also recommends that the Inspector General or designee be invited to join as an ex-officio member of the CFO Council to provide additional expertise and ensure audit perspectives are considered in the Council's decisions.
- *Establish a Financial Control and Analysis Unit within the Office of the Chief Financial Officer (OCFO) to monitor financial data and controls across the Department.* Financial analysis should include tests for data accuracy (e.g., account reconciliations, reasonableness tests, and fluctuation analysis), timeliness (e.g., accounts receivable and suspense file agings), and potential fraud (e.g., outlier and suspicious transactions that warrant further investigation). Where practical, monitoring activities should be automated to reduce manual efforts and to increase speed and comprehensiveness of review activities.

## Address Concerns with SSP Transition

HUD is the one of the first Cabinet-level agencies, and the largest agency to date, to move financial processing to an SSP. HUD is scheduled to move core accounting functions to its SSP effective October 1, 2015 and has multiple work-streams underway to complete this major undertaking. In performing its assessment, the study team identified challenges in a number of areas, and the Panel offers the following recommendations to help ensure a

successful transition to the SSP. HUD is aware of these concerns and has steps underway to address the challenges. The Academy Panel and study team recommend that HUD:

- *Thoroughly document business requirements and processes for financial functions moving to the SSP.* Comprehensive documentation is necessary to ensure planned financial processes will support HUD's Programs and accounting requirements. As part of this assessment, the study team interviewed other agencies that have recently moved finance functions to SSPs. These agencies emphasized the importance of having comprehensive documentation of financial processes and particularly recommended that HUD focus on areas where these agencies had experienced challenges, i.e., hand-offs between the agency and the SSP and transactions that the SSP does not routinely process (in HUD's case, its complex grant and voucher programs). Responsibilities for performing process steps should also be documented and incorporated into the Service Level Agreement (SLA) being developed between HUD and the SSP.
- *Focus on data management.* As HUD implements New Core, a multi-phase effort to modernize HUD's core financial and key administrative systems by transitioning these functions to a shared services environment, it needs to plan and manage the development and execution of architectures, policies, practices, and procedures pertaining to data. HUD should put particular emphasis on independent verification and validation (IV&V) of the data after conversion and ensure the timing of data conversion is not disruptive. Several of the Academy Panel members who have led financial system transition efforts similar to HUD's current New Core project emphasized data management as key to project success. The need to focus on data management was evidenced in New Core Release 1 – Travel and Relocation, where both Program and OCFO staff reported issues with data migration. The New Core Team is applying lessons learned as it prepares for subsequent releases. In Section 4.4 of the report, the Academy Panel and study team provide recommendations to help ensure successful data management in New Core.
- *Validate scope, feasibility, and priority of subsequent SSP transition phases.* After completing transition of core accounting activities to the SSP in Phase 1, Release 3, scheduled for October 1, 2015, HUD plans to move forward with subsequent phases which include grant and loan accounting, managerial cost accounting, budget formulation, fixed assets, and accounting for the Federal Housing Administration (FHA) and Ginnie Mae. HUD also must ensure the SSP can provide the required functionality so that the Department does not risk future noncompliance. The scope of the finance functions to be transferred to the SSP was derived from the scope of the cancelled HIFMIP project, which was developed several years ago. There is

limited business case documentation to ensure the New Core project scope and implementation priorities remain valid now that HUD has shifted its strategy from a stand-alone financial system implementation to a transfer of accounting and financial reporting functions to a SSP. The OCFO has recently formed a team to begin planning subsequent phases. As OCFO develops its plans, the Panel recommends that HUD update its business case to reflect HUD's shift in financial systems modernization strategy from a stand-alone system implementation to use of an SSP. To firm up scope and implementation priorities, the Panel recommends an analysis of HUD's business needs, anticipated benefits, and expected costs.

### Strengthen the Finance Workforce

In addition to the CFO position being unfilled for over three years, HUD has experienced other workforce issues. At one point, three of the OCFO's four Assistant CFO positions were unfilled, and the office experienced 40% turnover in its staff between 2009 and 2014. Looking forward, OCFO will experience significant impacts on its workforce as it transitions financial functions to the SSP. These impacts include a reduced need for clerical staff as work is transitioned to the SSP and an increased need for more skilled staff that can perform financial analysis and advanced business analytics. Other agencies that have recently transitioned to SSPs report that a key challenge during the transition is keeping the right staff. Instability in the environment often leads to increased staff turnover, and frequently the staff that leave are those an agency most wants to keep as these employees are more skilled and more mobile. The Panel provides the following recommendations to HUD as it works to adjust and strengthen its finance workforce.

- *Identify future workforce needs, including skills and competencies, to operate in the new SSP environment.* This begins with documenting planned processes, including division of roles and responsibilities between HUD and the SSP, as recommended above. This process documentation will enable HUD to determine the number and competencies of staff required to perform accounting functions.
- *Develop workforce and change management plans to support the transition of finance functions to the SSP and other CFO initiatives also underway (e.g., analytics).* The change management plan should include details as to how employees will transition from the current to the future state environment; the schedule for transition; workforce competencies required in the new environment; training requirements; and a communication plan that outlines a strategy to keep staff informed on an ongoing basis and that helps mitigate their concerns and possible resistance to change. The change management plan will need to address how financial staff within OCFO as well as Program offices will be managed.

Additional details on these recommendations, and all of the Panel's findings and recommendations can be found in Chapters 4 & 5 of this report. A recommended transition plan to implement the recommendations is provided in Chapter 6.



## CHAPTER ONE: BACKGROUND

HUD is in the midst of transforming its financial management function to address long standing deficiencies in internal control and GAAP compliance and improve support for HUD's programs and operations. Key among HUD's initiatives is the adoption of a new shared services model where core financial functions will be performed by the Department of Treasury's Administrative Resource Center (ARC) after the transition. OCFO also has recently completed a leadership transition. A new CFO was confirmed by the Senate in September 2014, after the position had been vacant for more than three years, and a Deputy CFO and three of the four Assistant CFOs also came on-board in FY 14. The new OCFO leadership is committed to the goal of developing a "high-performing financial organization" at HUD.

### 1.1 Objectives/Scope

In October 2014, HUD contracted with the LinkVisum Consulting Group, Inc. (LinkVisum), with support from the National Academy of Public Administration (the Academy), to develop a strategic framework for HUD to transform how financial management is done in the Department. A successful transformation involves processes, workforce, organizational structure, technology, and more importantly, a cultural shift for the OCFO and program areas at HUD. The key objectives of this project are:

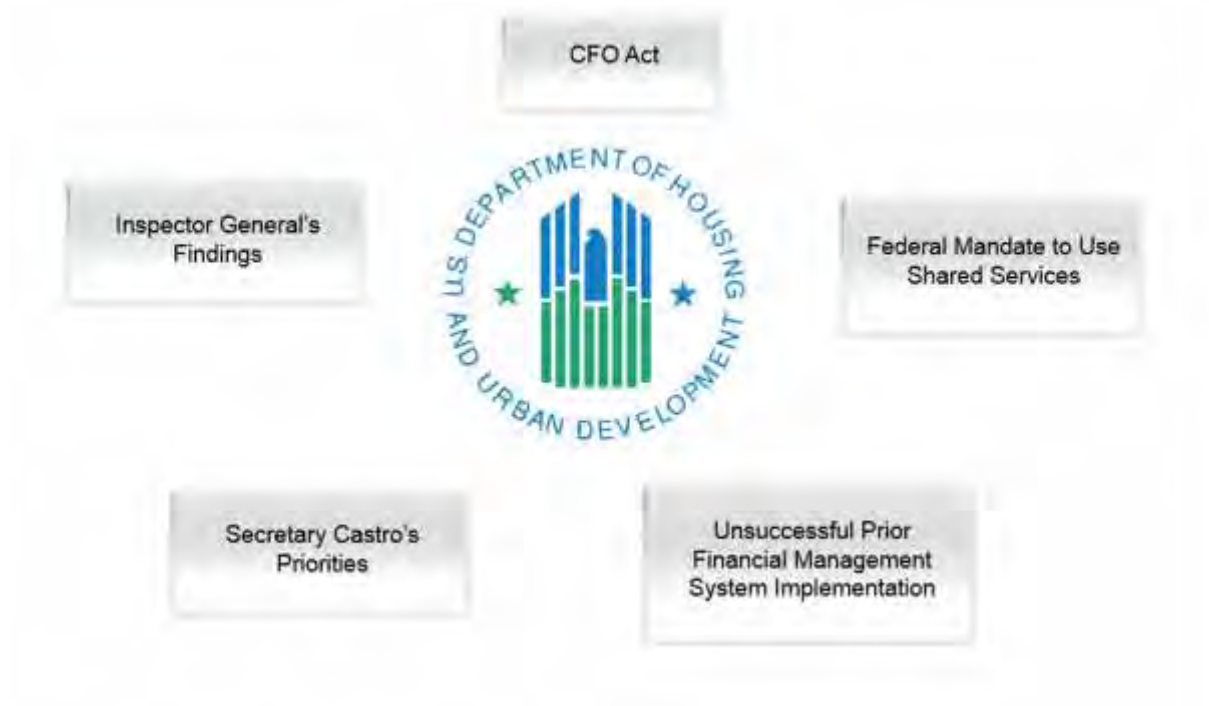
- Conduct an organizational assessment of Department-wide financial management to improve effectiveness and efficiency;
- Determine how financial management responsibilities should be organized across the Department following transition to a shared-service model, with consideration of:
  - The CFO's role after transition
  - Financial governance
  - Workforce distribution and skillsets
- Assist HUD to respond to deficiencies in financial governance over financial management.

At a high level, this study was divided into four phases: 1) assessing the as-is state of the organization; 2) researching leading practices at other agencies and industry; 3) developing findings and recommendations based on analysis of the as-is state and leading practices; and 4) developing a transition plan to implement the recommendations.

## 1.2 Drivers of Change

Based on its own research and discussions with HUD officials, the study team identified five “Drivers of Change” significantly affecting the Department’s current and future financial management functions as depicted in Figure 1.1: Drivers of Change.

**Figure 1.1: Drivers of Change**



The drivers of change are described below.

### **CFO Act**

The CFO Act was signed into law in November 1990 to promote effective financial management and improve accountability within the Federal Government. The CFO Act highlights the need for strong financial leadership in the Federal Government and created the CFO position in the largest federal departments and agencies. Under the CFO Act, an agency CFO reports directly to the head of the agency and should play a key role in the agency’s top leadership team.

The CFO’s responsibilities include overseeing all financial management activities of the agency, developing and maintaining an integrated accounting and financial management system, and overseeing agency financial management personnel, activities, and operations.

## **Federal Mandate To Use Shared Services**

The Office of Management and Budget (OMB) issued a memorandum *Improving Financial Systems through Shared Services* in March 2013 that directs all executive agencies, with limited exceptions, to utilize a shared service approach for their financial management system modernization projects. In this memorandum, OMB highlighted a number of key benefits of using shared services, such as reducing implementation cost and risk, improving data quality and providing greater transparency, and enabling agencies to focus on their core missions.

## **Unsuccessful prior financial management system implementation**

The lack of a modern integrated financial management system at HUD has been a long-standing deficiency contributing to its internal control weaknesses and its instances of GAAP nonconformance. To address these concerns, HUD launched the Integrated Financial Management System Implementation Project (HIFMIP) to integrate and modernize the Department's core financial systems. After a lengthy procurement process, HUD hired a contractor to support HIFMIP implementation in 2010. This project was terminated in 2012 after spending \$35 million; its failure drew a great deal of attention. In an October 2014 Report to the Secretary, the OIG indicated that many of the problems that occurred during the HIFMIP implementation are present with the New Core Implementation.

## **Secretary Castro's Priorities**

In the Department's vision statement, Secretary Julián Castro outlined four priorities for operational improvement to "build a stronger HUD": 1) Measuring outcomes; 2) Transparency; 3) Accountability; and 4) Enhancing interagency collaboration. By focusing on these priorities, HUD will be able to improve its performance and accountability, build a culture that values results and collaboration, and more effectively accomplish its core mission.

## **Inspector General's Findings**

The OIG issued a qualified opinion on the HUD's FY 13 and FY12 financial statements and identified four material weaknesses, eleven significant deficiencies, and five instances of noncompliance. The OIG attributes some of the internal control deficiencies to a weak Department-wide financial management governance structure. HUD's current financial management approach is highly decentralized, and some key finance functions are performed by Program offices. Financial management requirements standards are subordinated to Program office operational objectives and issues. Other financial management governance weaknesses identified by the OIG are: the absence of a position/division to monitor and ensure compliance with GAAP across the Department, staff turnover and reduction, outdated financial management policies and handbooks, and the lack of a Senior Management Council to monitor and address internal control

deficiencies. Additionally, the OIG reports on some weaknesses with HUD's financial management systems. The OIG is concerned about HUD's ability to implement the New Core project, poor performance, and high maintenance costs resulting from the use of legacy systems, and the lack of proper information system control.

### 1.3 Methodology

#### Project Approach

The study team developed a four-phased approach to assessing the efficiency and effectiveness of the OCFO and developing recommended changes to improve HUD financial management. The four phases include the following: Assess Current State, Research Leading Practices, Develop Findings and Recommendations, and Plan Transition. Significant activities of each phase and subsequent outputs are defined in Figure 1.2 below.

**Figure 1.2: Project Approach**

Assess Current State	Research Leading Practices	Develop Findings & Recommendations	Plan Transition
<b>Significant Activities</b>			
<ul style="list-style-type: none"> <li>• Create analytical framework</li> <li>• Review audit and IG reports</li> <li>• Interview OCFO, Program staff responsible for financial functions, and key external stakeholders</li> <li>• Interview ARC personnel leading the transition</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and meet with federal agencies recognized for effective &amp; efficient financial management</li> <li>• Talk to agencies who have transitioned to shared-services</li> <li>• Leverage secondary research to identify trends &amp; leading practices in the private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Identify findings based on analysis of HUD's current state and leading practices</li> <li>• Develop recommendations to remediate findings</li> <li>• Vet with key HUD stakeholders</li> <li>• Secure panel validation</li> <li>• Refine</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize recommendations for implementation and develop a phased implementation schedule</li> <li>• Prepare draft report</li> <li>• Vet with key HUD stakeholders</li> <li>• Secure panel validation</li> <li>• Refine</li> </ul>
<b>Outputs</b>			
<ul style="list-style-type: none"> <li>• Overview of the current state of financial management at HUD</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons learned</li> <li>• Strategies for financial management</li> <li>• Leading practices</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary observations briefing</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Report</li> <li>• Final Report</li> </ul>

The study team was guided by an Academy panel of experts comprised of former CFOs and experts in financial management drawn from the public and private sectors and academia (Reference Appendix A for Panel biographies).



The study team met with the Academy Panel at three key points during the project to review project results and status and receive Panel advice and recommendations:

- December 10<sup>th</sup> to understand the CFO's perspective and objectives for the project, and review the approach and the study team's preliminary observations on HUD's current financial management environment
- January 20<sup>th</sup> to review the study team's findings and recommendations
- February 20<sup>th</sup> to review the study team's draft report

The Panel's advice and recommendations have been incorporated into this report.

### Analytical Framework

The team utilized LinkVisum's Analytical Framework for the Finance Function to assess HUD's financial management organization. The framework, presented in Figure 1.3: Analytical Framework, is comprised of three components: Objectives of Financial Management, Levers for Achieving the Objectives, and Change Management to guide transformation of financial management. Each of these components is explained below.

The key objectives of a leading finance function are Operational Efficiency, Control & Compliance, and Business Insight, as highlighted below.

- **Operational Efficiency** – Efficient financial operations to execute and record financial transactions and generate financial reports
- **Control & Compliance** – Compliance with financial management laws and regulations, internal control standards, and GAAP
- **Business Insight** – Useful financial information and analysis to support the agency's programs and operations

**Figure 1.3 Analytical Framework**



These financial management objectives are achieved through four levers: Process, People, Organization, and Technology.

Attributes of a leading finance function for each of these levers include:

- **Process** - Streamlined work processes to enable effective and efficient administration and execution of finance activities
- **People** - Engaged employees with an appropriate mix of skills, technical knowledge, and analytic capability to meet the needs of the organization
- **Organization** - Efficient finance structure that supports processes and control with the appropriate mix and number of staff
- **Technology** - Integrated applications to provide enterprise-wide and timely data

The last component of the framework is change management, a structured, integrated approach to transitioning individuals and organizations from a current to a future state. Change management, which is cross cutting, helps to ensure that the organization—particularly the people—is prepared for the change.

## Schedule

The schedule below shows the key project elements of the approach, start and end dates, and milestones for the Academy Panel meetings and project deliverables.

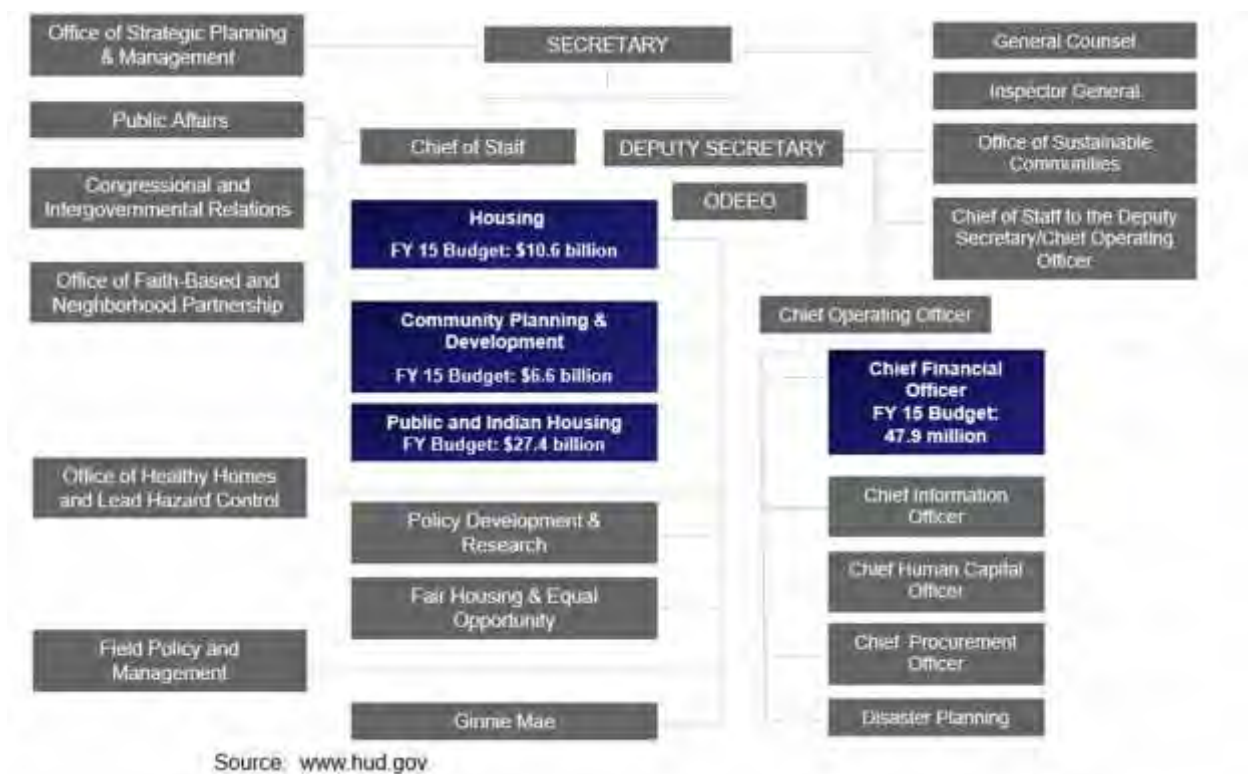
**Figure 1.4: Project Schedule**



## CHAPTER TWO: OVERVIEW OF FINANCIAL MANAGEMENT AT HUD (CURRENT STATE)

HUD was established as a Cabinet-level Department in 1965, and its core mission is to “create strong, sustainable, inclusive communities and quality affordable homes for all.”<sup>1</sup> The Department carries out its mission with 8,874 employees working at its headquarters in Washington, D.C. and in offices nationwide. Its large Program offices, which were the focus of this study, are Housing; Community, Planning & Development; and Public and Indian Housing (PIH). HUD’s organizational structure and its budget for these three large program offices are provided in Figure 2.1.

**Figure 2.1: HUD Organization Structure**



Just as the Programs are distributed across HUD, so too is financial management. Many Programs have their own financial management staff to do budget formulation and execution, and some staff directly interact with external stakeholders, such as Public and

<sup>1</sup> <http://portal.hud.gov/hudportal/HUD?src=/about/mission>

Indian Housing Authorities. These Program staff understand the complexities and nuances of their respective programs.

With an annual budget of \$47 million (FY15) and 192 full-time equivalents (FTE)<sup>2</sup>, OCFO works together with “Program officials to provide timely, accurate, and reliable financial, resource, and performance information, and secure the most efficient and effective use of resources to achieve HUD’s missions and the Secretary’s strategic priorities.”<sup>3</sup> The CFO reports to the Deputy Secretary/Chief Operating Officer and oversees all financial management activities within the Department. The four core functions of the OCFO are Budget, Accounting, Financial Systems, and Financial Management. An Assistant CFO, ACFO, leads each of these divisions. The key activities of the organization include:

- ACFO Budget
  - Is responsible for Departmental budget formulation and budget execution
  - Facilitates informed decisions on deployment of agency resources
  - Advises and assists HUD offices in their budgetary responsibilities
  - Monitors staff usage in the Department
  - Assists Congressional appropriations sub-committees in their consideration of Departmental funding requests
- ACFO Accounting
  - Prepares HUD’s budget execution reports, financial statements, and financial analyses
  - Manages cash reconciliations for each program, quarterly fiduciary and intra-governmental confirmations, and annual Department-wide obligation review
  - Maintains standard general ledger systems for all grant, subsidy, administrative and selected loan programs of HUD
  - Performs program and administrative accounting functions for the Department
- ACFO Systems
  - Operates, maintains, and develops OCFO financial systems
  - Provides quality assurance for financial systems
  - Assesses and certifies system security control and user access
  - Maintains financial data mart
- ACFO Financial Management
  - Serves as the Department-wide audit liaison for all OIG audits

---

<sup>2</sup> State of CFO

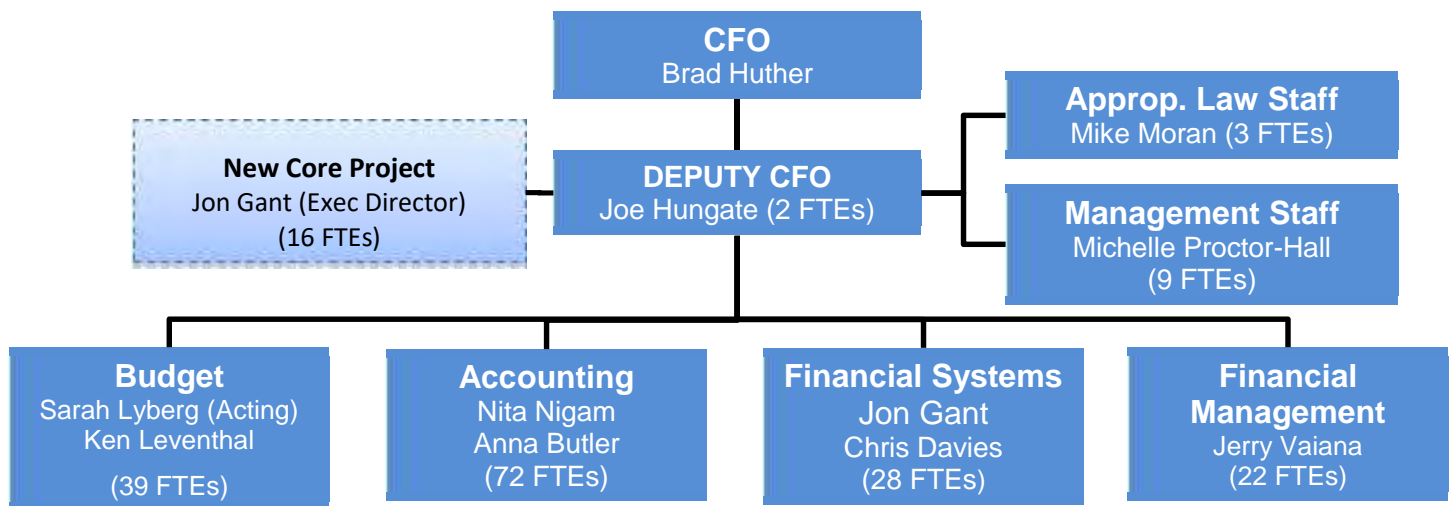
<sup>3</sup> State of CFO. P2



- Provides funds control guidance and oversight
- Conducts front-end risk assessments and maintains the Management Control Handbook
- Develops HUD’s annual financial report
- Reviews and updates HUD Financial policies and procedures
- Management Staff
  - Advises, manages, and coordinates the internal management of resources available to the OCFO, such as OCFO budget and human capital matters including training, promotion, recruitment, separations, awards, and performance management
  - Manages procurement, supplies, and purchase and travel cards for OCFO
  - Certifies travel funds
  - Coordinates other issues such as space management, records management, and Departmental clearance
- Appropriations Law
  - Advises on appropriations law issues, including issues that arise from funding provisions and Appropriations Acts
  - Provides legal advice in the budget formulation and execution processes
  - Reviews funds control plans
- New Core Project Team
  - Is dedicated to supporting the implementation of the shared service mode
  - Coordinates interactions with the SSP, gathering requirements, change management, and planning for subsequent releases and phases (A more detailed discussion of New Core can be found in Chapter 3)
  - Is not a formal organizational unit as depicted by the dotted box in Figure 2.2.

The existing program liaison function is under the ACFO for Budget. The Fort Worth Accounting Center is a part of Accounting. Figure 2.2 provides an overview of the organizational structure of OCFO and shows the number of FTEs allocated to each organizational unit.

**Figure 2.2: OCFO Organizational Structure**  
(As of November 2014)



Source: State of the CFO: Office of the Chief Financial Officer.

## CHAPTER THREE: TRANSITION TO A SHARED SERVICE PROVIDER

HUD management and the OIG report that the Department's financial management systems are in need of enterprise consolidation and modernization. In accordance with the OMB Memorandum M-13-08, *Improving Financial Systems through Shared Services*, HUD plans to transition many of its finance functions to an SSP, the Department of the Treasury's ARC, to meet its consolidation and modernization goals. With the transition, HUD expects to improve data accuracy and decision-making capabilities, address many of its financial system and control weaknesses, reduce risk of a stand-alone system implementation, and retire obsolete legacy systems by moving financial functions to the SSP.

### 3.1 SSP Objectives

As described in OMB Memorandum M-13-08, traditional approaches to financial systems implementations have left agencies exposed to significant risks in cost, quality, and performance. HUD's unsuccessful HIFMIP implementation is evidence of this risk. A transition to shared services intends to improve the cost, quality, and performance of federal financial systems by focusing government resources on fewer, more standardized solutions that are used across government and implemented and operated by more experienced staff.

Use of shared services, with standardized financial systems, will:

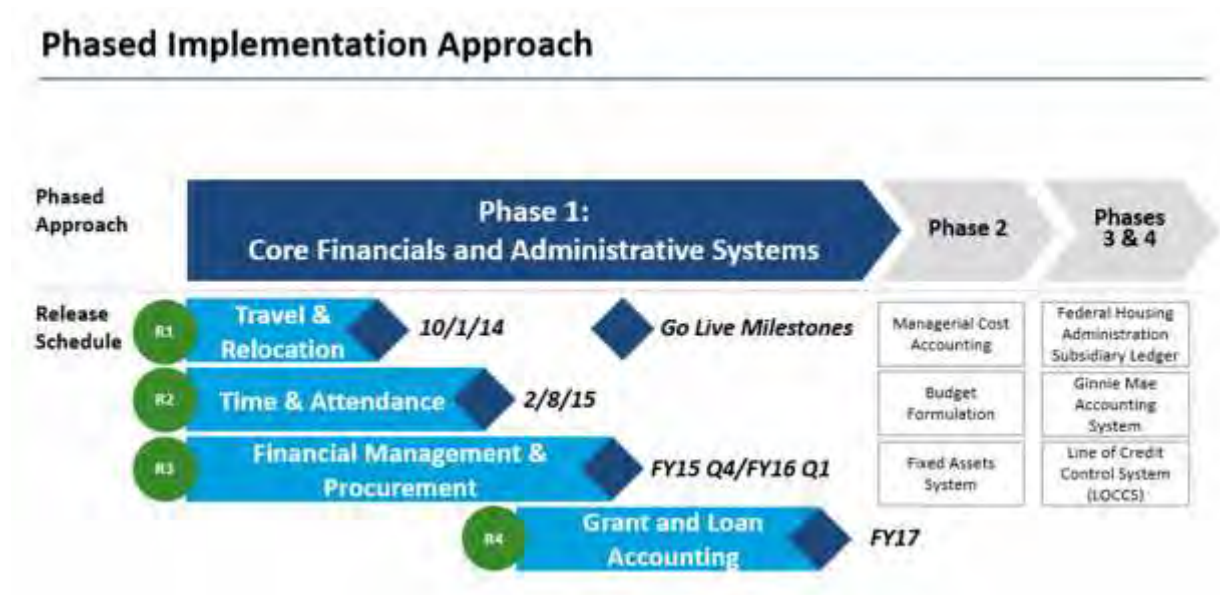
- Better enable the government to strategically source software providers, hosting, and (potentially) transaction processing
- Reduce system implementation risks and timelines
- Improve data quality and provide greater transparency into federal finances, including through the production of auditable financial statements at the government-wide level

### 3.2 New Core Target Environment

HUD has established the New Core project to oversee its transition of financial functions to ARC and decommission legacy systems over time. The New Core program is using a phased implementation approach designed to reduce program risk and promote successful implementation.

The transition to ARC is divided into four phases as depicted in Figure 3.1: New Core Phased Approach.

**Figure 3.1: New Core Phased Approach**



Source: New Core Program Awareness Briefing, September 11, 2014.

As shown in Figure 3.1, Phase 1 is further subdivided into releases. The first two releases of Phase 1 are completed, and the New Core team and the SSP are actively preparing for the third release. Following is a description of the various phases and releases.

- Release 1 - Replaced the legacy FedTraveler and mLINQS systems with ARC's CONCUR and moveLINQ for travel and relocation services as of 10/1/14. HUD's travel, relocation, reservation, booking, and authorization services are now processed through ARC's intuitive user interface.
- Release 2 - Migrated Time and Attendance system to ARC on 02/08/2015.
- Release 3 - The SSP will replace HUDCAPS as HUD's financial system of record. An interface with HUDCAPS will remain to facilitate functionality with Program legacy systems.
- Subsequent Phases and Releases - The New Core team is currently developing plans for Phase I Release 4 which will include Grant and Loan Accounting.

Release 4 is a significant undertaking given the variety and size of HUD's grant and loan programs. Schedules and priorities are not currently defined for Phases 2 through 4.

The subsequent phases are currently slated to include the following:

- Managerial Cost Accounting
- Budget Formulation
- Fixed Assets System



- FHA Subsidiary Ledger
- Ginnie Mae Accounting System
- Line of Credit Control System (LOCCS)

## CHAPTER FOUR: LEADING PRACTICES

This chapter presents leading practices in financial management drawn from both industry and government. These leading practices were used to help assess HUD's current financial management environment and develop the recommendations provided in Chapter 5 of this report.

Leading practices were drawn from review of research reports, CFO surveys, and other reports on financial management published by leading organizations including: PricewaterhouseCoopers (PwC)<sup>4</sup>, KPMG<sup>5</sup>, IBM<sup>6</sup>, Accenture and the Association of Government Accountants (AGA)<sup>7</sup>. These leading practices are applicable to both industry and government.

Additional leading practices in federal financial management were drawn from interviews with government agencies including U.S. Treasury (Treasury), National Aeronautics and Space Administration (NASA), Securities and Exchange Commission (SEC), Federal Student Aid (FSA), the Office of Finance & Innovation (OFIT), and ARC. Treasury, NASA, and SEC have recently transitioned finance functions to a Shared Services Provider and provided valuable insights for HUD as it makes its transition to an SSP.

A third source of leading practices was the Academy Panel itself. The Panel includes experts in financial management from industry, academia, and government. Three of the five Panel members have held leadership positions in federal finance and led finance transformations similar to HUD's current initiative.

The industry leading practices and additional federal insights presented below are aligned with the four levers in the study team's assessment framework, i.e., process, people, organization, and technology.

---

<sup>4</sup> How to Plan a Successful Finance Transformation, 2009. PricewaterhouseCoopers.

<sup>5</sup> Being the Best: Inside the intelligent Finance Function: Insights from Our Latest Global CFO Research, 2013. KPMG International.

<sup>6</sup> Pushing the Frontiers, CFO-insights from the Global C-Suite Study, 2014; The New Value Integrator, Insights from the Global Chief Financial Officer Study, 2010, IBM.

<sup>7</sup> Being the Best: Inside the intelligent Finance Function: Insights from Our Latest Global CFO Research, 2013. KPMG International.

## 4.1 Process

Leading practices in industry reveal the importance of streamlining and optimizing financial processes to improve the effectiveness and efficiency of the financial function. A key focus of process optimization is on enterprise-wide standardization, including standardization of policies, procedures, processes, data definitions, and charts of accounts. Leading finance organizations have standardized more than peer organizations by clearly assigning authority and accountability for data governance and process ownership enterprise-wide.

---

*In its 2013 Benchmarking study, PwC reports that the difference between the typical financial management organization and the best is significant; their costs are over 60% higher.*

---

Leading finance organizations are also increasing the use of shared services, both internally and externally (i.e., outsourcing), to reduce the cost of financial management and enable the CFO to increase focus on improving support for the business.<sup>8</sup>

OMB's guidance in Memorandum M-13-08, *Improving Financial Systems through Shared Services*, is consistent with and promotes these same leading practices. Federal agencies that have gone through transitions to federal SSPs similar to the one HUD is undertaking now provided a number of recommended practices based on their experiences and lessons learned.

The agencies recommended having thorough documentation of financial processes and clear delineation of roles and responsibilities for process steps. In developing this documentation, they emphasized the importance of focusing on hand-offs with the SSP and on non-routine transactions for the SSP, which in HUD's case are its grant and loan programs. The agencies also recommended increasing resources focused on financial oversight and analysis, which increases in importance with transition to an SSP and is also facilitated through a reduction in workload that results from the transition.<sup>9</sup>

## 4.2 People

The role of the CFO is evolving, and finance departments are playing an increasingly important role in shaping the strategic direction of their organizations. One of the

---

<sup>8</sup> Pushing the Frontiers, CFO-insights from the Global C-Suite Study, 2014. IBM.

<sup>9</sup> The Pursuit of Government, Opportunities to Advance Federal Shared Services, 2015, AGA and Accenture.

challenges identified by many finance organizations is being able to recruit and retain the right people with the right skillsets to support this evolving role.<sup>10</sup>

Research reveals that finance organizations are placing greater emphasis on developing their workforce; the ones that have been more successful in developing their workforces are outperforming other organizations. Leading finance organizations are hiring people from more analytical disciplines, such as data engineering, statistics, information technology, and operational research. Additionally, strong communication and team-work skills are becoming more critical in recruiting for the finance function.

PricewaterhouseCoopers' 2013 survey also found that some organizations established financial training academies to help staff develop/expand the requisite capabilities.<sup>11</sup>

Workforce planning is also essential to high-performing organizations. In addition to the basic annual workforce plan, leading financial organizations have implemented longer-term planning processes to assess their workforce needs for the next three to five years.<sup>12</sup>

Federal agencies that have been through similar SSP financial system transitions as HUD consistently stated that workforce transition is one of the most difficult elements of the transition, and that it has taken staff years to fully adjust. These agencies provide the following recommendations based on their experiences: 1) Develop a robust, comprehensive staffing roadmap at the start of the transition; 2) Maintain regular communications with employees during the migration; and 3) Bring on-board personnel that have been through similar transitions.

Federal agencies, like their private sector counterparts, are placing greater emphasis on workforce development. Agencies emphasized that analytics requires a blend of skills (e.g., IT, statistics, business insight, and communications) that are available through a team, typically not through a single individual.

---

*IBM in its 2014 Global CFO Study found that CFOs across the board are increasing emphasis on developing talent, and the finance organizations that have been more successful in developing their work force are outperforming other SSA organizations.*

---

### 4.3 Organization

Financial functions should be organized to provide the most effective and efficient service delivery to the business. Studies show that there is a trend towards centralization of

---

<sup>10</sup>How to Plan a Success Finance Transformation, 2009. PricewaterhouseCoopers.

<sup>11</sup> PricewaterhouseCoopers.

<sup>12</sup>The New Value Integrator, Insights from the Global Chief Financial Officer Study, 2010, IBM.



financial functions. Many large global companies have adopted a more centralized financial management model to more efficiently and effectively manage information and resources. On the other hand, research also indicates that the fast-growing companies tend to have more decentralized financial operations.

The right alignment of centralized/decentralized financial functions depends on an organization's objectives and strategies, business and operational needs, and organizational culture.<sup>13</sup> There is no one-size-fits-all answer.

Leveraging analytics tools and techniques to predict operational risks, discover new opportunities, and make smarter decisions has become a leading practice. However, analytics are not purely financial efforts, but a business process that involves key stakeholders across the organization.<sup>14</sup> The use of analytics should be in sync with business and operational needs. The collaboration between business units and financial units is critical to effective analytics.

Many large federal Departments have decentralized financial operations. To maintain governance and promote efficiency, many of these agencies have formed internal CFO Councils that are comprised of the agency's senior finance leaders and chaired by the Department CFO (e.g., NASA and Treasury). The CFO Council provides a mechanism for the Department's CFO to engage component CFOs in the decision-making process, identify Departmental financial management issues, develop solutions, and oversee implementation.

---

*CFOs participating in KPMG's 2013 CFO survey stated that providing greater support to the business provides the greatest opportunity for the finance function to add value.*

---

## 4.4 Technology

To achieve efficiency and provide enterprise access to information, leading financial functions have to fully integrate systems, i.e., a single enterprise resource planning (ERP) system across the organization; incorporate electronic workflow into processes; enable service through web enablement with customers, employees, and vendors; and embed application controls into processes. These leading industry practices are consistent with

---

<sup>13</sup> Being the Best: Inside the Intelligent Finance Function: Insights from Our Latest Global CFO Research, 2013. KPMG International.

<sup>14</sup> KPMG International.

the objectives of OMB’s Memorandum M-13-08, which guides agencies to federal SSPs to meet technology needs.

Table 4.1 provides a summary of leading practices in finance, applicable to government and industry, and includes insights gleaned from the study team’s interviews with other federal agencies. The information is relevant to HUD as it transitions functions to an SSP and addresses governance and other financial management challenges.

**Table 4.1: Leading Practices from Industry and Government**

	Leading Practices
<b>Process</b>	<b>Industry Leading Practices</b> <ul style="list-style-type: none"> <li>• Assign enterprise-wide responsibility for process ownership (e.g., procure to pay, order to cash)</li> <li>• Standardize policy, procedures, processes, and chart of accounts</li> <li>• Establish common finance data definitions and data governance</li> <li>• Execute continuous process improvement</li> <li>• Increase use of internal and external (i.e., outsourcing) shared services</li> </ul>
	<b>Additional Federal Insights</b> <ul style="list-style-type: none"> <li>• Clearly identify process responsibilities between the agency and the SSP and include in SLA</li> <li>• Focus on common problem areas, i.e., hand-offs with the SSP and non-routine transactions (e.g., grants and loans)</li> <li>• Increase financial oversight and analysis</li> <li>• Incorporate performance metrics into SLA with the SSP</li> </ul>
<b>People</b>	<b>Industry Leading Practices</b> <ul style="list-style-type: none"> <li>• Clearly define financial roles and responsibilities</li> <li>• Align skill sets with job responsibilities</li> <li>• Develop short- and long-range workforce plans considering evolving role of finance</li> <li>• Promote knowledge sharing and continuous learning environment</li> <li>• Tie performance measures directly to enterprise strategies</li> </ul>
	<b>Additional Federal Insights</b> <ul style="list-style-type: none"> <li>• Develop robust staffing roadmap at start of transition to shared services</li> <li>• Identify the staff needed after transition and work hard to retain</li> <li>• Bring on board personnel who have been through a shared services transition</li> <li>• Communicate, communicate, communicate to employees, program staff, SSP, and external stakeholders</li> </ul>

	Leading Practices
<b>Organization</b>	Industry Leading Practices <ul style="list-style-type: none"> <li>• Align finance structure with enterprise structure</li> <li>• Eliminate redundant structures</li> <li>• Adopt internal and external (i.e., outsourcing) shared services where cost effective</li> </ul>
	Additional Federal Insights <ul style="list-style-type: none"> <li>• Establish CFO Council</li> <li>• Build analytics capabilities in partnership with programs</li> </ul>
<b>Technology</b>	Industry Leading Practices <ul style="list-style-type: none"> <li>• Use a fully integrated system – single ERP enterprise-wide</li> <li>• Integrate electronic workflow into processes</li> <li>• Enable self- service through secure web-enabled processes linking the company with customers, employees, vendors, etc.</li> <li>• Embed application controls into processes</li> </ul>
	Additional Federal Insights <ul style="list-style-type: none"> <li>• Focus on data conversion during transition; start data clean-up early</li> <li>• Conduct IV&amp;V of data (a GAO best practice)</li> </ul>

## **CHAPTER FIVE: RECOMMENDATIONS AND RELATED FINDINGS**

In this chapter, the Academy Panel and study team present their assessment findings and recommendations to improve the efficiency and effectiveness of HUD's financial management. The findings are organized around our analytical framework. The order does not imply any prioritization. In Chapter Six, the recommendations are prioritized.

Typically, Process comes first because it dictates what has to be done and by whom. The People section follows because it relates to those who will do the work and the required competencies. The Organization section explains how staff will be configured to complete the processes. Technology is typically used to enable the process.

### **5.1 Process**

A finance organization needs streamlined work processes to enable timely and accurate execution and recording of financial transactions and production of financial reports. This section presents recommendations calling for HUD to 1) document financial policy and processes; 2) clearly define roles and responsibilities for its processes; and 3) strengthen financial data oversight and monitoring.

#### **1: Document Financial Policy and Processes**

With its large number of grant, voucher, and mortgage insurance programs, HUD employs numerous financial processes to perform accounting for the Department's diverse operations. Moreover, HUD's financial operations are decentralized with Program Office personnel performing key finance functions, such as budget and funds control. Given its diverse portfolio and decentralized financial operations, HUD must have comprehensive documentation of its financial policies and processes to guide staff performing finance and accounting functions across the Department. HUD's OIG has reported that HUD's handbooks, which incorporate documentation of its financial policies and processes, are outdated or incomplete, which has contributed to the Department's significant control deficiencies.

HUD's need for comprehensive process documentation will take on even greater importance as financial processes change with the Department's transition to an SSP. Agencies that have undergone similar transitions to SSPs emphasized the importance of having comprehensive process documentation in place that shows how financial transactions will be executed and recorded. While documentation is needed for all processes moving to a SSP, these agencies particularly emphasized the importance of comprehensive documentation for financial processes that are not routinely handled by the SSPs, such as will be the case for HUD's grant and voucher programs.



We also found during our organizational assessment that HUD's OCFO and Program staff were concerned that process requirements were not fully defined for financial functions moving to the SSP, which may interrupt HUD's financial operations or result in control deficiencies. Here too the principal concern was with HUD's complex grant and voucher programs.

To address these findings, the Academy Panel and study team recommend:

**1.1 Document financial processes transferring to the SSP.** HUD should complete documentation of requirements and processes for financial functions moving to the SSP. Comprehensive documentation is necessary to ensure requirements are identified and financial processes will support HUD's program and accounting requirements. Process documentation will also help HUD understand its finance workforce requirements after transition of accounting functions to the SSP as discussed further in People 2: Implement a Workforce Development Plan.

**1.2 Update policies and procedures.** OCFO should document, or as applicable, update its financial policies and procedures. While the initial focus should be on processes impacted by the transition to ARC, all of its financial processes ultimately need to be documented and/or updated.

Aware of these concerns, the OCFO has renewed its focus on documenting financial requirements and processes for functions that are moving to ARC and also has included program specialists on the design teams that are knowledgeable about HUD's grant and voucher programs and associated accounting requirements.

## **2: Clearly Define Roles and Responsibilities for Financial Processes**

Roles and responsibilities for HUD's financial management and accounting processes need to be clearly defined to identify responsibilities for performing process steps between the OCFO, Program finance staff, and the SSP. During New Core Release 1, the lack of clear process documentation and role clarity created challenges with gaps occurring in processing. HUD's experience in this regard is similar to other agencies that we interviewed that have transitioned to an SSP.

These agencies reported that they initially encountered problems in handoffs between the agency and SSP until roles and responsibilities were clarified. Again, the greater challenges were encountered with accounting functions that were not routinely handled by the SSPs, such as HUD's grant and voucher programs.

Consequently, the Academy Panel and study team recommend:

**2.1 Agree To and Document Roles and Responsibilities.** OCFO should clarify and document roles and responsibilities for steps in financial processes to minimize gaps and misunderstandings. The documentation should cover responsibilities between HUD and the SSP in the Service Level Agreement and should also cover responsibilities within HUD, i.e., between OCFO and Program finance staff. Documentation of roles and responsibilities will help eliminate gaps in processing.

**2.2: Formalize Roles and Responsibilities in the MOU.** OFCO should amend its Memorandum of Understanding (MOU) with ARC to clearly document roles and responsibilities. Ultimately, the responsibilities should be incorporated into the Service Level Agreement being developed between HUD and the SSP.

**2.3: Provide Training on New Processes and Roles and Responsibilities.** OCFO should provide training for Program and OCFO staff to ensure that the staff understands the new processes and roles and responsibilities of the OCFO, the Programs, and the SSP. Training requirements are discussed at greater length in section 5.2: People.

### **3: Strengthen Financial Data Monitoring and Oversight**

HUD's OIG, in its report on HUD's 2013 Financial Statements, attributes a number of the Department's control deficiencies to inadequate monitoring and oversight of financial activities performed across the Department, including deficiencies in accounting for receivables and obligations and in the financial statement preparation process.

HUD's transition to ARC will change its financial processes and how and where work is performed, increasing the importance of financial data monitoring and oversight. New processes and systems can result in workflow gaps and errors as HUD adjusts to the new environment and also can also increase the opportunity for control lapses.

To strengthen financial data monitoring and oversight, the Academy Panel and study team recommend:

**3.1 Update Internal Control Documentation.** OCFO should update its Internal Control Over Financial Reporting (ICOFR) documentation for financial processes impacted by transition to the SSP. Consistent with OMB Circular A-123, Appendix A requirements, the documentation should include updates to documentation of the ICOFR assessment plan, entity-wide controls, risks, financial processes and controls, general information technology controls, and the assessment plan and methodology.

**3.2 Implement Customer Agency Controls.** ARC issues an annual report on its internal controls impacting customer services entitled *ARC's Description of Its Financial Management Services and the Sustainability of the Design and Operating Effectiveness of Its Controls*. This report includes ARC's independent auditor's report on its controls, i.e., its *Statement on Standards for Attestation Engagements No. 16, Reporting on Controls at a Service Organization*. ARC's report identifies its internal controls relevant to the customers it serves and also identifies *Complementary Customer Agency Controls* that its customer should have in place to work in concert with ARC's controls. HUD should integrate ARC's controls report into its ICOFR assessment and assure that it has implemented the recommended *Complementary Customer Agency Controls* identified by ARC into its control environment and processes.

**3.3 Establish a Financial Analysis and Controls Capability within OCFO.** OCFO should also establish a financial analysis capability to monitor financial data and controls within the OCFO, in HUD's Programs, and at the SSP. The analysis should include tests for data accuracy (e.g., account reconciliations, reasonableness tests, and fluctuation analysis), timeliness (e.g., review of account and suspense file agings), and potential fraud (e.g., outlier and suspicious transactions). Where practical, monitoring activities should be automated to reduce manual efforts and to increase timeliness and comprehensiveness of review activities. Having these checks in place should help the OCFO reduce surprises during audits.

## 5.2 People

People are at the core of any successful organization. Finance is no different. To build an effective financial management function, companies need experienced, creative, and highly skilled financial management professionals. This section focuses on two areas: 1) implement a workforce development plan for financial management employees in OCFO and programs, and 2) develop a workforce transition plan.

### 1: Implement a workforce development plan for financial management employees in OCFO and Programs

OCFO is facing significant employee attrition and retirement challenges. According to the OIG FY 15 report, OCFO has experienced 40% attrition since 2009, and over 50% of OCFO staff are eligible for retirement. The impact of the New Core transition on the workforce is significant. People are concerned about their job security and uncertain about their future with the organization after the transition.

The competencies and roles post-New Core transition have not been clearly defined and/or communicated to staff. Modernizing the financial management function results in the need for more staff with analytical skills and fewer staff for transactional activities. However, OCFO currently has limited capacity for advanced analytics. The study team met with several agencies that have moved financial transactions to shared services, and their experiences show that it is challenging to repurpose employees who focused on transactional work to function as analysts.

Leading practices indicate that effective analytics are not a purely financial effort, but require finance staff to have the requisite knowledge of the business requirements of their organization. OCFO staff are perceived as not being adequately familiar with the Programs' operations.

These findings led the Academy Panel and study team to recommend that OCFO implement a workforce development plan for financial management employees in OCFO and Programs to prepare for the attrition/retirement challenge and address competency gaps.

**1.1 Finalize identification of future critical competencies and determine competency gaps.** Fundamental to workforce development is identifying gaps in knowledge, skills, and abilities through an assessment of both organizational and individual needs and addressing those gaps through targeted training and development opportunities. OCFO should identify future critical competencies, determine gaps between them and current competencies, and develop training and recruitment strategies to address these gaps. The critical competencies should be communicated to employees and incorporated into employees' individual development plans.

**1.2 Create a training curriculum for the HUD World Class Financial Management Training.** Once both individual and organizational gaps are identified, OCFO should develop a training curriculum for the "HUD World Class Financial Management Training." HUD should leverage existing training programs provided by external organizations, such as American Management Association (AMA), AGA, FEI, accounting firms, and universities, to reduce costs and incorporate industry best practices. This training curriculum should be tailored to fit HUD's culture, processes, and programs.

**1.3 Create formal rotational assignments between OCFO and Program financial personnel.** OCFO should provide rotation opportunities to OCFO employees and financial personnel in Programs. Leading practices research suggests that rotational assignments would help employees develop a better understanding of programmatic needs, apply consistent financial management practices, and strengthen relationships between OCFO and Programs.



**1.4 Design a recruitment strategy to address competency gaps.** A well-designed recruitment strategy can effectively remediate competency gaps. OCFO should develop a recruitment strategy that considers both internal and external hiring. The Academy Panel and study team have identified three recruiting sources for consideration: 1) financial management staff in HUD Programs who may want to do a rotational assignment or detail in OCFO; 2) MBA, Public Administration, and Public Policy graduates with strong analytical skills; and 3) staff from public accounting firms.

**1.5 Develop a CFO Intern Program to recruit and develop new financial management and analytics staff.** OCFO should develop a robust CFO intern program to attract high-quality, entry-level financial management employees. Quality internship programs would provide the OCFO a low-cost way to build a pipeline of talented, young professionals.

## **2: Develop a workforce transition plan**

Managing workforce transition is a top priority for agency leaders during the shared service implementation. Agencies that recently transitioned to an SSP reported that they still grappled with workforce transition issues years after the shift to shared services. In a shared service environment, agencies need fewer personnel for transaction tasks and more employees to perform analytics-based functions. Experiences from both public and private sectors indicate that many employees who did transactional work found it challenging to assume more analytical roles; agencies may need to consider external hiring to bring in employees with required skillsets.

Agencies interviewed used a combination of methods to deal with displaced staff during the shared service transition including the following: 1) buy-outs, 2) reductions in force, and 3) assistance finding alternative positions. OCFO is preparing to offer early retirement and buy-outs to staff who are eligible to retire.

OCFO has begun planning for workforce transition. It engaged Grant Thornton to conduct a workforce analysis to estimate staffing changes after the New Core implementation and is engaged in pre-decisional meetings with the union. OCFO is keeping other key stakeholders apprised of the situation. The Department has promised every OCFO employee who wants a job will have one, although perhaps not in the same location.

In addition, interviewees raised concern about the attrition among high potential/high performers in the workforce. The interviewees reported that some high performers left because they were uncertain about their job security after New Core.

In light of these observations, the Academy Panel and study team offer the following recommendations to support the OCFO's development of a workforce transition plan.

**2.1 Create a detailed workforce transition plan.** The Panel recommends that HUD develop a detailed plan that describes how the employees will transition from the current configuration to the future configuration under New Core. The plan should be developed with input from relevant stakeholders including employees and should be shared with staff when feasible. OCFO can leverage the workforce analysis Grant Thornton conducted and the New Core project schedule to finalize plans and timing for staff changes. The workforce transition plan would assist HUD in identifying training and recruitment needs and provide clarity to staff about their specific role in the future.

**2.2 Continue to engage internal and external stakeholders to generate buy-in.** The Academy Panel and study team recommend that OCFO continue to engage stakeholders (e.g., unions, Employee Relations, the Secretary, and Congress) in the process of developing the workforce plan. The ACFOs should help develop plans and reassignments. A collaborative environment would provide a broad perspective from all areas, create a level of transparency, and help identify and mitigate concerns early.

**2.3 Develop a strategy to identify options for displaced employees.** The Academy Panel and study team recommend that OCFO consider what supports displaced employees might need and develop a strategy to address them. This may help reduce anxiety among staff and demonstrate the Department's commitment to people.

### 5.3 Organization

An efficient organizational structure provides the foundation for an integrated, high-performing financial management function. This section includes four focus areas to help HUD strengthen its financial management: 1) establish a CFO Council; 2) become a strategic business partner; 3) build an analytics capability to support agency decision-making; and 4) formalize organizational changes to incorporate data analytics, financial management training, program liaisons, and consolidation of complementary functions.

#### 1: Establish a CFO Council to Promote Governance and Consistency

HUD's current financial management model is decentralized. While core accounting and reporting functions are primarily performed within OCFO, key finance responsibilities, such as budget and funds control, reside in Program offices. In its FY 15 Report on Performance and Management, the OIG attributes several of HUD's GAAP compliance issues and internal control deficiencies to a weak Department-wide financial management governance structure.

During the assessment, many interviewees within OCFO and the Programs raised concerns about the disconnect between OCFO staff and the Program offices. Responsibilities for finance activities were not clear. OCFO staff view the Program offices as not sufficiently responsive to the Department's financial management and internal control responsibilities. The Program offices view the OCFO as not providing the financial management guidance and tools (i.e., processes and systems) required to effectively account for HUD's Programs. They seek greater OCFO input on a wide range of financial management issues, e.g., front-end risk assessments, improper payments, finance process improvement, and financial management training.

Interviewees from both OCFO and Program offices generally agree that some financial functions—such as budget and funds control—should be kept at the Program level. Their knowledge of Program operations and frequent interaction on funding issues with recipients enable them to perform these functions more effectively. Accordingly, the study team noted that the key concern was not “decentralization,” but the lack of communication and coordination of financial management activities across the Department.

As part of the assessment, the study team looked at how other departments coordinate financial operations across large organizations. The study team found that many agencies establish an internal CFO Council to improve internal control, efficiency, and effectiveness. For example, Treasury formed a CFO council in 1994 to bring together the financial officials (CFOs and Deputy CFOs) from all of its organizational components to promote continuous improvement of financial management at Treasury.

The Academy Panel and study team provide the following recommendations to strengthen HUD's financial management governance structure:

**1.1 Form a CFO Council.** HUD should establish an internal CFO Council to strengthen HUD's financial management governance, clarify responsibilities for financial management, and promote consistency.<sup>15</sup> The CFO Council will provide a mechanism for the Department CFO to engage Program offices in the decision-making process, identify Departmental financial management issues, develop solutions, and oversee implementation.

While the Department CFO, consistent with the CFO Act, retains ultimate authority for financial policy and processes, those policies and processes having Department-wide

---

<sup>15</sup> CFO Act, Section 902

impact should be developed with input from the CFO Council to ensure proper consideration of Program and operating requirements.

The Departmental CFO should chair the CFO Council. The Council should be comprised of the most senior financial officials from across the Department and within the Programs. The Council should hold monthly meetings and have visible support from the top leadership of the Department. The Academy Panel and study team also recommend that the IG, or his/her designee, be invited to join as an ex-officio member of the CFO Council to provide additional expertise to the Council and ensure audit perspectives are considered in Council decisions.

**1.2 Develop a charter for effective operation of the CFO Council.** The charter should clearly define the Council's mission/objectives, composition, role, responsibilities, and activities. The key issues the Council should address are:

- Budgets
- Programmatic financial management needs and concerns
- Financial management policy and procedures
- Financial management roles and responsibilities
- Financial management personnel and training needs
- Financial management systems planning and development
- New and emerging regulations and accounting principles
- Improper payments
- Internal control over financial reporting
- Control weaknesses remediation
- OIG/ GAO/independent public accountant interface

Appendix E provides a sample CFO Council Charter from Treasury that HUD can draw from in developing its charter.

## **2: Become Strategic Business Partner to Programs**

Studies by multiple organizations confirm that the financial management organization of the future must provide value beyond its business as usual financial reporting and control roles. The financial management organization of the future needs to be a strategic business partner that provides business insights and supports decision-making for programs and leadership.

Currently, Program staff do not perceive OCFO as a "business partner." Interviewees from Program offices viewed the OCFO as not having sufficient understanding of their Programs to provide effective budget, financial management, and analytical support. During our



interviews, program personnel raised the concern that they do not receive consistent guidance on routine documents (e.g. draft funds control plans) from the OCFO. At least one program area noted that OCFO does not anticipate OIG requirements in time to avoid surprises during the audit.

The study team's research found that the interactions between OCFO and Programs are ad-hoc and reactive. Some interviewees reported that Programs only hear from OCFO staff for compliance requests/requirements. Programs would like OCFO staff to provide proactive communication and greater financial management guidance and tools.

Over the last several years, OCFO leadership positions (CFO, DCFO, and ACFO) were vacant. The CFO position was vacant from August 2011 to September 2014. The long-standing vacancies and high turnover in the OCFO leadership may have limited the office's ability to provide appropriate oversight and support to Programs.

To become a strategic business partner to the Programs, the panel and study team recommend that OCFO:

**2.1 Work collaboratively with Programs and other stakeholders.** The OCFO should work collaboratively with Programs and stakeholders to improve its creditability with programs and become a value-added business partner to them. The OCFO should provide guidance on key financial management issues such as improper payments and finance process improvement to assist programs in improving the efficiency and effectiveness of their finance functions. Additionally, OCFO should communicate to Programs about the services available to them. Effective communication can help Program staff increase awareness of OCFO services and of how OCFO can help Program staff improve their work.

**2.2 Formalize and expand liaison function to support each program.** The panel and study team recommend that OCFO formalize and expand its liaison function to facilitate its interactions with Programs and to better understand Program requirements and constraints. The liaison function would provide Programs with a "go-to" person in the OCFO. Liaisons should understand OCFO functions and requirements and be knowledgeable of both the assigned Program(s) and personnel performing financial management functions in the Program. To ensure that the liaisons serve Programs effectively, the OCFO should document liaison objectives and requirements with input from Program staff. Additionally, OCFO should establish a formal process for the Programs to provide feedback on the effectiveness of the liaisons.

**2.3 Establish regular meetings with OCFO and Program staff to discuss relevant financial matters.** To address the concern about the lack of communication, the panel and

the study team recommend establishing regular meetings between the OCFO Program liaisons and representatives from his/her assigned Program(s). The Panel and study team recognize that the ACFO for the Budget division has already begun the process of strengthening communication with Program staff. Regular meetings would facilitate the dissemination of updated financial requirements and policy changes and allow OCFO to strengthen its understanding of the requirements and challenges of the programs. These meetings also would provide the opportunities for program personnel to voice their concerns.

**2.4 Ensure OCFO personnel receive training on policy, system guidance, procedures, and reporting.** OCFO personnel should receive ongoing training on financial policies, guidance, and procedures to deliver consistent guidance to Programs; promote financial management standardization across the Department; and build credibility with Programs.

**2.5 Continue to build and strengthen communications and relationship with OIG.** A strong working relationship between the OCFO and the OIG will decrease the likelihood of surprises during audits; add OIG expertise into the development of financial management policies, processes, and systems; and improve the performance of OCFO as well as HUD as a Department. The panel and study team offer four specific suggestions for improving the relationship between OCFO and OIG: 1) OCFO should conduct regular meetings with the OIG to discuss issues and the status of corrective action items; 2) The OIG should be included in the circulation of key financial management documents for review and given the opportunity to provide comment on them (e.g., policy, FERAs, system design documents); 3) The IG, or his/her designee, should be invited to join the CFO Council as an ex-officio member; 4) OCFO should communicate OIG expectations, concerns, and issues to Programs in a timely manner.

**2.6 Establish protocol in which OCFO and Programs share external data requests and responses with each other.** OCFO and Programs should share external data requests with each other prior to responding to the requests. It is important for HUD to develop a unified approach for communicating with external stakeholders. Additionally, this would enable the Department to proactively identify and explain any differences in data and ensure data consistency and accuracy.

**2.7 Establish performance standards for responding to programs.** To improve performance, a systematic approach is necessary for establishing an acceptable performance level, tracking performance, and correcting any deviations from that standard. OCFO should establish performance standards for responding to programs (e.g., returning phone calls and emails within 24 hours). In addition, OCFO needs to periodically test to determine how quickly staff are responding to inquiries. Implementing performance

standards for managing responsiveness will improve OCFO's value to its stakeholders and clearly communicate management's expectations to OCFO personnel.

## **2.8 Develop and implement a formal process to receive feedback from stakeholders.**

The Panel recommends that OCFO institute a formal process (e.g., communication means, timeframes, and procedures) to provide communication updates to and receive feedback from internal and external stakeholders (e.g., Programs, ARC). Feedback collected from stakeholders will inform OCFO leadership on how to further improve its performance. An effective relationship and regular communication with key stakeholders are critical to the success of OCFO and the Department overall.

## **3: Build Analytics Capability to Support Agency Decision-making**

Tightening budgets and a shrinking workforce require agencies to make smarter decisions to better accomplish mission objectives and effectively carry out operations. Advances in technology have made it easier for organizations to tap into their vast stores of data and apply analytics to describe, predict, and improve performance. Leading organizations are using analytics to help prioritize investments, manage risk, and improve performance.

The OCFO should have a key role in an effective analytics program, providing financial data and expertise to inform decision-making. However, HUD's OCFO thus far has not had a significant role in supporting analytics within the Department as its resources have been focused on the more fundamental objectives of financial transactions processing, governance, and control. With the migration of more clerical finance functions to ARC, HUD's CFO has established the objective of increasing OCFO capabilities to provide better analytics and decision support for HUD's programs and operations.

The study team's interviews with other agencies that transitioned to an SSP suggest that the shift from less transactional work to more analytical work does not happen immediately. While transactional workload may decrease after transition to the SSP, more transactional work than anticipated is likely to remain. Additionally, the agencies interviewed indicate that many transactional employees were not able to make the shift to more analytical work. The agencies also emphasized the importance of having an in-depth understanding of Programs and Program data to provide useful analytics within the agency.

HUD has developed its HUDStat initiative to review Department performance and discuss ways to improve results. Recently, the CFO has begun to participate in HUDStat to incorporate financial data into HUDStat metrics to enable richer analysis. The Academy

Panel and study team provide the following recommendations to guide the OCFO in building its analytics capability.

**3.1 Establish an agency-wide work group to identify the analytics the Programs and HUD leadership would find most beneficial.** Understanding the questions that Programs and leadership want answered will help ensure OCFO conducts value-added analytics. By engaging potential users or requestors of the data in planning, OCFO would increase the likelihood of their awareness, understanding, and use of OCFO's analytics.

**3.2 Use the outcomes of the work group to identify the required competencies for an analytics unit.** Once OCFO has validated the analytics needs and interests of the Programs and leadership, it should determine the required workforce competences and incorporate them into its workforce development plan. With the required competencies defined, the OCFO will be better able to identify the appropriate internal candidates and/or determine its need for external candidates to staff the analytics unit.

**3.3 Establish early successes before fully staffing a data analytics unit.** The experience of other agencies indicates that creating an analytics capability can be a long-term effort, not only because of the required planning, but also because transactional work does not decline to the extent anticipated immediately after transition to an SSP. The Academy Panel and study team thus recommend that in the short term, OCFO continue its recent efforts to provide financial data and expertise for HUDStat.

In building its analytics capability, the OCFO should start small and establish early successes before fully staffing an analytics unit. For example, OCFO can select a Program or a problem (e.g., improper payments) for analysis and if successful, begin to demonstrate the usefulness of analytics.

A pilot implementation will allow the OCFO to validate its approach, demonstrate the benefits of analytics, mitigate resistance, and learn more about required skillsets before bringing this effort to scale. Once it has generated some successes and has a clear understanding of the Department's analytics requirements, OCFO can establish a new unit that would report to the Deputy CFO.

#### **4: Formalize Organizational Changes to Incorporate Data Analytics, Financial Management Training, Program Liaisons, and Consolidation of Complementary Functions**

The Academy Panel and study team found opportunities to modify the organizational structure of OCFO to better support the programs and realize efficiencies. OCFO's Financial



Management (FM) and Accounting Divisions have some overlapping and complementary responsibilities. A significant level of interaction and coordination is needed between these two groups. For example, both groups have responsibilities for developing the Department's financial policies and procedures. Accounting develops financial policies, and FM formalizes and disseminates them. Similarly, both groups are involved in the process of developing the agency's annual financial report. The Accounting group provides financial statements, and the FM group manages the data collection process and puts together the report. The Academy Panel and study team found that some other agencies had combined their accounting and financial management functions. For instance, Federal Student Aid within the Department of Education has a Financial Management Group that consists of a Financial Reporting Division and an Accounting Division.

In addition, according to the Grant Thornton Workforce Analysis study, Accounting will be impacted significantly as HUD moves transactional work to ARC. The total estimated staff reduction in Accounting is 44 positions.<sup>16</sup> Given the related functions and the smaller Accounting staff post-New Core, OCFO will benefit from combining FM and Accounting into one division reporting to one ACFO.

To strengthen the relationship between the OCFO and Program areas, develop data analytics capability, and improve effectiveness and efficiency, the Academy Panel and study team recommend that OCFO updates its organizational structure to incorporate data analytics, financial control and analysis, financial management training, a more formal Program liaison function, and consolidation of complementary functions.

#### **4.1 Adopt incremental organizational changes during New Core implementation.**

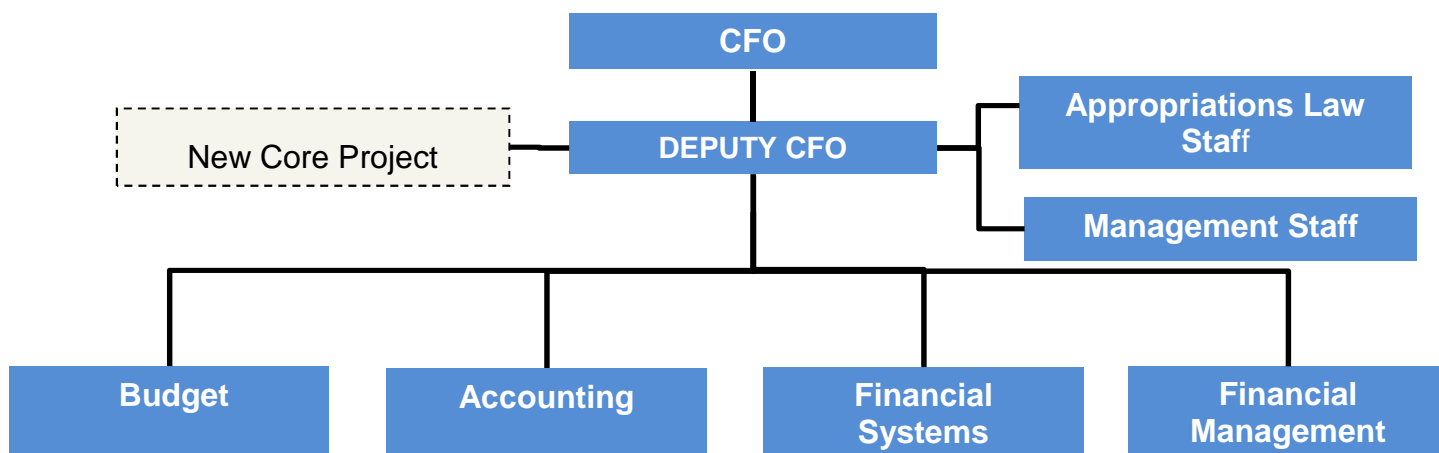
Assign staff to work with the CFO and Deputy CFO to coordinate with HUDStat. This staff person(s) also could lead the work group tasked to determine the Department's data analytics requirements. The World Class Financial Management Training Program currently being outlined would reside within management staff as it does now. The liaison to Program's function would remain in Budget, while efforts are made to modify and strengthen the program in line with Organization section 2: Become Strategic Business Partner to the Programs. This interim structure, which is similar to the existing structure, is presented in Figure 5.1: Proposed Organization Structure during New Core Implementation.

---

<sup>16</sup> Grant Thornton, "HUD OCFO Post New Core Workforce Analysis," p.5.



**Figure 5.1: Proposed Organization Structure during New Core Implementation**



**4.2 Formally modify the structure of OCFO post-New Core Implementation.** Given the lengthy process to make organizational structure changes in federal agencies, the need to identify other staffing changes that may result from new workforce competency requirements, and the importance of determining the Programs’ and leadership’s analytical requirements, the Academy Panel and study team recommend the following structural changes once New Core has been implemented:

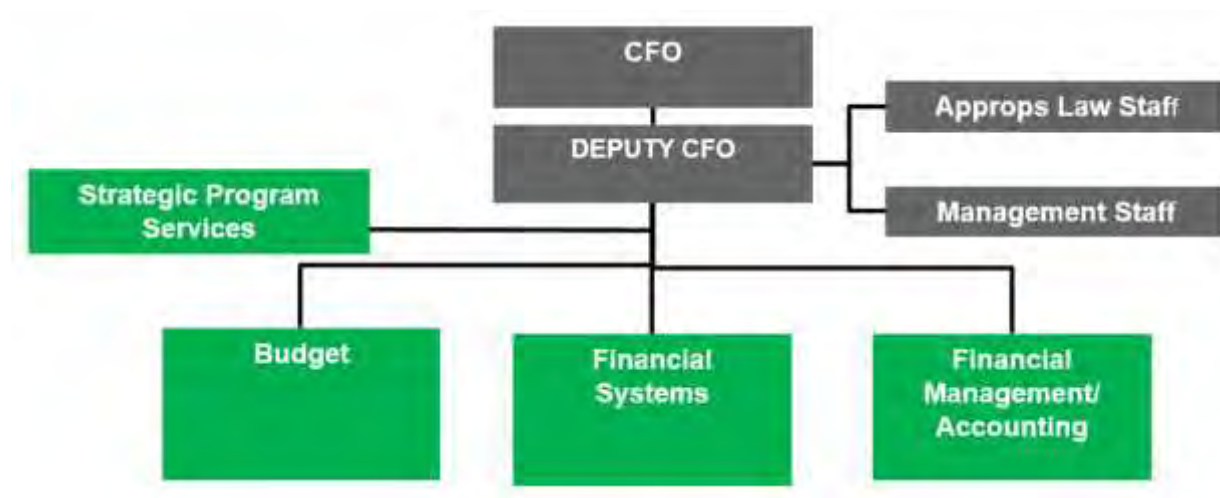
- **Consolidate FM and Accounting.** Given the complementary responsibilities and anticipated reduction in the number of accounting staff, OCFO will benefit from consolidating the Accounting and FM staffs after the New Core transition to leverage synergies and minimize organizational silos. The new Financial Control and Analysis unit will be part of this division.
- **Incorporate New Unit for Analytics if sufficient demand exists.** This unit might evolve from the staff working with the CFO and Deputy CFO on HUDStat. While OCFO plans to retool existing staff, the experience of other agencies indicates that the OCFO may need to make some external hires as well. Given Budget’s existing role and relationship with the Programs, the Academy Panel and study team suggest that the new analytics unit initially be located under the ACFO for Budget. As the data analytics unit expands and demand for its services increases, OCFO should consider elevating it to a stand-alone unit, Strategic Program Services, whose leader reports directly to the Deputy CFO.
- **Expand the liaison role within Budget.** As discussed in Organization 2, the OCFO should formalize and expand its program liaison function to facilitate the interactions between OCFO and Programs. The liaison should be knowledgeable in both financial management issues and Program policies, practices, and challenges.

As the Program liaison is currently located in the Budget group, the Academy Panel and study team recommend that this function remain in Budget at the beginning to leverage existing resources. After 3-5 years, this function can be moved to the Strategic Program Services Unit.

- **Move the New Core Team to ACFO for Financial Systems after the shared service transition.** The Academy Panel and study team recommend that the OCFO move the New Core team to the Financial Systems group, once New Core is fully implemented. This new Financial Systems group will include two units—the New Core unit and the Legacy System unit. We believe that this structure would allow the OCFO to maintain focus on New Core and facilitate interfaces between New Core and Legacy Systems at the same time.

The proposed changes are outlined in the organizational chart in Figure 5.2. The green boxes reflect changes from the current structure.

**Figure 5.2: Proposed Organization Structure (after New Core Implementation)**



## 5.4 Technology

Whether accomplished through an SSP or an in-house financial system, efficient and effective financial management is underpinned by integrated applications that provide timely, enterprise-wide financial data. This section includes three focus areas: 1) Validate the Scope, Feasibility, and Priority of Remaining SSP Transition Phases; 2) Ensure New Technology Efforts Are Coordinated and Integrated; and 3) Focus on Data Management, a critical component of New Core project implementation.



## 1: Validate the Scope, Feasibility, and Priority of Remaining SSP Transition Phases

After completing transition of core accounting activities to the SSP in Phase 1, Release 3, scheduled for October 1, 2015, HUD plans to move forward with subsequent New Core project releases. As described in Chapter 3 of this report, the subsequent releases include Phase I, Release 4 (grant and loan accounting) and Phases 2, 3, and 4 (which include managerial cost accounting, budget formulation, fixed assets, LOCCS, and accounting for the FHA and Ginnie Mae).

Per discussion with the New Core project team, Phase 1, Release 4 as well as Phases 2, 3 and 4 are still conceptual. The scope and vision are high level, and timeframes are not solidified for implementation. The study team also noted that ARC has limited experience processing grants and loans. The SSP currently does not provide any of its customers with the grant and loan functionality at the scale HUD requires, and there may be significant cost implications to develop the required functionality. A recent development is the desire to have the Next Generation Management System (NGMS) which PIH is developing incorporated into New Core Release 4.

The study team also found the scope of the finance functions to be transferred to the SSP was derived from the scope of the cancelled HIFMIP project, which was developed several years ago. There is limited business case documentation to ensure the New Core project scope and implementation priorities remain valid now that HUD has shifted its strategy from a stand-alone financial system implementation to transfer of finance functions to an SSP.

The New Core project has recently formed a team to begin planning for subsequent phases of the project, beginning with grants and loans accounting. As OCFO refines its plans the Academy Panel and study team provide the following recommendations.

**1.1 Validate business case and priorities for subsequent New Core phases.** As OCFO develops its plans for subsequent phases of the New Core project, the Academy Panel and study team recommend that the New Core project team update its business case to reflect HUD's shift in financial systems modernization strategy from a stand-alone system implementation to the use of an SSP. HUD's current business needs, anticipated benefits, and expected costs in establishing scope and implementation priorities are to be incorporated. The transition schedule should also be developed considering available funding and the talent required to support the transition. The Academy Panel and study team recognize that while anticipated benefits and costs can be identified, some benefits may not be quantifiable (e.g., eliminating a GAAP noncompliance causing a qualified audit opinion).

**1.2 Confirm that ARC can provide the functionality HUD requires.** ARC does not currently provide many of the functions HUD has planned in subsequent New Core phases. Not having the requisite functionality will put HUD at risk of future noncompliance.

**1.3 Explore strategy for HUD to share with ARC the costs of expanding its functionality to meet HUD's grant and loan program accounting and other financial management requirements.** There are cost implications associated with ARC developing the functionality HUD needs. HUD should explore a strategy to share the costs of the SSP expanding its functionality and service offerings. ARC's expanding its functionality to meet HUD's grant and loan programs and other requirements (e.g., managerial cost accounting, budget formulation, and fixed assets) will be of benefit to other current and future ARC customers as well. Both the additional functionality in the financial system as well as the experience of ARC's staff will be beneficial to financial management across the government.

## **2: Ensure New Technology Efforts Are Coordinated and Integrated**

In addition to the New Core project, HUD has other technology modernization efforts underway that are important to HUD's future success. These efforts and New Core will need to be compatible. Two of the larger initiatives are the NGMS and the HUD Enterprise and Architecture Transformation (HEAT).

NGMS seeks to streamline complex business processes for managing HUD's large Housing Choice Voucher and Public Housing Programs. NGMS will support functions including inventory management, voucher management, budget formulation and forecasting, and portfolio and risk management. The leaders of NGMS have asked for this initiative to be incorporated into the New Core project. The HEAT initiative is transforming HUD's enterprise architecture to provide the Department with a reusable, understandable, efficient, and effective architecture. Coordination and compatibility across these systems and platforms is critical to a high functioning organization and effective use of information technology resources. The Academy Panel and study team provide the following recommendations to improve coordination across projects.

**2.1 Identify new systems and IT being deployed or developed that may impact financial management.** The OCFO should institute a formal process to review new systems and IT being deployed or developed across HUD in order to identify other projects that may impact financial management, New Core, or legacy financial systems. Identification of these other projects is needed to ensure efforts are integrated where possible and resources are used efficiently.

**2.2 Work with CIO to establish departmental policy that addresses compatibility issues.** The CFO/Deputy CFO should work with the CIO to establish a requirement that new systems with financial data be compatible with New Core, identify data transformations required to support the information exchange needs between applications, and outline software requirements to support data integration with the enterprise's customers and suppliers.

Implementing a policy that requires coordination with the OCFO for all financial and mixed-use systems that use financial data will reduce the likelihood of costly fixes to address compatibility issues after a system has gone live and also enables the CFO to fulfill his/her statutory duty to monitor and oversee data in financial systems Department-wide.

### **3: Focus on Data Management**

Managing data is critical in the information technology lifecycle. As HUD implements New Core, it needs to plan and manage the development and execution of architectures, policies, practices, and procedures pertaining to data. Several of the Academy panel members have led system transitions similar to HUD's New Core project and emphasized data management as a critical component to New Core success. From the Panel's experience, data must be reviewed holistically.

Both program and ACFO staff identified issues with data migration during the implementation of Release 1 – Travel and Relocation. Additionally, Program staff voiced concern about data management policies, practices, and procedures post implementation. Program staff requested clarity on operational guidance for managing data.

In response to lessons learned during Release 1, the New Core team is working with the SSP to address potential data conversion issues prior to Release 3. Currently, the OCFO has the following data management activities underway:

- Working with others in the Department on an effort to clean and de-obligate contract data (target completion data is February 2015)
- Developing crosswalks with the SSP to identify potential data discrepancies related to the budget structure that would impact conversion and accounting and organization codes

To facilitate effective data management, the Academy Panel and study team recommend the following:

**3.1 Ensure adequacy of data management plan.** With a system transformation of this scope, it is important the OCFO identify, anticipate, and plan for potential data management issues. OCFO should ensure its data management plan includes or reflects the following:

- A clear definition of which application components in the landscape will serve as the system of record or reference for enterprise master data
- An enterprise-wide standard that all application components, including software packages, need to adopt
- Clear understanding of how business functions, processes, and services use data entities
- Knowledge of how and where enterprise data entities are created, stored, transported, and reported
- The level and complexity of data transformations required to support the information exchange needs between applications, including legacy applications
- The requirement for software in supporting data integration with the enterprise's customers and suppliers (e.g., use of Extract Transform Load (ETL) tools during the data migration, data profiling tools to evaluate data quality, etc.)

**3.2 Review data migration requirements.** OCFO should review its data migration requirements. When any system or application is replaced, there is a critical need to migrate data (master, transactional, and reference) to the new system. Data architecture should identify data migration requirements and also provide indicators as to the level of transformation, weeding, and cleansing that will be required to present data in a format that meets the requirements and constraints of the target system.

As noted, OCFO has begun this work. Where possible, establish a HUD-wide common data dictionary to support the transformation. In planning for data migration, OCFO must consider the timing of data conversion to avoid data problems. For example, data conversion in the middle of a quarter or at the end of the fiscal year could be problematic and create data issues.

Additionally, OCFO should develop a process for IV&V of the data after conversion. This will facilitate early identification of any problems.

**3.3 Establish data governance.** Effective data governance ensures that the department has the necessary decision- and policy-making processes in place to enable the transformation. OCFO should confirm that the following are established and refined to ensure successful implementation:

- Structure and standards body to manage data aspects of the transformation



- Management systems and data-related programs to manage the governance aspects of data entities throughout the lifecycle
- People with the necessary data-related skills and the roles required for the transformation. As part of OCFO's workforce development plan, OCFO should determine if it has the required competencies and skills and if and how it will acquire those critical skills (e.g., train existing personnel or hire).

## 5.5 Change Management

In order to successfully implement the recommendations provided, HUD should develop and implement a comprehensive change management strategy. To increase the likelihood of success of HUD's large scale transformation, HUD will need:

- Communication of clear goals and a compelling reason for the change
- Adequate engagement of critical stakeholders affected by the change initiative
- Sufficient training or skills-building
- Systems and processes to reinforce the change

The Academy Panel and study team recommend that the HUD OCFO change management strategy be organized into three phases: (1) prepare for change, (2) manage change, and (3) reinforce change.<sup>[1]</sup> Figure 5.1 provides a visual overview of this framework.

**Figure 5.1: Three Phases of an Effective Change Management Strategy**



OCFO has completed a number of the steps required to prepare the organization for change. For example, this organizational assessment provides an overview of the current environment. A New Core Project team has been established to manage the relationship with and transition to the SSP. The CFO and Secretary are behind the change and have started implementing some of the key attributes of a change management strategy, and

responsibility for change management rests with some employees on the New Core team who receive contractor support.

However, OCFO does not seem to have an integrated change management strategy. In this chapter, the panel outlines its recommendations for a cohesive strategy to manage all of the changes planned and occurring in OCFO and related to financial management at HUD.

## **1: Prepare the Organization for Change**

OCFO has conducted some of the activities required to prepare an organization for change. However, important tasks still need to be completed. OCFO has not conducted a formal stakeholder analysis to consider and document the interests and concerns of key stakeholders, and there is not a communication strategy and plan in place to ensure stakeholders, such as the Programs and OCFO staff, receive timely and consistent messages about the change.

The stakeholder analysis often yields information that will identify potential areas of resistance so that mitigating strategies can be put in place. The execution of a thoughtful communication plan that leverages appropriate communication vehicles, delivers consistent, timely information, and provides a mechanism for two-way communication mitigates anxiety and misinformation and helps prepare the people in the organization for the change.

Through the interviews with HUD staff, the study team found that program staff in particular had questions about New Core, had formed opinions about what they would gain and lose as a result, and were anxious to express their concerns and ask questions. Additionally, the study team did not get the sense that people understood the full vision for financial transformation. Other stakeholders, such as OFIT and OMB, are regularly briefed about New Core implementation.

As part of preparing for change, many organizations establish steering committees to guide the transformation. These steering committees typically consist of high-level representatives from a cross-section of the organization. Financial transformation at HUD does not appear to have a similar guiding body.

To more fully prepare the organization for financial transformation, the Academy Panel and study team recommend:

**1.1 Establish a body to guide the financial management transformation at HUD.** The transformation is larger than New Core and includes becoming a strategic business

partner, improving how OCFO interacts with the programs and the OIG, and increasing the credibility of OCFO. We believe that the HUD OCFO Council can fill this role.

**1.2 Conduct a stakeholder analysis.** HUD OCFO has a number of both internal and external stakeholders that will be impacted by the financial transformation. Understanding stakeholders is essential for HUD to be successful in its transformation; in addition to stakeholders being recipients of the organizational change, they can help lead and champion a change. If stakeholder needs are not carefully identified, assessed, and managed, there is a potential risk of stakeholders disrupting progress.

**1.3 Develop communication strategy that includes all transformation activities.** Using the stakeholder analysis as the base, HUD should develop regular and consistent communication practices. There is a need for strategic, operational, and tactical information sharing across the organization. HUD OCFO will need to stay abreast of stakeholders' questions and concerns and be prepared to react accordingly. This approach will enable HUD OCFO to tailor communication needs. The Academy Panel and study team suggest that HUD OCFO develop and implement a detailed schedule of communication activities by audience, sequence, and timing, as follows:

- Develop a communication plan that defines timing, frequency, vehicle, audience, and content of messages.
- Provide communications to demonstrate what the changes are and the rationale behind them. This should include status updates, frequently asked questions, and presentations, etc.
- Hold regular town hall meetings for OCFO and Program staff. The leadership team should share current information about the transition to the SSP and other initiatives taking place that directly impact OCFO employees and the Programs, and provide an opportunity for attendees to ask questions. In the initial town hall meetings, OCFO should articulate the overall vision and discuss what will change, why change will occur, and the expected benefits.

**1.4 Demonstrate leadership commitment to the financial transformation.** Buy-in and support from leadership and management are critical to implement change within HUD. The attitude and support of an organization's leaders play a key role in how staff responds to change. Leadership and managers set the "tone from the top" and model the desired behavior for the rest of the employees. This includes not only the CFO and Deputy CFO, but also ACFOs. OCFO must ensure that the leadership in the Program areas understand and buy-in to the planned transformation so that they can help sell it in their organizations.

**1.5 Identify Change Champions, Advocates, and Agents to facilitate and drive the organizational changes.** Change Champions sponsor the change and typically are at

senior management levels. Change Advocates most often hold management positions. Change Agents are usually scattered throughout the organization and provide support throughout the organization at many levels. Change Recipients are the individuals impacted by the change. The following table provides some of the key activities for the different roles that HUD should take into consideration as it is building an integrated change management strategy.

**Figure 5.2 Change Management—Key Roles and Activities**

Role	Role Description	Activities
<b>Change Champion</b>	✓ Leads the change and supports resources	<ul style="list-style-type: none"> <li>• Creates and communicates vision, urgency and need for change</li> <li>• Communicates progress and enables others to act</li> <li>• Recognizes and communicates success</li> <li>• Institutionalizes and stabilizes change</li> </ul>
<b>Change Advocate</b>	<ul style="list-style-type: none"> <li>✓ Embraces and models change</li> <li>✓ Supports change requirements</li> <li>✓ Provides resources and support</li> </ul>	<ul style="list-style-type: none"> <li>• Builds awareness and communicates the vision and needs</li> <li>• Communicates progress</li> <li>• Maintains visible support of change agents</li> <li>• Recognizes and communicates success</li> </ul>
<b>Change Agent</b>	<ul style="list-style-type: none"> <li>✓ Plans and implements the change</li> <li>✓ Serves as a liaison between recipients and advocates</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses change readiness, identifies obstacles</li> <li>• Helps implement plans</li> <li>• Drives change at the local level</li> <li>• Communicates progress</li> <li>• Facilitates key events</li> <li>• Monitors progress</li> <li>• Encourages two-way communication</li> <li>• Gathers feedback</li> <li>• Identifies requirements to sustain the change</li> </ul>
<b>Change Recipient</b>	✓ Receives the change	<ul style="list-style-type: none"> <li>• Becomes aware of change</li> <li>• Experiences the change</li> <li>• Incorporates the change into daily work</li> </ul>

## 2: Manage Change

OCFO should work with key stakeholders to build workforce capability that supports and is knowledgeable about the new HUD financial processes and capabilities. Program messages should be established, formal programs for communications and training should be developed, and performance data on organization performance should be determined. Sharing information about near-term successes and incorporating lessons from previous implementations are emphasized to obtain employee buy-in as well as active, coordinated participation by stakeholders. To manage the financial transformation at HUD, the Academy Panel and study team recommend:

**2.1 Develop training programs.** To successfully implement and sustain the benefits of change, HUD financial employees invariably must develop new capabilities. To accomplish this, HUD OCFO should develop a training program that encompasses a blended solutions approach to provide timely, consistent, and relevant training to the workforce. HUD has



started building the high-level curriculum and competencies for the HUD's World Class Financial Management Program. As HUD continues to build the program, the following should be taken into consideration:

- Share the vision of financial management capabilities with HUD OCFO staff.
- Clearly articulate and document roles and responsibilities of all stakeholders involved in training.
- Ensure HUD OCFO management take ownership for developing their staff.
- Allow opportunities for in-tact group training, whenever possible. In-tact groups are individuals grouped together by function, department, or organizational unit.
- Develop a training delivery plan that is realistic and achievable, given HUD OCFO work requirements.
- Identify performance measures to evaluate the effectiveness of training.

**2.2 Establish performance metrics to track progress.** HUD OCFO should develop specific performance metrics to track the progress of the change effort. Specifically, performance measures should be established for assessing the effectiveness of communication and training. Processes should be established to incorporate the feedback into updated communications and training plans.

### **3: Reinforce Change**

In this phase, change activities are evaluated, renewed, and reinforced with a focus on sustaining buy-in and commitment and driving continuous improvement. This phase gives the opportunity to formally collect feedback and determine whether the change management activities have had the intended results. Unanticipated results do not always indicate failed change management activities. Often situations or the environment have changed, which require minor adjustments to the change management plans. This step is the feedback loop which gives new information that guides further change management activities. To ensure changes are embedded and sustained in the organization, the HUD OCFO would need to develop organizational feedback and measurement processes, individual performance measures, and ongoing knowledge transfer.

The reinforce change phase also includes rewards and recognition. Celebrating success with stakeholders involved in the change gives the opportunity to reinforce behaviors and attitudes which are contributing to the successful change. This phase also offers encouraging feedback and lends itself to creating a positive atmosphere and feeling of community among the workforce. Celebrating success should happen throughout the course of the change management activities.

**3.1 Monitor effectiveness.** It is important to monitor the effectiveness of all activities and initiatives the HUD OCFO has or will put in place such as the HUD World Class Financial Management Program, customer feedback survey (described in People 1), recruitment, etc. In addition to monitoring the effectiveness of direct programs and initiatives in support of the HUD OCFO financial transformation, HUD OCFO should also monitor the effectiveness of the change management strategy.

**3.2 Implement corrective actions.** When leveraging feedback received from various formal and informal changes, modify plans accordingly.

**3.3 Identify and communicate successes.** Throughout all phases of the HUD financial transformation, successes should be identified and communicated to staff and other stakeholders as appropriate. Activities can include highlighting a department, sharing positive emails from stakeholders, or just sending a note of appreciation to staff for their efforts.

## CHAPTER SIX: IMPLEMENTATION PLAN

In this chapter, the Academy Panel and study team provide a framework to implement the recommendations and integrate them with the existing New Core schedule. To help identify sequencing and timing, we prioritized the recommendations.

While all recommendations merit consideration, some either need to occur earlier because of their relationship to other recommendations or because of their importance to the success of financial management transformation at HUD. To help prioritize the recommendations for implementation, the Academy Panel and study team looked at the following factors:

- Impact on the success of New Core
- Importance to financial management operational efficiency
- Contribution to improved governance and control
- Contribution to improving business insight
- Estimated relative financial investment

These factors were weighted for each recommendation using the scale below. Based on analysis of the weighted factors, an overall implementation priority was developed for each of the following recommendations:













































-  – significant impact
-  – moderate impact
-  – limited impact
-  – no to very small impact









Table 6.1 presents the Academy Panel and study team's analysis of the relative importance and required investment in twelve primary recommendations, with a focus on the overall priorities for implementation.













**Table 6.1: Relative Impact of Recommendations**

	Recommendation	Success of New Core	Operational Efficiency	Improved Governance	Providing Business Insight	Investment Required
PROCESS	<b>1. Document financial policy and processes</b> 1.1 Document financial processes transferring to the SSP 1.2 Update policy and procedures					
	<i>Priority Level:</i> <b>HIGH</b>					Medium
	<b>2. Clearly define roles and responsibilities for financial processes</b> 2.1 Agree to and document roles and responsibilities 2.2 Formulate roles and responsibilities in the MOU 2.3 Provide training on new processes and roles and responsibilities					
	<i>Priority Level:</i> <b>HIGH</b>					Medium
	<b>3. Strengthen financial data monitoring and oversight</b> 3.1 Update internal control documentation 3.2 Implement customer agency controls 3.3 Establish a financial controls and analysis capability with OCFO					
	<i>Priority Level:</i> <b>MODERATELY HIGH</b>					Medium
PEOPLE	<b>1. Implement a workforce development plan for financial management employees in OCFO and Programs</b> 1.1 Finalize identification of future critical competencies and determine competency gaps 1.2 Create a training curriculum for the HUD World Class Financial management Training 1.3 Create formal rotational assignments between OCFO and Program financial personnel 1.4 Design a recruitment strategy to address competency gaps 1.5 Develop a CFO Intern Program to recruit and develop new financial management and analytics staff					
	<i>Priority Level:</i> <b>MEDIUM</b>					Medium
	<b>2. Develop a workforce transition plan</b> 2.1 Create a detailed workforce transition plan 2.2 Continue to engage internal and external stakeholders to generate buy-in 2.3 Develop a strategy to identify options for displaced employees					
	<i>Priority Level:</i> <b>MODERATELY HIGH</b>					Medium



	Recommendation	Success of New Core	Operational Efficiency	Improved Governance	Providing Business Insight	Investment Required
ORGANIZATION	<b>1. Establish a CFO Council to promote governance and consistency</b> 1.1 Form a CFO Council 1.2 Develop a charter for effective operation of the CFO Council					
	Priority Level: MODERATELY HIGH					Low
	<b>2. Become strategic business partner to Programs</b> 2.1 Work collaboratively with Programs and other stakeholders 2.2 Formalize and expand liaison functions to support each Program 2.3 Establish regular meetings with OCFO and Program staff to discuss relevant financial matters 2.4 Ensure OCFO personnel receive training on policy, system guidance, procedures, and reporting 2.5 Continue to build and strengthen communications and relationship with OIG 2.6 Establish protocol in which OCFO and Programs share external data request and responses with each other 2.7 Establish performance standards for responding to programs 2.8 Develop and implement a formal process to receive feedback from stakeholders					
	Priority Level: MEDIUM					Low
	<b>3. Build analytics capability to support Agency decision making</b> 3.1 Establish an agency-wide workgroup to identify the analytics the Programs and HUD leadership would find most beneficial 3.2 Use the outcomes of the work group to identify the required competencies for an analytics unit 3.3 Establish early successes before fully staffing a data analytics unit					
TECHNOLOGY	Priority Level: MEDIUM					High
	<b>4. Formalize organizational changes to incorporate data analytics, financial management training, program liaisons, and consolidation of complimentary functions</b> 4.1 Adopt incremental organizational changes during new core implementation 4.2 Formally modify the structure of OCFO post-new core implementation					
	Priority Level: MEDIUM					Low
TECHNOLOGY	<b>1. Validate the scope, feasibility, and priority of remaining SSP transition phases</b> 1.1 Validate business case and prioritize for subsequent new core phases 1.2 Confirm that ARC can provide the functionality HUD requires 1.3 Explore strategy for HUD to share with ARC the cost of expanding its functionality to meet HUD's grant and loan program accounting and other financial mgmt. requirements					
	Priority Level: HIGH					Low

	<b>2. Ensure new technology efforts are coordinated and integrated</b>					
	2.1 Identify new systems and IT being deployed or developed that may impact financial management					
	2.2 Work with CIO to establish departmental policy that addresses compatibility issues					
	Priority Level: LOW					Low
	<b>3. Focus on data management</b>					
	3.1 Ensure adequacy of data mgmt. plan					
	3.2 Review data migration requirements					
	3.3 Establish data governance					
	Priority Level: MODERATELY HIGH					Medium

	Recommendation	Success of New Core	Operational Efficiency	Improved Governance	Providing Business Insight	Investment Required
CHANGE MGNT	<b>1. Prepare the organization for change</b>					
	1.1 Establish a body to guide the financial management transformation at HUD					
	1.2 Conduct a stakeholder analysis					
	1.3 Develop communication strategy that includes all transformation activities					
	1.4 Demonstrate leadership commitment to the financial transformation					
	1.5 Identify change champions, advocates, and agents to facilitate and drive the organizational changes					
	Priority Level: HIGH					Medium
	<b>2. Manage Change</b>					
	2.1 Develop training programs					
	2.2 Establish performance metrics to track progress					
	Priority Level: HIGH					Medium
	<b>3. Reinforce Change</b>					
	3.1 Monitor effectiveness					
	3.2 Implement corrective actions					
	3.3 Identify and communicate success					
	Priority Level: MODERATELY HIGH					Low

Based on the Academy Panel and study team's analysis, the following are the recommendations that should take priority in order to help ensure a successful transition to New Core:

- Document financial business processes
- Clearly define roles and responsibilities for OCFO, Programs, and SSP
- Validate the scope, feasibility, and priority of remaining phases

OCFO is well on its way to documenting financial processes; however, those processes that will not change also need to be updated and incorporated into handbooks or online tools to address OIG concerns and to ensure staff have the tools they need to work effectively in the new environment, particularly Releases 1, 2, and 3.

The process documentation will help ensure all roles and responsibilities are identified. That understanding is solidified in an SLA that will help foster a smoother relationship between HUD and the SSP and between OCFO and the Programs. Problems resulting from misunderstandings about roles can adversely impact organizational and system changes.

The next tier of recommendations includes:

- Develop a change management plan to support OCFO initiatives
- Improve data integrity and monitoring
- Create CFO Council
- Develop workforce transition plan

These recommendations contribute to helping OCFO handle the people aspect of the transition and addressing the OIG's concerns about governance. Specifically, the change management plan will help ensure the people across HUD are prepared for the change and that OCFO has an appreciation of their interests and concerns so that it can tailor messaging and activities to build buy-in and mitigate resistance. Formalizing its plans for workforce transition will help OCFO better communicate to staff about how and when the changes will impact them.

## **APPENDICES**

**Appendix A: Academy Panel and Study Team**

**Appendix B: Interviews**

**Appendix C: Interview Questions**

**Appendix D: Documents Reviewed**

**Appendix E: Sample CFO Council Charter**

**Appendix F: Acronyms and Abbreviations**



## APPENDIX A: PANEL AND PROJECT TEAM BIOS

### Panel

**Raphael Bostic.** Director, Bedrosian Center on Governance, Price School of Public Policy, University of Southern California. Former positions at University of Southern California: Judith and John Bedrosian Chair in Governance and the Public Enterprise, Price School of Public Policy; Director, Master of Real Estate Development program; Founding Director, Casden Real Estate Economics Forecast, USC Lusk Center for Real Estate. Former positions at U.S. Department of Housing and Urban Development: Assistant Secretary for Policy Development and Research; Special Assistant, Policy Development and Research. Former Senior Economist, Monetary and Financial Studies Section, Federal Reserve Board of Governors.

**William Hamm.** Director, Berkeley Research Group, LLC. Former Managing Director, LECG (formerly Law & Economics Consulting Group); Executive Vice President and Chief Operating Officer, Federal Home Loan Bank of San Francisco; Vice President, World Savings and Loan Association; Legislative Analyst, State of California; Deputy Associate Director, U.S. Office of Management and Budget.

**Sallyanne Harper.** Treasurer, National Academy of Public Administration; Vice President, Executive Office of Federal Management Practice, AOC Solutions. Former Chief Mission Support Officer and Chief Financial Officer, U.S. Government Accountability Office. Former positions with U.S. Environmental Protection Agency: Chief Financial Officer/Acting Assistant Administrator for Administration and Resources Management; Deputy Assistant Administrator for Management and Administration and Deputy Chief Financial Officer; Finance Director; Associate Director, Superfund Procurement Operations. Former Contract Specialist and Contracting Officer in major weapons systems acquisition with Naval Air Systems Command and Naval Regional Contracting Office.

**Morgan Kinghorn.** Board Member, National Academy of Public Administration; Chief Operating Officer, Grant Thornton Global Public Sector. Former President, National Academy of Public Administration; Partner, IBM Business Consulting Services; Chief Financial Officer and Assistant Commissioner and Controller, U.S. Internal Revenue Service; Assistant Director for Financial Management and Deputy Chief Financial Officer (Acting), U.S. Office of Management and Budget. Former Positions with the U.S. Environmental Protection Agency: Deputy Assistant Administrator for Administration and Resources Management; Assistant Administrator (Acting).

**Hal Steinberg.** Technical Director, Federal, State and Local Government Performance Reporting Programs, Association of Government Accountants. Former Deputy Controller/Acting Controller, Office of Federal Financial Management; Member, Federal Accounting Standards Advisory Board; Partner-in-Charge, Federal Government Practice, KPMG; Associate Director for Management, U.S. Office of Management and Budget.

## Study Team

**Joseph Mitchell.** Director of Project Development, National Academy of Public Administration. Leads and manages the Academy's studies program and serves as a senior advisor to the Academy's President and CEO; Project Director for prior Academy projects: Government Printing Office, U.S. Senate Sergeant at Arms, Management Systems International-Tatweer (Iraqi civil service), National Park Service, and the USDA Natural Resources Conservation Service; Project Director, Senior Analyst, and Research Associate, National Academy of Public Administration; Former Adjunct Professor at Virginia Polytechnic Institute and State University.

**Fatimah Moody.** Founder, LinkVisum Consulting Group, Inc., Ms. Moody has over eighteen year of experience including an expertise in organizational development, intervention design, strategic planning and change leadership. Ms. Moody has served as program manager for a number of federal large-scale multi-faceted human capital project teams and delivered numerous strategic planning, senior executive meetings, team building, and leadership development programs. As a trusted advisor, leadership coach, and organizational development consultant, Ms. Moody has successfully supported many organizations in both public and private sectors.

**Celeste Garcia.** Celeste Garcia brings over 20 years of experience as a management consultant helping organizations achieve the strategic, process, organizational, and cultural changes needed to realize their missions. Her experience includes organizational assessments, organization design, strategic planning, and process analysis and redesign. She has worked with federal agencies, such as the Department of Labor (DOL), Government Accountability Office (GAO), Department of Housing and Urban Development (HUD), Defense Logistics Agency (DLA), and the Department of Agriculture (USDA). Her prior work at HUD, during her tenure at PricewaterhouseCoopers, included reengineering and stakeholder engagement projects. Most recently, she served as one of the lead facilitators in HUD's Emerging Professionals Program.

**Stephen Watson.** Mr. Watson, CPA, CGFM, CMA is a Senior Advisor with NAPA, a former partner at PricewaterhouseCoopers, and also led IBM's Public Sector Financial Management Practice. Over his 35-year career, he has helped agencies develop financial policy, implement improved processes and systems, assess risk and strengthen controls, restructure organizations and staffing, and improve cost management. His work has included development of innovative tools and implementation of leading practices that have helped agencies improve the quality and efficiency of their financial processes and operations. Earlier in his career Mr. Watson led financial statement audits of several departments and agencies. He promotes thought leadership through public speaking and authoring books and whitepapers (available on the web) including:

- Cost Take-out: The New Top Priority for U.S. Government CFOs
- Managing Public Dollars: New Rules, New Roles, New Opportunities for Federal Financial Managers
- The CFO Act and Federal Financial Management: The End of the Beginning
- AGA research reports: Trends in Technology for Government Financial Managers and Financial Management Shared Services

Mr. Watson is a long-time member of the Association of Government Accountants (AGA) serving on its Conference Planning and Corporate Partner Advisory Group Committees and its Financial Management Standards Board. He is a recipient of AGA's Andy Barr Award for sustained contribution to improved public sector financial management.

**Shawn Syed.** Mr. Syed PMP, HCS brings 13 years of enterprise effectiveness experience, delivering solutions that enable broad, rather than incremental improvements in the overall effectiveness of the enterprise. Mr. Syed focuses on enhancing an organization's agility and accountability through the provision of strategies, processes, policies, practices, and tools that increase speed, responsiveness, adaptability, cost control, and visibility/transparency. Mr. Syed is a credentialed Human Capital Strategist and Project Management Professional.

**Chloe Yang.** Ms. Yang is a Research Analyst at the Academy. Since joining the Academy in 2009, she has worked on projects with a range of federal agencies, including the Office of Management and Budget, Pension Benefits Guarantee Corporation, Amtrak Office of Inspector General Organizational, U.S. Coast Guard, and Government Accountability Office. These projects span the fields of budget, financial management, strategic planning, intergovernmental collaboration, and performance management. For each of the projects, Ms. Yang provided research and analytical support and was a co-author of each final report.

## APPENDIX B: INTERVIEWS

Organization	Individuals	
<b>CFO &amp; DCFO</b>	Brad Huther	Joseph Hungate
<b>Accounting</b>	Nita Nigam	Denis B. Stokes
	Anna Butler	Teena J. Neptune
	Lee Ann Upshur	Peter M. Engelbert
	Keith M. Donzell	
<b>Financial Management</b>	Jerome Vaiana	
<b>Budget</b>	Sarah Lyberg	Andre Shelton
<b>Financial Systems</b>	Christopher Davies	Larry Koskinen
	Jon Gant	Melajo Kubacki
<b>Management Staff</b>	Michelle Proctor-Hall	
<b>Appropriations Law</b>	Mike Moran	
<b>CPD</b>	Cliff Taffert	David Enzell
	Lisa Abell	Frances Bush
<b>PIH</b>	Jemine Bryon	Pamela Stockton
	Ricky Valentine	
<b>Housing</b>	George Rabil	Brenda Davis
	Monica Clark	John Lucy
	Susan Betts	Genger Charles
	Laura Marin	
<b>Former HUD CFO</b>	Doug Criscitello	
<b>ARC</b>	Jackie Pettit	Mike Goodwin
	Matthew Hansel	
	Debra Daniell	
<b>OFIT</b>	Elizabeth Angerman	Holly Williams
<b>Other Federal Agencies</b>	NASA	Pamela Hanes
	SEC	Ken Johnson
		Kay Levy
	Treasury	Marty Greiner Vivian Cooper
	Federal Student Aid	John Hurt
	Secret Service CFO/Former NASA CFO	Gwendolyn Sykes



## APPENDIX C: INTERVIEWEE QUESTIONS

### OCFO

#### Processes Questions:

1. According to our background research, the major responsibilities of your office include:
  - Funds Control and Guidance Oversight
  - Antideficiency Act Investigations
  - Annual Risk Assessment Updates
  - Actions to resolve material weaknesses
  - Policies and procedures to improve HUD's audit resolution programs
  - Audit tracking databases
  - Strategies to introduce sound financial management into program areas
  - Oversight and support of HUD's single audit act compliance and use
  - Coordination of HUD's FAIR Act
  - Inventory of commercial activities
  - Review and update HUD financial policy and procedures
2. Do you work with program offices to carry out these responsibilities? What functions are performed by the OCFO vs. the program offices? How do you interact with program offices? With whom and how often?
3. Are there governance issues in carrying out this responsibility? Do you have any recommendations as to how to strengthen governance?
4. Do you provide financial reports and information to the program offices?  
What information do you provide to program offices? What financial analysis do you provide to program offices? Do the program offices request information that your organization is unable to provide?
5. How is your organization addressing the deficiencies identified by the IG? Does your office/OCFO work with Program offices to address these issues?

#### People Questions:

6. How many people work in your organization? What functions do they perform? Do you have position descriptions you can share with us?
7. Please describe your workforce planning process. How will transition to the new shared-service model impact your workforce? What are the required skills and capabilities of the staff in your office/OCFO after transfer of selected finance functions to a shared service provider?

8. How do you obtain/develop the right skills for you staff? What training do the staff in your office receive?
9. Are there things that HUD does well in order to develop a high performing finance organization?

#### Technology Questions:

10. What systems and databases does your office use?
11. How does/will the new shared-service model impact the systems? Is there a schedule for completion of these changes?
12. What are the key challenges of the New Core implementation?

#### Organizational Structure Questions:

13. How might reporting relationships within OCFO and with the program areas change when the shared services model is implemented?
14. Should certain finance functions that are currently decentralized be centralized under the OCFO? If so, which functions? Which finance functions should remain in the program areas?
15. Is there an organizational chart for your office that you can share with us?

#### General Questions:

16. Are there any other observations or recommendations you would like to share with us to help improve HUD's financial management?

### **Programs**

#### Process Questions:

1. What accounting and finance functions are performed within CPD (e.g., budgeting, funds control, disbursing)?
2. Does CPD work with OCFO to carry out accounting and finance for CPD programs? What functions are performed by the OCFO vs. CPD? How do you interact with OCFO? With whom and how often?
3. How does CPD establish accounting policies and procedures for accounting and finance functions performed within CPD? How does CPD ensure compliance with generally accepted accounting principles and internal control over financial operations and financial reporting?
4. How is CPD addressing the financial management challenges identified by the IG in its October 21, 2014 Memorandum, Management and Performance Challenges for FY 2015 and beyond? Is your office working with the OCFO to address these issues? Challenges identified by the IG include:
  - Accounting procedures are often determined by program office preference without the guidance and oversight of OCFO and regard for accounting standards.

- HUD's financial management handbooks are either significantly outdated or incomplete.
- We continue to have concerns with HUD's ability to summarize and report all transactions and events related to HUD's CPD Programs accurately and in a timely manner in accordance with GAAP until system changes are implemented. HUD's Integrated Disbursement and Information System (IDIS) was designed to process disbursements using a FIFO method, which is not GAAP compliant.
- HUD lacks a Senior Management Council and Assessment Team responsible for assessing and monitoring deficiencies in internal control.
- Overall the deficiencies in HUD's financial management governance structure have resulted in imbalances in which financial management requirements are subordinated to program office operational objectives. OCFO could provide better financial information to manage day to day operations of the Department, as well as assist in policy and budget formulation, if HUD's financial management were appropriately structured and the CFO were given authorities and resources needed.

#### People Questions:

5. How many personnel (FTEs) perform accounting and finance functions within CPD? How do you determine staffing requirements to support CPD's accounting and finance needs?
6. Do you have position descriptions for these staff that you can provide to us?
7. How do you recruit, train and develop accounting and financial staff to meet CPD's requirements?
8. How would you assess the capabilities and experience of the CPD finance staff? Are CPD finance staff able to provide analytical information to support business decision making?
9. Does the OCFO provide training for CPD financial staff? Is there training that you would like for OCFO to provide?
10. How will transition of selected finance functions to a shared service provider change CPD's accounting and finance processes? How will it impact the number of accounting and finance staff required within CPD and skill requirements of the staff?

#### Organizational Structure Questions:

11. Is there an organization chart for CPD financial staff that you can provide to us?
12. Are there accounting and finance functions that are currently decentralized across HUD and could be more efficiently and/or effectively performed by the OCFO? If so, which functions? Which finance functions should remain in the program areas?
13. Are there financial analysis and reports that ideally the OCFO could provide to CPD that you do not currently receive?
14. How would you describe the relationship between OCFO and CPD? Any recommendations as to how this relationship could be strengthened?

15. How might reporting relationships within CPD and with OCFO change when the shared services model is implemented?

#### Technology Questions:

16. What accounting and financial systems and databases does CPD use?
17. Are there redundancies in accounting and finance systems in use between CPD and OCFO?
18. Are there data discrepancies that occur between CPD and OCFO? What causes the discrepancies? Any recommendations to eliminate differences?
19. What systems and databases do you anticipate still needing after the transition to the shared service provider? What systems will be replaced?

#### General Questions:

20. Are there any other observations or recommendations you would like to share with us to help improve HUD's financial management?

#### **External Organizations**

1. How is finance organized across NASA? What finance functions are under the direction of the OCFO? What finance functions are under the direction of the program offices (or Centers) and not under direct OCFO control?
2. How does the OCFO establish governance for any finance functions that are not under its direct control?
3. How does the OCFO ensure appropriate internal control over financial reporting, including GAAP compliance, for all finance functions performed across the agency?
4. Has NASA established a CFO Council or Senior Management Council to ensure governance over finance functions performed across the agency? How does this Council operate? Is there a charter for this Council, and if so, may we have a copy?
5. Have you consolidated (or plan to consolidate) finance functions under the OCFO? If so, what criteria do you follow as to which functions should be centralized and which should remain in the program areas?
6. Have you shifted (or plan to shift) finance functions to shared services (either internal or external shared services)? What has been your experience with movement to shared services? What's working better? What are the challenges? Are there any lessons learned that you could share?
7. Have you been able to transition more of your finance workforce into analytics and decision support? What steps did you take to make this transition? What were the challenges? Are there any lessons learned that you can share? How do you perform workforce planning for finance across the organization? Have FTE counts supporting



finance functions increased or decreased over the past five years? What are projected changes going forward? What are the causes and impacts of any headcount changes?

8. What has been your FTE turnover in finance during the past five years? Have you taken actions that you have found successful in managing and reducing turnover?
9. Are there actions you are taking to improve the efficiency and effectiveness of finance? Can you describe those actions?
10. Do you have a strategic plan or vision document that guides finance transformation in your agency? If so, may we have a copy?
11. Do you have any other observations or recommendations for HUD as it develops its strategy for improving finance across the Department?

## APPENDIX D: DOCUMENTS REVIEWED

- AGA and Accenture. *The Pursuit of Government, Opportunities to Advance Federal Shared Services*. 2015.
- Administrative Resource Center. *Procurement Service Line Service Descriptions*. FY 2015.
- Administrative Resource Center. *Financial Management Service Line Service Descriptions*. FY 2015.
- DJ Business Solutions. *Department of Housing and Urban Development New Core Program Independent Verification & Validation (IV&V) Assessment Reports*. June 8-October 27, 2014
- Financial Executives Research Foundation & Robert Half. *Benchmarking: The Accounting & Finance Function*. 2014.
- GAO. *Management Report: Improvements are needed in the Bureau of the Fiscal Service's Information Systems Controls*. July 2014
- Grant Thornton. *Analysis of New Core Impact on FTE*. October 2014.
- HUD. *State of the CIO: Office of the Chief Information Officer*. December 2014
- HUD. *State of the OCPO: Office of the Chief Procurement Officer*. December 2014
- HUD. *State of the CAO: Office of the Administration*. December 2014
- HUD. *State of the CHCO: Office of the Chief Human Capital Officer*. December 2014
- HUD. *State of the CFO: Office of the Chief Financial Officer*. December 2014
- HUD. *Management Response To The OIG Report On Management And Performance Challenges*. FY 2013
- HUD. *FY 2013 Annual Performance Report FY 2015 Annual Performance Plan*. July 2014.
- HUD. *HUD Budget Demo Final Content Budget Controls and Process: Using Oracle through a Shared Service Provider*, September 2014
- HUD. *New Core Awareness Stakeholder Briefing*. September 2014
- HUD. *New Core Program Charter VI.2*. September 2014
- HUD. *Strategic Plan 2014-2018*. April 2014.
- HUD Office of Inspector General. *Memorandum: Management and Performance Challenges for FY2015 and Beyond*. October 2014
- HUD Office of Inspector General. *Management and Performance Challenges for FY2014 and Beyond*. November 2013.
- HUD Office of Inspector General. *Federal Housing Administration Financial Statements Audit*. November 2014.
- HUD Office of Inspector General. *Additional Details to Supplement Our Report on HUD's Fiscal Years 2013 and 2012 Financial Statements*. December 2013.
- IBM. *Pushing the Frontiers, CFO-insights from the Global C-Suite Study*. 2014
- IBM. *The New Value Integrator, Insights from the Global Chief Financial Officer Study*. 2010

KPMG. *Being the Best: Inside the Intelligent Finance Function*. 2013

Office of Management and Budget. *Memorandum for the Heads of Executive Departments and Agencies: Improving Financial Systems through Shared Services*. March 2013.

PWC. *How to Plan a Successful Finance Transformation*. 2009.

PWC. *Drifting or Driving? Finance Effectiveness Benchmark Study*. 2011

PWC. *Unlocking Potential: Finance Effectiveness Benchmark Study*. 2013.

The Department of the Treasury. *Department of the Treasury Chief Financial Officers Council Charter*. 1994.

U.S. Department of the Treasury. *A Guide To The History and Activities of the Department of the Treasury Chief Financial Officers Council*. 1997.

U.S. Department of the Treasury, Office of Financial Innovation and Transformation. *Financial Management: Financial Marketplace Governance*. October 2014.

U.S. Department of the Treasury, Office of Financial Innovation and Transformation. *Financial Management Shared Services: Federal Shared Service Provider and Customer Agency Governance*. September 2014.

U.S. Department of the Treasury Office of Inspector General. *Report on the Bureau of Fiscal Service Administrative Resource Center's Description of its Financial Management Services and the Suitability of the Design and Operating Effectiveness of its Controls for the Period July 1, 2013 to June 30, 2014*. August 2014.

U.S. Department of the Treasury, Bureau of the Fiscal Service. *Project Scope Statement*. August 2014.

United States Office of Personnel Management. *Federal Employee Viewpoint Survey Results, Department of Housing and Urban Development Agency Trend Report*. 2014

United States Office of Personnel Management. *Federal Employee Viewpoint Survey Results, Department of Housing and Urban Development Agency Trend Report*. 2013

United States Office of Personnel Management. *Federal Employee Viewpoint Survey Results, Government Management Report*. 2014

## APPENDIX E: EXAMPLE OF A CFO COUNCIL CHARTER

### Department of Treasury Chief Financial Officers Council

#### **Introduction:**

The Department of the Treasury Chief Financial Officers (CFO) Council was established in July 1994 following the enactment of the Government Management Reform Act (GMRA) of 1994, which amended the Chief Financial Officers Act of 1990. GMRA required annual audited agency wide financial statements. The Treasury CFO Council replaced its predecessor, the Financial Management Council, and mirrors the structure of the government wide CFO Council established by the CFO Act of 1990. The initial purpose of the Treasury CFO Council was to address the requirements of the CFO Act, as amended by GMRA. Over time the purposes and goals of the Council have expanded to cover a wide range of financial management topics of interest to the Treasury CFO community.

#### **Purpose:**

- Provide leadership to promote the effective management of government resources.
- Assist in the continuous improvement of Departmental financial management.
- Provide a forum for the discussion of major financial management issues, new or revised accounting policies, and problem resolution.
- Ensure the Department's financial management, financial systems, asset management, risk management, and internal control goals and expectations are clearly communicated.
- Address the practical implementation of policies referred by the government-wide CFO Council and the Office of Management and Budget.
- Provide complete and useful financial information on Treasury Operations which fully support financial and performance reporting.
- Promote the professional development of financial managers

#### **Authorities:**

Treasury CFO Council activities relate to requirements included in following:

- The CFO Act, as amended by the GMRA
- The Federal Managers Financial Integrity Act
- The Federal Financial Management Improvement Act
- The Improper Payments Information Act
- Various OMB Circulars (e.g., A-123, Management's Responsibility for Internal Controls and A-136, Form and Content of Agency Financial Statements)
- Various Treasury Directives (e.g., TD 27-01, Organization and Functions of the Assistant Secretary for Management and Chief Financial Officer.)

#### **Members:**

- Bureau CFOs and Deputy CFOs
- CFOs and DCFOs of other entities having financial management and reporting responsibilities (e.g., the Office of Financial Stabilization, Community Development



Financial Institutions Fund, Treasury Franchise Fund, and the Executive Office of Asset Forfeiture).

- The Inspector General; the Treasury Inspector General for Tax Administration; and the Special Inspector General, Troubled Asset Relief Program are ex-officio members (although their respective CFOs and DCFOs are voting members).

**Chair:** Assistant Secretary for Management and Chief Financial Officer (ASM/CFO), Department of the Treasury

**Vice Chair:** Deputy Chief Financial Officer, Department of the Treasury

**Decision Making:** The ultimate authority for determining financial management policies and practices (e.g., financial accounting policy, managerial cost accounting policy, risk management and internal controls policy, financial management systems strategy, etc.) for the Department and all its components rests with the ASM/CFO. However, policies and practices having a Department wide impact are normally developed using input of the CFO Council to ensure proper consideration of the needs and circumstances of the bureaus and other components. Accordingly, after obtaining and discussing input on proposed new or revised financial management policies and practices, a majority vote of the Council members may establish new policies, subject to review by the ASM/CFO at his discretion. The Council will establish special committees or workgroups on an as needed basis.

**Frequency of Meetings:** Monthly, except for months in which the Working Capital Fund Governance Board convenes.

**Agenda:** The Council will address the activities of the Department of the Treasury on such matters as financial management, consolidation and modernization of financial systems, improved quality of financial information, financial data, and information standards, risk management and internal controls, legislation affecting financial operations and organization, and any other financial/administrative matter falling under the purview of Council members. The council will also serve as a forum to help monitor progress, resolve problems, provide coordination, and develop consensus on administrative/financial management initiatives.

Approved:

\_\_\_\_\_  
Peter B. McCarthy

Assistant Secretary for Management and Chief Financial Officer

Date:

\_\_\_\_\_

## APPENDIX F: ACRONYMS AND ABBREVIATIONS

Acronym/Abbreviation	Definition
<b>Academy</b>	National Academy of Public Administration
<b>ACFO</b>	Assistant Chief Financial Officer
<b>AGA</b>	Association of Government Accountants
<b>AMA</b>	American Management Association
<b>ARC</b>	Administrative Resource Center
<b>CFO</b>	Chief Financial Officer
<b>CPD</b>	Community, Planning & Development
<b>DCFO</b>	Deputy Chief Financial Officer
<b>ERP</b>	Enterprise Resource Planning
<b>FM</b>	Financial Management
<b>FSA</b>	Federal Student Aid
<b>FTE</b>	Full-time Equivalents
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>HIFMIP</b>	HUD Integrated Financial Management Improvement Project
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HEAT</b>	HUD Enterprise and Architecture Transformation
<b>ICOFR</b>	Internal Control over Financial Reporting
<b>LinkVisum</b>	LinkVisum Consulting Group
<b>LOCCS</b>	Line of Credit Control System
<b>NASA</b>	National Aeronautics and Space Administration
<b>NGMS</b>	Next Generation Management System
<b>OCFO</b>	Office of the Chief Financial Officer
<b>OFIT</b>	Office of Finance & Innovation
<b>OIG</b>	Office of the Inspector General
<b>OMB</b>	Office of Management and Budget
<b>PIH</b>	Public and Indian Housing
<b>PWC</b>	PricewaterhouseCoopers
<b>SEC</b>	Securities and Exchange Commission
<b>SLA</b>	Service Level Agreement
<b>SSAE</b>	Statement on Standards for Attestation
<b>SSP</b>	Shared Service Provider
<b>Treasury</b>	U.S. Treasury

## COVER IMAGES CREDITS

### **Top row, left to right:**

HUD Secretary's Awards: [http://www.huduser.org/portal/about/OppEmpowerAward\\_2015\\_1.html](http://www.huduser.org/portal/about/OppEmpowerAward_2015_1.html)

Financial Management: [www.hengineers.com](http://www.hengineers.com)

### **Bottom row, left to right:**

HUD Logo: <http://portal.hud.gov/hudportal/HUD>

HUD building: [blog.landmarknetwork.com](http://blog.landmarknetwork.com)



8300 Boone Blvd  
Suite 730  
Vienna, VA 22182  
Phone: (703)-442-4575  
Website: [www.linkvisum.com](http://www.linkvisum.com)



**National Academy of  
Public Administration<sup>®</sup>**

1600 K Street, N.W.  
Suite 400  
Washington, D.C. 20006  
Phone: (202) 347-3190  
Fax: (202) 393-0993  
Website: [www.napawash.org](http://www.napawash.org)



**From:** Marshall, Susan G.  
**Sent:** Wed, 8 Jul 2015 18:50:16 +0000  
**To:** Diane (diane baker241@ ) annf77@ Dan G  
(blair2900@ )  
**Subject:** FW: \*\*MERIT MATTERS: Efficient and Effective Use of the Workforce\*\*

See below...love the first one...employees should have enough work to keep them employed...well, that's news to me!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dalton, Learlie K.  
**Sent:** Wednesday, July 08, 2015 1:57 PM  
**To:** OIG-Senior Management; OIG-OI Managment; OIG-OA-Directors; OIG-OA Audit Managers; Delmar, Richard K.; Lawrence, Jeffrey; Koehler, Jay B.  
**Cc:** Mingo, Kimberly T.; Maise, Latania; Floyd, Chartara J.  
**Subject:** FW: \*\*MERIT MATTERS: Efficient and Effective Use of the Workforce\*\*

**From:** [TreasuryChiefHumanCapitalOfficer@treasury.gov](mailto:TreasuryChiefHumanCapitalOfficer@treasury.gov)  
[<mailto:TreasuryChiefHumanCapitalOfficer@treasury.gov>]  
**Sent:** Wednesday, July 08, 2015 1:17 PM  
**Subject:** \*\*MERIT MATTERS: Efficient and Effective Use of the Workforce\*\*

This message was sent securely using ZixCorp.

## *Merit Matters Newsletter*

### *for Managers, Supervisors, and HR Professionals*

---

<p><b>Merit System Principle #5:</b> <b>The Federal work force should be used efficiently and effectively.</b></p>
--

Earlier in our series focusing on the Merit System Principles, we discussed how these principles are the cornerstone of the civil service and are designed to be the guiding principles for managers, supervisors, and management officials. Our focus today, the fifth Merit System Principle, has been referred to as "the fundamental policy" of the Civil Service Reform Act

(enacted into law in 1979). This principle is seen, by the courts, as the decisive, overarching policy that should drive all actions and decisions affecting the civil service.

This seemingly obvious principle, the most concise of all the Merit System Principles, has a depth of significance. Using the federal workforce efficiently and effectively means that

- **Employees should have enough work to keep them fully employed.**
  - Employees who are not fully employed not only waste federal funds, but they can have a negative effect on morale. Maybe they're chatting and distracting other employees; maybe there are feelings of animosity since some employees feel like they're carrying the workload and others aren't pulling their weight; and maybe the trust between employees and managers erodes because management doesn't take action to ensure everyone is fully employed.
- **A spirit of cooperation, collaboration and teamwork should prevail in the workplace.**
  - Infighting, backbiting, or hoarding information does not support efficiency or effectiveness – and not taking the time to appropriately address these issues can redirect resources away from mission critical activities.
- **Employees should have the resources necessary to get the job done.**
  - Without the resources and tools necessary to do the job, the work may not get done at all or it may be done with delays or errors. Resources and tools don't only refer to concrete items like supplies and computers, budget or people – it also means that employees receive the guidance, training, and information necessary to do their jobs.
- **Organizations should be structured efficiently.**
  - Position management is a systematic approach to identify the number of positions needed, the competencies required, and how work is grouped and assigned. Sound position management results in a conscious effort to organize work in a way that is efficient and controls salary and associated costs.

There's also another way to look at this Merit System Principle and that's through the lens of the Whistleblower Protection Enhancement Act. Whistleblowing is often viewed in the context of program or operational efficiency and effectiveness, but if programs or operations are inefficient or ineffective, then the workforce assigned to them isn't being used in accordance with this merit system principle. Whistleblowing means disclosing information that a person reasonably believes is evidence of:

- a violation of any law, rule or regulation,
- gross mismanagement,
- a gross waste of funds,
- an abuse of authority, or
- a substantial and specific danger to public health or safety.

The Whistleblower Protection Enhancement Act of 2012 strengthens protection for federal employees who report waste, fraud, and abuse in government operations. It is a prohibited personnel practice for an agency to take, threaten to take, propose, or not take a personnel action because of whistleblowing activities. More information on whistleblowing and how to report improper retaliation for whistleblowing activities can be found on the Treasury website about [Whistleblower Protection](#).

Anita Blair

Treasury DASHR-CHCO

[Anita.Blair@treasury.gov](mailto:Anita.Blair@treasury.gov)

Earlier editions can be found on [the Green](#).

**From:** Dan Blair  
**Sent:** Mon, 13 Jul 2015 14:55:35 +0000  
**To:** Ispringer; Tricia Hollis (hollisp@oig.treas.gov); Susan Marshall (MarshallS@oig.treas.gov)  
**Subject:** FW: proposed rule summary  
**Attachments:** Summary of 2008 OPM Proposed Rule.docx, ATT00001.htm

Do you recall why this rule was never made final?

---

**From:** Hemingway, Jennifer [mailto:Jennifer.Hemingway@mail.house.gov]  
**Sent:** Monday, July 13, 2015 10:09 AM  
**To:** Dan Blair  
**Subject:** Fwd: proposed rule summary

Dan, Do you know why the proposed rule was never finalized? Thanks, Jennifer

Sent from my iPhone

Begin forwarded message:

**From:** "Bailey, Katie" <[Katie.Bailey@mail.house.gov](mailto:Katie.Bailey@mail.house.gov)>  
**Date:** July 12, 2015 at 5:18:04 PM EDT  
**To:** "Hemingway, Jennifer" <[Jennifer.Hemingway@mail.house.gov](mailto:Jennifer.Hemingway@mail.house.gov)>  
**Subject:** proposed rule summary

The OPM proposed rule from 2008 is really good. Attaching a 2 page summary for ease.

I'm not sure why they never formalized it, but a lot of the guidance was also repeated in the formal guidance the CHCOs got. What if we codified the part we like/think is relevant so it has more weight than the CHCO guidance?

Katie Bailey  
Sr. Professional Staff Member  
Committee on Oversight & Government Reform  
U.S. House of Representatives  
(202) 225-5074



On January 18, 2008, OPM issued [proposed regulations](#) to “achieve a consistent and effective policy for the use of Social Security Numbers by Federal agencies to combat fraud and identity theft.” While this rule was never finalized, **Janel is trying to figure out why** the proposed rule required federal agencies to “reduce the threat of identity theft by eliminating the unnecessary use and collection of Social Security Numbers”. The proposed regulations also would have imposed significant restrictions on the use of SSNs throughout the federal government. In fact, OPM stated in the proposed rules that “Federal agencies must take immediate action to restrict the unnecessary use of this important personal identifier. Continued exposure of individuals’ SSNs increases their vulnerability to identity theft and other harmful situations.”

The proposed rule also noted that:

- OPM issued formal guidance to the Federal Chief Human Capital Officers on June 18, 2007 to help agencies achieve a consistent and effective policy for safeguarding SSNs of Federal employees. [http://www.doi.gov/ocio/information\\_assurance/upload/OPM\\_18June2007.pdf](http://www.doi.gov/ocio/information_assurance/upload/OPM_18June2007.pdf) **Note, a lot of overlap with the proposed rule**
- “Efforts are underway to develop requirements for a new Government-wide employee identifier which will replace the Social Security Number as the primary employee identifier,”

The proposed rule would:

- Add language to statute to provide agencies with specific information on the appropriate and inappropriate use of employee SSNs in employee records and human resources information systems
- Require special safeguards for automated records.
- Prohibit SSNs from being collected before the time of the employee’s appointment, at which time they can be collected and entered into the human resources and payroll systems.
- Prohibited agencies from using the SSN as an employee's primary key, i.e., unique identifier, in internal or external data processing activities. Add definitions of “Exposure” and “Primary Key”
- Required agencies to ensure that SSNs are not printed, e.g., on forms, or reports, or displayed on computer display screens.
- Restricted access to SSNs to those individuals whose official duties require such access. A listing of all individuals with access authorization based on legitimate business needs must be maintained and reviewed for continued applicability. **(note, at my last job we had reviews of this type of information every 6 months by management)**
- Required agencies to ensure, through appropriate annual training and educational programs, including training on Privacy Act and FOIA requirements, that those individuals who are authorized to access SSNs understand their responsibility to protect sensitive and personal information. This responsibility includes securing this information when working from home or another remote location.
- Required agencies to use privacy and confidentiality statements that describe accountability clearly and warn of possible disciplinary action for unauthorized release of SSN and PII. These statements must be signed by all individuals who have access to SSNs. **(note: we could beef this**

### disciplinary action up]

- Agencies must ensure their telework policies and written agreements are in compliance with Federal privacy protection policies, including policies governing protection of personally identifiable information, e.g., SSNs.
- Agencies must require supervisory approval before authorized individuals may access, transport, or transmit information containing a SSN outside of the agencies' facilities. (Note: at my last job we had screening baked into our systems that would not allow anything that either was or appeared to be an SSN to be emailed. It got swept up in a filter. We could consider this type of requirement at agencies. Then force the person emailing to prove why it should be lifted from the agency's quarantine).
- Required any electronic records containing SSNs that must be transported or transmitted to be in an encrypted or protected format as prescribed in all established guidance regarding the protection of sensitive agency information. Paper-based records containing SSNs would be required to be transported in wheeled containers, portfolios, briefcases, or similar devices that can be locked when not in use. In addition, these containers must be identifiable by tag or decal with contact and mailing address information.
- Require agencies to ensure access to SSNs, including access involving data entry, printing, and screen displays, occurs in a protected location to guard against exposure.
- Agencies must ensure all security incidents involving PII, especially SSNs, are reported in accordance with all established guidance regarding the reporting of incidents involving personally identifiable information. In addition, agencies must inform all employees of all established incident reporting requirements annually.
- Agencies must ensure all authorized disclosures of information containing SSNs and other PII are made in accordance with established regulations and procedures.

### *Special safeguards for automated records:*

- Minimize the risk of unauthorized disclosure of SSNs during data entry activities by concealing the SSN on the screens.
- Assure adequate internal control procedures to properly monitor authorized and unauthorized access to SSNs and other PII.
- Assure all SSN safeguards and protection rules are enforced in both test and production environments.



## Text:

[Federal Register Volume 73, Number 13 (Friday, January 18, 2008)]  
[Proposed Rules]  
[Pages 3410-3411]  
From the Federal Register Online via the Government Printing Office  
[[www.gpo.gov](http://www.gpo.gov)]  
[FR Doc No: E8-858]

=====

Proposed Rules

Federal Register

=====

This section of the FEDERAL REGISTER contains notices to the public of the proposed issuance of rules and regulations. The purpose of these notices is to give interested persons an opportunity to participate in the rule making prior to the adoption of the final rules.

=====

Federal Register / Vol. 73, No. 13 / Friday, January 18, 2008 /  
Proposed Rules

[[Page 3410]]

### OFFICE OF PERSONNEL MANAGEMENT

5 CFR Part 293

RIN 3260-AL24

### Personnel Records

AGENCY: Office of Personnel Management.

ACTION: Proposed rule with request for comments.

=====

SUMMARY: The Office of Personnel Management is issuing proposed regulations to achieve a consistent and effective policy for the use of Social Security Numbers by Federal agencies to combat fraud and identity theft. Federal agencies must reduce the threat of identity theft by eliminating the unnecessary use and collection of Social Security Numbers. This proposed regulation imposes significant

restrictions on the use of Social Security Numbers throughout the Federal Government and is consistent with the recommendations made by the President's Identity Theft Task Force.

DATES: Comments must be received on or before March 18, 2008.

ADDRESSES: Send or deliver written comments to the Deputy Associate Director for Workforce Information and System Requirements, Strategic Human Resources Policy Division, Office of Personnel Management, Room 7439, 1900 E Street, NW., Washington, DC 20415-8200; by fax at (202) 606-4891.

FOR FURTHER INFORMATION CONTACT: Leroy McKnight, by telephone at (202) 606-4054; by fax at (202) 606-1719; or by e-mail at [Leroy.Mcknight@opm.gov](mailto:Leroy.Mcknight@opm.gov).

SUPPLEMENTARY INFORMATION: In an effort to better protect sensitive personal information, particularly Social Security Numbers (SSNs), Federal agencies must take immediate action to restrict the unnecessary use of this important personal identifier. Continued exposure of individuals' SSNs increases their vulnerability to identity theft and other harmful situations. While some Federal agencies have taken steps to reduce the use of SSNs in certain functions, inconsistencies in approaches and standards for protecting the SSN creates a risk that can lead to misuse. The Office of Personnel Management (OPM) has been working with the President's Identity Theft Task Force and the agencies on a number of identity theft protection initiatives, and was tasked with issuing formal guidance to the agencies on the appropriate ways to restrict the use, and conceal the SSNs in employee records and human resources information systems. OPM issued formal guidance to the Federal Chief Human Capital Officers on June 18, 2007, to help agencies achieve a consistent and effective policy for safeguarding the Social Security Numbers of Federal employees. A copy of the guidance package can be obtained by going to <http://www.chcoc.gov>. These proposed regulations are intended to update OPM's regulations governing personnel records so they are consistent with that guidance. These proposed regulations impose significant restrictions on the use of SSNs, leading to enhanced protection of sensitive personal information. Applying the guidance and regulations is a first step in protecting the personal identity of Federal employees.

Efforts are underway to develop requirements for a new Government-wide employee identifier which will replace the Social Security Number as the primary employee identifier. Once this new employee identifier is established, Federal agencies will have a viable alternative to the use of SSNs in their business activities. The use of this new employee identifier as a substitute for the SSN would diminish the risk of identity theft by eliminating the unnecessary use of the SSN as an employee identifier in many situations.

OPM is proposing the following specific changes, which we believe will assist Federal agencies in their efforts to combat fraud and identity theft:

In Sec. 293.102 we are proposing to add definitions of Exposure, and Primary Key, which are new terms used in the proposed regulations.

In Sec. 293.105, which addresses restrictions on collection and use of information, we propose to add paragraphs (b)(3) through (13). These new paragraphs provide agencies with specific information on the appropriate and inappropriate use of employee Social Security Numbers



in employee records and human resources information systems.

OPM also proposes to add paragraphs (a) (8) through (10) to Sec. 293.107, which requires special safeguards for automated records. The additional paragraphs will ensure that agencies know what they must do to improve their data security measures. These safeguards pertain specifically to improving the protection of employee Social Security Numbers.

E.O. 12866, Regulatory Review

This rule has been reviewed by the Office of Management and Budget in accordance with E.O. 12866.

Regulatory Flexibility Act

I certify that these regulations would not have a significant economic impact on a substantial number of small entities because they would apply only to Federal agencies and employees.

List of Subjects in 5 CFR Part 293

Government employees, Privacy, Records.

Office of Personnel Management.

Linda M. Springer,

Director.

Accordingly, OPM proposes to amend 5 CFR part 293 as follows:

#### PART 293--PERSONNEL RECORDS

1. The authority citation for part 293 is revised to read as follows:

Authority: 5 U.S.C. 552, 552a, 1103, 1104, 1302, 2951(2), 3301, and 4315; E.O. 12107 (December 28, 1978), 3 CFR 1954-1958 Comp.; 5 CFR 7.2; E.O. 9830; 3 CFR 1943-1948 Comp.

#### Subpart A--Basic Policies on Maintenance of Personnel Records

2. In Sec. 293.102 the definitions of Exposure and Primary Key are added in alphabetical order as follows:

Sec. 293.102 Definitions.

\* \* \* \* \*

Exposure means the unprotected display, storage, and transmission of personally identifiable information (PII), e.g., Social Security Numbers;

\* \* \* \* \*

Primary Key means a particular item chosen to uniquely identify a specific individual or to associate information

[[Page 3411]]

with a specific individual in an automated environment;

\* \* \* \* \*

3. In Sec. 293.105, paragraphs (b) (3) through (13) are added to read as follows:

Sec. 293.105 Restrictions on collection and use of information.

\* \* \* \* \*

(b) \* \* \*

(3) If Social Security Numbers are collected, they will be collected only at the time of the employee's appointment to be entered into the human resources and payroll systems. The collection tool (if paper-based) will be stored in a protected location to guard against exposure until it is no longer required. The Guide to Personnel Recordkeeping will be used to determine retention requirements for certain paper-based collection tools. Disposal of all paper-based collection tools (i.e., forms, letters, and other correspondence) will be in accordance with the General Record Schedule issued by the National Archives and Records Administration.

(4) Agencies may not use the Social Security Number as an employee's primary key, i.e., unique identifier, in internal or external data processing activities.

(5) Agencies must ensure that Social Security Numbers are not printed, e.g., on forms, or reports, or displayed on computer display screens.

(6) Access to Social Security Numbers must be restricted to those individuals whose official duties require such access. A listing of all individuals with access authorization based on legitimate business needs must be maintained and reviewed for continued applicability.

(7) Agencies must ensure, through appropriate annual training and educational programs, including training on Privacy Act and Freedom of Information Act requirements, that those individuals who are authorized to access Social Security Numbers understand their responsibility to protect sensitive and personal information. This responsibility includes securing this information when working from home or another remote location.

(8) Agencies must use privacy and confidentiality statements that describe accountability clearly and warn of possible disciplinary action for unauthorized release of the Social Security Number and other personally identifiable information. These statements must be signed by all individuals who have access to Social Security Numbers.

(9) Agencies must ensure their telework policies and written agreements are in compliance with Federal privacy protection policies, including policies governing protection of personally identifiable information, e.g., Social Security Numbers.

(10) Agencies must require supervisory approval before authorized individuals may access, transport, or transmit information containing a Social Security Number outside of the agencies' facilities. Electronic records containing Social Security Numbers must be transported or transmitted in an encrypted or protected format as prescribed in all established guidance regarding the protection of sensitive agency information. Paper-based records containing Social Security Numbers must be transported in wheeled containers, portfolios, briefcases, or similar devices that can be locked when not in use. In addition, these containers must be identifiable by tag or decal with contact and mailing address information.

(11) Agencies must ensure access to Social Security Numbers, including access involving data entry, printing, and screen displays,

occurs in a protected location to guard against exposure.

(12) Agencies must ensure all security incidents involving personally identifiable information, especially Social Security Numbers, are reported in accordance with all established guidance regarding the reporting of incidents involving personally identifiable information. In addition, agencies must inform all employees of all established incident reporting requirements annually.

(13) Agencies must ensure all authorized disclosures of information containing Social Security Numbers and other personally identifiable data are made in accordance with established regulations and procedures.

4. In Sec. 293.107, paragraphs (a)(8) through (10) are added to read as follows:

Sec. 293.107 Special safeguards for automated records.

(a) \* \* \*

(8) Minimize the risk of unauthorized disclosure of Social Security Numbers during data entry activities by concealing the Social Security Number on the screens.

(9) Assure adequate internal control procedures to properly monitor authorized and unauthorized access to Social Security Numbers and other personally identifiable data.

(10) Assure all Social Security Number safeguards and protection rules are enforced in both test and production environments.

\* \* \* \* \*

[FR Doc. E8-858 Filed 1-17-08; 8:45 am]  
BILLING CODE 6325-39-P

**From:** Marshall, Susan G.  
**Sent:** Mon, 13 Jul 2015 15:00:39 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: proposed rule summary

Not specifically, but I do remember that moving to other than a social security number had a big impact on the USAJobs system and the OPM staff who ran it were trying to stall the change.

For some reason I think JH was one of the staffers who contacted OPM to complain about the use of the SSN in USAJobs due to security concerns. I recall that USAJobs job applicants were complaining about having to give their SSN to the govt.

Hope this helps. ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, July 13, 2015 10:56 AM  
**To:** Ispringer; Hollis, Tricia; Marshall, Susan G.  
**Subject:** FW: proposed rule summary

Do you recall why this rule was never made final?

---

**From:** Hemingway, Jennifer [mailto:[Jennifer.Hemingway@mail.house.gov](mailto:Jennifer.Hemingway@mail.house.gov)]  
**Sent:** Monday, July 13, 2015 10:09 AM  
**To:** Dan Blair  
**Subject:** Fwd: proposed rule summary

Dan, Do you know why the proposed rule was never finalized? Thanks, Jennifer

Sent from my iPhone

Begin forwarded message:

**From:** "Bailey, Katie" <[Katie.Bailey@mail.house.gov](mailto:Katie.Bailey@mail.house.gov)>  
**Date:** July 12, 2015 at 5:18:04 PM EDT  
**To:** "Hemingway, Jennifer" <[Jennifer.Hemingway@mail.house.gov](mailto:Jennifer.Hemingway@mail.house.gov)>  
**Subject:** proposed rule summary

The OPM proposed rule from 2008 is really good. Attaching a 2 page summary for ease.



I'm not sure why they never formalized it, but a lot of the guidance was also repeated in the formal guidance the CHCOs got. What if we codified the part we like/think is relevant so it has more weight than the CHCO guidance?

Katie Bailey  
Sr. Professional Staff Member  
Committee on Oversight & Government Reform  
U.S. House of Representatives  
(202) 225-5074

**From:** Marshall, Susan G.  
**Sent:** Mon, 13 Jul 2015 15:07:11 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: proposed rule summary

Please don't...it is okay to tell her what I said, I just don't want her to see the part about what I said about her, in case I am wrong (although I think I am right). You know how she feels about me... YIKES.

"Not specifically, but I do remember that moving to other than a social security number had a big impact on the USAJobs system and the OPM staff who ran it were trying to stall the change. I recall that USAJobs job applicants were complaining about having to give their SSN to the govt."

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, July 13, 2015 11:04 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: proposed rule summary

Can I forward your message to her?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, July 13, 2015 11:01 AM  
**To:** Dan Blair  
**Subject:** RE: proposed rule summary

For some reason I think JH was one of the staffers who contacted OPM to complain about the use of the SSN in USAJobs due to security concerns. I recall that USAJobs job applicants were complaining about having to give their SSN to the govt.

Hope this helps. ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, July 13, 2015 10:56 AM  
**To:** Ispringer; Hollis, Tricia; Marshall, Susan G.  
**Subject:** FW: proposed rule summary

Do you recall why this rule was never made final?

---

**From:** Hemingway, Jennifer [<mailto:Jennifer.Hemingway@mail.house.gov>]  
**Sent:** Monday, July 13, 2015 10:09 AM  
**To:** Dan Blair  
**Subject:** Fwd: proposed rule summary

Dan, Do you know why the proposed rule was never finalized? Thanks, Jennifer

Sent from my iPhone

Begin forwarded message:

**From:** "Bailey, Katie" <[Katie.Bailey@mail.house.gov](mailto:Katie.Bailey@mail.house.gov)>  
**Date:** July 12, 2015 at 5:18:04 PM EDT  
**To:** "Hemingway, Jennifer" <[Jennifer.Hemingway@mail.house.gov](mailto:Jennifer.Hemingway@mail.house.gov)>  
**Subject:** proposed rule summary

The OPM proposed rule from 2008 is really good. Attaching a 2 page summary for ease.

I'm not sure why they never formalized it, but a lot of the guidance was also repeated in the formal guidance the CHCOs got. What if we codified the part we like/think is relevant so it has more weight than the CHCO guidance?

Katie Bailey  
Sr. Professional Staff Member  
Committee on Oversight & Government Reform  
U.S. House of Representatives  
(202) 225-5074

**From:** Brown, Ellen B.  
**Sent:** Mon, 13 Jul 2015 16:14:11 +0000  
**To:** michele.blair@[REDACTED]; Franzel, Brent S.; Franzel, Matthew J.  
**Cc:** dblair@napawash.org; MarshallS@oig.treas.gov  
**Subject:** RE: YIKES! Woodstock is All Flooded

OH NO... Didn't know. Just turned on the news to see. Will check it out – DEFINITELY hope the Wal-Marts is ok!!!!!! EB

---

**From:** Blair, Michele [mailto:michele.blair@[REDACTED]]  
**Sent:** Monday, July 13, 2015 12:10 PM  
**To:** Brown, Ellen B.; Franzel, Brent S.; Franzel, Matthew J.  
**Cc:** Dan ; Marshall, Susan G.  
**Subject:** YIKES! Woodstock is All Flooded

They just showed pictures of Woodstock on the news -- lots of flooding! I hope the Wal-Marts is OK!!

**Michele Blair**  
Director, Global Corporate Responsibility  
TE Connectivity  
+1 [REDACTED] tel  
+1 [REDACTED] mobile  
[michele.blair@\[REDACTED\]](mailto:michele.blair@[REDACTED])



**From:** Franzel, Matthew J.  
**Sent:** Mon, 13 Jul 2015 16:32:41 +0000  
**To:** Marshall, Susan G.  
**Cc:** Blair, Michele; Brown, Ellen B.; Franzel, Brent S.; Dan  
**Subject:** Re: YIKES! Woodstock is All Flooded  
**Attachments:** image001.jpg, image001.jpg

My Wal-Marts here is no fun.

Sent from my iPhone

On Jul 13, 2015, at 12:17 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Looks like Gingy and his Wal-Mart greeter friend are safe. I hope everyone else at the store is okay!

<[image001.jpg](#)>

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Blair, Michele [<mailto:michele.blair@>]  
**Sent:** Monday, July 13, 2015 12:10 PM  
**To:** Brown, Ellen B. ([ebrown@mail](mailto:ebrown@mail)) ([ebrown@mail](mailto:ebrown@mail)); Franzel, Brent S.; Matthew Franzel  
**Cc:** Dan ; Marshall, Susan G.  
**Subject:** YIKES! Woodstock is All Flooded

They just showed pictures of Woodstock on the news -- lots of flooding! I hope the Wal-Marts is OK!!

**Michele Blair**  
Director, Global Corporate Responsibility  
TE Connectivity  
+1 202 261 1234 tel  
+1 202 261 1234 mobile  
[michele.blair@](mailto:michele.blair@)



**From:** Marshall, Susan G.  
**Sent:** Mon, 13 Jul 2015 17:34:48 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: YIKES! Woodstock is All Flooded

As the brothers would say, " I am sooooooooooooo unique"...besides, don't hate me because I'm beautiful!

<http://www.nbc.com/saturday-night-live/video/the-festrunk-brothers/n8662>

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, July 13, 2015 1:23 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: YIKES! Woodstock is All Flooded

I never dressed as well as you

Sent from my iPhone

On Jul 13, 2015, at 1:21 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Looks like a 50/50...50 years old and fifty pounds overweight. That's me! By the way, I notice you are handling store security..

1. [<image002.jpg>](#)

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, July 13, 2015 1:15 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: YIKES! Woodstock is All Flooded

You were spotted shopping there the other day....

<image005.jpg>

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Monday, July 13, 2015 12:17 PM

**To:** 'Blair, Michele'; Brown, Ellen B. ([ebrown@mail.](mailto:ebrown@mail.)); ([ebrown@mail.](mailto:ebrown@mail.)); Franzel, Brent S.; Matthew Franzel

**Cc:** Dan Blair

**Subject:** RE: YIKES! Woodstock is All Flooded

Looks like Gingy and his Wal-Mart greeter friend are safe. I hope everyone else at the store is okay!

<image006.jpg>

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Blair, Michele [<mailto:michele.blair@>]

**Sent:** Monday, July 13, 2015 12:10 PM

**To:** Brown, Ellen B. ([ebrown@mail.](mailto:ebrown@mail.)); ([ebrown@mail.](mailto:ebrown@mail.)); Franzel, Brent S.; Matthew Franzel

**Cc:** Dan ; Marshall, Susan G.

**Subject:** YIKES! Woodstock is All Flooded

They just showed pictures of Woodstock on the news -- lots of flooding! I hope the Wal-Marts is OK!!

**Michele Blair**

Director, Global Corporate Responsibility  
TE Connectivity  
+1 tel  
+1 mobile  
[michele.blair@](mailto:michele.blair@)

This message was secured by **ZixCorp®**.

To reach ZixCorp, go to: <http://www.zixcorp.com>



**From:** Marshall, Susan G.  
**Sent:** Mon, 13 Jul 2015 19:53:34 +0000  
**To:** 'Franzel, Matthew J.'  
**Subject:** RE: YIKES! Woodstock is All Flooded

OMG..I love it, them and you! Hope to see you soon! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Franzel, Matthew J. [mailto:matthew.franzel@mail. ]  
**Sent:** Monday, July 13, 2015 3:52 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: YIKES! Woodstock is All Flooded

In all seriousness, winter here (besides the boatload of old people) is actually really nice and JetBlue always runs specials. We will all have to plan something. Like I said, we will DEFINITELY be up soon. We want to come up a couple of times... And soon!!!! Here are some photos to hold you over!



Sent from my iPhone

On Jul 13, 2015, at 3:49 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

I hope to see you and Leanne when are here! Winter in Florida sounds good to me! ☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Franzel, Matthew J. [mailto:matthew.franzel@mail. ]  
**Sent:** Monday, July 13, 2015 3:48 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: YIKES! Woodstock is All Flooded

Leanne and I are planning to come maybe in late August. I also want to come in the fall because it's my favorite time of year there!

You'll have to come here in the winter like all of the other snowbirds!!! ;)

Sent from my iPhone

On Jul 13, 2015, at 3:45 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Oh Lordy...Me and my old self don't do well in the heat and humidity. I am really old, you know? You'll have to come home soon so we can visit!

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Franzel, Matthew J. [<mailto:matthew.franzel@mail.>]  
**Sent:** Monday, July 13, 2015 3:40 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: YIKES! Woodstock is All Flooded

I miss you!!! When are you coming to visit in the amazing (and humid) Florida weather?!??

Sent from my iPhone

On Jul 13, 2015, at 2:20 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hey Matt!! Haven't talked to you in ages...I hope you are doing well and enjoying the summer!

Love you!

Suan

---

**From:** Franzel, Matthew J. [<mailto:matthew.franzel@mail.>]  
**Sent:** Monday, July 13, 2015 12:33 PM  
**To:** Marshall, Susan G.  
**Cc:** Blair, Michele; Brown, Ellen B.; Franzel, Brent S.; Dan  
**Subject:** Re: YIKES! Woodstock is All Flooded

My Wal-Marts here is no fun.

Sent from my iPhone

On Jul 13, 2015, at 12:17 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Looks like Gingy and his Wal-Mart greeter friend are safe. I hope everyone else at the store is okay!

<[image001.jpg](#)>

**Susan Marshall**  
Director, External Relations

Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Blair, Michele [[mailto:michele.blair@\[REDACTED\]](mailto:michele.blair@[REDACTED])]  
**Sent:** Monday, July 13, 2015 12:10 PM  
**To:** Brown, Ellen B. ([ebrown@mail@\[REDACTED\]](mailto:ebrown@mail@[REDACTED])) ([ebrown@mail@\[REDACTED\]](mailto:ebrown@mail@[REDACTED])); Franzel, Brent S.; Matthew Franzel  
**Cc:** Dan ; Marshall, Susan G.  
**Subject:** YIKES! Woodstock is All Flooded

They just showed pictures of Woodstock on the news -- lots of flooding! I hope the Wal-Marts is OK!!

**Michele Blair**  
Director, Global Corporate Responsibility  
TE Connectivity  
+1 [REDACTED] 4 tel  
+1 [REDACTED] mobile  
[michele.blair@te.com](mailto:michele.blair@te.com)



**From:** Marshall, Susan G.  
**Sent:** Wed, 15 Jul 2015 19:24:06 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: vacation meal plans

At least Amy will pack here sense of humor.. besides, remember that your very well adjusted friends have got your back...



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, July 15, 2015 3:17 PM  
**To:** Marshall, Susan G.  
**Subject:** Fwd: vacation meal plans

No one else commented. It will be a long week.

Sent from my iPhone

Begin forwarded message:

**From:** Amy E Blair <[aeblair@](mailto:aeblair@)>  
**Date:** July 15, 2015 at 9:45:25 AM EDT  
**To:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Cc:** "Blair, Allen" <[allen.blair@](mailto:allen.blair@)>, Timothy Blair <[timothyblair@](mailto:timothyblair@)>, "Blair, Michele" <[michele.blair@](mailto:michele.blair@)>, "Elizabeth Blair" <[hickory4714@](mailto:hickory4714@)>, Matt Snively <>, "David Blair" <[davidallenblair@](mailto:davidallenblair@)>, Catherine Rapp <>, "Rapp, Andrew" <[Andrew.Rapp@](mailto:Andrew.Rapp@)>  
**Subject:** Re: vacation meal plans



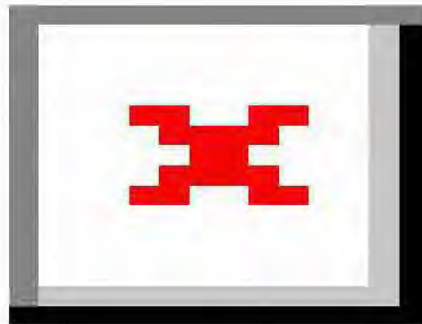
gas stove! what a bonus!

Amy E. Blair

816.695.7706

[aeblair@\[REDACTED\]](mailto:aeblair@[REDACTED])

On Wed, Jul 15, 2015 at 8:41 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:  
I was told this is the kitchen. Tim – you're in charge.



---

**From:** Blair, Allen [mailto:[allen.blair@\[REDACTED\]](mailto:allen.blair@[REDACTED])]

**Sent:** Wednesday, July 15, 2015 9:31 AM

**To:** Amy E Blair; Timothy Blair

**Cc:** Blair, Michele; Elizabeth Blair; Matt Snively; David Blair; Catherine Rapp; Rapp, Andrew; Dan Blair

**Subject:** RE: vacation meal plans

Tim, has a question about the kitchen. Yes, Tim, it has a kitchen.

Again check out:

<http://exclusivepropertiesus.com/as-you-wish>

**Allen W. Blair** | Partner | Stinson Leonard Street LLP

1201 Walnut Street, Suite 2900 | Kansas City, MO 64106-2150

T: [REDACTED] | M: [REDACTED] | F: [REDACTED]

[allen.blair@\[REDACTED\]](mailto:allen.blair@[REDACTED]) | [www.stinsonleonard.com](http://www.stinsonleonard.com)

Legal Administrative Assistant: Susan Hudson | [REDACTED] 7 | [susan.hudson@\[REDACTED\]](mailto:susan.hudson@[REDACTED])

This communication (including any attachments) is from a law firm and may contain confidential and/or privileged information. If it has been sent to you in error, please contact the sender for instructions concerning return or destruction, and do not use or disclose the contents to others.

**From:** Marshall, Susan G.  
**Sent:** Thu, 16 Jul 2015 12:52:42 +0000  
**To:** Dan G (blair2900@[REDACTED])  
**Subject:** The start of Blair beach week?



**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** Marshall, Susan G.  
**Sent:** Tue, 4 Aug 2015 18:40:43 +0000  
**To:** 'Dan G'  
**Subject:** RE: This doesn't help Grant Thornton  
**Attachments:** gao671783.pdf

Here is the GAO audit...

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [mailto:blair2900@  
**Sent:** Tuesday, August 04, 2015 2:39 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: This doesn't help Grant Thornton

No. Grassley is looking into this. And the fact that his name is Daniel Blair will totally confuse people.

---

**From:** [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**To:** [blair2900@](mailto:blair2900@)  
**Subject:** This doesn't help Grant Thornton  
**Date:** Tue, 4 Aug 2015 18:33:37 +0000

Some claim Deputy IG for Audit Daniel Blair was trying help Grant Thornton...

*Ball, in an Aug. 14, 2013, message to colleagues about feedback she had received from her supervisor at one point said Blair, in particular, believed the team had "to do what it takes" to reach the same positive conclusion as Grant Thornton, according to a copy of her email. Reached by phone at her home in Kansas City, Ball declined comment.*

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, August 04, 2015 2:17 PM



**To:** Dan G [REDACTED]

**Subject:** FW: New GAO report calls into question DoD IG procedures (Marine Corps audit)

DoD IG Rymer needs some assistance. He and Linick are fast friends.

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.

**Sent:** Tuesday, August 04, 2015 2:16 PM

**To:** Thorson, Eric M; Freedman, Marla A.; Taylor, Robert A.; Delmar, Richard K.

**Subject:** New GAO report calls into question DoD IG procedures (Marine Corps audit)

GAO found that in certain key audit areas, the Department of Defense (DOD) Office of Inspector General (OIG) did not perform sufficient procedures, under professional standards, and consequently did not obtain sufficient, appropriate audit evidence to support the audit opinion on the Marine Corps' Fiscal Year 2012 Schedule of Budgetary Activity (Schedule). GAO found that the OIG did not perform sufficient procedures to determine (1) the completeness of transactions reported on the Schedule, (2) the reliability of certain evidence used to support transactions included on the Schedule, (3) whether budgetary activity was recorded in the proper period and shipment obligations were properly recorded. In addition, the OIG did not properly consider and evaluate the audit evidence in concluding and reporting on the results of the audit.

#### **New report calls into question DOD audit standards**

Tuesday, August 4, 2015

WASHINGTON – Today, a bipartisan group of senators reacted to a report from the Government Accountability Office (GAO) that describes that a previously declared clean audit opinion for the Marine Corps was not valid. Sens. Tom Carper (D-Del.), John McCain (R-Ariz.), Ron Johnson (R-Wis.), Claire McCaskill (D-Mo.), and Chuck Grassley (R-Iowa) requested the GAO assessment, which examined the Department of Defense (DOD) Office of Inspector General's assessment of the 2012 Marine Corps audit.

The DOD Inspector General had previously determined that the Marine Corps had obtained a clean audit opinion of its 2012 "schedule of budgetary activity," a partial financial audit. However, GAO detailed in the report that the Marine Corps audit had inadequate internal controls, measurements and documentation – including incomplete budgetary transactions, unreliable data through DOD business process and systems, and improper fiscal year recording of obligations and outlays.

The senators released the following statements in reaction to the report:

Sen. Carper: "I often like to say that you can't manage what you can't measure; nowhere is that statement more true than at the Department of Defense, the largest federal agency. After all, we can't effectively identify areas to reduce spending if we don't know how much, and where, we're spending that money in the first place. Unfortunately, the largest agency, the Department of Defense – which spends more than \$2 billion every day – is the only federal agency that has not yet conducted an audit. While the Marine Corps has made more progress than the other services in conducting a financial audit, the Government Accountability Office raises serious concerns about the standards of financial reporting and audits the Marine Corps – and the entire Department -- has been following. This is more than just a disagreement among accountants; it raises questions about the Department's basic financial practices and whether the Department is being held to the high standards that taxpayers deserve. I am going to work with my congressional colleagues to review some critical questions with the Department of Defense and the Inspector General raised by this report, and to push the Department of Defense to do a better job for American taxpayers."

Sen. Johnson: "As a businessman and an accountant, I know the importance of balancing your books. I am troubled by GAO's findings and will continue to push for a clean audit to ensure the federal government is spending taxpayer dollars wisely."

Sen. McCaskill: "We rely on inspectors general to be independent watchdogs, and this report raises serious concerns about the audit issued by the Department of Defense Inspector General. As the former auditor for the State of Missouri, I know how important independent audits are in accounting for and overseeing the use of tax dollars. This goes beyond a simple disagreement over auditing standards between the Inspector General and Government Accountability Office—it raises questions about the decision of Inspector General managers to override the concerns of their own audit team."

Sen. McCain: "GAO's report on the Marine Corps audit is troubling. The Defense Department's response to its findings shows that the Pentagon is not making the progress achieving auditable financial statements it claims, let alone the progress it said it would have accomplished by now. We've spent billions of taxpayer dollars and decades implementing financial management improvement efforts across the Pentagon. Yet many of the Defense Department's well-known and longstanding problems stretching back 25 years still remain. We need results from the Pentagon, not more 'lessons learned.' The rest of the government can pass an audit. It's long past time for the Defense Department to demonstrate it can do the same and restore taxpayers' confidence in its stewardship of precious defense dollars."

Sen. Grassley: "Broken bookkeeping has plagued the Pentagon for years. Under deadline pressure, the Marine Corps claimed to be ready for a clean audit. The Defense Department Office of Inspector General rushed to help and issued an opinion supporting a clean audit. Then work papers began to creep out, showing the clean opinion wasn't worth the paper it was written on. The inspector general was forced to withdraw the opinion. Now, the Government Accountability Office report exposes the flimsy basis for the clean bill of health. The report is an

instruction manual for how not to jump to bogus conclusions. As hard as the inspector general's office tried, it couldn't produce any paper to support its conclusions. The Defense Department needs to follow every GAO recommendation to the letter. We need to get things back on track and prevent an embarrassing setback like this from ever happening again. The taxpayers deserve to know where their money goes, for defense and for everything else out of the federal government."

**Susan Marshall**

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



July 2015

# DOD FINANCIAL MANAGEMENT

Actions Are Needed  
on Audit Issues  
Related to the Marine  
Corps' 2012 Schedule  
of Budgetary Activity



# GAO Highlights

Highlights of [GAO-15-198](#), a report to congressional requesters

## Why GAO Did This Study

After being identified in August 2009 as the pilot military service for an audit of its SBR, the Marine Corps received disclaimers of opinion on its fiscal year 2010 and 2011 SBRs. Because of difficulties in locating supporting documents for prior fiscal years, in June 2012, DOD leadership decided that the Marine Corps would prepare and subject to audit a Schedule of Budgetary Activity that would include only current year activity on fiscal year 2012 appropriations. In December 2013, the DOD OIG issued an unqualified opinion on the Schedule.

GAO was asked to assess the 2012 audit results. GAO (1) determined the extent to which the OIG's audit met professional standards, (2) analyzed the status of Marine Corps actions on recommendations, and (3) identified any DOD-wide implications from the audit. GAO reviewed auditor documentation, re-performed certain tests, evaluated Marine Corps corrective action plans and statuses, and determined whether other military services and DOD would likely encounter similar issues. GAO met with DOD OIG auditors and Marine Corps and DOD Comptroller officials.

## What GAO Recommends

GAO makes three recommendations related to the quality of DOD OIG audits. The OIG agreed with GAO's recommendations, but disagreed with many of its findings; the Marine Corps disagreed with certain findings; and the Office of the DOD Comptroller generally agreed with GAO's findings on the DOD-wide audit readiness implications from GAO's work. GAO acknowledges DOD's continuing efforts to become audit ready. GAO maintains that its findings are accurate.

View [GAO-15-198](#). For more information, contact Asif A. Khan at (202) 512-9869 or [khana@gao.gov](mailto:khana@gao.gov).

July 2015

## DOD FINANCIAL MANAGEMENT

### Actions Are Needed on Audit Issues Related to the Marine Corps' 2012 Schedule of Budgetary Activity

## What GAO Found

GAO found that in certain key audit areas, the Department of Defense (DOD) Office of Inspector General (OIG) did not perform sufficient procedures, under professional standards, and consequently did not obtain sufficient, appropriate audit evidence to support the audit opinion on the Marine Corps' Fiscal Year 2012 Schedule of Budgetary Activity (Schedule). GAO found that the OIG did not perform sufficient procedures to determine (1) the completeness of transactions reported on the Schedule, (2) the reliability of certain evidence used to support transactions included on the Schedule, (3) whether budgetary activity was recorded in the proper period and shipment obligations were properly recorded. In addition, the OIG did not properly consider and evaluate the audit evidence in concluding and reporting on the results of the audit.

For example, about half of the Marine Corps' reported fiscal year 2012 budgetary activity originated in non-payroll feeder systems. However, the OIG did not perform sufficient procedures to determine the completeness of the data transferred to the general ledger from the non-payroll feeder systems, although the OIG had reported control weaknesses over feeder system transfers in the 2 prior year audits that the Marine Corps had not yet fully addressed. Also, the OIG did not perform sufficient procedures to determine the reliability of data in certain feeder systems that were used as support when the Marine Corps could not locate or provide original support for some of the OIG's sampled transactions. The OIG stated that certain audit testing in subsequent audits was expanded to address GAO's concerns.

On March 23, 2015, the OIG withdrew its fiscal year 2012 audit report, stating that facts identified in the audit of the Marine Corps' fiscal year 2014 Schedule raised questions about the completeness of information on which the 2012 opinion was based. The OIG has indicated that once additional information has been gathered and analyzed, it will revisit its fiscal year 2012 audit opinion in light of its analysis and determine whether the report should be reissued.

GAO also found that the Marine Corps had made limited progress in addressing auditor recommendations since the audit of its fiscal year 2010 Statement of Budgetary Resources (SBR). For example, as of December 2013, the Marine Corps had not completed action on 130 of the 177 OIG recommendations. In commenting on GAO's report, the Marine Corps noted that it has subsequently remediated numerous recommendations. GAO has not assessed these subsequent corrective actions.

GAO identified DOD-wide implications from the Marine Corps audit related to challenges in assuring the (1) completeness of budgetary transactions, (2) reliability of data generated by DOD agencies' business processes and systems, and (3) proper fiscal year recording of obligations and outlays. Actions to address these challenges will help ensure the reliability of DOD component agencies' financial information; however, until such actions are complete, DOD and its component agencies likely will continue to face significant challenges in having reliable budgetary information for decision making on DOD missions and operations and achieving auditability of their budgetary information.

---

# Contents

---

Letter		1
	Background	4
	The Audit of the Marine Corps' Fiscal Year 2012 Schedule of Budgetary Activity Did Not Obtain Sufficient, Appropriate Evidence to Support the Audit Opinion	18
	The Marine Corps Has Not Taken Timely Actions to Address Identified Accounting, Reporting, and System-Related Internal Control Weaknesses	52
	The Marine Corps Audit Identified Significant Challenges for DOD-Wide Financial Improvement and Audit Readiness Efforts	60
	Conclusions	65
	Recommendations for Executive Action	66
	Agency Comments and Our Evaluation	66
Appendix I	Objectives, Scope, and Methodology	78
Appendix II	Comments from the Department of Defense Office of Inspector General	81
Appendix III	Comments from the United States Marine Corps	102
Appendix IV	Comments from the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer	105
Appendix V	GAO Contact and Staff Acknowledgments	107
Table	Table 1: Open Recommendations from the Fiscal Years 2010 through 2012 Marine Corps Budgetary Audits (as of the End of the Fiscal Year 2012 Audit)	54

---

---

## Figures

Figure 1: Marine Corps Fiscal Year 2012 General Fund Appropriations Received	5
Figure 2: Flow of Budgetary Resources from Appropriation through Outlay	12
Figure 3: Feeder System Data Flow through the Marine Corps' General Ledger for Financial Statement Reporting Purposes	21
Figure 4: Comparison of Original Source Documents Used for Recording Transactions with System-Generated Documentation Used in Auditor Testing	32
Figure 5: Timeline for Cutoff Testing for a 1-Year Schedule of Budgetary Activity	35
Figure 6: Outlays Tested by Auditors Included Amounts for Fiscal Years outside the Scope of the Marine Corps' Fiscal Year 2012 General Fund Schedule of Budgetary Activity	40

---

## Abbreviations

AICPA	American Institute of Certified Public Accountants
CFO	Chief Financial Officer
CHOOSE	Cash History On-Line Operator Search Engine
DCAS	Defense Cash and Accountability System
DEAMS	Defense Enterprise Accounting and Management System
DDRS	Defense Departmental Reporting System
DDRS-AFS	Defense Departmental Reporting System-Audited Financial Statements
DDRS-B	Defense Departmental Reporting System-Budgetary
DFAS	Defense Finance and Accounting Service
DLA	Defense Logistics Agency
DOD	Department of Defense
ERP	enterprise resource planning
FASAB	Federal Accounting Standards Advisory Board
FIAR	Financial Improvement and Audit Readiness
FISCAM	<i>Federal Information System Controls Audit Manual</i>
FFMIA	Federal Financial Management Improvement Act of 1996
FMFIA	Federal Managers' Financial Integrity Act
GAAP	generally accepted accounting principles

---

---

GAGAS	generally accepted government auditing standards
GCSS-MC	Global Combat Support System-Marine Corps
IPAC	Intergovernmental Payment and Collection
MCTFS	Marine Corps Total Force System
MILSTRIP	Military Standard Requisitioning and Issue Procedures
OIG	Office of Inspector General
OMB	Office of Management and Budget
QMD	Quantitative Methods Division
SABRS	Standard Accounting, Budgeting, and Reporting System
SAS	Statement on Auditing Standards
SASSY	Supported Activities Supply System
SBR	Statement of Budgetary Resources
SSAE	Statement on Standards for Attestation Engagements
Treasury	Department of the Treasury
USSGL	<i>United States Standard General Ledger</i>
WITS	Web Interfund Transaction Search

<p>This is a work of the U.S. government and is not subject to copyright protection in the United States. The published product may be reproduced and distributed in its entirety without further permission from GAO. However, because this work may contain copyrighted images or other material, permission from the copyright holder may be necessary if you wish to reproduce this material separately.</p>
--





July 30, 2015

The Honorable Ron Johnson  
Chairman  
The Honorable Thomas R. Carper  
Ranking Member  
Committee on Homeland Security and Governmental Affairs  
United States Senate

The Honorable Claire McCaskill  
Ranking Member  
Permanent Subcommittee on Investigations  
Committee on Homeland Security and Governmental Affairs  
United States Senate

The Honorable John McCain  
Chairman  
Committee on Armed Services  
United States Senate

In August 2009, the Under Secretary of Defense (Comptroller)/Chief Financial Officer (hereafter referred to as the DOD Comptroller) designated the General Fund Statement of Budgetary Resources (SBR)<sup>1</sup> as a major financial audit priority for the Department of Defense (DOD) and announced the selection of the Marine Corps<sup>2</sup> as the pilot military service for an audit of the SBR. The Marine Corps was selected because it is the smallest military service, has a single standard general ledger system, and has an integrated military personnel and payroll system. The SBR is a required financial statement for federal government entities, and is the only financial statement predominately derived from an entity's budgetary accounts in accordance with budgetary accounting rules, which are incorporated into generally accepted accounting principles (GAAP) for federal government entities. The SBR and related disclosures are

---

<sup>1</sup>General funds are accounts in the U.S. Treasury holding money not allocated by law to any other fund account.

<sup>2</sup>The Marine Corps is a military service that is organizationally placed within the Department of the Navy.

---

designed to provide information on authorized budgeted spending authority reported in the Budget of the United States Government (hereafter referred to as the President's Budget),<sup>3</sup> including budgetary resources, availability of budgetary resources, and how obligated resources have been used.<sup>4</sup> In concert with the analysis of other budgetary data, the SBR's linkage to the President's Budget helps assess the reliability of budgetary data reported in the President's Budget. The proper preparation and audit of the SBR is key to this assessment.

After assessing its ability to locate documentation supporting its budgetary transactions, the Marine Corps asserted that it was audit ready (i.e., prepared to undergo an audit of its fiscal year 2010 SBR). The DOD Office of Inspector General (OIG) contracted with a public accounting firm (audit firm) for assistance in conducting the audits of the Marine Corps' SBRs for fiscal years 2010, 2011, and 2012. The DOD OIG issued disclaimers of opinion on the Marine Corps' fiscal year 2010 and fiscal year 2011 SBRs.<sup>5</sup> The disclaimers were the result of a scope limitation caused by the Marine Corps' inability to provide timely, sufficient audit documentation for recorded transactions, particularly with regard to prior year transactions that supported beginning balances of obligations. As a result of the difficulty in locating supporting documentation for an SBR audit, in June 2012, with the approval of the DOD Comptroller, the Marine Corps reduced the scope of its fiscal year 2012 audit to include only current year transaction activity on fiscal year 2012 appropriations presented in a General Fund Schedule of Budgetary Activity (General

---

<sup>3</sup>Budgetary activity reported in the SBR and Schedule of Budgetary Activity corresponds with accumulated budgetary information on federal agency budget authority, obligations, and outlays (spending) reported in the completed fiscal year, referred to in the President's Budget as the actual year. For example, Marine Corps actual fiscal year 2012 budgetary information is reported in the "2012 actual" column of the Program and Financing schedules for each appropriation as reported in the *Fiscal Year 2014 Appendix, Budget of the U.S. Government*. A portion of the Marine Corps' budgetary information also is reported in the Program and Financing schedules for appropriations it shares with the Navy.

<sup>4</sup>Budgetary resources include the amount available to enter into new obligations and to liquidate them. Budgetary resources are made up of new budget authority and unobligated balances of budget authority provided in previous years.

<sup>5</sup>In issuing a disclaimer of opinion, the auditor does not express an opinion on the financial statements. A disclaimer of opinion is appropriate when the scope is not sufficient to enable the auditor to express an opinion.

---

Fund Schedule).<sup>6</sup> The Marine Corps intended this effort to be a building block toward a complete SBR audit covering all open appropriation years, as subsequent fiscal year budgetary activity was audited. For fiscal year 2012, the Marine Corps reported \$28.7 billion in General Fund appropriations and \$21.1 billion in net outlays (spending, net of offsetting collections<sup>7</sup> and receipts). On December 20, 2013, the DOD OIG issued an unqualified (“clean”) opinion on the Marine Corps’ Fiscal Year 2012 General Fund Schedule.

You asked us to assess the results of the Marine Corps’ fiscal year 2012 audit. Our objectives were to (1) determine the extent to which the audit was performed in accordance with professional auditing standards; (2) analyze the status of the Marine Corps’ actions to address identified accounting, financial reporting, and information technology system control weaknesses; and (3) identify any DOD-wide implications from the Marine Corps’ fiscal year 2012 audit results.

To address our first objective, we analyzed the auditor’s documentation on all aspects of the audit to determine the extent to which (1) the audit was performed in accordance with professional auditing standards and (2) the auditor’s reported conclusions were supported by the documented audit evidence. To address our second objective, we analyzed pertinent documentation on the status of the Marine Corps’ corrective actions on auditor recommendations from its fiscal years 2010 through 2012 audits. We identified closed recommendations and determined whether (1) corrective actions had been appropriately designed to address reported weaknesses and (2) documentation on closed recommendations confirmed that actions to address them had been completed. For our third objective, we analyzed issues identified in our work and considered whether DOD and the other military services relied on many of the same systems, processes, and controls as the Marine Corps and would be likely to experience similar issues in their audits. During our work, we met with DOD OIG auditors and the audit firm to discuss the performance of the audit. We met with Marine Corps officials to discuss the status of corrective actions on recommendations from its fiscal year 2010 through

---

<sup>6</sup>An appropriation is a form of budget authority to incur obligations and to make payments (outlays) for specified purposes and fiscal years.

<sup>7</sup>Offsetting collections are collections from government accounts or from transactions with the public. These collections are credited to appropriation or fund accounts.

---

2012 audits and the status of actions on our previous recommendations.<sup>8</sup> We also had periodic discussions with DOD Comptroller and Financial Improvement and Audit Readiness (FIAR) Directorate officials to discuss DOD FIAR Plan Status Reports and FIAR Guidance related to military service and service-provider audit readiness.<sup>9</sup>

We conducted this performance audit from July 2012 through July 2015 in accordance with generally accepted government auditing standards (GAGAS). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Further details of our scope and methodology are presented in appendix I.

---

## Background

The Marine Corps was established on November 10, 1775, to provide security to naval vessels and boarding parties and to conduct limited land engagements in support of naval operations. In fiscal year 2012, the Marine Corps reported that it had about 198,000 active duty marines, 39,000 reservists, and 22,000 civilian employees. At any given time, approximately 30,000 marines are deployed in operations supporting the nation's defense or military operations other than war. The Commandant of the Marine Corps has overall responsibility for Marine Corps operations, including the operating forces and supporting bases, air stations, and installations. To support its core mission, the Marine Corps received \$28.7 billion in General Fund appropriations for fiscal year 2012—or 16.6 percent of the Department of the Navy's appropriations. Figure 1 shows the amounts of the Marine Corps' appropriations, including allocations of funds from appropriations shared with the Navy.

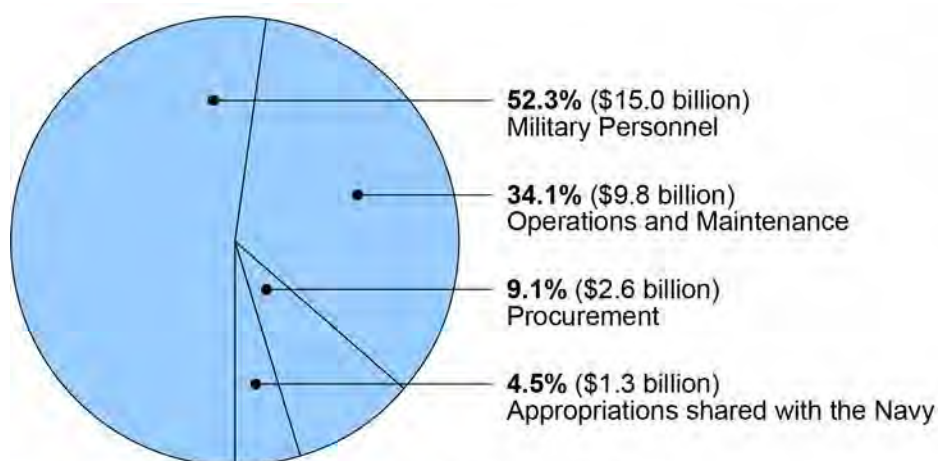
---

<sup>8</sup>GAO, *DOD Financial Management: Marine Corps Statement of Budgetary Resources Audit Results and Lessons Learned*, [GAO-11-830](#) (Washington, D.C.: Sept. 15, 2011).

<sup>9</sup>The DOD Comptroller established the FIAR Directorate in 2005 to develop, manage, and implement a strategic approach for addressing internal control weaknesses; achieve financial audit readiness; and integrate those efforts with other improvement activities, such as the department's business system modernization efforts. The DOD Comptroller and FIAR Directorate issued the first FIAR Plan in 2005 as DOD's strategic plan for guiding financial management improvement.



**Figure 1: Marine Corps Fiscal Year 2012 General Fund Appropriations Received**



Source: U.S. Marine Corps Fiscal Year 2012 Agency Financial Report. | GAO-15-198

Note: The Marine Corps shares five appropriations with the Navy and receives its share of the funding through Navy allocations of budget authority.

## Long-standing DOD Financial Management Weaknesses and Marine Corps SBR Audit Readiness History

The Marine Corps' efforts to achieve audit readiness for its budgetary data were conducted within DOD's overall high-risk environment. GAO's High-Risk Series includes DOD risks related to weaknesses in financial management operations, business transformation, and business system modernization.<sup>10</sup>

## Long-standing DOD Financial Management Weaknesses

DOD has acknowledged that long-standing weaknesses in its internal controls, business systems, and processes have prevented it from demonstrating that its financial statements are reliable, including information on budgeted spending reported in its SBR. Our February 2015 High-Risk Series updates on DOD financial management, business transformation, and systems modernization reported that the department had made limited progress in resolving long-standing weaknesses in these areas. DOD has undertaken several financial management improvement initiatives over the years to address weaknesses in business systems, processes, and controls through its FIAR strategy,

<sup>10</sup>GAO, *High-Risk Series: An Update*, [GAO-15-290](#) (Washington, D.C.: Feb. 11, 2015).

---

semiannual FIAR Plan Status Reports, and financial management reform methodology contained in the FIAR Guidance. DOD also spends billions of dollars annually to maintain key business processes and operations and acquire modern systems that are fundamental to achieving its business transformation goals, including systems that support key functions, such as personnel, financial management, health care, contract management, acquisition, supply chain, and logistics.<sup>11</sup> However, progress in making system and process improvements has been slow, and weaknesses in these areas have adversely affected the efficiency and effectiveness of DOD operations and hindered DOD's ability to achieve financial audit readiness.

While the department has made some progress toward demonstrating leadership commitment and developing capacity and action plans in all three areas, DOD continues to face challenges in monitoring corrective actions and demonstrating progress. In August 2013, we reported that DOD risk management policies associated with preparing auditable financial statements through the FIAR Plan are not in accordance with widely recognized guiding principles for effective risk management.<sup>12</sup> For example, DOD has not addressed key risks associated with its component agencies' reliance on service providers for significant aspects of their financial operations and their inability to maintain documentation to support transactions. In addition, DOD has continued to identify a department-wide need for qualified and experienced personnel—not only at working levels, but also in senior leadership positions—as a risk to achieving its financial management improvement and audit readiness goals.<sup>13</sup> Because our related reports include numerous recommendations to DOD for addressing these and other financial management and audit

---

<sup>11</sup>GAO, *Defense Business Transformation: DOD Has Taken Some Steps to Address Weaknesses, but Additional Actions Are Needed*, [GAO-15-213](#) (Washington, D.C.: Feb. 11, 2015), and *Defense Business Systems: Further Refinements Needed to Guide the Investment Management Process*, [GAO-14-486](#) (Washington, D.C.: May 12, 2014).

<sup>12</sup>GAO, *DOD Financial Management: Ineffective Risk Management Could Impair Progress toward Audit-Ready Financial Statements*, [GAO-13-123](#) (Washington, D.C.: Aug. 2, 2013).

<sup>13</sup>GAO, *DOD Financial Management: Actions Under Way Need to Be Successfully Completed to Address Long-standing Funds Control Weaknesses*, [GAO-14-94](#) (Washington, D.C.: Apr. 29, 2014), and *Human Capital: DOD Should Fully Develop Its Civilian Strategic Workforce Plan to Aid Decision Makers*, [GAO-14-565](#) (Washington, D.C.: July 9, 2014).

---

## Marine Corps SBR Audit Readiness History

readiness weaknesses, we are not making additional recommendations related to these matters in this report.

The Marine Corps initially asserted that it was ready to undergo an audit of its fiscal year 2009 General Fund SBR on September 15, 2008. However, after reviewing the status of the Marine Corps audit readiness efforts, on April 10, 2009, the DOD OIG reported that the Marine Corps' assertion of audit readiness was not accurate and that the documentation supporting its assertion was not complete. Although the Marine Corps made progress toward audit readiness during fiscal year 2009, the DOD OIG reported that a number of issues led auditors to conclude that an audit of the Marine Corps' fiscal year 2009 SBR would not have positive results. For example, the OIG stated that after 3 months of extensive effort by the Marine Corps, adequate supporting documentation was received for only 74 percent of the sampled budgetary transactions. The DOD OIG reported that unless the issues were resolved, the risk of a disclaimer of opinion would be high. The DOD OIG also reported that the Marine Corps had identified remediation activities that needed to be accomplished before an audit of its SBR was undertaken. The DOD OIG suggested that the Marine Corps consider requesting an audit of its fiscal year 2010 SBR. The OIG subsequently contracted for assistance from an audit firm in performing an audit of the Marine Corps' fiscal year 2010 SBR. Because the Marine Corps asserted SBR audit readiness at the beginning of fiscal year 2010, it was not subject to DOD's May 2010 FIAR Guidance, which required each DOD component to review its processes and controls to identify needed corrective actions and develop a financial improvement plan with roles, responsibilities, and milestone dates for completing actions on assessable units as part of a component-level, overall financial improvement and audit readiness plan.<sup>14</sup>

In September 2011, we reported that the DOD OIG issued a disclaimer of opinion on the Marine Corps' fiscal year 2010 SBR because the Marine Corps could not provide documentary support for transactions in a timely manner, and support for transactions was missing or incomplete.<sup>15</sup> We also reported that the Marine Corps experienced difficulty identifying and

---

<sup>14</sup>Under FIAR Guidance, an assessable unit can be any part of the financial statements, such as a line item or a class of assets or transactions (e.g., military equipment or civilian pay), or it can be a process or a system that helps produce the financial statements.

<sup>15</sup>[GAO-11-830](#).

---

providing complete populations of transactions that the auditors could confirm and use as a basis for substantive testing.<sup>16</sup> In addition, the DOD OIG reported that the Marine Corps did not have adequate processes, systems, and controls over accounting for and reporting on the use of budgetary resources. Further, the Marine Corps could not provide evidence that reconciliations for key accounts and processes, such as the reconciliation (or matching) of payments (outlays) to bulk (estimated) obligations for shipments of household goods recorded in its Military Personnel appropriation account, were being performed.<sup>17</sup> The OIG reported that Marine Corps management had not asserted that all corrective actions from eight previously identified material weaknesses had been completed.<sup>18</sup> These weaknesses included, among others, deficiencies in financial management systems and deficiencies in controls over Fund Balance with Treasury<sup>19</sup> and unobligated balances.<sup>20</sup>

During its fiscal year 2011 SBR audit effort, the Marine Corps again experienced difficulty in identifying complete populations and providing supporting documentation for samples of transactions selected by the auditors for testing. In November 2011, the DOD OIG issued a disclaimer of opinion on the Marine Corps' fiscal year 2011 SBR, basically for the

---

<sup>16</sup>Testing of the reasonableness of account balances or amounts in financial statements is commonly referred to as substantive testing. This is in contrast to testing of the internal controls related to a particular account or balance.

<sup>17</sup>The Marine Corps estimates obligations in a bulk amount to record payment liabilities where it does not have a mechanism to identify authorizing documentation as a basis for recording the obligations, e.g., for individual shipments.

<sup>18</sup>A material weakness is a deficiency, or combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis.

<sup>19</sup>In the federal government, an agency's Fund Balance with Treasury accounts are similar in concept to corporate bank accounts. The difference is that instead of a cash balance, Fund Balance with Treasury represents unexpended spending authority in appropriation accounts. Similar to bank accounts, the funds in DOD's appropriation accounts must be reduced or increased as the department spends money or receives collections that it is authorized to retain for its own use.

<sup>20</sup>Unobligated balances are amounts of appropriated funds that have not yet been recorded as an obligation, or legal liability, to make an immediate or future payment for goods or services.



---

same reasons as the fiscal year 2010 disclaimer.<sup>21</sup> However, based on discussions with DOD Comptroller, Navy, and Marine Corps officials after the audit report was issued, the OIG decided to give the Marine Corps additional time to provide audit documentation that had not been obtained during the original time frame of the audit. Consequently, on December 29, 2011, the OIG extended the audit of the Marine Corps' fiscal year 2011 SBR to March 31, 2012. Despite the extended testing period, the Marine Corps was still unable to provide timely and relevant supporting documentation necessary for completing audit procedures to determine whether the Marine Corps' fiscal year 2011 SBR was presented fairly. As a result, the DOD OIG's November 2011 disclaimer of opinion on the Marine Corps' fiscal year 2011 SBR was not amended. For fiscal year 2012, the DOD OIG continued as the auditor with responsibility for issuing the audit opinion and contracted with an audit firm for assistance in performing an audit of the Marine Corps' budgetary activity reported on a current year General Fund schedule, beginning with fiscal year 2012 appropriations.

---

### Relationship of the Schedule of Budgetary Activity to the Statement of Budgetary Resources

The Marine Corps' fiscal year 2012 General Fund Schedule is an interim, DOD component-level special report intended to provide a building block to an SBR audit through audits of consecutive fiscal year schedules of budgetary activity.<sup>22</sup> The schedule of budgetary activity, like the SBR, is designed to provide information on budgeted spending authority as outlined in the President's Budget, including budgetary resources, availability of budgetary resources, and how obligated resources have been used. The SBR and the schedule of budgetary activity aggregate account-level information reported in the Standard Form (SF)-133, Report

---

<sup>21</sup>Department of Defense, Office of Inspector General, *Independent Auditor's Report on the United States Marine Corps General Fund FY 2011 and FY 2010 Combined Statement of Budgetary Resources*, DODIG-2012-016 (Alexandria, VA: Nov. 22, 2011).

<sup>22</sup>American Institute of Certified Public Accountants (AICPA), AU Section 623, *Special Reports*, paras. .11–.18, provides guidance on auditing elements of a financial statement, such as the Schedule of Budgetary Activity, that are presented in accordance with GAAP. The AICPA's Statements on Auditing Standards (SAS) are codified into audit sections, referred to as AUs.

---

on Budget Execution and Budgetary Resources,<sup>23</sup> and summarize budgetary data reported in the Program and Financing schedules in the subsequent President's Budget.<sup>24</sup> Both the SBR and the schedule of budgetary activity consist of four separate, but related, sections that provide information about budgetary resources, the status of budgetary resources, changes in obligated balances, and outlays for major budgetary accounts.<sup>25</sup> However, instead of covering the full range of SBR activity on current and expired appropriations that have not canceled, the first-year Schedule of Budgetary Activity covers only activity on current fiscal year appropriations. Subsequent fiscal year Schedules of Budgetary Activity would include activity in subsequent years' appropriations, building toward an SBR. For example, in the second year, the fiscal year 2013 Schedule of Budgetary Activity would include fiscal year 2013 budgetary activity related to fiscal year 2012 and 2013 appropriations.

**Budgetary Resources.** This section of a first-year schedule of budgetary activity shows total budgetary resources made available to the agency for obligation during the current fiscal year only.<sup>26</sup> It consists of new budget authority, reimbursements, and other income. The first-year schedule of budgetary activity does not include unobligated amounts from prior periods, commonly referred to as beginning balances. In contrast, the SBR includes unobligated amounts available from prior reporting periods; transfers available from prior year balances; and adjustments, such as recoveries of prior year obligations. In addition, the SBR includes all other information provided in this section of the schedule of budgetary activity.

---

<sup>23</sup>According to Office of Management and Budget Circular No. A-11, the SF-133 is intended to provide a consistent presentation of data across programs within each agency, and across agencies, which helps program, budget, and accounting staffs to communicate. SF-133s provide historical reference that can be used to help prepare the President's Budget, program operating plans, and spending estimates. The reports also provide a basis to determine obligation patterns when programs are required to operate under a continuing resolution. An agency-wide SF-133 should generally agree with an agency's SBR.

<sup>24</sup>In addition to presenting information on budgetary resources, their availability, and their use, Program and Financing schedules include information on budgetary resources by budget activities identified in the President's Budget.

<sup>25</sup>Outlays are payments, also referred to as disbursements or expenditures.

<sup>26</sup>An obligation is a definite commitment that creates a legal liability of the government for the payment of goods and services ordered or received. Payment may be made immediately or in the future.

---

**Status of Budgetary Resources.** This section of the schedule of budgetary activity and the SBR displays the status of budgetary resources at the end of the period and consists of obligations incurred and the unobligated balances at the end of the period that are available for future use. For the schedule of budgetary activity and the SBR, the total for this section must agree with the total for the Budgetary Resources section described above, as this section describes the status of total budgetary resources. In addition to the current year activity, the SBR includes obligations that are unavailable except to adjust or liquidate obligations chargeable to prior period appropriations.

**Change in Obligated Balance.** This section of the schedule of budgetary activity consists of obligations incurred in the current year, less current year outlays. In addition to current year activity, the SBR would also include unpaid obligations brought forward from the prior years and recoveries of prior year unpaid obligations.

**Outlays.** This section shows the relationship between obligations and outlays (also referred to as disbursements or expenditures) and discloses the payments made to liquidate obligations. Obligations are usually liquidated by means of cash payments (outlays), such as currency, checks, or electronic fund transfers. This section reconciles outlays with obligations incurred and the change in obligated balances during the year. The content of this section is the same for the SBR and the schedule of budgetary activity.

---

## Basis of Accounting

The Office of Management and Budget (OMB) requires federal government financial statements, including the SBR, to be presented in accordance with GAAP for the federal government. The Federal Accounting Standards Advisory Board (FASAB) establishes GAAP for federal governmental entities.<sup>27</sup> Federal government entities also are

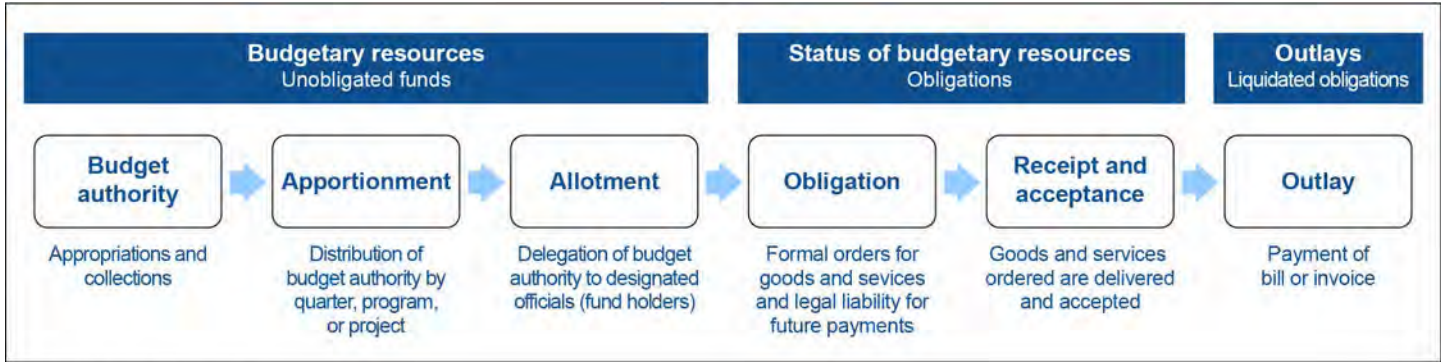
---

<sup>27</sup>In October 1990, the Secretary of the Treasury, the Director of OMB, and the Comptroller General of the United States created FASAB to develop accounting standards and principles for the U.S. government. In October 1999, the AICPA designated FASAB as the board to establish GAAP for federal governmental entities. As such, FASAB is responsible for identifying the sources of accounting principles and providing federal entities with a framework for selecting the principles to be used in preparing general purpose financial reports that are presented in conformity with GAAP. See Statements of Federal Financial Accounting Standards No. 34, *The Hierarchy of Generally Accepted Accounting Principles, Including the Application of Standards Issued by the Financial Accounting Standards Board*, sections 1–5.

required to follow the *U.S. Standard General Ledger* (USSGL) Chart of Accounts, established by the Department of the Treasury (Treasury) for budgetary and proprietary accounting.<sup>28</sup> Budgetary accounts related to the SBR and schedule of budgetary activity are used to recognize and track budget approval and execution, whereas proprietary accounts are used to recognize and track assets and liabilities reported on the Balance Sheet and revenue and expenses reported on the Statement of Net Cost.

The USSGL accounts with the most significance to the Marine Corps' General Fund Schedule are those accounts related to budget authority, including Appropriations and Collections; Obligations for orders of goods and services; and Outlays, or cash payments for goods and services that have been delivered (received and accepted by the agency). Figure 2 shows the flow of budgetary resources from receipt of appropriations and collections through apportionment and allotment of funds, obligation of funds for orders of goods and services, and receipt and acceptance of goods and services to cash outlay or payment for the items received.

Figure 2: Flow of Budgetary Resources from Appropriation through Outlay



Source: GAO analysis. | GAO-15-198

<sup>28</sup>A general ledger is the master set of accounts that summarize all transactions occurring within an entity. The general ledger accounting system works as a central repository for accounting data transferred from all subsidiary ledgers, or accounting system modules, and includes budgetary and proprietary transactions. The general ledger contains a debit and credit entry for every transaction recorded within it, so that the total of all debit balances in the general ledger should always match the total of all credit balances.



---

## Purpose, Objectives, and Conduct of a Financial Statement Audit

Audits provide essential accountability and transparency over government programs. The purpose of a financial statement audit is to provide financial statement users with an opinion by the auditor on whether the financial statements are presented fairly, in all material respects,<sup>29</sup> in accordance with an applicable financial reporting framework, which would include GAAP for the reporting entity.<sup>30</sup> An audit conducted in accordance with GAGAS enables the auditor to form that opinion, which enhances the degree of confidence that intended users can place on the financial statements. OMB requires that audits of federal financial statements be performed in accordance with GAGAS and OMB Bulletin 07-04.<sup>31</sup> For the federal government, OMB issues financial reporting requirements that are incorporated into GAAP and audit requirements for audits of federal financial statements that supplement GAGAS.<sup>32</sup> OMB guidance is particularly important because of the unique requirements related to the preparation of the SBR and the consolidation of the federal government's financial statements.

---

<sup>29</sup>AU Section 508, *Reports on Audited Financial Statements*, defines the three types of opinions as the auditor's standard report (commonly referred to as unqualified, qualified, and adverse). In reporting an unqualified opinion on the financial statements, the auditor concludes that the financial statements and accompanying notes present fairly, in all material respects, the entity's financial position as of the balance sheet date(s) and the net cost of operations, changes in net position, budgetary resources, and custodial activity (if applicable) for the fiscal years then ended in accordance with GAAP. A qualified opinion states that except for the effects of the matter to which the qualification relates, the financial statements are presented fairly, in all material respects, in accordance with GAAP. An adverse opinion states that the financial statements as a whole are not presented fairly in accordance with GAAP.

<sup>30</sup>The applicable financial reporting framework refers to the basis of accounting adopted by management and, when appropriate, those charged with governance in the preparation and fair presentation of the financial statements that are acceptable in view of the nature of the entity and the objective of the financial statements or the requirements of law or regulation. For DOD, the Schedule of Budgetary Activity is an approved Special Report in accordance with GAAP.

<sup>31</sup>Office of Management and Budget, *Audit Requirements for Federal Financial Statements*, OMB Bulletin No. 07-04, as amended by OMB Memorandum No. M-09-33 (Sept. 23, 2009). (See section 6.1.) This Bulletin was in effect for fiscal year 2012 statements but has since been superseded. See Office of Management and Budget, *Audit Requirements for Federal Financial Statements*, OMB Bulletin No. 14-02 (Oct. 21, 2013).

<sup>32</sup>Office of Management and Budget, *Financial Reporting Requirements*, OMB Circular No. A-136 (Aug. 3, 2012), and *Audit Requirements for Federal Financial Statements*, OMB Bulletin No. 07-04, as amended.

---

GAGAS provide a framework for performing high-quality audits with competence, integrity, objectivity, and independence to provide accountability and to help improve government operations and services.<sup>33</sup> For financial audits, GAGAS incorporate the American Institute of Certified Public Accountants (AICPA) fieldwork and reporting standards and the related Statements on Auditing Standards (SAS), unless specifically excluded or modified by GAGAS.<sup>34</sup> The SAS are codified into audit sections, referred to as AUs.

For this report, we generally refer to GAGAS and the specific, underlying AICPA standards, where appropriate. We also refer to the *Financial Audit Manual*, which is jointly approved and issued by GAO and federal agency inspectors general, for applicable audit guidance.<sup>35</sup> The *Financial Audit Manual* presents a methodology for performing financial statement audits of federal entities in accordance with professional standards.

As the basis for the auditor's opinion, GAGAS require the auditor to obtain reasonable assurance about whether the financial statements as a whole, or an element of the financial statements being audited in a Special Report, such as the Marine Corps' Fiscal Year 2012 General Fund Schedule, are free from material misstatement, whether due to fraud or error.<sup>36</sup> Reasonable assurance is a high, but not absolute, level of assurance that is reached when the auditor has obtained sufficient, appropriate audit evidence to reduce audit risk (that is, the risk that the auditor expresses an inappropriate opinion when the financial statements

---

<sup>33</sup>GAO, *Government Auditing Standards: July 2007 Revision*, [GAO-07-731G](#) (Washington, D.C.: July 2007).

<sup>34</sup>Founded in 1887, the AICPA is the national professional organization of certified public accountants in the United States. It sets ethical standards for the profession and U.S. auditing standards for audits of private companies; nonprofit organizations; and federal, state, and local governments.

<sup>35</sup>GAO and President's Council on Integrity and Efficiency, *Financial Audit Manual*, [GAO-08-585G](#) (Washington, D.C.: July 2008). The President's Council on Integrity and Efficiency was disestablished by the Inspector General Reform Act of 2008, Pub. L. No. 110-409, § 7 (Oct. 14, 2008), which instead established the Council of the Inspectors General on Integrity and Efficiency as an independent entity within the executive branch.

<sup>36</sup>A misstatement is a difference between the amount, classification, presentation, or disclosure of a reported financial statement item and the amount, classification, presentation, or disclosure that is required for the item to be presented fairly in accordance with GAAP. Misstatements can arise from fraud or error.

---

are materially misstated) to an acceptably low level.<sup>37</sup> In general, misstatements, including omissions, are considered to be material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions that users make based on the financial statements. Judgments about materiality are made in light of surrounding circumstances and involve both qualitative and quantitative considerations.<sup>38</sup> These judgments are affected by the auditor's perception of the financial information needs of users of the financial statements, by the size or nature of a misstatement, or both. The auditor has no responsibility to obtain reasonable assurance that misstatements that are not material to the statements as a whole, whether caused by fraud or error, are detected.

Management is responsible for the fair presentation of financial statements that reflect the nature and operations of the entity. When undergoing an audit, management represents that the financial statements are fairly presented in conformity with GAAP. By doing so, management implicitly and explicitly makes assertions regarding the recognition, measurement, presentation, and disclosure of the information in the financial statements and related disclosures as a whole. In accordance with auditing standards, the auditor should assess the risk of material misstatement at the financial statement and relevant assertion levels, and design and perform audit procedures to reduce the risk of material misstatement to an acceptably low level. Auditing standards state that financial statement assertions used by the auditor about

---

<sup>37</sup>Sufficiency of evidence is the measure of the quantity of audit evidence. Appropriateness is a measure of the quality of audit evidence, that is, its relevance and its reliability in providing support for, or detecting misstatements in, the classes of transactions, account balances, and disclosures and related assertions. The quantity of audit evidence needed is affected by the risk of misstatement (the greater the risk, the more audit evidence is likely to be required) and also by the quality of such audit evidence (the higher the quality, the less audit evidence that may be required). Accordingly, the sufficiency and appropriateness of audit evidence are interrelated. However, merely obtaining more audit evidence may not compensate if it is of a lower quality. (AU Section 326, *Audit Evidence*, para. .06.)

<sup>38</sup>[GAO-08-585G](#). (See vol. 1, Glossary.)

---

classes of transactions and events for the period under audit fall into the following categories.<sup>39</sup>

- **Occurrence.** Transactions and events that have been recorded have occurred and pertain to the entity.<sup>40</sup>
- **Completeness.** All transactions that should have been recorded were recorded.
- **Accuracy.** Amounts and other data relating to recorded transactions and events have been recorded appropriately.
- **Cutoff.** Transactions and events have been recorded in the correct accounting period.
- **Classification.** Transactions and events have been recorded in the proper accounts. For the schedule of budgetary activity, this includes ensuring that transactions are recorded to the proper appropriation or fund.

In addition, federal agency management is responsible for establishing and maintaining internal controls to achieve the objectives of effective and efficient operations, reliable financial reporting, and compliance with laws and regulations under the law commonly known as the Federal Managers' Financial Integrity Act (FMFIA).<sup>41</sup> FMFIA and OMB Circular No. A-123<sup>42</sup> require the head of each executive agency to annually report to the President and the Congress assurance statements, including assurance regarding the effectiveness of internal controls over financial reporting and, for designated large federal agencies like DOD, whether financial management systems conform to government-wide

---

<sup>39</sup>AU Section 326, *Audit Evidence*, para. .15; AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, para. .19; and AU Section 318, *Performing Audit Procedures in Response to Assessed Risks and Evaluating the Audit Evidence Obtained*, para. .03.

<sup>40</sup>In addition to assertions about transactions and events in the period audited, there are similar assertions about account balances at the end of a period. For budgetary balances, these assertions include existence (e.g., budgetary balances are valid and properly supported and comply with requirements in budgetary law) and completeness (e.g., all budgetary balances, such as unobligated balances and unpaid obligations that should have been recorded, are recorded in the proper period).

<sup>41</sup>31 U.S.C. § 3512(c), (d).

<sup>42</sup>Office of Management and Budget, *Management's Responsibility for Internal Control*, OMB Circular No. A-123, section VI (Dec. 21, 2004).



---

requirements mandated by the Federal Financial Management Improvement Act of 1996 (FFMIA).<sup>43</sup>

In conducting a financial audit, the auditor develops the audit plan; assesses internal controls; performs testing; forms conclusions based on the audit evidence obtained; and based on that evidence, issues an opinion or a disclaimer. These four areas of work are referred to as the four phases of an audit.

- In the planning phase, the auditor obtains an understanding of the audited entity's operating environment, including business processes and the related systems and controls; reviews financial activity related to significant financial statement line items and accounts; assesses the risk of material misstatement; and develops an audit strategy.<sup>44</sup> Planning continues throughout the audit as decisions are made about the risk of material misstatement and whether to perform additional procedures.
- During the internal control phase, the auditor identifies and tests key internal controls and information technology system controls as a basis for determining the extent to which the auditor will be able to rely on controls in conducting the audit.<sup>45</sup> Based on the information obtained during the planning and internal control phases, the auditor determines the nature, extent, and timing of substantive testing.<sup>46</sup> Depending on the extent to which controls can be relied on for assurance of fair presentation of the financial statements, the auditor will perform more or less substantive testing.<sup>47</sup>

---

<sup>43</sup>Pub. L. No. 104-208, div. A, title VIII, § 803, 110 Stat. 3009, 3009-390 (Sept. 30, 1996). DOD's financial management systems are required by FFMIA to comply substantially with federal financial management systems requirements, applicable federal accounting standards, and the USSGL at the transaction level.

<sup>44</sup>AU Section 326, *Audit Evidence*, paras. .20 and .21, and AU Section 314, *Understanding the Entity and Its Environment and Assessing the Risks of Material Misstatement*, paras. .102–.121.

<sup>45</sup>AU Section 314, *Understanding the Entity and Its Environment and Assessing the Risks of Material Misstatement*, para. .40.

<sup>46</sup>Substantive procedures are performed to detect material misstatements and include detail tests of transactions, account balances and line items at the relevant assertion levels, and analytical procedures, such as comparisons of financial statement information with auditor expectations. (AU Section 318, *Performing Audit Procedures in Response to Assessed Risks and Evaluating the Audit Evidence Obtained*, paras. .50–.54.)

<sup>47</sup>AU Section 326, *Audit Evidence*, para. .23.

- 
- In the testing phase, the auditor performs substantive testing of detail support for transactions and may also perform analytical procedures. In accordance with AU Section 318, these substantive procedures are performed to detect material misstatements at the relevant assertion level and include tests of classes of transactions, account balances, and disclosures.<sup>48</sup>
  - During the reporting phase, the auditor reviews the body of evidence obtained, reviews the conclusions reached about that evidence, and determines the materiality of uncorrected misstatements and untested amounts as a basis for forming an opinion.<sup>49</sup> Depending on issues identified during the audit, the auditor may decide to perform additional procedures to support a conclusion on the audit results.

---

## The Audit of the Marine Corps' Fiscal Year 2012 Schedule of Budgetary Activity Did Not Obtain Sufficient, Appropriate Evidence to Support the Audit Opinion

Our review of the audit documentation supporting the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule identified key areas where sufficient audit procedures were not performed, under professional auditing standards, and consequently sufficient, appropriate evidence was not obtained to support the reported audit opinion. Specifically, the audit documentation does not provide evidence that the auditors had (1) performed sufficient procedures to determine the completeness of budgetary transactions reported on the Marine Corps' Fiscal Year 2012 General Fund Schedule, (2) performed sufficient procedures to determine the reliability of certain evidence used to support transactions included on the Marine Corps' Schedule, (3) performed sufficient procedures to determine whether budget activity was recorded in the proper period and shipment obligations were properly recorded, and (4) properly considered and evaluated the audit evidence in concluding and reporting on the audit results.

On March 23, 2015, the DOD OIG announced the withdrawal of its Auditor's Report on the Marine Corps' Fiscal Year 2012 General Fund Schedule. In a memorandum to DOD and Marine Corps leadership, the OIG's Deputy Inspector General for Auditing stated that subsequently discovered facts identified during the audit of the Marine Corps' Fiscal

---

<sup>48</sup>AU Section 318, *Performing Audit Procedures in Response to Assessed Risks and Evaluating the Audit Evidence Obtained*, para. .50.

<sup>49</sup>AU Section 318, *Performing Audit Procedures in Response to Assessed Risks and Evaluating the Audit Evidence Obtained*, paras. .74–.76, and AU Section 312, *Audit Risk and Materiality in Conducting and Audit*, paras. .50–.65.

---

Year 2014 General Fund Schedule caused the OIG to question the completeness of the information on which the OIG based its opinion. More specifically, the OIG reported that (1) suspense accounts, which the U.S. Treasury maintains and which are used to temporarily hold transactions that could not be posted to a valid appropriation, contained Marine Corps transactions; (2) it believes that this condition existed in fiscal year 2012; and (3) it was unable to determine whether such transactions were material in relation to the Marine Corps' Fiscal Year 2012 General Fund Schedule. Marine Corps transactions recorded to suspense accounts would not have been recorded in the Marine Corps' Fiscal Year 2012 Schedule. At that time, the OIG indicated that once additional information has been gathered and analyzed, the fiscal year 2012 audit opinion will be revised in light of its analysis and reissued. In commenting on our report, the OIG stated that it would consider all relevant information, including the findings and recommendations in our report, the findings of the four ongoing audits of suspense accounts, and a report from the OIG's Quality and Standards Office before deciding whether to reissue an opinion on the Marine Corps' Fiscal year 2012 General Fund Schedule.

---

### The OIG's Procedures to Determine Completeness of Budgetary Transactions Were Insufficient

Auditing standards require, among other things, that the auditor (1) assess the risk of material misstatement at the relevant assertion level<sup>50</sup> and (2) perform substantive procedures for all relevant assertions related to material classes of transactions, account balances and disclosures.<sup>51</sup> Auditing standards further state that existence and completeness are always relevant assertions.<sup>52</sup> Testing for completeness may be performed in a number of ways, including the following:

- **Tests of detail transactions.** When testing detail transactions for the completeness assertion, the auditor should select from audit evidence indicating that an item should be included in the relevant financial statement amount and should investigate whether the item is so

---

<sup>50</sup>AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, para. .23.

<sup>51</sup>AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, para. .25.

<sup>52</sup>AU Section 314, *Understanding the Entity and Its Environment and Assessing the Risks of Material Misstatement*, para. .01.

---

included.<sup>53</sup> For example, the auditor would select from data sources outside or independent of the amounts being tested.

- **Reconciliations.** In performing a reconciliation, the auditor reconciles two populations and tests reconciling items to determine whether the two populations are consistent. For example, reconciliation would provide evidence that the transactions recorded in one population, in the aggregate, were also recorded in the other population.

We noted several areas where there is a high risk of material misstatement related to the completeness of outlays and obligations reported on the Marine Corps' Fiscal Year 2012 General Fund Schedule, for which the auditor either did not perform any testing procedures or did not perform sufficient procedures to determine whether there were material misstatements.<sup>54</sup> Specifically, there is a high risk of material misstatement that nonpayroll transactions recorded in feeder systems may not be reported in the Marine Corps' general ledger system—the Standard Accounting, Budgeting, and Reporting System (SABRS)—and transactions recorded in the current year may be improperly recorded to appropriations not included in the Marine Corps' Fiscal Year 2012 General Fund Schedule.

Figure 3 shows the business system data flow from the feeder systems through the Defense Cash and Accountability System (DCAS)<sup>55</sup> to the Marine Corps' SABRS general ledger system and through the Defense Departmental Reporting Systems (DDRS) to financial statements and the schedules of budgetary activity.<sup>56</sup>

---

<sup>53</sup>AU Section 318, *Performing Audit Procedures in Response to Assessed Risks and Evaluating the Audit Evidence Obtained*, para. .56.

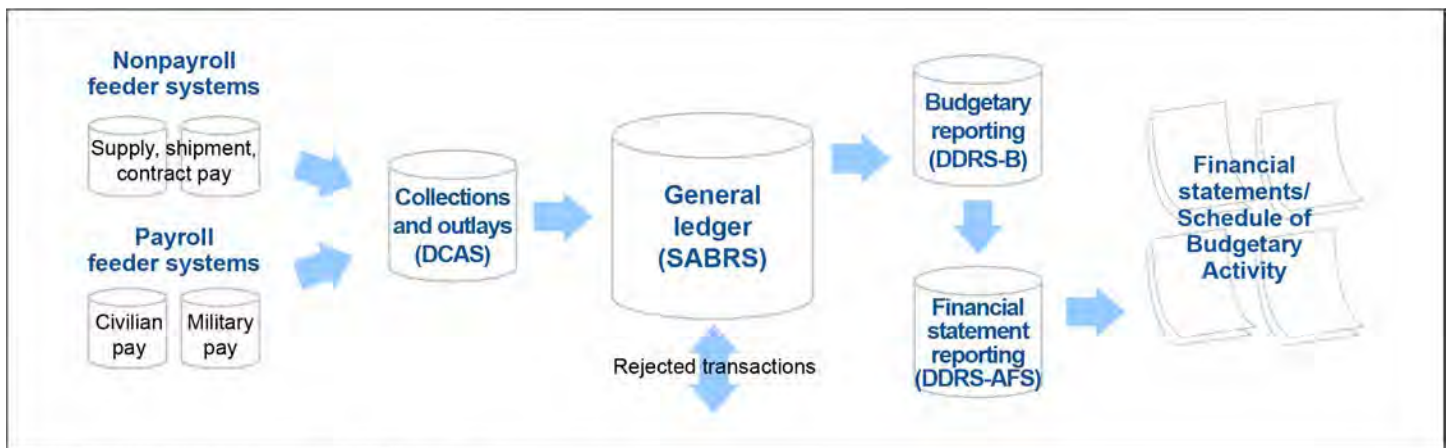
<sup>54</sup>When the auditor assesses the risk of material misstatement as high, the auditor believes that controls will more unlikely than likely prevent or detect any aggregate misstatements that could occur in the assertion in excess of the materiality threshold established for concluding on the audit. (See [GAO-08-585G](#), section 370.09.)

<sup>55</sup>DCAS is a data warehouse that performs certain edit checks and passes disbursement (outlay) and collection transactions to the Marine Corps' SABRS general ledger system. DCAS also serves as a repository of disbursement and collection transactions. DCAS reports monthly disbursement and collection transactions in SABRS to Treasury as part of the Fund Balance with Treasury reconciliation process.

<sup>56</sup>DDRS is a DOD-wide financial reporting system. DDRS-Budgetary (DDRS-B) generates budgetary reports, including monthly status of funds reports and SF-133, Reports on Budget Execution and Budgetary Resources. DDRS-Audited Financial Statements (DDRS-AFS) generates DOD's financial Statements.



**Figure 3: Feeder System Data Flow through the Marine Corps' General Ledger for Financial Statement Reporting Purposes**



DCAS: Defense Cash and Accountability System

DDRS-B: Defense Departmental Reporting System - Budgetary

DDRS-AFS: Defense Departmental Reporting System - Audited Financial Statements

SABRS: Standard Accounting, Budgeting, and Reporting System

Source: GAO analysis. | GAO-15-198

## Feeder System Transactions

The Marine Corps has reported that over 90 percent of the financial transactions in SABRS originate in feeder systems and that it has 25 primary feeder systems.<sup>57</sup> Typical tests for completeness might include (1) tracing of samples of transactions from significant feeder systems to ensure that the transactions were recorded in SABRS; (2) reconciling feeder system data to transactions in SABRS; and (3) confirming that rejected feeder system transactions were properly identified, isolated, and corrected in a timely manner. The audit documentation shows that the audit team reconciled the transfer of fiscal year 2012 civilian and military payroll data from the related payroll systems to SABRS and concluded that the military and civilian payroll populations in SABRS were sufficiently complete.<sup>58</sup> However, the audit documentation does not

<sup>57</sup>United States Marine Corps, *2012 Financial Report: Schedule of Budgetary Activity for Fiscal Year 2012 Appropriations* (Dec. 20, 2013). In addition to the 25 primary business systems (referred to as Tier 1 systems) that feed data to its SABRS general ledger system, the Marine Corps reported that it has numerous Tier 2 and Tier 3 systems that feed data sequentially to the Tier 1 systems.

<sup>58</sup>Civilian payroll data are transferred to SABRS from the Defense Civilian Payroll System and military payroll data are transferred to SABRS from the Marine Corps Total Force System.

---

include audit procedures to test the completeness of fiscal year 2012 nonpayroll feeder system data recorded in SABRS.

The risk of material misstatement in the Marine Corps' Fiscal Year 2012 General Fund Schedule related to the transfer of transactions from nonpayroll feeder systems is high, we believe, based on the following conditions:

- Nonpayroll feeder system transactions were material, accounting for about half of the Marine Corps' reported fiscal year 2012 budgetary activity.<sup>59</sup>
- We identified examples of feeder system transactions that were not included in SABRS or were not included in SABRS on a timely basis.
- The Marine Corps did not have adequate processes for determining whether all transactions in the nonpayroll feeder systems were included in SABRS.
- There were reported internal control weaknesses that prevented the Marine Corps from reasonably assuring that all transactions in nonpayroll feeder systems were recorded in SABRS. For example, 11 of the Marine Corps' open recommendations were related to weaknesses in controls over transfers of feeder system data to SABRS. Open Marine Corps' recommendations, discussed later in this report, addressed actions to (1) assure the completeness of populations of transactions and account balances, (2) test interface controls between various feeder systems and the Marine Corps' SABRS general ledger system, and (3) perform reconciliations of feeder system data to SABRS.
- There were a significant number of rejected transactions. For example, the audit documentation related to the Marine Corps' corrective actions on data transfers to SABRS included examples of daily reports of rejected feeder system transactions covering the months of April through July of 2012, each of which listed thousands of transactions that were rejected by SABRS. Our analysis of the rejected transactions determined that 70 percent of these transactions related to significant Marine Corps nonpayroll-related feeder systems involved with supply order and shipment transactions. In addition, the

---

<sup>59</sup>The Marine Corps' nonpayroll feeder system data consist of contractor and vendor payments, travel, shipment, and supply and equipment purchase transactions originating in various DOD component agency systems.

- 
- Marine Corps did not have a formal policy and control procedure for correcting errors that occur during data interface processing.
- DOD's November 2013 FIAR Status Report,<sup>60</sup> issued 1 month prior to the OIG's audit report on the Marine Corps' Fiscal Year 2012 General Fund Schedule, showed that most Statement on Standards for Attestation Engagements (SSAE) No. 16 examinations of the effectiveness of controls over key DOD business feeder systems had not been completed,<sup>61</sup> raising questions about the completeness and the integrity of the processes and underlying data residing in these systems.

With regard to the completeness of transaction data in SABRS, members of the audit team told us that they had performed certain other tests. First, the team indicated, and the audit documentation showed, that it traced data from SABRS through the financial reporting process to the Marine Corps' Fiscal Year 2012 General Fund Schedule. As described in the audit documentation, this procedure would help confirm that data were not lost in processing from the general ledger to the Marine Corps' Fiscal Year 2012 General Fund Schedule. However, it does not provide evidence concerning the completeness of the data residing in SABRS, most of which originate in business systems outside of SABRS.

Second, members of the audit team told us that they traced the Marine Corps' SABRS general ledger system transaction data to transactions included in the Marine Corps' Fund Balance with Treasury reconciliation process and did not identify any missing transactions.<sup>62</sup> However, these procedures would not be effective for testing completeness of transactions recorded in SABRS because they begin with items that are already recorded in SABRS. Further, the audit documentation does not include evidence of a complete comparison of fiscal year 2012 SABRS transaction activity to fiscal year 2012 Fund Balance with Treasury

---

<sup>60</sup>Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, *Financial Improvement and Audit Readiness (FIAR) Plan Status Report* (November 2013).

<sup>61</sup>Such examinations are performed under the AICPA's SSAE No. 16, *Reporting on Controls at a Service Organization*, which provides guidance to service auditors for performing examinations to report on controls at organizations that provide services to user entities when those controls are likely to be relevant to user entities' internal control over financial reporting.

<sup>62</sup>The reconciliation process compares the agency's records to Treasury's records and resolves or adjusts for differences, similar to reconciling a corporate checking account balance to a bank statement.

---

## Transactions Rejected during Transfers to SABRS

reconciliations. For example, the audit documentation did not include a review of Marine Corps transactions submitted to Treasury by other federal agencies and other DOD components, such as the Army and U.S. Transportation Command, to determine whether they were properly recorded in SABRS.<sup>63</sup>

One reason that feeder system transactions may not be recorded in SABRS relates to rejected transactions. According to Defense Finance and Accounting Service (DFAS) officials, transactions originating in feeder and other systems that cannot be posted to a valid appropriation are rejected and temporarily held by the Marine Corps for research, and if not resolved within the month, are recorded to suspense accounts until they are investigated, resolved, and correctly recorded. Any Marine Corps budgetary transactions that were included in suspense accounts at the end of fiscal year 2012 were not included in the Marine Corps' Fiscal Year 2012 General Fund Schedule.<sup>64</sup> As noted earlier, in late March 2015, the OIG withdrew its opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule because it was unable to determine whether transactions recorded in suspense accounts maintained by Treasury that were not included in the Marine Corps' Schedule were material to the Schedule.

As discussed later in this report, the Marine Corps had not yet addressed all information technology system recommendations from its fiscal years 2010 and 2011 SBR audits related to control weaknesses over data transfers between feeder systems and SABRS. One such recommendation relates to the lack of a formal policy and control procedure for correcting errors that occur during data interface processing, in which transactions flow from feeder systems through DCAS and ultimately into SABRS. Such a policy would help assure that identified errors and rejected transactions are reviewed by management, resolved, and resubmitted for processing. The audit documentation on the

---

<sup>63</sup>U.S. Transportation Command is a unified functional DOD combatant command that provides global mobility support (movement of personnel and items) to the military services, defense agencies, and other government organizations.

<sup>64</sup>According to DFAS's Standard Operating Procedures for Suspense Accounts, transactions that cannot be identified to a valid appropriation account are recorded to a DOD agency suspense account and transactions that cannot be identified to a valid receiving agency are recorded to a Treasury suspense account. (See Defense Finance and Accounting Service, Office of the Director, Corporate Accounting, *Standards and Compliance (S&C) Standard Operating Procedures for Use of Suspense Accounts F3875 and F3885* (March 2011)).



---

Marine Corps' corrective actions for this recommendation shows that the Marine Corps took action to develop a report to monitor system rejects. However, the audit documentation used to support closing this recommendation does not include evidence that the auditors, in closing the recommendation, had performed procedures to (1) determine the causes of the rejected transactions as a basis for determining if appropriate corrective actions had been designed and implemented or (2) confirm that rejected feeder system transactions were properly resolved.

If audit procedures to confirm the completeness of transfers of nonpayroll feeder system data to SABRS are not sufficient, there may be undetected material amounts of transactions that are not properly included in the Marine Corps' Fiscal Year 2012 General Fund Schedule. Further, (1) populations used for substantive testing throughout the audit may not be complete, (2) sample sizes may not be appropriate, and (3) statistical tests may not be reliable for concluding on the results of the audit.

#### Transactions Recorded in Fiscal Year 2012 to Prior Year Appropriations

Another risk related to completeness is the risk that transactions recorded in fiscal year 2012 to prior year appropriations, which are excluded from the Marine Corps' Fiscal Year 2012 General Fund Schedule, should have been charged to 2012 appropriations included in the Schedule. The Marine Corps' Fiscal Year 2012 General Fund Schedule is represented to include only budgetary transactions recorded to fiscal year 2012 current appropriations. Typical tests for completeness of the general ledger with respect to such transactions would include examining appropriate evidence that samples of fiscal year 2012 budgetary transactions charged to prior year appropriations were properly charged to such prior year appropriations.

The audit documentation and discussions with the audit team did not disclose any testing of transactions related to fiscal year 2012 activity recorded to fiscal year 2011 and prior appropriations to determine whether there was evidence that such transactions should have been recorded to fiscal year 2012 appropriations. However, we believe the risk of material misstatement to the Marine Corps' Fiscal Year 2012 General Fund Schedule related to transactions recorded in fiscal year 2012 to prior year appropriations that should have been charged to fiscal year 2012 appropriations is high based on numerous reported Marine Corps' weaknesses in controls over accounting and financial reporting and the magnitude of fiscal year 2012 Marine Corps' outlays that were recorded to prior fiscal year appropriations. For example, Treasury's *Combined Statement of Receipts, Outlays, and Balances, Fiscal Year 2012* includes

---

data on federal agency fiscal year 2012 outlays that were recorded to prior fiscal year appropriation accounts.<sup>65</sup> Our review of the reported Marine Corps' fiscal year 2012 outlay activity determined that over \$3.8 billion in such outlay activity was recorded to fiscal year 2011 appropriations.

Despite these reported conditions, there was no evidence in the audit documentation that the OIG assessed the risk of material misstatement associated with fiscal year 2012 appropriation activity being improperly recorded in a prior fiscal year appropriation account, and no evidence that the OIG performed tests for completeness with respect to fiscal year 2012 appropriation transactions that may be improperly recorded in prior year appropriations. In response to our concern, the OIG stated that the scope of its audit only covered fiscal year 2012 current activity. As such, fiscal year 2011 or prior activity would not be in the scope of the audit. However, absent testing to identify fiscal year 2012 transactions improperly recorded to fiscal year 2011 and prior appropriations, there may be material budgetary transactions that were improperly excluded from the Marine Corps' Fiscal Year 2012 General Fund Schedule.

---

### The OIG Did Not Perform Sufficient Procedures to Determine the Reliability of Certain Evidence Used in Transaction Testing

Testing of detail transactions is a basic audit test designed to determine whether the recorded transactions are supported by sufficient, appropriate evidence. It involves comparing recorded information to supporting documents to determine whether the transaction is valid (authorized and approved) and is recorded in the proper period, to the proper appropriation, and at the proper amount. For example, if the sampled transaction is an outlay for an item purchased, the auditor would review documents, such as the original purchase order, invoice, receiving report, and payment voucher, to substantiate the validity and amount of the sampled transaction.

In some instances, the auditor may be unable to obtain sufficient, appropriate evidence to support a selected transaction. In such cases, the auditor should perform alternative procedures to determine whether the transaction was properly supported. For example, the auditor may confirm the details of the transaction with a third party. If the auditor is unable to

---

<sup>65</sup>Department of the Treasury, Financial Management Service, *Combined Statement of Receipts, Outlays, and Balances, Fiscal Year 2012* (Washington, D.C.: Dec. 3, 2012).

---

obtain sufficient, appropriate evidence from alternative procedures, such items are generally treated as misstatements and are accumulated to determine whether such unsupported amounts are material in the aggregate.

In examining evidence supporting a transaction, the auditor should consider the reliability of the information to be used as audit evidence, such as electronic documents, including consideration of controls over their preparation and maintenance where relevant.<sup>66</sup> Such consideration would normally include any information that raises doubts about the reliability of the evidence. Also, when the auditor uses information produced by the entity to perform audit procedures, the auditor should obtain audit evidence about the accuracy and completeness of the information, for example, by performing procedures to determine whether the related controls over the data are effective.<sup>67</sup>

Auditing standards also state that the reliability of audit evidence is influenced by its source and by its nature and is dependent on the individual circumstances under which it is obtained.<sup>68</sup> Even when audit evidence is obtained from sources external to the entity, circumstances may exist that could affect the reliability of the information obtained. For example, audit evidence obtained from an independent external source may not be reliable if the source is not knowledgeable. This means that regardless of the source of the information, if the auditor has doubts about the reliability of information to be used as audit evidence or is aware of problems with the reliability of the data, the auditor should determine what modifications or additions to audit procedures are necessary to resolve the issues.

The audit documentation shows that the auditors had requested appropriate transaction documents from the Marine Corps, including orders, receiving reports, and invoices. However, the audit documentation also shows that when the Marine Corps was unable to provide the requested documents for a selected transaction, the auditors relied on

---

<sup>66</sup>AU Section 326, *Audit Evidence*, para. .09.

<sup>67</sup>AU Section 318, *Performing Audit Procedures in Response to Assessed Risks and Evaluating the Audit Evidence Obtained*, para. .14, and AU Section 326, *Audit Evidence*, para. .10.

<sup>68</sup>AU Section 326, *Audit Evidence*, para. .08.

---

data generated from other DOD agencies that provided goods or services as evidence to support the transaction.<sup>69</sup> However, the auditors did not document their consideration of the reliability of the evidence provided from these other DOD agencies, although there was evidence that should have raised doubts about its reliability. In addition, the auditors relied on support produced from certain Marine Corps systems without obtaining sufficient evidence about the accuracy and completeness of the information.

The following examples describe well-known, documented issues related to certain DOD systems that, in our view, raise significant doubts about the reliability of data from those processes and systems that the OIG relied on in its transaction testing.

- DOD reported the Defense Logistics Agency's (DLA)<sup>70</sup> Military Standard Requisitioning and Issues Procedures (MILSTRIP) as a department-wide material weakness in its fiscal year 2012 agency financial report,<sup>71</sup> stating that the department could not effectively account for transactions and balances in the MILSTRIP orders process. DOD's reported target date for completing corrective actions was 2014.
- U.S. Transportation Command had not yet asserted audit readiness, and it had not undergone an SSAE No. 16 examination as of the end of fiscal year 2012. Further, U.S. Transportation Command uses the Defense Enterprise Accounting and Management System (DEAMS) as its official billing system, and DEAMS had not yet undergone

---

<sup>69</sup>Various DOD agencies perform business or mission-related services (such as providing accounting, supply, and shipment services) to the Marine Corps, the other military services, and DOD agencies. These service agencies also generate financial transaction information related to billings for those business services.

<sup>70</sup>DLA acquires and provides the military services nearly 100 percent of the consumable items they need to operate, including food, fuel and energy, uniforms, medical supplies, and about 85 percent of the military's spare parts. DLA also coordinates with U.S. Transportation Command on the shipment of supply and equipment orders to the military services.

<sup>71</sup>Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, *Department of Defense Agency Financial Report, Fiscal Year 2012, Addendum A*, (Washington, D.C.: Nov. 15, 2012). (See A-34 and A-39.)



---

testing of its financial reporting controls.<sup>72</sup> However, the DOD OIG had previously reported that DEAMS managers did not maintain an adequate general ledger chart of accounts and that DEAMS managers did not take the steps needed to ensure that DEAMS had the capability to record and track transaction data.<sup>73</sup> As a result, instead of properly recording transactions, such as budget authority, obligations, collections, and disbursements (outlays) at the time of the related events, DEAMS managers relied on DFAS to record journal vouchers (adjusting entries) in DDRS and used other offline electronic processes, such as spreadsheets, to record accounting entries. According to the DOD OIG, because funds control accounting was not being managed in DEAMS, budget execution reports and SBRs were developed using budgetary status data that could not be traced to actual transaction data within the official accounting system. These weaknesses increase the risk of accounting, billing, and financial reporting errors.

- In disclaiming an opinion on DOD's department-wide financial statements for fiscal year 2012, the OIG reported that DOD financial management and business feeder systems were unable to adequately support material amounts on the financial statements as of September 30, 2012.<sup>74</sup> The OIG also reported that financial systems did not comply with FFMIA. DOD continued to report that the vast majority of the information needed to prepare the department's financial statements originates in feeder systems that input data into its financial systems and that the effectiveness of controls over most feeder systems has not been tested to determine whether information in such systems is reliable.

These data integrity issues should have raised significant doubts about the reliability of the information used as evidence to support some of the Marine Corps' transactions, and should have triggered an assessment of

---

<sup>72</sup>DEAMS is a financial management enterprise resource planning (ERP) system initiative by the Air Force, U.S. Transportation Command, and DFAS. Its purpose is to support the warfighter with timely, accurate, and reliable financial information to enable efficient and effective decision making.

<sup>73</sup>Department of Defense, Office of Inspector General, *An Unreliable Chart of Accounts Affected Auditability of Defense Enterprise Accounting and Management System Financial Data*, DODIG-2012-140 (Alexandria, VA: Sept. 28, 2012).

<sup>74</sup>Department of Defense, Office of Inspector General, *Independent Auditor's Report on the Department of Defense FY 2012 and FY 2011 Financial Statements*, DODIG-2013-021 (Alexandria, VA: Nov. 15, 2012).

---

the evidence to determine if it was sufficiently reliable to support the selected transactions. In addition, the auditors should obtain evidence of the accuracy and completeness of audit evidence produced by Marine Corps systems that they rely on for audit testing. If the evidence is not sufficiently reliable, the related amounts recorded in the Marine Corps' Fiscal Year 2012 General Fund Schedule should be considered misstatements and evaluated to determine whether such inadequately supported transactions are material.

Our review of the audit documentation for sample outlay transactions that the auditors indicated were properly supported by sufficient, appropriate evidence identified numerous instances where the auditors relied on data from certain Marine Corps and other DOD agency business systems and processes with data reliability issues. We were unable to determine the full extent of transactions supported by such evidence because the support for transaction samples that passed the auditor's tests (i.e., were not identified as exceptions) was not always readily available.<sup>75</sup> However, our review of the audit documentation identified the following examples of outlay transactions selected for substantive detail testing that were supported solely by data generated from these DOD business systems and processes.

- When the Marine Corps could not provide original support for sample military supply order transactions, the audit firm relied on data from feeder systems and business processes with data reliability issues. These systems included the Marine Corps' Supported Activities Supply System (SASSY)<sup>76</sup> and other Defense agency business systems, including systems involved with DLA's MILSTRIP business process. Our review of the OIG's audit documentation for 257 outlay sample items that were retested by the OIG as part of its oversight of the audit firm's substantive tests of Marine Corps outlays found that at

---

<sup>75</sup>Auditing standards do not require that documentation for tested transactions that were deemed to be without exception be retained in the official audit documentation.

<sup>76</sup>The Marine Corps initiated action to phase out SASSY in July 2011 and began transferring supply order functions to GCSS-MC. While the phase-out of SASSY was ongoing as of December 2013 when the auditor's report on the Marine Corps' Fiscal Year 2012 General Fund Schedule was issued, processes and controls related to SASSY had not been audited and the GCSS-MC *Federal Information System Controls Audit Manual (FISCAM)* audit had identified significant weaknesses in general system controls. (GAO, *Federal Information System Controls Audit Manual (FISCAM)*, [GAO-09-232G](#) (Washington, D.C.: February 2009).)

---

least 42 of the 257 supply order outlay sample items (16 percent) shown as tested without exception were supported solely by data generated directly from such DOD systems and processes.<sup>77</sup> As discussed later, OIG management accepted the same type of feeder systems data as sole support for 13 DLA MILSTRIP transactions and 1 U.S. Transportation Command shipment transaction in control tests for proper cutoff on fiscal year 2012 outlays.

- Audit documentation on the results of substantive testing of 94 outlay sample items related to U.S. Transportation Command shipments of military supplies and equipment and shipments of household goods showed that 72 of the 94 shipment outlay sample items (77 percent) were supported solely by consolidated Interfund billings generated by U.S. Transportation Command systems. Interfund billings are transfers of funds between federal agency appropriations that are processed through Treasury's Intergovernmental Payment and Collection (IPAC) system.<sup>78</sup> Marine Corps Interfund billings included coded accounting lines for multiple transactions, generally without any of the original supporting documentation for the individual transactions. According to the audit documentation, the auditors concluded that 71 of the 72 outlay sample items were tested without exception. The one exception was a sample item for a fiscal year 2011 shipment that the auditors believed was outside the scope of the Marine Corps' fiscal year 2012 audit and thus recorded an exception.

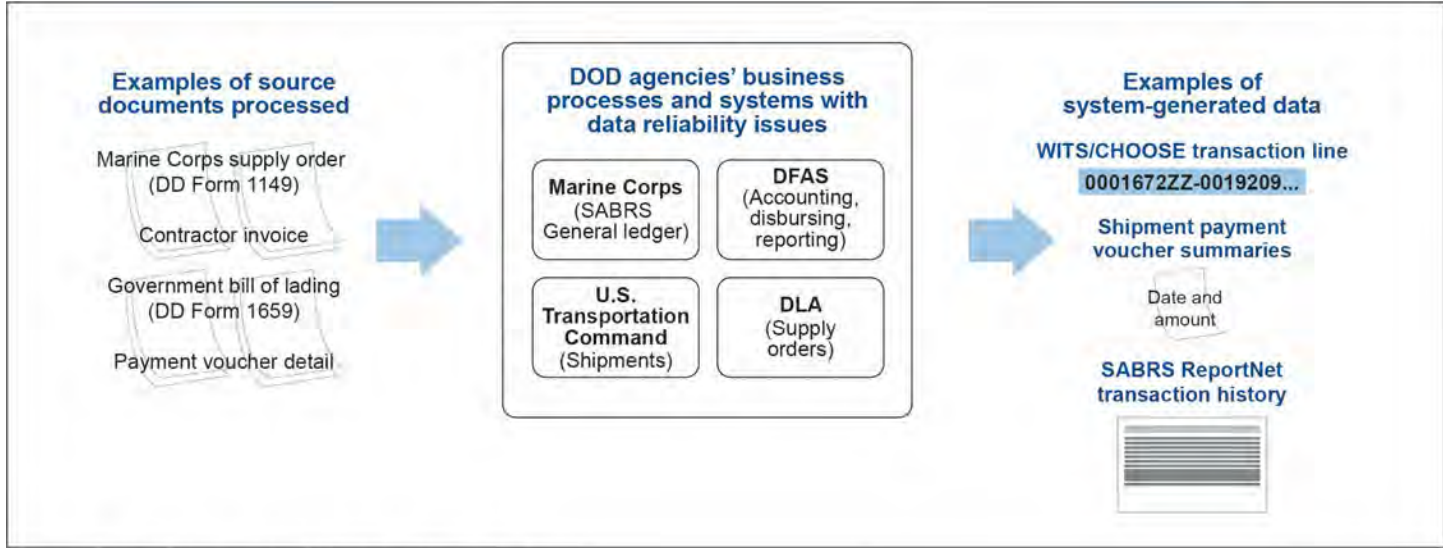
---

<sup>77</sup>Defense agency business systems and processes with data reliability issues included WITS and CHOOSE. The Web Interfund Transaction Search (WITS) is an Internet-based research tool developed by DFAS and the Defense Enterprise Computing Center-Mechanicsburg that enables users to access a database, located on a web server, that contains Navy and Marine Corps Interfund billings and allows the user to create various reports based on the user's search criteria and reporting needs. Interfund billings (or fund transfers) are similar to reimbursement transactions between different federal agencies' fund accounts. The Cash History On-Line Operator Search Engine (CHOOSE) is a database that DFAS-Cleveland uses to research disbursement transactions (outlays).

<sup>78</sup>IPAC is a U.S. Treasury system that provides a way for federal agencies to transfer funds from one agency to another with standardized descriptive data. DOD agencies use IPAC to execute billing and collection transactions (also referred to as Interfund transactions) between DOD agency appropriations. U.S. Transportation Command Interfund IPAC billings are generated by the U.S. Transportation Command accounting system related to a specific shipment process, such as air, land, or sea, or commercial carrier, and are reported on journal vouchers for transfers from the associated fiscal year 2012 Marine Corps appropriation account to U.S. Transportation Command's Working Capital Fund account. A Working Capital Fund is a type of intragovernmental revolving fund that operates as a self-supporting entity that conducts a regular cycle of businesslike activities. These funds function entirely from the fees charged for the services they provide consistent with their statutory authority.

Figure 4 shows examples of source documents used in DLA's MILSTRIP and U.S. Transportation Command's shipment processes compared with the types of DOD system-generated data that the auditors relied on when the Marine Corps could not locate and provide the original transaction documentation to the auditors.

**Figure 4: Comparison of Original Source Documents Used for Recording Transactions with System-Generated Documentation Used in Auditor Testing**



CHOOSE: Cash History On-Line Operator Search Engine  
 DD: Defense Department  
 DFAS: Defense Finance and Accounting Service  
 DLA: Defense Logistics Agency  
 SABRS: Standard Accounting, Budgeting, and Reporting System  
 WITS: Web Interfund Transaction Search  
 Source: GAO analysis. | GAO-15-198

The data reliability issues related to these systems should have been identified in the auditor's assessment of the risk of material misstatement, and appropriate audit procedures should have been performed to assess the reliability of such evidence and to determine the accuracy and completeness of evidence produced by Marine Corps' systems. Absent performing sufficient procedures to assess the reliability of such information, there is insufficient evidence to support the accuracy and completeness of transactions that are based solely on this evidence.



---

**Audit Procedures Were Not Sufficient to Determine Whether Budget Activity Was Recorded in the Proper Period and Whether Shipment Obligations Were Properly Recorded**

The OIG's audit documentation did not contain evidence of sufficient procedures for fiscal year 2012 cutoff testing and testing of shipment obligations.

**Scope of Cutoff Testing Was Not Adequate to Assure Obligations and Outlays Were Recorded in the Proper Period**

As noted previously, cutoff is one of the financial statement assertions that the auditor considers during a financial statement audit. The cutoff assertion relates to whether transactions and events have been recorded in the correct accounting period. Cutoff includes consideration of two aspects. The first aspect, which relates to the existence or occurrence assertion, is that all transactions recorded in the current period relate to the current period. The second aspect, which relates to the completeness assertion, is that all transactions that should have been recorded in the current period have been recorded in the current period and are properly included in the financial statements.

Although the OIG performed certain cutoff testing, our review of the audit documentation and discussions with the OIG determined that certain risks of material misstatement related to cutoff were not identified and addressed. The length of the cutoff period tested was not based on a complete assessment of the risk of material misstatement. Further, the auditors did not consider the lengthy transaction cycle for certain transactions that pose a higher risk of transactions being recorded to the wrong fiscal year appropriation. Specifically:

- No cutoff testing procedures were performed related to the risk that fiscal year 2012 transactions may have been recorded improperly as fiscal year 2011 activity.
- Given the lag time in properly recording certain types of transactions, risk exists that fiscal year 2012 transactions that were recorded after the cutoff period, or that certain types of transactions recorded during the end-of-year cutoff period, could be improperly charged to fiscal year 2013 appropriations.

Because of these risks and uncorrected Marine Corps accounting and financial reporting weaknesses, the risk of material misstatement was high and additional procedures should have been performed to determine whether budgetary activity related to fiscal year 2012 appropriations was

---

recorded in the proper period. Further, because such additional cutoff procedures were not performed, there may be material transactions related to fiscal year 2012 appropriations that were not properly recorded in the Marine Corps' Fiscal Year 2012 General Fund Schedule.

The objective of cutoff testing is to obtain evidence about whether transactions were recorded in the proper accounting period. Cutoff tests, intended to test for completeness, determine whether transactions recorded prior to the fiscal year or after the end of the fiscal year should have been included in the year being audited. As previously discussed, the Marine Corps' Fiscal Year 2012 General Fund Schedule was intended to cover current year activity on fiscal year 2012 appropriations. Typical cutoff tests for completeness include testing transactions recorded before the beginning of the reporting period and after the end of the reporting period to determine whether there are material amounts of transactions that should have been recorded in the current reporting period. Obtaining sufficient evidence of proper cutoff may also necessitate that the auditor perform other procedures. For example, if there is a risk that transactions may be recorded after the cutoff testing period or the audit completion date, such procedures may include examining open purchase orders, unpaid invoices, and contracts as of a date near the audit completion date,<sup>79</sup> or estimating amounts that should be recorded in the current year based on appropriate evidence.

To assess the risk of material misstatement related to cutoff and determine the scope of cutoff testing with respect to budgetary activity, auditors would generally determine the length of transaction cycles from when a transaction occurs to when the transaction is properly recorded for significant business processes.<sup>80</sup> Certain business processes may have short cycle times. For example, the transaction cycle for payroll is typically fairly short. For business processes with long cycle times, such as certain types of shipment transactions, obligations made in the last quarter of a fiscal year may not be recorded until the first month or the first quarter in the next fiscal year, or until the outlay is made, which could be several months into the next fiscal year. In such instances, obligations and outlays may not be recorded to the proper accounting period,

---

<sup>79</sup>GAO and President's Council on Integrity and Efficiency, *Financial Audit Manual*, [GAO-08-585G](#). (See section 495B.03.)

<sup>80</sup>Also, see AU Section 326, *Audit Evidence*, paras. .19--.22.

particularly if subsequent adjustments were not recorded timely. Accordingly, as shown in figure 5, depending on the entity's transaction cycle times and level of assessed risk of material misstatement, the auditor would plan cutoff testing that considers the length of significant transaction cycles with regard to the beginning and end of the accounting period audited.

Figure 5: Timeline for Cutoff Testing for a 1-Year Schedule of Budgetary Activity



Source: GAO analysis. | GAO-15-198

Auditing standards provide detailed guidance on obtaining an understanding of the entity and its environment to (1) assess the risks of material misstatement at the financial statement and relevant assertion levels and identify risks by classes of transactions;<sup>81</sup> account balances, and disclosures in the financial statements; (2) relate the risks to what could go wrong at the relevant assertion level; and (3) consider the significance and likelihood of material misstatement for each identified risk in order to design appropriate substantive tests.<sup>82</sup>

Assessment of Risks of Material Misstatement Related to Cutoff Was Not Sufficiently Documented

As noted above, the auditor should assess the risk of material misstatement related to relevant assertions. In this case, the OIG identified proper cutoff as a risk of material misstatement. We agree with the OIG's identification of cutoff as having a risk of material misstatement. Our assessment included consideration of the following factors that we believe result in a high risk of material misstatement related to cutoff.

<sup>81</sup>Examples of classes of transactions include obligations and outlays.  
<sup>82</sup>AU Section 314, *Understanding the Entity and Its Environment and Assessing the Risks of Material Misstatement*, para. .102, and AU Section 326, *Audit Evidence*, paras. .20a and .21.

- 
- There are identified examples of transactions being recorded in the wrong period—DOD reports of Antideficiency Act violations<sup>83</sup> provided to GAO identified numerous DOD-wide instances of transactions that were recorded to the wrong period.<sup>84</sup> DOD has also reported a violation of the act related to a late U.S. Transportation Command shipment billing that was recorded in the subsequent fiscal year. When the need for an adjustment was identified, funds allocated for shipments in the previous fiscal year had been exhausted. In addition, we previously reported that the Marine Corps' use of bulk estimated obligations for shipments of household goods related to permanent change-of-station moves that generally take 2 or more fiscal years to fully liquidate (i.e., for the final payment or outlays to be made) poses a risk of Antideficiency Act violations if the estimated obligations are too low and outlays exceed the bulk obligation.<sup>85</sup> The Army, the Navy, and the Air Force have each reported violations related to the use of bulk estimated obligations.
  - For certain types of transactions, such as certain U.S. Transportation Command billings, obligations sometimes may not be recorded until the outlay is made, which can be from a few days or weeks to several months or several years after the obligation should have been recorded.
  - For certain types of transactions, there may be an extended period between when the transaction occurred and when the transaction is recorded. For example, U.S. Transportation Command shipment billings that cover multiple fiscal years are initially charged to current fiscal year appropriations, and may not be analyzed and, for shipments related to prior year obligations, may not be properly charged to such prior year appropriations until several months after the end of the fiscal year.
  - There are reported internal control weaknesses related to reasonably assuring that all transactions are recorded in the proper period, particularly with regard to liquidations of estimated bulk obligations

---

<sup>83</sup>31 U.S.C. §§ 1341-42, 1349-52, 1511-19. The Antideficiency Act, among other things, prohibits agencies from incurring obligations or making expenditures in excess of or in advance of an appropriation, or in excess of an apportionment.

<sup>84</sup>Once it is determined that there has been a violation, the Antideficiency Act requires the agency head to report immediately to the President and the Congress all relevant facts and actions taken, and transmit a copy of the report to the Comptroller General.

<sup>85</sup>[GAO-11-830](#).



---

related to permanent change-of-station moves and U.S. Transportation Command billings.

AU Section 326 states that the auditor should obtain audit evidence to draw reasonable conclusions on which to base the audit opinion, including performing procedures to detect material misstatements at the relevant assertion level. As part of these procedures, the auditors must perform procedures to assess the risk of material misstatement at the financial statement and relevant assertion levels.<sup>86</sup> AU Section 339 requires documentation of significant findings and issues, actions to address them, and conclusions reached.<sup>87</sup> Although the above risks were known at the time of the audit, and the audit documentation includes a discussion of these risks, the documentation does not include evidence that the auditors appropriately considered these risks as a basis for designing and performing sufficient audit procedures to address these risks. For example, the audit documentation does not contain evidence that DOD OIG auditors performed procedures to assess the risk of proper cutoff and determine the nature, extent, and timing of substantive testing related to (1) the length of transaction cycles for significant volumes of transactions and (2) certain significant general ledger accounts.

The Length of the Fiscal Year-End Cutoff Period Tested Was Not Based on the Risk of Material Misstatement

Our review of the audit documentation determined that the OIG only performed testing of transactions recorded in October 2012 (the first month of fiscal year 2013) for cutoff purposes, based on the assumption noted in the audit documentation that there was a low risk that material amounts recorded in periods subsequent to October could relate to fiscal year 2012. However, there was no documented basis for this judgment. For example, during our discussions with OIG auditors, they told us that based on their experience and auditor judgment, they considered this risk to be low. The auditors did not document their understanding of the length of transaction cycles for significant categories of transactions and the pattern and volume of those transactions at fiscal year-end.

In addition, the audit documentation noted the process whereby U.S. Transportation Command submits summary Interfund billings through IPAC to the Marine Corps that are initially charged to the Marine Corps' fiscal year 2012 appropriations and the Marine Corps' subsequent

---

<sup>86</sup>AU Section 326, *Audit Evidence*, paras. .20-.21.

<sup>87</sup>AU Section 339, *Audit Documentation*, para. .14.

---

analysis to determine the allocations of the underlying transactions to the appropriate fiscal year appropriations. However, the audit documentation did not include evidence that the auditors performed any procedures to (1) test the accuracy of the Marine Corps' allocation of fiscal year 2012 shipment billings to previous fiscal year appropriations or (2) confirm that the related adjustments were recorded to ensure that the portion of the outlays that pertained to previous fiscal year appropriations, and in some cases, other military services, were excluded from the outlays reported on the Marine Corps' Fiscal Year 2012 General Fund Schedule. Our analysis of U.S. Transportation Command billings and discussions with the auditors and the Marine Corps determined that the OIG was aware that the Marine Corps was performing analysis of approximately \$21 million of fiscal year 2012 shipment billings in January 2013—4 months after the end of fiscal year 2012—to determine the extent of adjustments needed to record the related outlay transactions to fiscal year 2012 and prior appropriations.

Further, for an audit of budgetary transactions, auditors should test for proper classification to assure that transactions are recorded to the proper fiscal year appropriation or fund account. The OIG told us that testing performed for the audit of the Marine Corps' Fiscal Year 2013 General Fund Schedule would identify any fiscal year 2013 transactions that should have been recorded to fiscal year 2012. The OIG stated that if any cut-off errors were identified during the fiscal year 2013 audit, it would then determine if a restatement of the Marine Corps' Fiscal Year 2012 General Fund Schedule was needed. However, audit evidence obtained in the current year audit should be sufficient to support the auditor's opinion.

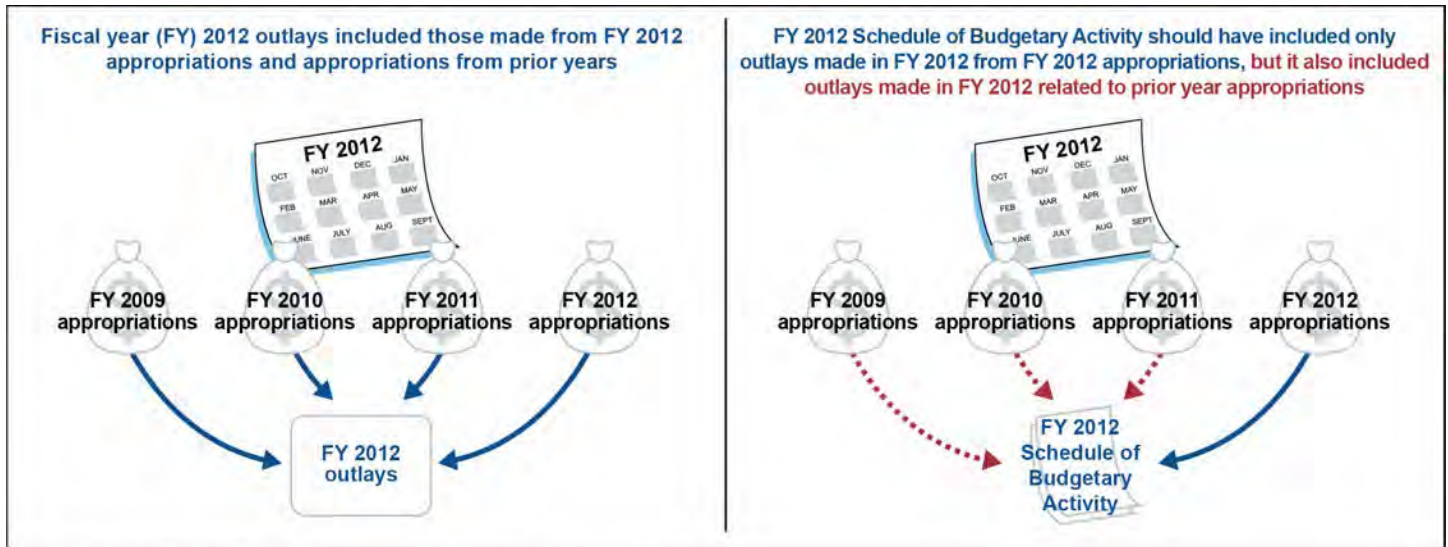
The OIG auditors also stated that a normal audit reporting schedule in the federal environment requires issuance of the financial statements and the associated opinion 45 days after the fiscal year ends and this does not allow time for more testing. However, the OIG was not required to meet this reporting time frame for its audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule and had already significantly exceeded it. Given that this was a first-year audit of a 1-year schedule of budgetary activity, additional testing could either have confirmed that a 30-day window was appropriate and thus set a baseline, or would have shown that further efforts were needed by the Marine Corps to address processing delays so that the future 45-day reporting cycle could be met without increasing audit risk.

---

The audit documentation shows that the OIG tested only the transactions recorded in October 2013 that the Marine Corps applied against fiscal year 2012 appropriations to determine whether they should have been recorded to fiscal year 2012. The OIG did not test transactions recorded in October that were recorded against fiscal year 2013 appropriations to determine if these transactions were properly recorded. As a result, there is a risk that transactions posted to 2013 appropriations should have been recorded in fiscal year 2012 to fiscal year 2012 appropriations. For example, U.S. Transportation Command shipment billings initially recorded to fiscal year 2013 may not have been adjusted and may affect fiscal year 2012 appropriations.

Figure 6 shows a high-level illustration of the scope issue posed by the outlays that actually related to multiple fiscal year appropriations being recorded to fiscal year 2012 appropriations. The audit documentation on substantive testing results for shipment outlays showed that the auditors concluded that the recording of all shipment outlays that were made during fiscal year 2012 to fiscal year 2012 appropriations was accurate, even though the sample shipment outlay transaction documents generally identified allocations that needed to be made to various previous fiscal year appropriations. Support for some sampled shipment outlay transactions initially recorded to fiscal year 2012 appropriations included receiving reports that were dated in August 2011 and September 2011, indicating that they pertained to fiscal year 2011 or earlier appropriations. Further, the documentation on testing results did not include auditor comments that refer to additional procedures performed to ensure that necessary adjustments had been identified by the Marine Corps and that these adjustments were recorded by the close of the fiscal year 2012 accounting period.

**Figure 6: Outlays Tested by Auditors Included Amounts for Fiscal Years outside the Scope of the Marine Corps' Fiscal Year 2012 General Fund Schedule of Budgetary Activity**



Source: GAO analysis of Marine Corps fiscal year 2012 payment vouchers. | GAO-15-198

### Substantive Cutoff Testing Was Not Performed for Significant General Ledger Accounts

The audit documentation also shows that the auditors did not perform any substantive cutoff testing for two general ledger accounts: the obligation account for delivered orders and the outlay account. The OIG told us that it did not test for proper cutoff of the obligation account for delivered orders because any errors identified would result in an adjustment to the obligation account for undelivered orders and would have no net effect on the Marine Corps' Fiscal Year 2012 General Fund Schedule because the two obligation accounts are both reported on the "Obligations Incurred" line item of the Schedule. However, the OIG's testing of the obligation account for delivered orders during fiscal year 2012 substantive testing identified 11 errors for which the corresponding adjustments were recorded to other general ledger accounts and were reported on different line items of the Marine Corps' Fiscal Year 2012 Schedule. Thus, without testing obligations related to delivered orders for proper cutoff, there may be misstatements related to delivered orders that would not be detected by the audit.

With regard to cutoff testing of outlay transactions, the audit documentation showed that after the OIG's tests of internal controls over proper cutoff for outlay transactions resulted in an unacceptably high error rate, the OIG requested that the Marine Corps provide documentation for a sample of 334 outlay transactions for substantive testing of end-of-



---

The OIG Did Not Perform Sufficient Procedures to Reasonably Assure the Reliability of Reported Shipment Obligations

period cutoff.<sup>88</sup> According to OIG auditors, the Marine Corps responded that it was not able to provide support for this large substantive sample because it was responding to requests for support on sampled transactions that related to the audit of its Fiscal Year 2013 General Fund Schedule at that time.<sup>89</sup> As a result, the OIG attempted to rely on its initial tests of the Marine Corps' internal controls over proper cutoff and extended the time frame for completing its control tests to attempt to resolve the initial exceptions. The audit documentation included statements that the Marine Corps provided additional documentation and that the OIG determined that the documentation was sufficient to resolve all 21 transactions that were initially tested with exception (errors). Our review of Marine Corps documentation identified available support for 18 of the 21 transactions, and we determined that the support was sufficient to resolve only 6 of them. Given that we were unable to find adequate support for 12 transactions, we believe that controls were not effective. Further, even when control tests are effective, they do not eliminate the need for substantive testing.<sup>90</sup>

Shipment obligations pertain to shipments of military supplies and equipment and household goods related to permanent change-of-station relocations and related personnel mobilization and permanent change-of-station travel. The Marine Corps reported that it had \$529.5 million in fiscal year 2012 shipment obligations. Depending on the type of shipment, the time between obligation and outlay varies. Obligations for shipments of household goods for military members and civilians who are deployed or relocated include amounts for storage costs and reshipment of the items when the personnel return. These obligations, which are funded by Military Personnel appropriations, typically liquidate over a period of 2 or more years. Obligations for shipments of military supplies

---

<sup>88</sup>The OIG's internal control tests on cutoff were based on random samples of 105 obligation and 105 outlay transactions. For samples of this size, if more than 2 transactions fail the control tests, controls are deemed ineffective. The OIG audit team determined that 21 transactions were tested with exception (errors).

<sup>89</sup>The OIG extended the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule for 9 months—from March 2013 to December 2013—in order to perform additional procedures to support an audit opinion. The OIG awarded the contract for the Marine Corps' fiscal year 2013 audit in March 2013. Consequently, the period of performance for the two audits overlapped.

<sup>90</sup>AU Section 318, *Performing Audit Procedures in Response to Assessed Risk and Evaluating the Audit Evidence Obtained*, para. .09.

---

and equipment, funded by Operation and Maintenance appropriations, and obligations for shipments funded by Procurement appropriations generally are liquidated within several days or a few weeks.

The audit documentation showed that the OIG had identified several audit risks associated with shipment transactions. For example, the OIG had determined that the Marine Corps (1) did not have sufficient documentation available to support its multiple obligation processes for shipment transactions and (2) was unable to match the liquidations (outlays) with corresponding obligations. The audit documentation also showed that the OIG had attempted to perform substantive testing of the Marine Corps' shipment obligations; however, the Marine Corps was unable to provide support for \$231.5 million of its reported \$529.5 million in fiscal year 2012 shipment obligations. The audit documentation noted that the lack of supporting documentation related to the Marine Corps' practice of recording (1) bulk estimated obligations for U.S. Transportation Command shipments and (2) obligations for commercial shipments either at the same time or after the associated payments were made. Further, because the Marine Corps was unable to match outlays for specific shipments to its bulk estimated obligations, the auditors could not determine the reliability of obligated balances through detail testing of transactions.

Given the identified issues related to the reliability of recorded transportation obligations, the Marine Corps developed a model to estimate the unliquidated obligations as of the end of the fiscal year. The model was based on historical outlay patterns, using outlay data for fiscal years 2008 through 2012. To illustrate, if historically 75 percent of the outlays relating to an appropriation were expended at the end of the first year, the model would estimate that the remaining 25 percent would be unliquidated obligations for the appropriation. The reliability of the model depends on several factors, including the reliability of the outlay data used in the model; the appropriateness of assumptions used in the model; and the consideration of factors that may affect historical patterns, such as the different outlay patterns for the different types of shipments.

The audit documentation stated that the OIG relied on the auditing standards in testing the Marine Corps' estimated liquidations of shipment obligations. In auditing estimates, auditing standards state that the auditor's objective is to obtain sufficient, appropriate evidence to provide reasonable assurance that the accounting estimates are reasonable in the circumstances. In assessing the reasonableness of the estimate, auditing standards state that the auditor normally concentrates on key

---

factors and assumptions that include sensitivity to variations, deviations from historical patterns, susceptibility to misstatements and bias, and the entity's historical experience related to the reliability of prior year estimates.<sup>91</sup> The auditing standards also identify procedures that the auditor may consider when reviewing and testing the process used to develop management's estimates, including controls over the process, and the relevance, reliability, and sufficiency of historical data used in the estimate.<sup>92</sup>

The audit documentation showed that the OIG performed some review and analysis of the Marine Corps' model for estimating obligated balances related to shipments and made minor adjustments to the model. However, the audit documentation did not contain evidence that the OIG sufficiently performed certain other procedures in AU Section 342 that we believe are important related to (1) identifying whether there were controls over the preparation of the Marine Corps' accounting estimates and the testing of such controls and (2) considering whether sources of data and factors that management used in forming the assumptions were relevant, reliable, and sufficient for the purpose of the estimates based on information gathered in other audit tests.<sup>93</sup> For example, the audit documentation did not contain evidence that the audit team validated the factors management used to form the accounting estimate or performed procedures to test controls over preparation of management's estimates. The audit documentation stated that the auditors performed procedures to assure that the sources and data used in the estimating methodology were relevant, reliable, and sufficient. However, the documentation did not include evidence of sufficient audit procedures performed to provide assurance of the reliability of outlay transaction data used for determining obligation liquidation rates (referred to as the historical burn rates) as a basis for estimating the Marine Corps' obligated balance for shipment transactions at the end of fiscal year 2012. The following examples summarize our concerns with respect to the sources and reliability of the data the OIG used to validate the Marine Corps' model for estimating obligated balances related to shipments at the end of fiscal year 2012.

---

<sup>91</sup>AU Section 342, *Auditing Accounting Estimates*, para. .09.

<sup>92</sup>AU Section 342, *Auditing Accounting Estimates*, para. .11.

<sup>93</sup>AU Section 342, *Auditing Accounting Estimates*, para. .11.

- 
- The audit documentation showed that the OIG could not validate the completeness of the population of the Marine Corps' reported shipment obligations as a basis for estimating the balance of shipment obligations at the end of fiscal year 2012 because (1) about \$213 million related to bulk estimated obligations for which specific supporting documentation was not available and (2) about \$19 million related to obligations that were based on billings and payment amounts and it was not possible to determine additional obligation amounts for shipments that had been made but had not yet been billed. Further, the audit documentation stated that the Marine Corps was unable to match liquidations (outlays) to reported obligations.
  - The audit team did not perform procedures to confirm the reliability of U.S. Transportation Command system-generated Interfund billing data reported through IPAC, even though the DOD OIG had previously reported issues with the reliability of budgetary transactions reported by DEAMS and the OIG was aware that controls over other U.S. Transportation Command systems had not been tested.
  - The OIG performed limited internal control tests over shipment outlays for a 5-year period covering fiscal years 2008 through 2012. The audit documentation showed that the audit procedures relied on (1) Marine Corps fiscal year 2008 and 2009 outlay data that had not been audited, (2) fiscal year 2010 and 2011 outlay data included in SBRs for which the OIG disclaimed an opinion, and (3) fiscal year 2012 outlay data that were tested by comparing SABRS shipment outlay transactions to the dates and amounts on disbursement vouchers instead of original transaction support and concluded that there were no errors. However, these disbursement vouchers are used to record shipment outlay transactions in SABRS and thus do not provide independent assurance of the accuracy of the outlay transactions.
  - The audit documentation for internal control tests on outlays for each fiscal year used in the model consistently noted that the auditors were unable to determine the completeness of the shipment outlay populations used for testing. Further, the issues discussed in this report, such as those related to completeness and cutoff, may affect assurance of the reliability of outlay data used in the model.
  - The audit documentation did not show that the OIG sufficiently considered the effect that different types of shipment transactions liquidated at different rates might have on estimated obligation balances because the OIG could not determine the populations for the various shipment processes. Members of the audit team told us that they generalized their tests and did not separately test liquidations for different types of shipments.



---

Based on its audit of the Marine Corps' accounting estimate of its fiscal year-end 2012 balance of shipment obligations, the OIG determined that the Marine Corps' reported balance of obligations at the end of fiscal year 2012 was overstated, and the audit documentation indicated that the OIG proposed a downward adjustment of \$53.7 million, which was recorded by the Marine Corps. However, the reliability of the estimated fiscal year-end obligated balance reported in the Marine Corps' Fiscal Year 2012 General Fund Schedule is uncertain because of (1) the lack of assurance over the completeness and reliability of the shipment obligation and outlay data used to estimate the ending balance of obligations and (2) the application of a generalized liquidation rate for shipments that had significant differences in liquidation periods. As a result, obligations related to shipments reported in the Marine Corps' Fiscal Year 2012 General Fund Schedule may not be complete and reliable.

As discussed later in this report, because of the significance of U.S. Transportation Command activity to DOD-wide audit readiness, in September 2013, the department initiated a DOD-wide Transportation Financial Auditability working group to document and test transportation processes, systems, and controls. The OIG is aware of this initiative. Accordingly, the OIG should have appropriately considered the risk associated with the Marine Corps' shipment outlay transactions and performed sufficient procedures to assure the reliability of shipment outlay amounts reported in the Marine Corps' Fiscal Year 2012 General Fund Schedule.

---

**The OIG Did Not Properly Consider and Evaluate Audit Evidence in Concluding on the Audit**

The OIG's conclusion on the results of the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule did not consider all known misstatements and untested amounts; explain the basis for certain significant assumptions and auditor judgments; or properly resolve disagreements among the audit team, statisticians, and OIG management.

---

The OIG's Evaluation of Test Results Did Not Include All Known Misstatements or Consideration of Other Known Risk Factors

As discussed in the auditing standards, in evaluating whether the financial statements are presented fairly, in all material respects, in conformity with GAAP, the auditor must consider the effects, both individually and in the aggregate, of misstatements (both known and likely) that are not corrected by the entity.<sup>94</sup> At the conclusion of the audit, the auditor accumulates identified misstatements and considers whether such misstatements are material to the entity's financial statements. In addition to quantitative measures, the auditor is also required to consider qualitative factors when assessing the materiality of misstatements.<sup>95</sup> Auditing standards further state that as the aggregate misstatement identified in testing approaches materiality, the risk that the financial statements could be materially misstated also increases; consequently, the auditor should consider the effect of undetected misstatements in concluding on whether the financial statements are fairly stated.<sup>96</sup>

As previously discussed, in concluding on the audit, the auditor makes judgments about materiality in light of surrounding circumstances and qualitative and quantitative considerations. These judgments are affected by the auditor's perception of the financial information needs of users of the financial statements by the size or nature of a misstatement, or both. As a basis for quantitative considerations on the results of testing, the auditor establishes a materiality level, or the maximum level of misstatement the auditor is willing to accept in concluding on the audit without the amount of misstatement being misleading to the users of the financial information.<sup>97</sup> Federal government auditors generally set materiality for reporting on audit results at 3 percent of the materiality base. The materiality base is the element of the financial statement(s) that the auditor judges as most significant to the primary users of the statements. For the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule, the OIG used the reported Obligations Incurred line item amount of \$27.5 billion as the materiality base. Accordingly, the OIG set materiality at 3 percent of the materiality base for the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule, which was \$826 million.

---

<sup>94</sup>AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, para. .50.

<sup>95</sup>AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, paras. .04, .59, and .60.

<sup>96</sup>AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, paras. .41 and .65.

<sup>97</sup>AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, para. .04.

---

The audit documentation showed that the OIG calculated the level of identified misstatement related to errors and untested amounts identified in its audit as approximately \$773 million. Based on this evaluation, the auditors concluded that the aggregate of identified misstatements and untested amounts was not material to the Marine Corps' Fiscal Year 2012 General Fund Schedule.

Our review of the audit documentation found that the OIG's analysis of its test results omitted certain known errors and untested amounts. Specifically, the OIG's audit calculation of identified misstatements omitted \$18.3 million in contract progress payment errors identified in tests of obligations and another \$17.5 million related to insufficient documentation to conclude on tests of contract outlays—a total of \$35.8 million. The audit documentation showed that the audit team had initially determined that it could not conclude on the accuracy of sampled contract outlay transactions for which there was no support that the goods and services paid for were received. Accordingly, the OIG audit team counted the related transaction amounts as untested and planned to include them in the calculation of identified misstatements. The audit documentation showed that OIG management made an assumption that the unsupported outlay transactions could be adjusted and reported as advance payments to avoid counting the amounts as untested. The audit documentation stated that because outlays and advances are reported on the same line item of the General Fund Schedule, the adjustment would have no net effect on the Schedule. However, advances typically require authorization<sup>98</sup> in law or in contract and without documentation of such authorization the advance should be considered untested. Had the auditors included the contract progress payment errors as untested amounts, the identified misstatement would have totaled over \$808 million. The OIG's handling of differences of opinion between the audit team and OIG management is discussed further below.

---

<sup>98</sup>As a general matter, federal agencies may only make advance payments where specifically authorized by law; see 31 U.S.C. § 3324(b). The Economy Act, 31 U.S.C. § 1535, allows agencies to pay in advance for goods or services ordered from other federal entities, and DOD has legal authority, subject to certain conditions and limitations, to utilize advances in contract financing. See 10 U.S.C. § 2307. However, even where statutory authority is present, the specific contract under which the payment is being made must support advance payment. See Federal Acquisition Regulation, 48 C.F.R. §§ 32.2, 32.4.

---

The OIG Did Not Follow  
Guidance in Its *Audit  
Handbook* for Statistician  
Review and Certification of  
Sample Results

---

Additionally, the audit documentation did not include evidence that the OIG considered potential undetected misstatements in concluding on the fair presentation of the Marine Corp's Fiscal Year 2012 General Fund Schedule. Also, the audit documentation did not include evidence that the OIG considered qualitative factors in concluding on the effect of identified and potential undetected misstatements.

As noted above, the OIG's identified misstatements and untested amounts are quantitatively near the calculated materiality. Based on the issues discussed above and other issues discussed previously in this report—including those related to (1) completeness of transactions reported in the Marine Corps' Fiscal Year 2012 General Fund Schedule, (2) transaction cutoff, (3) estimation of obligations, and (4) reliance on information in other DOD systems—additional misstatements may exist that may have been identified had additional audit procedures been performed. Such further misstatements, when aggregated with identified misstatements, could be material. Consequently, sufficient, appropriate evidence was not obtained to support the conclusion that the Marine Corps' Fiscal Year 2012 General Fund Schedule is presented fairly.

The OIG's *Audit Handbook* describes roles and responsibilities of its Quantitative Methods Division's (QMD) technical support of DOD audits.<sup>99</sup> QMD's roles in support of financial audits include technical assistance in determining the appropriate population as a basis for ensuring defensible results, guidance on statistical sampling methods, design of a sampling plan, and analysis of sample results. The OIG's *Audit Handbook* states that the QMD analyst will attend project debriefs and exit conferences and answer any questions about the quantitative (statistical) sampling approach and the uses and limits of the quantitative results. In addition, the QMD analyst will help the audit team correctly present quantitative results in the audit report and will certify the defensibility of the significant quantitative methods used in the audit report. However, the audit documentation showed that QMD did not sign off as certifying the auditors' projections of sample results because of concerns about the auditors mixing two methods for making statistical estimates. Instead, QMD added a note to the certification form, stating that it expressed no opinion as to the application (i.e., projection) of results with respect to the

---

<sup>99</sup>Department of Defense, *Deputy Inspector General for Auditing, Audit Handbook*, Sixth Edition, ch. 1.4 (Mar. 31, 2008; updated as of Dec. 15, 2011).



---

Significant Auditor Judgments  
Made in Determining the Audit  
Opinion Were Not Documented

evaluation of sample results against materiality. QMD officials told us that the reason they did not sign off on the auditors' materiality assessment is that they were not included in the materiality assessment process and did not know the basis for the auditor judgments made. QMD officials explained that this was unusual and stated that they are generally included in auditor assessments of materiality.

Auditing standards recognize that auditors must use professional judgment in concluding on an audit.<sup>100</sup> Auditors also are required to document significant decisions in their audit documentation.<sup>101</sup> The audit documentation for the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule showed inconsistencies and conflicting conclusions between the audit team and OIG management regarding the scope of audit testing and the OIG's conclusions on the results of audit testing, including testing for cutoff, shipment obligations and outlays, and acceptance of unaudited system-generated data for substantive testing of transactions. These conflicting conclusions indicate that significant auditor judgments had been made regarding the audit results and audit conclusion, but the audit documentation did not include a reconciliation or explanation for the conflicting statements. Further, these undocumented auditor judgments related to decisions made by OIG management that overturned the audit team's test results and conclusions. The following examples illustrate this issue.

- The audit team's conclusions on cutoff testing stated that because the Marine Corps did not have controls for assuring that obligations were recorded in the proper period, the team was unable to gain assurance of the completeness of populations used for this testing and, as a result, was unable to conclude on the completeness of the Obligations Incurred and the Outlays line items or the fair presentation of the Obligations Incurred line item in the Marine Corps' Fiscal Year 2012 General Fund Schedule. The audit documentation did not contain any further audit procedures that were performed or auditor explanations that indicated that this issue had been resolved. Further, because the Obligations Incurred line item, reported at nearly \$27.5 billion,

---

<sup>100</sup>AU Section 318, *Performing Audit Procedures in Response to Assessed Risks and Evaluating the Audit Evidence Obtained*, para. .75, and [GAO-07-731G](#), *Government Auditing Standards*, section 3.31.

<sup>101</sup>AU Section 339, *Audit Documentation*, paras. .16 and .17, and [GAO-07-731G](#), *Government Auditing Standards*, section 3.38.

---

represents all but about \$1.9 billion of the Marine Corps' fiscal year 2012 budgetary resources, the inability to conclude on the fair presentation of this line item would mean that the extent of fair presentation of the Marine Corps' Fiscal Year 2012 General Fund Schedule also could not be determined. Further, the audit documentation did not show OIG management's basis for determining that cutoff testing was sufficient.

- The audit documentation related to the OIG's application of the Marine Corps' model for estimating the year-end balance of shipment obligations included at least six individual workpapers in which the audit team had concluded that it was unable to gain assurance as to the completeness of populations used for testing historical (fiscal year 2008 through 2011) shipment liquidation transactions (outlays). In concluding on the testing for this category of transactions, the audit team stated that this issue posed a scope limitation. However, as previously discussed, the OIG ultimately relied on historical liquidations data for determining a "burn rate" (liquidation or outlay rate) for fiscal year 2012 as a basis for assessing the reasonableness of reported fiscal year-end 2012 obligated balances. We found no documentation of the basis for the OIG management decision that the limited procedures performed were reliable for use in estimating year-end obligated balances. This is a significant issue because shipment obligations reported by the Marine Corps as totaling over \$529 million represent two-thirds of the materiality threshold used by the OIG to conclude on the audit. As previously discussed, identified misstatements and untested amounts were quantitatively near the calculated materiality without considering this amount.

In addition, our review of the audit documentation identified numerous e-mail communications during the months of November and December 2013, shortly before the audit report was issued, that indicate there was a disagreement between the audit team and OIG management regarding whether there was sufficient, appropriate audit evidence to support an unqualified ("clean") audit opinion. The e-mails showed that the audit team did not believe it had the evidentiary support for the clean opinion and was asking for OIG management guidance regarding the basis for issuing an unqualified opinion. The e-mails also showed that OIG management instructed the audit team that a decision was made that the Marine Corps had "earned" an unqualified opinion and that the audit documentation needed to be updated to support the clean opinion. The audit documentation did not include an explanation of the basis for the OIG management judgment related to the opinion. Consequently, the audit documentation showed a gap between the audit team's conclusions

---

relating to a disclaimer and the clean opinion that was reported by the OIG in December 2013.

Audit quality control standards (designated QC by the AICPA) state that audit organizations should establish policies and procedures for addressing and resolving differences of opinion within the engagement team; with those consulted; and, when applicable, between the engagement partner and the engagement quality control reviewer.<sup>102</sup> Such policies and procedures should enable a member of the engagement team to document his or her disagreement with the conclusions reached after appropriate consultation.<sup>103</sup> Such policies and procedures should require that (1) conclusions reached be documented and implemented and (2) the audit report not be released until the matter is resolved.<sup>104</sup> Our review of the OIG's *Audit Handbook* and the *DOD Audit Manual*,<sup>105</sup> and discussions with the OIG Audit Policy and Oversight officials, determined that the OIG does not have policies and procedures for resolving disagreements between the audit team and OIG management.

---

<sup>102</sup>QC Section 10, *Firm's System of Quality Control*, para. .46, and [GAO-07-731G](#), *Government Auditing Standards*, which refers to AICPA standards and describes elements of a government audit organization's system of quality control in ch. 3, sections 3.53 through 3.54, and provides supplemental guidance in sections A3.04 a. (1) through (8). Also see AU Section 339, *Audit Documentation*, paras. .16–.17.

<sup>103</sup>QC Section 10, *Firm's System of Quality Control*, para. .47, and [GAO-07-731G](#), *Government Auditing Standards*, section A3.04 a. (6).

<sup>104</sup>QC Section 10, *Firm's System of Quality Control*, para. .48.

<sup>105</sup>Department of Defense, *Department of Defense Manual*, DOD 7600.7-M (Feb. 13, 2009). The DOD Manual is commonly referred to by DOD as the *DOD Audit Manual*.

---

## The Marine Corps Has Not Taken Timely Actions to Address Identified Accounting, Reporting, and System-Related Internal Control Weaknesses

The OIG issued 177 recommendations to address deficiencies in internal controls<sup>106</sup> over Marine Corps' accounting and financial reporting and information technology system general operating controls as a result of its audits of the Marine Corps' fiscal year 2010 and 2011 SBRs and the Marine Corps' Fiscal Year 2012 General Fund Schedule.<sup>107</sup> Based on our review of OIG documentation, 130 (73 percent) of these recommendations had not been fully addressed by the end of the fiscal year 2012 Marine Corps audit. This includes 22 recommendations that we determined the OIG closed prior to verifying and documenting that implementation of the recommended controls was complete and fully addressed the recommendations. In addition, we made 3 recommendations to the Marine Corps in our September 2011 report on the Marine Corps' fiscal year 2010 SBR audit results, all of which remained open as of March 2015.<sup>108</sup> The Marine Corps has improved its remediation plan and strengthened its monitoring process and is taking a more risk-based approach to corrective actions. However, significant uncorrected control weaknesses continue to impair the Marine Corps' ability to produce consistent, reliable, and sustainable financial information for day-to-day decision making on its missions and operations. The lack of reliable financial information and systems, processes, and controls also impedes the Marine Corps' ability to achieve sustainable, cost-effective audit efforts.

---

<sup>106</sup>Internal control comprises the plans, methods, and procedures to provide reasonable assurance that objectives are being achieved in the following areas: (1) effectiveness and efficiency of operations, (2) reliability of financial reporting, and (3) compliance with applicable laws and regulations.

<sup>107</sup>Department of Defense, Office of Inspector General, *Independent Auditor's Report on the United States Marine Corps General Fund FY 2010 and FY 2009 Combined Statement of Budgetary Resources*, D-2011-009 (Arlington, VA: Nov. 8, 2010); *Independent Auditor's Report on the United States Marine Corps General Fund FY 2011 and FY 2010 Combined Statement of Budgetary Resources*, DODIG-2012-016 (Alexandria, VA: Nov. 22, 2011); and *Independent Auditor's Report on the United States Marine Corps Schedule of Current Year Budgetary Activity for FY 2012*, DODIG-2014-028 (Alexandria, VA: Dec. 20, 2013).

<sup>108</sup>[GAO-11-830](#).



---

## The Marine Corps Has Made Limited Progress in Addressing Internal Control Weaknesses Identified by the OIG

Our review of the OIG's documentation on the status of actions to address its recommendations to Marine Corps management resulting from its fiscal years 2010 through 2012 audits of the Marine Corps budgetary activity showed that as of the end of its audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule, 130 of the 177 recommendations issued had not been fully addressed. The 130 open recommendations included 16 recommendations that were issued from August 2012 through February 2013 to address deficiencies identified in the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule. The majority of the 130 open recommendations related to the Marine Corps' fiscal year 2010 first-year SBR audit. In addition to presenting impediments to the Marine Corps' financial management operations, the weaknesses that gave rise to these recommendations also impede the Marine Corps' ability to respond to audits and the auditors' ability rely on the Marine Corps' internal controls in planning and conducting audits. This results in the auditors having to perform labor-intensive substantive tests of larger samples of transactions that consume more time and resources than would be required if the Marine Corps' internal controls were effective. While it is important for the Marine Corps to address these recommendations timely, Marine Corps officials told us that progress has been limited because Remediation Team staff are used to support financial audits and the Marine Corps has experienced difficulty hiring additional qualified staff. Table 1 summarizes our analysis of the OIG's documentation on the status of Marine Corps actions taken to address the OIG recommendations from the fiscal year 2010 through 2012 audits.

**Table 1: Open Recommendations from the Fiscal Years 2010 through 2012 Marine Corps Budgetary Audits (as of the End of the Fiscal Year 2012 Audit)**

Recommendation categories by fiscal year	Number issued	Closed per OIG	Open per OIG	Open per GAO	Difference in number deemed open
<b>Accounting and financial reporting:</b>					
FY 2010	50	11	39	43	4
FY 2011	17	0	17	17	0
FY 2012	15	0	15	15	0
<b>Subtotal, Accounting and financial reporting</b>	<b>82</b>	<b>11</b>	<b>71</b>	<b>75</b>	<b>4</b>
<b>Information technology systems:</b>					
FY 2010 - MCTFS	28	15	13	18	5
FY 2010 - SABRS	35	26	9	16	7
FY 2010 - DDRS	25	13	12	16	4
<b>FY 2010 - Subtotal</b>	<b>88</b>	<b>54</b>	<b>34</b>	<b>50</b>	<b>16</b>
FY 2011 - DCAS	6	4	2	4	2
FY 2012 - SABRS	1	0	1	1	0
<b>Subtotal, Information technology recommendations</b>	<b>95</b>	<b>58</b>	<b>37</b>	<b>55</b>	<b>18</b>
<b>Total, all recommendations</b>	<b>177</b>	<b>69</b>	<b>108</b>	<b>130</b>	<b>22</b>

DCAS: Defense Cash and Accountability System

DDRS: Defense Departmental Reporting System

FY: fiscal year

MCTFS: Marine Corps Total Force System (military payroll)

OIG: Office of Inspector General

SABRS: Standard Accounting, Budgeting, and Reporting System (Marine Corps general ledger).

Source: GAO analysis. | GAO-15-198.

Note. Auditor Notifications of Findings and Recommendations from the Marine Corps' fiscal year 2012 audit were issued to the Marine Corps from August 2012 through February 2013.

OIG managers told us that their policy is to evaluate corrective actions on OIG and GAO recommendations and close them as appropriate. However, as noted in table 1, we determined that 22 recommendations that the OIG had closed should have remained open. Our analysis of the audit documentation on the Marine Corps' corrective actions determined that support was not sufficient for closing these recommendations for the following reasons.

- Four recommendations called for development of written policy and procedures and the implementation of the related control procedures. The documentation on the Marine Corps' actions only supported the

---

development of the written policy and procedures. There was no documented evidence that the policy and procedures as designed had been effectively implemented.

- Six recommendations related to the completeness and accuracy of data transfers from DOD business systems to the Marine Corps' SABRS general ledger system were closed without any evidence of procedures being performed to confirm that the data transferred to SABRS were complete.
- Four recommendations were closed because the auditors' substantive testing did not identify any related exceptions, even though there was no documentary evidence that the Marine Corps had designed and implemented corrective actions.
- The remaining eight recommendations were closed without sufficient documentation that actions were completed and verified as effective.

The auditors told us that they planned to test implementation of several controls in a subsequent audit. However, absent evidence that the new controls had been effectively implemented, closing these recommendations creates a risk that corrective actions needed may not be completed and that the related weaknesses will continue to exist.

---

### Significant Uncorrected Internal Control Weaknesses Pose a Risk to Sound Financial Management Processes and Sustainable Audit Efforts

Our review of the Marine Corps' open recommendations identified numerous uncorrected financial reporting and information system control weaknesses that if effectively resolved, would significantly improve the Marine Corps' ability to achieve reliable financial reporting and more efficient audit efforts. The following examples summarize recommendations related to significant weaknesses that had not yet been corrected and thus impair the Marine Corps' ability to generate reliable financial management information on an ongoing basis for decision making and achieve and sustain auditable budgetary information.

- Sixteen of the Marine Corps' open recommendations related to weaknesses in controls for assuring completeness, including transfers of feeder system data to its SABRS general ledger system and timely recording of transactions. These open recommendations addressed actions to (1) assure completeness of populations of transactions and account balances, (2) test interface controls between various feeder systems and the Marine Corps' SABRS general ledger system, and (3) perform reconciliations of feeder system data to SABRS.
- Thirty-five open recommendations related to weaknesses in controls over the reliability of feeder system data, including systems security, access controls, and data processing controls. Open recommendations related to data reliability include recommendations

---

to (1) implement periodic review of input processing and edit checks that could produce exception reports; (2) ensure timely, accurate recording of transactions; and (3) strengthen information system data integrity and access controls.

- Forty-three open recommendations related to weaknesses in controls for assuring proper support for obligations and outlays. These weaknesses affect the support for MILSTRIP, shipment, and contract transactions. Open recommendations related to the reliability of reported obligations and outlays include actions to (1) ensure proper recording of obligation and outlay transactions; (2) reconcile shipment outlays to obligation transactions; (3) periodically review accrued delivered orders and identify amounts that should be deobligated; (4) review support for existing bulk estimated obligation documents and adjust the beginning obligated balance, as appropriate; (5) ensure supporting documentation traces to and supports amounts recorded in SABRS; and (6) improve monitoring controls over IPAC transactions.

In addition to achieving improvements in the overall integrity and reliability of its financial operations and information, the Marine Corps would benefit from resolving these significant control weaknesses because

(1) strengthened processes and controls would provide a basis for the auditors to reduce sample sizes and (2) strengthening controls for assuring the reliability of feeder system data would reduce efforts to locate original support for transactions, thereby reducing the Marine Corps' efforts to respond to requests for large samples and auditor efforts to perform labor-intensive substantive tests of larger samples of transactions that consume more time and resources than would be required if the Marine Corps' internal controls were effective. Further, developing audit support agreements with other DOD components that support the Marine Corps' mission by providing services and supplies as well as the related obligation and outlay data would help support the Marine Corps' efforts to respond to its financial audits. For example, such agreements could assist the Marine Corps in documenting mission-related processes, systems, and controls and taking appropriate actions to address any weaknesses identified in such efforts. The overall benefit from these efforts would be financial management improvement.

In August 2014, we followed up with Marine Corps officials to discuss their progress on addressing open recommendations from the Marine Corps' fiscal years 2010 through 2012 audits. Of the 75 open accounting and financial reporting recommendations, our analysis showed that in February 2014, the auditors closed 48 recommendations and consolidated and reopened 22 of them as new recommendations associated with performance of the audit of the Marine Corps' Fiscal Year



---

2013 General Fund Schedule. The officials told us that the purpose of this effort was to clarify finding and recommendation language to help the Marine Corps identify underlying control weaknesses and develop appropriate corrective actions to resolve the causes of the weaknesses. In reissuing the consolidated recommendations, the auditors grouped findings with similar causes and remediation steps into an overall recommendation. However, our analysis determined that the other 27 recommendations were closed by the auditors. Documentation that the Marine Corps provided us in August 2014 stated that the weaknesses remained, including those related to 6 recommendations for correcting weaknesses associated with use of bulk estimated obligations; 10 recommendations for timely fund manager reviews, including review of “stale” obligations (obligations without activity for more than 120 days) to see if they are needed or should be deobligated; and 6 recommendations related to timely correction of DDRS financial reporting errors and monthly management reviews of all journal vouchers for proper recording. The auditors did not consolidate or close any of the previously issued information technology system recommendations during this period.

The auditors told us that their decision to close these 27 recommendations was based on the results of substantive testing performed for the audit of the Marine Corps’ Fiscal Year 2013 General Fund Schedule. The auditors explained that nothing related to the previously identified weaknesses came to their attention during their substantive testing for the Marine Corps’ fiscal year 2013 audit. However, the absence of identified misstatements alone is not sufficient for determining whether internal control weaknesses have been remediated.

Regardless of whether the number of recommendations to address control weaknesses has been reduced, for example, because the auditors consolidated them, timely and effective actions to resolve underlying causes of control deficiencies related to (1) completeness of data transferred from DOD feeder systems to the Marine Corps’ SABRS general ledger system, (2) reliability of financial data and information generated by DOD feeder systems, and (3) ensuring availability of supporting documentation for obligations and outlays will be critical to achieving sustainable financial management improvement and financial audit efforts.

---

## The Marine Corps Has Made Progress in Addressing Previous GAO Audit Recommendations

Our September 2011 report on the Marine Corps' fiscal year 2010 SBR audit results included three recommendations to the Marine Corps.<sup>109</sup> While the Marine Corps has made progress in addressing our recommendations, all three recommendations remain open.

The Marine Corps has not yet fully addressed our recommendations that it (1) use the results of its fiscal year 2010 and 2011 SBR audits to develop a comprehensive, risk-based plan for designing and implementing corrective actions that provide sustainable solutions for SBR auditor recommendations; (2) review Marine Corps SBR remediation actions under way and confirm that the actions are fully responsive to the auditor recommendations; and (3) develop and implement timely and effective agreements for audit support with the appropriate DOD components in accordance with the FIAR Guidance where remediation actions require a coordinated effort.<sup>110</sup>

The Marine Corps has established the Risk and Compliance Branch to support its audit readiness efforts. The Marine Corps also assigned new leadership to its Remediation Team and moved the team under the Risk and Compliance Branch to provide more focus on remediation of identified weaknesses. The Remediation Team is responsible for coordinating, monitoring, and validating the design and effectiveness of corrective actions to address audit recommendations and findings from management and internal reviews.

DOD stated that the Marine Corps disagreed with our recommendation to develop a comprehensive, risk-based corrective action plan, stating that it was too prescriptive with regard to identifying roles and responsibilities and including performance indicators to measure performance against action plan objectives. However, under its new Risk and Compliance Branch, the Marine Corps subsequently developed a detailed remediation process that includes elements of a comprehensive, risk-based plan as called for in our recommendation. For example, according to the Marine Corps, it now identifies weaknesses associated with audit findings that the auditors grouped by categories and works with process owners and

---

<sup>109</sup>[GAO-11-830](#).

<sup>110</sup>Department of Defense, Office of the Under Secretary of Defense (Comptroller)/CFO, *Fiscal Year 2010 Financial Improvement and Audit Readiness (FIAR) Guidance* (May 15, 2010).

---

stakeholders to understand the causes of the weaknesses and develop corrective action plans that will be effective in resolving them. Our review of the Marine Corps' new remediation process found that Marine Corps officials also had assigned a high, medium, or low priority to each recommendation based on risk; however, they had not yet developed written criteria or guidance for determining how to apply these priorities in order to focus corrective actions on the most significant areas of weakness.

In response to our second recommendation, as part of the new remediation process, the Marine Corps also incorporated an independent stakeholder review and monitoring role with responsibility for ensuring that corrective actions fully address auditor recommendations as well as any recommendations resulting from internal management reviews. However, the Marine Corps has not yet provided documentation of the stakeholder reviews to demonstrate that this action is fully implemented and operating as intended.

With regard to our third recommendation, Marine Corps officials told us that they have initiated efforts to develop agreements for audit readiness support with the appropriate DOD components. For example, they have a draft audit support agreement with DLA that covers audit support related to DLA-performed business processes that generate financial information that the Marine Corps will rely on for financial statement reporting and audit purposes. These DLA business processes include (1) receiving and accepting goods, (2) storing material, (3) issuing and distributing material, (4) disposing of material, and (5) updating accountability records. Marine Corps officials told us that where audit support depends on DOD-wide systems, processes, and controls related to MILSTRIP and U.S. Transportation Command shipments, they believe the DOD Comptroller and FIAR Directorate should take the lead in developing the service-level agreements.

---

## The Marine Corps Audit Identified Significant Challenges for DOD-Wide Financial Improvement and Audit Readiness Efforts

Our review of the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule identified major areas where key Marine Corps business processes depended on other DOD agencies' business processes and feeder systems with data reliability issues that transferred financial data and information to its general ledger system. Because other DOD components also rely on many of those same DOD agencies' business processes and feeder systems, these issues will likely present DOD-wide challenges related to (1) ensuring the completeness of populations used for transaction testing and the proper cutoff of transactions for the accounting period, (2) determining the reliability of feeder system data transferred to the general ledger system, and (3) determining the reliability of reported obligations and outlays. These DOD-wide challenges have been known for many years. Since December 2011, DOD's FIAR Guidance has included these challenges in a list of "dealbreakers" that if not effectively resolved, would pose a significant challenge to achieving financial management improvement as well as audit readiness. To the extent that these challenges are not resolved, they will pose serious obstacles to the military services, which are currently undergoing first-time audits of their fiscal year 2015 General Fund schedules of budgetary activity, and could also pose obstacles to DOD's efforts to achieve audit readiness on a full set of financial statements for fiscal year 2018.

---

## Completeness of Populations and Proper Cutoff Are Critical to DOD-Wide Audit Readiness

In May 2014, we reported that DOD had an inventory of 2,329 business systems, including 286 financial management systems; 702 logistics systems; 730 human resources management systems (including payroll systems); and numerous acquisition, logistics, and other business systems.<sup>111</sup> The vast majority of the department's financial transactions originate in these business systems that then feed financial transaction data—including data for military and civilian payroll, supplies and procurements, travel, work orders, and shipments—to DOD general ledger systems. As identified in our review of the Marine Corps' fiscal year 2012 audit, performing tests to assure the completeness and reliability of DOD business systems data and performing periodic reconciliations of business system data to general ledger systems are necessary to provide reasonable assurance that military service and

---

<sup>111</sup>GAO, *Defense Business Systems: Further Refinements Needed to Guide the Investment Management Process*, [GAO-14-486](#) (Washington, D.C.: May 12, 2014).



---

defense agency financial statements include all transactions and balances that should have been recorded for the period. This will be a challenge across DOD given the large number of feeder systems and the fact that the controls over most systems have not yet been tested. Without assurance of completeness of populations used for audit testing, auditor sampling and testing results will not provide the reasonable assurance necessary for concluding on an audit and forming an opinion. DOD's FIAR Guidance continues to identify the inability to provide assurance of complete populations (i.e., reconcile the general ledger to transaction detail, including feeder system detail) as an audit readiness dealbreaker.

As a subset of completeness, proper fiscal year-end cutoff of transaction activity and assurance that appropriation data are recorded to the proper fiscal year are essential to ensuring that the financial statements and the schedules of budgetary activity include all data for the accounting period audited. As previously discussed, the population of transactions for shipments of household goods and military items used in the Marine Corps' fiscal year 2012 audit contained liquidations (outlays) related to one or more previous fiscal year appropriations. Because the Marine Corps was unable to reconcile its fiscal year 2012 bulk estimated obligations to the related outlays, and outlays recorded to fiscal year 2012 included outlays that were properly chargeable to prior fiscal year appropriations, the populations of obligations and outlays provided to the auditors for sampling and testing were not consistent with the reported scope of its Fiscal Year 2012 General Fund Schedule. Since the other military services also use bulk estimated obligations to fund their business processes whose transaction cycles cover multiple fiscal years, the inability to segregate outlays by appropriation fiscal year poses a significant risk to the integrity of their schedules of budgetary activity, particularly with regard to first-year schedules. For example, when bulk estimated obligations liquidate over several fiscal years, identifying a population of transactions that relates to a first- or even a second-year schedule of budgetary activity is problematic. This issue poses a significant audit readiness challenge for the other military services' first-time audits of their schedules of budgetary activity, which have been initiated for fiscal year 2015.

---

## The Reliability of DOD System-Generated Data Has Not Been Validated

The Marine Corps' fiscal year 2012 audit demonstrated the difficulty in performing a fully substantive audit. For example, when the Marine Corps was unable to provide documentary support for certain transactions, it attempted to rely on (1) data and information generated by DLA systems

---

and processes that support MILSTRIP transactions and (2) information generated by U.S. Transportation Command systems and processes for shipments of military items and household goods. This is directly contrary to the DOD FIAR Guidance on audit dealbreakers related to DOD feeder systems, which states that substantive testing of transactions to supporting documentation cannot overcome ineffective or missing information technology system controls when transaction evidence is electronic and only maintained within a system or the key supporting evidence is system-generated reports.<sup>112</sup>

The other military services and some DOD agencies use these same mission support agencies' business processes and systems to issue and ship military supplies and equipment and ship household goods, and they make payments (outlays) based on billings generated by these agencies' business feeder systems. To the extent that the other military services are unable to locate original support for tested transactions, there is a potential risk that if DOD mission support agencies' systems and processes are not tested to reasonably assure the reliability of transaction data, the other military services' and DOD will experience the same problem as the Marine Corps. Accordingly, DOD's FIAR Guidance recognizes that for large volumes of transactions, it is more effective and efficient to rely on internal controls, including information system controls, rather than planning to fully rely on substantive testing of larger numbers of sampled transactions for which documentary support must be located and provided to the auditors. Since December 2011, DOD's FIAR Guidance has stated that DOD mission support agencies are responsible for resolving dealbreakers related to their information systems, processes, and controls and obtaining SSAE No. 16 examinations. However, because of uncorrected accounting, reporting, and information system weaknesses, the Marine Corps has relied primarily on costly, labor-intensive efforts to locate and provide documentary support for substantive tests of transactions.

According to DOD's November 2014 FIAR Plan Status Report, DLA and U.S. Transportation Command are still in the beginning stages of their audit readiness efforts. As a result, the military services and defense agencies have asserted audit readiness for their fiscal year 2015

---

<sup>112</sup>Department of Defense, Office of the Under Secretary of Defense (Comptroller)/CFO, *Financial Improvement and Audit Readiness (FIAR) Guidance*, section 3 (December 2011).

---

schedules of budgetary activity without these mission-support agencies having undergone SSAE No. 16 examinations.

Until these support agencies' systems, controls, and processes have been tested and are deemed reliable for financial management reporting and audit purposes, the Marine Corps, the other military services, and defense agencies that rely on these systems and processes may experience the same challenges we identified in the Marine Corps' fiscal year 2012 audit with regard to providing support for shipment transactions in audits of their fiscal year 2015 General Fund schedules of budgetary activity.

---

**Ability to Assure the  
Reliability of Reported  
Obligations and Outlays Is  
Questionable**

The Marine Corps' fiscal year 2012 audit identified serious issues regarding the reliability of reported obligations and outlays. These issues relate to effective processes and controls for reasonably assuring (1) proper cutoff of beginning- and end-of-period obligations and outlays and (2) reported shipment obligations and outlays reflect activity for the accounting period audited. Because the Marine Corps and other military services record shipment obligations and outlays that occurred during each accounting period to current year appropriations, subsequent research and analysis are required to determine the appropriate fiscal year appropriation to be charged and to make necessary adjustments to both obligations and outlays. If the billings are made after the end of the accounting period and research to determine the proper appropriations to be charged extends several months into the next accounting period, first- and second-year schedules of budgetary activity may reflect activity outside the scope of the schedule.

To address audit readiness concerns related to shipment obligations and outlays, in September 2013, the DOD Comptroller and the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Office for Transportation Policy, established the DOD-wide Transportation Financial Auditability Working Group to facilitate DOD component audit readiness in the department's freight (military equipment and supplies and materials) and personal property (household goods) process

---

areas.<sup>113</sup> The Working Group is approaching the transportation audit readiness issues in two phases: (1) developing an obligation methodology with enterprise guidance based on FIAR requirements and input from financial management function representatives and (2) achieving overall improvements in transportation processes, systems, and controls. The DOD Comptroller reviewed and approved an obligation methodology to provide direction on establishing policies and procedures for managing transportation transactions funded with bulk estimated obligations.

In July 2014, the Transportation Working Group distributed the obligation methodology to the Army, the Navy, the Marine Corps, the Air Force, U.S. Transportation Command, DLA, and DFAS. The obligation methodology was intended to provide a baseline for DOD components, including the military services, DLA, and U.S. Transportation Command, to develop and refine corrective action plans in preparation for the audits of their fiscal year 2015 schedules of budgetary activity.

Overall transportation business function improvements focus on long-standing transportation financial issues across DOD that require in-depth process analysis and development of standard processes and procedures across the department. The first six focus areas relate to management of transportation account code usage from obligation to payment.<sup>114</sup> The remaining focus areas, which cover information systems, bill payment and expenditure processes, and key supporting documentation, will begin in fiscal year 2015. Efforts to improve business processes, establish business rules (i.e., policy), and achieve systems integration are expected to be completed in fiscal year 2019 or 2020, to support sustainment of auditability. While these are important efforts, until DOD components and service agencies implement effective processes and controls to ensure that shipment obligations and outlays are recorded to the proper fiscal years, they will face significant challenges in audits of their schedules of budgetary activity and, ultimately, their SBRs.

---

<sup>113</sup>Under the Integrated Process Team, the Transportation Working Group includes leadership officials from all military services, DLA; U.S. Transportation Command; and other Office of the Secretary of Defense offices, including Installation and Logistics; Logistics Plans, Policies and Strategic Mobility; and Strategy, Capabilities, Policy, and Logistics.

<sup>114</sup>Transportation account codes are used in place of obligation document numbers and chargeable accounting lines (i.e., appropriation account and related budget and project coding).



---

## Conclusions

The unqualified opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule initially reported by the DOD OIG was not supported by sufficient audit procedures or sufficient, appropriate audit evidence. Specifically, the OIG did not (1) perform sufficient procedures to determine the completeness of transactions reported on the Marine Corps' Fiscal Year 2012 General Fund Schedule, (2) perform sufficient procedures to determine the reliability of certain evidence used to support transactions in the Marine Corps' Schedule, (3) perform sufficient procedures to determine whether budget activity was recorded in the proper period and whether shipment obligations were properly recorded, and (4) properly consider and evaluate the audit evidence in concluding and reporting on the result of the audit. As a result, the OIG did not obtain sufficient, appropriate evidence to support the reported audit opinion. Further, the DOD OIG lacked policy and procedures for resolving disagreements among the audit team and documenting the basis for the resolution of such disagreements.

The OIG withdrew its opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule because of issues identified in the audit of the Marine Corps' Fiscal Year 2014 General Fund Schedule that raised questions concerning the completeness of transactions in the Fiscal Year 2012 Schedule on which its opinion was based. At that time, the OIG indicated that once additional information has been gathered and analyzed, the fiscal year 2012 audit opinion will be revisited in light of its analysis and reissued. In commenting on our report, the OIG stated that it would consider all relevant information, including the findings and recommendations in our report and the findings of the four ongoing audits of suspense accounts as well as a report from the OIG's Quality and Standards Office before deciding whether to reissue an opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule.

The Marine Corps made limited progress on resolving uncorrected financial management weaknesses. Consequently, inadequate risk management efforts will likely pose continuing challenges to its auditability. Moreover, the concerns identified with the Marine Corps audit also pose significant challenges to DOD-wide audits because the other military services and DOD components rely on many of the same supporting agencies' business processes and feeder systems to carry out their missions and operations. For example, unless DOD and the military services can provide assurance of (1) completeness of general ledger data and the populations of budgetary transactions used in audit testing, along with proper cutoff and reporting of transactions to the appropriate fiscal year; (2) reliability of financial data generated by DOD agencies'

---

business processes and systems; and (3) proper recording of obligations and outlays, they will be unable to generate auditable schedules of budgetary activity and ultimately auditable sets of financial statements. The ultimate goal of financial audits is to provide accountability over DOD's vast resources along with reliable information to support management decisions on DOD's missions and operations. Achieving a clean audit opinion would be a normal outcome of sound financial management systems, processes, and controls.

---

## Recommendations for Executive Action

To improve the quality of DOD's financial statement audits and ensure that corrective actions to address audit recommendations are fully and effectively implemented prior to their closure, we are making the following three recommendations to the Department of Defense Inspector General:

- In addition to analyzing additional information related to the withdrawal of the auditor's opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule, reconsider the conclusions made in the OIG's initial audit report based on the findings in our report before determining whether the auditor's opinion should be reissued or revised, or whether additional work should be performed.
- Develop and document a quality assurance process for elevating disagreements between the audit team and OIG management to ensure appropriate, objective resolution of the disagreements.
- Ensure that Marine Corps corrective actions fully address audit recommendations and document auditor review of the actions taken before closing the related recommendations.

---

## Agency Comments and Our Evaluation

We provided a draft of this report to the DOD OIG, the Marine Corps, and the Office of the DOD Comptroller. We received written comments from each of these entities, which are reprinted in appendixes II through IV, respectively. We summarize and evaluate the OIG's, Marine Corps', and Office of the DOD Comptroller's comments below, and we provide detailed responses to the OIG's comments following the comment letter in appendix II. We made technical corrections and clarifications in the body of our report, where appropriate.

---

## DOD OIG Comments and Our Evaluation

In commenting on our report, the DOD OIG agreed with our three recommendations directed to it but generally disagreed with our findings that the OIG did not perform sufficient procedures, under professional standards, and consequently did not obtain sufficient, appropriate audit

---

evidence to support its audit opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule. The OIG stated that it believed its report was supported when it was issued on December 20, 2013. The OIG provided comments on (1) the use of professional judgment, (2) completeness of transactions, (3) reliability of evidence, (4) cutoff testing, (6) reliability of recorded obligations, (7) materiality and audit conclusions, and (8) resolution of differences within the audit team. The OIG also commented on our oversight of the Marine Corps' fiscal years 2012 through 2014 audits.

During our review of the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule, we had numerous discussions with the OIG, beginning at the end of February 2013, regarding the key areas discussed in our report. In drafting our report, we carefully considered the responses to our concerns that the OIG provided during these discussions. Such OIG responses were generally consistent with the OIG's written comments on our draft report. Accordingly, the OIG's comments do not raise issues that we had not already considered and appropriately addressed in our work. Further, our findings are consistent with the requirements in professional auditing standards cited in our report.

In addition, the OIG referred, in several places, to additional procedures applied in the audits of the Marine Corps' Fiscal Years 2013 and 2014 General Fund Schedules. The OIG stated that certain audit testing in subsequent audits was expanded to address GAO concerns. We understand that the results of subsequent, expanded audits may provide additional insights into risks and the extent of any misstatements that may exist in the key areas discussed in our report. However, our findings in this report are focused on the adequacy of audit procedures applied and documented as part of the OIG's audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule.

#### Use of Professional Judgment

The OIG commented that auditing standards recognize that the auditor needs to make professional judgments throughout the audit. We acknowledge that auditing standards recognize the need for professional judgment in conducting an audit. However, auditing standards also include requirements that the auditor needs to fulfill in order to comply

---

with such standards. Auditor requirements in the standards are clearly denoted with the terms “must,” “is required to,” and “should.”<sup>115</sup>

Our report includes references to the relevant requirements in auditing standards and the basis for our determination that in certain key audit areas, the OIG did not perform sufficient procedures, under such standards, and consequently did not obtain sufficient, appropriate audit evidence to support its audit opinion on the Marine Corps’ Fiscal Year 2012 General Fund Schedule. Specifically, we found that the OIG did not

- perform sufficient procedures to determine the completeness of transactions reported on the Marine Corps’ Schedule,
- perform sufficient procedures to determine the reliability of certain evidence used to support transactions included on the Schedule,
- perform sufficient procedures to determine whether budgetary activity was recorded in the proper period and shipment obligations were properly recorded, and
- properly consider and evaluate the audit evidence in concluding and reporting on the results of the audit.

As stated in our report, had sufficient audit procedures been performed in key areas of concern that we identified, additional misstatements may have been identified that when aggregated with already identified misstatements, could be material to the Marine Corps’ Fiscal Year 2012 General Fund Schedule.

## Completeness of Transactions

The OIG stated that in its professional judgment, it reduced the risk of material misstatement related to completeness of outlays and obligations to an acceptable level. In our report, we noted several areas where, in our view, there is a high risk of material misstatement related to completeness of outlays and obligations and provided the supporting reasons (e.g., ineffective processes and controls, material amounts involved, and known prior misstatements). As noted in our report, auditing standards require that the auditor design and perform audit procedures to

---

<sup>115</sup>AU Section 120, *Defining Professional Requirements in Statements on Auditing Standards*, para. .04. The terms “must” and “is required to” identify mandatory requirements and the term “should” identifies presumptively mandatory requirements that the auditor is required to comply with except in rare circumstances in which the auditor documents (1) the justification for the departure and (2) how the alternative procedures performed in the circumstances were sufficient to achieve the objective of the presumptively mandatory requirement.

---

reduce the risk of material misstatement to an acceptably low level. Also, such standards require that the auditor(1) assess the risk of material misstatement at the relevant assertion level and (2) perform substantive procedures for all relevant assertions related to material classes of transactions, account balances, and disclosures to determine whether there is evidence of any material misstatements. Auditing standards further state that existence and completeness are always relevant assertions.

We found that the OIG did not perform sufficient procedures to determine whether (1) material amounts of fiscal year 2012 obligations and outlays were improperly charged to fiscal year 2011 and prior appropriations, and (2) all nonpayroll feeder system transactions (representing about half of the reported fiscal year 2012 budgetary activity) were properly included in the Marine Corps' Fiscal Year 2012 General Fund Schedule.

The OIG also mentioned that the March 23, 2015, withdrawal of its unqualified opinion report on the Marine Corps' Fiscal Year 2012 General Fund Schedule was not related to the completeness concerns discussed in our report. However, our concerns related to the risk that all transactions that should have been included in the Marine Corps' Fiscal Year 2012 General Fund Schedule were not included in the Schedule, which includes the risk that suspense account transactions were not appropriately included in the Marine Corps' Schedule.

## Reliability of Evidence

In response to our finding that the OIG did not perform sufficient procedures to determine the reliability of certain evidence used to support transactions in the Marine Corps' Fiscal Year 2012 General Fund Schedule, the OIG stated that it believes that audit evidence used to test the Schedule was appropriate and permissible under the auditing standards. As discussed in our report, auditing standards require that in examining evidence supporting a transaction, the auditor should consider the reliability of the information used as audit evidence, such as electronic documents, including consideration of controls over its preparation and maintenance, where relevant.<sup>116</sup> Such consideration would normally include any information that raises doubts about the reliability of the evidence. If the auditor has doubts about the reliability of information to be used as audit evidence or is aware of problems with the reliability of

---

<sup>116</sup>AU Section 326, *Audit Evidence*, para. 09.



---

the data, the auditor should determine what modifications or additions to the audit procedures are necessary to resolve the issues. Also, when the auditor uses entity-produced information in performing audit testing or procedures to support audit testing, the audit standards require that the auditor obtain evidence about the accuracy and completeness of the information, for example, by performing procedures to determine whether the related controls over the data are effective.<sup>117</sup>

As noted in our report, the auditors did not document their consideration of the reliability of the audit evidence provided by other DOD agencies, although there was evidence that should have raised doubt about the reliability of the audit evidence. In addition, the auditors relied on support produced by certain Marine Corps systems without obtaining sufficient evidence about the accuracy and completeness of this information.

## Cutoff Testing

The OIG commented that it believed that the cutoff testing performed on outlays was both sufficient and in accordance with auditing standards. While the OIG comments described certain cutoff tests that were performed, the OIG, as discussed in our report, did not (1) sufficiently document its assessment of the risk of material misstatement related to cutoff, (2) perform sufficient cutoff testing procedures with respect to certain risks (e.g., fiscal year 2012 appropriation transactions that may be inappropriately recorded as fiscal year 2011 transactions), and (3) perform sufficient cutoff testing procedures with respect to certain types of transactions (e.g., transactions with known long transaction cycles). Consequently, there may be misstatements related to cutoff that would not have been detected by the OIG's audit procedures. As noted above, auditing standards require that the auditor design and perform audit procedures to reduce the risk of material misstatement to an acceptably low level.

The OIG also stated that the risk of material misstatement related to cutoff was low, based on the results of the audits of the Marine Corps' fiscal years 2011, 2012, and 2013 (first quarter) budgetary activity. Further, the OIG stated that additional procedures performed during the fiscal years 2013 and 2014 audits did not indicate there was a high risk of material misstatement. In our view, there was a high risk of material

---

<sup>117</sup>AU Section 318, *Performing Audit Procedures in Response to Assessed Risks and Evaluating the Audit Evidence Obtained*, para. .14, and AU Section 326, *Audit Evidence*, para. .10.

---

## Reliability of Recorded Obligations

misstatement related to cutoff for the reasons included in our report and the fact that cutoff testing was not performed in prior year audits. While we agree that subsequent audits may provide additional information for understanding the risk of material misstatement related to cutoff, we believe that certain cutoff risks were not adequately addressed during the fiscal year 2012 audit. Also, we do not believe that the documentation adequately addressed the auditor's assessment of the risk of material misstatement, including any other considerations beyond the information documented in the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule.

The OIG commented that it believes that sufficient audit procedures were performed to determine whether the accounting estimate for transportation shipments was reasonable in the context of the Schedule taken as a whole. As discussed in our report, the audit documentation showed that the OIG had identified several audit risks associated with the Marine Corps' accounting for shipment transactions. For example, the Marine Corps (1) did not have sufficient documentation available to support its multiple obligation processes for shipment transactions and (2) was unable to match the liquidations (outlays) with corresponding obligations. The audit documentation also showed that the OIG had attempted to perform substantive detail testing of the Marine Corps' shipment obligations; however, the Marine Corps was unable to provide support for \$231.5 million of its reported \$529.5 million in fiscal year 2012 shipment obligations.

As stated in our report, auditing standards identify procedures that the auditor may consider when reviewing and testing the process used to develop management's estimates, including controls over the process and the relevance, reliability, and sufficiency of historical data used in the estimate.<sup>118</sup> The OIG commented that it had performed four of the nine procedures enumerated in the auditing standards. In addition, the auditing standards state that the auditor's objective is to obtain sufficient, appropriate evidence to provide reasonable assurance that the accounting estimates are reasonable in the circumstances.<sup>119</sup> In assessing the reasonableness of an estimate, auditing standards state that the auditor normally concentrates on key factors and assumptions

---

<sup>118</sup>AU Section 342, *Auditing Accounting Estimates*, para. .11.

<sup>119</sup>AU Section 342, *Auditing Accounting Estimates*, paras. .07 and .08.

---

## Materiality and Audit Conclusions

that include sensitivity to variations, deviations from historical patterns, susceptibility to misstatements and bias, and the entity's historical experience related to the reliability of prior year estimates.<sup>120</sup> As stated in our report, the audit documentation did not contain evidence that the OIG sufficiently performed certain other procedures enumerated in the auditing standards that we believe are important related to (1) identifying whether there were controls over the preparation of the accounting estimates and supporting data that may be useful in the evaluation and (2) considering whether sources of data and factors that management used in forming the assumptions were relevant, reliable, and sufficient for the purpose of determining the estimates based on information gathered in other audit tests.<sup>121</sup>

The OIG stated that it believes the results of the audit work were properly considered and that it appropriately evaluated the audit evidence in accordance with all applicable auditing standards to conclude and report on the results of the audit of Marine Corps' Fiscal Year 2012 General Fund Schedule. The OIG stated that its calculation of misstatements related to errors and untested amounts totaled approximately \$773 million. The OIG also stated that all known misstatements or known risk factors were appropriately considered. The OIG stated that even if it included the \$35.8 million that we reported related to unsupported contract payment transactions, the revised misstatements would total approximately \$808.8 million, which is still below the overall materiality threshold of \$826 million that the OIG had established for the audit.

As discussed in our report, auditing standards state that in evaluating whether the financial statements are presented fairly, in all material respects, in conformity with GAAP, the auditor must consider the effects, both individually and in the aggregate, of misstatements (both known and likely) that are not corrected by the entity.<sup>122</sup> At the conclusion of the audit, the auditor accumulates identified misstatements and considers whether such misstatements are material to the entity's financial statements. Auditing standards further state that as the aggregate misstatement approaches materiality, the risk that the financial

---

<sup>120</sup>AU Section 342, *Auditing Accounting Estimates*, para. .09.

<sup>121</sup>AU Section 342, *Auditing Accounting Estimates*, para. . 11a. and 11b.

<sup>122</sup>AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, para. 50.

---

statements could be materially misstated also increases; consequently, the auditor should consider the effect of undetected misstatements, in concluding on whether the financial statements are fairly stated.<sup>123</sup> Because the OIG's previously noted calculation of misstatements totaling \$773 million represents nearly 94 percent of its \$826 million materiality threshold for the audit, in accordance with auditing standards, the OIG should have determined an amount for undetected misstatements and included this amount in its materiality calculation for concluding on the results of the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule. However, the OIG did not do so.

Further, had sufficient audit procedures been performed in the key areas of concern that we identified, additional misstatements may have been identified that, when aggregated with already identified misstatements, could be material to the Marine Corps' Fiscal Year 2012 General Fund Schedule. Consequently, in the absence of such additional procedures, we do not believe that the OIG obtained sufficient, appropriate evidence to reduce the risk of material misstatement to an appropriately low level.

#### Resolution of Differences within the OIG Audit Team

The OIG agreed with our recommendation that it develop and document a quality assurance process for elevating disagreements between the audit team and OIG management to ensure appropriate, objective resolution of the disagreements. The OIG also stated that it was developing a formalized process for elevating such disagreements.

#### GAO Oversight and Timely Input

The OIG commented that we did not always provide timely input on the results of our oversight of the OIG's audits of the Marine Corps' Fiscal Years 2012 and 2013 General Fund Schedules and that the OIG was encouraged by the interaction that took place between GAO and the OIG as part of the audit of the Marine Corps' Fiscal Year 2014 General Fund Schedule. For the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule, we provided comments to the OIG as we identified issues and concerns about its audit. For example, on May 1, 2013, when the OIG was in the process of concluding on the fiscal year 2012 audit results, we informed the OIG that audit procedures were not performed to test cutoff, and that cutoff is a key assertion that must be tested to provide audit evidence related to the completeness of transactions included in financial statements for the period audited. On May 30, 2013, the OIG

---

<sup>123</sup>AU Section 312, *Audit Risk and Materiality in Conducting an Audit*, paras. .41 and .65.

---

made a decision to include cutoff as one of the additional areas it planned to test in its audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule. In addition, as the OIG has noted, audit testing was expanded in subsequent audits based on the concerns we identified with the fiscal year 2012 Marine Corps audit.

---

## Marine Corps Comments and Our Evaluation

The Marine Corps agreed overall with our discussion of actions needed on the issues related to the audit of its fiscal year 2012 General Fund Schedule. However, the Marine Corps did not agree with certain findings with respect to (1) support for certain audit sample items, and (2) progress in addressing audit recommendations. We acknowledge the Marine Corps' continuing efforts to improve accountability over its financial management systems and internal controls.

### Support for Certain Sample Items

The Marine Corps stated that although the OIG may have deliberated with it on requiring an additional cutoff sample of 334 outlay transactions, the Marine Corps was not issued the additional samples and was not asked to provide supporting documentation. The discussion in our report is supported by the OIG's audit documentation and a discussion with the auditors. Our review of the OIG's audit documentation found that on September 6, 2013, the OIG e-mailed two, separate statistical samples for cutoff testing of obligations and outlays to the Marine Corps and requested that the Marine Corps provide the requested supporting documentation by close of business on September 13, 2013. The audit documentation shows that the Marine Corps responded to the obligation sample. However, OIG auditors told us that Marine Corps officials advised them that they could not respond to the request for additional fiscal year 2012 outlay samples because Marine Corps staff was responding to samples for the fiscal year 2013 Marine Corps audit, and sufficient staff were not available to respond to samples from both audits.

### Progress in Addressing Audit Recommendations

The Marine Corps acknowledged that much work remains to fully mitigate its internal control weaknesses. However, the Marine Corps commented that it does not agree with our assertion that significant, uncorrected control weaknesses continue to impair the Marine Corps' ability to produce consistent, reliable, and sustainable financial information for day-to-day decision making on its missions and operations. The objective of internal control is to provide reasonable assurance of (1) the effectiveness and efficiency of the entity's operations, (2) reliability of financial reporting, and (3) compliance with applicable laws and regulations. An operating environment with significant, uncorrected weaknesses in internal controls lacks this assurance. In addition, the



---

nature of the Marine Corps' material weaknesses in internal control, which the OIG reported, include (1) financial management systems that do not comply with FFMIA requirements related to compliance with GAAP for federal government entities and the USSGL and (2) ineffective financial management oversight with regard to identifying and correcting accounting errors. The existence of such material weaknesses demonstrates that the Marine Corps does not have reasonable assurance of the reliability of its financial management operations.<sup>124</sup>

Further, the Marine Corps stated that in addition to the 11 accounting and financial reporting recommendations that were closed by the OIG, it had remediated an additional 17 accounting and financial reporting recommendations and was awaiting validation testing from the OIG or an audit firm. The Marine Corps also stated that based on reinforced coordination with its information technology stakeholders and testing through the completion of the audit of its Fiscal Year 2014 Schedule, 94 of 95 information technology system recommendations were remediated. We have not assessed the corrective actions taken subsequent to the December 20, 2013, issuance of the audit report on the Marine Corps' Fiscal Year 2012 General Fund Schedule and our update in August 2014.

---

## Office of the DOD Comptroller Comments and Our Evaluation

The Office of the DOD Comptroller generally agreed with the findings in our report related to DOD-wide audit readiness implications and summarized efforts that are planned or under way to test controls over business processes and financial-related systems to help ensure the reliability of data used for DOD financial audits. However, the Office of the DOD Comptroller stated that our report does not recognize many of the corrections and improvements made by the Marine Corps or the value of lessons learned from the Marine Corps audits. We acknowledge DOD's continuing efforts to become audit ready.

Our report includes several examples where the DOD Comptroller and its FIAR Team had developed appropriate audit readiness guidance several years ago to help DOD components and mission support agencies, such

---

<sup>124</sup>A material weakness is a deficiency, or combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis.

---

as DLA, effectively respond to requirements under professional auditing standards in their audit readiness efforts. Our report also states that certain DOD components, such as the mission support agencies, have not followed the FIAR Guidance regarding audit readiness timelines for supporting DOD components with regard to assuring that their own processes, systems, and controls are effective and can be relied on to support their DOD customers' audits. To the extent that the other DOD military services and DOD agencies rely on these support agencies, they are likely to experience similar challenges as the Marine Corps with regard to having reliable information for decision making on their missions and operations and achieving auditability of their budgetary information.

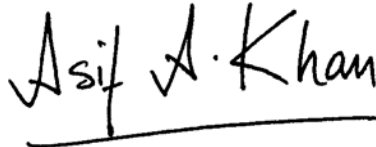
---

As agreed with your offices, unless you publicly announce the contents of this report earlier, we plan no further distribution until 30 days from the report date. At that time, we will send copies of this report to the appropriate congressional committees, the Secretary of Defense, the DOD Inspector General, the Under Secretary of Defense (Acquisition, Technology and Logistics); the Under Secretary of Defense (Comptroller)/Chief Financial Officer; the Deputy Chief Financial Officer; the Under Secretary of Defense (Personnel and Readiness); the Director of the Defense Finance and Accounting Service; the Director for Financial Improvement and Audit Readiness; the FIAR Governance Board; the Assistant Secretaries (Financial Management and Comptroller) of the Army, the Navy, and the Air Force; the Commandant of the Marine Corps; the Director of the Office of Management and Budget; and other interested parties. In addition, the report will be available at no charge on the GAO website at <http://www.gao.gov>.

If you or your staff have any questions about this report, please contact me at (202) 512-9869 or [khana@gao.gov](mailto:khana@gao.gov). Contact points for our Offices of Congressional Relations and Public Affairs may be found on the last

---

page of this report. GAO staff members who made key contributions to this report are listed in appendix V.

A handwritten signature in black ink that reads "Asif A. Khan". The signature is written in a cursive style with a horizontal line underneath the name.

Asif A. Khan  
Director, Financial Management and Assurance

---

# Appendix I: Objectives, Scope, and Methodology

---

Our objectives were to (1) determine the extent to which the audit was performed in accordance with professional auditing standards; (2) analyze the status of the Marine Corps' actions to address identified accounting, financial reporting, and information technology system control weaknesses; and (3) identify any implications to the Department of Defense (DOD) based on the Marine Corps' Fiscal Year 2012 General Fund Schedule of Budgetary Activity (General Fund Schedule) audit results.

To address our first objective, we analyzed auditor documentation, test results, and conclusions to determine the extent to which the work complied with professional auditing standards. As our criteria, we used professional audit standards issued by the American Institute of Certified Public Accountants, which are consistent with generally accepted government auditing standards, and considered additional guidance in the GAO/President's Council on Integrity and Efficiency *Financial Audit Manual*.<sup>1</sup> We followed the guidance in Section 650 of the *Financial Audit Manual* for relying on the work of others. We reviewed the Marine Corps' Office of Inspector General (OIG) audit contracts and statements of work and the Marine Corps' management representation letters, which contain assertions about the reliability of its financial reporting in accordance with generally accepted accounting principles, related to the audits of the Marine Corps' Fiscal Year 2012 General Fund Schedule and its Fiscal Years 2011 and 2010 General Fund Statements of Budgetary Resources. In addition, we reviewed the OIG Marine Corps Auditor Reports, including the audit opinions, and Reports on Internal Control and Compliance with Laws and Regulations as well as the auditor's reports to Marine Corps management that included detailed auditor findings and recommendations, and the Marine Corps' responses to the auditor's reports.

We also reviewed the audit documentation related to planning, executing, concluding, and reporting on the audit. We retested selected auditor sample items for significant classes of transactions, such as civilian and

---

<sup>1</sup>GAO and President's Council on Integrity and Efficiency, *Financial Audit Manual*, vol. 1, [GAO-08-585G](#) (Washington, D.C.: July 2008). The President's Council on Integrity and Efficiency was disestablished by the Inspector General Reform Act of 2008, Pub. L. No. 110-409, § 7 (Oct. 14, 2008), which instead established the Council of the Inspectors General on Integrity and Efficiency as an independent entity within the executive branch.

military payroll, unpaid obligations related to undelivered orders and delivered orders, and outlays (payments or liquidations of the orders received) to determine if we agreed with the auditors' conclusions on tests of those sample items. Throughout our audit, we discussed the concerns we identified regarding the conduct of the audit with OIG and independent public accounting firm auditors, including concerns about (1) completeness of reported budgetary transactions, (2) the reliability of data generated by DOD feeder systems, (3) proper fiscal year cutoff and the reliability of reported shipment obligations, and (4) the auditors' conclusions on the audit as well as the basis for auditor judgments made during the audit.

To analyze the status of the Marine Corps' actions to address audit recommendations on identified accounting, financial reporting, and information technology system control weaknesses, we used federal internal control standards as our criteria.<sup>2</sup> We assessed the status of the Marine Corps' corrective actions on recommendations from the Marine Corps' fiscal years 2010 through 2012 audits. We met with Marine Corps officials to discuss corrective action plans and actions completed and under way as well as their process for monitoring corrective actions. We reviewed auditor support for closed recommendations to determine whether the (1) corrective actions had been appropriately designed to address reported weaknesses and (2) documentation on closed recommendations confirmed that actions to address them had been completed.

To identify any DOD-wide implications of the Marine Corps' Fiscal Year 2012 General Fund Schedule audit results, we considered our findings with regard to the conduct of the Marine Corps audit and the status of Marine Corps actions to address auditor recommendations as well as November 2014 *Financial Improvement and Audit Readiness (FIAR) Plan Status Report* information on the status of DOD military service and DOD mission support agency audit readiness efforts.<sup>3</sup> We gave particular consideration to audit readiness issues we identified with regard to assuring the (1) completeness of populations and proper cutoff,

---

<sup>2</sup>GAO, *Standards for Internal Control in the Federal Government*, [GAO/AIMD-00-21.3.1](#) (Washington, D.C.: November 1999).

<sup>3</sup>Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, *Financial Improvement and Audit Readiness (FIAR) Plan Status Report* (November 2014).



(2) reliability of financial data and information generated by DOD business processes and feeder systems, and (3) reliability of reported obligations and outlays. We considered whether DOD agencies and the other military services relied on many of the same systems, processes, and controls as the Marine Corps and would be likely to experience similar issues in their audits.

We conducted this performance audit from July 2012 through July 2015 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

# Appendix II: Comments from the Department of Defense Office of Inspector General

Note: GAO comments supplementing those in the report text appear at the end of this appendix.



**INSPECTOR GENERAL**  
DEPARTMENT OF DEFENSE  
4800 MARK CENTER DRIVE  
ALEXANDRIA, VIRGINIA 22350-1500

MAY 22 2015

Mr. Asif A. Khan, Director  
Director, Financial Management and Assurance  
U.S. Government Accountability Office  
441 G Street, NW Mailstop 5Q24  
Washington, DC 20548

Dear Mr. Khan:

This is in response to GAO draft report GAO-14-198, DOD Financial Management: Actions Are Needed on Audit Issues Related to the Marine Corps' 2012 Schedule of Budgetary Activity dated April 22, 2015 (GAO Code 197123).

We appreciate the opportunity to comment on the audit that the Government Accountability Office (GAO) performed on the DoD OIG audit of the United States Marine Corps (USMC) FY 2012 Schedule of Budgetary Activity (SBA). The DoD OIG is dedicated to supporting GAO in their audit of the Government-wide financial statements. We concur with the three recommendations contained in the report.

## **GAO RECOMMENDATIONS AND DOD OIG RESPONSE**

1. GAO Recommendation: In addition to analyzing additional information related to the withdrawal of the auditor's opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule of Budgetary Activity, reconsider the conclusions made in the OIG's initial audit report based on the findings in our report before determining whether the auditor's opinion should be reissued or revised, or whether additional work should be performed.

DoD OIG Response: Concur. While we believe that the original opinion report was supported when we issued it on December 20, 2013, we have continued to meet with GAO to better understand their preferences and interpretation of standards for how financial statement audits should be executed across DoD. The Inspector General will consider all relevant information including the findings and recommendations of this report, the findings of the four ongoing audits of the suspense accounts, as well as a soon to be completed report from the OIG's Quality and Standards Office before deciding if or when to reissue an opinion on the Marine Corps Fiscal Year 2012 Schedule of Budgetary Activity.

2. GAO Recommendation: Develop and document a quality assurance process for elevating disagreements between the audit team and OIG management to ensure appropriate, objective resolution of the disagreements.

DoD OIG Response: Concur. We are currently developing a policy that will be added to our audit handbook. We will ask that GAO review the policy prior to implementation.

3. GAO Recommendation: Ensure that Marine Corps corrective actions fully address audit recommendations and document auditor review of the actions taken before closing the related recommendations.

DoD OIG Response: Concur. We will ensure that IPAs are in compliance with GAGAS requirements for tracking and closing recommendations. Our practice has been to continually follow up on the previous year's open recommendations as part of the current year audit. Often prior year recommendations were closed and then slightly modified and reissued to reflect the level of progress that was made during the year. While we have procedures for reviewing, testing, and documenting the results of corrective actions taken by the auditee prior to closing recommendations, we will ensure that all ongoing and future DoD audits have well documented procedures for recording the status of recommendations made and any corrective actions taken.

While we concur with the three recommendations, we offer the following management comments on the report findings.

#### **Professional Judgment**

The GAO/PCIE Financial Audit Manual (FAM) recognizes the need to use professional judgment when conducting financial statement audits. This manual uses the phrase "professional judgment" 49 times and the phrase "auditor judgment" an additional 18 times. For example, the GAO/PCIE FAM 110.23 states that auditors must use professional judgement and exercise professional skepticism in evaluating the quantity and quality of audit evidence. In addition, for both internal controls and substantive testing, the GAO/PCIE FAM sections 110.25, 310, and 420 requires the use of professional judgement in evaluating the risks of material misstatement; planning the audit to address the risks identified; and developing the nature, timing, and extent of tests to be performed. The GAO/PCIE FAM sections 540 and 580 also requires the use of professional judgement in not only evaluating misstatements, but also in concluding on the audit procedures and reporting the results to management. It is our professional judgment that the FY 2012 USMC audit appropriately considered and applied these audit standards and the related guidance in the GAO/PCIE FAM. As noted above, we will consider the results of our ongoing suspense account audits, this report from GAO and other ongoing IG reports prior to deciding if or when to reissue the opinion.

Throughout the report, GAO references several auditing standards, but does not mention the need to use professional judgment when applying each of these standards. For example, while the report quotes paragraph 6 of AU Section 326, *Audit Evidence*, the report omits paragraph 13 which states "The auditor should use professional judgment and should exercise professional skepticism in evaluating the quantity and quality of audit evidence, and thus its sufficiency and appropriateness, to support the audit opinion." The report also implies that the auditing standards provide detailed descriptions of the specific procedures an auditor should perform in conducting a financial statement audit. There are numerous instances in the report

where GAO states “typical testing would include ...” However, there are no authoritative citations to either the FAM or audit standards to support these assertions because neither the audit standards nor the FAM prescribe the level of testing that must be performed. Both audit standards and the FAM are intentionally general in nature because they appropriately recognize the need for the auditor to determine whether sufficient procedures have been performed to support the audit opinion that is issued.

In all phases of the audit, the standards explicitly state that auditor judgment is needed to determine the type of test that will be performed, when the testing is to be conducted, how much testing is to be done, and how the test results are to be interpreted. For example, AU Section 230, *Due Professional Care in the Performance of Work*, states auditor judgment is involved regarding the areas to be tested and the nature, timing, and extent of the tests to be performed. AU Section 230 also states that judgment is required in interpreting the results of audit testing and evaluating the audit evidence. Further, AU Section 350, *Audit Sampling*, states that auditors are required to use professional judgment in planning, performing and evaluating both nonstatistical and statistical samples and in forming a conclusion based on the evidence provided for the sample. AU 318.75, *Performing Audit Procedures in Response to Assessed Risk and Evaluating the Audit Evidence Obtained*, states the sufficiency and appropriateness of audit evidence to support the auditor’s conclusions throughout the audit are a matter of professional judgment.

Auditing Standard No. 8, Audit Risk, states, “[t]o form an appropriate basis for expressing an opinion on the financial statements, the auditor must plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement due to error or fraud. Reasonable assurance is obtained by reducing audit risk to an appropriately low level through applying due professional care, including obtaining sufficient appropriate audit evidence.” With an unlimited amount of time, an auditor can perform exhaustive testing procedures trying to eliminate audit risk beyond a reasonable level. We believe the FY 2012 USMC audit appropriately balanced the risk that a material misstatement would not be detected and the need to produce a timely report that was relevant to the Department. Throughout GAO’s nearly 3 year effort to evaluate the FY 2012 USMC audit, GAO did not identify any material misstatements that were excluded from our conclusions. In this case, an unqualified audit opinion would be appropriate because the schedule was not materially misstated and was presented in accordance with applicable accounting principles.

#### Group Auditing

GAO is the auditor for the Government-wide financial statements and, in our view, is the de facto group auditor for Government-wide financial statement audits. We recognize GAO’s authority under the group auditing standards and will continue to make every effort to support their audit of the Government-wide financial statements. As oversight partners, we will continue to encourage GAO to take an active role in the DoD financial statement audits. We welcome timely feedback and input when GAO’s preferences on the nature, timing and extent of audit procedures differ from what the OIG or IPA auditors intend to execute.

See comment 1.

Throughout the FY 2012 and FY 2013 audits, GAO auditors who were providing oversight did not always provide timely input. We are encouraged by the progress that was made in the FY 2014 audit and look forward to this being the foundation for all future DoD financial statement audits where GAO provides oversight. Because we want GAO to rely on our audit work, we value GAO's advice and experience. As a result, we expanded the level of testing in both the FY 2013 and 2014 audits and will remain mindful of their preferences and interpretations of audit standards in our future work.

During the FY 2014 audit, the level of communication between the audit teams of GAO, the OIG, and the IPA have improved with GAO participating in extensive meetings to discuss the IPA's audit approach. Agreements were reached that addressed GAO's preferences and interpretations of standards. Since the entrance conference for the FY 2014 USMC SBA audit, DoD OIG audit management and the IPA firm have been engaged in frequent discussions with GAO and repeatedly requested feedback on whether GAO agreed that the audit approach was in accordance with auditing standards and GAO's preferences.

#### **Completeness of Transactions**

##### **The GAO report states that OIG did not perform sufficient procedures to determine the completeness of transactions reported on the Marine Corps' Fiscal Year 2012 General Fund Schedule**

**DoD OIG Response:** We do not agree with the report findings that our audit lacked sufficient procedures to assess the completeness of transactions to determine the reliability of certain evidence, and whether budgetary activity was recorded in the proper period. We believe the FY 2012 audit properly considered and evaluated the audit evidence. Each of these audit areas requires a significant level of professional judgment. During the audit, more than 5,600 transactions were evaluated by the DoD OIG and Independent Public Accounting (IPA) firm auditors to determine whether they were properly recorded on the USMC SBA. In addition, numerous other tests, including tests of the significant IT systems were also performed. While we acknowledge that some of the audit decisions could have been documented better, the FY 2012 USMC SBA audit met professional standards. However, because GAO had previously expressed preferences about some aspects of the testing conducted during the FY 2012 audit, we expanded the level of testing and documentation in the FY 2013 audit and further expanded this effort again during the FY 2014 audit to address GAO's preferred approach. This additional analysis showed that the USMC recorded outlays in an average of 17 days. This average time was shorter than our 30-day cut-off testing period, and supports that our 30 day cut-off testing period was sufficient.

We acknowledge that the GAO report describes some possible ways to test the completeness of the FY 2012 Schedule. However, audit standards do not prescribe that these are the only acceptable approaches and allow other alternative approaches, including those that we used to assess the completeness of transactions included on the FY 2012 schedule. Because of challenges obtaining documentation to support older transactions, the Department limited the



FY 2012 SBA to just current year transactions. Accordingly, we limited our testing to only FY 2012 appropriations because these transactions were the primary focus of the audit effort.

During the audit, we performed various risk assessments for each account, performed testing of detailed transactions for completeness, and performed multiple reconciliations. Specifically, we performed reconciliations of military payroll disbursements recorded in the Monthly Payroll Reconciliation/Certification Voucher (MRCV) to the USMC general ledger system, (referred to as the Standard Accounting, Budgeting, and Reporting System SABRS); civilian payroll disbursements recorded in the Defense Civilian Payroll System (DCPS) to SABRS; and reserve payroll disbursements recorded in MRCV to SABRS. In addition, we tested abnormal balances to determine if there were unrecorded obligations. We also performed testing of the SABRS unmatched files and traced the totals to the SBA to provide additional assurance the USMC's disbursements were fairly presented. We validated that the SABRS data file agreed to the SABRS trial balance; and that the SABRS trial balance agreed to the Defense Departmental Reporting Systems (DDRS) unadjusted trial balance (UTB) and that the DDRS UTB tied to the SBA to provide assurance over the completeness of the SBA. Finally, we performed year-end cut-off testing to provide assurance that transactions were recorded in the appropriate period. In our professional judgment, based on the totality of these auditing procedures, we reduced the risk of material misstatement related to completeness of outlays and obligations to an acceptable level.

See comment 2.

Figure 3 on page 14 of the GAO draft report is incomplete. The figure indicates that rejected transactions are removed from SABRS with no process to eventually include the corrected transactions into SABRS. In addition, the GAO's narrative indicates that USMC personnel were not actively analyzing and correcting the rejected transactions. Both Figure 3 and the related narrative could mislead readers of this report. Although there was not a formal policy in place in FY 2012, USMC was actively reviewing, analyzing, and correcting rejected transactions. We documented our understanding of the USMC process in the audit workpapers that GAO reviewed.

See comment 3.

The GAO report expressed concern that we did not complete a full comparison of FY 2012 SABRS transaction activity to the FY 2012 Fund Balance with Treasury reconciliation to assist in providing assurance over completeness of budgetary transactions. Although this is an acceptable testing procedure to gain assurance over completeness, it is not a required audit procedure. We obtained an understanding of the cross-disbursement process and the reconciliation performed by USMC for this process. Further, we traced selected transactions to the reconciliation and documented our understanding. Although we believe the FY 2012 audit work was sufficient, we understand the preferences GAO had regarding completeness testing. To further reduce audit risk, we performed additional Fund Balance with Treasury control procedures during our FY 2013 and FY 2014 USMC SBA audits to address GAO's concerns and noted no material misstatements from these additional audit procedures.

The completeness concern discussed in the March 23, 2015, DoD OIG memo withdrawing the FY 2012 USMC SBA unqualified opinion report was not related to system interface concerns raised by GAO. The OIG withdrew its FY 2012 USMC SBA opinion, in accordance with AU Section 561, because subsequently discovered facts regarding suspense

accounts identified during the FY 2014 audit caused us to question the completeness of the information on which we based our FY 2012 opinion. While we were aware that USMC transactions were contained in Navy and other DoD suspense accounts during the FY 2012 USMC SBA audit, the available information during the audit indicated that the scope of transactions did not pose a risk of material misstatement or a need to test the transactions in suspense accounts as a separate population. However, the FY 2014 auditors obtained new information during the audit that demonstrated a higher risk associated with DoD transactions contained in Treasury suspense accounts. Through discussions with USMC and DFAS personnel about the nature and quantity of transactions posted in these suspense accounts, the auditors determined enough uncertainty existed to question the completeness of the FY 2012 Schedule. Because this problem has DoD-wide implications, we announced a comprehensive audit on May 1, 2015, "Audit of the DoD Suspense Accounts" (Project No. D2015-D000FE-0186.000). This audit will specifically address the challenges that the Army, Navy, Air Force and Defense Agency suspense accounts pose to the ongoing audits of the SBA as well as future audits of the full financial statements.

See comment 4.

As explained above, because of the challenge in obtaining documentation to support older transactions, the Department limited the FY 2012 SBA to only current year transactions. Accordingly, we limited our testing to only FY 2012 appropriations. The GAO report contends that a risk of material misstatement exists related to transactions recorded in FY 2012 to prior year appropriations that USMC should have charged to FY 2012 appropriations. Specifically, the report states that over \$3.8 billion in FY 2012 outlay activity was recorded to prior fiscal year appropriations. This information overstates the risk to the FY 2012 SBA because the outlay activity in FY 2012 would include charges to one-year appropriations, as well as multi-year appropriations. In addition, due to the types of products and services USMC purchases, outlays on one-year appropriations can be made up to 5 years after the initial obligation. Therefore, it is expected that USMC would have significant outlays to prior year appropriations during FY 2012. However, the FY 2012 SBA audit appropriately excluded these transactions because the schedule only included current year appropriations. In addition, the FY 2012 audit addressed the risk that GAO mentions. Specifically, during first quarter testing for both FY 2012 and FY 2013, we did not identify any material transactions that were recorded in the wrong fiscal year or posted to the wrong appropriation. As a result of FY 2011, FY 2012, and FY 2013 testing we determined the risk of recording transactions in the incorrect period was low.

The report also concluded that there was a risk of a material amount of feeder system data not included in the USMC general ledger even though the extensive work GAO performed did not identify any material transactions that were omitted from the SBA. During our audit, we tested over 5,600 transactions and concluded that the FY 2012 USMC SBA was materially correct. This conclusion was supported by over 12,000 documents, emails, position papers and auditor workpapers that were provided to GAO. Although we believe the work completed in FY 2012 was sufficient, we understand the concerns the GAO has presented and their preferred audit approach. As a result, we performed additional procedures during our FY 2013 audit and the IPA also performed additional testing during the FY 2014 USMC SBA audit to address GAO's preferences and interpretations of the audit standards, including expanded cut-off testing and additional system interface testing to ensure transactions were properly posted to the USMC

accounting system. Both of these expanded audit efforts did not identify any material transactions in feeder systems that were inappropriately omitted from the USMC general ledger.

**Summary of OIG actions to address GAO's concerns:**

1. To address GAO concerns about the length of the cut-off period that we selected, during the FY 2013 and 2014 audits we performed further analysis on the amount of time that USMC normally needed to record disbursement transactions.
2. To address concerns about the reliability of certain evidence, we increased our review of sample transactions that the contracted-IPA initially reviewed. In FY 2013, we used statistical methods in determining the number of sample transactions to review. This increased level of effort verified that sufficient and reliable evidence was provided by USMC and assessed by the IPA. For the FY 2014 audit, the IPA further modified the audit procedures to include testing of error reports resulting from USMC's processing of transactions from feeder systems. This testing specifically addressed GAO's concern about the completeness of significant USMC feeder data.
3. Additional deliverables are being incorporated into future contracts to address concerns raised by the GAO regarding the completeness of IT feeder systems.

**Reliability of Evidence**

**The GAO report states that OIG did not perform sufficient procedures to determine the reliability of certain evidence used to support transactions in the Marine Corps Schedule**

**DoD OIG Response:** We believe that audit evidence used to test the USMC schedule was appropriate and permissible under audit standards. We considered the USMC as a standalone reporting entity and not a DoD component. Using this approach, we developed audit procedures that considered USMC's business partners to be vendor-type relationships. We anticipated addressing any DoD problems not directly attributable to, or unique to, the USMC during other DoD component level audits. However, the GAO report implies that all cross-cutting problems within DoD should be fully remediated by every component level audit (or before any component-level audits are started).

Audit standards and the FAM permit both internal and external evidence to be used to support the auditors' conclusions, but the auditor must use professional judgment in evaluating the quality of the evidence. Both Auditing Standard No. 15 (which superseded AU Section 326 for audits of fiscal years beginning on or after December 15, 2010) and GAO/PCIE FAM section 470 discuss the types of evidence and generalizations about the quality of the types of evidence available. For instance, evidence obtained from a knowledgeable source that is independent (external evidence) is generally more reliable than evidence obtained only from internal company sources (internal evidence).

See comment 5.

See comment 5.

Based on the audit approach, we do not consider information obtained from the Defense Logistics Agency (DLA) and U.S. Transportation Command to be internal evidence. Rather, based on the guidance in Auditing Standard No. 15, GAO/PCIE FAM section 470, and conclusions reached after reviewing AT Section 801, "Reporting on Controls at a Service Organization" and AU-C 402, "Audit Considerations Relating to an Entity Using a Service Organization," we considered DLA and U.S. Transportation Command to be business vendor of USMC. This conclusion was appropriate since USMC maintained control over authorizing the transactions flowing through these activities and also was responsible for the accountability of these transactions. Further, USMC management lacked the ability to influence or exercise direct control over decisions and budgets of these separate agencies. Therefore, information obtained from agencies and Commands independent from USMC would be considered corroborating external evidence. An example of appropriate evidence to review from a third party vendor, as suggested in FAM 470 is "invoices for expenses and the purchase of inventory and property." During the audit, we did not receive any information that raised significant doubts about the third party information that would preclude its use as sufficient and appropriate audit evidence to support the FY 2012 USMC SBA.

See comment 6.

The GAO report expresses concern about the reliability of feeder system data. The report contends that we should have performed additional procedures on the external evidence obtained because there was other information that should have raised doubt about its reliability. Specifically, the GAO report notes that DoD reported DLA MILSTRIP as a department-wide material weakness in its FY 2012 Agency Financial Report. Although we agree that there are weaknesses surrounding MILSTRIP processes, the FY 2012 Agency Financial Report does not conclude that the data within the system is unreliable. Additionally, the reported weaknesses would not prevent the auditors from using the MILSTRIP information to complete the audit tests. Specifically, we used the information from DLA MILSTRIP to corroborate internal information received from USMC. For example, we used the Logistics Data Gateway (LDG) report from the MILSTRIP process to verify the total cost and date an order was placed (obligation), received, and paid (outlay). We also reviewed the LDG report for the type of item ordered, the quantity ordered, received, and paid, unit price, mathematical accuracy, and for returns that were not recorded in SABRS.

To address the concerns that GAO raised about the reliability of certain evidence used, we increased our review of sample transactions that the contracted-IPA initially reviewed. During the FY 2013 audit, we used statistical methods in determining the number of sample transactions to review. This increased level of effort verified that sufficient and reliable evidence was provided by USMC and assessed by the IPA. For the FY 2014 audit, the IPA further modified the audit procedures to include testing of error reports resulting from USMC's processing of transactions from feeder systems. This testing specifically addressed GAO's concern about the completeness of significant USMC feeder data. In addition, during the FY 2014 audit, the IPA performed additional audit procedures to obtain a more thorough understanding of the DLA MILSTRIP business process. These additional procedures did not result in any significant concerns or change the auditors prior conclusions about the reliability of the evidence used to support USMC transactions processed through MILSTRIP.

See comment 7.

It is important to note that audit standards do not require an SSAE No. 16 examination of systems information so that the results can be used to corroborate data from another entity. Because USMC was not relying solely on DEAMS to send information directly to DDRS for financial statement reporting on behalf of USMC, consistent with audit standards, we did not require an SSAE No. 16 examination or conduct additional testing of the information that was outside the scope of the audit. Additionally, the DoD OIG report on DEAMS was not relevant to the information obtained from DEAMS because the report did not specifically address data quality. Rather, this report addressed DEAMS managers not maintaining an adequate Chart of Accounts (COA) and DEAMS not reporting financial data directly to DDRS. Although there were financial reporting concerns identified, the audit did not determine that the information in DEAMS was unreliable. Therefore, the DEAMS audit results did not prevent us from relying on the information contained in DEAMS. Our use of the information obtained from DEAMS to corroborate information obtained from USMC was both appropriate and allowable under the audit standards.

See comment 8.

Although we issued a disclaimer of opinion on DoD's department-wide financial statement for FY 2012, that audit effort did not include any tests of the DEAMS or MILSTRIP data that was used to corroborate the USMC transactions. Under Section 1008 of the 2002 National Defense Authorization Act, the DoD IG is required to limit its audit procedures unless DoD management asserts that it is ready for audit. Because the Department had not asserted that its DoD-wide financial statements were auditable, this audit report was based on minimal audit procedures to support the disclaimer. As a result, there was no direct connection between the results of the DoD-wide financial statement audit report and the audit of the USMC SBA for FY 2012.

The FY 2012 USMC SBA was compiled using transactions contained in the USMC accounting system and general ledger. We considered this information to be the initial evidence received to support the SBA. During testing of specific sample transactions, the evidence obtained from the third parties was used to confirm that USMC accurately recorded the transactions in the accounting system. Therefore, in accordance with Auditing Standard No. 15 and GAO/PCIE FAM sections 420 and 470, we appropriately considered all types of audit evidence and the reliability of that evidence when evaluating and concluding on audit procedures performed.

**Summary of OIG additional actions to address GAO concerns:**

1. To address the concerns raised about the reliability of certain evidence used, we increased our review of sample transactions that the contracted-IPA initially reviewed. In FY 2013, we used statistical methods in determining the number of sample transactions to review.
2. With respect to external evidence from USMC business partners, during the FY 2014 audit, the IPA performed additional audit procedures to obtain a more thorough understanding of the DLA MILSTRIP business process.



3. To further consider the risks discussed by the GAO report, OIG is planning future audits of MILSTRIP and USTRANSCOM information to determine whether it is sufficiently reliable evidence for use in financial statement audits.
4. For the FY 2015 audit, additional deliverables are being incorporated into the IPA contract to address concerns raised by the GAO regarding the reliability of IT feeder system data.

**Cut-off testing**

**The GAO report states that OIG did not perform sufficient procedures to determine whether budget activity was recorded in the proper period and whether shipment obligations were properly recorded**

**DoD OIG Response:** Auditing standards do not prescribe a specific amount of time that is appropriate for cut-off testing. We believe that the FY 2012 USMC audit appropriately considered the analyses of the business processes and results of testing that was performed. However, we acknowledge that the audit documentation could have more clearly explained our judgment in establishing a cut-off testing period of 30 days. As documented in our audit workpapers, we considered audit results from FY 2011, FY 2012 and FY 2013 (first quarter) as a basis for our cut-off testing period and procedures. Although the FY 2011 statistical testing of obligations identified 6 transactions that USMC should have recorded in FY 2010, the Marine Corps recorded a year end adjustment to account for this error. During first quarter testing for both FY 2012 and FY 2013, we did not identify any material transactions that were recorded in the wrong fiscal year or posted to the wrong appropriation. As a result of FY 2011, FY 2012, and FY 2013 testing, we determined the risk of recording transactions in the incorrect period was low. After considering all these audit procedures, we determined cutoff testing for one month after year-end would be sufficient.

Because of the preferences that GAO presented, we performed additional analysis in FY 2013 to determine the average time an outlay took to post to the general ledger. On average, outlays reviewed by the DoD OIG took approximately 17 days from the day it was paid until it was recorded in the general ledger. In addition, the auditors significantly extended the FY 2014 cut-off testing until February 2015. Consistent with the FY 2012 and 2013 cut-off testing results, no material amount of transactions were inappropriately recorded in the wrong fiscal year or posted to the wrong appropriation.

While we agree with GAO that some transactions may be recorded in the wrong period, neither the additional analyses performed during the FY 2013 and FY 2014 audits nor the factors that the GAO report presented support the conclusion that there was a high risk of a material amount of transactions recorded in the wrong fiscal year. Although there were some DoD-wide transactions that were recorded in the improper period, USMC did not report any instances and we did not identify any material instances where USMC recorded transactions in an improper period. While the GAO report correctly states that obligations for transportation charges have

been a challenge for the Army, Navy, and Air Force, USMC developed an estimate to counter the risks that GAO presented. Additionally, the draft report is misleading when stating, “the DoD OIG was aware the Marine Corps was performing analysis of approximately \$21 million of shipment billing in January 2013—4 months after the end of the fiscal year—to determine the extent of adjustments needed to record the related outlay transactions to fiscal year 2012 and prior year appropriations.” GAO auditors were present during a series of meetings to assess this situation and they were made aware that, out of the \$21 million mentioned in the GAO report, only approximately \$1 million was adjusted to record the outlay in a prior fiscal year appropriation. During the FY 2012 audit, we performed several audit procedures on the adjustments the GAO mentioned. After these analyses, we determined any amount that may have been adjusted would be immaterial to the schedule taken as a whole.

It is important to note the context of the statement OIG auditors made about cut-off errors that could be identified during the FY 2013 audit that would require a restatement for the FY 2012 SBA. The draft report omits a critical fact that FY 2012 cut-off testing was ongoing at the same time as the FY 2013 audit. Thus, the test results of the FY 2013 audit could be used to inform the ongoing FY 2012 audit. Since similar testing for first quarter FY 2013 had already been completed for the FY 2013 audit, there would be no reason to perform duplicative testing. The OIG audit staff was trying to communicate to GAO that if material misstatements were noted in the FY 2013 testing, we would consider those results in the conclusions for the FY 2012 opinion. As noted in the FY 2013 testing, we did not have significant errors related to cut-off, including the transactions recorded against FY 2013 appropriations.

We believe the cut-off testing performed on outlays was both sufficient and in accordance with audit standards. For outlay cut-off testing, the initial testing results noted seven exceptions. In further testing, the auditors were able to trace four of the exceptions to the SABRS unmatched file, which was then traced to the SBA to ensure those transactions were included in the final outlays presented. Therefore, it was appropriate to conclude that those four transactions were not exceptions. We obtained additional details for the three remaining exceptions and were able to determine that they were correctly excluded from the SBA since the outlay did not occur until the next fiscal year. The 14 other transactions were supported by evidence obtained from DLA, an agency external to the USMC, to corroborate the information provided by USMC.

We also believe that sufficient audit procedures were performed to determine whether the accounting estimate for transportation shipment was reasonable in the context of the schedule taken as a whole. While the GAO report presented two options available under AU Section 342, there are a total of nine procedures that auditors may consider when assessing the reasonableness of an accounting estimate and there is no requirement in the standards to perform all nine procedures. As part of our assessment of the shipping obligation estimate, we performed four of the nine procedures outlined in the audit standards. Specifically, we (1) identified sources of data and determined whether such data and factors were relevant, reliable, and sufficient for estimation; (2) evaluated whether the assumptions were consistent with supporting data and relevant historical data; (3) reviewed available documentation of the assumptions made by management; and (4) tested the calculations used by management to translate the assumptions and key factors into the estimated shipping obligations. Based on our understanding of the

See comment 10.

estimate, we determined historic liquidations were the relevant data used in calculating the accounting estimate. We performed various analyses of the historic liquidations to assess the reliability of outlay transaction data used for determining obligation liquidation rates, including:

- Analytics to determine the reliability of the historic liquidations for FY 2008, FY 2009, FY 2010, FY 2011, and FY 2012;
- Use of detailed transaction data from prior audit coverage, the detailed transaction data from FY 2012, and the detailed transaction data from the FY 2013 audit coverage to recreate the liquidation populations;
- Verifying that the summarized liquidations presented on the USMC estimate agreed with the USMC detailed liquidation data files; and
- Testing for liquidations in FY 2010, FY 2011, and FY 2012 to determine if USMC recorded the correct liquidation amount per the detailed vouchers.

In reviewing the estimate and gaining an understanding of the factors and assumptions management made when developing the estimate of the shipping obligations, we considered the impact of different types of shipment outlay rates. USMC developed a risk assessment applying this concept. The process was documented in the Universe and Adjustment Methodology written and provided by USMC.

Overall, we considered and documented the risk related to some of the reliability and completeness testing and decided to perform multiple additional tests to determine the overall reasonableness of the estimate of the shipment obligations. As a result of the audit procedures performed, we determined that obligations as recorded were overstated by approximately \$53.7 million and recommended that USMC make an adjustment. USMC agreed with the analysis and made the adjustment. Based on the totality of the audit procedures we performed, we concluded that there was sufficient and appropriate evidence that the accounting estimate of the shipment obligations reported on FY 2012 USMC SBA was reasonable.

**Summary of OIG additional actions to address GAO concerns:**

1. To address GAO concerns about the length of the cut-off period that we selected, during the FY 2013 audit we performed further analysis on the amount of time that USMC normally needed to record disbursement transactions.
2. During the FY 2014 USMC audit, the IPA significantly expanded cut-off testing into March 2015.
3. With respect to shipment obligations, in both the FY 2013 and 2014 audits, we assessed USMC's shipping obligation estimate using four of the nine options in AU section 342.

**Materiality and Conclusions**

**The GAO report states that OIG did not properly consider and evaluate the audit evidence in concluding and reporting on the results of the audit.**

**DoD OIG Response:** We believe that the results of the audit work were properly considered and that we appropriately evaluated the audit evidence in accordance with all applicable audit standards to conclude and report on the FY 2012 USMC SBA results. As noted above, we will consider the results of our ongoing suspense account audits, this report from GAO and other ongoing IG reports prior to deciding if or when to reissue the opinion. During the FY 2012 audit, all known misstatements or known risk factors were appropriately considered. We performed both a quantitative and qualitative assessment when concluding and reporting the results of the audit. In doing the final quantitative risk assessment, we calculated the materiality exposure for each line item of the SBA and included the audit precision which resulted in misstatements related to errors and untested amount of approximately \$773 million. Although we disagree with the GAO conclusion that we did not include all known misstatements, if we did include the additional misstatements GAO reported, the revised misstatements related to errors and untested amounts would be approximately \$808.8 million which is still below the overall materiality threshold of \$826 million. While the report states that “further misstatement may exist,” no examples of material or immaterial misstatements were provided as examples to support this assertion. Therefore, because the schedule was materially correct, and the total materiality threshold was not exceeded, an unqualified opinion was appropriate.

The GAO draft report states that we made an assumption that the unsupported outlay transactions could be an adjustment and reported as advance payments to avoid counting the amounts as untested. While we agree with GAO that USMC may not always properly record certain progress payment transactions, we specifically obtained evidence that an outlay occurred related to a valid obligation. Therefore, for purposes of the SBA, the balance of gross outlays on the face of the Schedule would be unaffected by these compliance issues. The compliance issue was reported to USMC in FY 2010 and has continued to be reviewed and updated as necessary. In addition, the Report on Internal Control and Compliance with Laws and Regulations associated with the FY 2012 USMC SBA audit opinion appropriately discusses the lack of sufficient internal controls to ensure the proper recording of contract-progress-payment transactions.

In addition to the quantitative calculations, we also reviewed several qualitative factors including: the relationship between the USSGL accounts and its impact of misstatements in individual accounts versus the impact on the overall SBA; Congressional and public interest; and open findings and recommendations and the impact on the reliability of the information presented in the SBA. Although we concluded the qualitative factors did not affect the overall presentation of the SBA, we did include information in the report to discuss those factors that may affect the USMC as they move to full financial statement audits. For example, we added an explanatory paragraph to the audit opinion to alert the reader that some transactions were not correctly recorded in the underlying general ledger accounts. We explained the misstatements did not have an effect on the fair presentation of the Schedule, but future audits of the full

See comment 11.

See comment 12.

Statement of Budgetary Resources or the other financial statements, such as the Balance Sheet, could be adversely affected by these errors.

We agree with GAO that technical support from the DoD OIG Quantitative Methods Division (QMD) is key in providing auditors assistance in determining the appropriate population so that audit results are defensible. However, we disagree with the report statement that QMD expressed no opinion regarding the projection of the results. Although, QMD expressed some concern with the statistical methods used by the IPA auditors, it is important to note that QMD confirmed that the statistical projections were calculated accurately and signed the certification. The draft report omits this key point.

While we agree with the GAO draft report that we could have more clearly documented the auditor judgments made in determining the audit opinion; we believe the audit documentation shows a clear timeline of the decision making process and the workpapers documenting the testing demonstrated those decisions. For example, as of September 6, 2013 we initially concluded based on the results of cutoff testing that we were unable to gain assurance of the completeness of populations for the Obligations Incurred and Outlays line items on the SBA. However, additional audit procedures and follow-up effort cleared the exceptions or resulted in a proposed adjustment to the SBA Obligations Incurred line item. The GAO draft report does not reflect this additional work that was performed.

Based on the totality of the work performed, we believe that alternative auditing procedures successfully addressed concerns related to the completeness of populations used for testing historical shipment liquidation transactions that were not addressed as part of the audit. Although we did not have access to historical unadjusted trial balances for FY 2008 and FY 2009, we performed additional testing of historic liquidations to make informed conclusions. We also performed substantive analytical procedures to determine the reliability of the historic liquidations for FY 2008, FY 2009, FY 2010, FY 2011, and FY 2012; and we verified that the summarized liquidations presented on the USMC estimate agreed with the USMC detailed liquidation data files to gain sufficient assurance over the historic liquidations.

#### **Summary of OIG additional actions to address GAO concerns**

For all future opinions issued by the DoD OIG, we are developing a comprehensive decision paper template that will fully document criteria and audit results that support the conclusions and OIG decisions for determining the appropriate audit opinion to issue.

#### **Resolving Differences of Opinion**

We agree with GAO that audit organizations should establish policies and procedures for addressing and resolving differences of opinion within the engagement team. Throughout the audit, the most experienced auditors who were Certified Public Accountants were involved in key decisions. Any formal escalation process to resolve disagreements amongst the team and management would have involved these same senior leaders. However, based on the recommendation of this report, we are developing a formalized process for elevating



disagreements between audit teams and management. We are currently drafting revisions for our audit handbook that will specifically address how differences of opinion amongst team members and between team members and senior leaders will be resolved. Prior to finalizing these revisions, we will share this with GAO and incorporate any observations they may have.

In conclusion, we appreciate the opportunity to review and comment on the draft GAO report. As indicated above, in our professional judgment, the FY 2012 audit of the USMC SBA was performed in accordance with applicable audit standards. As noted previously, we will consider the results of our ongoing suspense account audits, this report from GAO, and other ongoing IG reports prior to deciding if or when to reissue the opinion. In addition, because of the concerns that GAO raised during their review of the FY 2012 audit, additional audit procedures were performed during the FY 2013 and 2014 audits. Implementing the proposed recommendations in this report will help ensure that GAO will be able to rely on future audits as part of their audit of the Government-wide consolidated financial statement audit.



Daniel R. Blair, CPA  
Deputy Inspector General  
for Auditing

---

The following are GAO's comments on the Department of Defense (DOD) Office of Inspector General (OIG) letter dated May 22, 2015.

---

## GAO Comments

1. **Material misstatements.** The OIG stated that we did not identify any material misstatements that were excluded from its conclusions on the audit. It was not our objective to audit the Marine Corps' Fiscal Year 2012 General Fund Schedule of Budgetary Activity (General Fund Schedule). Consequently, we did not perform audit tests to determine whether material misstatements occurred. As stated in our report, the OIG did not perform sufficient audit procedures, under professional standards, and consequently did not obtain sufficient, appropriate evidence to support its opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule of Budgetary Activity (General Fund Schedule). Had sufficient audit procedures been performed in key areas of concern that we identified, additional misstatements may have been identified that when aggregated with the already identified misstatements, could be material to the Marine Corps' Fiscal year 2012 General Fund Schedule.
2. **Rejected transactions.** The OIG stated that figure 3 in our draft report indicated that rejected transactions were removed from the Standard Accounting, Budgeting and Reporting System (SABRS) with no process to eventually include corrected transactions in SABRS. Because figure 3 depicts feeder system data flow, we revised the arrow related to the flow of rejected transactions to show that, if handled correctly, the rejected transactions would be corrected and, entered into SABRS. However, as discussed in our report, the OIG did not perform sufficient procedures to reasonably assure that rejected transactions were properly resolved and entered into SABRS before closing a related audit recommendation.
3. **Reconciliation of SABRS to Fund Balance with Treasury.** The OIG stated that we expressed concern that it did not complete a full comparison of fiscal year SABRS transaction activity to the Marine Corps' fiscal year 2012 Fund Balance with Treasury reconciliation. The OIG stated that such a comparison is an acceptable procedure for gaining assurance of completeness, but it is not a required audit procedure. We referred to such testing as an example of one of the types of audit procedures that may be performed to determine whether recorded transactions are complete.  
  
The OIG also stated that it had traced selected transactions to the reconciliation. However, as stated in our report, these procedures would not be effective for testing completeness of transactions

recorded in SABRS because they begin with items that are already recorded in SABRS.

- 4. Fiscal year 2012 activity recorded to fiscal year 2011 appropriations.** The OIG stated that our example of \$3.8 billion in Marine Corps fiscal year 2012 outlays that was recorded to fiscal year 2011 appropriations as reported by the Department of the Treasury, overstated the risk to the Marine Corps' Fiscal Year 2012 General Fund Schedule. The OIG stated that the Marine Corps fiscal year 2012 outlay activity would include charges to 1-year appropriations as well as multiyear appropriations. We specifically excluded multiyear appropriations in calculating the \$3.8 billion amount in our example. We included this example in our report because it illustrates that the amount of such transactions charged to prior year appropriations was material. As stated in our report, we believe the risk of material misstatement to the Marine Corps' Fiscal Year 2012 General Fund Schedule related to transactions recorded in fiscal year 2012 to prior year appropriations that should have been charged to fiscal year 2012 appropriations is high based on numerous reported Marine Corps' weaknesses in controls over accounting and financial reporting and the magnitude of fiscal year 2012 Marine Corps' outlays that were recorded to prior fiscal year appropriations. Accordingly, testing of such transactions was necessary to determine whether there were any material misstatements.

In addition, the OIG stated that the audit of the Marine Corps' Fiscal Year 2012 Schedule appropriately excluded fiscal year 2012 transactions recorded to fiscal year 2011 because the Schedule only included current year appropriations. However, the scope of a first-year audit of a schedule of budgetary activity would appropriately include a determination of whether transactions related to current fiscal year appropriations were improperly charged to prior year appropriations, and, therefore, improperly excluded from the schedule.

- 5. Consideration of DOD agencies as third parties.** The OIG stated that the auditing standards permit the use of both internal and external evidence and state that evidence from a knowledgeable source that is independent is generally more reliable than evidence obtained only from internal sources. Further, the OIG stated that based on its audit approach, it does not consider information obtained from the Defense Logistics Agency (DLA) and U.S. Transportation Command to be internal evidence. Instead, the OIG considered these DOD agencies to be third parties with respect to the Marine Corps. As stated in our report, in examining evidence supporting a transaction, the auditor

should consider the reliability of the information used as audit evidence, such as electronic documents, including consideration of controls over its preparation and maintenance where relevant.<sup>1</sup> Such consideration would normally include any information that raises doubts about the reliability of the evidence. If the auditor has doubts about the reliability of information to be used as audit evidence or is aware of issues with the reliability of the data, the auditor should determine what modifications or additions to the audit procedures are necessary to resolve the issues. Also, as discussed in our report, there were well-known, documented issues that should have raised significant doubts about the reliability of the data from DLA and U.S. Transportation Command systems and processes that the OIG relied on in its transaction testing for the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule.

6. **Military Standard Requisitioning and Issue Procedures (MILSTRIP) material weakness.** The OIG stated that although it agrees that there are weaknesses surrounding MILSTRIP processes, DOD's fiscal year 2012 Agency Financial Report does not conclude that the data within the system is unreliable and that the reported weaknesses would not prevent the auditors from using the MILSTRIP information to complete the audit tests. We disagree. As discussed in our report, DOD reported DLA's MILSTRIP process as a department-wide material weakness, stating that the department could not effectively account for transactions and balances in the MILSTRIP orders process. Because this and other factors should have raised doubts about the reliability of MILSTRIP process data, auditors should determine what modifications or additions to the audit procedures are necessary to resolve the issues.
7. **Relevance of OIG report on Defense Enterprise Accounting and Management System (DEAMS).** The OIG stated that auditing standards do not require a Statement on Standards for Attestation Engagements (SSAE) No. 16 examination of system information in order for the results to be used to corroborate data from another entity and that the Marine Corps did not rely solely on DEAMS for its financial statement reporting. However, the concern raised in our report was that the OIG used information from DEAMS as audit evidence and DEAMS had known data reliability issues. As discussed above, if there are doubts about the reliability of information to be

---

<sup>1</sup>AU Section 326, *Audit Evidence*, para. .09.

used in audit testing, auditors should determine what modifications or additions are needed to the audit procedures to resolve the issues.

- 8. Relevance of disclaimer on DOD financial statements.** The OIG stated that although it issued a disclaimer on DOD's department-wide financial statements for fiscal year 2012, its audit effort on the department-wide statements did not include any tests of DEAMS or MILSTRIP data that were used to corroborate the Marine Corps transactions. The OIG stated that as a result, there was no direct connection between the results of the DOD department-wide financial statement audit report and the audit of the Marine Corps' Fiscal Year 2012 General Fund Schedule. As discussed in our report, in disclaiming an opinion on DOD's department-wide financial statements for fiscal year 2012, the OIG reported that DOD financial management and business feeder systems were unable to adequately support material amounts on the financial statements as of September 30, 2012.<sup>2</sup> The well-known, documented issues related to these systems should have raised significant doubts about the reliability of the data used in testing and the OIG should have determined what modifications or additions were needed to the audit procedures to resolve the issues.

- 9. Reallocation of shipment outlays.** The OIG stated that it agrees with us that some transactions may be recorded in the wrong period, although the Marine Corps did not report and the OIG did not identify any material instances where the Marine Corps recorded transactions in an improper period. As discussed in our report, the OIG's audit documentation did not include evidence that the OIG performed any procedures to (1) test the accuracy of the Marine Corps' allocation of fiscal year 2012 shipment billings to previous fiscal year appropriations or (2) confirm that the related adjustments were recorded to ensure that the portion of the outlays that pertained to previous fiscal year appropriations, and in some cases, other military services, were excluded from the outlays reported on the Marine Corps' Fiscal Year 2012 General Fund Schedule.

The OIG also stated that our draft report was misleading regarding the discussion of \$21 million of fiscal year 2012 shipment billings the Marine Corps was analyzing in January 2013 to determine the extent

---

<sup>2</sup>Department of Defense, Office of Inspector General, *Independent Auditor's Report on the Department of Defense FY 2012 and FY 2011 Financial Statements*, DODIG-2013-021 (Alexandria, VA: Nov 15, 2012).



of adjustments needed to the Marine Corps reported fiscal year 2012 outlays. The OIG stated that our auditors were present during a series of meetings to assess this situation. The meetings the OIG referred to were held in November and December 2014, which was after the OIG had issued its opinion on the Marine Corps' Fiscal Year 2012 General Fund Schedule.

- 10. Cutoff control testing on outlays.** The OIG stated that it was able to resolve 7 transactions that its initial testing had determined were exceptions (errors) and that the other 14 transactions were supported by evidence obtained from DLA, an agency external to the Marine Corps. We revisited Marine Corps documentation that was available for 18 of the 21 transactions and determined that the additional support was sufficient for 6 of the 18 transactions. We revised the discussion in our report accordingly. However, because support for the other 12 transactions was not sufficient, we continue to believe that controls over cutoff for outlays were not effective and the OIG should have performed substantive detail tests of cutoff for outlays.
- 11. Adjustments to progress payment transactions.** The OIG stated that while the Marine Corps may not always properly record certain progress payment transactions the OIG obtained evidence that an outlay occurred related to a valid obligation. The OIG stated its position that for purposes of the Marine Corps' Fiscal year 2012 General Fund Schedule, if support for progress payment outlays could not be obtained, adjusting the outlay transaction to an advance payment would have no net effect on the Marine Corps' schedule. The OIG stated that it considered such occurrences as a compliance issue. However, as stated in our report, the audit documentation showed that the audit team had initially determined that it could not conclude on the accuracy of sampled contract outlay transactions for which there was no support that the goods and services paid for were received. More specifically, the audit documentation showed that the audit team could not determine the validity of certain progress payment obligations because the contract information provided to them by the Marine Corps did not contain sufficient detail to make such a determination. Further, the audit documentation showed that the tested contractor invoices were related to progress payments and the audit team had determined that progress payments should not be recorded as advances. The audit team planned to include the unsupported contract obligations and outlays in its overall calculation of misstatements. The audit documentation also showed that OIG management subsequently made an assumption that the unsupported outlay transactions could be adjusted and reported as advance payments to avoid counting the amounts as untested. As stated in our

report, the audit documentation did not include a reconciliation or explanation for such conflicting statements between OIG management and the audit team.

**12. Quantitative Methods Division (QMD) certification.** The OIG commented that it disagreed with the discussion in our report regarding QMD's certification of statistical sampling and stated that although QMD expressed some concern with the statistical methods used by the audit firm, QMD confirmed that the statistical projections were calculated accurately and signed the certification. As stated in our report, we reviewed the documentation on QMD's certification and held discussions with QMD statisticians regarding reasons why they added a note that qualified their certification. Specifically, the note stated that QMD expresses no opinion as to the application of results with respect to the evaluation of the sample results against materiality. QMD officials told us that they qualified their certification because the auditors mixed two methods for making statistical estimates, QMD was not included in the materiality assessment process, and as a result, they did not know the basis for the auditor judgments that were made. QMD officials also told us that this was unusual and that they are generally included in auditor assessments of materiality to help the auditors interpret sampling results.

# Appendix III: Comments from the United States Marine Corps



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:  
5200  
R  
20 May 15

From: Fiscal Director of the Marine Corps  
To: Government Accountability Office (GAO)

Subj: MANAGEMENT COMMENTS TO THE GAO DRAFT REPORT GAO-15-198,  
ACTIONS ARE NEEDED ON AUDIT ISSUES RELATED TO THE MARINE  
CORPS' 2012 SCHEDULE OF BUDGETARY ACTIVITY

1. Unless otherwise noted, these management comments only address the Marine Corps specific issues included in the report section titled "The Marine Corps Has Not Taken Timely Actions to Address Identified Accounting, Reporting, and System-related Internal Control Weaknesses." Overall, we concur with this section of the GAO report regarding Marine Corps actions needed on audit issues related to the United States Marine Corps' Schedule of Budgetary Activity (SBA) for Fiscal Year (FY) 2012, but we provide the following management comments.

2. Cutoff Testing of Outlay Transactions (Page 28). The report inaccurately states that "...the OIG subsequently requested that the Marine Corps provide documentation for a sample of 334 outlay transactions for substantive testing of end-of-period cut-off. However, the Marine Corps responded that it was unable to provide support..." In fact, the Marine Corps successfully supported two separate cutoff tests of 105 samples each. Although DoDIG personnel may have deliberated requiring an additional cutoff sample of 334 transactions, the Marine Corps was not issued additional cutoff samples to support. Under no circumstance did we decline to support any sample sets that were issued to us.

3. Timely Actions to Address Identified Accounting Reporting, and System-related Weaknesses and Limited Progress in Addressing Internal Control Weaknesses Identified by the OIG (Page 35-41). While the report credits the Marine Corps for improving remediation efforts and strengthening its monitoring process, the Marine Corps does not concur with the assertion that "significant uncorrected control weaknesses continue to impair the Marine Corps' ability to produce consistent, reliable and sustainable financial information for day-to-day decision making on its missions and operations." While we agree with the importance of internal controls, they are but one factor that

Subj: MANAGEMENT COMMENTS TO THE GAO DRAFT REPORT GAO-15-198,  
ACTIONS ARE NEEDED ON AUDIT ISSUES RELATED TO THE MARINE  
CORPS' 2012 SCHEDULE OF BUDGETARY ACTIVITY

contributes to the financial information used for decision making. Even before the Marine Corps began its audit journey, we have been committed to strengthening internal controls and enhancing our business process. The Marine Corps has also focused on modernizing our financial management systems and improving our financial reporting process. Further, the Marine Corps has either initiated or proactively served in many workgroups to improve business processes, identify and mitigate internal control weaknesses, and increase the accuracy, reliability, and timeliness of financial management information.

4. Concerning the progress of addressing internal control weaknesses, GAO report focuses on a baseline of 177 total recommendations issued from the FY 2010 and FY 2011 audits, which resulted in disclaimers of opinion due to inability to complete the audits within available timeframes, and the FY 2012 audit - the first time that all designated audit work was completed. Throughout that time, along with the subsequent completion of the FY 2013 and FY 2014 audit work, we have gained heightened understanding of the interrelationships between some findings and recommendations and recognition that effective corrective actions may differ somewhat from the original recommendations. Consequently, based on the original 82 financial reporting recommendations outlined in Table 2 on page 37 of the report - along with the 11 recommendations closed by DoDIG - we have successfully remediated an additional 17 recommendations and await validation testing from DoDIG or an independent audit firm. Additionally, due to reinforced coordination with our IT stakeholders and testing through the completion of the FY 2014 SBA audit, we successfully remediated 94 of the 95 IT system recommendations.

5. The Marine Corps acknowledges that much work remains to fully mitigate internal control weaknesses. As our audit activity matured and we recognized the need to provide focused attention and leadership on corrective actions, we formally established the Remediation Section within the Risk and Compliance Branch in February 2014. Although the majority of corrective actions must be implemented by the process owners throughout the Marine Corps, the branch is working to establish

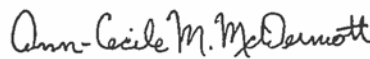
Subj: MANAGEMENT COMMENTS TO THE GAO DRAFT REPORT GAO-15-198,  
ACTIONS ARE NEEDED ON AUDIT ISSUES RELATED TO THE MARINE  
CORPS' 2012 SCHEDULE OF BUDGETARY ACTIVITY

appropriate staffing levels to ensure effective orchestration and oversight of all corrective actions, plus the successful development and execution of Internal Controls over Financial Reporting (ICOFR) and Internal Controls over Financial Systems (ICOFS) test plans.

6. Since the January 2014 date in the GAO report, the Marine Corps has increased its resources to execute a more robust controls-based test plan of the Marine Corps-owned systems based on the Federal Information System Control Audit Manual (FISCAM) methodology with a particular emphasis on business process, application level, and interface control objectives. We have also engaged external system owners undergoing or completing Statement on Standards for Attestation Engagements (SSAE) so the Marine Corps can review the test results, ascertain additional control objectives/techniques, and develop test plans for Complementary User Entity Controls (CUEC).

7. Lastly, we concur with the issue noted in the GAO report related to challenges in hiring personnel with the requisite education and experience in financial statement audits or business process or internal control reviews. This is a specialized skill set that is not typically resident in current military or government civilian workforce. Therefore, we continue to explore avenues to hire personnel with these skills and may require special hiring authorities to achieve success.

8. We look forward to working with GAO and other interested parties in future audit and remediation efforts.

  
A. M. MCDERMOTT

Copy to:  
ASN (FM&C)



# Appendix IV: Comments from the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer



COMPTROLLER

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
1100 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1100

MAY 21 2015

Mr. Asif A. Khan  
Director, Financial Management and Assurance  
U.S. Government Accountability Office  
441 G Street, NW, Mailstop 5Q24  
Washington, DC 20548

Dear Mr. Khan:

Thank you for the opportunity to comment on draft report GAO-15-198, "Actions Are Needed on Audit Issues Related to the Marine Corps' 2012 Schedule of Budgetary Activity." The DoD Office of Inspector General (as auditor and most recently in its oversight role of the independent public accounting firm conducting this audit) and the U.S. Marine Corps (USMC) have been directly involved with this audit. Appropriately, their comments focus on the details of this report. In contrast, the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer and its Financial Improvement and Audit Readiness (FIAR) team have been monitoring this audit for several years. Therefore, my comments will focus on the broader implications the report has on DoD audit readiness.

We agree that accurate reconciliations of transaction universes are critical for accountability, and must include the ability to regularly "tie out" financial feeder systems to the general ledger. Further, an entity under audit must assume ownership of its complete end-to-end business processes carrying financial information and be able to rely on data provided by other service providers acting on behalf of other entities. As highlighted in the May 2015 FIAR Plan Status Report and discussed during monthly updates with you and your team, we have specific ongoing actions to continue identifying and remediating reconciliation deficiencies. For example, we have 19 control audits (Statement on Standards for Attestation Engagements 16) in place or planned to support all impacted DoD organizations, to include the USMC. The DoD business environment is arguably the largest and most complex business environment in the world and much of its complexity results from the many organizations involved in our business processes. While these dependencies provide efficiencies and produce required operational outcomes, their impact on financial auditability is becoming clearer as a result of our audit experience.

The lessons from the USMC audit are an outstanding example of why the audit experience is so important to the Department. Understanding and applying lessons learned from audits directly contributes to the significant auditability progress we are making on this massive change management effort. However, while your report highlights areas for improvement, it does not recognize many of the corrections and improvements already made by the USMC, nor does it constructively mention the value of the audit to the Marine Corps or other organizations who will be applying its lessons. I appreciate that you have always informally acknowledged progress in our regular updates. We look forward to your continued engagement and closer examination of how we have implemented these changes.

I am absolutely convinced of the value of moving DoD organizations to a regular audit regimen as a way to reinforce an improved level of business discipline. The Department is committed to improving the quality of its financial information and achieving auditability. We also commend the U.S. Marine Corps and the Department of the Navy for their leadership in setting the pace for bringing the Department under an audit regimen.



Mark E. Easton  
Deputy Chief Financial Officer

---

# Appendix V: GAO Contact and Staff Acknowledgments

---

## GAO Contact

Asif A. Khan, (202) 512-9869 or [khana@gao.gov](mailto:khana@gao.gov)

---

## Staff Acknowledgments

In addition to the contact named above, Robert F. Dacey (Chief Accountant), Gayle L. Fischer (Assistant Director), Richard Mayfield (Auditor-in-Charge), Michael Bingham, Gloria Cano, Jeremy Choi, Francine DeVecchio, Doreen Eng, Donald D. Holzinger, Pierre Kamga, Jason Kelly, Jason Kirwan, Richard Larsen, Gregory Marchand (Assistant General Counsel), Quang Nguyen, Brian Paige, Heather Rasmussen, Robert Sharpe, Eric Stalcup, and Ivy Wu made key contributions to this report.

---

## GAO's Mission

The Government Accountability Office, the audit, evaluation, and investigative arm of Congress, exists to support Congress in meeting its constitutional responsibilities and to help improve the performance and accountability of the federal government for the American people. GAO examines the use of public funds; evaluates federal programs and policies; and provides analyses, recommendations, and other assistance to help Congress make informed oversight, policy, and funding decisions. GAO's commitment to good government is reflected in its core values of accountability, integrity, and reliability.

---

## Obtaining Copies of GAO Reports and Testimony

The fastest and easiest way to obtain copies of GAO documents at no cost is through GAO's website (<http://www.gao.gov>). Each weekday afternoon, GAO posts on its website newly released reports, testimony, and correspondence. To have GAO e-mail you a list of newly posted products, go to <http://www.gao.gov> and select "E-mail Updates."

---

## Order by Phone

The price of each GAO publication reflects GAO's actual cost of production and distribution and depends on the number of pages in the publication and whether the publication is printed in color or black and white. Pricing and ordering information is posted on GAO's website, <http://www.gao.gov/ordering.htm>.

Place orders by calling (202) 512-6000, toll free (866) 801-7077, or TDD (202) 512-2537.

Orders may be paid for using American Express, Discover Card, MasterCard, Visa, check, or money order. Call for additional information.

---

## Connect with GAO

Connect with GAO on [Facebook](#), [Flickr](#), [Twitter](#), and [YouTube](#). Subscribe to our [RSS Feeds](#) or [E-mail Updates](#). Listen to our [Podcasts](#). Visit GAO on the web at [www.gao.gov](http://www.gao.gov).

---

## To Report Fraud, Waste, and Abuse in Federal Programs

Contact:

Website: <http://www.gao.gov/fraudnet/fraudnet.htm>

E-mail: [fraudnet@gao.gov](mailto:fraudnet@gao.gov)

Automated answering system: (800) 424-5454 or (202) 512-7470

---

## Congressional Relations

Katherine Siggerud, Managing Director, [siggerudk@gao.gov](mailto:siggerudk@gao.gov), (202) 512-4400, U.S. Government Accountability Office, 441 G Street NW, Room 7125, Washington, DC 20548

---

## Public Affairs

Chuck Young, Managing Director, [youngc1@gao.gov](mailto:youngc1@gao.gov), (202) 512-4800 U.S. Government Accountability Office, 441 G Street NW, Room 7149 Washington, DC 20548



**From:** Marshall, Susan G.  
**Sent:** Wed, 5 Aug 2015 23:37:06 +0000  
**To:** 'Marshall, John'  
**Subject:** RE: you're the BEST!!

I get my brains from my parents, both of whom are smarter than me!

-----Original Message-----

**From:** Marshall, John [REDACTED]  
**Sent:** Wednesday, August 05, 2015 07:31 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: you're the BEST!!

You are a bright young lady! Congratulations!

Sent from my iPhone

On Aug 5, 2015, at 7:28 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Got a nice note from Dan today. Made my day.

-----Original Message-----

**From:** [susangm@\[REDACTED\]](mailto:susangm@[REDACTED]) [[susangm@\[REDACTED\]](mailto:susangm@[REDACTED])]  
**Sent:** Wednesday, August 05, 2015 06:46 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Fwd: you're the BEST!!

----- Forwarded Message -----

**From:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**To:** susangm <[susangm@\[REDACTED\]](mailto:susangm@[REDACTED])>  
**Sent:** Wed, 05 Aug 2015 11:37:43 -0000 (UTC)  
**Subject:** you're the BEST!!

I did the Fed news Radio drive time show this a.m. and used your DoL Labor report! Thank you!!! Thank you!!!  
Thank you!!!

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW - Suite 400|WDC 20006 |\*202.204.3670| [www.napawash.org](http://www.napawash.org)<<http://www.napawash.org/>>

-----  
Connect with the Academy: [cid:image002.gif@01CE6DEC.8E9E1FC0]  
<<https://www.facebook.com/napawash?fref=ts>> [cid:image004.gif@01CE6DEC.8E9E1FC0]  
<[http://www.linkedin.com/groups/National-Academy-Public-Administration-5074088?trk=myg\\_ugrp\\_ovr](http://www.linkedin.com/groups/National-Academy-Public-Administration-5074088?trk=myg_ugrp_ovr)> [cid:image005.gif@01CE6DEC.8E9E1FC0] <<https://twitter.com/napawash>>



**From:** Dan G  
**Sent:** Wed, 5 Aug 2015 20:00:45 -0400  
**To:** Marshall, Susan G.  
**Subject:** Re: Dan Blair: What should agencies learn from the OPM breaches? -  
FederalNewsRadio.com

Thank you. It's a stretch for me to talk about things about which I am absolutely clueless.

Sent from my iPhone

> On Aug 5, 2015, at 7:24 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> <http://federalnewsradio.com/federal-drive/2015/08/dan-blair-what-should-agencies-learn-from-the-opm-breaches/>  
>  
> Great interview!!

**From:** Dan G  
**Sent:** Mon, 31 Aug 2015 16:24:51 -0400  
**To:** Diane Baker  
**Cc:** Marshall, Susan G.  
**Subject:** Re: \*\*MERIT MATTERS: Employee Learning and Development\*\*

Just a stolen identity

Sent from my iPhone

On Aug 31, 2015, at 3:17 PM, Diane Baker <[diane baker241@](mailto:diane baker241@)<redacted> wrote:

Anita Blair? Any relation.

Sent from my iPad

On Aug 31, 2015, at 12:15 PM, Dan G <[blair2900@](mailto:blair2900@)<redacted> wrote:

She must have too much time in her hands.

Sent from my iPhone

On Aug 31, 2015, at 12:13 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Myth 3. It is okay to issue training to "get so and so out of the office for a bit"...precious....

See you later, I'm off to training...☺

**Susan Marshall**  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dalton, Learlie K.  
**Sent:** Wednesday, August 26, 2015 12:02 PM  
**To:** OIG-Senior Management; OIG-OI Managment; OIG-OA-Directors; OIG-OA Audit Managers; Delmar, Richard K.; Lawrence, Jeffrey; Koehler, Jay B.  
**Cc:** Mingo, Kimberly T.; Floyd, Chartara J.; Maise, Latania; Gedeon, Tania  
**Subject:** FW: \*\*MERIT MATTERS: Employee Learning and Development\*\*

**From:** [TreasuryChiefHumanCapitalOfficer@treasury.gov](mailto:TreasuryChiefHumanCapitalOfficer@treasury.gov)  
[<mailto:TreasuryChiefHumanCapitalOfficer@treasury.gov>]

**Sent:** Tuesday, August 25, 2015 10:23 AM

**Subject:** \*\*MERIT MATTERS: Employee Learning and Development\*\*

This message was sent securely using ZixCorp.

## *Merit Matters Newsletter*

### *for Managers, Supervisors, and HR Professionals*

---

**Merit System Principle #7:**

**Employees should be provided effective education and training in cases in which such education and training would result in better organizational and individual performance.**

Learning and development is a powerful tool to help organizations reach their strategic objectives. Unfortunately, not all organizations take full advantage of this tool because of the many myths that inhibit managers from making learning and development opportunities widely available to employees. In this edition of Merit Matters, we'll debunk some of those myths.

Education and training encompasses more than just "classroom training." It's all methods of instruction and learning including –

- Webinars or virtual seminars;
  - o Find them through the Treasury Executive Institute (TEI), TLMS/ELMS, HR University (for supervisors and HR professionals), TED talks, Massive Open Online Courses (MOOCs) such as edX, and other sources.
- Reading, conducting research, and self-directed learning;
- Participating in coaching and receiving feedback;
- Mentoring others;
- Communities of practice and peer engagement; and
- Rotational assignments and shadowing.

**Myth 1: Training is a perk, provided as a benefit to certain employees.**

**Fact:** Learning and development is required for employees to obtain and maintain the knowledge, skills, and abilities needed to perform the work. Training should not be authorized in lieu of an award or in recognition of a job well done. Investing in employee learning and development should support the bureau's strategic plan and performance objectives; improve



current job performance; or meet organizational needs in response to reengineering, downsizing, restricting, and/or program changes.

In some cases, training can allow for expansion or enhancement of an employee's current job or enable an employee to perform needed or potentially needed duties outside of his/her current job at the same level of responsibility. (Talk to your HR Office before pursuing one of these situations to ensure that any required competitive action is taken.)

**Myth 2: Training is only provided to employees with performance problems; high performing employees don't need training.**

**Fact:** Bureaus must assist employees in improving unacceptable performance at any time that performance is determined to be unacceptable. Typically, as required in applicable bureau policy or collective bargaining agreement, employees with unacceptable performance will be placed on a Performance Improvement Plan (PIP), which often includes training or other developmental opportunities.

However, all employees require development. Training is critical to maintain skills, as well as keeping up to date with new developments and identifying best practices and lessons learned from others. Learning and development makes employees feel energized and valued. By only focusing on problems, we tend to lose our best people. Training is a small investment to help encourage employee engagement and inclusion.

**Myth 3: It's okay to authorize training to "get so-and-so out of the office for a bit."**

**Fact:** In the short term, it may seem to appropriate to send an employee to training to provide a reprieve for the drama that he/she seems to bring to the office on a regular basis. In the long term; however, this can be problematic for two key reasons. First, it drains the training budget that is needed for legitimate training needs, which is not fair to the other employees and can risk the organization's ability to accomplish its mission. Secondly, the individual can leverage this training to qualify for other positions – including positions that others in your office won't qualify for because they haven't had the same opportunity to attend the training.

Getting someone out of the office is not an appropriate resolution to the conflict or issues that this person brings to the office – there are better ways to address the problem. This is an area where Employee Relations can help you to provide counseling and/or coaching to the employee to improve their productivity and manage conflict between this employee and others.

**Myth 4: Federal employees can't attend conferences.**

**Fact:** Over the last several years, there has been additional scrutiny regarding conference attendance because the authority has been misused in some situations. Conferences can be approved when the educational sessions provided are directly connected to the work performed by the employee, and the predominant focus of the conference is educational or instructional. Additionally, attending the conference should improve the organizational and/or employee performance, and cost-effective alternatives should be explored.

To summarize this Merit System Principle, learning and development is part of strategic workforce management. Training, when used strategically, is a mechanism to proactively

address the changing dynamics of the work that your office performs, and can promote the following benefits, improving individual and organizational performance:

- Learn new skills, which can be applied on the job to develop new ideas, improve processes, and increase performance.	- Enhance or update current skills, allowing employees to improve upon their strengths.
- Address weaknesses or build mechanisms to compensate for those weaknesses.	- Enhance team performance by sharing knowledge and information.
- Allow employees to feel supported and enabled in their work.	- Increase the confidence, capability, and competence of employees.
- Increase cross-training to create a greater “bench strength” of ready employees to react to a problem or challenge.	- Support knowledge management to minimize operational gaps when people leave.
- Improve engagement and long term employee commitment to the organization, by energizing individuals with newly acquired information and skills.	- Develop a professional network to promote inclusion and appreciation of other points of view, peer engagement, and exchanging lessons learned.

**One Final Myth: TEI is for executives only.**

**Fact:** In addition to SES members, TEI welcomes GS-15 and GS-14, or equivalent, Treasury employees. The current TEI catalog can be found at <http://go.usa.gov/3DreC>, on [MAX.gov](http://MAX.gov). TEI and your bureau Learning Officer and his/her team can help you to develop and execute a strategic training program for yourself and your team. TEI can be reached at 202-622-9311 or [TEIweb@treasury.gov](mailto:TEIweb@treasury.gov).

**Anita Blair**

Treasury DASHR-CHCO  
[Anita.Blair@treasury.gov](mailto:Anita.Blair@treasury.gov)

Earlier editions can be found on [the Green](#).

---

This message was secured by [ZixCorp](#)<sup>(R)</sup>.



**From:** Dan Blair  
**Sent:** Wed, 30 Sep 2015 13:02:46 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Donna shalala had a stroke

I saw this. Very sad. Thanks for sending it over.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, September 30, 2015 8:26 AM  
**To:** Dan Blair  
**Subject:** Donna shalala had a stroke

I remember u telling me she is a Napa member so I thought I would pass this along.

-----Original Message-----

**From:** The Washington Post [[email@e.washingtonpost.com](mailto:email@e.washingtonpost.com)]  
**Sent:** Wednesday, September 30, 2015 08:15 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** [MARKETING] The Daily 202 -- sponsored by Qualcomm -- Elizabeth Warren wins another battle in war on Wall Street


View [The Daily 202](#) on the Web

---

**PowerPost**

# The Daily 202

Morning intelligence for leaders

 [Share on Twitter](#)

 [Share on Facebook](#)



Bernie Sanders and Elizabeth Warren walk to the Senate floor after a weekly Democratic caucus lunch this spring. (Ernst)



**BY JAMES HOHMANN**

### **THE BIG IDEA:**

— Robert Litan has joined a growing fraternity of powerful Democrats who lost to Elizabeth Warren.

Just a few hours after The Daily 202 [broke the news](#) that the Massachusetts senator v Brookings Institution over industry-financed research produced by Litan, [the think tank received his resignation](#). The veteran of the Clinton administration, who directed Brookings Economic Studies Program before becoming a non-resident senior fellow, is listed on the tank's web site this morning as a "[Former Expert](#)."

Earlier this year, Warren [blocked](#) investment banker Antonio Weiss from becoming an official at the Treasury Department. In 2013, Warren's opposition helped torpedo Litan's lifelong dream of becoming Federal Reserve chairman—despite the fact he was [replaced](#) for the job by the White House.

Wall Street types call Warren a lot of nasty things, but [demagogue](#) is the most printable.

This episode will only embolden the liberal firebrand, who continues to demand anyway that financial services companies peddle their influence by paying think tanks and research papers that support lobbying goals.

And it could have a chilling effect on scholars who have been perfectly fine letting companies finance their research review it before publication.

**Brookings is as much a pillar of the Democratic establishment as any institution in Washington. That President Strobe Talbott moved so quickly to oust Litan and how terrified D.C. elites from both parties are right now about the rise of pitchmen**

And for good reason. This week's NBC/Wall Street Journal [poll](#) found that 56 percent of Democratic primary voters said they "feel angry because our political system seems to be working for the insiders with money and power, like those on Wall Street or in Washington."



than it working to help everyday people get ahead.” That’s 19 percent higher than an Republicans.

**Big picture, Warren has more power in the Senate than as a presidential candid** beloved by progressives, she’s actually not very talented at retail politicking. She had beating Scott Brown in Massachusetts in a presidential year. If she had run for presic she’d be Bernie Sanders right now. But maybe Warren would have fizzled, and she c have faced a blizzard of rough opposition research dumps from Clinton World. The s more effective as a crusader for the liberal conscience in Washington. It’s not clear v game is. She’s 66. But, right now, Warren’s got as much juice as ever.



Trey Gowdy (AP Photo/Cliff Owen)

— **What to make of the Trey Gowdy moment:** The former prosecutor who heads the Benghazi committee was pressed yesterday by conservatives to run for House majority leader. Last night, the South Carolina congressman issued about as Shermanesque a statement as you can expect to run: “One hundred percent, I am staying on the Benghazi committee ... Period. End of point.”

The Post’s [Robert Costa explains](#) that the Gowdy boomlet is a result of **a younger generation of conservatives demanding to have a seat at the leadership table**. Those conservatives “inject some swagger into a party that for months has been meekly navigating through chaos,” Costa writes. But it’s unclear whether they have a candidate who is able to bring the party back to leadership ranks. Assuming they don’t, it means the same dynamic playing out between Speaker John Boehner and his right flank — repeated brinksmanship over spending, abortion rights, among other things — is likely to continue in the new order. (Bob talked about the divisions within the House GOP in this [video](#).)

**More broadly, Gowdy’s decision to stay in his job as chief Benghazi investigator and to let the committee’s volumes about the appeal — or lack thereof — of being in House leadership right now speak for itself** is a sign of a panel dear to the conservative base, Gowdy in some ways has more power (and more cable-news cred). Hillary Clinton will testify before his committee on Oct. 22, and Gowdy is expected to take the lead point on demanding Clinton release more and more of her e-mails. By seeking to keep Gowdy, the committee would have given Democrats more fodder to paint this whole investigation as an inspired witch hunt.

**Still, the races to replace Boehner and his lieutenants are in flux, and anything that suggests a new conservative favorite in the majority leader race is a sign of the latest developments:**



- **Rep. Kevin McCarthy** (R-Calif.) continues to tighten his grip on the speaker's office.
- **Reps. Steve Scalise** (La.) and **Tom Price** (Ga.) are the two main candidates to replace McCarthy as majority leader.
- Scalise is "close to securing support" from the Texas and Pennsylvania Republican caucuses, which tend to vote as a bloc, Politico's Jake Sherman [reports](#). Yesterday, he secured the backing of **Reps. Joe Pitts** (Pa.) and **Chris Smith** (N.J.), prominent conservative rights members.
- The race to replace Scalise as majority whip, should he win the majority, is also on. There are three declared [candidates](#): chief deputy whip **Pat Toomey** (Pa.); Rules Committee Chair **Pete Sessions** (Texas) and conservative **Tim Laine** (Fla.).



Fox News

@FoxNews



Follow

.@GOPLLeader: "I think @johnboehner deserves a B-." #Hannity



(@FoxNews)

Welcome to The Daily 202, [PowerPost](#)'s morning newsletter. [Sign up to receive the](#)  
With contributions by [Elise Viebeck](#).

**WHILE YOU WERE SLEEPING:**

— **Donald Trump appeared on Fox News again, ending his boycott.** “I’m back,” O’Reilly. “It feels good.” Watch the five-minute interview [here](#).

— **Donna Shalala suffered a stroke after Clinton Global Initiative events last night.** HHS secretary became president and CEO of the Clinton Foundation earlier this year. Chelsea said in a statement sent at 11:52 p.m.: “Fortunately, she was with colleagues taken to the hospital for treatment. Initial reports are very encouraging. We will continue updates as we know more. Please join Hillary, Chelsea and me in keeping Donna in good thoughts and prayers.”

— **The only woman on death row in Georgia was executed just after midnight.** [Journal Constitution](#): “Before the drugs that were to kill her were administered, Kelly asked her lawyer to be sure her children knew that she left this world singing Amazing Grace. She cried and sang with joy until the powerful sedative took over and she closed her eyes. She drifted off and minutes later died, punishment for her part in the murder of her husband, Gissendaner, in 1997. For the next few minutes, the only sounds were sobs from one of the attorneys.”

— **Pew released a report showing that Americans have “[mixed views](#)” about the U.S. response to the European migrant crisis.** By a six-point margin, 51 to 45 percent, more people disapprove of the U.S. decision to accept more migrants from war-torn countries like Syria. **But Democrats and Republicans are sharply divided:** 69 percent of Democrats approve of increasing the flow of those migrants to this country, while an almost exact opposite 69 percent of Republicans disapprove. The crisis is widely known, with 55 percent of Americans saying they’ve heard a lot about it. Overall, 44 percent of respondents said the U.S. should be doing more to help, 31 percent said we should be doing less — 31 percent said the U.S. response was about right.



— **Joe Biden had a rough flight back from NYC after a day of looking very presidential at the United Nations.** The New York Times' Julie Hirschfeld Davis emails the White House: "Air Force Two banged down at Joint Base Andrews at 10:06 p.m. in torrential rain, the bumpiest landing your pool has ever experienced. We have been on roller coasters that induce nausea-inducing. VPOTUS disembarked under a large umbrella and descended the stairs with a salute as he folded the umbrella and then walking to a waiting Suburban." Is this a moment of turbulence?

— **A Senate deal on criminal justice reform is very close.** "A bipartisan group of the Judiciary Committee is preparing to unveil a criminal justice overhaul proposal as early as Thursday," two sources familiar with the deal told NPR's Carrie Johnson (we think at least one of those sources then emailed the [story](#) for inclusion in the 202). "The proposal will not be everything some reform advocates may like. ... For instance, the plan would create some tough minimum sentences, after pressing from Grassley. It stitches together proposals that would allow inmates to earn credits to leave prison early if they complete educational and treatment programs, pose a relatively low risk to public safety along with language that would give judges more discretion when sentencing nonviolent offenders."

#### **GET SMART FAST:**

1. Lawyers for Kentucky county clerk **Kim Davis** claim that [she met private Francis](#) in Washington last week. There's no confirmation from the Vatican.
2. **Mitch McConnell** says that, after the Senate passes a bill today to avert a government shutdown until December, he wants to reach a long-term deal with Democrats locking in spending levels through 2017. He has already had preliminary talks with the White House. ([Kelsey Snell](#))

3. **Afghan** forces are trying to strike back at the **Taliban** after the rebels overtook the northern city of Kunduz, but they're facing stiff resistance. ([Tim Craig and Murphy](#))
4. The **CIA** pulled a number of officers from the U.S. Embassy in Beijing as a precautionary measure after the Chinese allegedly hacked into the **OP**. ([Ellen Nakashima and Adam Goldman](#))
5. The **National Defense Re-authorization Act** has come out of conference committee and the Senate is likely to vote on it Thursday, but Democrats don't like the compromises that were made. ([Karoun Demirjian](#))
6. Making a play for union support, **Hillary** will come out against the so-called "Cadillac tax" on premium health-care plans. It is a key means of paying for Obamacare. ([Anne Gearan](#))
7. The Tax Foundation [estimated](#) that **Trump's** plan would increase the federal deficit by \$10 trillion over the next decade but also create 5 million new jobs. ([The Heritage Foundation](#))
8. The **RGA** went dark in the Kentucky governor's race, a bad sign for Republican nominee **Matt Bevin**. ([Lexington Herald-Leader](#))

#### POWER PLAYERS IN THE NEWS:

1. **Rand Paul** attacked **Ted Cruz** as ineffective: "Ted has chosen to make politics so personal and called people in leadership dishonest," he said on Fox News. "which really goes against the decorum and also against the rules of the Senate as a consequence he can't get anything done legislatively." (Transcript [here](#).)
2. **Cruz** will roll out the endorsements of more than three dozen Texas state legislators today. ([Texas Tribune](#))



3. A pro-**Paul** super PAC has not been spending money, and its leader expects the senator to embrace his inner libertarian to jumpstart his struggling campaign. ([Weigel](#))
4. **Chris Christie** picked up six endorsements in Iowa yesterday, including from agribusiness millionaire Bruce Rastetter, and he said he'll campaign aggressively in the state ahead of the caucuses. ([I interviewed him about the case.](#))
5. Kentucky Republican Rep. **Ed Whitfield** announced his retirement after 10 years in Congress. ([Courier Journal](#))
6. **Charles Koch** declined to say whether he would endorse or support TriStar's Republican nominee in [an interview with Forbes magazine](#).
7. **Ben Carson** said he's fine with people flying the Confederate flag, as long as it's on private property. ([NBC's Alexandra Jaffe](#) from Winston-Salem, N.C.)
8. Former Sen. **Jim Talent** (R-Mo.) is [launching a new group](#) today to push for a renewable fuel standard. He was a top adviser to **Scott Walker**, and then he was out of the move since that campaign imploded.

#### WAPO HIGHLIGHTS:

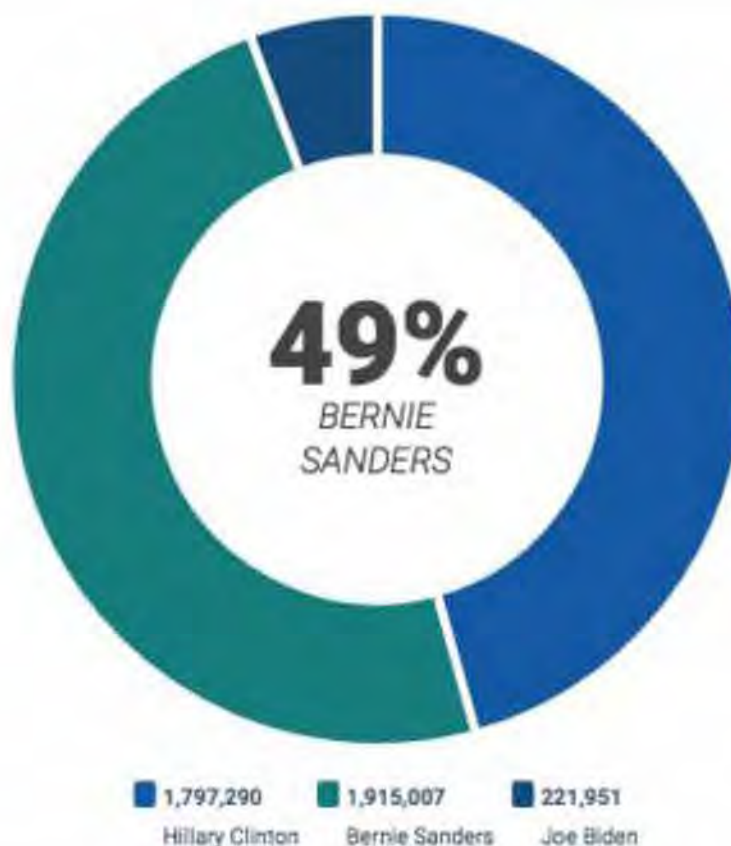
—[“U.S. troops have turned to some unsavory partners to help find warlord Joseph Kony,”](#) **Craig Whitlock and Thomas Gibbons-Neff:** “U.S. Special Operations forces have moved to the front in their hunt for the African warlord Joseph Kony, moving closer to his suspected lawless enclave straddling Sudan and South Sudan...Working from a new bush camp in the Central African Republic, U.S. forces have begun working closely with Muslim rebels — known as the Lord's Resistance Army — who toppled the central government two years ago and triggered a still-raging second civil war. The rebels have been accused of a campaign of mass rapes and executions. The Pentagon had not previously disclosed the partnership.”

cooperating with Seleka and obtaining intelligence from the rebels. The arrangement U.S. troops uncomfortable.”

—**“Some refugees get Zumba classes, but others sleep on the streets,”** by Anthony Mekhennet and Stephanie Kirchner: As Germany “scrambles to shelter the refugees at sports centers and even on the grounds of a former Nazi labor camp, a nation known for efficiency is struggling to absorb them. Outside the main refugee processing center in Berlin, for instance, asylum seekers are caught in a bureaucratic hell. Dozens are camping out on the streets — some for weeks... But like the U.S. government after Hurricane Katrina a decade ago, Germany also is finding that the scope of the crisis is sometimes overwhelming its capacity to respond. In a 15-minute bus ride away from the processing center here, a pop-up shelter on the grounds of a former sports center is providing asylum seekers with beds and warm food — even Zumba classes and soothing piano concerts. But there is no bus available to take the refugees back to the center each morning.”

#### **SOCIAL MEDIA SPEED READ:**

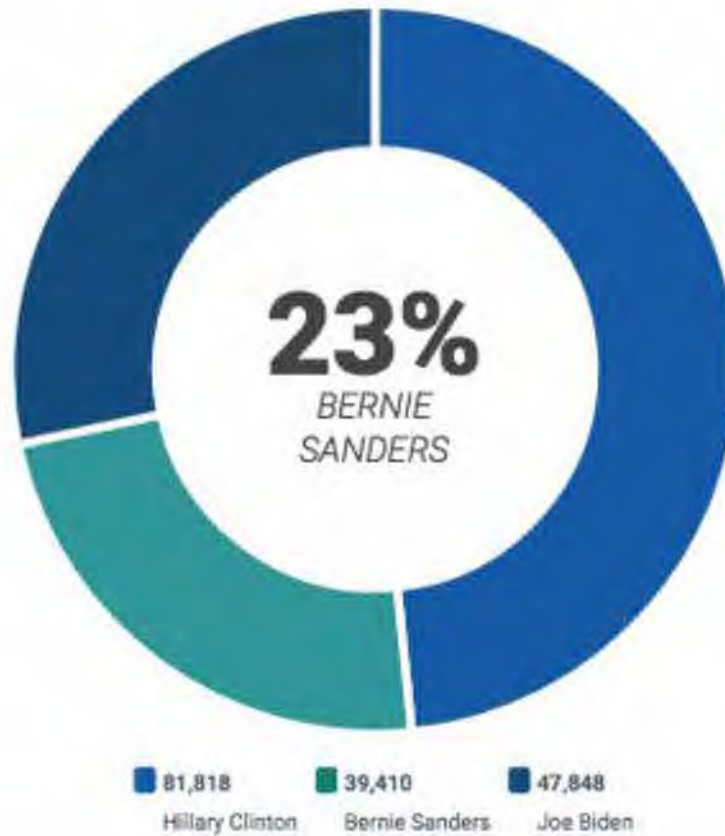
— **SIGNAL VISUAL:** When it comes to Bernie Sanders, television is not nearly as big as Twitter. So far this month (Sept. 1 through Sept. 29), the Vermont senator has been mentioned more frequently than Hillary Clinton on Twitter. He’s got more than 1.9 million mentions, compared to nearly 1.8 million for Clinton, according to our analytics partner, Social Labs.



But look what happens when you view the Democratic race through only the broadcast lens. Sanders has about one-quarter of the mentions that she does, and he's mentioned on Twitter less frequently than Joe Biden. (The VP, incidentally, has been mentioned just 222,000 times on Twitter, far behind both of them.)

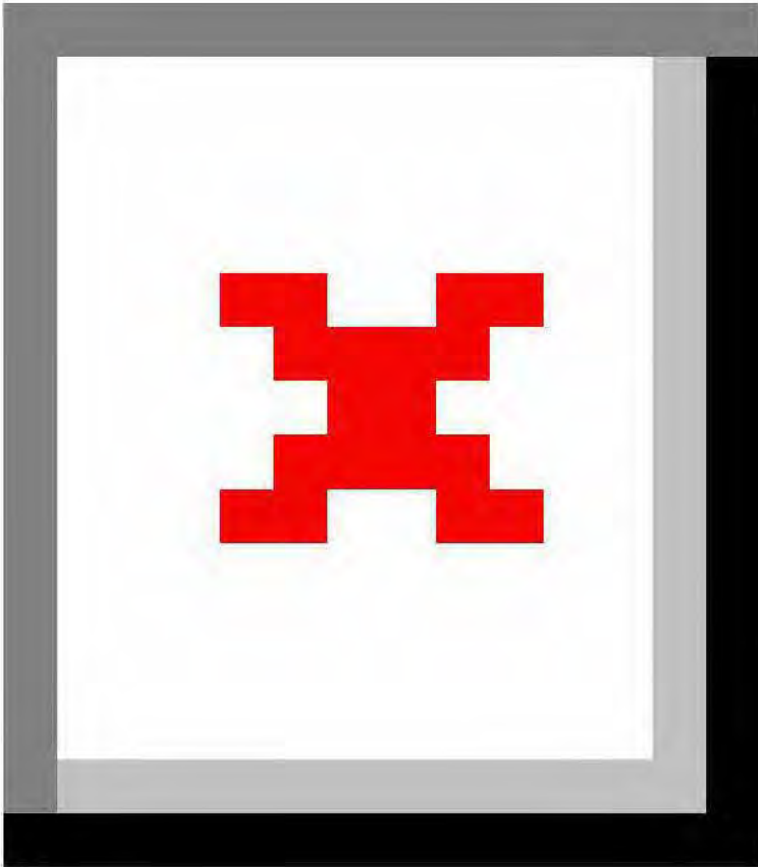


## SIGNAL LABS -- TELEVISION SOV



### –Pictures of the day:

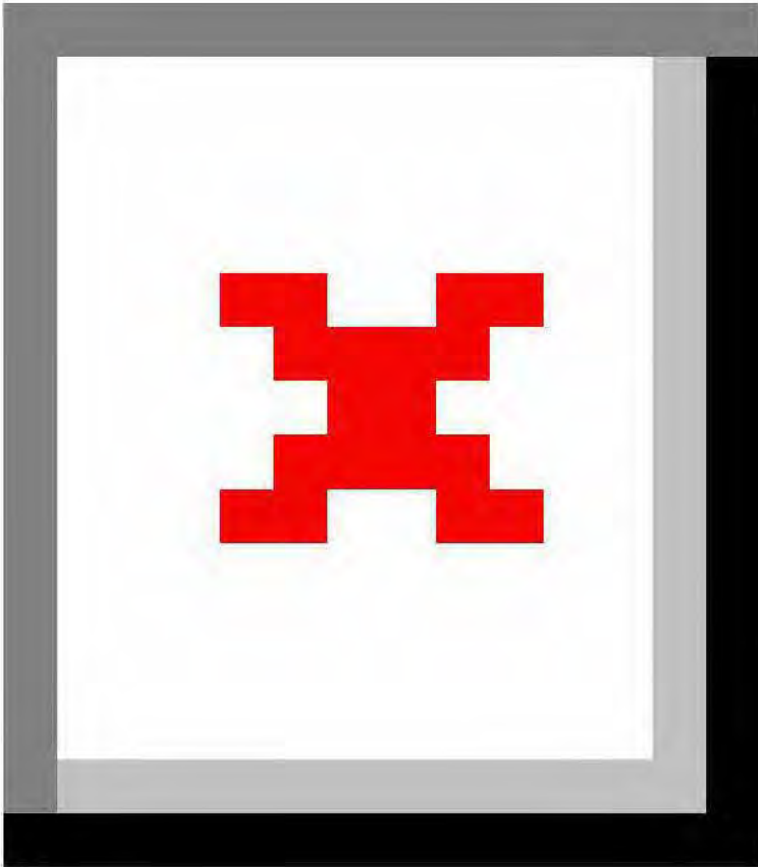
Elizabeth Warren met with Black Lives Matter activist Deray McKesson to follow up [about racial inequality](#):





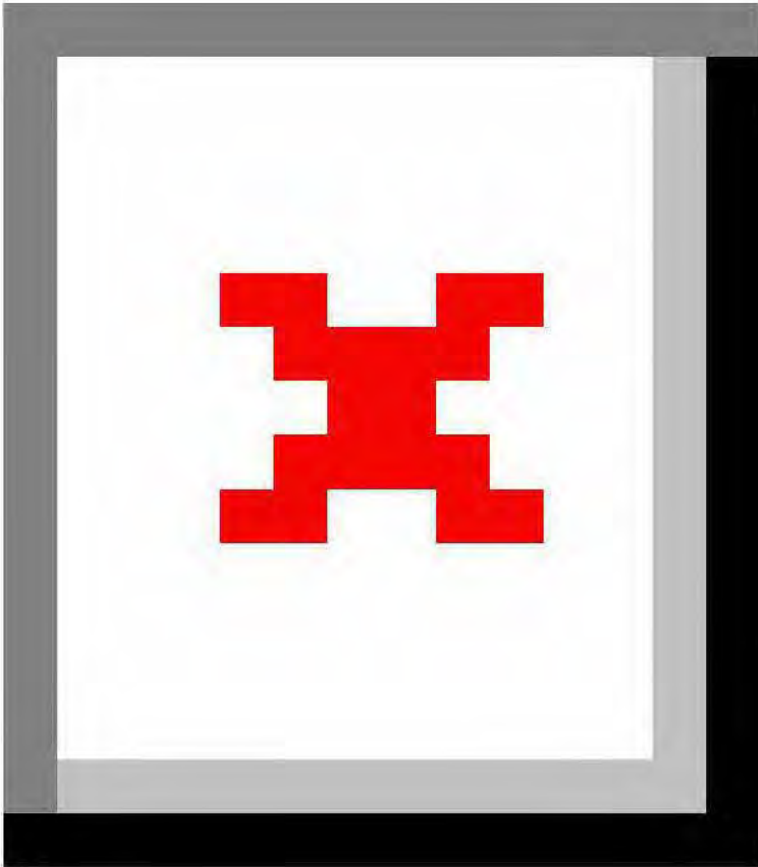
([@deray](#))

Sen. Charles Grassley (R-Iowa) had breakfast with Rep. Steve King (R-Iowa) while decade-old King campaign shirt:



[@SteveKingLA](#)

Lots of love for Hillary's pantsuits on Snapchat:



(@JulieRFoster)

### -Tweets of the day:

Edward Snowden joined Twitter with the verified account [@Snowden](#):



**Edward Snowden**   
[@Snowden](#)



 **Follow**

Can you hear me now?

(@Snowden)

His first conversation was with astrophysicist Neil deGrasse Tyson:



**Edward Snowden**   
[@Snowden](#)



 **Follow**

.@neiltyson Thanks for the welcome. And now we've got water on Mars! Do you think they check passports at the border? Asking for a friend.

(@Snowden)

And then he joked about the NSA:





**Edward Snowden** ✓

@Snowden



 Follow

Meanwhile, a thousand people at Fort Meade just opened Twitter.

([@Snowden](#))


Republican presidential candidate George Pataki reacted strongly:



**George E. Pataki** ✓

@GovernorPataki



 Follow

.@Twitter is a great American company that should not give a platform to terrorists or traitors - @Jack shutdown @Snowden today.

([@GovernorPataki](#))

— Planned Parenthood President Cecile Richards delivered an aggressive defense of the embattled organization on Capitol Hill yesterday, rejecting allegations that it is a for-profit as “offensive and categorically untrue.” She called the string of videos “deceptively edited.” Story from Sandhya Somashekhar [here](#). She mixed it up with C and seemed to relish the back-and-forth.

**Many conservatives complained about how House Republicans ran the Planned hearing.** From Sean Davis, cofounder of the Federalist:



**Sean Davis**

@seanmdav



 Follow

Can you imagine if this band of incompetent morons had been in charge of prosecuting the Nuremberg trials? My goodness what a farce.

([@seanmdav](#))

And Townhall political editor Guy Benson:



**Guy Benson** 

@guypbenson



 Follow

Reading poor reviews of GOP panelists' questions in Planned Parenthood hearing. Ill-prepared & uncoordinated. Inexcusable.

([@guypbenson](#))

White House political director (and Red Sox fan) David Simas celebrated National C



David Simas

@Simas44



 Follow

Happy #NationalCoffeeDay! Enjoying @RedSox season finish and looking forward to next year!



(@simas44)

While Rep. Richard Hudson (R-N.C.) sipped on Cheerwine:





Richard Hudson

@RepRichHudson



Follow

Today might be [#NationalCoffeeDay](#)... but who needs coffee when we have [#NC08's](#) [@DrinkCheerwine](#)?





(@RepRichHudson)

Sen. Bill Nelson (D-Fla.) met with Denzel Washington:



**Bill Nelson**   
@SenBillNelson



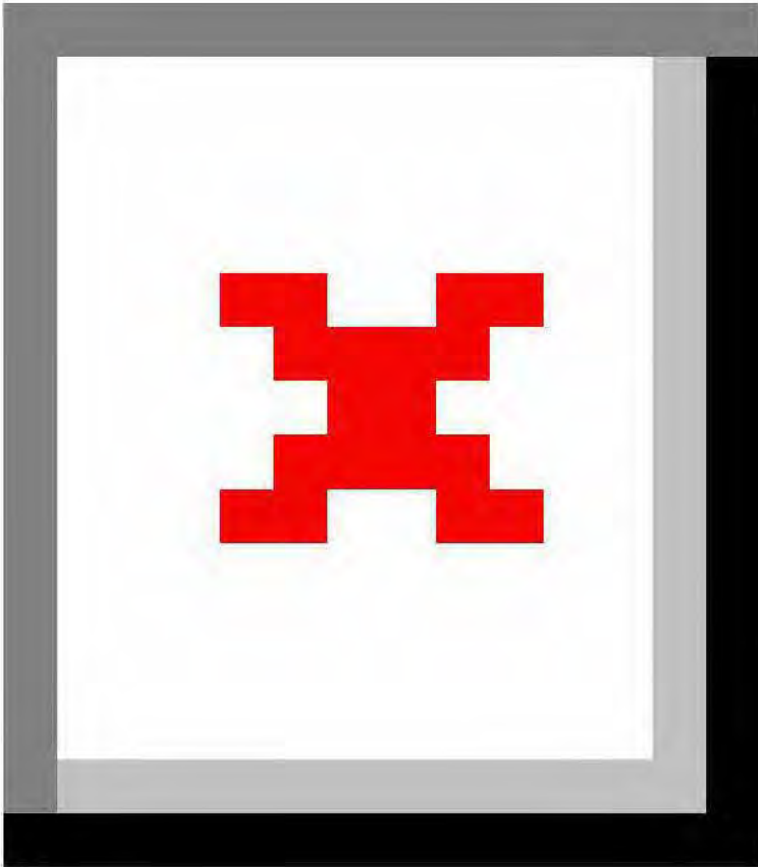
 Follow

Great meeting with Oscar-winning actor Denzel Washington today. He's a great advocate for [@BGCA\\_Clubs](#).



(@SenBillNelson)

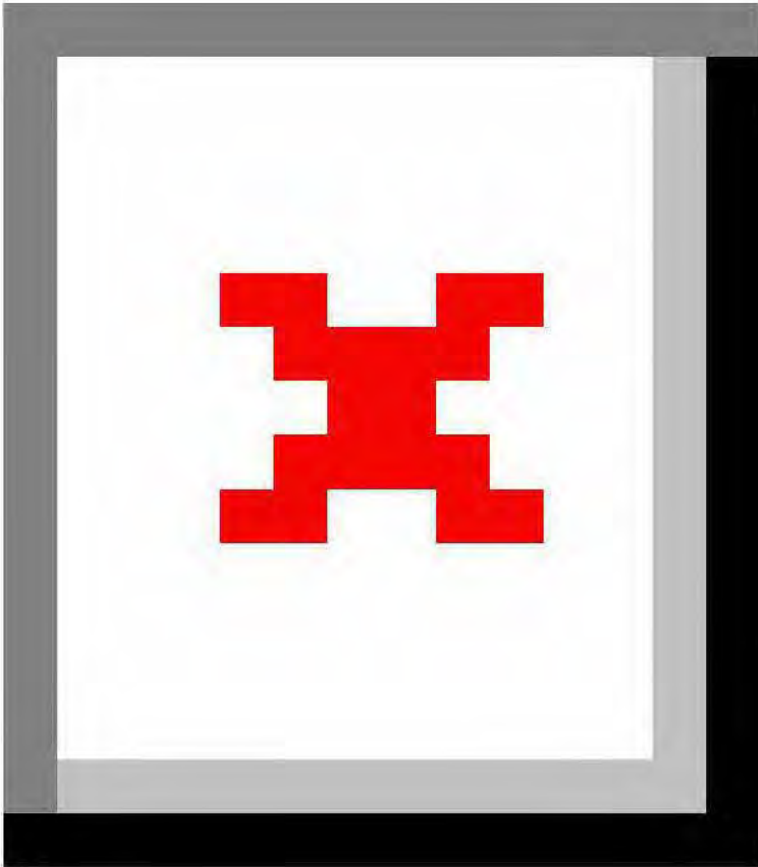
And Martin O'Malley's Iowa campaign announced a Game of Thrones-themed com



([@gdebenedetti](#))

**–Instagrams of the day:**

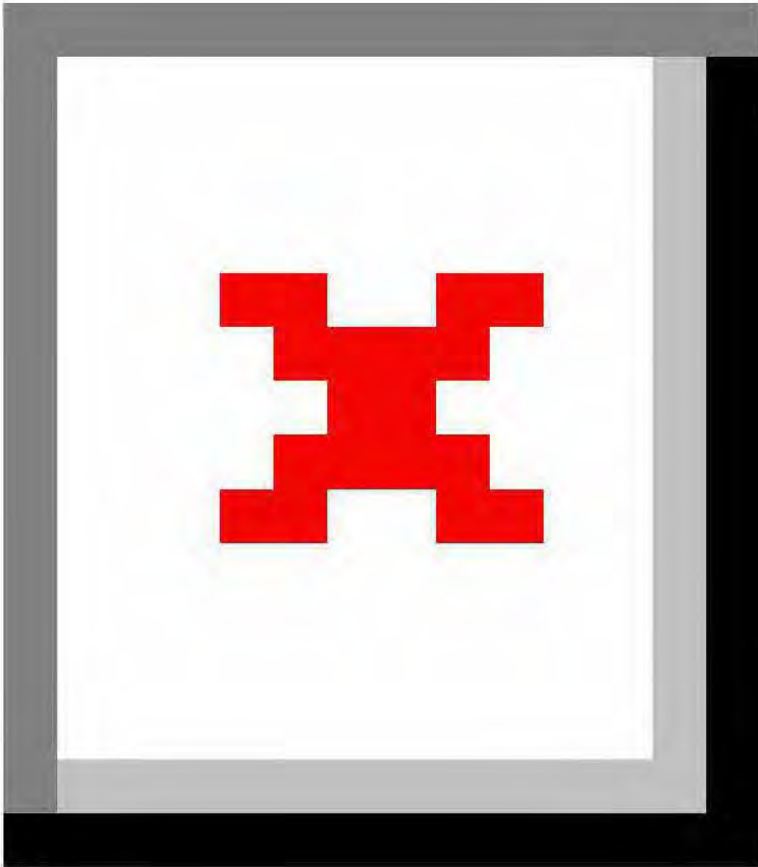
Staffers at the DNC (and across Capitol Hill) wore pink in support of Planned Parent



[\(dwstweets\)](#)

Bobby Jindal made a pit stop as he traversed Iowa, which has become his second ho





(bobbyjindal)

## GOOD READS FROM ELSEWHERE:

— Forbes, ["Inside the epic fantasy that's driven Donald Trump for 33 years,"](#) b  
Lane: "The most in-demand person on the planet has gone into hold-all-my-calls mode for two hours to sit down with Forbes and tackle, piece by piece, a subject that he cares : depths of his soul: how much Forbes says he's worth. Since The Forbes 400 list of ri debuted in 1982...exactly 1,538 people making the cut...not one has been more fixat her net worth estimate on a year-in, year-out basis than Donald J. Trump.

Trump has filed statements claiming he's worth at least \$10 billion or, as he put in a TEN BILLION DOLLARS (capitalization his). After interviewing more than 80 sou devoting unprecedented resources...we're going with a figure less than half that—\$4. running for President,' says Trump. 'I'm worth much more than you have me down | look good, to be honest. I mean, I look better if I'm worth \$10 billion than if I'm wor

Ultimately, Trump's beef with our numbers is driven by Trump: how his peers view acutely, how he views himself...As 'The Donald' he honed the art of net worth lobby summaries would arrive at the Forbes offices, often on gilded Trump-embossed lette pop... 'We soon learned to take the number he threw out to us for his net worth, inn it by three and refine it from there,' remembers Harold Seneker, who ran The Forbes 15 years of its existence...Trump's motivations for inflating his net worth were parti

dollars and cents. 'It was good for financing,' Trump now acknowledges...slapping  
400 estimate on a banker's desk can sometimes help secure bigger loans and better r

— **People Magazine** also [sat down with Trump for a cover story](#) in next week's  
magazine calls him charming and very confident in a spread. He told the magazine h  
self-fund in a meaningful way, despite the doubters: "I'm very liquid. I can spend wh  
... It's all Trump, all the time on television. So far, I'm way under budget."



**JESSA DUGGAR** Why she's returning to TV...  
& hinting about twins!



# People

October 12,  
2015



**Kaley Cuoco**  
DIVORCE AFTER  
21 MONTHS



**EXCLUSIVE**  
**Amy Robach**  
CANCER NEARLY  
DESTROYED  
MY MARRIAGE

AT  
HOME  
WITH

EXCLUSIVE  
**People**  
INTERVIEW

# THE TRUMPS!

**People** goes inside the opulent (and never dull)  
private world of Donald, wife Melania and son Barron



— **Yahoo News**, “[Ann Romney opens up about MS struggle](#),” with [video](#) by **Kat Couric**: Romney “has a debilitating neurological disease, which has, at times, left her blind and deaf to the world around her...In [her new] book, Romney writes about being ‘in the midst of a deep depression, and I would be struck down by a disease that would kill me quickly rather than slowly losing my body.’ Romney details a regimen of medication, therapy and horseback riding through the illness. Her husband, former presidential candidate Mitt Romney, was by her side every step of the way.”

— **Politico**, “[How McConnell outfoxed Ted Cruz](#),” by **Burgess Everett**: “Ted Cruz called Mitch McConnell seven times by name on Monday night...Asked about Cruz’s diatribe on the floor, during which the Texas Republican suggested McConnell is a puppet for Democrats and a foe of conservatives, McConnell couldn’t conceal his smile on Tuesday. ‘I have to stay out of the presidential race, and I think that’s probably a good rule for me,’ he chuckled...[McConnell] and his leadership lieutenants have quietly and methodically isolated the conservative senator and minimize his effect on the critical fall spending conference...The result, in spite of Cruz’s invective toward Republican leaders, is music to McConnell’s ears...The government shutdown...The message is clear: McConnell isn’t going anywhere, and the Senate knows it. Even Cruz won’t say he should resign.”

### **HOT ON THE LEFT**

**Lemony Snicket donates \$1 million to Planned Parenthood.** From BuzzFeed: “American author Daniel Handler, popularly known by his pen name Lemony Snicket, tweeted

### **HOT ON THE RIGHT**

**Tom Brady walks back Donald Trump endorsement.** From the Hollywood Reporter: “Tom Brady called a Trump audible. The England Patriots quarterback



recently that he and his wife, the illustrator Lisa Brown, have decided to donate \$1 million to Planned Parenthood ... 'My husband and I have supported Planned Parenthood for years ... This year, Planned Parenthood has gone through a series of unfortunate events, and it felt right to make our support more public and more dramatic,' Lisa Brown said.

Monday that he didn't act on Trump's White House bid, the four-time Super Bowl champion made headlines when it was revealed he had a 'Make America Great Again' flag in his locker. In addition, Brown said Trump's presidency 'would

## **DAYBOOK:**

**–What's happening today on the campaign trail:** On the final day of the third quarter, Hillary Clinton attends a fundraiser at Jay Z's 40/40 club in New York City. In N.H., Donald Trump visits a town hall in Keene, Jeb Bush attends a roundtable on substance abuse in Manchester, and Ben Carson campaigns in Exeter, Durham, Portsmouth and New Castle. John Kasich hits Davenport and Cedar Rapids while Bobby Jindal makes stops in Sioux Falls and Iowa City. Chris Christie appears on "The Daily Show."

**–On the Hill:** The Senate meets at 9:30 a.m. and is expected to approve a temporary funding bill. The House meets at 12 p.m. for legislative business.

**–At the White House:** President Obama delivers remarks to Democratic state legislators at the White House.

**QUOTE OF THE DAY:** “He pretends to be Catholic, it came on him all of a sudden, it doesn’t happen like that.” – Pope Francis rips the left-leaning mayor of Rome, and says that the city is not prepared for the start of the Holy Year of Mercy in December.

#### **NEWS YOU CAN USE IF YOU LIVE IN D.C.:**

— “A few scattered showers remain possible through the course of the day. We’re still hot and muggy through much of the day, but should start to see the air dry out as a gusty north develops by mid-afternoon,” [reports](#) the Capital Weather Gang.

—With six games left and no post-season possibilities, the Nationals lost 2-1 to the Braves. But they’re [auditioning some up-and-comers](#) like Trea Turner, who scored a major league home run.

—A former aide to ex-D.C. Mayor Vincent Gray [was indicted](#) for failing to file tax returns. Reuben O. Charles II is the eighth person linked to Gray to be charged in federal court.

#### **VIDEOS OF THE DAY:**

Rapper T-Pain called Jeb Bush “radically underrated” in an interview (though he still respects him):

OVER  
UNDER



T-PAIN

[\(Pitchfork\)](#)

Bei Bei sneezed for the panda cam. Watch here:



([Smithsonian's National Zoo](#))

Did Rep. Trey Gowdy (R-S.C.) wink at Planned Parenthood President Cecile Richards herself:





([@frankthorpNBC](#))

First lady Michelle Obama told Stephen Colbert about her post-White House plans (1 windows freely):





([The Late Show with Stephen Colbert](#))

**Lena Dunham put out a slew of videos with Hillary Clinton as part of the launch newsletter, Lenny. Here are a few highlights:**

- HRC on the [political process](#)
- HRC on [campus assault](#)
- HRC on [life after college](#)
- HRC on [law school and marrying Bill](#)

–HRC on [women having it all](#)

–HRC on her [favorite Donna Karan dress](#)

---



You are receiving this e-mail because you signed up for the The Daily 202 newsletter or were registered on [washingtonpost.com](http://washingtonpost.com). For additional free newsletters or to manage your newsletters, click [here](#).

We respect your [privacy](#). If you believe that this e-mail has been sent to you in error, or you no longer wish to receive e-mail from The Washington Post, [click here](#). [Contact us](#) for help.

---

©2015 The Washington Post | 1150 15th St NW, Washington, DC 20071



**From:** Marshall, Susan G.  
**Sent:** Wed, 30 Sep 2015 13:28:44 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: MSPB Engages in Whistleblower Reprisal

Yay!

As Kevin McCarthy would say, if you knew then what you knew now, would you still like it? HAI

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, September 30, 2015 9:26 AM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**Subject:** RE: MSPB Engages in Whistleblower Reprisal

We still got another study mandate to look at the DoE National Security labs. So all was not lost.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Wednesday, September 30, 2015 9:24 AM  
**To:** Dan Blair  
**Subject:** RE: MSPB Engages in Whistleblower Reprisal

Crap! The Committees are starting to become irrelevant...sad.

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, September 30, 2015 9:10 AM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**Subject:** RE: MSPB Engages in Whistleblower Reprisal

Btw... Bill G said they dropped that mandate for a procurement study from the conference report. DAMN

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Wednesday, September 30, 2015 9:02 AM  
**To:** Dan Blair  
**Subject:** FW: MSPB Engages in Whistleblower Reprisal



Making the cigie gossip list.

-----Original Message-----

**From:** Delmar, Richard K.

**Sent:** Wednesday, September 30, 2015 08:58 AM Eastern Standard Time

**To:** Thorson, Eric M

**Cc:** Parsons, Patrick W.; Marshall, Susan G.

**Subject:** FW: MSPB Engages in Whistleblower Reprisal

Amazing.

---

**From:** No title defined [<mailto:CCIGNET@PEACH.EASE.LSOFT.COM>] **On Behalf Of** Larocca, Francis P. (HQ-WLH10)

**Sent:** Wednesday, September 30, 2015 8:50 AM

**To:** [CCIGNET@PEACH.EASE.LSOFT.COM](mailto:CCIGNET@PEACH.EASE.LSOFT.COM)

**Subject:** MSPB Engages in Whistleblower Reprisal



**Federal Employment Law Training Group**  
Training By Professionals

**Webinars on the Docket:**

[Handling Within-Grade Increases: Eligibility, Denials and Appeals](#)  
October 22

[Legal Writing for MSPB Practitioners](#)  
October 29

[Significant Federal Sector Developments: The Latest and Greatest](#)



Deborah Hopkins,  
FELTG Executive Director  
***MSPB Found Liable for Whistleblower Reprisal - Against a 25-year Employee with an Outstanding Performance Rating***

By Deborah Hopkins

**BIG, BIG, BIG NEWS.**

November 12

[Managing a Mobile Workforce: How to Make Telework Work](#)

November 19

[Managing Difficult Employees: What to Do When It's Not Poor Performance or Misconduct](#)

December 3

[Whistleblower Reprisal: What Agencies and Unions Need to Know About the WPEA](#)

December 10

[Coming up in Washington, DC](#)

[October 19-23](#)

[November 2-6](#)

[November 16-20](#)

[January 3-5, 2016](#)

[March 6-7](#)

Just a couple days ago, an interim decision was reached in the whistleblower case we've been following since last December. Remember Tim Korb, the 25-year employee at MSPB who filed an IRA against the Board for whistleblower reprisal? Well, the presiding ALJ has issued interim findings and we're thrilled to be the first to share those findings with you.

That's right, FELTG has the results of that hearing -- hot off the presses and not yet available to the general public. I'm looking at a copy of the decision as I type this.

The ALJ's findings are interim because the damages have not yet been addressed, but here's what we do know so far:

The MSPB definitely engaged in whistleblower reprisal.

Against an employee with an outstanding 25 year work history.

That's right, high-level officials in the very agency that is responsible to *safeguard* federal employees from reprisal for engaging in protected whistleblower activity took illegal action against one of its finest employees for doing just that.

If you're unfamiliar with whistleblower law, here's a crash course. In order to prevail on a claim of



March 7-11, 2010

March 14-17, 2010

April 9-8, 2010

And, on the West Coast

December 7-11

San Francisco, CA

June 15-17, 2016


San Francisco, CA

whistleblower reprisal the appellant must show that (1) he made a protected disclosure or engaged in protected activity (alleging a violation of law, rule or regulation; gross mismanagement; gross waste of funds; abuse of authority; substantial or specific public danger), and (2) that the agency engaged in a prohibited personnel practice as a result of that employee's protected disclosure or activity.

To defend itself against a whistleblower reprisal claim, the agency must show through clear and convincing evidence that it would have taken the same action in the absence of such a disclosure or protected activity. MSPB couldn't satisfy that standard in this case.

Here are some of the important takeaways from the judge's very well-written 48-page decision:

- The appellant Tim Korb, a GS-14 Attorney-Advisor at MSPB's Washington, DC headquarters, made a protected disclosure when he submitted to his supervisors a document containing evidence of significant delays in the processing of MSPB appeals. There was no good reason for the delays and MSPB had no internal tracking system to ensure the appeals were moved in a timely manner. Mr. Korb



independently gathered information to track the cases that were left sitting in the office, and he provided the information to his supervisors in the Office of Appeals Counsel (OAC). This information he provided was not well-known outside of his office so the ALJ determined that Mr. Korb's disclosure was more than a policy disagreement about appeals processing and was therefore protected as whistleblowing activity for disclosing for gross mismanagement.

- Mr. Korb also engaged in protected activity when he assisted a co-worker in filing a grievance.

So, the first part of the whistleblower test is satisfied. Protected disclosure, plus a protected activity kicker - check. Now, on to the prohibited personnel action.

- Mr. Korb's direct supervisor in OAC proposed a 21-day suspension after Mr. Korb changed some of the boilerplate language in a case template for a decision he was writing, despite that other attorneys in the office often made changes to the boilerplate language and were never disciplined or even warned for that conduct. The ALJ found that Mr. Korb's protected activity was indeed a motivating

factor in this proposed suspension. Even though the proposed suspension was eventually cancelled, that doesn't get the agency off the hook, because the very *threat* of the personnel action satisfies the requirement necessary to constitute a prohibited personnel practice.

- After he made the disclosure and the protected activity, Mr. Korb's job duties were significantly changed. For seven years he had been responsible for writing the weekly MSPB Case Report Summary, and despite that Mr. Korb had recently received an "Outstanding" performance rating those job duties were suddenly shifted to the OGC. The ALJ found that this significant change in job duties evidenced whistleblower reprisal and were motivated by Mr. Korb's protected activity.

So, the second part of the whistleblower test is satisfied.

Now the question is, did the MSPB successfully defend itself by showing through clear and convincing evidence that it would have taken the same action absent the appellant's protected

activity? In this case, the answer is NOPE (that's a legal term). Read on.

- The changes Mr. Korb made to the boilerplate language did not constitute not misconduct because he did not know he was not supposed to make changes to the template (in fact changes were often made to the boilerplate as a standard practice). Furthermore, the changes he made did not misstate the law.
- The removal of Mr. Korb's significant job duty of writing the MSPB Case Report would not have happened if Mr. Korb had not engaged in protected activity.
- The disclosures Mr. Korb made to his OAC supervisors and the Chairman about the lag in case processing times reflected poorly on higher management in MSPB and therefore evidenced strength of the agency's motive to retaliate. The ALJ explicitly found that MSPB leadership was motivated to take a personnel action *because* the appellant had engaged in protected activity and that they would not have done so had the appellant



not engaged in that protected activity.

So, the MSPB **could not show** by clear and convincing evidence that it would have taken the same actions against Mr. Korb -- proposing the 21-day suspension and significantly changing the his job duties by taking away the responsibility for the MSPB Case Report-- had his protected disclosure and protected activity not taken place.

Appellant wins. MSPB loses. No new precedent is set as a result of this decision, but it sure looks bad for the Board. It is a Big Deal that high-level officials at this agency violate one of the statutes they exist to uphold.

It will be very interesting to see what damages are awarded in this case; the word on the street is that a damages hearing will happen in the near future.

It will also be interesting to see whether the MSPB will appeal the decision, and if so - to whom will they appeal? Jurisdiction isn't exactly clear since the Chairman herself was named in the record as an active participant in the process of receiving (and ignoring) the disclosure of gross mismanagement.

Stay tuned for our next FELTG Newsletter (it'll come out on October 14) for additional in-depth articles on this very important decision. And if you're really interested in this whistleblower stuff, Bill Wiley is teaching a [webinar](#) on the Whistleblower Protection Enhancement Act



on Thursday, December 10,  
so be sure to join us for that.

At FELTG we do our best to  
keep you up to date on the  
latest happenings in federal  
employment law, and we are  
happy that you heard it here  
first. You can be guaranteed  
that there is surely more to  
come!

[Hopkins@FELTG.com](mailto:Hopkins@FELTG.com)

*Teaching the Law of the  
Federal Workplace*



[Forward this email](#)

 [SafeUnsubscribe](#)

This email was sent to [theresa.m.thompson@nasa.gov](mailto:theresa.m.thompson@nasa.gov) by [feltgnews@feltg.com](mailto:feltgnews@feltg.com) |  
[Update Profile/Email Address](#) | Rapid removal with [SafeUnsubscribe™](#) | [About our service provider](#).



Federal Employment Law Training Group | P.O. Box 732 | Wellfleet | MA | 02667

Please Note: Replies to this message will go to the entire CCIGNet mailing list. To send a message only to the person who sent this message, please make sure that only THAT person's email address is showing in the "TO:" portion of the header on your reply.

**From:** Dan Blair  
**Sent:** Tue, 13 Oct 2015 22:53:51 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: About AmazonSmile: Program details and FAQ

God knows we need it!

Sent from my iPhone

> On Oct 13, 2015, at 6:51 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

>

> <http://smile.amazon.com/gp/aw/ch/about?ie=UTF8&ie=UTF8>

>

> I added the epilepsy foundation to my account. Is NAPA eligible? If so, I may need to change charities.

**From:** Marshall, Susan G.  
**Sent:** Tue, 20 Oct 2015 13:01:12 +0000  
**To:** 'Dan Blair'  
**Subject:** RE: Lance Armstrong admits under oath to lying about steroid use - NY Daily News

:)!!

Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan Blair [<mailto:dblair@napawash.org>]  
Sent: Monday, October 19, 2015 8:10 PM  
To: Marshall, Susan G. <MarshallS@oig.treas.gov>  
Subject: Re: Lance Armstrong admits under oath to lying about steroid use - NY Daily News

I bet Sheryl Crow is glad she's past him... We saw her in a private concert a couple of weeks ago. She looks amazing and is 53! See what you can look forward to

Sent from my iPhone

> On Oct 19, 2015, at 8:03 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> <http://m.nydailynews.com/sports/more-sports/lance-armstrong-admits-oath-lying-steroid-article-1.2403413>  
>  
> All that postal money...ouch.

**From:** Dan Blair  
**Sent:** Tue, 20 Oct 2015 19:56:59 +0000  
**To:** Diane Baker  
**Cc:** Marshall, Susan G.  
**Subject:** Re: question

I recall the special escort Susan received. She certainly got special treatment.

Sent from my iPhone

On Oct 20, 2015, at 3:37 PM, Diane Baker <[REDACTED]> wrote:

I have a faint recollection that Dan's email was allowed to have an auto reply for some period but Susan's right - we got no such treatment.

Sent from my iPhone

On Oct 20, 2015, at 3:30 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I don't recall what they did for you, but I can tell you with all certainty that they wiped me off the PRC map immediately...and Judy told me to leave two hours early on my last day (you had left by then) and threatened to walk me to my car if I didn't leave immediately. That was a class act.

But I digress...let them have their ding-a-ling auto-reply for 30 days because no one will contact them anyway. I suspect they don't get much email now. Chevy Chase!

*Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842*

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, October 20, 2015 3:19 PM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>; DIANE M BAKER <[diane baker241@\[REDACTED\]](mailto:diane baker241@[REDACTED])>  
**Subject:** Fwd: question

Can you recall? I told Robert it sounded plausible but for the fact that shodyho went out of her boom box way to make our departures difficult.

Sent from my iPhone

Begin forwarded message:

**From:** "TAUB, ROBERT G" <[robert.taub@prc.gov](mailto:robert.taub@prc.gov)>  
**Date:** October 20, 2015 at 3:08:24 PM EDT



**To:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>

**Subject:** question

Dan,

Do you have any recollection of your departure from the PRC vis-à-vis whether there was an "auto-reply" message maintained for your PRC email for a certain amount of time post-PRC?? The issue has arisen in light of a request from one of our soon to depart Commissioners, and your experience was cited by an OSA official as indication of what the agency does in this regard.

Thanks for any recollection.

Robert

Robert G. Taub, Acting Chairman  
U.S. Postal Regulatory Commission  
901 New York Ave NW Suite 200  
Washington DC 20268-0001  
Email: [robert.taub@prc.gov](mailto:robert.taub@prc.gov)  
Telephone: (202) 789-6801

[www.prc.gov](http://www.prc.gov)

<http://twitter.com/#!/PostalRegulator>

**NOTICE:** This e-mail message and any attachments transmitted with it contains confidential and proprietary information intended solely for the use of the addressee in its interactions with the Postal Regulatory Commission.



**From:** Dan Blair  
**Sent:** Thu, 22 Oct 2015 10:48:18 +0000  
**To:** Marshall, Susan G.  
**Cc:** Diane Baker; Ann Fisher  
**Subject:** Re: GAO opens up about secret reports | R Street Institute | Free Markets. Real Solutions.

Kevin Kosar did the USPS work for CRS before going to R St.  
Sent from my iPhone

> On Oct 22, 2015, at 6:19 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> <http://www.rstreet.org/2015/10/21/gao-opens-up-about-secret-reports/>  
>  
> Government attic in the news...

**From:** Marshall, Susan G.  
**Sent:** Sun, 1 Nov 2015 23:24:24 +0000  
**To:** 'Dan Blair'; 'Shea, Robert'; 'Ellen B. Brown'  
**Subject:** Former U.S. Sen. Fred Thompson dies at 73

<http://www.tennessean.com/story/news/politics/2015/11/01/former-us-sen-fred-thompson-dies-73/74752142/>

**From:** Marshall, Susan G.  
**Sent:** Fri, 6 Nov 2015 16:02:04 +0000  
**To:** 'Brown, Ellen B.'  
**Subject:** RE: FredThompson.com Home (video)

Didn't know about the video but I'm watching now... very nice...I'm even a little teary eyed...I wonder if that is his young son with the casket. ...sad.

Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Brown, Ellen B. [<mailto:ebrown@mail>]  
Sent: Friday, November 6, 2015 10:55 AM  
To: Marshall, Susan G. <MarshallS@oig.treas.gov>  
Cc: Dan G (blair2900@) <blair2900@>  
Subject: Re: FredThompson.com Home (video)

Did NOT hear from Hannah nor had anyone I was in contact with. We didn't go, BTW -- it didn't work out with Brent's previous commitment to a client last night and we wouldn't have made it in time today. Oh well... The funeral is being streamed live now by The Tennessean newspaper at [tennessean.com](http://tennessean.com). We're watching... EB

Sent from EB's iPhone

> On Nov 6, 2015, at 10:50 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

>

> :) Of course I sent you the email with the website URL after you and Dan sent it to me...I'm such a dope.

>

> Have you heard from Hannah? I wonder if she and Tim went to TN for the service?

>

> Susan Marshall

> Director, External Relations

> Office of Inspector General, Department of Treasury

> (202) 927-9842

>

> -----Original Message-----

> From: Brown, Ellen B. [<mailto:ebrown@mail>]

> Sent: Friday, November 6, 2015 10:47 AM

> To: Marshall, Susan G. <MarshallS@oig.treas.gov>; dblair@napawash.org

> Subject: RE: FredThompson.com Home (video)

>

> Yup, saw it...very nice!! EB

>

> -----Original Message-----

> From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

> Sent: Friday, November 06, 2015 10:36 AM

> To: 'Dan Blair' <dblair@napawash.org>; Brown, Ellen B. <ebrown@mail>

> Subject: FredThompson.com Home (video)

>

> <http://fredthompson.com/>

>

> Just in case u didn't see this on Facebook. FDT alum built this website.

**From:** Dan G  
**Sent:** Fri, 6 Nov 2015 12:47:33 -0500  
**To:** Marshall, Susan G.  
**Subject:** Re: FredThompson.com Home (video)

HS is too cheap to spend her own money on a plane ticket and lodging. I thought maybe she was going to ask you to drive and share a room with her?

Sent from my iPhone

> On Nov 6, 2015, at 10:51 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> :) Of course I sent you the email with the website URL after you and Dan sent it to me...I'm such a dope.  
>  
> Have you heard from Hannah? I wonder if she and Tim went to TN for the service?  
>  
> Susan Marshall  
> Director, External Relations  
> Office of Inspector General, Department of Treasury  
> (202) 927-9842  
>  
> -----Original Message-----  
> From: Brown, Ellen B. [mailto:ebrown@mail [REDACTED]]  
> Sent: Friday, November 6, 2015 10:47 AM  
> To: Marshall, Susan G. <MarshallS@oig.treas.gov>; dblair@napawash.org  
> Subject: RE: FredThompson.com Home (video)  
>  
> Yup, saw it...very nice!! EB  
>  
> -----Original Message-----  
> From: Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
> Sent: Friday, November 06, 2015 10:36 AM  
> To: 'Dan Blair' <dblair@napawash.org>; Brown, Ellen B. <ebrown@mail [REDACTED]>  
> Subject: FredThompson.com Home (video)  
>  
> <http://fredthompson.com/>  
>  
> Just in case u didn't see this on Facebook. FDT alum built this website.

**From:** Marshall, Susan G.  
**Sent:** Fri, 6 Nov 2015 17:50:37 +0000  
**To:** 'Dan G'  
**Subject:** RE: FredThompson.com Home (video)


S-U-S-A-N!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

No, but the spankster called me.....

I watched the funeral online...his brother, Ken was so funny and sweet.



Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan G [mailto:blair2900@  
Sent: Friday, November 6, 2015 12:48 PM  
To: Marshall, Susan G. <MarshallS@oig.treas.gov>  
Subject: Re: FredThompson.com Home (video)

HS is too cheap to spend her own money on a plane ticket and lodging. I thought maybe she was going to ask you to drive and share a room with her?

Sent from my iPhone

> On Nov 6, 2015, at 10:51 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> :) Of course I sent you the email with the website URL after you and Dan sent it to me...I'm such a dope.  
>  
> Have you heard from Hannah? I wonder if she and Tim went to TN for the service?  
>  
> Susan Marshall  
> Director, External Relations  
> Office of Inspector General, Department of Treasury  
> (202) 927-9842  
>  
> -----Original Message-----  
> From: Brown, Ellen B. [mailto:ebrown@mail  
> Sent: Friday, November 6, 2015 10:47 AM  
> To: Marshall, Susan G. <MarshallS@oig.treas.gov>; dblair@napawash.org  
> Subject: RE: FredThompson.com Home (video)  
>  
> Yup, saw it...very nice!! EB  
>  
> -----Original Message-----  
> From: Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
> Sent: Friday, November 06, 2015 10:36 AM  
> To: 'Dan Blair' <dblair@napawash.org>; Brown, Ellen B. <ebrown@mail  
> Subject: FredThompson.com Home (video)  
>  
> <http://fredthompson.com/>



>

> Just in case u didn't see this on Facebook. FDT alum built this website.

**From:** Marshall, Susan G.  
**Sent:** Thu, 12 Nov 2015 15:59:06 +0000  
**To:** 'Brown, Ellen B.'  
**Subject:** RE: PEEPS

Can't wait! Love u!

*Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842*

---

**From:** Brown, Ellen B. [mailto:ebrown@mail-REDACTED]  
**Sent:** Thursday, November 12, 2015 10:52 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Subject:** RE: PEEPS

Haha – that's tooooo funny!! OK, we'll figure out the specifics when we see each other this weekend (Saturday evening, ok?). Saturday night is the Mizzou football game...they are doing VERY badly this year (and NOT because of all the "disruption" at the university) – it started when the starting quarterback was suspended. Yeah, things are not good there but when it's your alma mater, you love them anyway – as YOU must know!!!! OK, I'll reach out to the Blairs and see if they can come too. If not, it will just be the three of us (and Emma) – we can be entertaining, right? OK, so maybe "entertaining" is not the right word... ☺ I'll let you know. And I don't know what to do about Tricia... I don't like being "friends" on FB with people who I don't want to see my "stuff" (like there are people in Brent's "world" who he has asked me NOT to reply to) so I have to think about her... I'll let you know about the Blairs this weekend. See you SOON!! Love, EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, November 12, 2015 10:41 AM  
**To:** Brown, Ellen B. <ebrown@mail-REDACTED>  
**Subject:** RE: PEEPS

She repeatedly stabs me in the back and all I do is smile, smile, smile! I try not to talk about it with Dan because he and Michelle are good friends with her.

On a brighter note, I would love to catch up with you this weekend..I've been craving Brent's gourmet cooking! And it would be great to see the Blair's too! Please let me know if I can bring anything...candy, cake, pie! Sugar!

And count me in for the road trip to PSU for the hockey game. I would love to see Luke play! Also, I have never been to that new stadium which was paid for by an alum who either owns or coaches the Buffalo ice hockey team. I did, however, take ice skating in the old WWII era ice rink. It was a PE credit and Karen took the class with me. Our final exam consisted of performing a an ice skating dance which we did and we choreographed it to a Jackson Brown song. OMG...I am peeing my pants remembering that "class." We had to take PE credits to graduate Liberal Arts. That was so fun!

Can't wait to catch up!

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Brown, Ellen B. [mailto:ebrown@mail-REDACTED]  
**Sent:** Thursday, November 12, 2015 10:27 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Subject:** RE: PEEPS

Unfortunately, I HAVE BEEN living on candy lately (it was Halloween after all...) and I not only have a stomach ache, but my stomach seems to have gotten bigger...how does that happen?? Haha!! Trish Hollis just ask to be my "friend" on Facebook...should I "friend" her back? What's going on with you two? Things ok? The same? We need a "catch up" session!! What are you doing this weekend? BTW, we want to go see Luke play hockey for U of Wisconsin and the closest school we could get to that he plays is Penn State. Want to go with us?? It's in January – I think President's Day weekend (they do Friday and Saturday night games)...it would be really fun if you went on a road trip with us because we are fun (well, not really, but we COULD be!!). Think about it, ok? OK, let me know about this weekend. Brent just said he could make chili or Sunday gravy or whatever...and maybe see what Dan and Michele are doing – or whatever. Let me know. Love you. EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, November 12, 2015 8:12 AM  
**To:** Brown, Ellen B. <ebrown@mail-REDACTED>  
**Cc:** Dan G (blair2900@REDACTED) <blair2900@REDACTED>  
**Subject:** RE: PEEPS

I am always ready to try and all new candy flavors! I could live on candy but I'm told it is not good for you so every now and then I try to add a piece of lettuce to my diet- mostly at then, not now.

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Brown, Ellen B. [mailto:ebrown@mail-REDACTED]  
**Sent:** Tuesday, November 10, 2015 10:01 PM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Cc:** Dan G (blair2900@REDACTED) <blair2900@REDACTED>  
**Subject:** Re: PEEPS

You are too funny!! I guess I'll have to try them...although I have NOT been a fan of the other "flavors" they have come out with! But THIS ONE sounds good. EB

Sent from EB's iPhone

On Nov 10, 2015, at 11:05 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:



WOW! Who knew? Maybe Santa will bring us some of these treats!



## Hot Cocoa & Cream Peeps

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

**From:** Brown, Ellen B.  
**Sent:** Thu, 12 Nov 2015 17:46:18 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: Saturday?

YEAH, exactly!! And I am just frankly sick of the discussion. I'm done! We can gossip!! Hehe! EB

Sent from EB's iPhone

On Nov 12, 2015, at 12:44 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

A little emotional...I get it, but I am staying out of this one. I have my own albatross to bear...PSU.  
☺ See you soon!

*Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842*

---

**From:** Brown, Ellen B. [<mailto:ebrown@mail>]  
**Sent:** Thursday, November 12, 2015 12:42 PM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**Subject:** Fwd: Saturday?

Read from bottom (Brent's message first). Hehe!! EB

Sent from EB's iPhone

Begin forwarded message:

**From:** "Brown, Ellen B." <[ebrown@mail](mailto:ebrown@mail)>  
**Date:** November 12, 2015 at 12:40:18 PM EST  
**To:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Cc:** "Franzel, Brent S." <[bfranzel@mail](mailto:bfranzel@mail)> "[michele.blair](mailto:michele.blair)"  
<[michele.blair](mailto:michele.blair)>  
**Subject:** Re: Saturday?

YAY!! But you can discuss whatever the hell you want...I ain't talking about this S\*\*\* NO more!!! :-)) See you soon! EB

Sent from EB's iPhone

On Nov 12, 2015, at 12:37 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:



We would love to join you. AND... WE ARE DISCUSSING THE EVENTS AT MIZZOU. I AM SO DAMN MAD!!!!!!!

-----Original Message-----

From: Brown, Ellen B. [<mailto:ebrown@mail>]

Sent: Thursday, November 12, 2015 12:25 PM

To: Franzel, Brent S.

Cc: [michele.blair@](mailto:michele.blair@); Dan Blair

Subject: Re: Saturday?

Haha! That's funny, Brent!! How about just to watch the game and eat good food and drink good booze and be with good friends?? I ain't discussing NOTHING!! Hehe! Hope to see you guys!! Love, EB

Sent from EB's iPhone

On Nov 12, 2015, at 11:56 AM, Franzel, Brent S. <[bfranzel@mail](mailto:bfranzel@mail)> wrote:

Michele, Dan:

Hope you all are doing well.

Any chance you might be able to join us Saturday night for dinner, the MU-BYU game, and a discussion on the state of race relations on University campuses?

Susan is coming over and I'll make something good.

We hope it works.

Brent

Brent S. Franzel  
Cardinal Point Partners, LLC  
525 2nd Street, NE  
Washington, D.C. 20002

direct  
cell  
fax

[bfranzel@](mailto:bfranzel@)

**From:** Franzel, Brent S.  
**Sent:** Mon, 16 Nov 2015 05:04:03 +0000  
**To:** Marshall, Susan G.; 'Blair, Michele'; Brown, Ellen B.  
**Cc:** 'Dan Blair'  
**Subject:** Re: Thanks You!

It was wonderful to have you all here.  
I'm so glad we forgot to discuss campus racial relations.  
Let's do it again soon!  
Brent S. Franzel  
Cardinal Point Partners, LLC  
525 2nd Street, NE  
Washington, D.C. 20002

direct  
cell  
fax

bfranzel@

---

**From:** "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>

**Date:** Sunday, November 15, 2015 at 8:29 AM

**To:** "'Blair, Michele'" <[michele.blair@](mailto:michele.blair@)>, "Brown, Ellen B." <[ebrown@mail](mailto:ebrown@mail)>

"Franzel, Brent S." <[bfranzel@mail](mailto:bfranzel@mail)>

**Cc:** DAN BLAIR <[dblair@napawash.org](mailto:dblair@napawash.org)>

**Subject:** RE: Thanks You!

Me too! :)

Love,  
Susan

-----Original Message-----

**From:** Blair, Michele [[michele.blair@](mailto:michele.blair@)]

**Sent:** Sunday, November 15, 2015 08:18 AM Eastern Standard Time

**To:** Ellen B. Brown ([ebrown@mail](mailto:ebrown@mail)) Brent Franzel; Marshall, Susan G.

**Cc:** Dan Blair

**Subject:** Thanks You!

We had such a nice time last night. The food and wine were great, as always, and the company was even better. I feel very lucky to have such good friends.

Thanks again. See you soon.

Michele

Sent from my iPhone

**From:** Marshall, Susan G.  
**Sent:** Mon, 30 Nov 2015 18:20:55 +0000  
**To:** Dan G (blair2900@██████████) Diane(diane baker241@██████████)  
**Subject:** Dan Blair in the news!

Oh yeah, and LMS....

### **50 years of change**

Jill R. Aitoro, Editor 12:45 p.m. EST November 30, 2015 Federal Times

It's the big reveal. To honor our own 50 year anniversary, we're unveiling our list of the 10 historic events of the last five decades that most shaped how government operates.

At first glance the list – which we'll publish from Nov. 30 through Dec. 4, two events a day, each with an article and film – looks like a lot of lists of important moments in U.S. history. We start with the Vietnam War and the moon landing, for example. Of course they're important.

But what makes these events significant to the general public, or even politics or federal law, is not necessary what makes them significant to how government functions. Though those reasons might be a factor. For the sake of this list, these events matter not just because of what they represented in that particular moment in time, but for what came afterward – for what they inspired or enabled, what they set in motion. In many cases, most cases even, government is still experiencing the trickle down today.

Consider Vietnam. It traumatized America in a sense, filtering troubling images into living rooms, spurring nationwide protest and inspiring decades' long debates about what constitutes a justified war. All of that is important. But for government, it also redefined combat for the Pentagon, and forced the administration to provide the public with rationalization for military operations, after decades of owning the message.

Vietnam War: Dawning of government transparency

As for the moon landing, it was a much needed moment of patriotism for America during a troubling time. That's how most regard it. But it also cemented the U.S. government as supreme in science and technology, and served as vindication for all those in government that ever wanted to pursue a big idea. The success of that audacious goal, in the words of the Partnership for Public Service's Max Stier, set the groundwork for the success of many more audacious goals in the years since.

Moon landing: U.S. cements its S&T domination

So how did we come up with the list of 10? Certainly not by me or the editorial team at Federal Times, though we contributed to the conversation. Rather our advisory board – a team of individuals that tout first-hand experience and mastery of government management, workforce issues, procurement and IT – contributed to a far lengthier list, then whittled it down in one of the most fascinating round table discussions I've ever participated in. Our board members are listed below; many of them are also featured in the films – providing compelling perspective about why these events matter.

I encourage you to read the stories and watch the films as they're released. They'll likely strike an emotional chord for many, but they might also expand how you view the significance of these events to our collective history.

And through December and into 2016, return to [federaltimes.com/50](http://federaltimes.com/50) for much more content that will flow out to honor our 50th anniversary by showcasing 50 years of government. From interviews with and contributions by the top federal executives of today, to deep dives into the trends and people that transformed federal operations in the past and are destined to do so in decades to come, we have much more to share.

A big thank you to the Federal Times advisory board for their guidance:

- Dan Blair, President and CEO of the National Academy of Public Administration, former Deputy Director of the Office of Personnel Management
- Robert Carey, Vice President of Navy and Marine Corps Programs at Vencore, former Principal Deputy CIO at the Department of Defense
- Karen Evans, National Director of the US Cyber Challenge, Former Administrator of the Office of Electronic Government and IT, Office of Management and Budget
- Beth McGrath, Director of Federal Sector at Deloitte Consulting, Former Deputy Chief Management Officer at the Department of Defense
- Paul Posner, Director of the Graduate Public Administration Program at George Mason University, Former Government Accountability Office Director of Intergovernmental Programs
- Franklin Reeder, Founder of the Center for Internet Security, Former Director of the White House Office of Administration
- Stan Soloway, Professional Services Council CEO, Former Deputy Undersecretary of Defense
- Linda Springer, Former Office of Personnel Management Director
- Max Stier, President and CEO of Partnership for Public Service, Former Deputy General Counsel for Litigation at the Department of Housing and Urban Development
- Robert Tobias, Director of Business Development for American University's Key Executive Leadership Programs, Former President of the National Treasury Employees Union
- Steve Watkins, Founder and President of Watkins Communications, Former Editor of Federal Times
- Dave Wennergren, Senior Vice President of the Professional Services Council, Former Assistant Deputy Chief Management Officer at the Department of Defense

***Susan Marshall***

***Director, External Relations***

***Office of Inspector General, Department of Treasury***

***(202) 927-9842***



**From:** Marshall, Susan G.  
**Sent:** Wed, 2 Dec 2015 15:10:24 +0000  
**To:** 'Baker, Diane M'; 'Ann Fisher'  
**Subject:** RE: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite

Who? Just kidding...let me check President Blair to see if he is around that day. Just got back from my senior staff meeting. I need a drink.

*Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842*

---

**From:** Baker, Diane M [mailto:bakerd@SEC.GOV]  
**Sent:** Wednesday, December 2, 2015 8:27 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>; 'Ann Fisher' <annf77@[REDACTED]>  
**Subject:** RE: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite

Great, thanks for being flexible.

Are we including Dan?

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, December 02, 2015 8:24 AM  
**To:** 'Ann Fisher'  
**Cc:** Baker, Diane M  
**Subject:** RE: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite

Yay!! Let's make it the 17th! I will make reservations today. :)

-----Original Message-----

**From:** Ann Fisher [REDACTED]  
**Sent:** Wednesday, December 02, 2015 08:19 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** Baker, Diane M  
**Subject:** Re: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite

I am free on 16 or 17!

On Wednesday, December 2, 2015, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
I completely understand...Ann, are you available December 15-18?

Happy Holidays!!

-----Original Message-----

**From:** Baker, Diane M [mailto:bakerd@SEC.GOV]



**Sent:** Wednesday, December 02, 2015 07:16 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** FW: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite

Susan,

Oh no, the SEC OIG holiday lunch is on December 11<sup>th</sup> – the same day as our lunch.

Hate to do this but is there any way we can reschedule? I feel obligated to attend since I'm new here.

I'm free December 15-18.

Sorry ☹

Di,

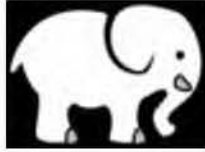
---

**From:** Edwards, Tawana W.  
**Sent:** Tuesday, December 01, 2015 4:14 PM  
**To:** #OIG-Everyone  
**Subject:** OIG Holiday Party Potluck & White Elephant Gift Exchange Invite



**There is an OIG Holiday Party Potluck Signup Sheet posted in Room #2977—the OIG SP3 Business Area/Kitchenette. Please sign up to bring a sharable dish or beverage. There are suggested dishes and blanks to add your favored contribution.**

**If you prefer to donate cash to the Committee for catered food and decorations, please see Bill Hampl in Room #2935. As always, contributions of any kind are voluntary\***



**How to Play the Game:**

1. The rules can vary but the most basic directions are below.
2. Whoever wants to participate brings an inexpensive (under \$10.00) gift to the party.
3. All gifts should be wrapped with no outside markings. You shouldn't know who the gifts are from, what they are or who they are for.
4. Everyone puts their gift in a pile.
5. Everyone draws a number (1 to however many people are playing)
6. Number 1 goes first, picks and unwraps a gift.
7. Number 2 can pick another gift or "steal" an unwrapped gift. If an unwrapped gift is "stolen," the person it is stolen from can then "steal" or pick a wrapped gift.
8. The next person's turn occurs after a wrapped gift is open.
9. The game ends when all gifts are unwrapped.

**Rules:**

1. A gift cannot be "stolen" more than twice. So whoever steals it second gets the gift.
2. A gift cannot be immediately stolen back by the person it was stolen from.

*All gifts must be kept in plain sight.*

*Tip: If there is a gift you want, wait to steal it. If you are the second person to steal it, you get to keep it.*

*\*Participation in the festivities is completely voluntary.*

**From:** Marshall, Susan G.  
**Sent:** Fri, 4 Dec 2015 11:01:47 +0000  
**To:** 'Dan Blair'  
**Subject:** Ex-Pentagon Official Blasts Political Parties for 'Crisis' in Washington - Oversight  
- GovExec.com

<http://m.govexec.com/oversight/2015/12/ex-pentagon-official-blasts-political-parties-crisis-washington/124186/>

Excellent!

**From:** Blair, Michele  
**Sent:** Thu, 31 Dec 2015 13:17:55 +0000  
**To:** Ellen B. Brown (ebrown@mail. [REDACTED]) Brent S. Franzel; Susan Marshall; Matthew Franzel  
**Cc:** Dan Blair  
**Subject:** Happy Bithday!  
**Attachments:** IMG\_1240.JPG, ATT00001.txt

Miss you guys. But at least we have the Plaza Lights to ring in the New Year.

Have fun! See you soon.









Sent from my iPhone

**From:** Dan Blair  
**Sent:** Thu, 31 Dec 2015 14:50:43 +0000  
**To:** Marshall, Susan G.  
**Subject:** Automatic reply: Happy Bithday!

I will be out of the office until Tuesday, January 5th, and will be checking email intermittently.

Best wishes for a wonderful Holiday and happy New Year.

Thank you.

Dan

**From:** Brown, Ellen B.  
**Sent:** Thu, 31 Dec 2015 14:58:28 +0000  
**To:** michele.blair@█.com; Franzel, Brent S.; MarshallS@oig.treas.gov; Franzel, Matthew J.  
**Cc:** dblair@napawash.org  
**Subject:** RE: Happy Bithday!

LOVE the Plaza Lights!!! Love you guys...and miss you much!! Have a great time tonight - love to the bride and groom and all the Blairs. We will take care of Susan, the "bithday girl", I promise!!! Love, EB

-----Original Message-----

From: Blair, Michele [<mailto:michele.blair@tc.com>]

Sent: Thursday, December 31, 2015 8:18 AM

To: Brown, Ellen B. <ebrown@mail█> Franzel, Brent S. <bfranzel@mail█>

Susan Marshall <MarshallS@oig.treas.gov>; Franzel, Matthew J. <matthew.franzel@mail█>

Cc: Dan Blair <dblair@napawash.org>

Subject: Happy Bithday!

Miss you guys. But at least we have the Plaza Lights to ring in the New Year.

Have fun! See you soon.

**From:** Marshall, Susan G.  
**Sent:** Thu, 31 Dec 2015 15:38:20 +0000  
**To:** Dan Blair  
**Subject:** RE: Happy Bithday!

Thx and have fun! :)

---

**From:** Dan Blair  
**Sent:** Thursday, December 31, 2015 10:00:37 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: Happy Bithday!

I bet you do! Hold down the fort! 🎉🎉🎉

Sent from my iPhone

On Dec 31, 2015, at 8:50 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Thanks for the bithday wishes...it looks like a beautiful day for a wedding-please send my best to the newlyweds!

Wish you were here!!!

---

**From:** Blair, Michele  
**Sent:** Thursday, December 31, 2015 8:17:55 AM  
**To:** Ellen B. Brown ([ebrown@mail](mailto:ebrown@mail) [REDACTED]) Brent S. Franzel; Marshall, Susan G.; Matthew Franzel  
**Cc:** Dan Blair  
**Subject:** Happy Bithday!

Miss you guys. But at least we have the Plaza Lights to ring in the New Year.

Have fun! See you soon.



**From:** Brown, Ellen B. <>  
**Sent:** Friday, March 17, 2017 12:18 PM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**Subject:** Re: OPM warns of scam targeting federal annuitants

Ha, that's a great story about Cactus Cantina...oh my! But at least you got dinner finally!! [name] has always said he would never get another dog after Emma...even though many have suggested we should. Haven't you ever heard him say he's a "one wife, one kid, one dog guy"? So he's adamant about it... Maybe time will change that, but who knows? Now, we're just missing her SO much. I'm not going to tell you not to bring anything because you never listen anyway (haha!) and what you bring is always SO yummy!!! Hehe!! So up to you!! I'll get back to you with a time... GO Badgers!! Go #9! Love you. EB

Sent from EB's iPhone

On Mar 17, 2017, at 11:42 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hey sweetie,

Count me in for dinner tomorrow night! The Blair's saved me this week. I thought a group of former OPM pals were meeting at the Cactus Cantina restaurant on Wisconsin on Wednesday for dinner and it turns out the dinner was scheduled for the previous day and it was cancelled due to the snow. I called Dan from the restaurant since he was one of the OPM staff that was supposed to be there and he and Michele came over to the Cantina and had dinner with me.

Just call me Homer Simpson "DUH"...it was pretty funny!!

I am so sorry you are in such pain and I wish I could take it away for you. I know Emma wants you to be happy so I know you will feel better soon. I know it is too soon to discuss and no dog could replace Emma, but I really do hope you and [name] consider adopting another dog, not just for you, but for the dog because you guys were so great to Emma that I know a new dog would appreciate and benefit from all of the love you have to give.

And those Badgers!! I hope they sink those Little Acorns tonight! I heart #9 and YOU!

Let me know if I should bring the decadent desserts from La Madeleine or anything else. I have some Glenlivet...should I bring it to celebrate St Patrick's Day (okay, it's from Scotland, not Ireland, but whatever, Scotland, Ireland, it's all British)?

Love U!

*Susan Marshall*

*Director, External Relations*

*Office of Inspector General, Department of Treasury*

*(202) 927-9842*

**From:** Brown, Ellen B. [<mailto:>]  
**Sent:** Friday, March 17, 2017 11:27 AM

To: Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
Subject: Re: OPM warns of scam targeting federal annuitants

We should have all you guys come visit us there...that would be fun! Let's make a plan when it gets warmer!! We have a GREAT agent if he/they get serious...or if just to show them "properties" to see what full-time living in the area looks like. We WERE thinking about going this weekend and we asked the Blairs and were going to ask you too to join us...but [name]'s game is on at 3:30PM this afternoon on BTN and [name] is at a meeting this morning and doesn't know if he'll make it in time to get THERE by the time the game starts -- and it's silly to rush...I don't have the strength anyway. And we wouldn't leave Saturday because it's not enough time for us to go for just one or two days. So we're not going... But I think since we're not going, the Blairs may come Saturday for dinner...will you come too?? I told [name] I don't think it's a good idea for us to be "alone" this weekend. I am really not doing so well...I cry all the time and I am SO lonely without [name] here with me. As much as I LOVED that sweet dog, I didn't really realize how much of my everyday life revolved around her -- especially in the last year or so. She was my CONSTANT companion -- and I was never here when she was not. I miss her SO much... "Crazy" [name] yesterday said "it's gonna take time before you can just love your memories without them hurting so much" -- I want to LOVE my memories and stop feeling so sad. Anyway, I was just going to write [name] and Dan and see if they want to come over on Saturday evening (they are available, I believe...) so will you come too?? I think IF the Badgers win today, they play again tomorrow evening so maybe (HOPEFULLY!!) it could be HOCKEY time...!! Let us know!! xoxo EB

Sent from EB's iPhone

On Mar 17, 2017, at 10:29 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

How are you doing today? Are you going to the cabin? I forgot to tell you that Dad's girlfriend is looking for a vacation home so I told her about Bryce. She is very flighty so I don't even know what her response was to the information, but now dad is telling me he wants me to take him on a day trip there so he can see it. I told him once it warms up we'll go down there and look around. Once he saw the pictures of it he fell in love with it and now he keeps telling me he wants to live there! HA!

He loves the woods! We were always surrounded by nature in PA so I know he misses it. I do too!

Hope you guys are doing well!!

Love you!

*Susan Marshall*

*Director, External Relations*

*Office of Inspector General, Department of Treasury*

*(202) 927-9842*

**From:** Brown, Ellen B. [[@](mailto:)]  
**Sent:** Friday, March 17, 2017 10:18 AM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>;  
**Subject:** RE: OPM warns of scam targeting federal annuitants

I think I'll just stop reading my email at all... That might help solve the problem!! EB

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, March 17, 2017 10:01 AM  
**To:** 'Dan G' <>; Brown, Ellen B. <>  
**Subject:** RE: OPM warns of scam targeting federal annuitants

With a dot. com address? This is crazy!

*Susan Marshall*

*Director, External Relations*

*Office of Inspector General, Department of Treasury*

*(202) 927-9842*

**From:** Dan G [<mailto:>]  
**Sent:** Friday, March 17, 2017 9:41 AM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**Subject:** Re: OPM warns of scam targeting federal annuitants

That's interesting. I got an email from a [Govdelivery.com](http://Govdelivery.com) address about my TSP account. I thought it was a scam but [name] said no!

Sent from my iPhone

On Mar 17, 2017, at 9:39 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**More good news for OPM**

**OPM warns of scam targeting federal annuitants**

By Jason Miller | @jmillerWFED

The Office of Personnel Management is warning federal employees and retirees about a scam targeting annuitants.

"The scammer threatens to end the annuitant's retirement, threatens that a 'magistrate' will criminally prosecute, and demands an immediate payment. This is a government imposter scam — Do not send money," wrote OPM's Ken Zawodny, the associate director of Retirement Services, in a blog post. "Any communication of this type is NOT from an OPM official. OPM will not make such calls."

Zawodny said the scammers may use real names and titles, and likely will know a lot about their targets, including personal information.

"The scammers may alter the caller ID to make it look like OPM is calling. Scammers may also attempt to use email to 'phish' for more information," he wrote. "Finally, these imposters may leave an 'urgent' callback request. Don't fall for it."

OPM details five signs of a scam, including demanding payment immediately and requesting credit or debit card information over the phone or by email.

OPM recommended that if an annuitant gets a call, it should hang-up the phone and report the attempt to the agency's inspector general office.

Scams targeting federal employees and retirees aren't new. The IRS, the U.S. Citizenship and Immigration Service, the General Services Administration and many others have had to deal with imposters.

The Federal Trade Commission dedicated a web page to recognizing and avoiding being victimized by a government imposter scam.

"Federal government agencies and federal employees don't ask people to send money for prizes or unpaid loans. Nor are they permitted to ask you to wire money or add money to a prepaid debit card to pay for anything," the FTC stated.

This is the second time in as many years that OPM is dealing with a scam. After the 2015 massive data breach, the Homeland Security Department issued a warning to federal employees and retirees that DHS was aware of



“suspicious domain names that may be used in phishing campaigns masquerading as official communication” from OPM or their identity protection firm.

The IRS faces the biggest threat from scammers, and have been working with the Justice and Homeland Security departments to combat the attempts at fraud. For the 2017 filing season, the IRS added new authentication and information sharing capabilities to make it harder to file a fake tax return.

But the opportunity for scammers to go after all federal employees, contractors and retirees has increased over the last decade.

In 2014, GSA told vendors on its schedules program that for two years scammers had been using spear phishing attacks that cost contractors more than \$1.5 million.

In 2012, the Defense Finance and Accounting Service said e-mail scammers were targeting military service members, retirees and Defense Department civilian personnel who were receiving disability compensation from Veterans Affairs, and telling them they may be able to obtain more money from the Internal Revenue Service.

And most recently, the Army put out a request for information asking for a vendor to help find, monitor and remove imposter social media accounts.

*Susan Marshall*

*Director, External Relations*

*Office of Inspector General, Department of Treasury*

*(202) 927-9842*

**From:** Marshall, Susan G.  
**Sent:** Thu, 25 May 2017 13:17:14 +0000  
**To:** [REDACTED]  
**Cc:** Dan Blair  
**Subject:** RE: Senate votes to name courthouse after Senator Fred Thomson

Me too! And it is from his best friend, Lamar! Sweet!

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** [REDACTED] [mailto:[REDACTED]]  
**Sent:** Thursday, May 25, 2017 9:13 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Cc:** Dan Blair <[REDACTED]>  
**Subject:** Re: Senate votes to name courthouse after Senator Fred Thomson

Awww, makes me tear up a bit... EB

Sent from EB's iPhone

On May 25, 2017, at 8:59 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

<https://www.usnews.com/news/best-states/tennessee/articles/2017-05-25/us-senate-votes-to-name-courthouse-after-fred-thompson>

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

**From:** Marshall, Susan G.  
**Sent:** Wed, 21 Jun 2017 19:09:43 +0000  
**To:** Debbie Lehrich ([REDACTED])  
**Subject:** Thank you!  
**Attachments:** smarshallappraisal.pdf, smarshallresume2017.doc, cshawrd2016.pdf, groupawrd2016.pdf

Hi there,

It was great catching up with you today!!! And thank you for lunch! As promised here is some information about the therapy for achy joints <http://www.mycoolief.com/> and the Stanley Brothers <https://www.theroc.us/charlottes-web>.

I also included my updated resume, my last performance appraisal and the last two cash awards I received- go figure!

Take care!!

*Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842*



## Department of the Treasury

### OFFICE OF INSPECTOR GENERAL EMPLOYEE PERFORMANCE APPRAISAL FORM

Employee's Name: Marshall, Susan Gail	Organization: 950000000000000000 Treasury Off Of The Insp Gen
Title, Grade and Series: Director, External Affairs, 15, 0301	Rating Period Beginning: 10/01/2015      Ending: 09/30/2016

This performance appraisal identifies the critical job elements used to rate employees performance. These critical elements consist of four common core competencies (**Communication, Customer Service, Teamwork and Technical Competency**), three to five specific results-focused measurable performance commitments for each employee, and a core leadership competency (for supervisors only). Commitments are developed in consultation with the employee and must align with the Treasury Department Strategic Plan and/or organizational goals. Each employee will be appraised on all critical elements (set at the beginning of each appraisal period) and receive an overall summary performance rating of: **Outstanding, Exceeded, Fully Successful, Minimally Satisfactory, or Unacceptable.**

The signatures below certify that the supervisor has developed the performance plan in consultation with the employee; discussed the plan with the employee at the beginning of the performance rating period; ensured the employee was given a copy of the performance plan; has conducted at least one formal progress review during the performance appraisal cycle; discussed the summary rating with the employee; and ensured the employee was given a copy of the summary rating. The employee's signature acknowledges receipt only.

#### Part I: Consultation to Establish Performance Plan

Employee's Signature: /s/ Susan Gail Marshall	Date: May 10, 2016
Rating Official's Signature: /s/ Eric Mines Thorson	Date: May 10, 2016
Reviewing Official's Signature:	Date:

#### Part II: Progress Review

Employee Signature: /s/ Susan Gail Marshall	Date: September 26, 2016
Rating Official's Signature: /s/ Eric Mines Thorson	Date: September 29, 2016

#### Part III: Summary Rating

Reason for Rating: <input checked="" type="checkbox"/> Annual Rating of Record <input type="checkbox"/> Other	
Rating Official's Signature	Date:
Reviewing Official's Signature /s/ Eric Mines Thorson	Date: October 17, 2016
Employee Signature: /s/ Susan Gail Marshall	Date: October 17, 2016



## Part IV: Critical Elements

### Section 1 - Core Competencies



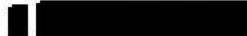
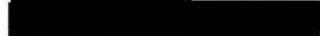
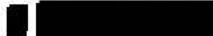
#### Critical Element 1. Communication (written and oral): Provides quality and effective written and oral communication.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- oral and written presentations are exceptionally clear and effective regardless of complexity of subject and are appropriate for the audience.</li><li>- complicated or controversial subjects, appropriate to the position, are persuasively presented so that desired outcomes are achieved</li><li>- written work products are virtually error free even in situations involving high pressure or abnormal circumstances and completed by established deadlines.</li></ul>
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- written products are clear and factual, well organized, properly formatted, and effectively presented</li><li>- thoughts, conclusions, and recommendations are conveyed efficiently and timely.</li><li>- communicates effectively in situations involving normal pressure and circumstances</li><li>- keeps supervisors and others informed about progress or problems in completing assignments</li><li>- positively represents the OIG or office to individuals or groups inside and outside the OIG, as appropriate to the position</li></ul>






#### Critical Element 2. Customer Service: Provides professional and responsive service within mutually agreed upon time frames.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- develops and implements innovative approach to customer requirements and recommendations</li><li>- consistently completes assignments for customers in advance of established deadlines</li><li>- takes extra efforts to ensure that internal and external customers are pleased with the services provided</li><li>- consistently monitors service delivery to ensure that virtually no assignments are overlooked</li><li>- identifies actions that would improve customer service</li></ul>
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- keeps customers informed of work progress and expected outcomes</li><li>- consistently takes personal responsibility for resolving customer requests or complaints</li><li>- delivers quality products and services to internal and external clients</li><li>- treats others with respect</li><li>- works cooperatively with internal and external workers and clients</li><li>- shows competence in starting, carrying out, and timely completing tasks</li><li>- seeks opinions, as appropriate, to produce a balanced work product</li></ul>

**Critical Element 3. Teamwork: Works with others either in formal teams or ad hoc groups to accomplish tasks or provides services effectively and efficiently.**

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- handles interpersonal relationships with exceptional skill</li><li>- demonstrates leadership by promoting cooperation among team/staff members</li><li>- takes initiative to ensure early or timely completion of team assignments</li><li>- frequently fosters cooperation among team/staff members to prevent misunderstandings</li><li>- consistently uses and promotes effective team concepts to meet goals and deadlines of the team assignment</li></ul>			
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- adjusts positively to changes in workload and priorities as a member of the team</li><li>- maintains effective working relationships with team members</li><li>- actively participates in team efforts</li><li>- leads or follows, as necessary, as part of the team</li><li>- shares information, credit, and recognition</li><li>- demonstrates honesty, openness, and respect for diversity in dealing with colleagues, customers, &amp; stakeholders</li></ul>			
				

**Element 4. Technical Competency: Demonstrates technical job knowledge and produces results.**

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- reaches conclusions and makes recommendations which invariably represent the best course of action</li><li>- is sought out by colleagues as the person who will provide clear and effective guidance in their area of responsibility</li><li>- independently resolves conflicts among assignment deadlines</li><li>- presents solid recommendations where supervisory approval is required</li><li>- is considered by peers and supervisor as an expert source of information</li><li>- produces work products that are recognized for their outstanding quality</li></ul>			
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- reaches conclusions and makes recommendations that demonstrate sound and independent judgment</li><li>- keeps abreast of current developments in areas of responsibility</li><li>- exercises good judgment in seeking guidance</li><li>- produces work products that are clear and well-organized and within established deadline</li><li>- quickly takes steps to remedy situations as problems arise</li><li>- produces work products that are technically accurate, well researched, and peer-reviewed, when necessary</li></ul>			
				

## Section 2 - Performance Commitments

These 3-5 Performance Commitments (Critical Elements) are established in consultation with the employee and must be derived from, and directly contribute to, the program priorities. Performance Commitments must include measurable results. Results can be measured using quality, quantity, timeliness, cost effectiveness or any other measure deemed appropriate. At the end of the performance rating cycle, each Performance Commitment established must be rated at the Outstanding, Exceeded, Fully Successful, or Unacceptable level.

For each Performance Commitment (critical element) that is established, a performance standard must be described at the Outstanding level and at the Fully Successful level of performance; as described below and linked to the Department of the Treasury Strategic Plan and/or Bureau organizational goals.

<b>Outstanding</b>	At this level, standards should describe critical actions, objectives, or measurable results that are of such significance that they contribute materially to the accomplishment of the organization's mission. The quality, quantity, and timeliness of the employees work products leave little room for improvement.
<b>Fully Successful</b>	At this level, standards should describe performance that is solid and effective, and the work products that meet the requirements of the assignment. Performance at this level should demonstrate accurate, thorough, and timely completion of tasks, and adherence to all policies and procedural requirements.

<b>Critical Element 5:</b> Direct activities of the CIGFO to ensure effectiveness and comply with statutory requirements. (50%) Strategic Goal 2	<b>Weight:20</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> -Promote integrity & effectiveness of programs and operations
--	------------------	--

Outstanding	<p>Identifies and evaluates financial system policy oversight issues for consideration by CIGFO.</p> <p>--Provides accurate and timely recommendations to the IG 95% of the time.</p> <p>Working with CIGFO member staff, prepares final draft annual report for publication, and release.</p> <p>--Meet all statutory deadlines as well as deadlines set by the CIGFO members.</p> <p>As requested, provides assistance in the development of working group proposals and work products.</p> <p>--If requested, provides assistance with working group proposals and audits and meets all deadlines.</p> <p>Monitors daily FSOC and FSOC member agency regulatory activity, such as a rulemaking, staffing changes, study releases and public announcements and communicates FSOC activity, in a timely manner, to all CIGFO members.</p> <p>--Provides FSOC information to CIGFO chair for his consideration and dissemination within 2 hours of its release.</p> <p>As appropriate, engages with stakeholders (GAO, Congress, FSOC Secretariat and staff) on CIGFO related issues and coordinates projects to ensure issues are communicated in timely manner.</p> <p>--Meets Dodd-Frank Act requirement to release CIGFO audits to Capitol Hill within 12 hours of release of any CIGFO audits.</p> <p>--Asks GAO to meet with CIGFO annually.</p> <p>Ensures all CIGFO meetings are scheduled at least quarterly at time selected for maximum attendance by Council members; prepares and delivers all materials in a timely manner.</p>
-------------	---

--Provides all meeting materials to CIGFO chair five days before a meeting.

--Provides all meeting materials to CIGFO chair five days before a meeting.

--Provides Council members with meeting materials three days before a meeting.

---

Fully Successful Identifies and evaluates financial system policy oversight issues for consideration by CIGFO.

--Provides accurate and timely recommendations to the IG 75% of the time.

Working with CIGFO member staff, prepares final draft annual report for publication, and release.

--Meet all statutory deadlines as well as deadlines set by the CIGFO membership; CIGFO section requires minimal editing

As requested, provides assistance in the development of working group proposals and work products.

--If requested, provides assistance with working group proposals and audits and meets deadlines 75% of the time.

Monitors daily FSOC and FSOC member agency regulatory activity, such as a rulemaking, staffing changes, study releases and public announcements and communicates FSOC activity, in a timely manner, to all CIGFO members.

--Provides FSOC and FSOC member agency information to the CIGFO chair for his consideration and dissemination within 12 hours of its release.

As appropriate, engages with stakeholders (GAO, Congress, FSOC Secretariat and staff) on CIGFO related issues and coordinates projects to ensure issues are communicated in timely manner.

--Meets Dodd-Frank Act requirement to release CIGFO audits to Capitol Hill within 24 hours of release of any CIGFO audits.

--Asks GAO to meet with CIGFO biennially.

--Communicates with FSOC Secretariat staff within 12 hours of request.

Ensures all CIGFO meetings are scheduled at least quarterly at time selected for maximum attendance by Council members; prepares and delivers all materials in a timely manner.

--Provides all meeting materials to CIGFO chair three days before a meeting.

--Provides Council members with meeting materials one day before a meeting.

--	--	--	--	--

<b>Critical Element 6:</b> Provide Legislative and Communications updates to ensure staff has pertinent and timely information in support of the OIG mission (25%) Strategic Goal 3	<b>Weight:20</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Inform stakeholders of TOIG findings, recommendations, etc - Promote integrity & effectiveness of programs and operations
--	------------------	---

Outstanding

Tracks and informs staff daily of media coverage of financial and management issues of interest to Treasury Office of Inspector General.

-- Provides media information twice daily to senior staff.

Assists, where appropriate, with Congressional testimony and witness preparation.

--When directed by the IG or other senior staff provides meets all deadlines.

Monitors, tracks and analyzes complex financial, appropriations, and federal management legislation, and hearings.

--Provides senior staff and others as appropriate, with legislative information in real time.

--Updates daily the legislative tracking document, two days after Congressional Committee or floor vote or introduction of legislation.

--Asks the Office of Management to post updated documents on the SES intranet tab within 2 days.

--Updates tracking document daily. (Outstanding

Works with OIG offices in the development and editing of bi-monthly articles for the Inspector General and provide to the Office of Management for posting.

--Requests article materials in 2 weeks prior to the month it is due; responsibility for drafting the article is the sole responsibility of the office.

---

Fully Successful

Tracks and informs staff daily of media coverage of financial and management issues of interest to Treasury Office of Inspector General.

--Provides media information once daily to senior staff.

Assists, where appropriate, with Congressional testimony and witness preparation.

Monitors, tracks and analyzes complex financial, appropriations, and federal management legislation, and hearings.

--When directed by the IG or the senior staff to provide assistance meets deadlines 75% of the time.

Updates daily the legislative tracking document, two days after Congressional Committee or floor vote or introduction of legislation. Asks the Office of Management to post updated documents on the SES intranet tab within 2 days.

--Updates daily tracking document weekly.

Works with OIG offices in the development and editing of bi-monthly articles for the Inspector General and provide to the Office of Management for posting.



--Requests article materials 1 week prior to the month it is due; responsibility for the article drafting is the sole responsibility of the office.

--	--	--	--	--	--

<b>Critical Element 7:</b> Coordinates OIG EEO Program to ensure the OIG has the information it needs.	<b>Weight:10</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Promote integrity & effectiveness of programs and operations
---	------------------	---

Outstanding Coordinates EEO communications and training and updates policies as appropriate ensuring all information is timely and training is available.

--Coordinates, where appropriate, annual diversity training by May 2016.

--Where appropriate, and when requested, update laws and rules on a monthly basis.

--When appropriate provide the IG with the annual State of the Agency briefing by EEOC deadline

Develop and update the Treasury Office of Inspector General Diversity and Inclusion plan, MD715 Report, Section 462 report, and disability plan ensuring accuracy within established deadlines.

--Ensure Treasury OCRD has 100% accurate Section 462 report data within 12 hours of request.

--Coordinate information related to the MD715 report statistics, including applicant review data, by September 15, 2016.

--When and if appropriate, distribute EEO advisor notices within 2 hours of receipt.

Fully Successful Coordinates EEO communications and training and updates policies as appropriate ensuring all information is timely and training is available.

--Coordinates, where appropriate, annual diversity training by the end of the Fiscal Year.

--Where appropriate, updates laws and rules on a biannual basis.

--When appropriate, provide the IG with the annual State of the Agency briefing by the end of the Fiscal Year.

Develop and update the Treasury of Inspector General Diversity and Inclusion plan, MD715 Report, Section 462 report, and disability plan ensuring accuracy within established deadlines.

--Ensure Treasury OCRD has 100% accurate Section 462 report information, including applicant review data by September 15, 2016.

--Coordinate information related to the MD715 report statistics, by September 30, 2016.

--When and if appropriate, distribute EEO advisor notices within 12 hours of receipt.

--	--	--	--	--

<b>Critical Element 8:</b> Serve as liaison to the Council of Inspectors General on Integrity and Ethics and keep OIG senior staff informed on a regular basis.	<b>Weight:5</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Inform stakeholders of TOIG findings, recommendations, etc
--	-----------------	---

Outstanding      Coordinate OIG CIGIE awards submissions in a timely and effective manner.

--Notify senior staff within 2 hours of receipt of CIGIE awards notice.

--When requested, submit awards information by the CIGIE one day before the deadline.

Communicate CIGIE meeting notices, OIG position openings, and other announcements within 24 hours to OIG staff.

--Provide all CIGIE communications within 12 hours of receipt.

---

Fully Successful      Serve as liaison to the Council of Inspectors General on Integrity and Ethics and keep OIG senior staff informed on a regular basis. (3%)

Coordinate OIG CIGIE awards submissions in a timely and effective manner.

--Notify senior staff within one week of receipt of CIGIE awards notice.

When requested, submit awards information by the CIGIE meeting notices, OIG position openings, and other announcements within 24 hours to OIG staff.

--Provide all CIGIE communications within 24 hours of receipt.

				
---	--	--	---	--

<b>Critical Element 9:</b> Work on other special projects as assigned by the Inspector General.	<b>Weight:5</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Promote integrity & effectiveness of programs and operations
--	-----------------	---

Outstanding All projects completed within agreed upon deadlines and meeting quality assurance guidelines.

--Complete projects on time and with 100% accuracy.

Fully Successful All projects completed within agreed upon deadlines and meeting quality assurance guidelines.

--Complete projects on time and with 75% accuracy.

--	--	--	--	--

### Section 3 - Core Leadership Competency (For Supervisors Only)

#### Critical Element Leadership:

##### Outstanding

- motivates employees, stakeholders, and networks to support organizational objectives.
- proactively monitors expenditures in support of programs and policies and seeks creative budgeting solutions to achieve results balanced with Office of Inspector General needs
- resolves extremely complex, controversial, or difficult, long-standing organizational problems
- proactively manages resources effectively
- consistently produces extremely high quality work that exceeds goals and expectations.
- uses knowledge of current and emerging issues/developments in own field of expertise and applies this knowledge to make innovative, technically sound operational decisions.
- demonstrates a commitment to ensuring EEO and diversity by integrating EEO/diversity into the business/strategic plan of the office.
- recognizes and rewards individual performance.

##### Fully Successful

- plans, organizes, monitors, controls work, cost, and staffing needs to support an effective workforce.
- recruits, develops, and retains a diverse high quality workforce in an equitable manner
- uses effective communication skills to build teams, develop individual skills, and improve performance.
- makes careful use of and safeguards Office of Inspector General equipment, data, and resources.
- provides realistic budget submissions and ensures reports are accurate and timely.
- takes appropriate steps to ensure work environment is free from discrimination and harassment, including ensuring any subordinate managers have the necessary skills and training to manage a diverse workforce.
- demonstrates an understanding of and commitment to equal employment opportunity.
- supports the EEO and affirmative employment goals established by the bureau under
- sets effective workforce performance standards aligned with organizational goals and engages in rigorous and realistic performance management of subordinate employees in accordance with regulations and Treasury policy by the established deadlines.
- effectively uses ongoing feedback, coaching, and timely evaluations of performance to promote cooperation, knowledge/skill sharing, and goal accomplishment.
- monitors and evaluates programs and work practices to identify and address potential incidences of waste, fraud, abuse, material weaknesses, and management challenges.
- uses efficient and cost-effective approaches to integrate technology into the workplace.
- promotes an environment of information and knowledge sharing

☐ Outstanding   ☐ Exceeded   ☐ Fully Successful   ☐ Minimally Satisfactory   ☐ Unacceptable



**Part V. Progress Review (Comments Optional)**

Rating Official:

Employee:

**Part VI. Summary Rating Narrative**

A summary narrative statement describing the basis for the Employee's overall summary rating is required if that rating is either **Outstanding** or **Unacceptable**.

Rating Official:

[REDACTED]

[REDACTED] Comments Optional):

## Part VII. Summary Rating Calculation

Outstanding = 4 Points    Exceeded = 3 points    Fully Successful = 2 point

Minimally Satisfactory = 1 point    Unacceptable = 0 points

Core Competencies (40% of summary rating)		(Points x Weight = Total)		
	Rating	Points	Weight	Total
Element 1: Communication				
Element 2: Customer Service				
Element 3: Teamwork				
Element 4: Technical Competency				
Subtotal - Core Competencies				
Performance Commitments (60% of summary rating)		(Points x Weight = Total)		
Element 5				
Element 6				
Element 7				
Element 8				
Element 9				
Subtotal - Performance Commitments				
Overall Points				

**\*The weights assigned for these elements by the Rating Official must total 60 points.**

SUMMARY RATING				
Rating for <b>EMPLOYEE</b>		Rating for <b>SUPERVISOR</b>		
If Overall Points =	Then Summary Rating =	If Overall Points =	And Leadership Rating = (For Supervisors Only)	Then Summary Rating =
350 to 400	Outstanding	350 to 400	Outstanding or Exceeded	Outstanding
			Fully Successful	Exceeded
266 to 349	Exceeded	266 to 349	At Least Fully Successful	Exceeded
181 to 265	Fully Successful	181 to 265	At Least Fully Successful	Fully Successful
100 to 180	Minimally Successful	100 to 180	Minimally Successful	Minimally Successful
Unacceptable on any element	Unacceptable	Unacceptable on any element		Unacceptable

**NOTE:** A rating of 'Unacceptable' on any critical element results in unacceptable performance in the position. Consequently, unacceptable performance in any critical element shall be the basis for reassignment, reduction-in-grade, or removal from the Federal Service, regardless of performance on other components of the position.

**Susan G. Marshall**

875 15<sup>th</sup> Street, NW  
Washington, DC 20220  
(202) 927-9842

**September 2011 to Present**  
**Director, External Relations**  
**Office of Inspector General, Department of Treasury**

- Executive Director, Council of Inspectors General on Financial Oversight (CIGFO)
- Manage CIGFO working group audits on financial stability and publish CIGFO annual report
- Monitor fiscal and monetary policy developments and inform CIGFO members of activities
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Manage the Office of Inspector General legislative tracking system
- Manage the Office of Inspector General Equal Employment Opportunity Program

**March 2009 to July 2011**  
**Senior Advisor to Commissioner Dan Blair**  
**Postal Regulatory Commission**

- Responsible for advising Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions
- Responded to press inquiries on the Commissioner's behalf
- Developed and drafted procurement procedures handbook for the Commission ( 2009)

**September 2005 to January 2009**  
**Director, Congressional Relations**  
**Office of Personnel Management**

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies
- Managed Congressional Correspondence program and case work related to over 7,000 Member letters and Congressional calls for information
- Responsible for managing a staff of 14
- Developed and managed \$1 million records management contract –conversion of 500,000 legislative records to electronic format
- Member of the agency's Information Technology Review Board

**July 2003 to September 2005**

**Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement**

**General Services Administration**

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Developed and implemented the agency's Competitive Sourcing Program by facilitating agency-wide and individual business unit organizational studies
- Provided competitive sourcing policy training to GSA personnel
- Participated on Source Selection Boards
- Implemented a new A-76 infrastructure to facilitate contract, human resources and legal issues related to specific organizational studies
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million
- Managed a staff of five

**June 2001 to July 2003**

**Senior Policy Advisor to the Administrator**

**General Services Administration**

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)
- Provided program/policy analysis and provided recommendations on how to remedy program deficiencies
- Coordinated and assisted in the execution of strategic marketing, communications and legislative affairs strategies
- Participated in the agency's long-range planning activities, such as development of the agency's Strategic Plan, Performance Plan, and Accountability Report
- Implemented the agency's Performance Management Web-based tool
- Collected survey data on performance management and developed statistical analysis of the results

**December 1998 to June 2001**

**Professional Staff Member**

**Senate Committee on Governmental Affairs**

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement
- Coordinated confirmation process for nominees of the Office of Management and Budget, Federal Emergency Management Agency and the Census Bureau
- Responsible for briefings to Members and staff on technology, property, statistical policy and other issues

**July 1997 to December 1998**

**Vice President, Information Services Division  
Information Technology Association of America**

- Coordinated successful lobbying campaign to increase the number of temporary visas for high tech workers resulting in the enactment of the American Competitiveness and Workforce Improvement Act of 1998
- Managed outside lobbyists (Patton Boggs)
- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000
- Reported to association Board of Directors
- Responsible for monthly newsletter publication

**January to June 1997**

**Consultant, Year 2000 Program  
Federal Sources, Incorporated**

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies
- Presented oral briefings to clients on Federal activity and business opportunities
- Provided public relations and market consulting to various clients
- Worked with trade publications, mainstream print and other media organizations as a company spokesperson on Year 2000 activity
- Coordinated Congressional briefings

**1994 to 1996**

**Procurement Specialist  
Committee on Government Reform and Oversight**

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)
- Conducted oversight of Federal agency computer data field software conversion efforts to identify the Year 2000
- Primary liaison for industry and association support for procurement reform
- Briefed Committee Members and staff on procurement initiatives and related reforms



**1989 to 1994**

**Manager, Legislative Affairs: 1993 to 1994**

**Assistant Manager, Legislative Affairs 1992 to 1993**

**Legislative Assistant, Legislative Affairs 1989 to 1992**

**Aerospace Industries Association of America, Incorporated**

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues
- Wrote testimony and prepared industry witnesses for Congressional hearings
- Presented oral and written briefings on current legislative activity
- Responsible for monthly newsletter publications, monthly Executive Member legislative reports, and biannual Board of Governors presentations

**Education:**

B.A. Political Science May 1987 The Pennsylvania State University

Political Studies 1986 University of Exeter, Exeter England

**Awards:**

Barry R. Snyder award for significant contributions through a cooperative effort in support of the mission of the Council of Inspectors General on Integrity and Ethics.

**Clearance:**

Top Secret Inactive

## NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle) MARSHALL, SUSAN GAIL				2. Social Security Number [REDACTED]		3. Date of Birth [REDACTED]		4. Effective Date 11/27/16															
FIRST ACTION				SECOND ACTION																			
5-A. Code 840		5-B. Nature of Action INDIVIDUAL CASH AWARD RB				6-A. Code		6-B. Nature of Action															
5-C. Code		5-D. Legal Authority				6-C. Code		6-D. Legal Authority															
5-E. Code		5-F. Legal Authority				6-E. Code		6-F. Legal Authority															
7. FROM: Position Title and Number						15. TO: Position Title and Number DIRECTOR, EXTERNAL AFFAIRS 65832176 009084																	
8. Pay Plan		9. Occ. Code		10. Grade or Level		11. Step or Rate		12. Total Salary		13. Pay Basis		16. Pay Plan		17. Occ. Code		18. Grade or Level		19. Step or Rate		20. Total Salary/Award 4,068.00		21. Pay Basis	
12A. Basic Pay		12B. Locality Adj. .00		12C. Adj. Basic Pay		12D. Other Pay .00		20A. Basic Pay		20B. Locality Adj. .00		20C. Adj. Basic Pay		20D. Other Pay .00									
14. Name and Location of Position's Organization						22. Name and Location of Position's Organization TREASURY OFFICE OF THE INSPECTOR GENER  TR 95000000000000000000 PP 24 2016																	
EMPLOYEE DATA																							
23. Veterans Preference 1 1 - None 3 - 10-Point/Disability 5 - 10-Point/Other 2 - 5-Point 4 - 10-Point/Compensable 6 - 10-Point/Compensable/30%						24. Tenure I 0 - None 2 - Conditional 1 - Permanent 3 - Indefinite						25. Agency Use		26. Veterans Preference for RIF YES X NO									
27. FEGLI C0 BASIC						28. Annuitant Indicator 9 NOT APPLICABLE						29. Pay Rate Determinant 0 NOT APPLICABLE											
30. Retirement Plan K FERS AND FICA				31. Service Comp. Date (Leave) 11/02/97		32. Work Schedule F FULL TIME				33. Part-Time Hours Per Biweekly Pay Period													
POSITION DATA																							
34. Position Occupied 1 1 - Competitive Service 3 - SES General 2 - Excepted Service 4 - SES Career Reserved						35. FLSA Category E E - Exempt N - Nonexempt						36. Appropriation Code						37. Bargaining Unit Status 8888					
38. Duty Station Code 11-0010-001						39. Duty Station (City - County - State or Overseas Location) WASHINGTON DIST OF COLUMBIA DC																	
40. Agency Data		41.		42.		43.		44.															
45. Remarks																							
46. Employing Department or Agency DEPARTMENT OF THE TREASURY												50. Signature/Authentication and Title of Approving Official ELECTRONICALLY SIGNED BY: L. KAY DALTON HUMAN RESOURCES OFFICER											
47. Agency Code TR 95		48. Personnel Office ID 4041		49. Approval Date 11/29/16																			

## NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle) MARSHALL, SUSAN GAIL				2. Social Security Number [REDACTED]		3. Date of Birth [REDACTED]		4. Effective Date 08/07/16			
FIRST ACTION				SECOND ACTION							
5-A. Code 841		5-B. Nature of Action GROUP AWARD-CH45				6-A. Code		6-B. Nature of Action			
5-C. Code		5-D. Legal Authority				6-C. Code		6-D. Legal Authority			
5-E. Code		5-F. Legal Authority				6-E. Code		6-F. Legal Authority			
7. FROM: Position Title and Number						15. TO: Position Title and Number DIRECTOR, EXTERNAL AFFAIRS 65832176 009084					
8. Pay Plan		9. Occ. Code		10. Grade or Level		11. Step or Rate		12. Total Salary		13. Pay Basis	
								1,000.00			
12A. Basic Pay		12B. Locality Adj. .00		12C. Adj. Basic Pay		12D. Other Pay .00		20A. Basic Pay		20B. Locality Adj. .00	
								20C. Adj. Basic Pay		20D. Other Pay .00	
14. Name and Location of Position's Organization						22. Name and Location of Position's Organization TREASURY OFFICE OF THE INSPECTOR GENER  TR 950000000000000000 PP 16 2016					
EMPLOYEE DATA											
23. Veterans Preference 1 1 - None 3 - 10-Point/Disability 5 - 10-Point/Other 2 - 5-Point 4 - 10-Point/Compensable 6 - 10-Point/Compensable/30%						24. Tenure I 0 - None 2 - Conditional 1 - Permanent 3 - Indefinite		25. Agency Use		26. Veterans Preference for RIF YES X NO	
27. FEGLI C0 BASIC						28. Annuitant Indicator 9 NOT APPLICABLE		29. Pay Rate Determinant 0 NOT APPLICABLE			
30. Retirement Plan K FERS AND FICA				31. Service Comp. Date (Leave) 11/02/97		32. Work Schedule F FULL TIME		33. Part-Time Hours Per Biweekly Pay Period			
POSITION DATA											
34. Position Occupied 1 1 - Competitive Service 3 - SES General 2 - Excepted Service 4 - SES Career Reserved				35. FLSA Category E E - Exempt N - Nonexempt		36. Appropriation Code				37. Bargaining Unit Status 8888	
38. Duty Station Code 11-0010-001				39. Duty Station (City - County - State or Overseas Location) WASHINGTON DIST OF COLUMBIA DC							
40. Agency Data		41.		42.		43.		44.			
45. Remarks											
46. Employing Department or Agency DEPARTMENT OF THE TREASURY						50. Signature/Authentication and Title of Approving Official ELECTRONICALLY SIGNED BY: L. KAY DALTON HUMAN RESOURCES OFFICER					
47. Agency Code TR 95		48. Personnel Office ID 4041		49. Approval Date 08/09/16							

**From:** Marshall, Susan G.  
**Sent:** Fri, 23 Jun 2017 14:00:05 +0000  
**To:** [REDACTED]  
**Subject:** FW: Thank you!  
**Attachments:** smarshallappraisal.pdf, smarshallresume2017.doc, cshawrd2016.pdf, groupawrd2016.pdf

---

**From:** Marshall, Susan G.  
**Sent:** Wednesday, June 21, 2017 3:09:43 PM  
**To:** Debbie Lehrich ([REDACTED])  
**Subject:** Thank you!

Hi there,

It was great catching up with you today!!! And thank you for lunch! As promised here is some information about the therapy for achy joints <http://www.mycoolief.com/> and the Stanley Brothers <https://www.theroc.us/charlottes-web>.

I also included my updated resume, my last performance appraisal and the last two cash awards I received- go figure!

Take care!!

*Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842*



## Department of the Treasury

### OFFICE OF INSPECTOR GENERAL EMPLOYEE PERFORMANCE APPRAISAL FORM

Employee's Name: Marshall, Susan Gail	Organization: 950000000000000000 Treasury Off Of The Insp Gen
Title, Grade and Series: Director, External Affairs, 15, 0301	Rating Period Beginning: 10/01/2015      Ending: 09/30/2016

This performance appraisal identifies the critical job elements used to rate employees performance. These critical elements consist of four common core competencies (**Communication, Customer Service, Teamwork and Technical Competency**), three to five specific results-focused measurable performance commitments for each employee, and a core leadership competency (for supervisors only). Commitments are developed in consultation with the employee and must align with the Treasury Department Strategic Plan and/or organizational goals. Each employee will be appraised on all critical elements (set at the beginning of each appraisal period) and receive an overall summary performance rating of: **Outstanding, Exceeded, Fully Successful, Minimally Satisfactory, or Unacceptable.**

The signatures below certify that the supervisor has developed the performance plan in consultation with the employee; discussed the plan with the employee at the beginning of the performance rating period; ensured the employee was given a copy of the performance plan; has conducted at least one formal progress review during the performance appraisal cycle; discussed the summary rating with the employee; and ensured the employee was given a copy of the summary rating. The employee's signature acknowledges receipt only.

#### Part I: Consultation to Establish Performance Plan

Employee's Signature: /s/ Susan Gail Marshall	Date: May 10, 2016
Rating Official's Signature: /s/ Eric Mines Thorson	Date: May 10, 2016
Reviewing Official's Signature:	Date:

#### Part II: Progress Review

Employee Signature: /s/ Susan Gail Marshall	Date: September 26, 2016
Rating Official's Signature: /s/ Eric Mines Thorson	Date: September 29, 2016

#### Part III: Summary Rating

Reason for Rating: <input checked="" type="checkbox"/> Annual Rating of Record <input type="checkbox"/> Other	
Rating Official's Signature	Date:
Reviewing Official's Signature /s/ Eric Mines Thorson	Date: October 17, 2016
Employee Signature: /s/ Susan Gail Marshall	Date: October 17, 2016



## Part IV: Critical Elements

### Section 1 - Core Competencies

#### Critical Element 1. Communication (written and oral): Provides quality and effective written and oral communication.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- oral and written presentations are exceptionally clear and effective regardless of complexity of subject and are appropriate for the audience.</li><li>- complicated or controversial subjects, appropriate to the position, are persuasively presented so that desired outcomes are achieved</li><li>- written work products are virtually error free even in situations involving high pressure or abnormal circumstances and completed by established deadlines.</li></ul>
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- written products are clear and factual, well organized, properly formatted, and effectively presented</li><li>- thoughts, conclusions, and recommendations are conveyed efficiently and timely.</li><li>- communicates effectively in situations involving normal pressure and circumstances</li><li>- keeps supervisors and others informed about progress or problems in completing assignments</li><li>- positively represents the OIG or office to individuals or groups inside and outside the OIG, as appropriate to the position</li></ul>

#### Critical Element 2. Customer Service: Provides professional and responsive service within mutually agreed upon time frames.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- develops and implements innovative approach to customer requirements and recommendations</li><li>- consistently completes assignments for customers in advance of established deadlines</li><li>- takes extra efforts to ensure that internal and external customers are pleased with the services provided</li><li>- consistently monitors service delivery to ensure that virtually no assignments are overlooked</li><li>- identifies actions that would improve customer service</li></ul>
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- keeps customers informed of work progress and expected outcomes</li><li>- consistently takes personal responsibility for resolving customer requests or complaints</li><li>- delivers quality products and services to internal and external clients</li><li>- treats others with respect</li><li>- works cooperatively with internal and external workers and clients</li><li>- shows competence in starting, carrying out, and timely completing tasks</li><li>- seeks opinions, as appropriate, to produce a balanced work product</li></ul>

**Critical Element 3. Teamwork: Works with others either in formal teams or ad hoc groups to accomplish tasks or provides services effectively and efficiently.**

<b>Outstanding</b>	- handles interpersonal relationships with exceptional skill			
	- demonstrates leadership by promoting cooperation among team/staff members			
	- takes initiative to ensure early or timely completion of team assignments			
	- frequently fosters cooperation among team/staff members to prevent misunderstandings			
	- consistently uses and promotes effective team concepts to meet goals and deadlines of the team assignment			
<b>Fully Successful</b>	- adjusts positively to changes in workload and priorities as a member of the team			
	- maintains effective working relationships with team members			
	- actively participates in team efforts			
	- leads or follows, as necessary, as part of the team			
	- shares information, credit, and recognition			
	- demonstrates honesty, openness, and respect for diversity in dealing with colleagues, customers, & stakeholders			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Critical Element 4. Technical Competency: Demonstrates technical job knowledge and produces results.**

Outstanding	<ul style="list-style-type: none"><li>- reaches conclusions and makes recommendations which invariably represent the best course of action</li><li>- is sought out by colleagues as the person who will provide clear and effective guidance in their area of responsibility</li><li>- independently resolves conflicts among assignment deadlines</li><li>- presents solid recommendations where supervisory approval is required</li><li>- is considered by peers and supervisor as an expert source of information</li><li>- produces work products that are recognized for their outstanding quality</li></ul>
	<ul style="list-style-type: none"><li>- reaches conclusions and makes recommendations that demonstrate sound and independent judgment</li><li>- keeps abreast of current developments in areas of responsibility</li><li>- exercises good judgment in seeking guidance</li><li>- produces work products that are clear and well-organized and within established deadline</li><li>- quickly takes steps to remedy situations as problems arise</li><li>- produces work products that are technically accurate, well researched, and peer-reviewed, when necessary</li></ul>
Fully Successful	

## Section 2 - Performance Commitments

These 3-5 Performance Commitments (Critical Elements) are established in consultation with the employee and must be derived from, and directly contribute to, the program priorities. Performance Commitments must include measurable results. Results can be measured using quality, quantity, timeliness, cost effectiveness or any other measure deemed appropriate. At the end of the performance rating cycle, each Performance Commitment established must be rated at the Outstanding, Exceeded, Fully Successful, or Unacceptable level.

For each Performance Commitment (critical element) that is established, a performance standard must be described at the Outstanding level and at the Fully Successful level of performance; as described below and linked to the Department of the Treasury Strategic Plan and/or Bureau organizational goals.

<b>Outstanding</b>	At this level, standards should describe critical actions, objectives, or measurable results that are of such significance that they contribute materially to the accomplishment of the organization's mission. The quality, quantity, and timeliness of the employees' work products leave little room for improvement.
<b>Fully Successful</b>	At this level, standards should describe performance that is solid and effective, and the work products that meet the requirements of the assignment. Performance at this level should demonstrate accurate, thorough, and timely completion of tasks, and adherence to all policies and procedural requirements.

<b>Critical Element 5:</b> Direct activities of the CIGFO to ensure effectiveness and comply with statutory requirements. (50%) Strategic Goal 2	<b>Weight:20</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> -Promote integrity & effectiveness of programs and operations
--	------------------	--

Outstanding	<p>Identifies and evaluates financial system policy oversight issues for consideration by CIGFO.</p> <p>--Provides accurate and timely recommendations to the IG 95% of the time.</p> <p>Working with CIGFO member staff, prepares final draft annual report for publication, and release.</p> <p>--Meet all statutory deadlines as well as deadlines set by the CIGFO members.</p> <p>As requested, provides assistance in the development of working group proposals and work products.</p> <p>--If requested, provides assistance with working group proposals and audits and meets all deadlines.</p> <p>Monitors daily FSOC and FSOC member agency regulatory activity, such as a rulemaking, staffing changes, study releases and public announcements and communicates FSOC activity, in a timely manner, to all CIGFO members.</p> <p>--Provides FSOC information to CIGFO chair for his consideration and dissemination within 2 hours of its release.</p> <p>As appropriate, engages with stakeholders (GAO, Congress, FSOC Secretariat and staff) on CIGFO related issues and coordinates projects to ensure issues are communicated in timely manner.</p> <p>--Meets Dodd-Frank Act requirement to release CIGFO audits to Capitol Hill within 12 hours of release of any CIGFO audits.</p> <p>--Asks GAO to meet with CIGFO annually.</p> <p>Ensures all CIGFO meetings are scheduled at least quarterly at time selected for maximum attendance by Council members; prepares and delivers all materials in a timely manner.</p>
-------------	---

--Provides all meeting materials to CIGFO chair five days before a meeting.

--Provides all meeting materials to CIGFO chair five days before a meeting.

--Provides Council members with meeting materials three days before a meeting.

---

Fully Successful Identifies and evaluates financial system policy oversight issues for consideration by CIGFO.

--Provides accurate and timely recommendations to the IG 75% of the time.

Working with CIGFO member staff, prepares final draft annual report for publication, and release.

--Meet all statutory deadlines as well as deadlines set by the CIGFO membership; CIGFO section requires minimal editing

As requested, provides assistance in the development of working group proposals and work products.

--If requested, provides assistance with working group proposals and audits and meets deadlines 75% of the time.

Monitors daily FSOC and FSOC member agency regulatory activity, such as a rulemaking, staffing changes, study releases and public announcements and communicates FSOC activity, in a timely manner, to all CIGFO members.

--Provides FSOC and FSOC member agency information to the CIGFO chair for his consideration and dissemination within 12 hours of its release.

As appropriate, engages with stakeholders (GAO, Congress, FSOC Secretariat and staff) on CIGFO related issues and coordinates projects to ensure issues are communicated in timely manner.

--Meets Dodd-Frank Act requirement to release CIGFO audits to Capitol Hill within 24 hours of release of any CIGFO audits.

--Asks GAO to meet with CIGFO biennially.

--Communicates with FSOC Secretariat staff within 12 hours of request.

Ensures all CIGFO meetings are scheduled at least quarterly at time selected for maximum attendance by Council members; prepares and delivers all materials in a timely manner.

--Provides all meeting materials to CIGFO chair three days before a meeting.

--Provides Council members with meeting materials one day before a meeting.

--	--	--	--	--

<b>Critical Element 6:</b> Provide Legislative and Communications updates to ensure staff has pertinent and timely information in support of the OIG mission (25%) Strategic Goal 3	<b>Weight:20</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Inform stakeholders of TOIG findings, recommendations, etc - Promote integrity & effectiveness of programs and operations
--	------------------	---

Outstanding

Tracks and informs staff daily of media coverage of financial and management issues of interest to Treasury Office of Inspector General.

-- Provides media information twice daily to senior staff.

Assists, where appropriate, with Congressional testimony and witness preparation.

--When directed by the IG or other senior staff provides meets all deadlines.

Monitors, tracks and analyzes complex financial, appropriations, and federal management legislation, and hearings.

--Provides senior staff and others as appropriate, with legislative information in real time.

--Updates daily the legislative tracking document, two days after Congressional Committee or floor vote or introduction of legislation.

--Asks the Office of Management to post updated documents on the SES intranet tab within 2 days.

--Updates tracking document daily. (Outstanding

Works with OIG offices in the development and editing of bi-monthly articles for the Inspector General and provide to the Office of Management for posting.

--Requests article materials in 2 weeks prior to the month it is due; responsibility for drafting the article is the sole responsibility of the office.

---

Fully Successful

Tracks and informs staff daily of media coverage of financial and management issues of interest to Treasury Office of Inspector General.

--Provides media information once daily to senior staff.

Assists, where appropriate, with Congressional testimony and witness preparation.

Monitors, tracks and analyzes complex financial, appropriations, and federal management legislation, and hearings.

--When directed by the IG or the senior staff to provide assistance meets deadlines 75% of the time.

Updates daily the legislative tracking document, two days after Congressional Committee or floor vote or introduction of legislation. Asks the Office of Management to post updated documents on the SES intranet tab within 2 days.

--Updates daily tracking document weekly.

Works with OIG offices in the development and editing of bi-monthly articles for the Inspector General and provide to the Office of Management for posting.



--Requests article materials 1 week prior to the month it is due; responsibility for the article drafting is the sole responsibility of the office.

--	--	--	--	--	--

<b>Critical Element 7:</b> Coordinates OIG EEO Program to ensure the OIG has the information it needs.	<b>Weight:10</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Promote integrity & effectiveness of programs and operations
---	------------------	---

Outstanding      Coordinates EEO communications and training and updates policies as appropriate ensuring all information is timely and training is available.

--Coordinates, where appropriate, annual diversity training by May 2016.

--Where appropriate, and when requested, update laws and rules on a monthly basis.

--When appropriate provide the IG with the annual State of the Agency briefing by EEOC deadline

Develop and update the Treasury Office of Inspector General Diversity and Inclusion plan, MD715 Report, Section 462 report, and disability plan ensuring accuracy within established deadlines.

--Ensure Treasury OCRD has 100% accurate Section 462 report data within 12 hours of request.

--Coordinate information related to the MD715 report statistics, including applicant review data, by September 15, 2016.

--When and if appropriate, distribute EEO advisor notices within 2 hours of receipt.

Fully Successful      Coordinates EEO communications and training and updates policies as appropriate ensuring all information is timely and training is available.

--Coordinates, where appropriate, annual diversity training by the end of the Fiscal Year.

--Where appropriate, updates laws and rules on a biannual basis.

--When appropriate, provide the IG with the annual State of the Agency briefing by the end of the Fiscal Year.

Develop and update the Treasury of Inspector General Diversity and Inclusion plan, MD715 Report, Section 462 report, and disability plan ensuring accuracy within established deadlines.

--Ensure Treasury OCRD has 100% accurate Section 462 report information, including applicant review data by September 15, 2016.

--Coordinate information related to the MD715 report statistics, by September 30, 2016.

--When and if appropriate, distribute EEO advisor notices within 12 hours of receipt.

--	--	--	--	--

<b>Critical Element 8:</b> Serve as liaison to the Council of Inspectors General on Integrity and Ethics and keep OIG senior staff informed on a regular basis.	<b>Weight:5</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Inform stakeholders of TOIG findings, recommendations, etc
--	-----------------	---

Outstanding      Coordinate OIG CIGIE awards submissions in a timely and effective manner.

--Notify senior staff within 2 hours of receipt of CIGIE awards notice.

--When requested, submit awards information by the CIGIE one day before the deadline.

Communicate CIGIE meeting notices, OIG position openings, and other announcements within 24 hours to OIG staff.

--Provide all CIGIE communications within 12 hours of receipt.

---

Fully Successful      Serve as liaison to the Council of Inspectors General on Integrity and Ethics and keep OIG senior staff informed on a regular basis. (3%)

Coordinate OIG CIGIE awards submissions in a timely and effective manner.

--Notify senior staff within one week of receipt of CIGIE awards notice.

When requested, submit awards information by the CIGIE meeting notices, OIG position openings, and other announcements within 24 hours to OIG staff.

--Provide all CIGIE communications within 24 hours of receipt.

--	--	--	--	--

<b>Critical Element 9:</b> Work on other special projects as assigned by the Inspector General.	<b>Weight:5</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Promote integrity & effectiveness of programs and operations
--	-----------------	---

Outstanding All projects completed within agreed upon deadlines and meeting quality assurance guidelines.

--Complete projects on time and with 100% accuracy.

Fully Successful All projects completed within agreed upon deadlines and meeting quality assurance guidelines.

--Complete projects on time and with 75% accuracy.

--	--	--	--	--

### Section 3 - Core Leadership Competency (For Supervisors Only)

#### Critical Element Leadership:

##### Outstanding

- motivates employees, stakeholders, and networks to support organizational objectives.
- proactively monitors expenditures in support of programs and policies and seeks creative budgeting solutions to achieve results balanced with Office of Inspector General needs
- resolves extremely complex, controversial, or difficult, long-standing organizational problems
- proactively manages resources effectively
- consistently produces extremely high quality work that exceeds goals and expectations.
- uses knowledge of current and emerging issues/developments in own field of expertise and applies this knowledge to make innovative, technically sound operational decisions.
- demonstrates a commitment to ensuring EEO and diversity by integrating EEO/diversity into the business/strategic plan of the office.
- recognizes and rewards individual performance.

##### Fully Successful

- plans, organizes, monitors, controls work, cost, and staffing needs to support an effective workforce.
- recruits, develops, and retains a diverse high quality workforce in an equitable manner
- uses effective communication skills to build teams, develop individual skills, and improve performance.
- makes careful use of and safeguards Office of Inspector General equipment, data, and resources.
- provides realistic budget submissions and ensures reports are accurate and timely.
- takes appropriate steps to ensure work environment is free from discrimination and harassment, including ensuring any subordinate managers have the necessary skills and training to manage a diverse workforce.
- demonstrates an understanding of and commitment to equal employment opportunity.
- supports the EEO and affirmative employment goals established by the bureau under
- sets effective workforce performance standards aligned with organizational goals and engages in rigorous and realistic performance management of subordinate employees in accordance with regulations and Treasury policy by the established deadlines.
- effectively uses ongoing feedback, coaching, and timely evaluations of performance to promote cooperation, knowledge/skill sharing, and goal accomplishment.
- monitors and evaluates programs and work practices to identify and address potential incidences of waste, fraud, abuse, material weaknesses, and management challenges.
- uses efficient and cost-effective approaches to integrate technology into the workplace.
- promotes an environment of information and knowledge sharing

☐ Outstanding   ☐ Exceeded   ☐ Fully Successful   ☐ Minimally Satisfactory   ☐ Unacceptable



**Part V. Progress Review (Comments Optional)**

Rating Official:

Employee:

**Part VI. Summary Rating Narrative**

A summary narrative statement describing the basis for the Employee's overall summary rating is required if that rating is either **Outstanding** or **Unacceptable**.

Rating Official:

[REDACTED]

[REDACTED]):

## Part VII. Summary Rating Calculation

Outstanding = 4 Points    Exceeded = 3 points    Fully Successful = 2 point

Minimally Satisfactory = 1 point    Unacceptable = 0 points

Core Competencies (40% of summary rating)		(Points x Weight = Total)		
	Rating	Points	Weight	Total
Element 1: Communication				
Element 2: Customer Service				
Element 3: Teamwork				
Element 4: Technical Competency				
Subtotal - Core Competencies				
Performance Commitments (60% of summary rating)		(Points x Weight = Total)		
Element 5				
Element 6				
Element 7				
Element 8				
Element 9				
Subtotal - Performance Commitments				
Overall Points				

**\*The weights assigned for these elements by the Rating Official must total 60 points.**

SUMMARY RATING				
Rating for <b>EMPLOYEE</b>		Rating for <b>SUPERVISOR</b>		
If Overall Points =	Then Summary Rating =	If Overall Points =	And Leadership Rating = (For Supervisors Only)	Then Summary Rating =
350 to 400	Outstanding	350 to 400	Outstanding or Exceeded	Outstanding
			Fully Successful	Exceeded
266 to 349	Exceeded	266 to 349	At Least Fully Successful	Exceeded
181 to 265	Fully Successful	181 to 265	At Least Fully Successful	Fully Successful
100 to 180	Minimally Successful	100 to 180	Minimally Successful	Minimally Successful
Unacceptable on any element	Unacceptable	Unacceptable on any element		Unacceptable

**NOTE:** A rating of 'Unacceptable' on any critical element results in unacceptable performance in the position. Consequently, unacceptable performance in any critical element shall be the basis for reassignment, reduction-in-grade, or removal from the Federal Service, regardless of performance on other components of the position.

**Susan G. Marshall**

875 15<sup>th</sup> Street, NW  
Washington, DC 20220  
(202) 927-9842

**September 2011 to Present**  
**Director, External Relations**  
**Office of Inspector General, Department of Treasury**

- Executive Director, Council of Inspectors General on Financial Oversight (CIGFO)
- Manage CIGFO working group audits on financial stability and publish CIGFO annual report
- Monitor fiscal and monetary policy developments and inform CIGFO members of activities
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Manage the Office of Inspector General legislative tracking system
- Manage the Office of Inspector General Equal Employment Opportunity Program

**March 2009 to July 2011**  
**Senior Advisor to Commissioner Dan Blair**  
**Postal Regulatory Commission**

- Responsible for advising Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions
- Responded to press inquiries on the Commissioner's behalf
- Developed and drafted procurement procedures handbook for the Commission ( 2009)

**September 2005 to January 2009**  
**Director, Congressional Relations**  
**Office of Personnel Management**

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies
- Managed Congressional Correspondence program and case work related to over 7,000 Member letters and Congressional calls for information
- Responsible for managing a staff of 14
- Developed and managed \$1 million records management contract –conversion of 500,000 legislative records to electronic format
- Member of the agency's Information Technology Review Board

**July 2003 to September 2005**

**Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement**

**General Services Administration**

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Developed and implemented the agency's Competitive Sourcing Program by facilitating agency-wide and individual business unit organizational studies
- Provided competitive sourcing policy training to GSA personnel
- Participated on Source Selection Boards
- Implemented a new A-76 infrastructure to facilitate contract, human resources and legal issues related to specific organizational studies
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million
- Managed a staff of five

**June 2001 to July 2003**

**Senior Policy Advisor to the Administrator**

**General Services Administration**

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)
- Provided program/policy analysis and provided recommendations on how to remedy program deficiencies
- Coordinated and assisted in the execution of strategic marketing, communications and legislative affairs strategies
- Participated in the agency's long-range planning activities, such as development of the agency's Strategic Plan, Performance Plan, and Accountability Report
- Implemented the agency's Performance Management Web-based tool
- Collected survey data on performance management and developed statistical analysis of the results

**December 1998 to June 2001**

**Professional Staff Member**

**Senate Committee on Governmental Affairs**

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement
- Coordinated confirmation process for nominees of the Office of Management and Budget, Federal Emergency Management Agency and the Census Bureau
- Responsible for briefings to Members and staff on technology, property, statistical policy and other issues

**July 1997 to December 1998**

**Vice President, Information Services Division  
Information Technology Association of America**

- Coordinated successful lobbying campaign to increase the number of temporary visas for high tech workers resulting in the enactment of the American Competitiveness and Workforce Improvement Act of 1998
- Managed outside lobbyists (Patton Boggs)
- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000
- Reported to association Board of Directors
- Responsible for monthly newsletter publication

**January to June 1997**

**Consultant, Year 2000 Program  
Federal Sources, Incorporated**

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies
- Presented oral briefings to clients on Federal activity and business opportunities
- Provided public relations and market consulting to various clients
- Worked with trade publications, mainstream print and other media organizations as a company spokesperson on Year 2000 activity
- Coordinated Congressional briefings

**1994 to 1996**

**Procurement Specialist  
Committee on Government Reform and Oversight**

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)
- Conducted oversight of Federal agency computer data field software conversion efforts to identify the Year 2000
- Primary liaison for industry and association support for procurement reform
- Briefed Committee Members and staff on procurement initiatives and related reforms



**1989 to 1994**

**Manager, Legislative Affairs: 1993 to 1994**

**Assistant Manager, Legislative Affairs 1992 to 1993**

**Legislative Assistant, Legislative Affairs 1989 to 1992**

**Aerospace Industries Association of America, Incorporated**

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues
- Wrote testimony and prepared industry witnesses for Congressional hearings
- Presented oral and written briefings on current legislative activity
- Responsible for monthly newsletter publications, monthly Executive Member legislative reports, and biannual Board of Governors presentations

**Education:**

B.A. Political Science May 1987 The Pennsylvania State University

Political Studies 1986 University of Exeter, Exeter England

**Awards:**

Barry R. Snyder award for significant contributions through a cooperative effort in support of the mission of the Council of Inspectors General on Integrity and Ethics.

**Clearance:**

Top Secret Inactive

## NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle) MARSHALL, SUSAN GAIL				2. Social Security Number [REDACTED]		3. Date of Birth [REDACTED]		4. Effective Date 11/27/16															
<b>FIRST ACTION</b>				<b>SECOND ACTION</b>																			
5-A. Code 840		5-B. Nature of Action INDIVIDUAL CASH AWARD RB				6-A. Code		6-B. Nature of Action															
5-C. Code		5-D. Legal Authority				6-C. Code		6-D. Legal Authority															
5-E. Code		5-F. Legal Authority				6-E. Code		6-F. Legal Authority															
7. FROM: Position Title and Number						15. TO: Position Title and Number DIRECTOR, EXTERNAL AFFAIRS 65832176 009084																	
8. Pay Plan		9. Occ. Code		10. Grade or Level		11. Step or Rate		12. Total Salary		13. Pay Basis		16. Pay Plan		17. Occ. Code		18. Grade or Level		19. Step or Rate		20. Total Salary/Award 4,068.00		21. Pay Basis	
12A. Basic Pay		12B. Locality Adj. .00		12C. Adj. Basic Pay		12D. Other Pay .00		20A. Basic Pay		20B. Locality Adj. .00		20C. Adj. Basic Pay		20D. Other Pay .00									
14. Name and Location of Position's Organization						22. Name and Location of Position's Organization TREASURY OFFICE OF THE INSPECTOR GENER  TR 95000000000000000000 PP 24 2016																	
<b>EMPLOYEE DATA</b>																							
23. Veterans Preference 1 1 - None 3 - 10-Point/Disability 5 - 10-Point/Other 2 - 5-Point 4 - 10-Point/Compensable 6 - 10-Point/Compensable/30%												24. Tenure I 0 - None 2 - Conditional 1 - Permanent 3 - Indefinite				25. Agency Use		26. Veterans Preference for RIF YES X NO					
27. FEGLI C0 BASIC												28. Annuitant Indicator 9 NOT APPLICABLE				29. Pay Rate Determinant 0 NOT APPLICABLE							
30. Retirement Plan K FERS AND FICA						31. Service Comp. Date (Leave) 11/02/97				32. Work Schedule F FULL TIME				33. Part-Time Hours Per Biweekly Pay Period									
<b>POSITION DATA</b>																							
34. Position Occupied 1 1 - Competitive Service 3 - SES General 2 - Excepted Service 4 - SES Career Reserved						35. FLSA Category E E - Exempt N - Nonexempt				36. Appropriation Code						37. Bargaining Unit Status 8888							
38. Duty Station Code 11-0010-001						39. Duty Station (City - County - State or Overseas Location) WASHINGTON DIST OF COLUMBIA DC																	
40. Agency Data		41.		42.		43.		44.															
45. Remarks																							
46. Employing Department or Agency DEPARTMENT OF THE TREASURY												50. Signature/Authentication and Title of Approving Official ELECTRONICALLY SIGNED BY: L. KAY DALTON HUMAN RESOURCES OFFICER											
47. Agency Code TR 95		48. Personnel Office ID 4041				49. Approval Date 11/29/16																	

## NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle) MARSHALL, SUSAN GAIL				2. Social Security Number [REDACTED]		3. Date of Birth [REDACTED]		4. Effective Date 08/07/16															
FIRST ACTION				SECOND ACTION																			
5-A. Code 841		5-B. Nature of Action GROUP AWARD-CH45				6-A. Code		6-B. Nature of Action															
5-C. Code		5-D. Legal Authority				6-C. Code		6-D. Legal Authority															
5-E. Code		5-F. Legal Authority				6-E. Code		6-F. Legal Authority															
7. FROM: Position Title and Number						15. TO: Position Title and Number DIRECTOR, EXTERNAL AFFAIRS 65832176 009084																	
8. Pay Plan		9. Occ. Code		10. Grade or Level		11. Step or Rate		12. Total Salary		13. Pay Basis		16. Pay Plan		17. Occ. Code		18. Grade or Level		19. Step or Rate		20. Total Salary/Award 1,000.00		21. Pay Basis	
12A. Basic Pay		12B. Locality Adj. .00		12C. Adj. Basic Pay		12D. Other Pay .00		20A. Basic Pay		20B. Locality Adj. .00		20C. Adj. Basic Pay		20D. Other Pay .00									
14. Name and Location of Position's Organization						22. Name and Location of Position's Organization TREASURY OFFICE OF THE INSPECTOR GENER  TR 950000000000000000 PP 16 2016																	
EMPLOYEE DATA																							
23. Veterans Preference 1 1 - None 3 - 10-Point/Disability 5 - 10-Point/Other 2 - 5-Point 4 - 10-Point/Compensable 6 - 10-Point/Compensable/30%						24. Tenure I 0 - None 2 - Conditional 1 - Permanent 3 - Indefinite						25. Agency Use		26. Veterans Preference for RIF YES X NO									
27. FEGLI C0 BASIC						28. Annuitant Indicator 9 NOT APPLICABLE						29. Pay Rate Determinant 0 NOT APPLICABLE											
30. Retirement Plan K FERS AND FICA				31. Service Comp. Date (Leave) 11/02/97		32. Work Schedule F FULL TIME				33. Part-Time Hours Per Biweekly Pay Period													
POSITION DATA																							
34. Position Occupied 1 1 - Competitive Service 3 - SES General 2 - Excepted Service 4 - SES Career Reserved						35. FLSA Category E E - Exempt N - Nonexempt						36. Appropriation Code						37. Bargaining Unit Status 8888					
38. Duty Station Code 11-0010-001						39. Duty Station (City - County - State or Overseas Location) WASHINGTON DIST OF COLUMBIA DC																	
40. Agency Data		41.		42.		43.		44.															
45. Remarks																							
46. Employing Department or Agency DEPARTMENT OF THE TREASURY												50. Signature/Authentication and Title of Approving Official ELECTRONICALLY SIGNED BY: L. KAY DALTON HUMAN RESOURCES OFFICER											
47. Agency Code TR 95		48. Personnel Office ID 4041		49. Approval Date 08/09/16																			

**From:** [REDACTED]  
**Sent:** Fri, 17 Mar 2017 16:18:17 +0000  
**To:** Marshall, Susan G.  
**Subject:** Re: OPM warns of scam targeting federal annuitants

Ha, that's a great story about Cactus Cantina...oh my! But at least you got dinner finally!! [REDACTED] has always said he would never get another dog after [REDACTED]...even though many have suggested we should. Haven't you ever heard him say he's a "one wife, one kid, one dog guy"? So he's adamant about it... Maybe time will change that, but who knows? Now, we're just missing her SO much. I'm not going to tell you not to bring anything because you never listen anyway (haha!) and what you bring is always SO yummy!!! Hehe!! So up to you!! I'll get back to you with a time... GO Badgers!! Go #9! Love you. EB

Sent from EB's iPhone

On Mar 17, 2017, at 11:42 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hey sweetie,

Count me in for dinner tomorrow night! The Blair's saved me this week. I thought a group of former OPM pals were meeting at the Cactus Cantina restaurant on Wisconsin on Wednesday for dinner and it turns out the dinner was scheduled for the previous day and it was cancelled due to the snow. I called Dan from the restaurant since he was one of the OPM staff that was supposed to be there and he and [REDACTED] came over to the Cantina and had dinner with me.

Just call me Homer Simpson "DUH" ..it was pretty funny!!

I am so sorry you are in such pain and I wish I could take it away for you. I know [REDACTED] wants you to be happy so I know you will feel better soon. I know it is too soon to discuss and no dog could replace [REDACTED] but I really do hope you and [REDACTED] consider adopting another dog, not just for you, but for the dog because you guys were so great to [REDACTED] that I know a new dog would appreciate and benefit from all of the love you have to give.

And those Badgers!! I hope they sink those Little Acorns tonight! I heart #9 and YOU!

Let me know if I should bring the decadent desserts from La Madeleine or anything else. I have some Glenlivet...should I bring it to celebrate St Patrick's Day (okay, it's from Scotland, not Ireland, but whatever, Scotland, Ireland, it's all British)?

Love U!

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** [REDACTED] [mailto:[REDACTED]]  
**Sent:** Friday, March 17, 2017 11:27 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Subject:** Re: OPM warns of scam targeting federal annuitants

We should have all you guys come visit us there...that would be fun! Let's make a plan when it gets warmer!! We have a GREAT agent if he/they get serious...or if just to show them "properties" to see what full-time living in the area looks like. We WERE thinking about going this weekend and we asked the Blairs and were going to ask you too to join us...but [REDACTED]'s game is on at 3:30PM this afternoon on BTN and [REDACTED] is at a meeting this morning and doesn't know if he'll make it in time to get THERE by the time the game starts -- and it's silly to rush...I don't have the strength anyway. And we wouldn't leave Saturday because it's not enough time for us to go for just one or two days. So we're not going... But I think since we're not going, the Blairs may come Saturday for dinner...will you come too?? I told [REDACTED] I don't think it's a good idea for us to be "alone" this weekend. I am really not doing so well...I cry all the time and I am SO lonely without [REDACTED] here with me. As much as I LOVED that sweet dog, I didn't really realize how much of my everyday life revolved around her -- especially in the last year or so. She was my CONSTANT companion -- and I was never here when she was not. I miss her SO much... "Crazy" [REDACTED] yesterday said "it's gonna take time before you can just love your memories without them hurting so much" -- I want to LOVE my memories and stop feeling so sad. Anyway, I was just going to write Michele and Dan and see if they want to come over on Saturday evening (they are available, I believe...) so will you come too?? I think IF the Badgers win today, they play again tomorrow evening so maybe (HOPEFULLY!!) it could be HOCKEY time...!! Let us know!! xoxo EB

Sent from EB's iPhone

On Mar 17, 2017, at 10:29 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

How are you doing today? Are you going to the cabin? I forgot to tell you that [REDACTED]'s girlfriend is looking for a vacation home so I told her about Bryce. She is very flighty so I don't even know what her response was to the information, but now [REDACTED] is telling me he wants me to take him on a day trip there so he can see it. I told him once it warms up we'll go down there and look around. Once he saw the pictures of it he fell in love with it and now he keeps telling me he wants to live there! HA!

He loves the woods! We were always surrounded by nature in PA so I know he misses it. I do too!

Hope you guys are doing well!!

Love you!

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** [REDACTED] [mailto:[REDACTED]]  
**Sent:** Friday, March 17, 2017 10:18 AM



**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>; [REDACTED]  
**Subject:** RE: OPM warns of scam targeting federal annuitants

I think I'll just stop reading my email at all... That might help solve the problem!! EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Friday, March 17, 2017 10:01 AM  
**To:** 'Dan G' <[REDACTED]> <[REDACTED]>  
**Subject:** RE: OPM warns of scam targeting federal annuitants

With a dot. com address? This is crazy!

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Dan G [mailto:[REDACTED]]  
**Sent:** Friday, March 17, 2017 9:41 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Subject:** Re: OPM warns of scam targeting federal annuitants

That's interesting. I got an email from a [Govdelivery.com](http://Govdelivery.com) address about my TSP account. I thought it was a scam but Kim Weaver said no!

Sent from my iPhone

On Mar 17, 2017, at 9:39 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

### **More good news for OPM**

**OPM warns of scam targeting federal annuitants**  
By Jason Miller | @jmillerWFED

The Office of Personnel Management is warning federal employees and retirees about a scam targeting annuitants.

"The scammer threatens to end the annuitant's retirement, threatens that a 'magistrate' will criminally prosecute, and demands an immediate payment. This is a government imposter scam — Do not send money," wrote OPM's Ken Zawodny, the associate director of Retirement Services, in a blog post. "Any communication of this type is NOT from an OPM official. OPM will not make such calls."

Zawodny said the scammers may use real names and titles, and likely will know a lot about their targets, including personal information.

"The scammers may alter the caller ID to make it look like OPM is calling. Scammers may also attempt to use email to 'phish' for more information," he wrote. "Finally, these imposters may leave an 'urgent' callback request. Don't fall for it."

OPM details five signs of a scam, including demanding payment immediately and requesting credit or debit card information over the phone or by email.

OPM recommended that if an annuitant gets a call, it should hang-up the phone and report the attempt to the agency's inspector general office.

Scams targeting federal employees and retirees aren't new. The IRS, the U.S. Citizenship and Immigration Service, the General Services Administration and many others have had to deal with imposters.

The Federal Trade Commission dedicated a web page to recognizing and avoiding being victimized by a government imposter scam.

"Federal government agencies and federal employees don't ask people to send money for prizes or unpaid loans. Nor are they permitted to ask you to wire money or add money to a prepaid debit card to pay for anything," the FTC stated.

This is the second time in as many years that OPM is dealing with a scam. After the 2015 massive data breach, the Homeland Security Department issued a warning to federal employees and retirees that DHS was aware of "suspicious domain names that may be used in phishing campaigns masquerading as official communication" from OPM or their identity protection firm.

The IRS faces the biggest threat from scammers, and have been working with the Justice and Homeland Security departments to combat the attempts at fraud. For the 2017 filing season, the IRS added new authentication and information sharing capabilities to make it harder to file a fake tax return.

But the opportunity for scammers to go after all federal employees, contractors and retirees has increased over the last decade.

In 2014, GSA told vendors on its schedules program that for two years scammers had been using spear phishing attacks that cost contractors more than \$1.5 million.

In 2012, the Defense Finance and Accounting Service said e-mail scammers were targeting military service members, retirees and Defense Department civilian personnel who were receiving disability compensation from Veterans Affairs, and telling them they may be able to obtain more money from the Internal Revenue Service.

And most recently, the Army put out a request for information asking for a vendor to help find, monitor and remove imposter social media accounts.

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***



**From:** Marshall, Susan G.  
**Sent:** Wed, 28 Jun 2017 15:28:19 +0000  
**To:** Gail.Demers@treasury.gov  
**Subject:** FYI  
**Attachments:** smarshallresume2017.doc

Hi Gail,

I asked management to review the latest LAP (attached here) and to let me know if I can submit it to you formally. It probably needs to be updated but I don't know how or who is going to handle that from now on.

Thanks for the call yesterday...it is very much appreciated!! Just as an fyi...here is my resume.

Again, thanks and take care.

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

**Susan G. Marshall**

875 15<sup>th</sup> Street, NW  
Washington, DC 20220  
(202) 927-9842

**September 2011 to Present**  
**Director, External Relations**  
**Office of Inspector General, Department of Treasury**

- Executive Director, Council of Inspectors General on Financial Oversight (CIGFO)
- Manage CIGFO working group audits on financial stability and publish CIGFO annual report
- Monitor fiscal and monetary policy developments and inform CIGFO members of activities
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Manage the Office of Inspector General legislative tracking system
- Manage the Office of Inspector General Equal Employment Opportunity Program

**March 2009 to July 2011**  
**Senior Advisor to Commissioner Dan Blair**  
**Postal Regulatory Commission**

- Responsible for advising Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions
- Responded to press inquiries on the Commissioner's behalf
- Developed and drafted procurement procedures handbook for the Commission ( 2009)

**September 2005 to January 2009**  
**Director, Congressional Relations**  
**Office of Personnel Management**

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies
- Managed Congressional Correspondence program and case work related to over 7,000 Member letters and Congressional calls for information
- Responsible for managing a staff of 14
- Developed and managed \$1 million records management contract –conversion of 500,000 legislative records to electronic format
- Member of the agency's Information Technology Review Board



**July 2003 to September 2005**

**Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement**

**General Services Administration**

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Developed and implemented the agency's Competitive Sourcing Program by facilitating agency-wide and individual business unit organizational studies
- Provided competitive sourcing policy training to GSA personnel
- Participated on Source Selection Boards
- Implemented a new A-76 infrastructure to facilitate contract, human resources and legal issues related to specific organizational studies
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million
- Managed a staff of five

**June 2001 to July 2003**

**Senior Policy Advisor to the Administrator**

**General Services Administration**

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)
- Provided program/policy analysis and provided recommendations on how to remedy program deficiencies
- Coordinated and assisted in the execution of strategic marketing, communications and legislative affairs strategies
- Participated in the agency's long-range planning activities, such as development of the agency's Strategic Plan, Performance Plan, and Accountability Report
- Implemented the agency's Performance Management Web-based tool
- Collected survey data on performance management and developed statistical analysis of the results

**December 1998 to June 2001**

**Professional Staff Member**

**Senate Committee on Governmental Affairs**

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement
- Coordinated confirmation process for nominees of the Office of Management and Budget, Federal Emergency Management Agency and the Census Bureau
- Responsible for briefings to Members and staff on technology, property, statistical policy and other issues

**July 1997 to December 1998**

**Vice President, Information Services Division  
Information Technology Association of America**

- Coordinated successful lobbying campaign to increase the number of temporary visas for high tech workers resulting in the enactment of the American Competitiveness and Workforce Improvement Act of 1998
- Managed outside lobbyists (Patton Boggs)
- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000
- Reported to association Board of Directors
- Responsible for monthly newsletter publication

**January to June 1997**

**Consultant, Year 2000 Program  
Federal Sources, Incorporated**

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies
- Presented oral briefings to clients on Federal activity and business opportunities
- Provided public relations and market consulting to various clients
- Worked with trade publications, mainstream print and other media organizations as a company spokesperson on Year 2000 activity
- Coordinated Congressional briefings

**1994 to 1996**

**Procurement Specialist  
Committee on Government Reform and Oversight**

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)
- Conducted oversight of Federal agency computer data field software conversion efforts to identify the Year 2000
- Primary liaison for industry and association support for procurement reform
- Briefed Committee Members and staff on procurement initiatives and related reforms

**1989 to 1994**

**Manager, Legislative Affairs: 1993 to 1994**

**Assistant Manager, Legislative Affairs 1992 to 1993**

**Legislative Assistant, Legislative Affairs 1989 to 1992**

**Aerospace Industries Association of America, Incorporated**

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues
- Wrote testimony and prepared industry witnesses for Congressional hearings
- Presented oral and written briefings on current legislative activity
- Responsible for monthly newsletter publications, monthly Executive Member legislative reports, and biannual Board of Governors presentations

**Education:**

B.A. Political Science May 1987 The Pennsylvania State University

Political Studies 1986 University of Exeter, Exeter England

**Awards:**

Barry R. Snyder award for significant contributions through a cooperative effort in support of the mission of the Council of Inspectors General on Integrity and Ethics.

**Clearance:**

Top Secret (Inactive)

**From:** Marshall, Susan G.  
**Sent:** Fri, 19 May 2017 18:31:33 +0000  
**To:** Harker, Deborah L.  
**Subject:** track changes in the drafts  
**Attachments:** CIGIE Award Nomination-DATA Act 2017 - Alexander Hamilton-Audit Award for Excellence 5-15-17.docx, CIGIE Award Nomination - Iran Payments.docx, 19th\_Annual\_Awards\_2016\_Web(1).pdf

Hi Debbie,

Just a couple of questions. First, the drafts you sent me include track changes. Do you want me to accept all of the changes? If so, the Alexander Hamilton award draft includes a change to the title of the audit (the word under is not capitalized) in one paragraph but not in another. Do you want me to change it so the title is named consistently.

Also, according to the CIGIE rules, the Alexander Hamilton Award nominees from the other agencies need to be notified about the submission... "Additionally, for those submitting a nomination containing a nominee from another OIG, please notify the nominee's OIG office of your inclusion of this nominee in the award nomination that your office is submitting" ...last year the FAEC DATA Act Working Group won the CIGIE Barry Snyder award (see attached program) but some people at EPA didn't know about it so the email below was sent to Rich who forwarded it to me...

---

Hello Rich,

Thank you for taking the time to speak with me yesterday afternoon. As requested, I am sending you additional information regarding an issue that involves three of our employees not receiving a 2016 CIGIE Award plaque for their work with the Federal Audit Executive Council's DATA Act Work Group 2016.

The employees who did not receive a plaque are Margaret (Meg) Hiatt and Jennifer Hutkoff. Their names appear on page 12 in the 2016 CIGIE Awards Ceremony program booklet. Another employee, Kevin Ross, was inadvertently left off the listing in the program booklet. He too should be on the list to receive an award.

I reached out to Tracy Brown and Mark Jones, who let me know that the 2016 Awards Ceremony booklet was updated online and will reflect our people receiving awards ([https://www.ignet.gov/sites/default/files/files/19th\\_Annual\\_Awards\\_2016\\_Web\(1\).pdf](https://www.ignet.gov/sites/default/files/files/19th_Annual_Awards_2016_Web(1).pdf)). A quick search of the booklet shows that Margaret Hiatt and Jennifer Hutkoff were named as part of the team receiving the Barry R. Snyder Award - Federal Audit Executive Council DATA Act Working Group 2016. However, CIGIE records and the program booklet do not reflect Kevin Ross as part of the team. None of our employees knew about receiving the award. They discovered they received the award after conducting a Data Act search on the internet. They have yet to receive any certificate or other item to mark the achievement. I am attempting to remedy this situation, and I am asking you to please confirm the following:

1) Whether Treasury did or did not submit Kevin's name as a member of the DATA Act Working Group 2016. As soon as you confirm this information, I will order the appropriate plaques to be presented to these deserving employees.

2) The type of award on the vendor's ordering form. Right now the form does not indicate a Barry R. Snyder Award or the cost.

If you have any questions regarding this request, please do not hesitate to call me at (202) 566-0661 or email me at [ware.rochelle@epa.gov](mailto:ware.rochelle@epa.gov).

Thank you for your cooperation.

Sincerely,

*Susan Marshall*

*Director, External Relations*

*Office of Inspector General, Department of Treasury*

*(202) 927-9842*

---

**From:** Harker, Deborah L.

**Sent:** Friday, May 19, 2017 1:25 PM

**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>

**Subject:** Office of Audit CIGIE Award Nominations

Susan,

Here are 3 nominations. There is one nomination (the DATA Act) that needs to be entered twice as we are applying under two different award categories. Thanks

Debbie Harker CPA, MBA

Assistant Inspector General for Audit

U.S. Department of the Treasury

Office of Inspector General

875 15th Street, N.W.

Washington, D.C. 20005

Office: (202) 927-██████

Mobile: (202) ██████

[harkerd@oig.treas.gov](mailto:harkerd@oig.treas.gov)



## **Nomination for FY 2017 CIGIE Award**

**Nominating Entity:** Department of the Treasury Office of Inspector General

**Award:** Alexander Hamilton Award  
Audit Award for Excellence

**Contact:** Eric Thorson, Inspector General, 202-622-1090

**Panel Member:** Deborah Harker, Assistant Inspector General for  
Audit

**Nominees:** **FAEC DATA Act Working Group - DATA Act Readiness/Required  
Review Guide Major Contributors**

Herb Addy, Treasury OIG  
Keyawnia Alford, DOD OIG (formerly)  
Erica Baez, DOD OIG  
Bobbie Jean Bartz, Justice OIG  
Pauletta Battle, Treasury OIG  
Crystal Brandon, DOD OIG (formerly)  
Joseph Cummings, HHS OIG  
Kenneth Dion, Treasury OIG  
Myung Han, Treasury OIG  
Deborah Harker, Treasury OIG  
Tabitha Hart, Justice OIG  
Chiquita Johnson, DOD OIG  
Tracy Katz, Labor OIG  
James Lisle, Treasury OIG (formerly)  
Thomas Moschetto, NSF OIG  
Kurtashia Murray, DOD OIG  
Lusk Penn, DOD OIG (formerly)  
Shellie Purnell-Brown, FEC OIG  
Meghan Scott, DOD OIG  
Barbara Silber, Justice OIG  
Edward Slevin, Education OIG  
Andrea Smith, Treasury OIG

John Tomasetti, Treasury OIG

**Group Name:** FAEC DATA Act Working Group

**Citation:** In Recognition of Excellence in Leading the Inspector General  
Community's Response to the DATA Act through March 31, 2017

The Digital Accountability and Transparency Act of 2014 (DATA Act), signed into law in May 2014, is intended to increase and improve the public availability of information

about Federal spending by ensuring that the Federal Government provides consistent, reliable, and useful online data about how it spends taxpayer dollars. The DATA Act imposes certain requirements on the Secretary of the Treasury, the Office of Management and Budget (OMB) Director, the Inspectors General (IG) of each federal agency, and the Comptroller General of the United States.

Under the leadership of the CIGIE Audit Committee and the Federal Audit Executive Council (FAEC), a multi-agency IG community Working Group was formed. The Working Group was tasked, in part, to develop a standard methodology for agency IGs to use as guidance in executing oversight work required by the DATA Act. As of March 31, 2017, the working group consists of over 160 members representing 38 Offices of Inspector General (OIG).

To address the tasks at hand, the Working Group organized into three Sub-groups; Governance, Technical, and Common Methodology. The Common Methodology and Technical Approach Sub-groups engaged Treasury and OMB officials responsible for the implementation of the DATA Act to gain the knowledge and information needed to develop common audit methodologies, established a consultative protocol with the Government Accountability Office (GAO), and provided periodic briefings to keep the CIGIE Audit Committee informed as developments occurred. Early on, the Working Group addressed an IG reporting anomaly written into the Act that would have significantly impacted the IGs ability to report in compliance with the law.

Once the reporting anomaly was resolved and recognizing the importance of readiness reviews to the overall DATA Act oversight strategy, the Working Group developed a common methodology for readiness reviews that was published in the *DATA Act Readiness Review Guide*, in December 2015, to provide guidance to IGs and consistency in reporting results. In June 2016, the *DATA Act Readiness Review Guide* was updated to include guidance on Federal Shared Service Providers and additional review procedures necessary to provide oversight of agencies full implementation efforts. In addition, members of the Common Methodology and Technical Approach Sub-groups conducted a DATA Act Readiness Review Workshop in July 2016 for which over 200 participants earned relevant Continuing Professional Education credits (CPE). The *DATA Act Readiness Review Guide* and the workshop were instrumental in assisting OIGs in performing readiness reviews. As of March 31, 2017, 48 readiness reviews were initiated using the methodology in the *DATA Act Readiness Review Guide* and 45 reports have been issued to date.

In spring 2016, the Working Group turned its attention to developing a common methodology for the IG oversight work mandated by the DATA Act and issued the *Inspectors General Guide to Compliance Under the DATA Act*. This guidance presents a set of guidelines and reporting approach for the IG community to use in assessing the completeness, timeliness, quality, accuracy, and use of data standards in the spending data submitted by their Federal agency, as required by the DATA Act. The Working Group sought input from Treasury, OMB, GAO, Federal agencies, and technical experts across the IG community. In March 2017, members of the Common

Methodology and Technical Approach Sub-groups conducted a DATA Act Required Review Workshop (for the mandated reviews required under the act) for which over 250 participants earned relevant CPEs.

Concurrent with these accomplishments, the Working Group took the lead in educating the IG and government financial communities on the DATA Act oversight process. Members of the FAEC DATA Act Working Group, made several presentations to organizations such as the CIGIE, Department of the Treasury, Chief Financial Officer's Council, Interagency Fraud and Risk Data Mining Group, Fraud Risk Management Conference for Government, Association of Government Accountants, American Institute of Certified Public Accountants, and the Data Coalition to promote awareness of the IG community's role in DATA Act oversight and emphasize the importance of an agency's internal controls to effective DATA Act reporting.

The FAEC Data Act Working Group is deserving of the Alexander Hamilton Award for Excellence because its work has been and continues to be instrumental in ensuring that Federal agencies are prepared to increase and improve the public availability of information about Federal spending by ensuring that the Federal Government provides consistent, reliable, and useful online data about how it spends taxpayer dollars. This has been accomplished through the Working Groups commitment to gather, review, consolidate and publish the *DATA Act Readiness Review Guide* and the *Inspectors General Guide to Compliance Under the DATA Act*, so that IGs and other agencies have knowledge of ways to improve the integrity, efficiency, and effectiveness of executive branch agencies. The impact of these documents and the outreach performed by the Working Group is vast, considering its community includes 73 OIGs.

Implementing the DATA Act is an extremely complex undertaking involving a Government-wide overhaul of the existing reporting systems, implementation of new data standards and data-handling methodologies, and significant interagency coordination and cooperation. Given the broad Government-wide implications and critical guidelines the Working Group has published, the IG community is well positioned to execute its responsibilities under the DATA Act.

**Nomination for FY 2017 CIGIE Award**

**Nominating Entity:** Department of the Treasury Office of Inspector General

**Award:**  
**Audit Award for Excellence**

**Contact:** Eric Thorson, Inspector General, 202-622-1090

**Panel Member:** Deborah Harker, Assistant Inspector General for Audit

**Nominees:** Richard Delmar  
Jeanne DiFruscia  
Kenneth Dion  
Jeffery Dye  
Shaneasha Edwards  
Deborah Harker  
Andrea Smith  
Gregory Sullivan

**Group Name:** Treasury Office of Inspector General Iran Payment Audit Team

**Citation:** In Recognition of Excellence in Performing a Review of the U.S.  
Government's \$1.3 billion Payment to Iran from the Judgment  
Fund in November 2016

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] info. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]





*Council of the*  
**INSPECTORS GENERAL**  
*on INTEGRITY and EFFICIENCY*



# 19th Annual Awards Ceremony

October 20th 2016



# 19th Annual Awards Ceremony

October 20th 2016

Ronald Reagan Building Amphitheater  
1300 Pennsylvania Avenue, NW  
Washington, DC 20004

# **CIGIE AWARDS – 2016**

## **ORDER OF EVENTS**

### **Presentation of Colors and National Anthem**

#### **Welcoming Remarks**

ELIZABETH DEAN  
CIGIE Awards Program Co-Chair  
Inspector General, Farm Credit Administration

#### **Keynote Address**

THE HONORABLE TOM A. COBURN, M.D.  
Former U.S. Senator, Oklahoma

### **Special Category Awards Presentation**

ANDREW MAYOCK  
Acting CIGIE Executive Chair  
Acting Deputy Director for Management, Office of Management and Budget

Alexander Hamilton Award  
Gaston L. Gianni, Jr. Better Government Award  
Glenn/Roth Exemplary Service Award  
Sentner Award for Dedication and Courage  
June Gibbs Brown Career Achievement Award  
Award for Individual Accomplishment  
Barry R. Snyder Joint Award

#### **CIGIE Awards Presentation**

THE HONORABLE MICHAEL E. HOROWITZ  
CIGIE Chair, Inspector General, U.S. Department of Justice  
ALLISON LERNER  
CIGIE Vice Chair, Inspector General, National Science Foundation

#### **Closing Remarks**

THE HONORABLE DAVID MONTOYA  
CIGIE Awards Program Co-Chair  
Inspector General, U.S. Department of Housing and Urban Development



**Tom A. Coburn, M.D.** was raised in Muskogee, Oklahoma and graduated from Oklahoma State University with an accounting degree. He married former Ms. Oklahoma Carolyn in 1968, and they now have three children and seven grandchildren.

From 1970-78, Dr. Coburn was the manufacturing manager at the Ophthalmic Division of Coburn Optical Industries in Colonial Heights, Virginia, growing the division from 13 employees to more than 350 and capturing 35% of the U.S. market. After the family business was sold, Coburn returned to school to become a physician, attending the University of Oklahoma's Medical School and graduating with his M.D. Dr. Coburn returned to Muskogee in 1983 to practice family medicine, allergy, and obstetrics. Dr. Coburn has personally delivered more than 4,000 babies.

From 1995-2001 Dr. Coburn represented Oklahoma's 2nd Congressional District in the U.S. House of Representatives, and was the first Republican to hold that seat for consecutive terms. Described by newspapers as a budget hawk, Coburn made balancing the budget a top priority. He played a central role in Medicare and health care debates. After a short time in the House, Dr. Coburn kept his word to serve no more than six years and returned full time to his medical practice in Muskogee.

Dr. Coburn served as the junior U.S. Senator of Oklahoma from 2005-2014 leading the fight to reduce wasteful Washington spending, increase accountability and transparency for all taxpayers, restore Constitutional government, and make health care more affordable and accessible for all Americans. In addition, Dr. Coburn has fought for the sanctity of life and private property rights. With Oklahoman independence, Dr. Coburn has successfully challenged the broken culture of Washington; offering more amendments than any other senator to end waste and protect liberties. As a citizen legislator, Dr. Coburn pledged to serve no more than two terms in the Senate.



MICHAEL E. HOROWITZ  
*Chair*



ALLISON LERNER  
*Vice Chair*

## MESSAGE FROM THE CHAIR AND THE VICE CHAIR

Welcome to the annual awards ceremony of the Council of the Inspectors General on Integrity and Efficiency. Today we honor members of our community who performed extraordinary work during the past year that improved the performance of the organizations they oversee, and made our country stronger.

The approximately 14,000 staff at our 73 Inspector General (IG) offices perform, each year, thousands of audits, investigations, inspections, evaluations, and reviews which help ensure accountability and efficiency in government operations and save taxpayers billions of dollars. It is a humbling challenge for the CIGIE award committees to determine from such a diverse, outstanding body of work which nominations are most deserving of receiving recognition. As you can see from reviewing the program booklet, this year's recipients have distinguished themselves by performing truly challenging and innovative oversight efforts that have had a substantial and important impact. Congratulations to each of you for your remarkable achievements, as well as for being outstanding representatives of the entire IG community and for demonstrating through your commitment to public service, professionalism, and an exceptional quality of work what a strong and dedicated staff we have in the IG community.

We are extremely proud to be able to join with the IG community today in recognizing your accomplishments. The challenges that we often face in conducting effective oversight are many, and the results are not always welcomed, but through your efforts the American people are better served by the organizations you oversee. Thank you for your immeasurable contributions and congratulations again on your well-deserved awards.

A handwritten signature in black ink, appearing to read "Michael E. Horowitz".

A handwritten signature in black ink, appearing to read "Allison C. Lerner".





# 19th Annual Awards Ceremony

October 20th 2016

## In Remembrance

## LIVES LOST IN THE LINE OF DUTY

*We would also like to recognize all OIG employees who have lost their lives while performing their official duties. We salute their service to the IG community and honor their sacrifice.*

### Agency for International Development

Oscar C. Holder

*Foreign Service Officer, Program Inspector*

Sidney B. Jacques

*Foreign Service Officer, Program Inspector*

*A 1962 plane crash of a Royal Nepal airlines plane in the Himalayas resulted in the deaths of Mr. Holder and Mr. Jacques.*

Charles Hega

*Auditor*

William Stanford

*Auditor*

*In 1984, a terrorist shot and killed Mr. Hega and Mr. Stanford during a Pakistan International Airline plane hijacking in Tebran, Iran.*

Robert Hebb

*Auditor*

Rolando Barahona

*Auditor*

*A Honduran airliner crashed on approach to the airport in Tegucigalpa, Honduras, resulting in the deaths of Mr. Hebb and Mr. Barahona in 1989.*

### Department of Housing and Urban Development

Paul Broxterman

*Special Agent*

*A victim of the Oklahoma City Bombing, Special Agent Paul Broxterman was the first HUD OIG agent killed in the line of duty. He was in his office at the Alfred Murrah Federal Building, which was destroyed on April 19, 1995.*

Abdon Cabello

*Special Agent*

*Abdon Cabello, a criminal investigator, collapsed and died suddenly on Monday, April 5, 1999, during physical training at the Basic Criminal Investigator Program at the Federal Law Enforcement Training Center (FLETC) in Glynnco, Georgia. He was 37 years old.*

Department of Justice

William "Buddy" Sentner, III  
*Special Agent*

*In June 2006, Special Agent Sentner was shot and killed while executing arrest warrants on six Bureau of Prisons correctional officers at the Federal Correctional Institution in Tallahassee, Florida.*

U.S. Postal Service

Greg R. Boss  
*Special Agent*

*On November 8, 2005, Special Agent Greg Boss was killed by an aggressive driver in a vehicle accident while on-duty in Colorado.*

Special Inspector General for Iraq Reconstruction

Paul Converse  
*Auditor*

*On March 23, 2008, the International Zone in Baghdad was hit by indirect fire. During one of the attacks, Paul Converse was seriously wounded. He died from his injuries on March 24, 2008.*

U.S. Department of State

Alan V. Gowing  
*Deputy Assistant Inspector General, Office of Security and Intelligence Oversight*

*On December 11, 1997, Mr. Gowing died while leading a security oversight inspection of the U.S. embassy in Baku, Azerbaijan.*





## **19th Annual Awards Ceremony**

October 20th 2016

## **Special Category Awards**



## ALEXANDER HAMILTON AWARD

U.S. Department of Homeland Security  
Office of Audits, TSA Covert Testing Team

Duane Albert  
*Program Analyst*

Patricia A. Benson  
*Independent Referencer*

Douglas Bozeman  
*Program Analyst*

Kevin Dolloson  
*Communications Analyst*

Apostolos Exarchos  
*Program Analyst*

Elizabeth Finn  
*Program Analyst*

Karen J. Gardner  
*Auditor-in-Charge*

Shelley Howes  
*Audit Manager*

Richard T. Johnson  
*Director*

Gloria Medina-Ortiz  
*Auditor*

*In recognition of the DHS OIG audit team's exemplary service and commendable achievement on covert testing of Transportation Security Administration's Passenger Screening Technologies and Processes at Airport Security Checkpoints*

## GASTON L. GIANNI, JR. BETTER GOVERNMENT AWARD

U.S. Department of Agriculture  
USDA Rancho Investigation

Jose D. Barragan  
*Special Agent*

Edgar Jaimez  
*Investigator, FSIS, OIEA, CID*

Ryan Rogers  
*Investigator, FSIS, OIEA, CID*

Hartley M.K. West  
*Assistant U.S. Attorney, U.S. Attorney's Office,  
Northern District of California*

*In recognition of the efforts to prosecute individuals who disregarded food safety standards and misled the public about the company's food safety practices that resulted in the recall of 8.7 million pounds of potentially contaminated beef*

## GLENN/ROTH AWARD FOR EXEMPLARY SERVICE

U.S. Department of Defense  
Lead Inspector General for Overseas Contingency Operations Team

*Department of Defense Office of Inspector General*

Joe A. Baker  
*Assistant Deputy Inspector General,  
Office of Special Plans and Operations*

Ronald Baldinger  
*Program Analyst, Office of Special Plans and Operations*

Karen Bell  
*Strategic Oversight Planning Director, Office  
of Overseas Contingency Operations*

Rachel Berryman  
*Program Analyst, Office of Overseas Contingency Operations*

Scott Boehm  
*Senior Technical Advisor, Office of Intelligence  
and Special Program Assessments*

Leslee A.L. Bollea  
*Strategic Communications Director, Office of  
Overseas Contingency Operations*

Jeremy S. Brown  
*Liaison to the Department of State, Office of  
Overseas Contingency Operations*

Tammy Brown  
*Supervisory Human Resources Specialist, Mission Support Team*

Michael S. Child  
*Deputy Inspector General for Overseas Contingency Operations*

Bryan Clark  
*Program Manager, Office of Auditing*

Derwin L. Cooper  
*Security Specialist, Mission Support Team*

Richard J. Demler  
*Senior Program Analyst, Office of Overseas Contingency Operations*

Robert Dix  
*Human Resources Specialist, Mission Support Team*

Holly Dye  
*Program Analyst, Office of Overseas Contingency Operations*

Frederick J. Fair  
*Program Analyst, Office of Overseas Contingency Operations*

Andrew L. Fechhelm  
*Associate General Counsel*

J. David Gallalee  
*Operational Research Analyst,  
Office of Overseas Contingency Operations*

Patricia J. Goodin  
*Senior Country Representative for Operation Freedom's  
Sentinel, Office of Overseas Contingency Operations*

Joseph F. Graziano  
*Congressional Liaison for Lead Inspector General,  
Office of Overseas Contingency Operations*

Christopher Griffith  
*Senior Program Analyst, Office of Overseas Contingency Operations*

Shayla Hassan  
*Program Analyst, Office of Overseas Contingency Operations*

Deborah L. Horan  
*Senior Writer-Editor, Office of Overseas Contingency Operations*

Donald M. Horstman  
*Operational Research Analyst,  
Office of Overseas Contingency Operations*

James Howell  
*Chief Evaluator, Office of Policy and Oversight*

CAPT Kristin E. Jacobsen  
*USN, Military Advisor to Deputy Inspector General  
for Overseas Contingency Operations*

Michael J. Kamin  
*Senior Program Analyst and Senior Country Representative for  
Operation Inherent Resolve, Office of Overseas Contingency Operations*

Darryl S. Kinard  
*Program Analyst, Office of Overseas Contingency Operations*

David A. King  
*Theater Advisor for Lead Inspector General Programs,  
Office of Overseas Contingency Operations*

Parker Laite, III  
*Program Analyst, Office of Overseas Contingency Operations*

Richard J. Latham  
*Program Manager for Lead Inspector General, Office of Investigations*

Jacqueline F. Linville  
*Deployment Support Manager, Mission Support Team*

Timothy McCaig  
*Director for Overseas Contingency Operations Intelligence  
Evaluations, Office of Intelligence and Special Program Assessments*

Timothy C. McQuay  
*Managing Editor, Office of Overseas Contingency Operations*

Stanley Meyer  
*Assistant Deputy Inspector General,  
Office of Special Plans and Operations*

Kristopher F. Miltner  
*Chief of Staff, Office of Overseas Contingency Operations*

Haider A. H. Mullick  
*Senior Program Analyst, Office of Overseas Contingency Operations*

Stanley Newell  
*Deputy Assistant Inspector General, Office of Investigations*

Janice E. Nisbet  
*Staffing and Operations Director, Office of  
Overseas Contingency Operations*

Kevin T. O'Connor  
*Program Director for Contingency Operations  
Division, Office of Auditing*

Richard Okiishi  
*Special Assistant to the Deputy Inspector General  
for Overseas Contingency Operations*

Shane J. Parker  
*Senior Program Analyst, Office of Overseas Contingency Operations*

Dennis J. Peterson  
*Program Analyst, Office of Overseas Contingency Operations*

Dawn R. Reposky  
*Program Analyst, Office of Overseas Contingency Operations*

Michael Roark  
*Assistant Inspector General, Office of Auditing*

Charles P. Royce  
*Senior Country Representative for Operation Inherent  
Resolve, Office of Overseas Contingency Operations*

Quenton Sallows  
*Program Director for International Affairs, Office of Investigations*

Timothy V. Shindelar  
*Senior Program Analyst, Office of Overseas Contingency Operations*

Arielle Thornton  
*Program Analyst, Office of Overseas Contingency Operations*

William Vannurden  
*Supervisory Auditor, Office of Overseas Contingency Operations*

Carmen E. Williams  
*Program Analyst, Office of Overseas Contingency Operations*

Cynthia Williams  
*Joint Program Management Director, Office of Overseas Contingency Operations*

Warren D. Worth  
*Senior Hotline Investigator, Office of Overseas Contingency Operations*

### *Department of State Office of Inspector General*

Arne Baker  
*Senior Inspector*

David Bernet  
*Senior Auditor*

Laurent Charbonnet  
*Deputy Assistant Inspector General for Inspections*

Glenn Furbish  
*Senior Auditor*

Michael Geasley  
*Director, Lead Inspector General Operations - Investigations Division*

Ryan Holden  
*Director, Congressional Relations*

Tinh Nguyen  
*Deputy Assistant Inspector General for Audits, Middle East Region Operations*

Patricia Papas  
*Associate General Counsel*

Melinda Perez  
*Senior Auditor*

James Pollard  
*Senior Auditor*

William Stapleton  
*Co-Director, Overseas Contingency Operations Oversight*

David Stewart  
*Associate General Counsel*

Catherine Votaw  
*Co-Director, Overseas Contingency Operations Oversight*

Daniel Wilkens  
*Director, Lead Inspector General Operations - Investigations Division*

### *U.S. Agency for International Development Office of Inspector General*

Jessica Abenstein  
*Criminal Investigator*

Zac Bao  
*Auditor*

Alvin Brown  
*Deputy Assistant Inspector General*

James Charlifue  
*Director*

Jon Chasson  
*Director*

Thaddeus Corley  
*Assistant Special Agent-in-Charge*

Melinda Dempsey  
*Deputy Assistant Inspector General*

Michelle Diouf  
*Auditor*

Simone Duncan  
*Auditor*

Louis Duncan, Jr.  
*Audit Manager*

Emily Gardiner  
*Audit Manager*

Rebecca Giacalone  
*Special Agent*

Abdoulaye Gueye  
*Director*

Timothy Hart  
*Auditor*

Christopher Johnson  
*Director*

Eve Joseph  
*Auditor*

Ismail Kenessy  
*Auditor*

Guy Kone  
*Auditor*

Tim Lamping  
*Auditor*

Megan Levanduski  
*Program Analyst*

Mamesho Macaulay  
*Auditor*

Steven Meints  
*Special Agent*

William Murphy  
*Director*

Jessica Pearch  
*Auditor*

Jill Randall  
*Auditor*

Donell Ries  
*Auditor*

Karla Robinson  
*Auditor*

Donna Rosa  
*Auditor*

Laura Rousseau  
*Assistant Special Agent-in-Charge*

Jacob Rutz  
*Auditor*

Andrew Schmidt  
*Management Analyst*

Jon Schofield  
*Special Agent-in-Charge*

Wilbert J. Schwinn, III  
*Senior Management Analyst and OCO Coordinator*

Andrian Smith  
*Auditor*

Marianne Soliman  
*Auditor*

Kartik Srinivasan  
*Auditor*

Allison Tarmann  
*Writer-Editor*

Dave Thomanek  
*Director*

David Waldron  
*Auditor*

Christopher Walker  
*Auditor*

*In recognition of the distinguished achievement of the OIGs of the Department of Defense, Department of State, and U.S. Agency for International Development for oversight of overseas contingency operations through the congressionally mandated Lead IG framework*

## SENTNER AWARD FOR DEDICATION AND COURAGE

### Department of Labor

Michelle Stickler  
*Special Agent*

*In recognition of performing a heroic act of bravery that warranted decisive action while in the face of personal danger and prevented what could have resulted in the death of an individual*

## **JUNE GIBBS BROWN CAREER ACHIEVEMENT AWARD**

### **National Geospatial-Intelligence Agency**

Frank S. Chase  
*Assistant Inspector General for Inspections*

*In recognition of 38 years of outstanding leadership in inspector general operations throughout the Department of Defense and Intelligence Community. Mr. Chase is without peer in inspection expertise and building organizations that promote the efficiency and integrity of Federal programs.*

## **AWARD FOR INDIVIDUAL ACCOMPLISHMENT**

### **Federal Reserve Board and the Consumer Financial Protection Bureau**

Khalid Hasan  
*Senior OIG Manager*

*In recognition of significant and sustained contributions to the CIGIE, by collaborating with the OMB, DHS, and across the IG community to update and improve the 2016 IG Reporting Metrics under the Federal Information Security Modernization Act*





## 19th Annual Awards Ceremony

October 20th 2016

**Barry R. Snyder**  
**Joint Award**

**Federal Audit Executive Council  
DATA Act Working Group 2016**

Herb Addy <i>Treasury OIG</i>	Kenneth Dion <i>Treasury OIG</i>
Keyawnia Alford <i>DoD OIG</i>	Sanjay Duggal <i>DOT OIG</i>
Erika Baez <i>DoD OIG</i>	Anna Elias <i>USAID OIG</i>
Ade Bankole <i>Treasury OIG</i>	Christopher "Reid" Featherstone <i>USAID OIG</i>
George Banks <i>DOT OIG</i>	Emily Franko <i>NSF OIG</i>
Leslie Barnett <i>FLRA OIG</i>	Marla Freedman <i>Treasury OIG</i>
Bobbie Jean Bartz <i>DOJ OIG</i>	Jeffrey Funk <i>GSA OIG</i>
Pauletta Battle <i>DoD OIG</i>	Lee Giesbrecht <i>VA OIG</i>
Crystal Brandon <i>DoD OIG</i>	Elizabeth Goebels <i>NSF OIG</i>
Jeff Brindle <i>SBA OIG</i>	Elizabeth Gontarek <i>SEC OIG</i>
Porsha Brower <i>GSA OIG</i>	Sharell Grady <i>DHS OIG</i>
Aron Brown <i>FCC OIG</i>	Cynthia Gray <i>FRB OIG</i>
Bill Bruns <i>NCUA OIG</i>	Gil Hardin <i>USDA OIG</i>
Horace Bryan <i>Treasury OIG</i>	Tabitha Hart <i>DOJ OIG</i>
Sherill Butcher <i>DOT OIG</i>	Margaret Hiatt <i>EPA OIG</i>
Cairo Carr <i>GSA OIG</i>	Sharon Huiswoud <i>DHS OIG</i>
Long Chen <i>USAID OIG</i>	Jennifer Hutkoff <i>EPA OIG</i>
Tony Choma <i>TIGTA</i>	Jeneba Jalloh <i>Treasury OIG</i>
Catherine Chunn <i>CNCS OIG</i>	Daniel Jensen <i>Treasury OIG</i>
Joseph Cummings <i>HHS OIG</i>	Mark Jenson <i>NASA OIG</i>
Beverly Dale <i>DHS OIG</i>	Chiquita Johnson <i>DoD OIG</i>
Rod Desmet <i>USDA OIG</i>	Fred Jones <i>USAID OIG</i>

Sophie Jones <i>FCC OIG</i>	Kurtashia Murray <i>DoD OIG</i>
Tracy Katz <i>Labor OIG</i>	Chinero Nwaigwe <i>HHS OIG</i>
Kevin Kelly <i>DOT OIG</i>	Sunday Okurume <i>VA OIG</i>
Louis King <i>DOT OIG</i>	Beverly O'Neill <i>State OIG</i>
Michael Klausmeier <i>SSA OIG</i>	Christopher Phipps <i>DOC OIG</i>
Chris Kunitz <i>DNI OIG</i>	Shellie Purnell-Brown <i>FEC OIG</i>
Larry Lau <i>DOJ OIG</i>	Laura Rainey <i>NSF OIG</i>
Lynn Lavelle <i>DNI OIG</i>	Steve Rickrode <i>USDA OIG</i>
Marj Leaming <i>DHS OIG</i>	Kelly Robinson <i>USDA OIG</i>
Addison Lee <i>DOT OIG</i>	Marisa Roinestad <i>GSA OIG</i>
Lori Lee <i>SSA OIG</i>	Dana Rooney <i>FLRA OIG</i>
Carla Lewis <i>HHS OIG</i>	Kevin Ross <i>EPA OIG</i>
Elliot Lewis <i>Labor OIG</i>	James Santos <i>DNI OIG</i>
James Lisle <i>Treasury OIG</i>	Sue Schwendiman <i>VA OIG</i>
Deborah Maddux <i>FCC OIG</i>	Tom Seluzicki <i>VA OIG</i>
Marie Maguire <i>NSF OIG</i>	Edward Slevin <i>Education OIG</i>
Theresa Malatek <i>USDA OIG</i>	Andrea Smith <i>Treasury OIG</i>
Christa Martinez <i>DNI OIG</i>	Ashley Smith <i>Treasury OIG</i>
Maria McLean <i>Treasury OIG</i>	Karmel Smith <i>SBA OIG</i>
Mark Meehan <i>SSA OIG</i>	Kelly Stankus <i>SSA OIG</i>
Troy Meyer <i>SBA OIG</i>	Christen Stevenson <i>Treasury OIG</i>
Alicia Mrozowski <i>TIGTA</i>	Michelle Strong <i>TIGTA</i>
Mark Mulholland <i>FDIC OIG</i>	Thomas Summers <i>DOT OIG</i>

Bob Taylor  
*Treasury OIG*

John Tomasetti  
*Treasury OIG*

Victoria Vetter  
*SSA OIG*

Catherine Walters  
*NSF OIG*

David Weil  
*USAID OIG*

Melinda Wenzl  
*USDA OIG*

Alfreda White  
*USDA OIG*

Avery Williams  
*Treasury OIG*

Anthony Wysocki  
*DOT OIG*

Carol Yates  
*USAID OIG*

*In recognition of excellence in leading the IG community's initial response to the DATA Act*



# 19th Annual Awards Ceremony

October 20th 2016

## Awards for Excellence



## ADMINISTRATIVE SUPPORT AWARD FOR EXCELLENCE

### Social Security Administration Improving Employee Satisfaction Team

Kelly Bloyer  
*Assistant Inspector General for Communications  
and Resource Management*

Andrew Cannarsa  
*Public Affairs Specialist*

Max Dell  
*Management Analyst*

Joseph Gangloff  
*Counsel to the Inspector General*

Brian Karpe  
*Director of Human Resources, Budget, and Logistics*

Tracy Lynge  
*Communications Director*

Christin Silver  
*Public Affairs Specialist*

Amy M. Smith  
*Executive Officer*

*In recognition of its outstanding efforts to improve communication from OIG leadership to staff; among OIG employees; and between OIG and SSA employees in support of our anti-fraud initiatives*

## AUDIT AWARD FOR EXCELLENCE

### U.S. Department of Agriculture USDA Discrimination Claims Processes Audits Team

Dorothy Alley  
*Assistant Director*

Christine Arbogast  
*Assistant Counsel*

Dennis Boedigheimer  
*Assistant Director*

Elizabeth Burchfield  
*Auditor*

Monica DeVaughn  
*Auditor*

Suzanne DuPont  
*Audit Technician*

Ernest Hayashi  
*Director*

Eric Hermosillo  
*Senior Auditor*

Adel Hernandez  
*Senior Auditor*

Donte Jones  
*Auditor*

Paul Keating  
*Director*

Turon Kendrick  
*Senior Auditor*

Barbara Lewis  
*Auditor*

Benjamin Lloyd  
*Senior Auditor*

Michael Martin  
*Supervisory Writer-Editor*

John Massa  
*Senior Auditor*

Leigh Meyer  
*Senior Auditor*

Andrea Minter  
*Auditor*

James Myers  
*Senior Auditor*

Alexis Payne  
*Assistant Director*

Donald Pfeil  
*Senior Auditor*

Thomas Redmond  
*Senior Auditor*

LaRoyce Reid  
*Auditor*

Brett Siefers  
*Assistant Director*

Karen Ulatowski  
*Senior Auditor*

Simon Yao  
*Auditor*

*In recognition of outstanding efforts of the Black Farmers Discrimination Litigation and the Hispanic and Women Farmers and Ranchers litigation audit teams to ensure the integrity of the discrimination claims processes*

**Amtrak**  
**New Jersey High-Speed Rail**  
**Improvement Project Audit Team**

Walter Beckman  
*Senior Auditor*

Thelca Constantin  
*Senior Auditor*

Michael Kennedy  
*Senior Director*

Todd Kowalski  
*Senior Audit Manager*

*In recognition of audit work that strengthened Amtrak's management and oversight of the New Jersey High-Speed Rail Improvement Project*

**U.S. Department of Commerce**  
**Geostationary Operational Environmental**  
**Satellite-R Series Audit Team**

Allen R. Crawley  
*Assistant Inspector General for Systems Acquisition and IT Security*

Matthew Katz  
*Writer-Editor*

Richard Krasner  
*Senior Satellite Analyst*

Frederick J. Meny  
*Director for Satellites and Weather Systems*

Katherine A. Smith  
*Auditor*

*In recognition of exemplary achievement in identifying critical weaknesses to Congress and Department leadership concerning NOAA's management and acquisition of the \$10.8 billion Geostationary Operational Environmental Satellite-R Series*

**U.S. Department of Defense**  
**Air Force and Navy Secret Internet Protocol Router Network Security Controls Audit Team**

Carolyn J. Davis  
*Project Manager*

Paul Hadjiyane  
*Attorney*

Mark A. Heim  
*Team Leader*

Rajesh Rajendrapillai  
*Operational Research Analyst*

Joseph Siddall  
*Editor*

Bradley Sutera  
*Attorney*

Justin L. Symonds  
*Auditor*

Christopher Tischer  
*Editor*

Richard B. Vasquez  
*Program Director*

Allison N. Wynn  
*Auditor*

*In recognition of exceptional performance in the review of the Air Force and Navy SIPRNET Security Controls*

### Government Travel Charge Cards Used at Casinos and Adult Entertainment Establishments Audit Team

Adam Conrath  
*Team Leader*

Carmen Malone  
*Project Manager*

Travis Duling  
*Team Leader*

Rajesh Rajendrapillai  
*Operational Research Analyst*

Benjamin Howison  
*Team Leader*

Joseph Siddall  
*Editor*

Peggy Hutchinson  
*Team Leader*

Eric Thacker  
*Program Director*

Paul Knoth  
*Attorney*

John Williams  
*Team Leader*

William Lemmon  
*Team Leader*

*In recognition of exceptional performance in identifying misuse and abuse of Department of Defense government travel charge cards at casinos and adult entertainment establishments*

### U.S. Department of Education SOLEX College Audit Team

William Bennett  
*Auditor*

Lisa F. Robinson  
*Assistant Regional Inspector General for Audit*

Gregory Bernert  
*Auditor*

Thomas Sample  
*Auditor-in-Charge*

Nancy Buckheit  
*Statistician*

Christian Vierling  
*Director, Student Financial Advisory  
and Assistance Team*

Carla McKenzie  
*Assistant Counsel to the Inspector General*

Gary D. Whitman  
*Regional Inspector General for Audit*

Jeffrey Nekrasz  
*Student Financial Advisory and Assistance Team*

*In recognition of exemplary efforts in auditing and use of data analytics that identified critical issues of interest to the U.S. Department of Education in its efforts to reduce the risk of fraud, waste, and abuse in the Federal Pell Grant program*

### U.S. Department of Energy The National Nuclear Security Administration's Network Vision Initiative Audit Team

Heather Baumgartel  
*Team Leader, Technology Audit Group*

Julie Buel  
*Auditor, Technology Audit Group*

Andrew Ferguson  
*Auditor-in-Charge, Technology Audit Group*

Todd Wisniewski  
*Director, Information Technology and Financial Audits*

*In recognition of outstanding audit work that identified significant project management weaknesses related to The National Nuclear Security Administration's Network Vision Initiative*

**Export-Import Bank of the United States**  
**Export-Import Bank Contracting Audit Team**

Karin Beam  
*Auditor-in-Charge*

Courtney Potter  
*Project Manager*

*In recognition of excellence in identifying opportunities for Export-Import Bank to significantly improve its contracting processes*

**Federal Reserve Board and the Consumer Financial Protection Bureau**  
**Audit Team for the Federal Reserve Board's**  
**Public Release of Economic Information**

Patricia Bradford  
*Audit Intern*

Brent Melson  
*OIG Manager*

Shola Epemolu  
*Auditor*

Lindsay Mough  
*Senior Auditor*

Ed Fernandez  
*Senior Auditor and Project Lead*

Sean Newman  
*Auditor*

John Galvin  
*Auditor*

Laura Polly  
*Senior Communications Analyst*

Andrew Gibson  
*Senior IT Auditor*

Timothy Rogers  
*Senior OIG Manager*

Anne Keenaghan  
*Project Manager*

Megan Taylor  
*Auditor*

*In recognition of significant contributions to strengthening the Federal Reserve Board's controls to safeguard embargoed sensitive economic information provided to news organizations*

**General Services Administration**  
**IT Contractor Preaward Audit Team**

Erin Kraft  
*Auditor-in-Charge*

Daniel Riggs  
*Auditor*

Erin Priddy  
*Audit Manager*

John Walsh  
*Heartland Regional Inspector General for Auditing*

*In recognition of outstanding work resulting in \$123 million of cost savings on a large General Services Administration contract for information technology equipment*

**U.S. Department of Health and Human Services  
Generic Drug Price Increases Audit Team**

Paul Chesser  
*Audit Manager*

Matthew Odom  
*Senior Auditor*

Kelsey Mitchell  
*Auditor*

*In recognition of major contributions made in response to a congressional request  
to examine generic drug price increases and their effect on Medicaid*

**U.S. Department of Homeland Security  
Office of Audits, FPS Vehicle Fleet Operations Team**

Elizabeth Argeris  
*Communications Analyst*

Andrew Herman  
*Auditor*

Thomas J. Bobrowski  
*Auditor-in-Charge*

Muhammad Islam  
*Ph.D., Statistician*

Donald Bumgardner  
*Deputy Assistant Inspector General for Audits*

Eddie Jones  
*Auditor*

Cecilia Carroll  
*Audit Manager*

Lindsey Koch  
*Auditor*

Peter Christopher  
*Independent Referencer*

Jeff Mun  
*Auditor*

David DeHaven  
*Auditor*

Paul Wood  
*Director*

Kevin Dolloson  
*Communications Analyst*

*In recognition of the DHS OIG audit team's exemplary service and commendable effort  
in auditing the Federal Protective Service's management of its vehicle fleet*

**Office of IT Audits, TSA's Airport Worker Vetting Team**

Charlene Savoy  
*Program Analyst*

Charles Twitty  
*Independent Referencer*

Tuyet-Quan Thai  
*Director*

Scott Wrightson  
*Audit Manager*

*In recognition of outstanding achievement in auditing the Transportation Security  
Administration's (TSA) vetting of airport workers with access to secure areas of commercial  
airports resulting in recommendations for improving the vetting process*



**U.S. Department of Housing and Urban Development**  
Internal Audit Team for Overincome Families Residing in Public Housing Units

Kimberly L. Harrison  
*Assistant Regional Inspector General for Audit*

Andrew S. Meyers  
*Senior Auditor*

*In recognition of your outstanding achievement in improving the integrity,  
efficiency and effectiveness of executive branch agency operations*

**U.S. Department of the Interior**  
Climate Science Centers

Stephen Gregoire  
*Regional Supervisor Eastern Region*

Sheri Meyers  
*Evaluator*

Lisa Knight  
*Writer-Editor*

Patrick O'Boyle  
*Evaluator*

*In recognition of scientific tools to increase understanding of climate change and determine an effective response  
to its impact on tribes and on land, water, ocean, fish and wildlife, and cultural heritage resources*

**U.S. Department of Justice**  
Drug Enforcement Administration's Confidential Source Policies and  
Oversight of Higher Risk Confidential Sources Team

Jacqueline K. Bailey  
*Co-Auditor-in-Charge*

Michelle M. Proesel  
*Assistant Regional Audit Manager*

Cesar A. Garcia  
*Program Analyst*

Urszula E. Salwin-Rolkowski  
*Co-Auditor-in-Charge*

Jennifer A. Maloney  
*Program Manager*

Carol S. Taraszka  
*Regional Audit Manager*

*In recognition of the team's determination and resilience to overcome numerous obstacles to access necessary information  
and report on significant issues related to the Drug Enforcement Administration's (DEA) management and oversight*

**U.S. Department of Labor**  
Occupational Safety and Health Administration's Whistleblower Protection Programs Audit Team

Rebecca Bowen  
*Audit Manager*

Renata Hobbs  
*Auditor*

Mary Louise Casazza  
*Assistant Director*

Sheila Lay  
*Auditor*

Reza Noorani  
*Auditor*

Mark Schwartz  
*Audit Director*

*In recognition of excellence for work that contributed to strengthening the Occupational Safety and Health Administration's Whistleblower Protection Programs to provide better protection against employer retaliation for workers who "blow the whistle"*

### National Aeronautics and Space Administration

#### NASA Office of Inspector General Review of NASA's Response to Orbital's 2014 Launch Failure

Letisha Antone  
*Lead Auditor*

Cedric Campbell  
*Associate Counsel*

Loretta Atkinson  
*Project Manager*

Kevin Fagedes  
*Project Manager*

David Balajthy  
*Auditor*

Sashka Mannion  
*Auditor*

Sarah Beckwith  
*Auditor*

Robert Proudfoot  
*Auditor*

Ridge Bowman  
*Director, Space Operations Directorate*

Raymond Tolomeo  
*Director, Science and Aeronautics Research Directorate*

*In recognition of exceptional achievement and outstanding teamwork reviewing NASA's response to commercial contractor's 2014 launch failure of a cargo mission and its impacts on resupply of the International Space Station*

### National Security Agency NSA Contract Closeout Audit Team

Stacey Morck  
*Auditor*

Nicholas Napolitano  
*Senior Auditor*

*In recognition for outstanding efforts to ensure that the Agency accurately and effectively manages funds remaining on closed contracts as well as improve accountability over government-furnished property*

### Nuclear Regulatory Commission The Security and Information Management Team

Ziad M. Buhaisi  
*Senior Auditor*

Paul S. Rades  
*Audit Manager*

Jenny Cheung  
*Auditor*

Beth H. Serepca  
*Team Leader*

Ebaide J. Esoimeme  
*Auditor*

*For exceptional performance in identifying information security weaknesses at the Defense Nuclear Facilities Safety Board that led to improvements in their cyber security guidance and access controls over sensitive unclassified information*

## The Security and Information Management Team

Ebaide J. Esoimeme  
*Auditor*

Amy Hardin  
*Senior Auditor*

Andrew D. Pham  
*Student Management Analyst*

Paul S. Rades  
*Audit Manager*

Beth H. Serepca  
*Team Leader*

*In recognition of exceptional performance in identifying information security vulnerabilities in NRC's Network Security Operations Center*

## Peace Corps

### Audit of the Peace Corps' Healthcare Benefits Administration Contract

Joaquin Ferrao  
*Deputy Inspector General/Legal Counsel*

Bradley Grubb  
*Assistant Inspector General for Audits*

Ann Lawrence  
*Auditor*

Jeffrey A. Lee  
*Expert*

Judy Leonhardt  
*Assistant Inspector General for Audits*

Snehal Nanavati  
*Lead Auditor*

José Vega  
*Attorney Advisor*

*In recognition of the audit team's excellence in identifying serious flaws in the Peace Corps' management of three major contracts*

## Small Business Administration Audit Team for SBA's Oversight of Loan Agents

Brian Allen  
*Program Analyst*

Melissa Bentley  
*Writer-Editor*

Andrea Deadwyler  
*Director, Credit Programs Audit Group*

Luke Itnyre  
*Audit Manager*

Ron Waller  
*Senior Auditor*

*In recognition of excellence in identifying growing risks and significant deficiencies in SBA's oversight of loan agents participating in its small business lending programs*

## Social Security Administration Underpayments to Eligible Social Security Beneficiaries

Vickie Choy  
*Senior Auditor*

Regina Finley  
*Senior Auditor*

Andrew Hanks  
*Senior Program Analyst*

Daniel Hoy  
*Senior Auditor*

James Klein  
*Director*

Joseph Robleto  
*Audit Manager*

Jack Trudel  
*Audit Manager*

Wilfred Wong  
*Audit Data Specialist*

*In recognition for conducting four highly successful audits that identified significant control weaknesses in the SSA improperly underpaying approximately 50,000 eligible beneficiaries \$344.6 million in payments*

**Special Inspector General for Afghanistan Reconstruction  
Afghanistan Extractive Industries Team**

Christopher W. Borgeson  
*Senior Audit Manager*

Jerome J. Gochring  
*Senior Program Analyst*

Preston S. Heard  
*Senior Audit Manager*

Zachary J. Rosenfeld  
*Senior Program Analyst*

*In recognition of outstanding work in identifying critical weaknesses and fundamental challenges in planning, executing, and sustaining \$488 million worth of U.S. investments to improve Afghanistan's extractive industries*

**U.S. Department of State  
Residential Security Audit Team**

Denise Colchin  
*Audit Director, Contracts, Grants, and  
Infrastructure Division, Office of Audits*

Holly Engebretsen  
*Audit Manager, Contracts, Grants, and  
Infrastructure Division, Office of Audits*

Meredith Needham  
*Management Analyst, Contracts, Grants, and  
Infrastructure Division, Office of Audits*

*In recognition of exceptional work in conducting an audit of residential security at overseas posts that identified and advanced needed security measures to protect personnel serving abroad*

**Worldwide Protective Services Contract—Embassy Baghdad Audit Team**

James Pollard  
*Director, Middle East Region  
Operations Directorate, Office of Audits*

Mark Peterson  
*Audit Manager, Middle East Region Operations  
Directorate, Office of Audits*

Amy Lowenstein  
*Management Analyst, Middle East Region  
Operations Directorate, Office of Audits*

Peter Schmidt  
*Auditor, Middle East Region  
Operations Directorate, Office of Audits*

Andrian Smith  
*Auditor, Middle East Region  
Operations Directorate, Office of Audits*

*In recognition of exceptional work in conducting an audit of the Worldwide Protective Services (WPS) Task Order 3 for Embassy Baghdad that identified more than \$20 million in cost savings and contributed to improving the management of the WPS contract*

**Treasury Inspector General for Tax Administration  
Get Transcript Audit Team**

Jerry G. Douglas  
*Senior Auditor*

Lynn Faulkner  
*Senior Auditor*

Arlene Feskanich  
*Information Technology Specialist*

Alberto Garza  
*Information Technology Specialist*

Gwendolyn S. Gilboy  
*Senior Auditor*

Allen Gray  
*Director*

Tracy M. Hernandez  
*Senior Auditor*

Jonathan W. Lloyd  
*Senior Auditor*

Jamelle L. Pruden  
*Audit Manager*

David P. Robben  
*Senior Auditor*

*In recognition of outstanding achievement by the Returns Processing and Account Services Get Transcript Audit Group for their efforts in improving the IRS's process to identify and assist all victims of the Get Transcript security breach*

**U.S. Postal Service  
Cybersecurity Functions**

Tertia Allen  
*Information Technology Auditor*

Sean Balduff  
*Deputy Director, IT*

Michael Gross  
*Information Technology Auditor*

Sara Schaefer  
*Auditor-in-Charge, IT*

Ursula Sundre  
*Information Technology Auditor*

Kimberly Ullman  
*Acting Audit Manager, Office CIO*

Quintin Womack  
*Information Technology Specialist*

*In recognition of the outstanding work of the USPS OIG's IT audit team in identifying weaknesses in USPS's cybersecurity strategy, resourcing, and training; and recommending improvements in response to the 2014 Postal Service cyber intrusion*

**Workers' Compensation Compound Drug Costs**

Christopher Albers  
*Special Agent*

Sharlene Ash  
*Investigative Analyst*

Monique Colter  
*Director*

Kathy Conklin  
*Information Technology Specialist*

Srinivas Doodala  
*Data Analyst*

Colleen Ehrlich  
*Assistant Special Agent-in-Charge*

Valerie Fortney  
*Investigative Analyst*

Baljit Gill  
*Auditor*

Teresa Gray  
*Deputy Director*

Leann Harrier  
*Attorney*

Matthew Harris  
*Assistant Special Agent-in-Charge*

Ed Krafur  
*Information Technology Specialist*



Michael Mashburn  
*Director*

Mark Pappaionou  
*Special Agent*

Ingrid Petrakis  
*Special Agent*

Sarah Smith  
*Manager*

Janet Sorensen  
*Deputy Assistant Inspector General, Retail,  
Delivery and Marketing*

Beth Suebe  
*Provider Fraud  
Analyst*

Carla Tate  
*Audit Manager*

Dr. Paul West  
*Operations Research  
Specialist*

*In recognition of outstanding achievement in identifying and analyzing excessive and  
dramatically escalating U.S. Postal Service Office of Workers' Compensation Program (OWCP)  
compound drug costs and sounding the alarm for actions to curtail these costs*

### **U.S. Department of Veterans Affairs Audit of the Seismic Safety of VA's Facilities**

Mario Carbone  
*Director*

Theresa Cinciripini  
*Management Analyst*

Clenes Duhon  
*Auditor*

Michael Jacobs  
*Auditor*

Jehri Lawson  
*Manager*

Kristin Nichols  
*Management Analyst*

*In recognition of outstanding audit work exposing major seismic deficiencies within  
VA facilities, leading to a Presidential Executive Order ensuring veteran and employee  
safety in not only VA but all Federal buildings with high risk seismic activity*

## **EMPLOYEE PROTECTIONS AWARD FOR EXCELLENCE**

### **U.S. Department of Defense**

#### **Rights of Conscience Protection for Service Members and Their Chaplains Assessment Team**

Dave Barton  
*Team Member*

Chico D. Bennett  
*Military Evaluator*

Eleanor M. Cambridge  
*Team Leader*

Christopher Coccaro  
*Team Executive Officer*

Rodolfo De La Cruz  
*Team Member*

Phillip D. DiBella  
*Military Evaluator*

Antonio Gonzalez  
*Military Evaluator*

George P. Marquardt  
*Project Director*

Erin McDonald  
*Team Member*

*In recognition of exceptional performance during the Assessment of Rights of  
Conscience Protections for Service Members and Chaplains*

## EVALUATIONS AWARD FOR EXCELLENCE

### U.S. Department of Defense U.S. Theater Nuclear Planning Process Assessment Team

Charles C. Howell  
*Project Manager*

David W. Huff  
*Auditor*

Sterling E. Hunter  
*Team Lead*

Sean Mitchell  
*Deputy Assistant Inspector General*

Charles S. Stribling, Jr.  
*Auditor*

Thomas Thorp  
*Program Analyst*

*In recognition of and exceptional performance in the oversight evaluation of the Department of Defense's Theater Nuclear Planning Process. The team's efforts were a credit to the DoD IG and the Department of Defense*

### U.S. Department of Energy Identifying Systemic Weaknesses in Process and Procedures Associated with Radioactive Materials Inspections Team

Ryan Belland  
*Auditor, Eastern Inspections Division*

Morgan Ferguson  
*Project Lead, Eastern Inspections Division*

Phillip Holbrook  
*Team Leader, Eastern Inspections Division*

David Jones  
*Inspector, Eastern Inspections Division*

Brock Kinsler  
*Auditor, Eastern Inspections Division*

Paul Koudry  
*Inspector, Eastern Inspections Division*

Bob Krieger  
*Inspector, Eastern Inspections Division*

Clarence Lacy  
*Team Leader, Eastern Inspections Division*

Carolyn Peyton  
*Project Lead, Eastern Inspections Division*

John Platt  
*Inspector, Eastern Inspections Division*

Michael Reber  
*Project Lead, Eastern Inspections Division*

Marilyn Richardson  
*Director, Eastern Inspections Division*

*In recognition of outstanding work exposing challenges DOE has in properly maintaining, controlling, and accounting for its nuclear materials, and proposing ways to effectively manage the stockpile of radioactive materials accumulated over several decades*

### U.S. Department of Health and Human Services Antipsychotics Evaluation Team

Eddie Baker  
*Program Analyst*

Berivan Demir Neubert  
*Program Analyst*

Althea Hosein  
*Mathematical Statistician*

Rae Hutchison  
*Health Resources and Services Administration*

Mary Kahn  
*Public Affairs Specialist*

Kevin Manley  
*Program Analyst*

Christine Moritz  
*Writer-Editor*

Jessica Swanstrom  
*IT Specialist*

Julie Taitsman  
*Chief Medical Officer*

Michala Walker  
*Centers for Medicare & Medicaid, CMCHO*

Brian Whitley  
*Regional Inspector General  
for Evaluation and Inspections*

*In recognition of calling CMS to action to address the monitoring of  
children prescribed second-generation antipsychotic drugs*

### Part D Program Integrity Team

Miriam Anderson  
*Program Analyst*

Mandy Brooks  
*Program Analyst*

Edward Burley  
*Program Analyst*

Jenell Clarke-Whyte  
*Program Analyst*

Jeffrey Cohen  
*Director, Technical Support Staff*

Michael Cohen  
*Operations Officer*

Berivan Demir Neubert  
*Program Analyst*

Kevin Farber  
*Mathematical Statistician*

Robert Gibbons  
*Senior Program Analyst*

David Graf  
*Director, Technical Support Staff*

Darlene Hampton  
*Senior Counsel*

Nancy Harrison  
*Deputy Regional Inspector General  
for Evaluation and Inspections*

Margaret Himmelright  
*Program Analyst*

Mary Kahn  
*Public Affairs Specialist*

Meghan Kearns  
*Program Analyst*

Jason Kwong  
*Program Analyst*

Jodi Nudelman  
*Regional Inspector General  
for Evaluation and Inspections*

Linda Ragone  
*Regional Inspector General  
for Evaluation and Inspections*

Anne Rohall  
*Attorney Advisor*

Christopher Seagle  
*Director of External Affairs*

Amy Sernyak  
*Program Analyst*

Jessica Swanstrom  
*IT Specialist*

Jennifer Trussell  
*Special Advisor*

Stefanie Vance  
*Program Analyst*

Christy Wells  
*Special Agent*

*In recognition of HHS OIG's multidisciplinary effort to produce a targeted data brief,  
an innovative portfolio report, and coordinated investigations that brought national  
attention to the vulnerabilities in Medicare Part D program integrity*

### U.S. Department of the Interior

#### Security of the U.S. Department of the Interior Publicly Accessible Information Technology Systems

Theresa Beazer  
*IT Security Inspector*

Ted Dykstra  
*IT Security Inspector*

Jennifer Fedewa  
*IT Security Inspector*

Jefferson Gilkeson  
*Director Information Technology Unit*

Margaret Wright  
*Writer-Editor*

*In recognition of the team's exceptional performance in identifying significant weaknesses in and making recommendations that strengthened the U.S. Department of the Interior's practices for protecting its publicly accessible and internal computer systems*

**Peace Corps**  
**Evaluation of the Peace Corps' Volunteer Healthcare Program**

Erin Balch  
*Senior Evaluator*

Dr. George Wesley  
*VA OIG*

Jeremy Black  
*Assistant Inspector General for Evaluation*

Dr. Thomas Wong  
*VA OIG*

Susan Gasper  
*Senior Evaluator*

Gregory Yeich  
*Senior Evaluator*

Kaitlyn Large  
*Evaluator*

*In recognition of the evaluation team's excellence in identifying needed improvements to the Peace Corps' Volunteer healthcare program*

**Small Business Administration**  
**Women-Owned Small Business Federal Contracting Program Evaluation Team**

Melissa Bentley  
*Writer-Editor*

Marcie McIsaac  
*Auditor*

Riccardo Buglisi  
*Director, Business Development Programs Audit Group*

John Seger  
*Audit Manager*

Brooke Holmes  
*Senior Auditor*

*In recognition of excellence in identifying significant weaknesses with SBA's Management of the Women-Owned Small Business Federal Contracting Program*

**INFORMATION TECHNOLOGY AWARD FOR EXCELLENCE**

**U.S. Department of Agriculture**  
**Information Technology Division**

Nicolas Dipillo  
*Information Technology Specialist, Application Support*

Keith Rhea  
*Telecommunications and Systems Support Branch Chief*

Craig Goscha  
*ITD Director and Chief Information Officer*

Santipong Vorabhandha  
*Deputy CIO*

Aaron Nguyen  
*Chief Information Security Officer/Application Branch Chief*

*In recognition of the outstanding efforts of the Information Technology Division Team, which timely shut down the Recovery Accountability and Transparency Board IT systems*

**U.S. Department of Education**  
**U.S. Department of Education Office of Inspector General FISMA Audit Team**

James P. Buda  
*Auditor-in-Charge, Information Technology Audit Division*

Joseph A. Maranto, III  
*Director, Information Technology Audit Division*

Therese M. Campbell  
*Assistant Director, Information Technology Audit Division*

Anthony M. Romano  
*Information Technology Auditor,  
Information Technology Audit Division*

Carnelious Jones  
*Information Technology Auditor,  
Information Technology Audit Division*

Mario Jimenez  
*Information Technology Specialist, Information  
Technology Audit Division*

Elizabeth J. Easley  
*Information Technology Specialist, Information  
Technology Audit Division*

Bryon Gordon  
*Deputy Assistant Inspector General for Auditing*

Sean Dawson  
*Director, Strategic Planning, Administration, and Resolution Team*

Benjamin Shapiro  
*Assistant Counsel to the Inspector General*

*In recognition of the team's exceptional and comprehensive FISMA audit work detailing the effectiveness of the U.S. Department of Education's information security program*

**U.S. Department of Homeland Security**  
**Office of IT Audits, USCIS Automation Team**

Kristen Bernard  
*Director*

Daniel McGrath  
*Program Analyst*

Swati Nijhawan  
*Senior Program Analyst*

Frederick Shappee  
*Independent Referencer*

Shawn Ward  
*Senior Program Analyst*

*In recognition of auditing U.S. Citizenship and Immigration Services' development of the Electronic Immigration System, which exceeded cost estimates by 480 percent, slowed immigration benefit claims processing, and increased national security risks*

**National Aeronautics and Space Administration**  
**NASA OIG ITS and RMD Team**

James Akers  
*Manager, Application Services*

Charles Cephas  
*Manager, Infrastructure Services*

Chris Han  
*Director, Information Technology Services*

Brian Hawkins  
*Systems Engineer*

Dean Lefor  
*Management Analyst*

Edwin Noell  
*Systems Engineer*

Jerrell Perry  
*Systems Engineer*

Terence Puls  
*Systems Engineer*

Michael Riddle  
*Software Engineer*

Michelle Robertson  
*Budget Officer*



Connie Rybicki  
*Director, Resources Management*

William Todd  
*Software Engineer*

*In recognition of the delivery of cost-effective, secure, reliable, and innovative information technology solutions to Offices of Inspector General across the Inspector General community*

**U.S. Department of Transportation  
Volpe Network Security Audit Team**

Daniel F. Joplin  
*Project Manager*

Tim D. Roberts  
*Senior Auditor*

Louis C. King  
*AIG for Financial and Information Technology Audits*

Petra Swartzlander  
*Senior Statistician*

Zachary M. Lewkowicz  
*Information Technology Specialist*

Justin B. Ubert  
*Information Technology Specialist*

Susan E. Neill  
*Writer-Editor*

*In recognition of outstanding efforts in identifying hackable network vulnerabilities*

**INVESTIGATIONS AWARD FOR EXCELLENCE**

**U.S. Department of Agriculture  
Carson Helicopter Investigation**

Steven Albino  
*Special Agent, DOT OIG*

Byron Chatfield  
*Assistant U.S. Attorney,  
U.S. Attorney's Office, District of Oregon*

Colleen Anderson  
*Special Agent, Treasury OIG*

Jeffrey Gray  
*Special Agent, DOJ OIG*

Mark Brandt  
*Special Agent, DOT OIG*

Matthew K. Manke  
*Special Agent, USDA OIG*

*In recognition of the extraordinary investigative efforts and interagency cooperation to prosecute violators who disregarded safety standards and practices by falsifying critical documents that resulted in nine fatalities*

**Amtrak**

**Niantic River Bridge Replacement Project Investigation Team**

William Collier  
*Assistant U.S. Attorney*

Kimberly Kudym  
*Senior Special Agent, Amtrak OIG*

Frank Italia  
*Special Agent, U.S. DOT OIG*

*In recognition of investigative work that identified fraudulent labor billings for Amtrak capital projects, including a critical infrastructure project on the Northeast Corridor — the Niantic River Bridge Replacement*

**U.S. Department of Defense**  
**James Warner Investigation Team**

David Gerhardt  
*Special Agent*

Peter Kaupp  
*Special Agent*

Kevin Luebke  
*Special Agent*

Steven Meints  
*Special Agent*

Robert Petrole  
*Special Agent*

Jeffrey Pollack  
*Special Agent*

*In recognition of investigative excellence in the James Warner public corruption investigation*

**U.S. Department of Education**  
**Supplemental Educational Services Investigative and Prosecutive Team**

Christopher Harwood  
*Deputy Chief, Assistant U.S. Attorney, U.S. Attorney's  
Office, Southern District of New York*

Ben Stabile  
*Special Agent,  
Education OIG*

*In recognition of exemplary achievement in investigating and prosecuting  
fraud and corruption in federally funded tutoring programs*

**General Services Administration**  
**Silver Star Construction Investigative Team**

Gregory Billingsley  
*Resident Agent-in-Charge, VA OIG*

Eric Bishop  
*Senior Special Agent, GSA OIG*

Bryan Cofer  
*Special Agent, SBA OIG*

Jennifer Constine  
*Special Agent, DoD OIG, DCIS*

Christopher Fox  
*Special Agent, SBA OIG*

Tristram Hunt  
*Assistant U.S. Attorney, District of Kansas*

Todd Jourdon  
*Special Agent, FDIC OIG*

Jeremy Sausto  
*Assistant Special Agent-in-Charge, GSA OIG*

*In recognition of outstanding investigative work on a highly complex  
Service Disabled Veteran Owned Small Business case*

**U.S. Department of Health and Human Services**  
**Project Guardian Investigative Team**

Brian Anderson  
*Special Agent, IRS, CI*

Jason Bell  
*Special Agent*

Kenneth Benson  
*Special Agent*

Peter Blackburn  
*Special Agent*

Frances Borin  
*General Investigator*

Michael J. Brown  
*Program Analyst*

Jeanie Chaffin <i>Director, Office of Community Services</i>	Brian Holt <i>Assistant Special Agent-in-Charge</i>
Melinda Chopade <i>Investigative Research Specialist</i>	Patrick Holtgrave <i>Special Agent</i>
Lauren Christopher <i>Director, Division of Energy Assistance</i>	Rae Hutchison <i>Health Resources and Services Administration</i>
Jordan Clementi <i>Program Analyst</i>	Kory Ihnken <i>Investigative Analyst, U.S. Attorney's Office</i>
Patrick Cogley <i>Regional Inspector General for Audit Services</i>	Ian Ives <i>Special Agent</i>
Michael Cotter <i>U.S. Attorney</i>	Blair Johnston <i>Special Agent</i>
Teresa Dailey <i>Special Agent</i>	Jason Keasel <i>Auditor, DOI OIG</i>
Bryan Dake <i>Assistant U.S. Attorney</i>	Debra Keasling <i>Audit Manager</i>
Amy Daumit <i>Special Agent</i>	Mi Kim <i>Special Assistant, Office of Community Services</i>
Jeffrey Davis <i>Special Agent</i>	Sherry Knaup <i>Supervisory Paralegal Specialist</i>
Corey Dumdei <i>Special Agent</i>	Tracy Kreitzer <i>Special Agent</i>
Forrest Duvall <i>Senior Auditor</i>	Karl Krieger <i>Investigative Analyst, USAO</i>
Kelly Earl <i>Special Agent</i>	Kevin Larm <i>Special Agent</i>
Tricia Fields <i>Program Analyst</i>	Kelsi Larsen <i>Special Agent</i>
Melinda Golub <i>Senior Counsel</i>	Gregg Laster <i>Special Agent</i>
Terrance Gouger <i>Auditor</i>	Keri Leggett <i>Media/Law Enforcement/Victim Witness Coordinator</i>
Michael Grasso <i>Special Agent</i>	Ryan Lynch <i>Assistant Special Agent-in-Charge</i>
Jason Grende <i>Special Agent, FBI</i>	Amitava Mazumdar <i>Senior Counsel</i>
Charles Hackney <i>Assistant Special Agent-in-Charge</i>	Conswelia McCourt <i>Program Analyst</i>
Steven Hanson <i>Special Agent-in-Charge</i>	Timothy Minden <i>Special Agent</i>
Larry Harris <i>Special Agent, DOI OIG</i>	Curtis Muller <i>Inspector</i>
Korby Harshaw <i>Special Agent</i>	Jane Myers <i>Special Agent</i>
Amy Hill <i>Investigator, Montana Public Health &amp; Human Services</i>	Kathleen Palmer <i>Special Agent, DCIS</i>
Annie Hoffman <i>Assistant U.S. Attorney</i>	Christopher Phillips <i>Special Agent, USDA OIG</i>

Jeffrey Polich  
*Attorney, Children, Families, and Aging Division*

Gabriel Rackers  
*Centers for Medicare & Medicaid Services, CMCHO*

Josephine Rago-Adia  
*Energy Assistance Program Specialist, Division of Energy Assistance*

Akm Rahman  
*Operations Branch Chief, Division of Energy Assistance*

Carl Rostad  
*Executive Assistant U.S. Attorney*

Cathy Rothschild-Cuka  
*Auditor*

Cory Rumble  
*Special Agent*

Janice Samuel  
*Director, Division of Financial Integrity*

Mae Santos  
*Senior Auditor*

Maureen Seufert  
*Auditor*

Stephen Smith  
*Special Agent*

David Spotted Eagle  
*Investigator, Blackfeet Tribe of the Blackfeet Nation*

Devin Sprong  
*Auditor*

Peggy Strand  
*Auditor*

Dennis Tharp  
*Program Analyst*

Adam Thomas  
*Senior Auditor*

Charles Thomas  
*Special Agent*

Andrea Treese Berlin  
*Senior Counsel*

Benita Turner  
*OIG Coordinator, Division of  
Financial Integrity (Contractor)*

Paul Vaccaro  
*Special Agent*

Michala Walker  
*Centers for Medicare & Medicaid Services, CMCHO*

Joseph Waller  
*Resident Agent-in-Charge,  
DOI OIG*

Colleen Weatherspoon  
*Special Agent*

Ryan Weldon  
*Assistant U.S. Attorney*

Brian Whitley  
*Regional Inspector General for Evaluation and Inspections*

Cheryl Williams  
*Program Assistant,  
DOT, FAA*

Chris Wood  
*Special Agent, DOI OIG*

William Young  
*Assistant Special Agent-in-Charge*

Robyn Ziemer  
*Special Agent*

*In recognition of your outstanding work on the Project Guardian Investigation*

**U.S. Department of Housing and Urban Development**  
**Miami Office of Investigations**

David A. Bybee  
*Senior Litigation Counsel, DOJ*

Carlos Castillo  
*Special Agent*

Christopher R. Eggeling  
*Paralegal, DOJ*

William Johnston  
*Trial Attorney, DOJ*

Caitlin Knowlton  
*Paralegal, DOJ*

Jose Laureano  
*Special Agent*

Nelson Muniz  
*Special Agent, FHA*

Luis Negron  
*Special Agent*

Michael O'Neill  
*Trial Attorney, DOJ*

Christian Rodgers  
*Administrative Support Assistant*

Scott Savedow  
*Special Agent*

Scott Tanchak  
*Assistant Special Agent-in-Charge*

*In recognition of your outstanding commitment, dedication, initiative and teamwork demonstrated in the successful investigation and prosecution of twenty-five individuals involved in single family fraud*

**U.S. Department of Justice**  
**Restoring the Trust**

Kathrine Ablett  
*Special Agent*

Tigran Gambaryan  
*Special Agent*

Russell Cunningham  
*Senior Special Agent*

Kathryn Haun  
*Assistant U.S. Attorney*

Theresa DeMria-Valdes  
*Investigative Analyst*

Todd McHale  
*Special Agent*

Richard Evans  
*Trial Attorney*

William Scanlon  
*Special Agent*

William Frentzen  
*Assistant U.S. Attorney*

*In recognition of the successful investigation and prosecution of 2 federal agents who stole over \$1.6 million in Bitcoins during their investigation of Silk Road*

**U.S. Department of Labor**

**Massey Energy – Upper Big Branch Mine Explosion Investigation and Trial Team**

Derek Baxter  
*Co-Counsel*

Gregory McVey  
*Assistant U.S. Attorney*

Jeffrey Carter  
*Special Agent*

Steven Ruby  
*Assistant U.S. Attorney*

Larry Ellis  
*Assistant U.S. Attorney*

Debbie Watson  
*Paralegal*

James Lafferty  
*Special Agent*

Gabriele Wohl  
*Assistant U.S. Attorney*

Blaire Malkin  
*Assistant U.S. Attorney*

Philip Wright  
*Assistant U.S. Attorney*

*In recognition of the team's outstanding ingenuity, dedication, and expertise demonstrated in the Massey Energy – Upper Big Branch Mine Investigation and Trial*

**National Aeronautics and Space Administration**  
**Investigation of Procurement Kickback Scheme**

David Gilmer  
*Special Agent, AFOSI*

Sarah Heidel  
*Assistant U.S. Attorney*

Stephen I. Goorvitch  
*Assistant U.S. Attorney*

Stephen Johanson  
*Special Agent, NRO OIG*



Robert Liu  
*Special Agent, IRS, CID*

James McWhirter  
*Special Agent, Defense Criminal Investigative Service*

JD Vaught  
*Special Agent, AFOSI*

John Womack  
*Special Agent, NASA OIG*

*In recognition of investigative excellence of a multiagency effort that successfully identified and neutralized pervasive corruption within a key part of the U.S. Government's aerospace supply chain*

### Office of Personnel Management USIS Investigative Team

Suzzette Bohmer  
*Special Agent*

Derek Holt  
*Special Agent*

Amy Kirby-Parker  
*Assistant Special Agent-in-Charge*

Marysol Mateo  
*Special Agent*

Leonard J. Sherrod, Jr.  
*Special Agent*

Wayne VanVarick  
*Special Agent*

*In recognition of outstanding dedication and perseverance in the investigation of USIS, the largest contractor in the U.S. Office of Personnel Management's background investigations program*

### Small Business Administration Quantell Investigation Team

Cam M. Costello  
*Special Agent, IRS, Criminal Investigation*

Diane Cramer  
*Intelligence Analyst, DOL OIG*

Shubha Dahal  
*Special Agent, U.S. Air Force, Office of Special Investigations*

Harry M. Gruber  
*Assistant U.S. Attorney*

Joanna Huber  
*Paralegal, U.S. Attorney's Office*

David Jenkins  
*Special Agent, DCIS*

Tia M. Mace  
*Special Agent, SBA OIG*

Judson T. Mihok  
*Assistant U.S. Attorney*

Elaine Mylod  
*Formerly of DCAA-OIS*

Elisa Pellegrini  
*Special Agent, U.S. Air Force, Office of Special Investigations*

Robert Petrole  
*Special Agent, DCIS*

Jason Powers  
*Special Agent, SBA OIG*

Rohan Prashad  
*DOL Employee Benefits Security Administration*

Brian C. Schaub  
*Special Agent, IRS, Criminal Investigation*

Janet Simon  
*Intelligence Analyst, DOL OIG*

Troy Springer  
*Special Agent, DOL OIG*

Frank Stack  
*Special Agent, Army, CID*

*In recognition of the outstanding teamwork in a multiyear joint agency investigation that uncovered a unique, complex and sophisticated \$30 million employee benefit and Federal contract fraud scheme involving over 1,000 victims*

## Social Security Administration

Theresa Bray  
*Special Agent*

*In recognition of her outstanding investigation regarding a decade-long racketeering enterprise in which co-conspirators targeted mentally disabled victims in order to steal their Social Security benefits*

## Special Inspector General for Afghanistan Reconstruction Kandahar Airfield Base Joint Investigation Team

Timothy G. Gannon  
*Special Agent, FBI*

Jason J. Sargenski  
*Special Agent, DCIS*

Lawrence J. Gleisner  
*Special Agent, SIGAR*

James T. Schalla  
*Special Agent, U.S. Army, CID*

Banu Rangarajan  
*Assistant U.S. Attorney, Eastern District of North Carolina*

Lloyd W. Weems  
*Trial Attorney, DOJ*

*In recognition of exceptional collaboration with federal investigative agencies to successfully detect a fuel theft scheme leading to multiple prosecutions and \$26.8 million in penalties and seizures*

## Special Inspector General for the Troubled Asset Relief Program General Motors Corporation Investigation Team

Caroline Ashe  
*Financial Analyst, SIGTARP*

Robert Lauria  
*Special Agent, FBI*

SIGTARP  
*Special Agent, SIGTARP*

SIGTARP  
*Special Agent, SIGTARP*

SIGTARP  
*Assistant Special Agent-in-Charge, SIGTARP*

Sarah McCallum  
*Assistant U.S. Attorney*

Roland Feria  
*Special Agent, FBI*

SIGTARP  
*Special Agent, SIGTARP*

Edward Imperatore  
*Assistant U.S. Attorney*

Brian O'Hara  
*Special Agent, FBI*

Kenneth Jacoutot  
*Special Agent, DOT OIG*

Rae Oliver  
*Investigative Counsel, SIGTARP*

Bonnie Jonas  
*Assistant U.S. Attorney*

Paru Rellan  
*Financial Analyst, SIGTARP*

*In recognition for outstanding investigation of a multibillion dollar life-threatening defective product scheme*

## U.S. Department of State Coastal Security Investigation Team

Michael Speckhardt  
*Special Agent (Team Leader),  
State OIG*

Jeffrey Whitney  
*Special Agent,  
State OIG*

Benjamin Brockschmidt  
*Special Agent,  
State OIG*

Katharine Kovacek  
*Special Agent,  
State OIG*

Monique Dopwell  
*Investigative Analyst,  
State OIG*

Gene Driggers  
*Computer Forensics Division Director,  
State OIG*

Sama Zadeh  
*Computer Forensics Specialist,  
State OIG*

Spencer Brooks  
*Special Agent, FBI*

Brian Harrison  
*Special Assistant U.S. Attorney,  
Department of Justice*

Grace Hill  
*Assistant U.S. Attorney,  
Department of Justice*

Josh Cavinato  
*Special Assistant U.S. Attorney,  
Department of Justice*

Gerard Mene  
*Assistant U.S. Attorney,  
Department of Justice*

Ron Fiorillo  
*Forensic Auditor,  
Department of Justice*

*In recognition of exceptional performance identifying and resolving a global, multilevel marketing fraud scheme, resulting in the successful criminal prosecution of four co-conspirators and a civil settlement of \$1.65 million*

## U.S. Department of the Treasury

Jacob Heminger  
*Special Agent*

*In recognition of outstanding efforts to bring to justice eight criminal offenders involved in a scheme to defraud the U.S. Mint and numerous Financial Institutions out of more than one million dollars*

## Treasury Inspector General for Tax Administration Internal Revenue Service Lost Email Investigative Team

Paul E. Arnold  
*Senior Special Agent*

Pamela J. Combe  
*Special Agent*

Paul R. Danley  
*Special Agent*

Barry J. Grundy  
*Assistant Special Agent-in-Charge*

Kevin B. Holston  
*Special Agent*

Michael A. Jankowski  
*Special Agent*

Anthony D. Knox  
*Special Agent*

Anthony J. Kordich  
*Special Agent*

Brian C. Kubas  
*Special Agent*

Nathan P. Laframboise  
*Special Agent*

Douglas S. Luzier  
*Special Agent*

Kyle F. Munro  
*Special Agent*

Trevor R. Nelson  
*Assistant Special Agent-in-Charge*

Phillip D. Nicotra  
*Special Agent*

Brian M. O'Flaherty  
*Special Agent*

James M. Papeika  
*Special Agent*

Peter M. Rowell, Jr.  
*Special Agent*

William D. Seested  
*Special Agent*

Justin J. Stephen  
*Special Agent*

Adam C. Stickler  
*Special Agent*

Kevin P. Trebel  
*Special Agent*

Michele M. Uthe  
*Special Agent*

Judson P. Wade  
*Special Agent*

Matthew E. Zimmerman  
*Computer Specialist*

*In recognition of outstanding professionalism and unparalleled technological achievement  
by the Lost Emails Investigative Team for their efforts in conducting an unprecedented  
and complex investigation into the loss of electronic IRS records*

### U.S. Postal Service Washington Pain Management

Keith Benderoth  
*Special Agent, DoD DCIS*

David Gerhardt  
*Special Agent, DoD DCIS*

Stephen Gurwitz  
*Senior Investigator, DoD DCIS*

Kelly O. Hayes  
*Assistant U.S. Attorney, U.S. Attorney's Office, District of Maryland*

Nathan Lampert  
*Special Agent, USPS OIG*

Mason Posilkin  
*Special Agent, DOL OIG*

Daniel Rzepecki  
*Special Agent, FBI*

Jamila Shelton  
*Special Agent, HHS OIG*

Jimmy Young  
*Special Agent, OPM OIG*

Mara Zusman Greenberg  
*Assistant U.S. Attorney, U.S. Attorney's Office, District of Maryland*

*In recognition of outstanding collaboration by multiple agencies in combating health care provider fraud*

### U.S. Department of Veterans Affairs Contracting Officer Bribery Scheme Investigations Team

Phillip Becker  
*IT Specialist*

David Brown  
*FBI*

Ezekiel Buchheit  
*IT Specialist*

Madeline Cantu  
*IT Specialist*

Kenneth Cooley  
*IT Specialist*

Efferem Poynter  
*Special Agent*

Richard Wright  
*IT Specialist*

*In recognition of exceptional investigative work that led to successful public corruption  
prosecutions of four former VA employees, three contractors, and one subcontractor associated  
with construction contracts at several VA Medical Centers in California*

## LAW AND LEGISLATION AWARD FOR EXCELLENCE

### National Science Foundation

Dr. Montgomery K. Fisher  
*Director of IPARE and Senior Counsel*

*In recognition of Montgomery Fisher's outstanding dedication, initiative, and effort during a 26-year career in the National Science Foundation Office of Inspector General*

## MULTIPLE DISCIPLINES AWARD FOR EXCELLENCE

### U.S. Department of Education

#### Education Management Corporation Investigation Team

George C. Blissman, III  
*Special Agent,  
Education OIG*

Colin J. Callahan  
*Assistant U.S. Attorney, U.S. Attorney's Office,  
Western District of Pennsylvania*

Michael A. Comber  
*Assistant U.S. Attorney - Civil Chief, U.S. Attorney's  
Office, Western District of Pennsylvania*

Jay Majors  
*Trial Attorney, Civil Division, DOJ*

Harley A.J. Methfessel  
*Senior Counsel for Information and Technology, Office of  
the General Counsel, U.S. Department of Education*

Paul E. Skirtich  
*Assistant U.S. Attorney, U.S. Attorney's Office,  
Western District of Pennsylvania*

Howard D. Sorensen  
*Assistant Counsel to the Inspector General,  
Education OIG*

Christy C. Wiegand  
*Assistant U.S. Attorney, U.S. Attorney's Office,  
Western District of Pennsylvania*

Russell B. Wolff  
*Attorney, Office of the General Counsel,  
U.S. Department of Education*

Jennifer L. Woodward  
*Attorney, Office of the General Counsel, U.S. Department of Education*

*In recognition of the exemplary investigative efforts that resulted in a landmark \$95.5 million civil settlement with Education Management Corporation for violations of the False Claims Act and Federal and State student aid regulations and requirements*

### General Services Administration

#### Carahsoft and VMware Settlement Team

James Adams  
*Special Agent-in-Charge, GSA OIG*

Daniel Chow  
*Supervisory IT Specialist, GSA OIG*

Kevin Donohue  
*Assistant Counsel to the Inspector General, GSA OIG*

Amanuel Estefou  
*Supervisory IT Project Manager, GSA OIG*

Adam Gooch  
*Great Lakes Regional Inspector General for Auditing, GSA OIG*

Steven Gordon  
*Assistant U.S. Attorney, Eastern District of Virginia*

Ninh Jang  
*Special Agent, GSA OIG*

Gregory Mason  
*Trial Attorney, DOJ Commercial Litigation Branch*



Sara McLean  
*Assistant Director, DOJ Commercial Litigation Branch*

Franklin Moy  
*Audit Manager, GSA OIG*

Eugenia Ostrozhansky  
*Auditor, GSA OIG*

Benjamin Wei  
*Trial Attorney, DOJ Commercial Litigation Branch*

Felicia Williams  
*Special Agent, DoD OIG, DCIS*

Keith Withycombe  
*Auditor-in-Charge, GSA OIG*

*In recognition of outstanding work resulting in the recovery of \$75.5 million  
from Carahsoft Technology Corporation and VMware Inc.*

**U.S. Department of Health and Human Services**  
**Child Care Health and Safety Audit Team**

James M. Barton  
*Audit Manager*

Kathryn Benson  
*Senior Auditor*

Nancy Bibb  
*Senior Auditor*

Benjamin Bourgeois  
*Auditor*

Laura Canfield  
*Senior Counsel*

Ravinder Chana  
*Auditor*

Ellen Chen  
*Auditor*

Lillian Chong  
*Auditor*

Jeremy Cyran  
*Senior Auditor*

Sheila Davis  
*Public Affairs Specialist*

Brenda Delasanta  
*Auditor*

Sheri Denkensohn  
*Senior Advisor*

Alfred Gary  
*Auditor*

Delphine Hanna  
*Auditor*

Katherine Harris  
*Public Affairs Specialist*

Maritza Hawrey  
*Audit Manager*

Charles Hubbs  
*Senior Auditor*

Mary Kahn  
*Public Affairs Specialist*

Frederick Kalibbala  
*Auditor*

Tammy Levesque  
*Senior Auditor*

Scott Levine  
*Senior Auditor*

Carla Lewis  
*Director, Grants and Internal Activities*

Michael Lieberman  
*Auditor*

Tommy Lin  
*Audit Manager*

Juliet Lo  
*Auditor*

Lauren Mackin  
*Senior Auditor*

Jose Marquez  
*Auditor*

Truman Mayfield  
*Audit Manager*

Meagan McGlade  
*Auditor*

Diana Merelman  
*Senior Counsel*

Claudia Miller  
*Senior Auditor*

George Nedder  
*Audit Manager*

Cheryl Oka  
*Auditor*

Constance Parks  
*Senior Auditor*

Craig Pfeifer  
*Auditor*

Leonard Piccari  
*Audit Manager*

John Retzlloff  
*Senior Auditor*

Talia Rosario  
*Auditor*

Marta Sanchez-Jauregui  
*Auditor*

Ulyses Santiago  
*Auditor*

Christopher Seidel  
*Senior Auditor*

Ramon Serrano  
*Senior Auditor*

Kevin Smith  
*Audit Manager*

Jennifer Sobota  
*Senior Auditor*

Eric Sorensen  
*Writer-Editor*

Julie Taitsman  
*Chief Medical Officer*

Traci Vitek  
*Attorney Advisor*

Catherine Warren  
*Auditor*

Tesia Williams  
*Director of Media Communications*

Sylvie Witten  
*Audit Manager*

*In recognition of exceptional teamwork in producing a body of work highlighting child care health and safety violations resulting in unprecedented media coverage and response by States to implement recommendations*

**U.S. Department of Housing and Urban Development**  
**Wells Fargo Bank — False Claims Against the Federal Housing Administration Insurance Fund**

James Byers  
*Senior Auditor*

Bill Cerbone  
*Senior Attorney Advisor*

Caitlin Clark  
*Auditor*

Clifton Cole  
*Director, Field Technical Support Division*

Kim Dahl  
*Assistant Regional IG for Audit*

Amber Eyster  
*Senior Forensic Auditor*

Douglas Gibson  
*Senior Auditor*

Michael Granatstein  
*Special Agent*

Carrie Gray  
*Assistant Regional IG for Audit*

Andrew Hill  
*Forensic Auditor*

Ronald Hosking, II  
*Regional IG for Audit*

Chris Hyun  
*Senior Forensic Auditor*

Aaron Koch  
*Senior Forensic Auditor*

Kela Lemer  
*Senior Forensic Auditor*

Teresita Lirio  
*Senior Auditor*

Seda Mangassarian  
*Senior Forensic Auditor*

Tina Marra  
*Senior Auditor*

John Melgaard  
*Senior Auditor*

Sophia Patsios  
*Senior Forensic Auditor*

Sonia Pena  
*Forensic Auditor*

Aaron Platt  
*Senior Auditor*

Sarah Pon  
*Senior Forensic Auditor*

Kimberly Randall  
*Deputy Assistant IG for Audit*

Gregory Soames  
*Auditor*

Christeen Thomas  
*Director, Civil Fraud Division*

Dan Tipton  
*Senior Auditor*

Anne Vanderberg  
*Senior Forensic Auditor*

*In recognition of exemplary work in the investigation and resulting \$1.2 billion civil settlement with Wells Fargo Bank for improperly underwritten Federal Housing Administration loans*

**U.S. Department of the Interior**  
**Deepwater Horizon Criminal Investigation Team**

Amy Bouchard  
*Investigative Analyst*

Emma Canada  
*Auditor*

Delaine Carpenter  
*Auditor*

Michael Coccaro  
*Former Special Agent*

Cynthia Elia  
*Former Investigative Analyst*

Lee Floyd  
*Special Agent*

Renard Frett  
*Special Agent*

Lynn Gannon  
*Resident Agent-in-Charge*

Randy Hamilton  
*Special Agent*

Laura Hast  
*Special Agent*

Emily Hicks  
*Investigative Analyst*

Rob Julian  
*Retired Assistant Special Agent-in-Charge*

David Little  
*Former Special Agent-in-Charge*

Dean Marcucci  
*Retired Special Agent*

Letitia Mayronne  
*Investigative Analyst*

Robert Meekins  
*Retired Special Agent*

Patrick Murphy  
*Special Agent*

Greg Wales  
*Special Agent*

Megan Wallace  
*Former Special Agent-in-Charge*

Alisa Walton  
*Special Agent*

David Williams  
*Resident Agent-in-Charge*

*In recognition of the superior expertise and persistence in conducting the criminal investigation of parties responsible for the effects of the Deepwater Horizon Oil Rig explosion*

**Office of Personnel Management**  
**OPM Cybersecurity Oversight Team**

Matthew J. Antunez  
*IT Specialist*

Christopher P. Bouchey  
*IT Auditor*

Cary B. Conner  
*IT Specialist*

Shelby K. Descoteaux  
*IT Auditor*

Thomas A. Elchenko  
*Senior Team Leader*

Michael R. Esser  
*Assistant Inspector General for Audits*

Daniel Fam  
*Special Agent*

Drew M. Grimm  
*Special Agent-in-Charge*

Nicholas E. Hoyle  
*Chief, IT Systems Audits Group*

Bret D. Mastronardi  
*Assistant Special Agent-in-Charge*

Long Nguyen  
*Lead IT Auditor*

Lewis F. Parker, Jr.  
*Deputy Assistant Inspector General for Audits*

Ann E.W. Stoehr  
*Senior Team Leader*

Scott N. Terry  
*IT Auditor*

Norbert E. Vint  
*Acting Inspector General*

*In recognition of dedication to safeguarding government-held data and tireless efforts to  
improve the security of the IT systems that support OPM's programs and operations*

### **Small Business Administration UFC Aerospace Prosecution Team**

Keith Feigenbaum  
*Attorney, DLA*

Glenn Harris  
*Trial Attorney, DOJ, Commercial Litigation  
Branch, Civil Fraud Section*

Adam Kaplan  
*Assistant Counsel to  
the IG, SBA OIG*

Ellen London  
*Assistant U.S. Attorney*

Bryan O'Toole  
*Special Agent, DoD OIG*

Juan Parra  
*Special Agent, U.S. Air Force,  
Office of Special Investigations*

William Passannante  
*Paralegal, U.S. Attorney's Office*

Cesar Santos  
*Special Agent, SBA OIG*

Lowell Tenpas  
*Team Lead, Procurement Fraud Division, U.S.  
Air Force Materiel Command Law Office*

Mara Trager  
*Assistant U.S. Attorney*

*For protecting the integrity of government-wide small business contracting programs*

### **U.S. Department of Transportation National Highway Traffic Safety Administration's Efforts to Identify Safety Related Defects Audit Team**

Mitchell Behm  
*Assistant IG for Surface Transportation Audits*

Jaydeep P. Borwankar  
*Project Manager*

Brian L. Chapman  
*Senior Analyst*

Michael J. English  
*Senior Analyst*

Wendy M. Harris  
*Program Director*

Kenneth Jacoutot  
*Special Agent*

Betty A. Krier  
*Program Director*

Christina Lee  
*Writer-Editor*

James E. Lonergan  
*Senior Analyst*

Arturo C. Loya  
*Analyst*

Tyrone J. Sharpe  
*Senior Economist*

Olivia L. Starr  
*Senior Analyst*

*In recognition of multidisciplinary work which had a positive impact on the Department of Transportation's ability to identify and investigate vehicle safety defects and to deter corporations from concealing critical vehicle defect information*

## SPECIAL ACT AWARD FOR EXCELLENCE

### U.S. Department of Defense Contractor Disclosure Program Evaluation Team

Anthony Black  
*Investigative Review Specialist*

Mark Boyll  
*Associate General Counsel*

Pamela Edwards  
*Audit Tech Specialist*

Felicia M. Logan  
*Investigative Review Specialist*

Marticia Lynch  
*Investigative Review Specialist*

Frances Lynn McCormick  
*Project Manager*

Lisa M. McGill  
*Investigative Review Specialist*

Christopher Middleton  
*Special Agent*

Jae Park  
*Investigative Review Specialist*

Ronald J. Schlارman  
*Special Agent*

James R. Yingling  
*Special Agent*

*In recognition of the innovation, creativity, and commitment to implementing a Congressionally mandated initiative to deter fraud in government contracts and to improve the resultant coordinating and oversight responsibility of the DoD and the OIG Program*

### U.S. Department of Health and Human Services Operation Hire Up Team

Ebony Brock  
*Human Resources Specialist*

Rhonda Coachman-Steward  
*Director, Human Capital Division*

Rosa Cooper  
*Administrative Officer*

Dorothy Harris  
*Director, Budget and Administrative Resources*

Laura Kordish  
*Deputy Regional Inspector General  
for Evaluation and Inspections*

Lyndsay Patty  
*Program Analyst*

Denise Simpkins Fuller  
*Human Resources Specialist*

Kimberly Smith  
*Supervisory Human Resources Specialist*

Jaime Stewart  
*Deputy Regional Inspector General for  
Evaluation and Inspections*

Michael Wheeler  
*Human Resources Specialist*

*In recognition of the OIG Operation Hire Up team's groundbreaking efforts to improve the selection of highly qualified analysts across the CIGIE community*



**Special Inspector General for Afghanistan Reconstruction  
Quarterly Report Team**

Michael Bindell  
*Subject Matter Expert/Economy Writer*

Solange Toura Gaba  
*Management Analyst*

Clark Irwin  
*Senior Editor*

Vong Lim  
*Visual Information Specialist*

Jennifer Manzullo  
*Data Analyst/Writer*

Olivia Paek  
*Visual Information Specialist*

Emmett Schneider  
*Financial Analyst/Funding Writer*

Deborah Scroggins  
*Deputy Director of Research and Analysis*

Daniel Weggeland  
*Subject Matter Expert/Governance Writer*

Genevieve Wilson  
*Senior Auditor*

Joseph Windrem  
*Deputy Director of Research and Analysis*

*In recognition of excellence in providing a sustained source of comprehensive data and analysis and independent and objective analysis needed by Congress to oversee \$113 billion for the U.S. reconstruction effort in Afghanistan*

**U.S. Department of Transportation  
Chicago Center Fire Audit Team**

Audre Azuolas  
*Technical Writer-Editor*

Mitchell N. Balakit  
*Senior Information Technology Specialist*

Kevin Dorsey  
*Program Director*

Matthew Hampton  
*Assistant IG for Aviation Audits*

Louis King  
*Assistant IG for Financial and IT Audits*

Teklay G. Legese  
*Auditor*

James F. Mallow  
*Project Manager*

Kevin M. Montgomery  
*Senior Analyst*

Andrew A. Olsen  
*Senior Auditor*

Erik A. Phillips  
*Senior Analyst*

Tim D. Roberts  
*Senior Auditor*

Robert A. Romich  
*Program Director*

Amy N. Thomas  
*Project Manager*

*In recognition of outstanding efforts in identifying contingency plan and security protocol deficiencies due to a deliberately started fire at a Chicago air traffic facility*



# 19th Annual Awards Ceremony

October 20th 2016

## Acknowledgements

## CIGIE AWARD NOMINATION REVIEW PANELS

*A special "thank you" to all of the Review Panel members*

### Administrative Support, Employee Protections, Government Ethics, Law and Legislation, and Multiple Disciplines Categories Awards for Excellence Panel

Robert Norris  
*National Geospatial-Intelligence Agency*

Kathy Buller  
*Peace Corps*

Susan Ruge  
*Office of Personnel Management*

Doris Wojnarowski  
*Department of Homeland Security*

### Audit Awards for Excellence Panel

Mark Zabarsky  
*Department of Commerce*

David Frost  
*Federal Housing Finance Agency*

Stephen Dingbaum  
*Nuclear Regulatory Commission*

Stephen Ryan  
*National Security Agency*

### Evaluations, Management, Special Act, and Information Technology Categories Award for Excellence Panel

Terri Beatty  
*Tennessee Valley Authority*

Deborah Holmes  
*Department of the Interior*

Sandra Lewis  
*Department of State*

John Budzynski  
*U.S. Postal Service*

### Investigations Awards for Excellence Panel

Alan Boehm  
*National Science Foundation*

James Adams  
*General Services Administration*

George Dorsett  
*Amtrak*

Charles (Chris) Gregorski  
*Special Inspector General for the Troubled Asset Relief Program*

### Special Category Awards

Michael Horowitz  
*Department of Justice*

Allison Lerner  
*National Science Foundation*

Mary Mitchelson  
*Corporation for Public Broadcasting*

Paul Martin  
*National Aeronautics and Space Administration*

Kathleen Tighe  
*Department of Education*

Daniel Levinson  
*Department of Health and Human Service*

Carl Hoecker  
*Securities Exchange Commission*

Kathy Buller  
*Peace Corps*

David Montoya  
*Department of Housing and Urban Development*

Phyllis Fong  
*Department of Agriculture*

Lynne McFarland  
*Federal Election Commission*

Elizabeth Dean  
*Federal Credit Administration*

## SPECIAL ACKNOWLEDGEMENTS

*A resounding "thank you" to those who assisted in the preparations for the Awards Ceremony*

### Farm Credit Administration

Ava Bell  
Sonya Cerna  
Kathy Gallo

Tori Kaufman  
Tammy Rapp  
Elizabeth Dean

### U.S. Department of Housing and Urban Development

Michael White  
Maura Malone  
Kit Tam

Mary Jean  
Cheryl Stadel-Bevans  
David Montoya

### Council of the Inspectors General on Integrity and Efficiency

Mark Jones  
Tracy Brown  
Brett Wilson  
Paola Merino  
Roxsana Devese  
Beth Leon  
Kelly Prillaman

Tara Rodas  
Michael Diavolakis  
Amanda Freeman  
Atticus Reaser  
David Gross  
Douglas Holt  
Chanda Binkley

Cover photo: Jillisa Hope Milner





**From:** Delmar, Richard K.  
**Sent:** Mon, 21 Aug 2017 14:52:13 +0000  
**To:** Marshall, Susan G.; Thorson, Eric M  
**Subject:** FW: 2017 SES Performance Review Boards--Please Review and Update by Wednesday, August 30, 2017  
**Attachments:** 2016 PRB.PDF, CIGIE PRB - FY 2016 - Final.docx

I added Pauletta and fixed errors in other position titles.  
I'll send to Mark if you're OK with the changes.

---

**From:** Marshall, Susan G.  
**Sent:** Friday, August 18, 2017 8:42 AM  
**To:** Thorson, Eric M <ThorsonE@oig.treas.gov>; Delmar, Richard K. <DelmarR@oig.treas.gov>  
**Subject:** FW: 2017 SES Performance Review Boards--Please Review and Update by Wednesday, August 30, 2017

Hi Rich,

As I recall you handle this for TOIG.

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Council of IGs Liaisons [<mailto:CIGIE-LIAISONS@LIST.NIH.GOV>] **On Behalf Of** Mark Jones  
**Sent:** Friday, August 18, 2017 7:31 AM  
**To:** [CIGIE-LIAISONS@LIST.NIH.GOV](mailto:CIGIE-LIAISONS@LIST.NIH.GOV)  
**Subject:** 2017 SES Performance Review Boards--Please Review and Update by Wednesday, August 30, 2017

In preparation for the upcoming SES 2017 performance appraisal cycle, on behalf of Mr. Horowitz, we request that the names and titles of the current Senior Executive Service (SES) membership be updated to reflect the officials who will be available to serve on 2017 Performance Review Boards (PRB). We are aware that several Council members do not have SES positions and therefore are not expecting a response from those members.

As you may be aware, each agency with SES members is required to establish one or more SES PRBs and publish the PRB appointments in the Federal Register. The Inspector General Act of 1978, as amended, authorizes the OIG community to establish PRBs independently of their respective agencies.

The PRBs may convene as early as November to provide timely feedback of the initial SES performance appraisal. To ensure that the updated SES names and phone listings are available to each OIG, we request that you review the attached 2016 Federal Register notice (also provided in

Word format) and submit any changes in names, titles, or office phone numbers of your SES staff by **Wednesday, August 30, 2017**. If you do not have any changes, please send that information as well. Submit your information to me at [Mark.Jones@cigie.gov](mailto:Mark.Jones@cigie.gov).

If you have questions regarding this request, please contact me via email or at (202) 292-2603.

Thanks very much.

Mark

\*\*\*\*\* This message has also been sent to the CIGIE liaisons.  
\*\*\*\*\*

and building Working Groups and Communities of Practice for furtherance of the Hollings MEP Program's mission. The final agenda will be posted on the MEP Advisory Board Web site at <http://www.nist.gov/mep/about/advisory-board.cfm>. This meeting is being held in conjunction with the MEP Update Meeting that will be held September 14, 2016 also at the Detroit Marriott at the Renaissance Center.

**Admittance Instructions:** Anyone wishing to attend the MEP Advisory Board meeting should submit their name, email address and phone number to Cheryl Gendron ([Cheryl.Gendron@nist.gov](mailto:Cheryl.Gendron@nist.gov) or 301-975-2785) no later than Tuesday, September 6, 2016, 5:00 p.m. Eastern Time.

Individuals and representatives of organizations who would like to offer comments and suggestions related to the MEP Advisory Board's business are invited to request a place on the agenda. Approximately 15 minutes will be reserved for public comments at the end of the meeting. Speaking times will be assigned on a first-come, first-served basis. The amount of time per speaker will be determined by the number of requests received but is likely to be no more than three to five minutes each. The exact time for public comments will be included in the final agenda that will be posted on the MEP Advisory Board Web site at <http://www.nist.gov/mep/about/advisory-board.cfm>. Questions from the public will not be considered during this period. Speakers who wish to expand upon their oral statements, those who had wished to speak but could not be accommodated on the agenda, and those who were unable to attend in person are invited to submit written statements to the MEP Advisory Board, National Institute of Standards and Technology, 100 Bureau Drive, Mail Stop 4800, Gaithersburg, Maryland 20899-4800, via fax at (301) 963-6556, or electronically by email to [Cheryl.Gendron@nist.gov](mailto:Cheryl.Gendron@nist.gov).

**Kevin A. Kimball,**  
*Chief of Staff.*

[FR Doc. 2016-20746 Filed 8-29-16; 8:45 am]

BILLING CODE 3510-13-P

## COUNCIL OF THE INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY

### Senior Executive Service Performance Review Board Membership

**AGENCY:** Council of the Inspectors  
General on Integrity and Efficiency.

**ACTION:** Notice.

**SUMMARY:** This notice sets forth the names and titles of the current membership of the Council of the Inspectors General on Integrity and Efficiency (CIGIE) Performance Review Board as of October 1, 2016.

**DATES:** *Effective Date:* October 1, 2016.

**FOR FURTHER INFORMATION CONTACT:**  
Individual Offices of Inspectors General  
at the telephone numbers listed below.

#### SUPPLEMENTARY INFORMATION:

#### I. Background

The Inspector General Act of 1978, as amended, created the Offices of Inspectors General as independent and objective units to conduct and supervise audits and investigations relating to Federal programs and operations. The Inspector General Reform Act of 2008, established the Council of the Inspectors General on Integrity and Efficiency (CIGIE) to address integrity, economy, and effectiveness issues that transcend individual Government agencies; and increase the professionalism and effectiveness of personnel by developing policies, standards, and approaches to aid in the establishment of a well-trained and highly skilled workforce in the Offices of Inspectors General. The CIGIE is an interagency council whose executive chair is the Deputy Director for Management, Office of Management and Budget, and is comprised principally of the 73 Inspectors General (IGs).

#### II. CIGIE Performance Review Board

Under 5 U.S.C. 4314(c)(1)-(5), and in accordance with regulations prescribed by the Office of Personnel Management, each agency is required to establish one or more Senior Executive Service (SES) performance review boards. The purpose of these boards is to review and evaluate the initial appraisal of a senior executive's performance by the supervisor, along with any recommendations to the appointing authority relative to the performance of the senior executive. The current members of the Council of the Inspectors General on Integrity and Efficiency Performance Review Board, as of October 1, 2016, are as follows:

*Agency for International Development*

Phone Number: (202) 712-1150

CIGIE Liaison—Justin Brown (202) 712-1150

Daniel Altman—Assistant Inspector  
General for Investigations.

Lisa McClennon—Deputy Assistant  
Inspector General for Investigations.

Thomas Yatsco—Assistant Inspector  
General for Audit.

Melinda Dempsey—Deputy Assistant  
Inspector General for Audit.

Alvin A. Brown—Deputy Assistant  
Inspector General for Audit.

Lisa Goldfluss—Legal Counsel to the  
Inspector General.

Aracely Nunez-Mattocks—Assistant  
Inspector General for Management.

Jason Carroll—Deputy Assistant  
Inspector General for Management.

#### *Department of Agriculture*

Phone Number: (202) 720-8001

CIGIE Liaison—Angel N. Bethea (202)  
720-8001

David R. Gray—Deputy Inspector  
General.

Christy A. Slamowitz—Counsel to the  
Inspector General.

Gilroy Harden—Assistant Inspector  
General for Audit.

Steven H. Rickrode, Jr.—Deputy  
Assistant Inspector General for Audit.

Yarisis Rivera Rojas—Deputy  
Assistant Inspector General for Audit.

Ann M. Coffey—Assistant Inspector  
General for Investigations.

Peter P. Paradis, Sr.—Deputy  
Inspector General for Investigations.

Rodney G. DeSmet—Assistant  
Inspector General for Data Science.

Lane M. Timm—Assistant Inspector  
General for Management.

#### *Department of Commerce*

Phone Number: (202) 482-4661

CIGIE Liaison—Clark Reid (202) 482-  
4661

Ann Eilers—Assistant Inspector  
General for Administration.

Allen Crawley—Assistant Inspector  
General for Systems Acquisition and IT  
Security.

Mark Greenblatt—Assistant Inspector  
General for Investigations.

Andrew Katsaros—Assistant Inspector  
General for Audit Quality and  
Broadband.

Mark Zabarsky—Assistant Inspector  
General for Acquisition and Special  
Program Audits.

Richard Krasner (SL)—Satellite  
Analyst.

#### *Department of Defense*

Phone Number: (703) 604-8324

Acting CIGIE Liaison—Brett Mansfield  
(703) 604-8300

Daniel R. Blair—Deputy Chief of Staff.  
Michael S. Child, Sr.—Deputy

Inspector General for Overseas  
Contingency Operations.

Carol N. Gorman—Assistant Inspector  
General for Readiness and Cyber  
Operations.

Carolyn R. Hantz—Assistant Inspector  
General for Audit Policy and Oversight.

Dr. Brett Baker—Deputy Inspector General for Auditing.

Glenn A. Fine—Principal Deputy Inspector General.

Marguerite C. Garrison—Deputy Inspector General for Administrative Investigations.

Robert Kwalwasser—Assistant Inspector General for Investigative Policy & Oversight.

Kenneth P. Moorefield—Deputy Inspector General for Special Plans and Operations.

Dermot F. O'Reilly—Acting Deputy Inspector General for Investigations.

Michael J. Roark—Assistant Inspector General for Contract Management and Payment.

Henry C. Shelley, Jr.—General Counsel.

Steven A. Stebbins—Chief of Staff.

Randolph R. Stone—Deputy Inspector General for Policy and Oversight.

Anthony C. Thomas—Deputy Inspector General for Intelligence and Special Program Assessments.

Jacqueline L. Wicecarver—Assistant Inspector General for Acquisition, Parts, and Inventory.

Lorin T. Venable—Assistant Inspector General for Financial Management and Reporting.

#### *Department of Education*

Phone Number: (202) 245-6900

CIGIE Liaison—Janet Harmon (202) 245-6076

David Morris—Assistant Inspector General for Management Services.

Patrick Howard—Assistant Inspector General for Audit.

Bryon Gordon—Deputy Assistant Inspector General for Audit.

Aaron Jordan—Assistant Inspector General for Investigations.

Mark Smith—Deputy Assistant Inspector General for Investigations.

Charles Coe—Assistant Inspector General for Information Technology Audits and Computer Crime Investigations.

Marta Erceg—Counsel to the Inspector General.

#### *Department of Energy*

Phone Number: (202) 586-4393

CIGIE Liaison—Tara Porter (202) 586-5798

April Stephenson—Assistant Inspector General for Audits and Inspections.

Sarah Nelson—Assistant Inspector General for Audits and Administration.

Michelle Anderson—Assistant Inspector General for Audits and Inspections.

John Dupuy—Assistant Inspector General for Investigations.

Tara Porter—Assistant Inspector General for Management and Administration.

Virginia Grebasch—Counsel to the Inspector General.

David Sedillo—Deputy Assistant Inspector General for Audits and Inspections.

Jack Rouch—Deputy Assistant Inspector General for Audits.

Debra Solmonson—Deputy Assistant Inspector General for Audits and Inspections.

#### *Environmental Protection Agency*

CIGIE Liaison—Jennifer Kaplan (202) 566-0918

Charles Sheehan—Deputy Inspector General.

Patrick Sullivan—Assistant Inspector General for Investigations.

Carolyn Copper—Assistant Inspector General for Program Evaluation.

Alan Larsen—Counsel to the Inspector General and Assistant Inspector General for Congressional and Public Affairs.

Kevin Christensen—Assistant Inspector General for Audits.

#### *Federal Labor Relations Authority*

Phone Number: (202) 218-7744

CIGIE Liaison—Dana Rooney (202) 218-7744

Dana Rooney—Inspector General.

#### *Federal Maritime Commission*

Phone Number: (202) 523-5863

CIGIE Liaison—Jon Hatfield (202) 523-5863

Jon Hatfield—Inspector General.

#### *Federal Trade Commission*

Phone Number: (202) 326-3295

CIGIE Liaison—Roslyn A. Mazer (202) 326-3295

Roslyn A. Mazer—Inspector General.

#### *General Services Administration*

Phone Number: (202) 501-0450

CIGIE Liaison—Sarah S. Breen (202) 219-1351

Robert C. Erickson—Deputy Inspector General.

R. Nicholas Goco—Assistant Inspector General for Auditing.

Lee Quintyne—Assistant Inspector General for Investigations.

James E. Adams—Deputy Assistant Inspector General for Investigations.

Stephanie E. Burgoyne—Assistant Inspector General for Administration.

Larry L. Gregg—Associate Inspector General.

Patricia D. Sheehan—Assistant Inspector General for Inspections.

#### *Department of Health and Human Services*

Phone Number: (202) 619-3148

CIGIE Liaison—Elise Stein (202) 619-2686

Joanne Chiedi—Principal Deputy Inspector General.

Robert Owens, Jr.—Deputy Inspector General for Management and Policy.

Caryl Brzymialkiewicz—Assistant Inspector General/Chief Data Officer.

Gary Cantrell—Deputy Inspector General for Investigations.

Les Hollie—Assistant Inspector General for Investigations.

Thomas O'Donnell—Assistant Inspector General for Investigations.

Tyler Smith—Assistant Inspector General for Investigations.

Suzanne Murrin—Deputy Inspector General for Evaluation and Inspections.

Erin Bliss—Assistant Inspector General for Evaluation and Inspections.

Ann Maxwell—Assistant Inspector General for Evaluation and Inspections.

Gregory Demske—Chief Counsel to the Inspector General.

Robert DeConti—Assistant Inspector General for Legal Affairs.

Gloria Jarmon—Deputy Inspector General for Audit Services.

Amy Frontz—Assistant Inspector General for Audit Services.

Brian Ritchie—Assistant Inspector General for Audit Services.

#### *Department of Homeland Security*

Phone Number: (202) 254-4100

CIGIE Liaison—Erica Paulson (202) 254-0938

John Kelly—Deputy Inspector General.

Laurel Rimón—Counsel to the Inspector General.

Mark Bell—Assistant Inspector General for Audits.

Donald Bumgardner—Deputy Assistant Inspector General for Audits.

Maureen Duddy—Deputy Assistant Inspector General for Audits.

Thomas Salmon—Assistant Inspector General for Emergency Management Oversight.

Sondra McCauley—Assistant Inspector General for Information Technology Audits.

Anne L. Richards—Assistant Inspector General for Inspections and Evaluation.

Andrew Oosterbaan—Assistant Inspector General for Investigations.

Michele Kennedy—Deputy Inspector General for Investigations.

Dennis McGunagle—Deputy Inspector General for Investigations.

John E. McCoy II—Assistant Inspector General for Integrity and Quality Oversight.



Louise M. McGlathery—Assistant Inspector General for Management.  
Doris A. Wojnarowski—Deputy Assistant Inspector General for Management.

James P. Gaughran—Whistleblower Protection Ombudsman.

*Department of Housing and Urban Development*

Phone Number: (202) 708-0430

CIGIE Liaison—Michael White (202) 402-8410

Joe Clarke—Assistant Inspector General for Investigations.

Nicholas Padilla—Deputy Assistant Inspector General for Investigations.

Randy McGinnis—Assistant Inspector General for Audit.

Frank Rokosz—Deputy Assistant Inspector General for Audit.

John Buck—Deputy Assistant Inspector General for Audit.

Kimberly Randall—Deputy Assistant Inspector General for Audit.

Laura Farrior—Deputy Assistant Inspector General for Management.

Jeremy Kirkland—Counsel to the Inspector General.

Eddie Saffarinia—Sr. Advisor to the Assistant Inspector General for Management.

*Department of the Interior*

Phone Number: (202) 208-5745

CIGIE Liaison—Joann Gauzza (202) 208-5745

Steve Hardgrove—Chief of Staff.

Kimberly Elmore—Assistant Inspector General for Audits, Inspections and Evaluations.

Matt Elliott—Assistant Inspector General for Investigations.

Bruce Delaplaine—General Counsel.

Roderick Anderson—Assistant Inspector General for Management.

*Department of Justice*

Phone Number: (202) 514-3435

CIGIE Liaison—Jay Lerner (202) 514-3435

Robert P. Storch—Deputy Inspector General.

William M. Blier—General Counsel.

Daniel C. Beckhard—Assistant Inspector General for Oversight and Review.

Michael Sean O'Neill—Deputy Assistant Inspector General for Oversight and Review.

Jason R. Malmstrom—Assistant Inspector General for Audit.

Mark L. Hayes—Deputy Assistant Inspector General for Audit.

Eric A. Johnson—Assistant Inspector General for Investigations.

Nina S. Pelletier—Assistant Inspector General for Evaluation and Inspections.

Gregory T. Peters—Assistant Inspector General for Management and Planning.

Cynthia Lowell—Deputy Assistant Inspector for Management and Planning.

*Department of Labor*

Phone Number: (202) 693-5100

CIGIE Liaison—Luiz Santos (202) 693-7062

Larry D. Turner—Deputy Inspector General.

Howard Shapiro—Counsel to the Inspector General.

Elliot P. Lewis—Assistant Inspector General for Audit.

Debra D. Pettitt—Deputy Assistant Inspector General for Audit.

Cheryl Garcia—Assistant Inspector General for Labor Racketeering and Fraud Investigations.

Thomas D. Williams—Assistant Inspector General for Management and Policy.

Charles Sabatos—Deputy Assistant Inspector General for Management and Policy.

Jessica Southwell—Chief Performance and Risk Management Officer.

*National Aeronautics and Space Administration*

Phone Number: (202) 358-1220

CIGIE Liaison—Renee Juhans (202) 358-1712

Gail A. Robinson—Deputy Inspector General.

Frank LaRocca—Counsel to the Inspector General.

James R. Ives—Assistant Inspector General for Investigations.

James L. Morrison—Assistant Inspector General for Audits.

Ross W. Weiland—Assistant Inspector General for Management Planning.

*National Labor Relations Board*

Phone Number: (202) 273-1960

CIGIE Liaison—Robert Brennan (202) 273-1960

David P. Berry—Inspector General.

*National Science Foundation*

Phone Number: (703) 292-7100

CIGIE Liaison—Susan Carnohan (703) 292-5011

Alan Boehm—Assistant Inspector General for Investigations.

Kenneth Chason—Counsel to the Inspector General.

*Nuclear Regulatory Commission*

Phone Number: (301) 415-5930

CIGIE Liaison—Judy Gordon (301) 415-5913

David C. Lee—Deputy Inspector General.

Joseph A. McMillan—Assistant Inspector General for Investigations.

*Office of Personnel Management*

Phone Number: (202) 606-1200

CIGIE Liaison—Joyce D. Price (202) 606-2156

Norbert E. Vint—Acting Inspector General.

J. David Cope—Acting Deputy Inspector General.

James L. Ropelewski—Assistant Inspector General for Management.

Michelle B. Schmitz—Assistant Inspector General for Investigations.

Michael R. Esser—Assistant Inspector General for Audits.

Melissa D. Brown—Deputy Assistant Inspector General for Audits.

Lewis F. Parker—Deputy Assistant Inspector General for Audits.

Gopala Seelamneni—Chief Information Technology Officer.

*Peace Corps*

Phone Number: (202) 692-2900

CIGIE Liaison—Joaquin Ferrao (202) 692-2921

Kathy Buller—Inspector General (Foreign Service).

*United States Postal Service*

Phone Number: (703) 248-2100

CIGIE Liaison—Agapi Doulaveris (703) 248-2286

Elizabeth Martin—General Counsel.

Gladis Griffith—Deputy General Counsel.

Mark Duda—Assistant Inspector General for Audits.

*Railroad Retirement Board*

Phone Number: (312) 751-4690

CIGIE Liaison—Jill Roellig (312) 751-4993

Patricia A. Marshall—Counsel to the Inspector General.

Heather Dunahoo—Assistant Inspector General for Audit.

Louis Rossignuolo—Assistant Inspector General for Investigations.



*Small Business Administration*

Phone Number: (202) 205-6586

CIGIE Liaison—Robert F. Fisher (202) 205-6583 and Sheldon R. Shoemaker (202) 205-0080

Hannibal M. Ware—Deputy Inspector General.

Troy M. Meyer—Assistant Inspector General for Auditing.

Mark P. Hines—Assistant Inspector General for Investigations.

Robert F. Fisher—Assistant Inspector General for Management and Administration.

*Social Security Administration*

Phone Number: (410) 966-8385

CIGIE Liaison—Kristin Klima (202) 358-6319

Rona Lawson—Assistant Inspector General for Audit.

Joseph Gangloff—Counsel to the Inspector General.

Michael Robinson—Assistant Inspector General for Investigations.

Kelly Bloyer—Assistant Inspector General for Communications and Resource Management.

*Special Inspector General for Troubled Asset Relief Program*

Phone Number: (202) 622-1419

CIGIE Liaison—B. Chad Bungard (202) 927-8938

Peggy Ellen—Deputy Special Inspector General.

Charles (Chris) Gregorski—Deputy Special Inspector General, Investigations.

B. Chad Bungard—General Counsel.

Jennifer Wilson—Deputy Special Inspector General, Audit and Evaluations.

*Department of State and the Broadcasting Board of Governors*

Phone Number: (202) 663-0340

CIGIE Liaison—Richard Puglisi (202) 663-0662

Emilia DiSanto—Deputy Inspector General.

Michael Mobbs—General Counsel.

Norman P. Brown—Assistant Inspector General for Audits.

Sandra J. Lewis—Assistant Inspector General for Inspections.

Geoffrey A. Cherrington—Assistant Inspector General for Investigations.

Karen J. Ouzts—Assistant Inspector General for Management.

Jennifer L. Costello—Assistant Inspector General for Evaluations and Special Projects.

Gayle Voshell—Deputy Assistant Inspector General for Audits.

Tinh T. Nguyen—Deputy Assistant Inspector General for Middle East Region Operations.

Harrison Ford—Deputy Assistant Inspector General for Inspections.

Michael Ryan—Deputy Assistant Inspector General for Investigations.

Cathy D. Alix—Deputy Assistant Inspector General for Management.

*Department of Transportation*

Phone Number: (202) 366-1959

CIGIE Liaison—Nathan P. Richmond: (202) 493-0422

Mitchell L. Behm—Deputy Inspector General.

Brian A. Dettelbach—Assistant Inspector General for Legal, Legislative, and External Affairs.

Dr. Eileen Ennis—Assistant Inspector General for Administration.

Michelle T. McVicker—Principal Assistant Inspector General for Investigations.

Max Smith—Deputy Assistant Inspector General for Investigations.

Joseph W. Comé—Principal Assistant Inspector General for Auditing and Evaluation.

Charles A. Ward—Assistant Inspector General for Aviation Audits.

Matthew E. Hampton—Assistant Inspector General for Aviation Audits.

Barry DeWeese—Assistant Inspector General for Surface Transportation Audits.

Louis C. King—Assistant Inspector General for Financial and Information Technology Audits.

Mary Kay Langan-Feirson—Assistant Inspector General for Acquisition and Procurement Audits.

*Department of the Treasury*

Phone Number: (202) 622-1090

CIGIE Liaison—Susan G. Marshall (202) 927-9842

Richard K. Delmar—Counsel to the Inspector General.

Tricia L. Hollis—Assistant Inspector General for Management.

John L. Phillips—Assistant Inspector General for Investigations.

Jerry S. Marshall—Deputy Assistant Inspector General for Investigations.

Donna F. Joseph—Deputy Assistant Inspector General for Cyber and Financial Assistance Audit.

Lisa A. Carter—Deputy Assistant Inspector General for Audit (Financial Sector Audits).

*Treasury Inspector General for Tax Administration/Department of the Treasury*

Phone Number: (202) 622-6500

CIGIE Liaison—David Barnes (Acting) (202) 622-3062

Timothy Camus—Deputy Inspector General for Investigations.

Michael McKenney—Deputy Inspector General for Audit.

Michael Delgado—Assistant Inspector General for Investigations.

Russell Martin—Assistant Inspector General for Audit (Returns Processing & Account Services).

Greg Kutz—Acting Deputy Inspector General for Inspections and Evaluations/Assistant Inspector General for Audit (Management Services & Exempt Organizations).

Matthew Weir—Assistant Inspector General for Audit (Compliance and Enforcement Operations).

Gayle Hatheway—Deputy Assistant Inspector General for Investigations

James Jackson—Deputy Assistant Inspector General for Investigations.

Randy Silvis—Deputy Assistant Inspector General for Investigations.

Gladys Hernandez—Chief Counsel.

George Jakabcin—Chief Information Officer.

Thomas Carter—Deputy Chief Counsel.

*Department of Veterans Affairs*

Phone Number: (202) 461-4720

CIGIE Liaison—Megan VanLandingham (202) 461-4720

Quentin G. Aucoin—Assistant Inspector General for Investigations.

Gary K. Abe—Deputy Assistant Inspector General for Audits and Evaluations (Field Operations).

Jason R. Woodward—Deputy Assistant Inspector General for Management and Administration.

John D. Daigh—Assistant Inspector General for Healthcare Inspections.

Claire McDonald—Deputy Assistant Inspector General for Healthcare Inspections.

Dated: August 25, 2016.

**Mark D. Jones,**

*Executive Director.*

[FR Doc. 2016-20791 Filed 8-29-16; 8:45 am]

**BILLING CODE 6820-C9-P**

**BILLING CODE: 6820-C9**

**COUNCIL OF THE INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY**

**Senior Executive Service Performance Review Board Membership**

**AGENCY:** Council of the Inspectors General on Integrity and Efficiency

**ACTION:** Notice.

---

**SUMMARY:** This notice sets forth the names and titles of the current membership of the Council of the Inspectors General on Integrity and Efficiency (CIGIE) Performance Review Board as of October 1, 2016.

**DATES:** *Effective Date: October 1, 2016.*

**FOR FURTHER INFORMATION CONTACT:**

Individual Offices of Inspectors General at the telephone numbers listed below.

**SUPPLEMENTARY INFORMATION:**

**I. Background**

The Inspector General Act of 1978, as amended, created the Offices of Inspectors General as independent and objective units to conduct and supervise audits and investigations relating to Federal programs and operations. The Inspector General Reform Act of 2008, established the Council of the Inspectors General on Integrity and Efficiency (CIGIE) to address integrity, economy, and effectiveness issues that transcend individual Government agencies; and increase the professionalism and effectiveness of personnel by developing policies, standards, and approaches to aid in the establishment of a well-trained and highly skilled workforce in the Offices of Inspectors General. The CIGIE

is an interagency council whose executive chair is the Deputy Director for Management, Office of Management and Budget, and is comprised principally of the 73 Inspectors General (IGs).

## **II. CIGIE Performance Review Board**

Under 5 U.S.C. 4314(c)(1)–(5), and in accordance with regulations prescribed by the Office of Personnel Management, each agency is required to establish one or more Senior Executive Service (SES) performance review boards. The purpose of these boards is to review and evaluate the initial appraisal of a senior executive's performance by the supervisor, along with any recommendations to the appointing authority relative to the performance of the senior executive. The current members of the Council of the Inspectors General on Integrity and Efficiency Performance Review Board, as of October 1, 2016, are as follows:

### **Agency for International Development**

**Phone Number: (202) 712-1150**

**CIGIE Liaison—Justin Brown (202) 712-1150**

Daniel Altman – Assistant Inspector General for Investigations.

Lisa McClennon – Deputy Assistant Inspector General for Investigations.

Thomas Yatsco – Assistant Inspector General for Audit.

Melinda Dempsey – Deputy Assistant Inspector General for Audit.

Alvin A. Brown – Deputy Assistant Inspector General for Audit.

Lisa Goldfluss – Legal Counsel to the Inspector General.

Aracely Nunez-Mattocks – Assistant Inspector General for Management.

Jason Carroll – Deputy Assistant Inspector General for Management.

### **Department of Agriculture**

**Phone Number: (202) 720-8001**

**CIGIE Liaison—Angel N. Bethea (202) 720-8001**

David R. Gray – Deputy Inspector General.

Christy A. Slamowitz – Counsel to the Inspector General.  
Gilroy Harden – Assistant Inspector General for Audit.  
Steven H. Rickrode, Jr. – Deputy Assistant Inspector General for Audit.  
Yarisis Rivera Rojas – Deputy Assistant Inspector General for Audit.  
Ann M. Coffey - Assistant Inspector General for Investigations.  
Peter P. Paradis, Sr. – Deputy Inspector General for Investigations.  
Rodney G. DeSmet –Assistant Inspector General for Data Science.  
Lane M. Timm – Assistant Inspector General for Management.

#### **Department of Commerce**

**Phone Number: (202) 482-4661**

**CIGIE Liaison—Clark Reid (202) 482-4661**

Ann Eilers – Assistant Inspector General for Administration.  
Allen Crawley – Assistant Inspector General for Systems Acquisition and IT Security.  
Mark Greenblatt – Assistant Inspector General for Investigations.  
Andrew Katsaros – Assistant Inspector General for Audit Quality and Broadband.  
Mark Zabarsky – Assistant Inspector General for Acquisition and Special Program Audits.  
Richard Krasner (SL) – Satellite Analyst.

#### **Department of Defense**

**Phone Number: (703) 604-8324**

**Acting CIGIE Liaison—Brett Mansfield (703) 604-8300**

Daniel R. Blair – Deputy Chief of Staff.  
Michael S. Child, Sr. – Deputy Inspector General for Overseas Contingency Operations.  
Carol N. Gorman – Assistant Inspector General for Readiness and Cyber Operations.  
Carolyn R. Hantz – Assistant Inspector General for Audit Policy and Oversight.  
Dr. Brett Baker – Deputy Inspector General for Auditing.  
Glenn A. Fine – Principal Deputy Inspector General.

Marguerite C. Garrison – Deputy Inspector General for Administrative Investigations.  
Robert Kwalwasser – Assistant Inspector General for Investigative Policy & Oversight.  
Kenneth P. Moorefield – Deputy Inspector General for Special Plans and Operations.  
Dermot F. O'Reilly – Acting Deputy Inspector General for Investigations.  
Michael J. Roark – Assistant Inspector General for Contract Management and Payment.  
Henry C. Shelley, Jr. – General Counsel.  
Steven A. Stebbins – Chief of Staff.  
Randolph R. Stone – Deputy Inspector General for Policy and Oversight.  
Anthony C. Thomas – Deputy Inspector General for Intelligence and Special Program Assessments.  
Jacqueline L. Wicecarver – Assistant Inspector General for Acquisition, Parts, and Inventory.  
Lorin T. Venable – Assistant Inspector General for Financial Management and Reporting.

#### **Department of Education**

**Phone Number: (202) 245-6900**

**CIGIE Liaison— Janet Harmon (202) 245-6076**

David Morris – Assistant Inspector General for Management Services.  
Patrick Howard – Assistant Inspector General for Audit.  
Bryon Gordon – Deputy Assistant Inspector General for Audit.  
Aaron Jordan – Assistant Inspector General for Investigations.  
Mark Smith – Deputy Assistant Inspector General for Investigations.  
Charles Coe – Assistant Inspector General for Information Technology Audits and Computer Crime Investigations.  
Marta Erceg – Counsel to the Inspector General.

#### **Department of Energy**

**Phone Number: (202) 586-4393**

**CIGIE Liaison—Tara Porter (202) 586-5798**

April Stephenson – Assistant Inspector General for Audits and Inspections.  
Sarah Nelson – Assistant Inspector General for Audits and Administration.



Michelle Anderson – Assistant Inspector General for Audits and Inspections.

John Dupuy – Assistant Inspector General for Investigations.

Tara Porter – Assistant Inspector General for Management and Administration.

Virginia Grebasch – Counsel to the Inspector General.

David Sedillo – Deputy Assistant Inspector General for Audits and Inspections.

Jack Rouch – Deputy Assistant Inspector General for Audits.

Debra Solmonson – Deputy Assistant Inspector General for Audits and Inspections.

### **Environmental Protection Agency**

**CIGIE Liaison—Jennifer Kaplan (202) 566-0918**

Charles Sheehan - Deputy Inspector General.

Patrick Sullivan – Assistant Inspector General for Investigations.

Carolyn Copper – Assistant Inspector General for Program Evaluation.

Alan Larsen – Counsel to the Inspector General and Assistant Inspector General for Congressional and Public Affairs.

Kevin Christensen – Assistant Inspector General for Audits.

### **Federal Labor Relations Authority**

**Phone Number: (202) 218-7744**

**CIGIE Liaison—Dana Rooney (202) 218-7744**

Dana Rooney – Inspector General.

### **Federal Maritime Commission**

**Phone Number: (202) 523-5863**

**CIGIE Liaison—Jon Hatfield (202) 523-5863**

Jon Hatfield – Inspector General.

### **Federal Trade Commission**

**Phone Number: (202) 326-3295**

**CIGIE Liaison— Roslyn A. Mazer (202) 326-3295**

Roslyn A. Mazer – Inspector General.

#### **General Services Administration**

**Phone Number: (202) 501-0450**

**CIGIE Liaison—Sarah S. Breen (202) 219-1351**

Robert C. Erickson – Deputy Inspector General.

R. Nicholas Goco - Assistant Inspector General for Auditing.

Lee Quintyne –Assistant Inspector General for Investigations.

James E. Adams - Deputy Assistant Inspector General for Investigations.

Stephanie E. Burgoyne – Assistant Inspector General for Administration.

Larry L. Gregg - Associate Inspector General.

Patricia D. Sheehan – Assistant Inspector General for Inspections.

#### **Department of Health and Human Services**

**Phone Number: (202) 619-3148**

**CIGIE Liaison—Elise Stein (202) 619-2686**

Joanne Chiedi – Principal Deputy Inspector General.

Robert Owens, Jr. – Deputy Inspector General for Management and Policy.

Caryl Brzymialkiewicz – Assistant Inspector General/Chief Data Officer.

Gary Cantrell – Deputy Inspector General for Investigations.

Les Hollie – Assistant Inspector General for Investigations.

Thomas O'Donnell – Assistant Inspector General for Investigations.

Tyler Smith – Assistant Inspector General for Investigations.

Suzanne Murrin – Deputy Inspector General for Evaluation and Inspections.

Erin Bliss – Assistant Inspector General for Evaluation and Inspections.

Ann Maxwell – Assistant Inspector General for Evaluation and Inspections.

Gregory Demske – Chief Counsel to the Inspector General.

Robert DeConti – Assistant Inspector General for Legal Affairs.

Gloria Jarmon – Deputy Inspector General for Audit Services.

Amy Frontz – Assistant Inspector General for Audit Services.

Brian Ritchie – Assistant Inspector General for Audit Services.

## **Department of Homeland Security**

**Phone Number: (202) 254-4100**

**CIGIE Liaison—Erica Paulson (202) 254-0938**

John Kelly – Deputy Inspector General.

Laurel Rimón – Counsel to the Inspector General.

Mark Bell – Assistant Inspector General for Audits.

Donald Bumgardner – Deputy Assistant Inspector General for Audits.

Maureen Duddy – Deputy Assistant Inspector General for Audits.

Thomas Salmon – Assistant Inspector General for Emergency Management Oversight.

Sondra McCauley – Assistant Inspector General for Information Technology Audits.

Anne L. Richards – Assistant Inspector General for Inspections and Evaluation.

Andrew Oosterbaan – Assistant Inspector General for Investigations.

Michele Kennedy – Deputy Inspector General for Investigations.

Dennis McGunagle – Deputy Inspector General for Investigations.

John E. McCoy II – Assistant Inspector General for Integrity and Quality Oversight.

Louise M. McGlathery – Assistant Inspector General for Management.

Doris A. Wojnarowski – Deputy Assistant Inspector General for Management.

James P. Gaughran – Whistleblower Protection Ombudsman.

## **Department of Housing and Urban Development**

**Phone Number: (202) 708-0430**

**CIGIE Liaison—Michael White (202) 402-8410**

Joe Clarke – Assistant Inspector General for Investigations.  
Nicholas Padilla – Deputy Assistant Inspector General for Investigations.  
Randy McGinnis – Assistant Inspector General for Audit.  
Frank Rokosz – Deputy Assistant Inspector General for Audit.  
John Buck – Deputy Assistant Inspector General for Audit.  
Kimberly Randall – Deputy Assistant Inspector General for Audit.  
Laura Farrior – Deputy Assistant Inspector General for Management.  
Jeremy Kirkland – Counsel to the Inspector General.  
Eddie Saffarinia – Sr. Advisor to the Assistant Inspector General for Management.

#### **Department of the Interior**

**Phone Number: (202) 208-5745**

**CIGIE Liaison—Joann Gauzza (202) 208-5745**

Steve Hardgrove – Chief of Staff.  
Kimberly Elmore – Assistant Inspector General for Audits, Inspections and Evaluations.  
Matt Elliott – Assistant Inspector General for Investigations.  
Bruce Delaplaine – General Counsel.  
Roderick Anderson – Assistant Inspector General for Management.

#### **Department of Justice**

**Phone Number: (202) 514-3435**

**CIGIE Liaison—Jay Lerner (202) 514-3435**

Robert P. Storch – Deputy Inspector General.  
William M. Blier – General Counsel.  
Daniel C. Beckhard – Assistant Inspector General for Oversight and Review.  
Michael Sean O'Neill – Deputy Assistant Inspector General for Oversight and Review.  
Jason R. Malmstrom – Assistant Inspector General for Audit.  
Mark L. Hayes – Deputy Assistant Inspector General for Audit.

Eric A. Johnson –Assistant Inspector General for Investigations.

Nina S. Pelletier – Assistant Inspector General for Evaluation and Inspections.

Gregory T. Peters – Assistant Inspector General for Management and Planning.

Cynthia Lowell – Deputy Assistant Inspector for Management and Planning.

#### **Department of Labor**

**Phone Number: (202) 693–5100**

**CIGIE Liaison— Luiz Santos (202) 693-7062**

Larry D. Turner – Deputy Inspector General.

Howard Shapiro – Counsel to the Inspector General.

Elliot P. Lewis – Assistant Inspector General for Audit.

Debra D. Pettitt -- Deputy Assistant Inspector General for Audit.

Cheryl Garcia - Assistant Inspector General for Labor Racketeering and Fraud Investigations.

Thomas D. Williams – Assistant Inspector General for Management and Policy.

Charles Sabatos – Deputy Assistant Inspector General for Management and Policy.

Jessica Southwell – Chief Performance and Risk Management Officer.

#### **National Aeronautics and Space Administration**

**Phone Number: (202) 358–1220**

**CIGIE Liaison—Renee Juhans (202) 358–1712**

Gail A. Robinson – Deputy Inspector General.

Frank LaRocca – Counsel to the Inspector General.

James R. Ives – Assistant Inspector General for Investigations.

James L. Morrison – Assistant Inspector General for Audits.

Ross W. Weiland – Assistant Inspector General for Management Planning.

#### **National Labor Relations Board**

**Phone Number: (202) 273-1960**



**CIGIE Liaison—Robert Brennan (202) 273-1960**

David P. Berry – Inspector General.

**National Science Foundation**

**Phone Number: (703) 292-7100**

**CIGIE Liaison—Susan Carnohan (703) 292-5011**

Alan Boehm – Assistant Inspector General for Investigations.

Kenneth Chason – Counsel to the Inspector General.

**Nuclear Regulatory Commission**

**Phone Number: (301) 415-5930**

**CIGIE Liaison—Judy Gordon (301) 415-5913**

David C. Lee – Deputy Inspector General.

Joseph A. McMillan – Assistant Inspector General for Investigations.

**Office of Personnel Management**

**Phone Number: (202) 606-1200**

**CIGIE Liaison—Joyce D. Price (202) 606-2156**

Norbert E. Vint – Acting Inspector General.

J. David Cope – Acting Deputy Inspector General.

James L. Ropelewski – Assistant Inspector General for Management.

Michelle B. Schmitz – Assistant Inspector General for Investigations.

Michael R. Esser – Assistant Inspector General for Audits.

Melissa D. Brown – Deputy Assistant Inspector General for Audits.

Lewis F. Parker – Deputy Assistant Inspector General for Audits.

Gopala Seelamneni – Chief Information Technology Officer.

**Peace Corps**

**Phone Number: (202) 692-2900**

**CIGIE Liaison—Joaquin Ferrao (202) 692-2921**

Kathy Buller – Inspector General (Foreign Service).

**United States Postal Service**

**Phone Number: (703) 248-2100**

**CIGIE Liaison—Agapi Doulaveris (703) 248-2286**

Elizabeth Martin – General Counsel.

Gladis Griffith – Deputy General Counsel.

Mark Duda – Assistant Inspector General for Audits.

**Railroad Retirement Board**

**Phone Number: (312) 751-4690**

**CIGIE Liaison—Jill Roellig (312) 751-4993**

Patricia A. Marshall – Counsel to the Inspector General.

Heather Dunahoo – Assistant Inspector General for Audit.

Louis Rossignuolo – Assistant Inspector General for Investigations.

**Small Business Administration**

**Phone Number: (202) 205-6586**

**CIGIE Liaison—Robert F. Fisher (202) 205-6583 and Sheldon R. Shoemaker (202) 205-0080**

Hannibal M. Ware – Deputy Inspector General.

Troy M. Meyer – Assistant Inspector General for Auditing.

Mark P. Hines – Assistant Inspector General for Investigations.

Robert F. Fisher – Assistant Inspector General for Management and Administration.

**Social Security Administration****Phone Number: (410) 966-8385****CIGIE Liaison—Kristin Klima (202) 358-6319**

Rona Lawson – Assistant Inspector General for Audit.

Joseph Gangloff – Counsel to the Inspector General.

Michael Robinson – Assistant Inspector General for Investigations.

Kelly Bloyer – Assistant Inspector General for Communications and Resource Management.

**Special Inspector General for Troubled Asset Relief Program****Phone Number: (202) 622-1419****CIGIE Liaison—B. Chad Bungard (202) 927-8938**

Peggy Ellen – Deputy Special Inspector General.

Charles (Chris) Gregorski – Deputy Special Inspector General, Investigations.

B. Chad Bungard – General Counsel.

Jenniffer Wilson – Deputy Special Inspector General, Audit and Evaluations.

**Department of State and the Broadcasting Board of Governors****Phone Number: (202) 663-0340****CIGIE Liaison—Richard Puglisi (202) 663-0662**

Emilia DiSanto – Deputy Inspector General.

Michael Mobbs – General Counsel.

Norman P. Brown – Assistant Inspector General for Audits.

Sandra J. Lewis – Assistant Inspector General for Inspections.

Geoffrey A. Cherrington – Assistant Inspector General for Investigations.

Karen J. Ouzts – Assistant Inspector General for Management.

Jennifer L. Costello – Assistant Inspector General for Evaluations and Special Projects.

Gayle Voshell – Deputy Assistant Inspector General for Audits.

Tinh T. Nguyen – Deputy Assistant Inspector General for Middle East Region Operations.

Harrison Ford – Deputy Assistant Inspector General for Inspections.

Michael Ryan – Deputy Assistant Inspector General for Investigations.

Cathy D. Alix – Deputy Assistant Inspector General for Management.

### **Department of Transportation**

**Phone Number: (202) 366–1959**

**CIGIE Liaison—Nathan P. Richmond: (202) 493–0422**

Mitchell L. Behm – Deputy Inspector General.

Brian A. Dettelbach – Assistant Inspector General for Legal, Legislative, and External Affairs.

Dr. Eileen Ennis – Assistant Inspector General for Administration.

Michelle T. McVicker – Principal Assistant Inspector General for Investigations.

Max Smith – Deputy Assistant Inspector General for Investigations.

Joseph W. Comé – Principal Assistant Inspector General for Auditing and Evaluation.

Charles A. Ward – Assistant Inspector General for Aviation Audits.

Matthew E. Hampton – Assistant Inspector General for Aviation Audits.

Barry DeWeese – Assistant Inspector General for Surface Transportation Audits.

Louis C. King – Assistant Inspector General for Financial and Information Technology Audits.

Mary Kay Langan-Feirson – Assistant Inspector General for Acquisition and Procurement Audits.

### **Department of the Treasury**

**Phone Number: (202) 622–1090**

**CIGIE Liaison—Susan G. Marshall (202) 927-9842**

Richard K. Delmar – Counsel to the Inspector General.

Tricia L. Hollis – Assistant Inspector General for Management.

John L. Phillips – Assistant Inspector General for Investigations.

Jerry S. Marshall – Deputy Assistant Inspector General for Investigations.

Pauletta Battle – Deputy Assistant Inspector General for Financial Management and Transparency Audits.

Donna F. Joseph – Deputy Assistant Inspector General for Cyber and Financial Assistance Audits.

Lisa A. Carter – Deputy Assistant Inspector General for Audit (Financial Sector Audits).

**Treasury Inspector General for Tax Administration/Department of the Treasury**

**Phone Number: (202) 622-6500**

**CIGIE Liaison— David Barnes (Acting) (202) 622-3062**

Timothy Camus – Deputy Inspector General for Investigations.

Michael McKenney – Deputy Inspector General for Audit.

Michael Delgado – Assistant Inspector General for Investigations.

Russell Martin – Assistant Inspector General for Audit (Returns Processing & Account Services).

Greg Kutz - Acting Deputy Inspector General for Inspections and Evaluations/Assistant Inspector General for Audit (Management Services & Exempt Organizations).

Matthew Weir – Assistant Inspector General for Audit (Compliance and Enforcement Operations).

Gayle Hatheway – Deputy Assistant Inspector General for Investigations

James Jackson – Deputy Assistant Inspector General for Investigations.

Randy Silvis – Deputy Assistant Inspector General for Investigations.

Gladys Hernandez – Chief Counsel.

George Jakabcin – Chief Information Officer.

Thomas Carter – Deputy Chief Counsel.

**Department of Veterans Affairs**

**Phone Number: (202) 461-4720**

**CIGIE Liaison—Megan VanLandingham (202) 461-4720**

Quentin G. Aucoin – Assistant Inspector General for Investigations.

Gary K. Abe - Deputy Assistant Inspector General for Audits and Evaluations (Field Operations).

Jason R. Woodward – Deputy Assistant Inspector General for Management and Administration.

John D. Daigh – Assistant Inspector General for Healthcare Inspections.

Claire McDonald – Deputy Assistant Inspector General for Healthcare Inspections.



\_\_\_\_\_  
Mark D. Jones  
Executive Director

\_\_\_\_\_  
Date

**From:** Thorson, Eric M  
**Sent:** Thu, 4 May 2017 13:18:29 +0000  
**To:** Marshall, Susan G.  
**Subject:** RE: Take Our Kids to Work Day - Thank You!

**I assume you are back because you are feeling OK. Please cut your day short when you have everything back on track.**

---

**From:** Marshall, Susan G.  
**Sent:** Thursday, May 4, 2017 9:10 AM  
**To:** Thorson, Eric M <ThorsonE@oig.treas.gov>  
**Subject:** RE: Take Our Kids to Work Day - Thank You!

Thanks.

We did a similar write-up in the last report but the activity only applied to our office, not the Department. I didn't know she was doing this so thanks for sharing the information. I'll wait to hear from her.

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Thorson, Eric M  
**Sent:** Thursday, May 4, 2017 9:06 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Subject:** FW: Take Our Kids to Work Day - Thank You!

**FYI. I am not sure what report she is referring to, but I sure wasn't going to tell her no.**

---

**From:** [REDACTED]  
**Sent:** Tuesday, May 2, 2017 12:53 PM  
**To:** Thorson, Eric M <ThorsonE@oig.treas.gov>  
**Subject:** RE: Take Our Kids to Work Day - Thank You!

Great!!! I'll work on drafting the details. Thank you sir!

---

**From:** Thorson, Eric M  
**Sent:** Tuesday, May 2, 2017 10:24 AM  
**To:** [REDACTED] >  
**Subject:** RE: Take Our Kids to Work Day - Thank You!

Sure!!

---

**From:** [REDACTED]  
**Sent:** Tuesday, May 2, 2017 10:21 AM  
**To:** Thorson, Eric M <[ThorsonE@oig.treas.gov](mailto:ThorsonE@oig.treas.gov)>  
**Subject:** RE: Take Our Kids to Work Day - Thank You!

Thank you Mr. Thorson! ☺

On another note, I'd like to share that some OIG staff members generously donated coats, hats, and scarfs for BIG's winter coat drive to Ketcham Elementary School (Ketcham) located at 1919 15th St SE, Washington, DC 20020. Treasury – BIG Chapter partnered with another BIG Chapter to provide items to more than 130 children.

Are you ok with including this detail in the management directive report to Susan Marshall? Thanks!

[REDACTED]

---

**From:** Thorson, Eric M  
**Sent:** Tuesday, May 2, 2017 9:36 AM  
**To:** [REDACTED]  
**Subject:** RE: Take Our Kids to Work Day - Thank You!

Great Work, [REDACTED]! Thanks for your efforts on all of this.

ERIC

**Eric M. Thorson**

Inspector General  
Department of the Treasury  
202-622-1090



---

**From:** [REDACTED]  
**Sent:** Tuesday, May 2, 2017 9:20 AM  
**To:** 'Anita.Blair@treasury.gov' <[Anita.Blair@treasury.gov](mailto:Anita.Blair@treasury.gov)>  
**Cc:** [Kody.Kinsley@treasury.gov](mailto:Kody.Kinsley@treasury.gov); Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>; [Mariam.Harvey@treasury.gov](mailto:Mariam.Harvey@treasury.gov); [Lorraine.Cole@treasury.gov](mailto:Lorraine.Cole@treasury.gov); [Griselda.Wallace@treasury.gov](mailto:Griselda.Wallace@treasury.gov); [Tari.Thompson@treasury.gov](mailto:Tari.Thompson@treasury.gov); Thorson, Eric M <[ThorsonE@oig.treas.gov](mailto:ThorsonE@oig.treas.gov)>; Harker, Deborah L. <[HarkerD@oig.treas.gov](mailto:HarkerD@oig.treas.gov)>; Carter, Lisa A.

<CarterL@oig.treas.gov>; Johnson, Katherine E. <JohnsonK@oig.treas.gov>

**Subject:** RE: Take Our Kids to Work Day - Thank You!

Good morning Anita,

You are welcome! On the behalf of the members and sponsors of Treasury – BIG (Blacks In Government) Chapter, we thank you and the team for the opportunity to participate in this meaningful day, “Take Our Kids to Work Day”, for the fifth consecutive year. Likewise, it's always a pleasure to work with you and the team. We were happy to donate snacks and drinks for Treasury's youth, our future leaders.

We look forward to supporting events like “Take Our Kids to Work Day”, amongst other Treasury events, in the future. Please let us know if we can assist. Again, thank you, and have a great day!

Best,

[REDACTED]

[REDACTED]

Department of the Treasury – Blacks In Government Chapter

P.O. Box 28062

Washington, DC 20038-8062

(w) 202.927.5512

Knowledge- make it a part of who you are

<https://thegreen.treas.gov/do/omwi/big/SitePages/Home.aspx>

**From:** Anita.Blair@treasury.gov [mailto:Anita.Blair@treasury.gov]

**Sent:** Monday, May 1, 2017 11:21 AM

**To:** [REDACTED]

**Cc:** Kody.Kinsley@treasury.gov; Hollis, Tricia <HollisP@oig.treas.gov>; Mariam.Harvey@treasury.gov; Lorraine.Cole@treasury.gov; Griselda.Wallace@treasury.gov; Tari.Thompson@treasury.gov

**Subject:** Take Our Kids to Work Day - Thank You!

This message was sent securely using ZixCorp.

Dear [REDACTED],

On behalf of DO and the folks who participated in the “Take Our Kids to Work Day” event last week, **THANK YOU** once again to Blacks in Government (BiG) for your generous support, including donating snacks and drinks.

It is always such a pleasure to work with you. I personally appreciate all the good things that BiG does for Treasury and DO. We are very fortunate to have BiG friends!

Gratefully,  
Anita

Anita Blair  
Deputy Assistant Secretary for Human Resources  
& Chief Human Capital Officer  
Department of the Treasury  
O: 202-927-0341





**From:** Marshall, Susan G.  
**Sent:** Wed, 12 Jul 2017 17:44:42 +0000  
**To:** [REDACTED]  
**Subject:** Looking for a new job opportunity  
**Attachments:** smmarshallresume2017.doc

Hi [REDACTED]

How are you? I haven't talked to you since you retired, so I hope you are doing well and enjoying retirement! It is possible that I might be retiring this fall, but I still want to work after I retire, either on the Hill, at an Association or as a re-employed annuitant at an agency so I thought I'd send you my resume in case you or someone you know might need someone with my background and experience.

All the best to you and your family!!

Sincerely,

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

**Susan G. Marshall**

107

875 15<sup>th</sup> Street, NW  
Washington, DC 20220  
(202) 927-9842

**September 2011 to Present**  
**Director, External Relations**  
**Office of Inspector General, Department of Treasury**

- Executive Director, Council of Inspectors General on Financial Oversight (CIGFO)
- Manage CIGFO working group audits on financial stability and publish CIGFO annual report
- Monitor fiscal and monetary policy developments and inform CIGFO members of activities
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Manage the Office of Inspector General legislative tracking system
- Manage the Office of Inspector General Equal Employment Opportunity Program

**March 2009 to July 2011**  
**Senior Advisor to Commissioner Dan Blair**  
**Postal Regulatory Commission**

- Responsible for advising Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions
- Responded to press inquiries on the Commissioner's behalf
- Developed and drafted procurement procedures handbook for the Commission ( 2009)

**September 2005 to January 2009**  
**Director, Congressional Relations**  
**Office of Personnel Management**

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies
- Managed Congressional Correspondence program and case work related to over 7,000 Member letters and Congressional calls for information
- Responsible for managing a staff of 14
- Developed and managed \$1 million records management contract –conversion of 500,000 legislative records to electronic format
- Member of the agency's Information Technology Review Board

**July 2003 to September 2005**

**Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement**

**General Services Administration**

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Developed and implemented the agency's Competitive Sourcing Program by facilitating agency-wide and individual business unit organizational studies
- Provided competitive sourcing policy training to GSA personnel
- Participated on Source Selection Boards
- Implemented a new A-76 infrastructure to facilitate contract, human resources and legal issues related to specific organizational studies
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million
- Managed a staff of five

**June 2001 to July 2003**

**Senior Policy Advisor to the Administrator**

**General Services Administration**

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)
- Provided program/policy analysis and provided recommendations on how to remedy program deficiencies
- Coordinated and assisted in the execution of strategic marketing, communications and legislative affairs strategies
- Participated in the agency's long-range planning activities, such as development of the agency's Strategic Plan, Performance Plan, and Accountability Report
- Implemented the agency's Performance Management Web-based tool
- Collected survey data on performance management and developed statistical analysis of the results

**December 1998 to June 2001**

**Professional Staff Member**

**Senate Committee on Governmental Affairs**

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement
- Coordinated confirmation process for nominees of the Office of Management and Budget, Federal Emergency Management Agency and the Census Bureau
- Responsible for briefings to Members and staff on technology, property, statistical policy and other issues

**July 1997 to December 1998**

**Vice President, Information Services Division  
Information Technology Association of America**

- Coordinated successful lobbying campaign to increase the number of temporary visas for high tech workers resulting in the enactment of the American Competitiveness and Workforce Improvement Act of 1998
- Managed outside lobbyists (Patton Boggs)
- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000
- Reported to association Board of Directors
- Responsible for monthly newsletter publication

**January to June 1997**

**Consultant, Year 2000 Program  
Federal Sources, Incorporated**

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies
- Presented oral briefings to clients on Federal activity and business opportunities
- Provided public relations and market consulting to various clients
- Worked with trade publications, mainstream print and other media organizations as a company spokesperson on Year 2000 activity
- Coordinated Congressional briefings

**1994 to 1996**

**Procurement Specialist  
Committee on Government Reform and Oversight**

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)
- Conducted oversight of Federal agency computer data field software conversion efforts to identify the Year 2000
- Primary liaison for industry and association support for procurement reform
- Briefed Committee Members and staff on procurement initiatives and related reforms

**1989 to 1994**

**Manager, Legislative Affairs: 1993 to 1994**

**Assistant Manager, Legislative Affairs 1992 to 1993**

**Legislative Assistant, Legislative Affairs 1989 to 1992**

**Aerospace Industries Association of America, Incorporated**

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues
- Wrote testimony and prepared industry witnesses for Congressional hearings
- Presented oral and written briefings on current legislative activity
- Responsible for monthly newsletter publications, monthly Executive Member legislative reports, and biannual Board of Governors presentations

**Education:**

B.A. Political Science May 1987 The Pennsylvania State University

Political Studies 1986 University of Exeter, Exeter England

**Awards:**

Barry R. Snyder award for significant contributions through a cooperative effort in support of the mission of the Council of Inspectors General on Integrity and Ethics.

**Clearance:**

Top Secret (Inactive)



**From:** Delmar, Richard K.  
**Sent:** Thu, 4 May 2017 14:01:00 +0000  
**To:** OIG-OC  
**Subject:** FW: Program May 10 -- speaks to diversity and inclusion  
**Attachments:** Earning It - Hard-Won Lessons from Trailblazing Women - May 10 - FINAL.docx, TEI PSRW May 10 Flyer - FINAL.docx

FYI.

---

**From:** Marshall, Susan G.  
**Sent:** Thursday, May 4, 2017 8:46 AM  
**To:** Thorson, Eric M <ThorsonE@oig.treas.gov>; Hollis, Tricia <HollisP@oig.treas.gov>; Harker, Deborah L. <HarkerD@oig.treas.gov>; Delmar, Richard K. <DelmarR@oig.treas.gov>; Phillips, John L. <PhillipsJ@oig.treas.gov>; Marshall, Jerome S. <MarshallJ@oig.treas.gov>; Lawrence, Jeffrey <LawrenceJ@oig.treas.gov>  
**Subject:** FW: Program May 10 -- speaks to diversity and inclusion

Please see below and attached from our EEO advisors.

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

**From:** [Mariam.Harvey@treasury.gov](mailto:Mariam.Harvey@treasury.gov) [mailto:[Mariam.Harvey@treasury.gov](mailto:Mariam.Harvey@treasury.gov)]  
**Sent:** Friday, April 28, 2017 10:15 AM  
**To:** [Griselda.Wallace@treasury.gov](mailto:Griselda.Wallace@treasury.gov); [Thomas.Lotito@treasury.gov](mailto:Thomas.Lotito@treasury.gov); [Brittany.Woolfolk@tigta.treas.gov](mailto:Brittany.Woolfolk@tigta.treas.gov); [joyce.cofield@occ.treas.gov](mailto:joyce.cofield@occ.treas.gov); [Lorraine.Cole@treasury.gov](mailto:Lorraine.Cole@treasury.gov); [gary.cyrus@bpd.treas.gov](mailto:gary.cyrus@bpd.treas.gov); [Gail.Demers@treasury.gov](mailto:Gail.Demers@treasury.gov); [elita.i.Christiansen@irs.gov](mailto:elita.i.Christiansen@irs.gov); [Andre.Faulk@treasury.gov](mailto:Andre.Faulk@treasury.gov); [Deborah.Hayes@usmint.treas.gov](mailto:Deborah.Hayes@usmint.treas.gov); [Charles.Jones2@treasury.gov](mailto:Charles.Jones2@treasury.gov); [Susan.E.Magee@irscounsel.treas.gov](mailto:Susan.E.Magee@irscounsel.treas.gov); Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>; [elizabeth.ortiz@fincen.gov](mailto:elizabeth.ortiz@fincen.gov); [Tram-Tiara.Ngo@ttb.gov](mailto:Tram-Tiara.Ngo@ttb.gov); [Carol.Wafford@bep.gov](mailto:Carol.Wafford@bep.gov)  
**Cc:** [Gail.Demers@treasury.gov](mailto:Gail.Demers@treasury.gov); [Amelia.Demopulos@treasury.gov](mailto:Amelia.Demopulos@treasury.gov); [Lydia.AponteMorales@treasury.gov](mailto:Lydia.AponteMorales@treasury.gov); [Debbie.Smith.Rayford@irs.gov](mailto:Debbie.Smith.Rayford@irs.gov); [Amy.Rogers@treasury.gov](mailto:Amy.Rogers@treasury.gov)  
**Subject:** FW: Program May 10 -- speaks to diversity and inclusion

This message was sent securely using ZixCorp.

Please see the attached program, that may be of particular interest for the D&I arena. Please encourage SES, and 14/15's to attend.

---

**From:** Rogers, Amy B.  
**Sent:** Friday, April 28, 2017 10:11 AM  
**To:** Harvey, Mariam; Cole, Lorraine; Cofield, Joyce B.; [elita.i.christiansen@irs.gov](mailto:elita.i.christiansen@irs.gov); Blair, Anita  
**Cc:** Zager, Michelle; Dougherty, Marykate; Hooper, Stephanie (Contractor); Jones, Antoinette; Lehrer, Sande; Michel, Sabina (Contractor); Williams, Dierdre; Wright, Lillian  
**Subject:** Program May 10 -- speaks to diversity and inclusion

Good morning everyone and happy Friday!

We're having an awesome speaker on May 10 followed by a special event in honor of PSRW and would like your help in getting the word out.

Joann Lublin's story highlights the diversity that came to The Wall Street Journal when she moved into a leadership role as Deputy Bureau Chief in the London WSJ office. Her book shares insights and stories of how other women have broken the glass ceiling.

We want to bring Joann's program specifically to your attention -- we hope you'll attend - in person or by streaming -- and also to help spread the word about this program and our afternoon PSRW event, Leader To Leader at which the topic is about government success, now and for the future.

Thanks very much for your help!

Best regards,

Amy

Amy B. Rogers  
Director, Treasury Executive Institute  
U.S. Department of Treasury  
**1722 I Street NW**  
Washington, DC 20420  
202-622-0396 (desk)  
703-357-3526 (cell)  
202-622-9323 (fax)  
[amy.rogers@treasury.gov](mailto:amy.rogers@treasury.gov)  
<http://tei.treasury.gov>



---

This message was secured by ZixCorp<sup>(R)</sup>.



# Earning It: Hard-Won Lessons from Trailblazing Women at the Top of the Business World

Joann S. Lublin

*Management News Editor, The Wall Street Journal*

More than fifty trailblazing executive women who broke the corporate glass ceiling offer inspiring and surprising insights and lessons in this essential, in-the-trenches career guide from Joann S. Lublin, a Pulitzer-Prize winning journalist and management news editor for *The Wall Street Journal*.

Among the first female reporters at *The Wall Street Journal*, Lublin faced a number of uphill battles in her career. She became deputy bureau chief of the *Journal's* important London bureau, its first run by women. Now, she and dozens of other women who successfully navigated the corporate battlefield share their valuable leadership lessons.

Lublin is management news editor for *The Wall Street Journal* and works with reporters in the U.S. and abroad. She frequently appears at conferences to discuss leadership, executive pay and corporate governance. She created *The Journal's* first career advice column in 1993. She shared its Pulitzer Prize in 2003 for stories about corporate scandals.



**Dates:** May 10, 2017

**Time:** 9:30 a.m. – 11:30 a.m.

**Place:** TEI Classroom  
1722 'I' St., NW,  
Lower Mezzanine

Or

**Streaming**

Reserve your spot now at <https://tei.treasury.gov/>  
For questions call 202-622-9311 or email [TEI@treasury.gov](mailto:TEI@treasury.gov)

Registration is open for SES, GS-15 and GS-14 (or comparable pay band) employees from Treasury, Treasury bureaus and partnering organizations. The Department of the Treasury provides reasonable accommodations to training participants with disabilities at TEI. Accommodations needed may be, but are not limited to, training materials in alternative formats, special seating arrangements, sign language interpreters, service dog accessibility, etc. If you need a reasonable accommodation for any part of this training, please notify TEI. Your requests for a reasonable accommodation will be addressed by a TEI representative on a case-by-case basis. You must notify TEI at least 30 days in advance or as soon as possible of the training date. You may contact us at 202-622-9311, if further discussions are needed. You may also contact Andre Faulk at [andre.faulk@treasury.gov](mailto:andre.faulk@treasury.gov) or 202-622-1278, or Lisa Jones at [lisa.jones@treasury.gov](mailto:lisa.jones@treasury.gov) or 202-622-0315, if you are requesting a sign language interpreter for this event.



## Leader To Leader: Exploring Success

In honor of Public Service Recognition Week, we are focusing on success throughout government. So what are government leaders doing to be successful now and in the future?

Hear perspectives on what makes us successful today, and what success may look like in the future. Come to listen and to share your stories.

Be inspired and inspire!

Confirmed speakers include:

- Honorable Gene Dodaro, Comptroller General, GAO
- Sumara Thompson-King, General Counsel, NASA
- Miguel Joey Aviles, President, Young Government Leaders
- ....and others!

Join us at **9:30am** with **Joann Lublin**, Management News Editor for the *Wall Street Journal*: **Earning It: Hard-Won Lessons from Trailblazing Women at the Top of the Business World**

If you need a reasonable accommodation, please notify TEI or call 202-622-9311 as soon as possible. If you are requesting a sign language interpreter for this event, contact [Andre.Faulk@treasury.gov](mailto:Andre.Faulk@treasury.gov) or 202-622-1278, or [Lisa.Jones@treasury.gov](mailto:Lisa.Jones@treasury.gov) or 202-622-0315.

**Date:** Wednesday, May 10, 2017

**Time:** 12:15 - 2:15pm

Additional special program from  
9:30 – 11:30am

**Place:** Streaming or TEI Classroom  
1722 I Street, NW or  
(Farragut West/Farragut North Metro)

**RSVP:** [TEI@treasury.gov](mailto:TEI@treasury.gov)  
Or call 202-622-9311

Event begins at 12:15pm. Please plan to arrive early.  
Light refreshments will be served.

**From:** Marshall, Susan G.  
**Sent:** Wed, 12 Jul 2017 16:15:51 +0000  
**To:** 'Mark Jones'  
**Subject:** Seeking new opportunities  
**Attachments:** smmarshallresume2017.doc, smmarshallappraisal.pdf

Hi Mark,

I am writing to let you know that my current position as Director, External Relations and Executive Director, CIGFO, will be eliminated in December so I am seeking new opportunities that would match my skills and experience. I have both public and private sector experience, and have served, among other things, as the Manager, Legislative Affairs, Aerospace Industries Association, Vice President, Information Services Division, Information Technology Association of America, Director, Legislative Affairs, Office of Personnel Management, and as a Committee staffer in both the House and Senate, having helped Chairman Bill Clinger author the Clinger-Cohen Act.

If you, or anyone you know is interested in hiring someone with my qualifications, please contact me. I've attached my resume and my latest performance appraisal here.

I hope you are doing well and enjoying the summer!

Regards,

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*



**Susan G. Marshall**

875 15<sup>th</sup> Street, NW  
Washington, DC 20220  
(202) 927-9842

**September 2011 to Present**  
**Director, External Relations**  
**Office of Inspector General, Department of Treasury**

- Executive Director, Council of Inspectors General on Financial Oversight (CIGFO)
- Manage CIGFO working group audits on financial stability and publish CIGFO annual report
- Monitor fiscal and monetary policy developments and inform CIGFO members of activities
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Manage the Office of Inspector General legislative tracking system
- Manage the Office of Inspector General Equal Employment Opportunity Program

**March 2009 to July 2011**  
**Senior Advisor to Commissioner Dan Blair**  
**Postal Regulatory Commission**

- Responsible for advising Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions
- Responded to press inquiries on the Commissioner's behalf
- Developed and drafted procurement procedures handbook for the Commission ( 2009)

**September 2005 to January 2009**  
**Director, Congressional Relations**  
**Office of Personnel Management**

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies
- Managed Congressional Correspondence program and case work related to over 7,000 Member letters and Congressional calls for information
- Responsible for managing a staff of 14
- Developed and managed \$1 million records management contract –conversion of 500,000 legislative records to electronic format
- Member of the agency's Information Technology Review Board

**July 2003 to September 2005**

**Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement**

**General Services Administration**

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Developed and implemented the agency's Competitive Sourcing Program by facilitating agency-wide and individual business unit organizational studies
- Provided competitive sourcing policy training to GSA personnel
- Participated on Source Selection Boards
- Implemented a new A-76 infrastructure to facilitate contract, human resources and legal issues related to specific organizational studies
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million
- Managed a staff of five

**June 2001 to July 2003**

**Senior Policy Advisor to the Administrator**

**General Services Administration**

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)
- Provided program/policy analysis and provided recommendations on how to remedy program deficiencies
- Coordinated and assisted in the execution of strategic marketing, communications and legislative affairs strategies
- Participated in the agency's long-range planning activities, such as development of the agency's Strategic Plan, Performance Plan, and Accountability Report
- Implemented the agency's Performance Management Web-based tool
- Collected survey data on performance management and developed statistical analysis of the results

**December 1998 to June 2001**

**Professional Staff Member**

**Senate Committee on Governmental Affairs**

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement
- Coordinated confirmation process for nominees of the Office of Management and Budget, Federal Emergency Management Agency and the Census Bureau
- Responsible for briefings to Members and staff on technology, property, statistical policy and other issues

**July 1997 to December 1998**

**Vice President, Information Services Division  
Information Technology Association of America**

- Coordinated successful lobbying campaign to increase the number of temporary visas for high tech workers resulting in the enactment of the American Competitiveness and Workforce Improvement Act of 1998
- Managed outside lobbyists (Patton Boggs)
- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000
- Reported to association Board of Directors
- Responsible for monthly newsletter publication

**January to June 1997**

**Consultant, Year 2000 Program  
Federal Sources, Incorporated**

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies
- Presented oral briefings to clients on Federal activity and business opportunities
- Provided public relations and market consulting to various clients
- Worked with trade publications, mainstream print and other media organizations as a company spokesperson on Year 2000 activity
- Coordinated Congressional briefings

**1994 to 1996**

**Procurement Specialist  
Committee on Government Reform and Oversight**

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)
- Conducted oversight of Federal agency computer data field software conversion efforts to identify the Year 2000
- Primary liaison for industry and association support for procurement reform
- Briefed Committee Members and staff on procurement initiatives and related reforms

**1989 to 1994**

**Manager, Legislative Affairs: 1993 to 1994**

**Assistant Manager, Legislative Affairs 1992 to 1993**

**Legislative Assistant, Legislative Affairs 1989 to 1992**

**Aerospace Industries Association of America, Incorporated**

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues
- Wrote testimony and prepared industry witnesses for Congressional hearings
- Presented oral and written briefings on current legislative activity
- Responsible for monthly newsletter publications, monthly Executive Member legislative reports, and biannual Board of Governors presentations

**Education:**

B.A. Political Science May 1987 The Pennsylvania State University

Political Studies 1986 University of Exeter, Exeter England

**Awards:**

Barry R. Snyder award for significant contributions through a cooperative effort in support of the mission of the Council of Inspectors General on Integrity and Ethics.

**Clearance:**

Top Secret (Inactive)



## Department of the Treasury

### OFFICE OF INSPECTOR GENERAL EMPLOYEE PERFORMANCE APPRAISAL FORM

Employee's Name: Marshall, Susan Gail	Organization: 950000000000000000 Treasury Off Of The Insp Gen
Title, Grade and Series: Director, External Affairs, 15, 0301	Rating Period Beginning: 10/01/2015      Ending: 09/30/2016

This performance appraisal identifies the critical job elements used to rate employees performance. These critical elements consist of four common core competencies (**Communication, Customer Service, Teamwork and Technical Competency**), three to five specific results-focused measurable performance commitments for each employee, and a core leadership competency (for supervisors only). Commitments are developed in consultation with the employee and must align with the Treasury Department Strategic Plan and/or organizational goals. Each employee will be appraised on all critical elements (set at the beginning of each appraisal period) and receive an overall summary performance rating of: **Outstanding, Exceeded, Fully Successful, Minimally Satisfactory, or Unacceptable.**

The signatures below certify that the supervisor has developed the performance plan in consultation with the employee; discussed the plan with the employee at the beginning of the performance rating period; ensured the employee was given a copy of the performance plan; has conducted at least one formal progress review during the performance appraisal cycle; discussed the summary rating with the employee; and ensured the employee was given a copy of the summary rating. The employee's signature acknowledges receipt only.

#### Part I: Consultation to Establish Performance Plan

Employee's Signature: /s/ Susan Gail Marshall	Date: May 10, 2016
Rating Official's Signature: /s/ Eric Mines Thorson	Date: May 10, 2016
Reviewing Official's Signature:	Date:

#### Part II: Progress Review

Employee Signature: /s/ Susan Gail Marshall	Date: September 26, 2016
Rating Official's Signature: /s/ Eric Mines Thorson	Date: September 29, 2016

#### Part III: Summary Rating

Reason for Rating: <input checked="" type="checkbox"/> Annual Rating of Record <input type="checkbox"/> Other	
Rating Official's Signature	Date:
Reviewing Official's Signature /s/ Eric Mines Thorson	Date: October 17, 2016
Employee Signature: /s/ Susan Gail Marshall	Date: October 17, 2016



## Part IV: Critical Elements

### Section 1 - Core Competencies

#### Critical Element 1. Communication (written and oral): Provides quality and effective written and oral communication.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- oral and written presentations are exceptionally clear and effective regardless of complexity of subject and are appropriate for the audience.</li><li>- complicated or controversial subjects, appropriate to the position, are persuasively presented so that desired outcomes are achieved</li><li>- written work products are virtually error free even in situations involving high pressure or abnormal circumstances and completed by established deadlines.</li></ul>
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- written products are clear and factual, well organized, properly formatted, and effectively presented</li><li>- thoughts, conclusions, and recommendations are conveyed efficiently and timely.</li><li>- communicates effectively in situations involving normal pressure and circumstances</li><li>- keeps supervisors and others informed about progress or problems in completing assignments</li><li>- positively represents the OIG or office to individuals or groups inside and outside the OIG, as appropriate to the position</li></ul>

#### Critical Element 2. Customer Service: Provides professional and responsive service within mutually agreed upon time frames.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- develops and implements innovative approach to customer requirements and recommendations</li><li>- consistently completes assignments for customers in advance of established deadlines</li><li>- takes extra efforts to ensure that internal and external customers are pleased with the services provided</li><li>- consistently monitors service delivery to ensure that virtually no assignments are overlooked</li><li>- identifies actions that would improve customer service</li></ul>
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- keeps customers informed of work progress and expected outcomes</li><li>- consistently takes personal responsibility for resolving customer requests or complaints</li><li>- delivers quality products and services to internal and external clients</li><li>- treats others with respect</li><li>- works cooperatively with internal and external workers and clients</li><li>- shows competence in starting, carrying out, and timely completing tasks</li><li>- seeks opinions, as appropriate, to produce a balanced work product</li></ul>

**Critical Element 3. Teamwork: Works with others either in formal teams or ad hoc groups to accomplish tasks or provides services effectively and efficiently.**

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- handles interpersonal relationships with exceptional skill</li><li>- demonstrates leadership by promoting cooperation among team/staff members</li><li>- takes initiative to ensure early or timely completion of team assignments</li><li>- frequently fosters cooperation among team/staff members to prevent misunderstandings</li><li>- consistently uses and promotes effective team concepts to meet goals and deadlines of the team assignment</li></ul>			
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- adjusts positively to changes in workload and priorities as a member of the team</li><li>- maintains effective working relationships with team members</li><li>- actively participates in team efforts</li><li>- leads or follows, as necessary, as part of the team</li><li>- shares information, credit, and recognition</li><li>- demonstrates honesty, openness, and respect for diversity in dealing with colleagues, customers, &amp; stakeholders</li></ul>			
<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> able

**Critical Element 4. Technical Competency: Demonstrates technical job knowledge and produces results.**

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- reaches conclusions and makes recommendations which invariably represent the best course of action</li><li>- is sought out by colleagues as the person who will provide clear and effective guidance in their area of responsibility</li><li>- independently resolves conflicts among assignment deadlines</li><li>- presents solid recommendations where supervisory approval is required</li><li>- is considered by peers and supervisor as an expert source of information</li><li>- produces work products that are recognized for their outstanding quality</li></ul>				
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- reaches conclusions and makes recommendations that demonstrate sound and independent judgment</li><li>- keeps abreast of current developments in areas of responsibility</li><li>- exercises good judgment in seeking guidance</li><li>- produces work products that are clear and well-organized and within established deadline</li><li>- quickly takes steps to remedy situations as problems arise</li><li>- produces work products that are technically accurate, well researched, and peer-reviewed, when necessary</li></ul>				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section 2 - Performance Commitments

These 3-5 Performance Commitments (Critical Elements) are established in consultation with the employee and must be derived from, and directly contribute to, the program priorities. Performance Commitments must include measurable results. Results can be measured using quality, quantity, timeliness, cost effectiveness or any other measure deemed appropriate. At the end of the performance rating cycle, each Performance Commitment established must be rated at the Outstanding, Exceeded, Fully Successful, or Unacceptable level.

For each Performance Commitment (critical element) that is established, a performance standard must be described at the Outstanding level and at the Fully Successful level of performance; as described below and linked to the Department of the Treasury Strategic Plan and/or Bureau organizational goals.

<b>Outstanding</b>	At this level, standards should describe critical actions, objectives, or measurable results that are of such significance that they contribute materially to the accomplishment of the organization's mission. The quality, quantity, and timeliness of the employees' work products leave little room for improvement.
<b>Fully Successful</b>	At this level, standards should describe performance that is solid and effective, and the work products that meet the requirements of the assignment. Performance at this level should demonstrate accurate, thorough, and timely completion of tasks, and adherence to all policies and procedural requirements.

<b>Critical Element 5:</b> Direct activities of the CIGFO to ensure effectiveness and comply with statutory requirements. (50%) Strategic Goal 2	<b>Weight:20</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> -Promote integrity & effectiveness of programs and operations
--	------------------	--

Outstanding Identifies and evaluates financial system policy oversight issues for consideration by CIGFO.

--Provides accurate and timely recommendations to the IG 95% of the time.

Working with CIGFO member staff, prepares final draft annual report for publication, and release.

--Meet all statutory deadlines as well as deadlines set by the CIGFO members.

As requested, provides assistance in the development of working group proposals and work products.

--If requested, provides assistance with working group proposals and audits and meets all deadlines.

Monitors daily FSOC and FSOC member agency regulatory activity, such as a rulemaking, staffing changes, study releases and public announcements and communicates FSOC activity, in a timely manner, to all CIGFO members.

--Provides FSOC information to CIGFO chair for his consideration and dissemination within 2 hours of its release.

As appropriate, engages with stakeholders (GAO, Congress, FSOC Secretariat and staff) on CIGFO related issues and coordinates projects to ensure issues are communicated in timely manner.

--Meets Dodd-Frank Act requirement to release CIGFO audits to Capitol Hill within 12 hours of release of any CIGFO audits.

--Asks GAO to meet with CIGFO annually.

Ensures all CIGFO meetings are scheduled at least quarterly at time selected for maximum attendance by Council members; prepares and delivers all materials in a timely manner.

--Provides all meeting materials to CIGFO chair five days before a meeting.

--Provides all meeting materials to CIGFO chair five days before a meeting.

--Provides Council members with meeting materials three days before a meeting.

---

Fully Successful Identifies and evaluates financial system policy oversight issues for consideration by CIGFO.

--Provides accurate and timely recommendations to the IG 75% of the time.

Working with CIGFO member staff, prepares final draft annual report for publication, and release.

--Meet all statutory deadlines as well as deadlines set by the CIGFO membership; CIGFO section requires minimal editing

As requested, provides assistance in the development of working group proposals and work products.

--If requested, provides assistance with working group proposals and audits and meets deadlines 75% of the time.

Monitors daily FSOC and FSOC member agency regulatory activity, such as a rulemaking, staffing changes, study releases and public announcements and communicates FSOC activity, in a timely manner, to all CIGFO members.

--Provides FSOC and FSOC member agency information to the CIGFO chair for his consideration and dissemination within 12 hours of its release.

As appropriate, engages with stakeholders (GAO, Congress, FSOC Secretariat and staff) on CIGFO related issues and coordinates projects to ensure issues are communicated in timely manner.

--Meets Dodd-Frank Act requirement to release CIGFO audits to Capitol Hill within 24 hours of release of any CIGFO audits.

--Asks GAO to meet with CIGFO biennially.

--Communicates with FSOC Secretariat staff within 12 hours of request.

Ensures all CIGFO meetings are scheduled at least quarterly at time selected for maximum attendance by Council members; prepares and delivers all materials in a timely manner.

--Provides all meeting materials to CIGFO chair three days before a meeting.

--Provides Council members with meeting materials one day before a meeting.

--	--	--	--	--

<b>Critical Element 6:</b> Provide Legislative and Communications updates to ensure staff has pertinent and timely information in support of the OIG mission (25%) Strategic Goal 3	<b>Weight:20</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Inform stakeholders of TOIG findings, recommendations, etc - Promote integrity & effectiveness of programs and operations
--	------------------	---

Outstanding

Tracks and informs staff daily of media coverage of financial and management issues of interest to Treasury Office of Inspector General.

-- Provides media information twice daily to senior staff.

Assists, where appropriate, with Congressional testimony and witness preparation.

--When directed by the IG or other senior staff provides meets all deadlines.

Monitors, tracks and analyzes complex financial, appropriations, and federal management legislation, and hearings.

--Provides senior staff and others as appropriate, with legislative information in real time.

--Updates daily the legislative tracking document, two days after Congressional Committee or floor vote or introduction of legislation.

--Asks the Office of Management to post updated documents on the SES intranet tab within 2 days.

--Updates tracking document daily. (Outstanding

Works with OIG offices in the development and editing of bi-monthly articles for the Inspector General and provide to the Office of Management for posting.

--Requests article materials in 2 weeks prior to the month it is due; responsibility for drafting the article is the sole responsibility of the office.

---

Fully Successful

Tracks and informs staff daily of media coverage of financial and management issues of interest to Treasury Office of Inspector General.

--Provides media information once daily to senior staff.

Assists, where appropriate, with Congressional testimony and witness preparation.

Monitors, tracks and analyzes complex financial, appropriations, and federal management legislation, and hearings.

--When directed by the IG or the senior staff to provide assistance meets deadlines 75% of the time.

Updates daily the legislative tracking document, two days after Congressional Committee or floor vote or introduction of legislation. Asks the Office of Management to post updated documents on the SES intranet tab within 2 days.

--Updates daily tracking document weekly.

Works with OIG offices in the development and editing of bi-monthly articles for the Inspector General and provide to the Office of Management for posting.



--Requests article materials 1 week prior to the month it is due; responsibility for the article drafting is the sole responsibility of the office.

--	--	--	--	--	--

<b>Critical Element 7:</b> Coordinates OIG EEO Program to ensure the OIG has the information it needs.	<b>Weight:10</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Promote integrity & effectiveness of programs and operations
---	------------------	---

Outstanding Coordinates EEO communications and training and updates policies as appropriate ensuring all information is timely and training is available.

--Coordinates, where appropriate, annual diversity training by May 2016.

--Where appropriate, and when requested, update laws and rules on a monthly basis.

--When appropriate provide the IG with the annual State of the Agency briefing by EEOC deadline

Develop and update the Treasury Office of Inspector General Diversity and Inclusion plan, MD715 Report, Section 462 report, and disability plan ensuring accuracy within established deadlines.

--Ensure Treasury OCRD has 100% accurate Section 462 report data within 12 hours of request.

--Coordinate information related to the MD715 report statistics, including applicant review data, by September 15, 2016.

--When and if appropriate, distribute EEO advisor notices within 2 hours of receipt.

Fully Successful Coordinates EEO communications and training and updates policies as appropriate ensuring all information is timely and training is available.

--Coordinates, where appropriate, annual diversity training by the end of the Fiscal Year.

--Where appropriate, updates laws and rules on a biannual basis.

--When appropriate, provide the IG with the annual State of the Agency briefing by the end of the Fiscal Year.

Develop and update the Treasury of Inspector General Diversity and Inclusion plan, MD715 Report, Section 462 report, and disability plan ensuring accuracy within established deadlines.

--Ensure Treasury OCRD has 100% accurate Section 462 report information, including applicant review data by September 15, 2016.

--Coordinate information related to the MD715 report statistics, by September 30, 2016.

--When and if appropriate, distribute EEO advisor notices within 12 hours of receipt.

--	--	--	--	--

<b>Critical Element 8:</b> Serve as liaison to the Council of Inspectors General on Integrity and Ethics and keep OIG senior staff informed on a regular basis.	<b>Weight:5</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Inform stakeholders of TOIG findings, recommendations, etc
--	-----------------	---

Outstanding      Coordinate OIG CIGIE awards submissions in a timely and effective manner.

--Notify senior staff within 2 hours of receipt of CIGIE awards notice.

--When requested, submit awards information by the CIGIE one day before the deadline.

Communicate CIGIE meeting notices, OIG position openings, and other announcements within 24 hours to OIG staff.

--Provide all CIGIE communications within 12 hours of receipt.

---

Fully Successful      Serve as liaison to the Council of Inspectors General on Integrity and Ethics and keep OIG senior staff informed on a regular basis. (3%)

Coordinate OIG CIGIE awards submissions in a timely and effective manner.

--Notify senior staff within one week of receipt of CIGIE awards notice.

When requested, submit awards information by the CIGIE meeting notices, OIG position openings, and other announcements within 24 hours to OIG staff.

--Provide all CIGIE communications within 24 hours of receipt.

--	--	--	--	--

<b>Critical Element 9:</b> Work on other special projects as assigned by the Inspector General.	<b>Weight:5</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Promote integrity & effectiveness of programs and operations
--	-----------------	---

Outstanding All projects completed within agreed upon deadlines and meeting quality assurance guidelines.

--Complete projects on time and with 100% accuracy.

Fully Successful All projects completed within agreed upon deadlines and meeting quality assurance guidelines.

--Complete projects on time and with 75% accuracy.

--	--	--	--	--

### Section 3 - Core Leadership Competency (For Supervisors Only)

#### Critical Element Leadership:

##### Outstanding

- motivates employees, stakeholders, and networks to support organizational objectives.
- proactively monitors expenditures in support of programs and policies and seeks creative budgeting solutions to achieve results balanced with Office of Inspector General needs
- resolves extremely complex, controversial, or difficult, long-standing organizational problems
- proactively manages resources effectively
- consistently produces extremely high quality work that exceeds goals and expectations.
- uses knowledge of current and emerging issues/developments in own field of expertise and applies this knowledge to make innovative, technically sound operational decisions.
- demonstrates a commitment to ensuring EEO and diversity by integrating EEO/diversity into the business/strategic plan of the office.
- recognizes and rewards individual performance.

##### Fully Successful

- plans, organizes, monitors, controls work, cost, and staffing needs to support an effective workforce.
- recruits, develops, and retains a diverse high quality workforce in an equitable manner
- uses effective communication skills to build teams, develop individual skills, and improve performance.
- makes careful use of and safeguards Office of Inspector General equipment, data, and resources.
- provides realistic budget submissions and ensures reports are accurate and timely.
- takes appropriate steps to ensure work environment is free from discrimination and harassment, including ensuring any subordinate managers have the necessary skills and training to manage a diverse workforce.
- demonstrates an understanding of and commitment to equal employment opportunity.
- supports the EEO and affirmative employment goals established by the bureau under
- sets effective workforce performance standards aligned with organizational goals and engages in rigorous and realistic performance management of subordinate employees in accordance with regulations and Treasury policy by the established deadlines.
- effectively uses ongoing feedback, coaching, and timely evaluations of performance to promote cooperation, knowledge/skill sharing, and goal accomplishment.
- monitors and evaluates programs and work practices to identify and address potential incidences of waste, fraud, abuse, material weaknesses, and management challenges.
- uses efficient and cost-effective approaches to integrate technology into the workplace.
- promotes an environment of information and knowledge sharing

☐ Outstanding   ☐ Exceeded   ☐ Fully Successful   ☐ Minimally Satisfactory   ☐ Unacceptable



**Part V. Progress Review (Comments Optional)**

Rating Official:

Employee:

**Part VI. Summary Rating Narrative**

A summary narrative statement describing the basis for the Employee's overall summary rating is required if that rating is either **Outstanding** or **Unacceptable**.

Rating Official:

[REDACTED]

[REDACTED]

## Part VII. Summary Rating Calculation

Outstanding = 4 Points    Exceeded = 3 points    Fully Successful = 2 point

Minimally Satisfactory = 1 point    Unacceptable = 0 points

Core Competencies (40% of summary rating)		(Points x Weight = Total)		
	Rating	Points	Weight	Total
Element 1: Communication				
Element 2: Customer Service				
Element 3: Teamwork				
Element 4: Technical Competency				
Subtotal - Core Competencies				
Performance Commitments (60% of summary rating)		(Points x Weight = Total)		
Element 5				
Element 6				
Element 7				
Element 8				
Subtotal - Performance Commitments				
Overall Points				

**\*The weights assigned for these elements by the Rating Official must total 60 points.**

SUMMARY RATING				
Rating for <b>EMPLOYEE</b>		Rating for <b>SUPERVISOR</b>		
If Overall Points =	Then Summary Rating =	If Overall Points =	And Leadership Rating = (For Supervisors Only)	Then Summary Rating =
350 to 400	Outstanding	350 to 400	Outstanding or Exceeded	Outstanding
			Fully Successful	Exceeded
266 to 349	Exceeded	266 to 349	At Least Fully Successful	Exceeded
181 to 265	Fully Successful	181 to 265	At Least Fully Successful	Fully Successful
100 to 180	Minimally Successful	100 to 180	Minimally Successful	Minimally Successful
Unacceptable on any element	Unacceptable	Unacceptable on any element		Unacceptable

**NOTE:** A rating of 'Unacceptable' on any critical element results in unacceptable performance in the position. Consequently, unacceptable performance in any critical element shall be the basis for reassignment, reduction-in-grade, or removal from the Federal Service, regardless of performance on other components of the position.

**From:** Harker, Deborah L.  
**Sent:** Fri, 5 May 2017 13:01:35 +0000  
**To:** OIG-OA-Directors  
**Subject:** FW: ANNOUNCEMENT: New Treasury Chief Learning Officer

---

**From:** Marshall, Susan G.  
**Sent:** Thursday, May 4, 2017 12:17 PM  
**To:** Thorson, Eric M <ThorsonE@oig.treas.gov>; Hollis, Tricia <HollisP@oig.treas.gov>; Harker, Deborah L. <HarkerD@oig.treas.gov>  
**Subject:** FW: ANNOUNCEMENT: New Treasury Chief Learning Officer

FYI.

*Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842*

**From:** Anita.Blair@treasury.gov [mailto:Anita.Blair@treasury.gov]  
**Sent:** Monday, May 1, 2017 8:16 AM  
**To:** Anita.Blair@treasury.gov; Oyinlola.Aderibigbe@treasury.gov  
**Cc:** ronald.d.sanchez@irs.gov; e.faith.bell@irs.gov  
**Subject:** ANNOUNCEMENT: New Treasury Chief Learning Officer

This message was sent securely using ZixCorp.

*By bcc to Treasury Human Capital Advisory Council (HCAC) and Learning Leaders Council (LLC):*

I am pleased to announce that Ron Sanchez, IRS Chief Learning Officer, has agreed to serve as Treasury's Chief Learning Officer in addition to his IRS duties. Ron will represent Treasury at the federal-wide Chief Learning Officers Council, he will chair the Treasury Learning Leaders Council, and he will lead and guide the Department's learning strategy and operations. Ron has already played a key role in building successful collaboration among Treasury bureaus in areas of learning and development, and he will continue to champion programs and practices that benefit all.

We are most fortunate to have someone of Ron's caliber to serve as Treasury CLO. As the Chief Learning Officer for the IRS, Ron provides executive leadership and direction of IRS-wide training and workforce development program and policies. He serves as the principal advisor to the IRS Chief Human Capital Officer, and other senior officials, on matters relating to the design, development, delivery and evaluation of these programs and activities.

Ron joined the IRS in 1991, as a Revenue Agent in Houston, TX. During his 26 years of service with the IRS, he has held a variety of challenging leadership positions. Ron has developed and

implemented many innovative learning programs and learning solutions for continuous employee development including an IRS Knowledge Management system and strategy promoting a unified organizational approach. Before being selected for the 2013 IRS Candidate Development Program, Ron held the position of Director, Learning & Education in the Large Business and International (LB&I) Division. He was responsible for the development and delivery of LB&I training programs including Domestic Technical, International Technical, Administrative Support, Functional Leadership, and Annual Continuing Professional Education. Ron graduated from the University of Houston and has earned two Masters of Business Administration degrees.

I am very grateful to the IRS for allowing Ron to take on extra duties as Treasury CLO. We will all benefit from his wisdom and experience. Please welcome Ron in his additional role as Treasury CLO.

Cordially,

Anita

Anita Blair  
Deputy Assistant Secretary for Human Resources  
& Chief Human Capital Officer  
Department of the Treasury  
O: 202-927-0341



**From:** Marshall, Susan G.  
**Sent:** Wed, 12 Jul 2017 16:27:07 +0000  
**To:** jason.derr@frb.gov  
**Subject:** CIGFO position elimination  
**Attachments:** smarshallresume2017.doc, smarshallappraisal.pdf

Hi Jason,

Just a note to let you know that I received notice that my job is being eliminated so I am looking for a new job. If you or anyone you know is looking for someone with my background and experience please let me know. I've attached my resume and latest appraisal here.

I hope you and your family are doing well and enjoying the summer!!

All the best,

*Susan Marshall*  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*



**Susan G. Marshall**

875 15<sup>th</sup> Street, NW  
Washington, DC 20220  
(202) 927-9842

**September 2011 to Present**  
**Director, External Relations**  
**Office of Inspector General, Department of Treasury**

- Executive Director, Council of Inspectors General on Financial Oversight (CIGFO)
- Manage CIGFO working group audits on financial stability and publish CIGFO annual report
- Monitor fiscal and monetary policy developments and inform CIGFO members of activities
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Manage the Office of Inspector General legislative tracking system
- Manage the Office of Inspector General Equal Employment Opportunity Program

**March 2009 to July 2011**  
**Senior Advisor to Commissioner Dan Blair**  
**Postal Regulatory Commission**

- Responsible for advising Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions
- Responded to press inquiries on the Commissioner's behalf
- Developed and drafted procurement procedures handbook for the Commission ( 2009)

**September 2005 to January 2009**  
**Director, Congressional Relations**  
**Office of Personnel Management**

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies
- Managed Congressional Correspondence program and case work related to over 7,000 Member letters and Congressional calls for information
- Responsible for managing a staff of 14
- Developed and managed \$1 million records management contract –conversion of 500,000 legislative records to electronic format
- Member of the agency's Information Technology Review Board

**July 2003 to September 2005**

**Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement**

**General Services Administration**

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Developed and implemented the agency's Competitive Sourcing Program by facilitating agency-wide and individual business unit organizational studies
- Provided competitive sourcing policy training to GSA personnel
- Participated on Source Selection Boards
- Implemented a new A-76 infrastructure to facilitate contract, human resources and legal issues related to specific organizational studies
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million
- Managed a staff of five

**June 2001 to July 2003**

**Senior Policy Advisor to the Administrator**

**General Services Administration**

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)
- Provided program/policy analysis and provided recommendations on how to remedy program deficiencies
- Coordinated and assisted in the execution of strategic marketing, communications and legislative affairs strategies
- Participated in the agency's long-range planning activities, such as development of the agency's Strategic Plan, Performance Plan, and Accountability Report
- Implemented the agency's Performance Management Web-based tool
- Collected survey data on performance management and developed statistical analysis of the results

**December 1998 to June 2001**

**Professional Staff Member**

**Senate Committee on Governmental Affairs**

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement
- Coordinated confirmation process for nominees of the Office of Management and Budget, Federal Emergency Management Agency and the Census Bureau
- Responsible for briefings to Members and staff on technology, property, statistical policy and other issues

**July 1997 to December 1998**

**Vice President, Information Services Division  
Information Technology Association of America**

- Coordinated successful lobbying campaign to increase the number of temporary visas for high tech workers resulting in the enactment of the American Competitiveness and Workforce Improvement Act of 1998
- Managed outside lobbyists (Patton Boggs)
- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000
- Reported to association Board of Directors
- Responsible for monthly newsletter publication

**January to June 1997**

**Consultant, Year 2000 Program  
Federal Sources, Incorporated**

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies
- Presented oral briefings to clients on Federal activity and business opportunities
- Provided public relations and market consulting to various clients
- Worked with trade publications, mainstream print and other media organizations as a company spokesperson on Year 2000 activity
- Coordinated Congressional briefings

**1994 to 1996**

**Procurement Specialist  
Committee on Government Reform and Oversight**

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)
- Conducted oversight of Federal agency computer data field software conversion efforts to identify the Year 2000
- Primary liaison for industry and association support for procurement reform
- Briefed Committee Members and staff on procurement initiatives and related reforms

**1989 to 1994**

**Manager, Legislative Affairs: 1993 to 1994**

**Assistant Manager, Legislative Affairs 1992 to 1993**

**Legislative Assistant, Legislative Affairs 1989 to 1992**

**Aerospace Industries Association of America, Incorporated**

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues
- Wrote testimony and prepared industry witnesses for Congressional hearings
- Presented oral and written briefings on current legislative activity
- Responsible for monthly newsletter publications, monthly Executive Member legislative reports, and biannual Board of Governors presentations

**Education:**

B.A. Political Science May 1987 The Pennsylvania State University

Political Studies 1986 University of Exeter, Exeter England

**Awards:**

Barry R. Snyder award for significant contributions through a cooperative effort in support of the mission of the Council of Inspectors General on Integrity and Ethics.

**Clearance:**

Top Secret (Inactive)



## Department of the Treasury

### OFFICE OF INSPECTOR GENERAL EMPLOYEE PERFORMANCE APPRAISAL FORM

Employee's Name: Marshall, Susan Gail	Organization: 950000000000000000 Treasury Off Of The Insp Gen
Title, Grade and Series: Director, External Affairs, 15, 0301	Rating Period Beginning: 10/01/2015      Ending: 09/30/2016

This performance appraisal identifies the critical job elements used to rate employees performance. These critical elements consist of four common core competencies (**Communication, Customer Service, Teamwork and Technical Competency**), three to five specific results-focused measurable performance commitments for each employee, and a core leadership competency (for supervisors only). Commitments are developed in consultation with the employee and must align with the Treasury Department Strategic Plan and/or organizational goals. Each employee will be appraised on all critical elements (set at the beginning of each appraisal period) and receive an overall summary performance rating of: **Outstanding, Exceeded, Fully Successful, Minimally Satisfactory, or Unacceptable.**

The signatures below certify that the supervisor has developed the performance plan in consultation with the employee; discussed the plan with the employee at the beginning of the performance rating period; ensured the employee was given a copy of the performance plan; has conducted at least one formal progress review during the performance appraisal cycle; discussed the summary rating with the employee; and ensured the employee was given a copy of the summary rating. The employee's signature acknowledges receipt only.

#### Part I: Consultation to Establish Performance Plan

Employee's Signature: /s/ Susan Gail Marshall	Date: May 10, 2016
Rating Official's Signature: /s/ Eric Mines Thorson	Date: May 10, 2016
Reviewing Official's Signature:	Date:

#### Part II: Progress Review

Employee Signature: /s/ Susan Gail Marshall	Date: September 26, 2016
Rating Official's Signature: /s/ Eric Mines Thorson	Date: September 29, 2016

#### Part III: Summary Rating

Reason for Rating: <input checked="" type="checkbox"/> Annual Rating of Record <input type="checkbox"/> Other	
Rating Official's Signature	Date:
Reviewing Official's Signature /s/ Eric Mines Thorson	Date: October 17, 2016
Employee Signature: /s/ Susan Gail Marshall	Date: October 17, 2016



## Part IV: Critical Elements

### Section 1 - Core Competencies







#### Critical Element 1. Communication (written and oral): Provides quality and effective written and oral communication.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- oral and written presentations are exceptionally clear and effective regardless of complexity of subject and are appropriate for the audience.</li><li>- complicated or controversial subjects, appropriate to the position, are persuasively presented so that desired outcomes are achieved</li><li>- written work products are virtually error free even in situations involving high pressure or abnormal circumstances and completed by established deadlines.</li></ul>
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- written products are clear and factual, well organized, properly formatted, and effectively presented</li><li>- thoughts, conclusions, and recommendations are conveyed efficiently and timely.</li><li>- communicates effectively in situations involving normal pressure and circumstances</li><li>- keeps supervisors and others informed about progress or problems in completing assignments</li><li>- positively represents the OIG or office to individuals or groups inside and outside the OIG, as appropriate to the position</li></ul>







#### Critical Element 2. Customer Service: Provides professional and responsive service within mutually agreed upon time frames.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- develops and implements innovative approach to customer requirements and recommendations</li><li>- consistently completes assignments for customers in advance of established deadlines</li><li>- takes extra efforts to ensure that internal and external customers are pleased with the services provided</li><li>- consistently monitors service delivery to ensure that virtually no assignments are overlooked</li><li>- identifies actions that would improve customer service</li></ul>
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- keeps customers informed of work progress and expected outcomes</li><li>- consistently takes personal responsibility for resolving customer requests or complaints</li><li>- delivers quality products and services to internal and external clients</li><li>- treats others with respect</li><li>- works cooperatively with internal and external workers and clients</li><li>- shows competence in starting, carrying out, and timely completing tasks</li><li>- seeks opinions, as appropriate, to produce a balanced work product</li></ul>

**Critical Element 3. Teamwork: Works with others either in formal teams or ad hoc groups to accomplish tasks or provides services effectively and efficiently.**

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- handles interpersonal relationships with exceptional skill</li><li>- demonstrates leadership by promoting cooperation among team/staff members</li><li>- takes initiative to ensure early or timely completion of team assignments</li><li>- frequently fosters cooperation among team/staff members to prevent misunderstandings</li><li>- consistently uses and promotes effective team concepts to meet goals and deadlines of the team assignment</li></ul>				
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- adjusts positively to changes in workload and priorities as a member of the team</li><li>- maintains effective working relationships with team members</li><li>- actively participates in team efforts</li><li>- leads or follows, as necessary, as part of the team</li><li>- shares information, credit, and recognition</li><li>- demonstrates honesty, openness, and respect for diversity in dealing with colleagues, customers, &amp; stakeholders</li></ul>				
					

**Critical Element 4. Technical Competency: Demonstrates technical job knowledge and produces results.**

<b>Outstanding</b>	<ul style="list-style-type: none"><li>- reaches conclusions and makes recommendations which invariably represent the best course of action</li><li>- is sought out by colleagues as the person who will provide clear and effective guidance in their area of responsibility</li><li>- independently resolves conflicts among assignment deadlines</li><li>- presents solid recommendations where supervisory approval is required</li><li>- is considered by peers and supervisor as an expert source of information</li><li>- produces work products that are recognized for their outstanding quality</li></ul>				
<b>Fully Successful</b>	<ul style="list-style-type: none"><li>- reaches conclusions and makes recommendations that demonstrate sound and independent judgment</li><li>- keeps abreast of current developments in areas of responsibility</li><li>- exercises good judgment in seeking guidance</li><li>- produces work products that are clear and well-organized and within established deadline</li><li>- quickly takes steps to remedy situations as problems arise</li><li>- produces work products that are technically accurate, well researched, and peer-reviewed, when necessary</li></ul>				
					

## Section 2 - Performance Commitments

These 3-5 Performance Commitments (Critical Elements) are established in consultation with the employee and must be derived from, and directly contribute to, the program priorities. Performance Commitments must include measurable results. Results can be measured using quality, quantity, timeliness, cost effectiveness or any other measure deemed appropriate. At the end of the performance rating cycle, each Performance Commitment established must be rated at the Outstanding, Exceeded, Fully Successful, or Unacceptable level.

For each Performance Commitment (critical element) that is established, a performance standard must be described at the Outstanding level and at the Fully Successful level of performance; as described below and linked to the Department of the Treasury Strategic Plan and/or Bureau organizational goals.

<b>Outstanding</b>	At this level, standards should describe critical actions, objectives, or measurable results that are of such significance that they contribute materially to the accomplishment of the organization's mission. The quality, quantity, and timeliness of the employees' work products leave little room for improvement.
<b>Fully Successful</b>	At this level, standards should describe performance that is solid and effective, and the work products that meet the requirements of the assignment. Performance at this level should demonstrate accurate, thorough, and timely completion of tasks, and adherence to all policies and procedural requirements.

<b>Critical Element 5:</b> Direct activities of the CIGFO to ensure effectiveness and comply with statutory requirements. (50%) Strategic Goal 2	<b>Weight:20</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> -Promote integrity & effectiveness of programs and operations
--	------------------	--

Outstanding	<p>Identifies and evaluates financial system policy oversight issues for consideration by CIGFO.</p> <p>--Provides accurate and timely recommendations to the IG 95% of the time.</p> <p>Working with CIGFO member staff, prepares final draft annual report for publication, and release.</p> <p>--Meet all statutory deadlines as well as deadlines set by the CIGFO members.</p> <p>As requested, provides assistance in the development of working group proposals and work products.</p> <p>--If requested, provides assistance with working group proposals and audits and meets all deadlines.</p> <p>Monitors daily FSOC and FSOC member agency regulatory activity, such as a rulemaking, staffing changes, study releases and public announcements and communicates FSOC activity, in a timely manner, to all CIGFO members.</p> <p>--Provides FSOC information to CIGFO chair for his consideration and dissemination within 2 hours of its release.</p> <p>As appropriate, engages with stakeholders (GAO, Congress, FSOC Secretariat and staff) on CIGFO related issues and coordinates projects to ensure issues are communicated in timely manner.</p> <p>--Meets Dodd-Frank Act requirement to release CIGFO audits to Capitol Hill within 12 hours of release of any CIGFO audits.</p> <p>--Asks GAO to meet with CIGFO annually.</p> <p>Ensures all CIGFO meetings are scheduled at least quarterly at time selected for maximum attendance by Council members; prepares and delivers all materials in a timely manner.</p>
-------------	---

--Provides all meeting materials to CIGFO chair five days before a meeting.

--Provides all meeting materials to CIGFO chair five days before a meeting.

--Provides Council members with meeting materials three days before a meeting.

---

Fully Successful Identifies and evaluates financial system policy oversight issues for consideration by CIGFO.

--Provides accurate and timely recommendations to the IG 75% of the time.

Working with CIGFO member staff, prepares final draft annual report for publication, and release.

--Meet all statutory deadlines as well as deadlines set by the CIGFO membership; CIGFO section requires minimal editing

As requested, provides assistance in the development of working group proposals and work products.

--If requested, provides assistance with working group proposals and audits and meets deadlines 75% of the time.

Monitors daily FSOC and FSOC member agency regulatory activity, such as a rulemaking, staffing changes, study releases and public announcements and communicates FSOC activity, in a timely manner, to all CIGFO members.

--Provides FSOC and FSOC member agency information to the CIGFO chair for his consideration and dissemination within 12 hours of its release.

As appropriate, engages with stakeholders (GAO, Congress, FSOC Secretariat and staff) on CIGFO related issues and coordinates projects to ensure issues are communicated in timely manner.

--Meets Dodd-Frank Act requirement to release CIGFO audits to Capitol Hill within 24 hours of release of any CIGFO audits.

--Asks GAO to meet with CIGFO biennially.

--Communicates with FSOC Secretariat staff within 12 hours of request.

Ensures all CIGFO meetings are scheduled at least quarterly at time selected for maximum attendance by Council members; prepares and delivers all materials in a timely manner.

--Provides all meeting materials to CIGFO chair three days before a meeting.

--Provides Council members with meeting materials one day before a meeting.

				Acceptable
--	--	--	--	------------

<b>Critical Element 6:</b> Provide Legislative and Communications updates to ensure staff has pertinent and timely information in support of the OIG mission (25%) Strategic Goal 3	<b>Weight:20</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Inform stakeholders of TOIG findings, recommendations, etc - Promote integrity & effectiveness of programs and operations
--	------------------	---

Outstanding

Tracks and informs staff daily of media coverage of financial and management issues of interest to Treasury Office of Inspector General.

-- Provides media information twice daily to senior staff.

Assists, where appropriate, with Congressional testimony and witness preparation.

--When directed by the IG or other senior staff provides meets all deadlines.

Monitors, tracks and analyzes complex financial, appropriations, and federal management legislation, and hearings.

--Provides senior staff and others as appropriate, with legislative information in real time.

--Updates daily the legislative tracking document, two days after Congressional Committee or floor vote or introduction of legislation.

--Asks the Office of Management to post updated documents on the SES intranet tab within 2 days.

--Updates tracking document daily. (Outstanding

Works with OIG offices in the development and editing of bi-monthly articles for the Inspector General and provide to the Office of Management for posting.

--Requests article materials in 2 weeks prior to the month it is due; responsibility for drafting the article is the sole responsibility of the office.

---

Fully Successful

Tracks and informs staff daily of media coverage of financial and management issues of interest to Treasury Office of Inspector General.

--Provides media information once daily to senior staff.

Assists, where appropriate, with Congressional testimony and witness preparation.

Monitors, tracks and analyzes complex financial, appropriations, and federal management legislation, and hearings.

--When directed by the IG or the senior staff to provide assistance meets deadlines 75% of the time.

Updates daily the legislative tracking document, two days after Congressional Committee or floor vote or introduction of legislation. Asks the Office of Management to post updated documents on the SES intranet tab within 2 days.

--Updates daily tracking document weekly.

Works with OIG offices in the development and editing of bi-monthly articles for the Inspector General and provide to the Office of Management for posting.



--Requests article materials 1 week prior to the month it is due; responsibility for the article drafting is the sole responsibility of the office.

--	--	--	--	--	--

<b>Critical Element 7:</b> Coordinates OIG EEO Program to ensure the OIG has the information it needs.	<b>Weight:10</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Promote integrity & effectiveness of programs and operations
---	------------------	---

Outstanding      Coordinates EEO communications and training and updates policies as appropriate ensuring all information is timely and training is available.

--Coordinates, where appropriate, annual diversity training by May 2016.

--Where appropriate, and when requested, update laws and rules on a monthly basis.

--When appropriate provide the IG with the annual State of the Agency briefing by EEOC deadline

Develop and update the Treasury Office of Inspector General Diversity and Inclusion plan, MD715 Report, Section 462 report, and disability plan ensuring accuracy within established deadlines.

--Ensure Treasury OCRD has 100% accurate Section 462 report data within 12 hours of request.

--Coordinate information related to the MD715 report statistics, including applicant review data, by September 15, 2016.

--When and if appropriate, distribute EEO advisor notices within 2 hours of receipt.

Fully Successful      Coordinates EEO communications and training and updates policies as appropriate ensuring all information is timely and training is available.

--Coordinates, where appropriate, annual diversity training by the end of the Fiscal Year.

--Where appropriate, updates laws and rules on a biannual basis.

--When appropriate, provide the IG with the annual State of the Agency briefing by the end of the Fiscal Year.

Develop and update the Treasury of Inspector General Diversity and Inclusion plan, MD715 Report, Section 462 report, and disability plan ensuring accuracy within established deadlines.

--Ensure Treasury OCRD has 100% accurate Section 462 report information, including applicant review data by September 15, 2016.

--Coordinate information related to the MD715 report statistics, by September 30, 2016.

--When and if appropriate, distribute EEO advisor notices within 12 hours of receipt.

--	--	--	--	--

<b>Critical Element 8:</b> Serve as liaison to the Council of Inspectors General on Integrity and Ethics and keep OIG senior staff informed on a regular basis.	<b>Weight:5</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Inform stakeholders of TOIG findings, recommendations, etc
--	-----------------	---

Outstanding      Coordinate OIG CIGIE awards submissions in a timely and effective manner.

--Notify senior staff within 2 hours of receipt of CIGIE awards notice.

--When requested, submit awards information by the CIGIE one day before the deadline.

Communicate CIGIE meeting notices, OIG position openings, and other announcements within 24 hours to OIG staff.

--Provide all CIGIE communications within 12 hours of receipt.

---

Fully Successful      Serve as liaison to the Council of Inspectors General on Integrity and Ethics and keep OIG senior staff informed on a regular basis. (3%)

Coordinate OIG CIGIE awards submissions in a timely and effective manner.

--Notify senior staff within one week of receipt of CIGIE awards notice.

When requested, submit awards information by the CIGIE meeting notices, OIG position openings, and other announcements within 24 hours to OIG staff.

--Provide all CIGIE communications within 24 hours of receipt.

--	--	--	--	--

<b>Critical Element 9:</b> Work on other special projects as assigned by the Inspector General.	<b>Weight:5</b>	<b>Link to Strategic Plan/Organizational Goal(s):</b> - Promote integrity & effectiveness of programs and operations
--	-----------------	---

Outstanding All projects completed within agreed upon deadlines and meeting quality assurance guidelines.

--Complete projects on time and with 100% accuracy.

Fully Successful All projects completed within agreed upon deadlines and meeting quality assurance guidelines.

--Complete projects on time and with 75% accuracy.

--	--	--	--	--

### Section 3 - Core Leadership Competency (For Supervisors Only)

#### Critical Element Leadership:

##### Outstanding

- motivates employees, stakeholders, and networks to support organizational objectives.
- proactively monitors expenditures in support of programs and policies and seeks creative budgeting solutions to achieve results balanced with Office of Inspector General needs
- resolves extremely complex, controversial, or difficult, long-standing organizational problems
- proactively manages resources effectively
- consistently produces extremely high quality work that exceeds goals and expectations.
- uses knowledge of current and emerging issues/developments in own field of expertise and applies this knowledge to make innovative, technically sound operational decisions.
- demonstrates a commitment to ensuring EEO and diversity by integrating EEO/diversity into the business/strategic plan of the office.
- recognizes and rewards individual performance.

##### Fully Successful

- plans, organizes, monitors, controls work, cost, and staffing needs to support an effective workforce.
- recruits, develops, and retains a diverse high quality workforce in an equitable manner
- uses effective communication skills to build teams, develop individual skills, and improve performance.
- makes careful use of and safeguards Office of Inspector General equipment, data, and resources.
- provides realistic budget submissions and ensures reports are accurate and timely.
- takes appropriate steps to ensure work environment is free from discrimination and harassment, including ensuring any subordinate managers have the necessary skills and training to manage a diverse workforce.
- demonstrates an understanding of and commitment to equal employment opportunity.
- supports the EEO and affirmative employment goals established by the bureau under
- sets effective workforce performance standards aligned with organizational goals and engages in rigorous and realistic performance management of subordinate employees in accordance with regulations and Treasury policy by the established deadlines.
- effectively uses ongoing feedback, coaching, and timely evaluations of performance to promote cooperation, knowledge/skill sharing, and goal accomplishment.
- monitors and evaluates programs and work practices to identify and address potential incidences of waste, fraud, abuse, material weaknesses, and management challenges.
- uses efficient and cost-effective approaches to integrate technology into the workplace.
- promotes an environment of information and knowledge sharing

☐ Outstanding   ☐ Exceeded   ☐ Fully Successful   ☐ Minimally Satisfactory   ☐ Unacceptable



**Part V. Progress Review (Comments Optional)**

Rating Official:

Employee:

**Part VI. Summary Rating Narrative**

A summary narrative statement describing the basis for the Employee's overall summary rating is required if that rating is either **Outstanding** or **Unacceptable**.

Rating Official:

[REDACTED]

## Part VII. Summary Rating Calculation

Outstanding = 4 Points    Exceeded = 3 points    Fully Successful = 2 point

Minimally Satisfactory = 1 point    Unacceptable = 0 points

Core Competencies (40% of summary rating)		(Points x Weight = Total)		
	Rating	Points	Weight	Total
Element 1: Communication				
Element 2: Customer Service				
Element 3: Teamwork				
Element 4: Technical Competency				
Subtotal - Core Competencies				
Performance Commitments (60% of summary rating)		(Points x Weight = Total)		
Element 5				
Element 6				
Element 7				
Element 8				
Element 9				
Subtotal - Performance Commitments				

**\*The weights assigned for these elements by the Rating Official must total 60 points.**

SUMMARY RATING				
Rating for <b>EMPLOYEE</b>		Rating for <b>SUPERVISOR</b>		
If Overall Points =	Then Summary Rating =	If Overall Points =	And Leadership Rating = (For Supervisors Only)	Then Summary Rating =
350 to 400	Outstanding	350 to 400	Outstanding or Exceeded	Outstanding
			Fully Successful	Exceeded
266 to 349	Exceeded	266 to 349	At Least Fully Successful	Exceeded
181 to 265	Fully Successful	181 to 265	At Least Fully Successful	Fully Successful
100 to 180	Minimally Successful	100 to 180	Minimally Successful	Minimally Successful
Unacceptable on any element	Unacceptable	Unacceptable on any element		Unacceptable

**NOTE:** A rating of 'Unacceptable' on any critical element results in unacceptable performance in the position. Consequently, unacceptable performance in any critical element shall be the basis for reassignment, reduction-in-grade, or removal from the Federal Service, regardless of performance on other components of the position.

**From:** Thorson, Eric M  
**Sent:** Fri, 10 Mar 2017 20:45:03 +0000  
**To:** Delmar, Richard K.  
**Subject:** FW: Afternoon articles for March 10, 2017

I forgot to mention that one of Dave's top priorities is cyber security. I told him of the problem we were having in that area and he was totally supportive. We may play that card if necessary.

Sent with Good ([www.good.com](http://www.good.com))

---

**From:** Marshall, Susan G.  
**Sent:** Friday, March 10, 2017 3:41:19 PM  
**To:** Thorson, Eric M; Hollis, Tricia; Harker, Deborah L.; Joseph, Donna F.; Carter, Lisa A.; Battle, Pauletta P.; Delmar, Richard K.; Phillips, John L.; Marshall, Jerome S.  
**Subject:** Afternoon articles for March 10, 2017

**IGs: budget cuts could put cybersecurity at risk**

By Chase Gunter

Inspectors general fear that steep budget cut proposed by the Trump Administration could force civilian agencies to decide between spending on program operations and cybersecurity.

The White House's budget guidance calls for a \$54 billion bump in military spending that would be offset by cuts from civilian agencies.

If cuts are approved, Rep. Tom Cole (R-Okla.) said at a March 9 hearing of his Appropriations subcommittee, programs would experience a "dramatic decline in services." He added that cuts would not yield "all the savings right upfront because there is a lot of cost associated with closedown."

Ranking member Rosa DeLauro (D-Conn.) said, "The chairman and I agree; you can't balance the budget on the back on nondefense discretionary funding," adding that such cuts would inhibit "critical" activities.

A panel of agency IGs testified that those affected critical activities could include oversight, cybersecurity and IT modernization.

"One area I would really worry about ... is IT security," Department of Education IG Kathleen Tighe testified. "It's been a management challenge since 2006. You can't fix that on the cheap. Money has to be put in."

In addition to the "never-ending" challenge of IT security, Tighe said that steep budget cuts would further constrain the department's employees.

"It's fair to say that cuts to the department ... will reduce staff available who are already challenged" by tight budgets and personnel shortages, she said.

Gale Stone, acting IG of the Social Security Administration, said that even before budget cuts, IT modernization already presents a "huge challenge" for government.

"Reduction would force the agency to make some very tough decisions between 'do we modernize so we can sustain our business process and service to the community in the future' or 'do we just try to make it to the next step,'" she asked.

SSA, which is charged with protecting the Social Security accounts of hundreds of millions of Americans, is in the middle of a wide-ranging IT infrastructure modernization project, including an overhaul of the agency's disability case processing system, dubbed DCPS2.

Stone also said that budget cuts would increase customer service wait times and impair the agency's ability to make data-driven decisions.

Daniel Levinson, the IG of the Department of Health and Human Services, testified that budget cuts present "an enormous challenge for employees to be able to do their jobs," including ongoing healthcare modernization and medical center interoperability efforts.

The IGs also testified that the hiring freeze has forced them to scale back their oversight work.

DeLauro said that the impacts of the hiring freeze "can only be compounded" by further budget cuts.

### **Bank group rebuts Fed push for capital rule for nonfinancial investments**

By Victoria Guida

A group that represents large banks is arguing that it is unnecessary for the Federal Reserve to impose capital requirements on banks for investing in nonfinancial companies involved with physical commodities.

In a report sent to the Fed today, the Clearing House Association argues that "existing capital requirements are more than sufficient to cover losses in merchant banking portfolios."

Under a proposed rule from the Fed, banks would be required to raise capital for investments in companies that extract, transport and store physical commodities, or companies that own commodities complementary to the bank's financial activities.

The future of the controversial rule is uncertain, as President Donald Trump could nominate three new Fed board members this year.

A significant basis for the Fed's risk weighting was the fear that a bank might be held liable for an environmental catastrophe caused by a company it had invested in.

For its study, the Clearing House surveyed 12 of the banks that engage most in so-called merchant banking and found no evidence, going back to 2001 when possible, of those investments leading to direct liability for the banks.

The report also highlights the importance of merchant banking authority, which the Fed has asked Congress to scrap altogether.

On-balance sheet investments in ordinary nonfinancial companies was roughly \$31 billion for those banks in 2015, and investments in tax-oriented renewable energy projects, such as solar and wind farms, reached over \$11 billion in 2015.

But more significantly, it says, banks engage in extensive asset-management activities using merchant banking – roughly \$207 billion in investments in 2015, according to the report. Here, the bank typically holds a very limited economic interest in a fund, then markets and sells shares in the funds as part of its asset-management business, it says.

### **Report: Busiest federal websites have big problems**

By Chase Gunter

Just eight percent of the most-visited federal domains meet "basic standards" for website performance, according to a new think tank study.

The Information Technology and Innovation Foundation reviewed and tested 297 of the most popular government domains on four criteria: security, speed, accessibility for users with disabilities and ease of mobile access.

"Despite years of progress in digital government, a striking number of federal websites do not even meet many of the U.S. government's own requirements, let alone private-sector best practices," said Alan McQuinn, ITIF research analyst and the report's lead author. He added that federal sites have "a long way to go."

The three highest-scoring domains overall were healthdata.gov, healthfinder.gov and consumerfinance.gov. Of note, the Trump administration's whitehouse.gov site scored higher overall than Obama's.

The security category signaled a relative high point for federal domains. In fact, federal government websites generally "did better on the security tests than the top 20 non-government sector websites," the report authors found. Yet many sites, especially non-executive branch ones, still possess security flaws.

About one-third of government sites failed HTTPS security requirements, and 14 percent lacked HTTPS entirely. Websites for the Department of Defense, the International Trade Administration and the U.S. Courts fell in the latter category.

About 10 percent of sites failed the Domain Name System Security tests, including House.gov, Speaker.gov and the U.S. Forest Service site.

In terms of website loading speed, which was measured by Google's page insight tool, 78 percent of federal domains passed the speed test for desktops. That figure plummeted to 36 percent for mobile devices.



Websites for the General Services Administration, the National Cancer Institute and the Federal Trade Commission's IdentityTheft.gov were among the domains that failed both speed tests.

Additionally, 42 percent of sites were not up to snuff in terms of accessibility for users with disabilities. Employing high-contrast text, providing alternative text for images and labeling buttons to enable screen readers are examples listed by the report of ways to be "accessible."

Domains that failed the accessibility tests included sites for the Internal Revenue Service and the International Trade Administration.

Lastly, 41 percent of sites were deemed not to be mobile-friendly. Disqualifiers for mobile friendliness included not employing metatags for mobile viewing, illegible font sizes and tabs and links being too small. Sites that failed the mobile-friendly test included those for the National Weather Service, the Department of the Treasury and the International Trade Administration.

The authors urged the White House to launch website modernization "sprints" to correct security and accessibility shortcomings; to mandate that agencies -- with help from the federal CIO and the Office of Management and Budget -- develop guidelines to improve page loading speed; and to require federal agencies to develop programs to track and share detailed website analytics.

They also recommend that OMB launch a website consolidation push, and that the White House work with Congress to establish a fund for agency IT projects, such as the one proposed by Rep. Will Hurd (R-Texas).

The authors also recommend Congress to push nonexecutive federal agencies to improve their sites to meet federal standards and best practices.

### **OCC's Curry Calls for Greater Thrift Flexibility**

In a speech yesterday, Comptroller of the Currency Thomas Curry encouraged Congress to grant federal savings associations greater flexibility to serve the changing needs of their customers without having to change their charter.

"Over time, markets change and customers' needs evolve. But, if a federal savings association wants to adjust its strategy to increase commercial lending or some types of consumer credit, it's stuck — unless it changes charters. That's expensive and should be unnecessary," Curry said. "The charter should accommodate change."

Curry's remarks followed the introduction of two bipartisan bills earlier this week in the House and Senate that would provide a simple process for thrifts to elect to receive the lending powers — and compliance responsibilities — of national banks without changing their Home Owners Loan Act Charters. As a former commissioner of banking in Massachusetts, Curry championed a similar approach to charter flexibility for state-chartered thrift institutions, and added that "it makes sense for the federal thrift charter too."

The current proposed legislation is a key part of ABA's Blueprint for Economic Growth, and the association applauded the introductions of the bills. "ABA has long championed greater flexibility for HOLA-chartered institutions to adapt their business models to changing demographics and changing

needs in their communities,” said ABA EVP Bob Davis. “Federal saving associations have a long, proud history of being responsive to their communities’ needs, and this legislation will help them to enhance and continue that record.”

### **NBC 10 I-Team: Exclusive look inside bank fraud bust**

by Katie Davis, NBC 10 NEWS

They planned road trip to Rhode Island, but they didn’t come for the clam cakes and chowder.

"These people came up from Brooklyn, New York to target a bank in Coventry, Rhode Island," said Lt. Matthew Blair of the Coventry Police Department.

Investigators gave the NBC 10 I-Team an exclusive look behind the scenes of what they say is a sophisticated, multi-state bank fraud scheme that’s already drained some \$50,000 in cash out of the accounts of unsuspecting account holders from Pennsylvania to New York.

Some of the details of the case are bizarre, including one suspect who police said tried to eat fake IDs used in the scam before officers could confiscate them as evidence.

"One of the individuals involved was actually eating the identification card," Blair said. "Somehow they had either cut it up, or sliced it up into small pieces, and they were actively ingesting it."

Police identified that suspect as Collin Thompson, 34, of Brooklyn, who they say was the ring leader. He was arrested Thursday, along with Monique Ellington, 33, Allister Sylvester, 31, and Ana Oppenheimer, 35, all also from Brooklyn.

A sharp-eyed bank teller called police after Oppenheimer came into the Coventry branch on March 2, saying she was buying a house nearby with her girlfriend and needed to withdraw a large amount of cash. When Oppenheimer couldn’t answer specific questions about the account, the teller became suspicious.

Oppenheimer quickly left the bank without the cash, but was spotted with the three other suspects in a car with New York license plates parked across the street.

All four were arrested and charged with felonies including identity fraud and conspiracy. Thompson was also charged with trying to destroy evidence for allegedly eating the fake IDs, a misdemeanor.

The four suspects were hitting bank branches up and down the east coast for several weeks as part of a larger organized crime operation, investigators told NBC 10.

But it was local officers in Coventry who finally busted them.

"If they weren't apprehended, they were working towards emptying out individuals' bank accounts," Blair said.

Police showed NBC 10 a collection of fake IDs used in the scam, including several driver’s licenses from states including Massachusetts and New Jersey. The names, birth dates and addresses belonged to actual account holders.

But the photos were of one of the four suspects. Police said the group then used the IDs to withdraw cash at locations up and down Interstate 95.

Because the suspects had valid information about bank customers, investigators believe someone inside the bank was in on the scam.

"It seems to be possible that there was some inside involvement," Blair said.

Coventry Police declined to identify the bank by name, saying only that it was a large commercial bank with locations in several east coast states.

A judge set bail for three of the four defendants at \$2,000 with surety, or \$200 cash, which they quickly paid. Oppenheimer was released on personal recognizance. All four were granted permission to leave Rhode Island the same day.

Coventry Police are now working with the NYPD and the FBI on the case.

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

**From:** Marshall, Susan G.  
**Sent:** Thu, 22 Jun 2017 14:32:07 +0000  
**To:** 'Tlehrich@oig.abilityone.gov'  
**Subject:** Position  
**Attachments:** smmarshallresume2017.doc

Hi Tom,

I hope you are doing well and enjoying your new office which is about six minutes from my house in Kingstowne! I would love to talk with you about the opportunity to work for you on a detail. Obviously, I would have to receive approval for it from my boss, but I think he would be open to helping a fellow colleague. Please feel free to give me a call on my cell phone at [REDACTED] or you can reach me at the phone number below. Also, you can always send emails to me at this address or [REDACTED]

I look forward to talking with you soon!!

All the best,

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

**Susan G. Marshall**

875 15<sup>th</sup> Street, NW  
Washington, DC 20220  
(202) 927-9842

**September 2011 to Present**  
**Director, External Relations**  
**Office of Inspector General, Department of Treasury**

- Executive Director, Council of Inspectors General on Financial Oversight (CIGFO)
- Manage CIGFO working group audits on financial stability and publish CIGFO annual report
- Monitor fiscal and monetary policy developments and inform CIGFO members of activities
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Manage the Office of Inspector General legislative tracking system
- Manage the Office of Inspector General Equal Employment Opportunity Program

**March 2009 to July 2011**  
**Senior Advisor to Commissioner Dan Blair**  
**Postal Regulatory Commission**

- Responsible for advising Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions
- Responded to press inquiries on the Commissioner's behalf
- Developed and drafted procurement procedures handbook for the Commission ( 2009)

**September 2005 to January 2009**  
**Director, Congressional Relations**  
**Office of Personnel Management**

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies
- Managed Congressional Correspondence program and case work related to over 7,000 Member letters and Congressional calls for information
- Responsible for managing a staff of 14
- Developed and managed \$1 million records management contract –conversion of 500,000 legislative records to electronic format
- Member of the agency's Information Technology Review Board



**July 2003 to September 2005**

**Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement**

**General Services Administration**

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Developed and implemented the agency's Competitive Sourcing Program by facilitating agency-wide and individual business unit organizational studies
- Provided competitive sourcing policy training to GSA personnel
- Participated on Source Selection Boards
- Implemented a new A-76 infrastructure to facilitate contract, human resources and legal issues related to specific organizational studies
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million
- Managed a staff of five

**June 2001 to July 2003**

**Senior Policy Advisor to the Administrator**

**General Services Administration**

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)
- Provided program/policy analysis and provided recommendations on how to remedy program deficiencies
- Coordinated and assisted in the execution of strategic marketing, communications and legislative affairs strategies
- Participated in the agency's long-range planning activities, such as development of the agency's Strategic Plan, Performance Plan, and Accountability Report
- Implemented the agency's Performance Management Web-based tool
- Collected survey data on performance management and developed statistical analysis of the results

**December 1998 to June 2001**

**Professional Staff Member**

**Senate Committee on Governmental Affairs**

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement
- Coordinated confirmation process for nominees of the Office of Management and Budget, Federal Emergency Management Agency and the Census Bureau
- Responsible for briefings to Members and staff on technology, property, statistical policy and other issues

**July 1997 to December 1998**

**Vice President, Information Services Division  
Information Technology Association of America**

- Coordinated successful lobbying campaign to increase the number of temporary visas for high tech workers resulting in the enactment of the American Competitiveness and Workforce Improvement Act of 1998
- Managed outside lobbyists (Patton Boggs)
- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000
- Reported to association Board of Directors
- Responsible for monthly newsletter publication

**January to June 1997**

**Consultant, Year 2000 Program  
Federal Sources, Incorporated**

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies
- Presented oral briefings to clients on Federal activity and business opportunities
- Provided public relations and market consulting to various clients
- Worked with trade publications, mainstream print and other media organizations as a company spokesperson on Year 2000 activity
- Coordinated Congressional briefings

**1994 to 1996**

**Procurement Specialist  
Committee on Government Reform and Oversight**

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)
- Conducted oversight of Federal agency computer data field software conversion efforts to identify the Year 2000
- Primary liaison for industry and association support for procurement reform
- Briefed Committee Members and staff on procurement initiatives and related reforms

**1989 to 1994**

**Manager, Legislative Affairs: 1993 to 1994**

**Assistant Manager, Legislative Affairs 1992 to 1993**

**Legislative Assistant, Legislative Affairs 1989 to 1992**

**Aerospace Industries Association of America, Incorporated**

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues
- Wrote testimony and prepared industry witnesses for Congressional hearings
- Presented oral and written briefings on current legislative activity
- Responsible for monthly newsletter publications, monthly Executive Member legislative reports, and biannual Board of Governors presentations

**Education:**

B.A. Political Science May 1987 The Pennsylvania State University

Political Studies 1986 University of Exeter, Exeter England

**Awards:**

Barry R. Snyder award for significant contributions through a cooperative effort in support of the mission of the Council of Inspectors General on Integrity and Ethics.

**Clearance:**

Top Secret Inactive

**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]  
**Subject:** Dan's replacement was announced today  
**Date:** Tuesday, December 20, 2016 3:42:02 PM

---

## **Good Government Academy Names New Leader**

By Tom Shoop

After a months-long search, the National Academy of Public Administration has found a new president and CEO: Teresa Gerton, an Army veteran who also has extensive civilian federal management experience.

Gerton is currently deputy assistant secretary for policy at the Labor Department's Veterans Employment and Training service. Before that, she served as a career member of the Senior Executive Service at the Defense Department for eight years after completing a 20-year career as an Army officer in 2003. Gerton is a recipient of both the meritorious and distinguished Presidential Rank Awards, the highest honor for senior federal executives.

NAPA is a congressionally chartered independent nonprofit organization created to help government leaders improve their organizations and operations. Its 800 fellows include current and former government officials, public administration scholars and business executives.

"Terry brings a depth of expertise in strategic organizational management, along with a proven track record as an effective leader in a variety of organizational contexts," said Reginald L. Robinson, chairman of NAPA's board of directors. "We welcome her vision, energy and leadership as the academy prepares to write its next chapter."

"I am pleased and excited to accept this opportunity to further the academy's important mission of good governance that benefits all citizens," said Gerton. "This is a time of great opportunity for the academy as the government undergoes the transition to a new presidential administration and faces growing challenges that require innovative solutions."

Gerton succeeds Dan G. Blair, who announced his retirement in August. Blair had led NAPA for five years.

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

**From:** [REDACTED]  
**To:** [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**Subject:** RE: Dan's replacement announced  
**Date:** Wednesday, December 21, 2016 10:04:48 AM

---

Yeah, I get it... I am so out of it that I have NO idea who any of these people are – and THAT is fine by me! Love, [REDACTED]

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Wednesday, December 21, 2016 6:59 AM  
**To:** [REDACTED] >  
**Cc:** [REDACTED] <[REDACTED]>  
**Subject:** RE: Dan's replacement announced

I should be impressed but I am so fed up with government employees...

---

**From:** [REDACTED]  
**Sent:** Tuesday, December 20, 2016 10:47:04 PM  
**To:** Marshall, Susan G.  
**Cc:** [REDACTED]  
**Subject:** Re: Dan's replacement announced

You are NOT impressed?? [REDACTED]

Sent from [REDACTED]'s iPhone

On Dec 20, 2016, at 3:39 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**Lame!**

### **Good Government Academy Names New Leader**

By Tom Shoop

After a months-long search, the National Academy of Public Administration has found a new president and CEO: ***Teresa Gerton, an Army veteran who also has extensive civilian federal management experience.***

Gerton is currently deputy assistant secretary for policy at the Labor Department's Veterans Employment and Training service. Before that, she served as a career member of the Senior Executive Service at the Defense Department for eight years after completing a 20-year career as an Army officer in 2003. Gerton is a recipient of both the meritorious and distinguished Presidential Rank Awards, the highest honor for senior federal executives.

NAPA is a congressionally chartered independent nonprofit organization created to help government leaders improve their organizations and operations. Its 800 fellows include current and former government officials, public administration scholars and



business executives.

“Terry brings a depth of expertise in strategic organizational management, along with a proven track record as an effective leader in a variety of organizational contexts,” said Reginald L. Robinson, chairman of NAPA’s board of directors. “We welcome her vision, energy and leadership as the academy prepares to write its next chapter.”

“I am pleased and excited to accept this opportunity to further the academy’s important mission of good governance that benefits all citizens,” said Gerton. “This is a time of great opportunity for the academy as the government undergoes the transition to a new presidential administration and faces growing challenges that require innovative solutions.”

Gerton succeeds Dan G. Blair, who announced his retirement in August. Blair had led NAPA for five years.

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

**From:** [Marshall, Susan G.](#)  
**To:** "Dan Blair"; [Dan G.](#) [REDACTED]  
**Subject:** RE: Farewell from Academy President Dan G. Blair  
**Date:** Monday, January 9, 2017 8:53:21 AM  
**Attachments:** [image001.png](#)

---

Very nice, Chevy Chase! You should be proud of all of your accomplishments. You did an outstanding job at NAPA during a very difficult time with limited resources- not an easy task! Now it is time to relax and keep up your good health with some apples!

Happy New Year!

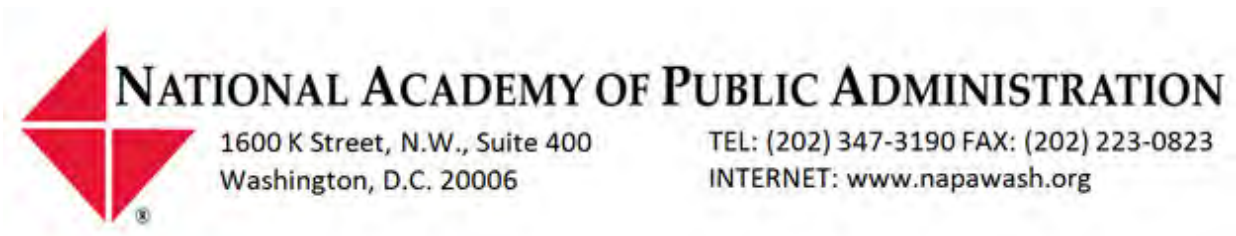
***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, January 6, 2017 4:36 PM  
**To:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Subject:** FW: Farewell from Academy President Dan G. Blair

This email went out to the Academy Fellows this afternoon.

Happy New Year!



Dan G. Blair  
President and CEO

January 6, 2017

Dear Fellows and friends,

Today is my last day as President and CEO of the Academy. I want to take this opportunity to thank you all for your friendship, assistance, and support since I began my tenure in July 2011. It has been a tremendous experience and I am grateful for the opportunity.

Last summer, I had planned to step down when my contract expired. It was a "natural break" with

the expiration of my contract and I looked forward to a summer off before resuming work. However, the Academy Board convinced me to remain on duty until my replacement was named and I was glad to be able to accommodate them. While I am not “retiring” I am looking forward to some quality down time!

I am very proud of the record we have established for the Academy since July 2011. We have enhanced the Academy’s public profile through multiple thought leadership forums. We engaged and enhanced our business relationships through partnerships with Management Concepts, Ernst&Young, Grant Thornton, KPMG, Deloitte, ICF International, Booz Allen, Federal Management Partners, and other firms. We are fortunate to have been supported by respected institutions such as the American University School of Public Affairs, the George Mason University Schar School of Policy and Government, the Georgetown McDonough School of Business, the George Washington University Trachtenberg School of Public Policy and Public Administration, the Wilder School of Government and Public Affairs, the University of Nebraska at Omaha School of Public Administration, the University of Connecticut Department of Public Policy and many other organizations and individuals who have been critical to our success. The capstone transition programs, T16 and Memos to National Leaders, continue to garner the Academy press and transition attention.

On the financial side, this year we posted a positive financial margin for the second straight year, which is the first time in more than a decade that this has occurred. In FY 16, revenues exceeded our budget goals with expenses coming in under budget. Our business has been robust with Fellows and staff working on more than 20 projects. For FY 17, our project portfolio and revenues look particularly strong and we should be in a good position to exceed our goals.

The Academy is a much different place than it was in 2011. Since that time, we made an office move that significantly reduced our expenses and brought down our overhead rates positioning us in a strong competitive posture when we bid on projects. We have also grown to approximately 850 Fellows, up from approximately 650 when I began. Most significantly, the quality of our Fellowship continues to be world class and the recent class of new Fellows demonstrates our unparalleled public administration expertise. This year, we inducted a former member of Congress, senior Federal agency leaders, noted Academics, state and local government officials and nonprofit leaders.

It is important to note the difficult business environment we faced over the past five years. Government shutdowns, sequestration, the ban on earmarks and hostility to sole source contracting were serious challenges to our business model. But we hunkered down, moved forward and thrived. Some of the key projects that continued to demonstrate our leadership in the public administration field include:

- A review of the U.S. Secret Service
- Addressing disability backlog issues within the Veterans Benefits Administration
- A review with recommendations regarding certain requirements of the STOCK Act
- Long-range forecasting for the Social Security Administration
- Transforming the hiring processes at the Centers for Disease Control
- An independent assessment of the telework program at the Patent and Trademark Office
- An annual review of federal leaders’ use of digital technology
- Options for postal reform
- An operational review with an eye for the future role of the Government Printing Office

- A review of DoE's management and oversight of the national laboratories
- An operational assessment of transformation efforts at the Bureau of the Census
- A review to improve the federal role in cybersecurity education

In addition, we worked with the National Science Foundation, the Department of Agriculture, the Nuclear Regulatory Commission, the Department of Defense, the Department of Justice, NASA, the District of Columbia government, and many more governmental and private sector entities to meet the charge in our congressional charter of providing advice and counsel to governments at all levels on issue of public administration.

These achievements could not have been accomplished without a patient, professional and talented staff comprised of employees, temporary employees and contractors. The Academy's project directors, senior advisors, senior analysts, research associates and administrative support staff all have contributed to the Academy's accomplishments.

I give special acknowledgment to my senior staff: Allison Brigati, Joe Mitchell, Joe Przeczewski, Lisa Trahan, Randy Lyon and Diane Irving. I extend my deep appreciation to my former executive assistant, Travia Cole, for doing the hard work of supporting me and keeping me organized. Also, I want to acknowledge two former members of my executive team, Tom Reidy and Victoria Wickert, for their support and friendship during their time with the Academy. Further, I thank a supportive Board of Directors (past and present) and pay special thanks to five outstanding Board chairs: Ken Apfel, Diane Disney, Robert Shea, Paul Posner and Reggie Robinson. I also acknowledge the Standing Panel chairs for their work in contributing to our success.

In other words, the credit for the Academy's successes belongs to **all of you**.

I welcome our new President and CEO, Teresa Gerton, to the Academy and will continue to assist the Academy in its work in every way I can. While my tenure as President ends today, I will be staying through next week to assist Terry as she begins her work.

In conclusion, it has been the highest privilege to serve as President and CEO. I will always cherish my time here and look forward to actively participating in future Academy endeavors. Thank you for granting me the opportunity and the honor to serve the Academy as its President and CEO.

Best wishes for a happy and productive 2017!

Dan

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy:   

**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]  
**Subject:** RE: no marky mark  
**Date:** Wednesday, May 24, 2017 10:22:16 AM

---

Very nice! They are old friends from long ago...

George is all business and very smart! I am sure the OPMers are a little nervous.

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

---

**From:** [REDACTED] [mailto:[REDACTED]]  
**Sent:** Wednesday, May 24, 2017 10:20 AM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**Subject:** Re: no marky mark

Nice quotes from DGB

Sent from my iPhone

On May 24, 2017, at 8:38 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hi there buddy! Happy Wednesday!

Here is the latest news...He is a really smart guy!

**Trump nominates 30-year government veteran to be new OPM director**

By Nicole Ogrysko | @nogryskoWFED

President Donald Trump finally has a long-awaited choice to fill a key position in the federal government that oversees everything from federal employee pay and benefit programs, recruitment and hiring efforts and even snow closure decisions.

Trump nominated George Nesterchuk, a 30-year government veteran, to be the new director of the Office of Personnel Management.

Nesterchuk has a variety of government experience, including time spent in Congress. Most notably, he spent two years during the George W. Bush administration as the senior adviser to the OPM director of Defense Department issues, where he led efforts to establish the National Security Personnel System (NSPS) at DoD.

He was the staff director for the Government Reform and Oversight subcommittee on civil service in the House of Representatives from 1995 to 2000.



Held multiple senior positions during the Reagan administration at OPM, DoD and the Transportation Department. According to his bio at the Leadership Institute, where he's listed as a volunteer faculty member, Nesterczuk managed the Senior Executive Service, government-wide training activities, equal employment opportunity and labor management relations. He also helped develop and implement pay-for-performance management systems.

Former OPM Deputy Director Dan Blair described Nesterczuk as one with a "broad and deep knowledge" of OPM and civil service issues.

"He's very well suited for the job," Blair said. "He did an excellent job representing merit systems interest in devising the regulations establishing NSPS. He is well respected within OPM and DoD."

Nesterczuk leads his own management consulting company, Nesterczuk and Associates, where he most recently advised the Ukrainian government on public sector reforms.

He also has a background in science. Nesterczuk previously served as the science and technology adviser to secretary during his tenure at the Transportation Department. He earned a degree in physics from Cornell University and a master's degree in astrophysics from the University of Maryland.

"George is a great choice," said John Marshall, president of the Shared Services Leadership Coalition and a former chief information officer at the U.S. Agency for International Development. "He really knows the content and challenges. He's a deeply substantive difference maker."

If confirmed, Nesterczuk has a tough job to fill. In addition to labor management relations and government-wide cybersecurity workforce decisions, the agency's director also oversees security clearances and suitability standards, as the new National Background Investigations Bureau (NBIB) falls under OPM's purview.

And the agency is just beginning to rebuild the trust it lost after hackers stole personally identifiable information for nearly 22 million people from OPM's networks in two separate cyber breaches.

Nesterczuk will also play a key role in the Trump administration's efforts to reorganize government and restructure the federal workforce.

"He's coming into an agency that is in need of clear and decisive leadership," Blair said. "There has been benign neglect for leadership. [Former acting OPM Director] Beth Cobert did a marvelous job, but she was not there long enough. I hope George can restore the agency to what it needs to be."

The Senate Homeland Security and Governmental Affairs Committee will hear from Nesterczuk during his nomination hearing.

Lawmakers will likely push for the new OPM director to display more transparency in his dealings with Congress, a point that members reiterated during former acting Director Beth Cobert's nomination hearing to be the agency's permanent leader.

In February, leadership on the House Oversight and Government Reform Committee, Nesterczuk's former committee, urged Trump to quickly nominate a new director to lead the agency. In their letter, lawmakers said the new director should be "fully accountable [and] one who can provide the expertise, direction and management necessary."

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

**From:** [Marshall, Susan G.](#)  
**To:** [Dan G.](#); [REDACTED]  
**Subject:** Our CHCO is leaving to be a political at DoD  
**Date:** Tuesday, June 6, 2017 1:05:09 PM

---



***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

**From:** Anita.Blair@treasury.gov [mailto:Anita.Blair@treasury.gov]  
**Sent:** Tuesday, June 6, 2017 12:55 PM  
**To:** TreasuryChiefHumanCapitalOfficer@treasury.gov  
**Subject:** INFO: CHCO News

This message was sent securely using [ZixCorp.](#)

For Treasury Human Capital Leaders & Colleagues

I wanted to let you know that I've accepted a political appointment to be Deputy Assistant Secretary of Defense for Civilian Personnel Policy. This is the CHCO for DoD. I'm very excited about this new opportunity. Anticipated start date is around pay period 14, assuming all the paperwork moves correctly. Will be in touch with other information as decisions are made.

Thanks very much,  
Anita

Anita Blair  
Deputy Assistant Secretary for Human Resources  
& Chief Human Capital Officer  
Department of the Treasury  
O: 202-927-0341



**From:** [Marshall, Susan G.](#)  
**To:** ["Tushin, Sharon C."](#)  
**Subject:** RE: Revised CIGFO Annual Report  
**Date:** Wednesday, June 14, 2017 2:27:12 PM  
**Attachments:** [2017cigfoannualreportvJune12.docx](#)  
[smarshallresume2017.doc](#)

---

Hi Sharon,

Thanks for the kind words! Here is the revised document with the comma after "contractor personnel"...I kept in track changes so you could find it quickly. It has been a real joy working with you and I hope our paths will cross again. My resume is attached here in case you know someone who is looking for someone with my background and experience.

Let me know if you need any additional changes.

All the best!

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

---

**From:** Tushin, Sharon C. [mailto:STushin@FDIC.gov]  
**Sent:** Tuesday, June 13, 2017 11:23 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Subject:** RE: Revised CIGFO Annual Report

Hi Susan and thank you so much for making the changes. All looks fine except we need to have a comma on page 24 after "contractor personnel" which you added in the last full paragraph, 3<sup>rd</sup> line down. Otherwise just great and we thank you again. And I was so disappointed to hear you were leaving your current position. ☹ Please do send me a resume and let me know your plans and contact info? You've always been so helpful and supportive. Much respected and appreciated. 😊 Best from here. Ps I will send a separate email confirming our IG's approval if you'd like.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Monday, June 12, 2017 11:50 AM  
**To:** Tushin, Sharon C.  
**Subject:** Revised CIGFO Annual Report

Hi Sharon,

Attached is the revised document with your requested changes included. Please let me know if I captured all of the edits.

Thanks,

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***



**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]  
**Cc:** [Dan Blair](#)  
**Subject:** RE: Jim Clinger nominated to be FDIC Chair  
**Date:** Tuesday, June 20, 2017 8:57:27 AM

---

Maybe [REDACTED] and Dan can help him out! ☺

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

---

**From:** [REDACTED] . [mailto:[REDACTED]]  
**Sent:** Tuesday, June 20, 2017 8:47 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>  
**Cc:** Dan Blair <[REDACTED]>  
**Subject:** Re: Jim Clinger nominated to be FDIC Chair

Wow, good for him -- that's great! [REDACTED]

Sent from [REDACTED]'s iPad

On Jun 20, 2017, at 8:40 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**Trump taps House staffer as FDIC chairman**

By Victoria Guida

**President Donald Trump today announced he intends to nominate House aide James Clinger as a member of the Federal Deposit Insurance Corp. and as chairman of the board once Martin Gruenberg's term ends in late November.**

**Clinger, who recently left the House Financial Services Committee, would serve a six-year term if confirmed. He worked for the committee for a combined 20 years, serving as assistant staff director, senior banking counsel and most recently chief counsel.**

From 2005 to 2007, in between decade-long stints on the Hill, he served as deputy assistant attorney general. He also worked as an attorney at Sutherland Asbill and Brennan from 1987 to 1995, according to the White House announcement.

A slot on FDIC's board has been open since Jeremiah Norton stepped down in 2015. If Clinger is confirmed, he would join Gruenberg and Vice Chairman Tom Hoenig, along with Acting Comptroller of the Currency Keith Noreika and CFPB Director Richard Cordray.

The FDIC chairman serves a five-year term.

Trump also announced he intends to nominate Greg Doud, president of the Commodity Markets Council, as the top agricultural negotiator for the Office of the U.S. Trade Representative. Doud's group lobbies on derivatives regulations.

***Susan Marshall***

***Director, External Relations***

***Office of Inspector General, Department of Treasury***

***(202) 927-9842***

**From:** [Baker, Diane M.](#)  
**To:** [LEVY, ALLISON J.](#); [Hollis, Tricia](#); [Dan Blair](#); [LANGLEY, Nanci](#); [FISHER, ANN C](#); [Marshall, Susan G.](#); [judy.grady@treasury.gov](mailto:judy.grady@treasury.gov)  
**Subject:** RE: lunch on July 27 at 11:45 am  
**Date:** Wednesday, July 11, 2012 2:24:33 PM  
**Attachments:** [winmail.dat](#)

---

**From:** [Hollis, Tricia](#)  
**To:** [LEVY, ALLISON J](#)  
**Subject:** RE: lunch at Lincoln  
**Date:** Thursday, July 26, 2012 11:00:42 AM  
**Attachments:** [winmail.dat](#)

---

**From:** [Marshall, Susan G.](#)  
**To:** [Baker, Diane M.](#)  
**Subject:** RE: FYI  
**Date:** Friday, July 27, 2012 11:25:06 AM  
**Attachments:** [winmail.dat](#)

---



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"; "LEVY, ALLISON J"; "LANGLEY, Nanci"; "FISHER, ANN C"; Baker, Diane M.](#)  
**Subject:** RE: Thank you Allison  
**Date:** Sunday, July 29, 2012 10:32:15 PM  
**Attachments:** [winmail.dat](#)

---

**From:** [Marshall, Susan G.](#)  
**To:** [Dan Blair](#)  
**Subject:** RE: Why didn't I marry this guy!?  
**Date:** Thursday, August 2, 2012 2:32:39 PM  
**Attachments:** [winmail.dat](#)

---

**From:** [Marshall, Susan G.](#)  
**To:** [Dan Blair](#)  
**Subject:** RE: Why didn't I marry this guy!?  
**Date:** Thursday, August 2, 2012 2:38:01 PM  
**Attachments:** [winmail.dat](#)

---

**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]  
**Subject:** version 2  
**Date:** Wednesday, March 19, 2014 2:12:51 PM  
**Attachments:** [smarshall\\_resume2014.doc](#)

---

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** Re: NAPA Fellow testifies tomorrow  
**Date:** Monday, March 24, 2014 11:51:52 AM

---

## Two Fellows

Sent from my iPhone

On Mar 24, 2014, at 11:51 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Another opportunity for NAPA to shine!!

For Immediate Release | Contacts: Jeff Emerson (202-226-1490); David Popp (202) 226-2467

March 21, 2014

Financial Services Committee to Begin Hearing Series on the National Debt

WASHINGTON- Amid signs that the issue of deficits and debt have fallen off Washington's radar, House Financial Services Committee Chairman Jeb Hensarling (R-TX) today announced his committee is undertaking a series of in-depth hearings focused on the threat posed by America's rising national debt.

"After having served on the House Budget Committee, the Simpson-Bowles Commission and the so-called 'Super Committee,' my laptop's memory is full of reports and testimony warning that America is headed for a spending-driven debt crisis. The debt is the single greatest existential threat facing our nation and it is a disservice to the American people not to put this threat front and center of every debate in Washington," Chairman Hensarling said. "Yet lately the refrain from many is 'we'll deal with that later.' It reminds me of the lyrics from a popular country song – 'Everybody wants to go to heaven, but nobody wants to go now.'"

"Our debt is not only an economic dilemma, it is a profound moral one as well. It will harm not only America's future, but it hurts us today. Congress and the Administration should be bringing more attention to this threat. Our committee is going to do its part. This record level debt is undoubtedly adversely affecting entrepreneurs' access to capital, domestic monetary policy and international financial markets," Chairman Hensarling said.

The committee's first hearing on the national debt -- "Why Debt Matters" -- will take place on Tuesday, March 25 at 10:00 a.m. The focus of this first hearing will be to examine the impact the nation's \$17 trillion debt has on economic growth, jobs and the federal government's ability to fund discretionary spending and entitlement programs. Future committee hearings in the series will include a look at how debt crises affected



other nations and what spending programs are the chief drivers of our debt.

During the first debt hearing, the Financial Services Committee will hear from:

**Alice Rivlin**, a Senior Fellow at the Brookings Institution and the director of the Engelberg Center for Health Care Reform. She recently served as a member of the President's Debt Commission, was the founding director of the Congressional Budget Office (CBO), served as director of the Office of Management and Budget, and was a Federal Reserve Vice Chair.

David Cote, Chairman and CEO of Honeywell, a \$40 billion diversified technology and manufacturing company. Cote served as a founding member of the steering committee of the Campaign to Fix the Debt. In 2010, he was named by President Obama to serve on the bipartisan National Commission on Fiscal Responsibility and Reform, also known as the Simpson-Bowles Commission.

Douglas Holtz-Eakin, President of the American Action Forum. Holtz-Eakin most recently was a Commissioner on the Congressionally-chartered Financial Crisis Inquiry Commission and previously served as Chief Economist of the President's Council of Economic Advisers and as director of CBO.

###

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Baker, Diane M.](#)  
**Cc:** [Marshall, Susan G.](#); [REDACTED]  
**Subject:** Re: Lunch at Joe's  
**Date:** Monday, March 24, 2014 4:05:52 PM

---

I can't do Thursday

Sent from my iPhone

On Mar 24, 2014, at 4:06 PM, "Baker, Diane M." <[BakerD@oig.treas.gov](mailto:BakerD@oig.treas.gov)> wrote:

I can do Thursday, not Monday or Tuesday.

---

**From:** Marshall, Susan G.  
**Sent:** Monday, March 24, 2014 4:01 PM  
**To:** 'Dan Blair'; Ann Fisher; Baker, Diane M.  
**Subject:** RE: Lunch at Joe's

Ann is not available Friday...can you do Monday, Tuesday or Thursday? If not, we can move it to another week.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, March 24, 2014 3:40 PM  
**To:** Ann Fisher; Baker, Diane M.  
**Cc:** Marshall, Susan G.  
**Subject:** RE: Lunch at Joe's

Let's do Friday.

**From:** Ann Fisher [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Monday, March 24, 2014 3:38 PM  
**To:** Baker, Diane M.  
**Cc:** Marshall, Susan G.; Dan Blair  
**Subject:** Re: Lunch at Joe's

I could do M, T, or TH of next week.

On Mon, Mar 24, 2014 at 3:28 PM, Baker, Diane M. <[BakerD@oig.treas.gov](mailto:BakerD@oig.treas.gov)> wrote:

I'm free the 2<sup>nd</sup>, 3<sup>rd</sup> or 4<sup>th</sup>.

---

**From:** Marshall, Susan G.  
**Sent:** Monday, March 24, 2014 3:11 PM

To: 'dblair@napawash.org' (dblair@napawash.org); [REDACTED] Diane  
[REDACTED] Baker, Diane M.  
Subject: Lunch at Joe's

Joe's is open for lunch! <http://www.joes.net/>

Anyone want to go to lunch at Joe's next week? If so, just let me know what day and time work for yoU! ☺

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
[\(202\) 927-9842](tel:(202)927-9842)

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Lunch at Joe's  
**Date:** Monday, March 24, 2014 4:45:21 PM

---

I think we are mixing up communications...the only day available for both Ann and Diane is Thursday so we can either move the lunch to the week after next week or we can get together in May. What is your preference?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, March 24, 2014 4:45 PM  
**To:** Marshall, Susan G.; Ann Fisher; Baker, Diane M.  
**Subject:** RE: Lunch at Joe's

I can do Tuesday. Not Thursday.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, March 24, 2014 4:01 PM  
**To:** Dan Blair; Ann Fisher; Baker, Diane M.  
**Subject:** RE: Lunch at Joe's

Ann is not available Friday...can you do Monday, Tuesday or Thursday? If not, we can move it to another week.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, March 24, 2014 3:40 PM  
**To:** Ann Fisher; Baker, Diane M.  
**Cc:** Marshall, Susan G.  
**Subject:** RE: Lunch at Joe's

Let's do Friday.

---

**From:** Ann Fisher [<mailto:> [REDACTED]]  
**Sent:** Monday, March 24, 2014 3:38 PM  
**To:** Baker, Diane M.  
**Cc:** Marshall, Susan G.; Dan Blair  
**Subject:** Re: Lunch at Joe's

I could do M, T, or TH of next week.

On Mon, Mar 24, 2014 at 3:28 PM, Baker, Diane M. <[BakerD@oig.treas.gov](mailto:BakerD@oig.treas.gov)> wrote:  
I'm free the 2<sup>nd</sup>, 3<sup>rd</sup> or 4<sup>th</sup>.

---

**From:** Marshall, Susan G.  
**Sent:** Monday, March 24, 2014 3:11 PM  
**To:** 'dblair@napawash.org' ([dblair@napawash.org](mailto:dblair@napawash.org)); [REDACTED] Diane  
[REDACTED] Baker, Diane M.  
**Subject:** Lunch at Joe's

Joe's is open for lunch! <http://www.joes.net/>

Anyone want to go to lunch at Joe's next week? If so, just let me know what day and time work for yoU! ☺

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
[\(202\) 927-9842](tel:(202)927-9842)



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Mark Reger is at OMB as Acting Deputy Controller  
**Date:** Monday, March 31, 2014 2:11:44 PM

---

Nothing like getting bumped upstairs!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, March 31, 2014 2:03 PM  
**To:** Marshall, Susan G.; Hollis, Tricia  
**Subject:** RE: Mark Reger is at OMB as Acting Deputy Controller

I love it. The cream always rises to the top!

Linda met with him a couple of weeks ago.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Monday, March 31, 2014 2:01 PM  
**To:** Dan Blair; Hollis, Tricia; Mark A. Robbins; [REDACTED]  
**Subject:** Mark Reger is at OMB as Acting Deputy Controller

## **Treasury's Reger joins OMB to fill financial management void**

The Office of Management and Budget turned to a veteran of federal budgeting to begin replacing its top two financial managers.

**Mark Reger recently came over to OMB on detail from the Treasury Department to be the acting deputy controller.**

Reger's detail helps fill the void left when controller Danny Werfel became the acting IRS Commissioner in May 2013, and his replacement Norman Dong, who had been deputy and then acting controller, moved over to head up the General Services Administration's Public Building Service in late March.

By bringing Reger over, OMB has a veteran of state and local government, and someone who has served in senior executive capacities in small and large agencies.

Reger has been Treasury's deputy assistant secretary accounting policy in the Office of the Fiscal Assistant Secretary since 2010 where he's helped lead the financial management standards effort. He is a member of the Federal Accounting Standards

Advisory Board **and was CFO at the Office of Personnel Management for three years.**

Reger also comes as OMB is putting some of the most important pieces in place to give its financial management shared services some life. OMB and Treasury's Office of Financial Innovation and Transformation are expected to name new federal shared service providers in the coming month.

Along with the controller position, the White House still must name a new administrator in the Office of Federal Procurement Policy.

**Federal Computer Week reported recently that Anne Rung, the associate administrator in the Office of Governmentwide Policy, is the on tap to be named to that role. (This is my friend that I went to Exeter University with me in the ... well, we won't mention when)**

**But talking with several senior executives and well-connected industry observers, Rung's nomination is nothing more than strong rumor.**

OMB has suffered from holes in its management ranks for most of the last three-plus years of the Obama administration. With Director Sylvia Mathews and Deputy Director for Management Beth Cobert in place now for several months, senior federal executives have told me they are hoping for a re-emergence of the "M" side of OMB.

It's never a dull time for agency chief information officers what with Rob Carey, the principal deputy CIO at the Defense Department, and Interior Department's Bernie Mazer becoming at least the seventh and eighth CIO or senior IT executive to announce he's leaving in the last six months. Currently, five large agency CIOs are in acting roles, including at the Veterans Affairs Department, where Stephen Warren has been acting for more than a year.

But on the positive side, NASA Goddard Space Center quietly named Dennis VanderTuig as its new CIO back in January. VanderTuig has been with Goddard since 2007 and previously lead an evaluation and restructuring of the Goddard IT functions.

Several people are asking why the sudden exodus of CIOs.

Is it just time for people to move on to new challenges?

Or is something else happening in the federal IT community?

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



From: [Dan Blair](#)  
To: [REDACTED] [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov); [HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov); [REDACTED]  
Subject: RE: Mark Reger is at OMB as Acting Deputy Controller  
Date: Monday, March 31, 2014 2:20:07 PM

---

Ok Admiral Stockdale... Who am I? What am I doing here?

---

From: [REDACTED] [mailto:[REDACTED]]  
Sent: Monday, March 31, 2014 2:12 PM  
To: [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov); Dan Blair; [HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov); [REDACTED]  
Subject: Re: Mark Reger is at OMB as Acting Deputy Controller

Do I know him? I think he joined OPM after I left. Did he replace C3/Kathy McGettigan?

In a message dated 3/31/2014 1:02:23 P.M. Eastern Standard Time, [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov) writes:

## **Treasury's Reger joins OMB to fill financial management void**

The Office of Management and Budget turned to a veteran of federal budgeting to begin replacing its top two financial managers.

### **Mark Reger recently came over to OMB on detail from the Treasury Department to be the acting deputy controller.**

Reger's detail helps fill the void left when controller Danny Werfel became the acting IRS Commissioner in May 2013, and his replacement Norman Dong, who had been deputy and then acting controller, moved over to head up the General Services Administration's Public Building Service in late March.

By bringing Reger over, OMB has a veteran of state and local government, and someone who has served in senior executive capacities in small and large agencies.

Reger has been Treasury's deputy assistant secretary accounting policy in the Office of the Fiscal Assistant Secretary since 2010 where he's helped lead the financial management standards effort. He is a member of the Federal Accounting Standards Advisory Board **and was CFO at the Office of Personnel Management for three years.**

Reger also comes as OMB is putting some of the most important pieces in place to give its financial management shared services some life. OMB and Treasury's Office of Financial Innovation and Transformation are expected to name new federal shared service providers in the coming month.

Along with the controller position, the White House still must name a new administrator in the Office of Federal Procurement Policy.

**Federal Computer Week reported recently that Anne Rung, the associate**

**administrator in the Office of Governmentwide Policy, is the on tap to be named to that role. (This is my friend that I went to Exeter University with me in the ...well, we won't mention when)**

**But talking with several senior executives and well-connected industry observers, Rung's nomination is nothing more than strong rumor.**

OMB has suffered from holes in its management ranks for most of the last three-plus years of the Obama administration. With Director Sylvia Mathews and Deputy Director for Management Beth Cobert in place now for several months, senior federal executives have told me they are hoping for a re-emergence of the "M" side of OMB.

It's never a dull time for agency chief information officers what with Rob Carey, the principal deputy CIO at the Defense Department, and Interior Department's Bernie Mazer becoming at least the seventh and eighth CIO or senior IT executive to announce he's leaving in the last six months. Currently, five large agency CIOs are in acting roles, including at the Veterans Affairs Department, where Stephen Warren has been acting for more than a year.

But on the positive side, NASA Goddard Space Center quietly named Dennis VanderTuig as its new CIO back in January. VanderTuig has been with Goddard since 2007 and previously lead an evaluation and restructuring of the Goddard IT functions.

Several people are asking why the sudden exodus of CIOs.

Is it just time for people to move on to new challenges?

Or is something else happening in the federal IT community?

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#); [REDACTED] [Diane](#) [REDACTED]  
**Subject:** RE: New post office sign- Today is Not Your Day  
**Date:** Monday, April 7, 2014 12:28:54 PM

---

[Susan](#) – when did you move to FL and become a postal worker???

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, April 07, 2014 12:24 PM  
**To:** Dan Blair; [REDACTED] Diane ([REDACTED])  
**Subject:** New post office sign- Today is Not Your Day

Customer Service at USPS: “Today is Not Your Day”  
by Ralph Smith | April 7, 2014

“Service” is part of the name of the U.S. Postal Service (USPS).

The Postal Service is a public service organization. It is a quasi-governmental organization and providing good service, a good customer experience and a favorable public image is presumably part of what the Postal Service strives to achieve. Most Americans have contact with the folks working at the Post Office and, for the most part, the experience is probably a good one.

Part of providing good service is the perception of the customer. Was the Postal employee that helped the customer friendly, knowledgeable and courteous? If the Postal employee perceives that the service provided met this standard, would the customer agree?

Customer Service sign displayed in Florida Post Office

In a Post Office in Miramar Beach, Florida on March 31, a sign was displayed at the service counter that read: “I can only please one person per day. Today is not your day. TOMORROW doesn’t look good EITHER.”

Providing a good customer experience is often an uphill battle. It would seem that posting a sign warning the customer that “Today is not your day” would seem to make the job that much harder. Of course, that assumes that the person displaying the sign wants to provide a favorable experience. One might think that displaying a sign for the public to see is an indication service is not a high priority—or even a concern of the employee or USPS management that, presumably, allowed the sign at a service counter.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** "Dan Blair"; "Blair, Michele"; "Diane"  
**Subject:** FW: Markup of Referral to Attorney General Eric H. Holder of Former IRS Exempt Organizations Division Director Lois G. Lerner  
**Date:** Monday, April 7, 2014 6:07:43 PM

---

Fyi.

-----Original Message-----

**From:** Ways & Means Press [[PressFromWays&Means@mail.house.gov](mailto:PressFromWays&Means@mail.house.gov)]  
**Sent:** Monday, April 07, 2014 05:49 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Markup of Referral to Attorney General Eric H. Holder of Former IRS Exempt Organizations Division Director Lois G. Lerner



**Markup of Referral to Attorney General Eric H. Holder  
of Former IRS Exempt Organizations Division Director Lois G. Lerner**

Washington, DC - Today, Ways and Means Committee Chairman Dave Camp (R-MI) scheduled a meeting of the Committee to be held in Room 1100 Longworth House Office Building on Wednesday, April 9, 2014, at 9:30 AM.

**Markup of: Referral to the Honorable Eric H. Holder, Jr., Attorney General, of former Internal Revenue Service Exempt Organizations Division Director Lois G. Lerner for possible criminal prosecution for violations of one or more criminal statutes based on evidence the Committee has uncovered in the course of the investigation of IRS abuses.**

###

[www.WaysandMeans.House.Gov](http://www.WaysandMeans.House.Gov)





**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]; [Dan Blair](#)  
**Subject:** RE: OPM IG oversight of MSPB, OGE, OSC  
**Date:** Thursday, April 10, 2014 10:59:13 AM

---

OUCH! That hurt!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Mark A. Robbins [mailto:[REDACTED]]  
**Sent:** Thursday, April 10, 2014 10:54 AM  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.  
**Subject:** Re: OPM IG oversight of MSPB, OGE, OSC

Excellent point. And given that it took Pat 6 years to deal with the OSC matter, efficiency doesn't seem a priority either.

Mark A. Robbins  
Cell: (202) [REDACTED]

On Apr 10, 2014, at 9:48 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

This will be real expensive since the IGs themselves don't seem to care much about being frugal.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, April 10, 2014 9:46 AM  
**To:** Dan Blair; [REDACTED]  
**Subject:** RE: OPM IG oversight of MSPB, OGE, OSC

Apparently there is a big push by McCaskill to make sure EVERY agency, big and small, has IG oversight. Sounds expensive.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, April 10, 2014 9:46 AM  
**To:** Marshall, Susan G.; [REDACTED]  
**Subject:** RE: OPM IG oversight of MSPB, OGE, OSC

This significantly changes the dynamics of the IGs. It would be interesting to see if they

go anywhere.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, April 10, 2014 9:33 AM  
**To:** [REDACTED] Dan Blair  
**Subject:** OPM IG oversight of MSPB, OGE, OSC

Just an fyi...I'm the CIGIE liaison here at the TOIG. Yesterday I received the attached information from CIGIE which will be discussed later this morning(see details below). One of the provisions in attached draft bill authorizes OPM IG oversight of MSPB, OGE and OSC.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Council of IGs Liaisons [<mailto:CIGIE-LIAISONS@LIST.NIH.GOV>] **On Behalf Of** Mark Jones  
**Sent:** Thursday, April 10, 2014 6:21 AM  
**To:** [CIGIE-LIAISONS@LIST.NIH.GOV](mailto:CIGIE-LIAISONS@LIST.NIH.GOV)  
**Subject:** HSGAC Subcommittee on Financial and Contracting Oversight Hearing & Discussion Draft Bill

The Committee on Homeland Security and Government Affairs, Subcommittee on Financial and Contracting Oversight (the Subcommittee) is holding a hearing titled "Oversight of Small Agencies" on Thursday, April 10 at 10:30 a.m. Details of the hearing can be found at the following link—[Click Here](#).

Staff of the Subcommittee provided to invited witnesses a discussion draft bill, with section-by-section analysis, on Tuesday evening. The bill seeks to expand jurisdiction of a number of OIGs and also consolidates certain OIGs. The Legislation Committee spoke with the Subcommittee staff this afternoon, and the staff offered no concerns with the discussion draft being shared with the IG Community at this time.

Appreciating the bill impacts the jurisdiction of specific OIGs, the Subcommittee staff welcomes any direct feedback from these Inspectors General. The staff indicate that the bill is not anticipated to be filed immediately following the hearing and will consider any input or perspective offered. Inspectors General can contact Subcommittee Counsels, Sarah Garcia or Charlie Moskowitz, at telephone 202-224-7155 or by e-mail at [Sarah\\_Garcia@hsgac.senate.gov](mailto:Sarah_Garcia@hsgac.senate.gov) or [Charlie\\_Moskowitz@hsgac.senate.gov](mailto:Charlie_Moskowitz@hsgac.senate.gov) to offer any perspective on the discussion draft.



**From:** [Marshall, Susan G.](#)  
**To:** "Dan Blair"; Diane ([REDACTED])  
**Subject:** RE: new information  
**Date:** Thursday, April 10, 2014 12:01:24 PM

---

I agree! I never saw anything like it! I bet Cummings can't wait for October when Issa steps down as chair.

*Susan Marshall*  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Thursday, April 10, 2014 11:42 AM  
**To:** Marshall, Susan G.; Diane ([REDACTED])  
**Subject:** RE: new information

Boy this is getting even nastier!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, April 10, 2014 9:55 AM  
**To:** Diane ([REDACTED]) Dan Blair  
**Subject:** new information

New IRS E-mails: Lois Lerner Funneled Elijah Cummings Info on Targeted Conservative Group

Ranking Democrat previously denied his staff contacted the IRS about group True the Vote

WASHINGTON – Newly delivered internal IRS e-mails sent and received by former IRS Exempt Organizations Director Lois Lerner and other IRS employees show that House Oversight and Government Reform Committee Minority staff, working for Ranking Member Elijah Cummings, **began contacting the IRS in August 2012 about targeted non-profit applicant True the Vote. The IRS produced this e-mail on April 2, 2014 – only days after Oversight Committee Members had taken new IRS Commissioner John Koskinen to task for withholding relevant e-mails.** The Chairman and five Subcommittee Chairmen on the Oversight Committee today sent a letter to Ranking Member Cummings demanding an explanation for his staff's queries, why the Minority hid these efforts from the Majority, and why the Ranking Member denied such actions by his staff at a February Subcommittee hearing:

"Although you have previously denied that your staff made inquiries to the IRS about conservative organization True the Vote that may have led to additional agency scrutiny, communication records between your staff and IRS officials – which you did not disclose to Majority Members or staff – indicates otherwise," wrote the Chairman and five Subcommittee Chairmen of the Oversight Committee. "As the Committee is scheduled to consider a resolution holding Ms. Lerner, a participant in responding to your communications that you failed to disclose, in contempt of Congress, you have an obligation to fully explain your staff's undisclosed contacts with the IRS."

The letter notes:

- The IRS and the Oversight Minority made numerous requests for virtually identical information from True the Vote, raising concerns that the IRS improperly shared protected taxpayer information with Rep. Cummings' staff.
- Five days after Cummings contacted True the Vote seeking "copies of all training materials used for volunteers, affiliates, or other entities," the IRS sent True the Vote a letter requesting True the Vote provide "a copy of [True the Vote's] volunteer registration form," "...the process you use to assign volunteers," "how you keep your volunteers in teams," and "how your volunteers are deployed ... following the training they receive by you."
- On or before January 25, 2013, Cummings' staff requested more information from the IRS about True the Vote. The head of the IRS Legislative Affairs office e-mailed several IRS officials, including former Exempt Organizations Director Lois Lerner, that "House Oversight Committee Minority staff" sought information about True the Vote. On Monday, January 28, Lerner wrote to her deputy Holly Paz: "Did we find anything?" When Paz informed her minutes later that she had not heard back about True the Vote's information, Lerner replied: "thanks – check tomorrow please."
- On January 31, 2013, Paz attached True the Vote's form 990s, which she authorized the IRS to share with the Minority staff. Neither Cummings nor the IRS shared these requested documents with the Oversight Majority. None of the Minority's communications about True the Vote with the IRS were shared with the Committee Majority even though Ranking Member Cummings frequently complains about the Committee Majority contacting individuals on official matters without the involvement of Minority staff.
- Cummings denied that his staff, "might have been involved in putting True the Vote on the radar screen of some of these Federal agencies" at a February 6, 2014, Subcommittee hearing:  
Ms. Mitchell:                      We want to get to the bottom of how these coincidences happened, and we're going to try to figure out whether any – if there was any staff of this committee that might have been involved in putting True the Vote on the radar screen of some of these Federal agencies. We don't know that, but we – we're going to do everything we can do to try to get to the bottom of how did this all happen.

Mr. Cummings.                      Will the gentleman yield?

Mr. Meadows.                              Yes.

Mr. Cummings.                      I want to thank the gentleman for his courtesy. What she just said is absolutely incorrect and not true.

[Click here for a copy of the letter from the Chairman and five Subcommittee Chairman to Ranking Member Cummings.](#)

[Click here for documents about Cummings' interactions with the IRS about a targeted conservative organization.](#)

[Related Documents](#)

***Susan Marshall***

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: bad report for auditors like Grant Thornton  
**Date:** Thursday, April 10, 2014 4:17:59 PM

---

I didn't know that, but I guess that makes sense since the federal budget is so uncertain and agency resources are tightening up...I guess commercial sector work isn't much better. The stock market took a dive today!

It is rough out there! Did your friend Karen Howard find a job? Is she okay?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, April 10, 2014 4:11 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: bad report for auditors like Grant Thornton

But they are letting a number of people go in their government consulting practice.

Sent from my iPhone

On Apr 10, 2014, at 4:07 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I know...I remember when they were the little puppy on the block with the big bark and no bite.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, April 10, 2014 4:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: bad report for auditors like Grant Thornton

It's interesting that Grant and BDO are now included in the Big 6.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, April 10, 2014 3:57 PM  
**To:** Dan Blair  
**Subject:** bad report for auditors like Grant Thornton

# Problem Audits Are Global Issue, Survey Finds

By Michael Rapoport

Problem audits aren't just a U.S. problem.

Big accounting firms are producing deficient audits around the world, according to a new survey of 30 countries' audit regulators. The results mirror the experience in the U.S., where regulators have found deficiencies in more than a third of audits by major accounting firms that they have inspected in recent years.

The global survey issued Thursday in Washington doesn't quantify exactly how often flawed audits happen world-wide. But the results indicate a "persistence" of problems with audits. "There is a basis for ongoing concerns with audit quality," according to the report from the International Forum of Independent Audit Regulators.

An audit deficiency means an auditor hasn't obtained enough evidence to support its opinion that a company is reporting its numbers accurately. It doesn't necessarily mean that a company's financial statements are misstated.

Still, the frequency and severity of audit problems represent "a wake-up call to firms and regulators alike," said Lewis Ferguson, IFIAR's chairman and a member of the Public Company Accounting Oversight Board, the U.S. government's audit regulator. "More must be done to improve the reliability of audit work performed globally on behalf of investors."

**The survey is based on the regulators' most recent inspections of the audits of nearly 1,000 publicly listed companies and nearly 100 major financial institutions around the world—predominantly conducted by affiliates of the six biggest accounting firms: PricewaterhouseCoopers, Deloitte Touche Tohmatsu, KPMG, Ernst & Young, BDO and Grant Thornton.**

It found that audit deficiencies were especially prevalent when auditors scrutinized companies' fair-value measurements; their testing of internal safeguards against financial error and fraud; and, at financial institutions, their loan-loss reserves, loan write-downs and valuation of securities.

IFIAR hopes both the audit firms and national regulators will use the survey's findings to help their work and improve audit quality.

"Investors and other stakeholders need to be able to rely on the auditor's work," said Janine van Diggelen, IFIAR's vice chairwoman and a



Netherlands audit regulator. "During the financial crisis, too many questions were raised about the auditors, and the public's trust in the audit function needs to be strengthened."

Regulators like the PCAOB inspect audit firms regularly to evaluate their performance. PCAOB members have expressed concerns in the past about the high rate of deficiencies in U.S. audits, though some have also said there are indications of improvement recently. In inspection reports the PCAOB issued last year, 37% of the Big Four audits which the board inspected were found to have flaws.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Oversight of Small Agencies Discussion Draft Bill  
**Date:** Sunday, April 13, 2014 4:17:14 PM

---

I bet it is some old uni carriers. Be careful.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Sunday, April 13, 2014 12:46 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Oversight of Small Agencies Discussion Draft Bill

They should be. She threw her colleagues under the bus.

Btw... I got a big package of papers from the PRC on Friday. Wonder what it is??? I haven't opened it yet.

Sent from my iPhone

On Apr 13, 2014, at 12:11 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

The cigie rep used to work for mccaskill...she had all of the info before the hearing but didn't share it. People are angry.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Sunday, April 13, 2014 09:14 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Oversight of Small Agencies Discussion Draft Bill

Don't you think it's interesting that the CIGIE was not approached? You wonder what McCaskill thinks of them? Sounds like the bill is not going to go far.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, April 11, 2014 12:09 PM  
**To:** Dan Blair  
**Subject:** FW: Oversight of Small Agencies Discussion Draft Bill

fyi

*Susan Marshall*

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Council of IGs Liaisons [<mailto:CIGIE-LIAISONS@LIST.NIH.GOV>] **On Behalf Of**  
Mark Jones  
**Sent:** Friday, April 11, 2014 11:33 AM  
**To:** [CIGIE-LIAISONS@LIST.NIH.GOV](mailto:CIGIE-LIAISONS@LIST.NIH.GOV)  
**Subject:** Oversight of Small Agencies Discussion Draft Bill

The following is being sent on behalf of Chair Fong.

**From:** FONG, PHYLLIS [<mailto:PHYLLIS.FONG@oig.usda.gov>]

Dear colleagues –

As you know, yesterday's hearing on oversight of small agencies discussed a draft bill with provisions that would affect the IG community in many ways. Lynne and I have spoken to many of you and are aware of the concerns raised by the proposal. We recognize how important it is to ensure that our community and its work remains vibrant and effective. We were surprised by the draft bill, as it was not provided by the subcommittee to us until shortly before the hearing, and we shared it with you as soon as our Legislation Committee was able to obtain appropriate permission. As an individual IG who is affected by the proposal (USDA OIG would both lose and gain oversight responsibilities), I can also tell you that no contact was made to ask my views on the bill's provisions affecting my office while it was being drafted.

Peg Gustafson has prepared a summary of the hearing and the issues, which will be sent to all of you shortly. We have committed to developing a CIGIE response to the bill and recognize the importance of transparency, openness, and participation in this process. I look forward to talking more about this at our CIGIE meeting on Tuesday; as always, your comments and input are welcome.

Phyllis



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: is lunch still on?  
**Date:** Tuesday, April 15, 2014 1:48:08 PM

---

YAY!!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Tuesday, April 15, 2014 11:03 AM  
**To:** Marshall, Susan G.  
**Subject:** is lunch still on?

I cancelled the postal thing. I don't feel like dealing with those people.

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy: [!\[\]\(0aff635c4179ba9e710b00f4b01d3b20\_img.jpg\)](#) [!\[\]\(29658d981ebdf5edc259074cbf6110e0\_img.jpg\)](#) [!\[\]\(9b3d169a802e50e3425ebff869ff6250\_img.jpg\)](#)



From: [Dan Blair](#)  
To: [Marshall, Susan G.](#)  
Cc: [REDACTED] [Diane](#) [REDACTED]  
Subject: Re: fyl  
Date: Wednesday, April 16, 2014 9:25:45 AM

---

A training opportunity????

Sent from my iPhone

On Apr 16, 2014, at 9:20 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**11<sup>th</sup> Annual Leadership Training Summit**

**Monday, May 12, 2014**

**Registration 8:00am-9:00am**

**This is a full day event that includes a continental breakfast, lunch, and networking reception!**

**U.S. Chamber of Commerce**

**1615 H St. NW**

**Washington, DC 20062**

9:00 a.m. Opening Ceremony

<!--[if !supportLists]-->• <!--[endif]-->Shoshana Grove, President, Executive Women in Government

<!--[if !supportLists]-->• <!--[endif]-->Singing of the National Anthem, Cynthia Wilson, Recording Artist

**9:15 a.m. Semper Paratus: The Coast Guard Way to Mission Excellence**

<!--[if !supportLists]-->• <!--[endif]-->Admiral Robert J. Papp, Jr., Commandant, U.S. Coast Guard

**9:45 a.m. Executive Women in Government: Strategic Career Advancement**

<!--[if !supportLists]-->• <!--[endif]-->Director Katherine Archuleta, Office of Personnel Management

<!--[if !supportLists]-->• <!--[endif]-->Betsy Berkhemer-Credaire, *The Board Game: How Smart Women Become Corporate Directors*

<!--[if !supportLists]-->• <!--[endif]-->Brandee Stellings, Vice President, Corporate Board Services, Catalyst, Inc.

<!--[if !supportLists]-->• <!--[endif]-->Robert Tobias, Director of Public Sector Executive Education, American University

**10:30 a.m. Networking and Expert Exchange Break**

<!--[if !supportLists]-->• <!--[endif]-->Angela Bryant-Brown, Recording Artist

**11:00 a.m. Environmental Innovation: Where Economic and Environmental Interests Meet**

<!--[if !supportLists]-->• <!--[endif]-->Administrator Gina McCarthy, Environmental Protection Agency

**11:30 a.m. Advancing to the Top: Leading Change in Law Enforcement**

<!--[if !supportLists]-->• <!--[endif]-->Chief Cathy L. Lanier, Metropolitan Police Department of Washington, D.C.

<!--[if !supportLists]-->• <!--[endif]-->Director Julia Pierson, U.S. Secret Service

**12:00 p.m. Leveraging Science and Technology for Operational Results**

<!--[if !supportLists]-->• <!--[endif]-->Laura Furgione, Deputy Director, National Weather Service

<!--[if !supportLists]-->• <!--[endif]-->Margie Graves, Acting CIO, Department of Homeland Security

**12:30 p.m. Lunch and Keynote Presentation: Politics and Creative Communications**

<!--[if !supportLists]-->• <!--[endif]-->Betsy Fischer Martin, Senior Executive Producer and Managing Editor, NBC News Political Programming

**1:30 Networking and Expert Exchange Break**

<!--[if !supportLists]-->• <!--[endif]-->Angela Bryant-Brown, Recording Artist

**2:00 p.m. Global Leadership: Spotlight on Africa**

<!--[if !supportLists]-->• <!--[endif]-->Ambassador Linda Thomas-Greenfield

<!--[if !supportLists]-->• <!--[endif]-->Interviewed by Chairman Ruth Goldway, Postal Regulatory Commission

**2:30 p.m. Networking and Expert Exchange Break**

-

**3:00 p.m. Safety First: Driving Results in National Safety Policy**

<!--[if !supportLists]-->• <!--[endif]-->Deborah Hersman, President and CEO, National Safety Council

**3:30 p.m. Afternoon Keynote: The Honorable Elizabeth Dole**

<!--[if !supportLists]-->• <!--[endif]-->The Honorable Elizabeth Dole, *The Elizabeth Dole Foundation, Caring for Military Families*

**4:00 p.m. Wrap Up and Call to Action**

<!--[if !supportLists]-->• <!--[endif]-->President Executive Women in Government  
Shoshana Grove

**4:15 p.m. Networking Reception**

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: NAPA FASAB work  
**Date:** Wednesday, April 16, 2014 10:45:18 AM

---

Thanks!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, April 16, 2014 10:46 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: NAPA FASAB work

Will do. It should be released soon.

Sent from my iPhone

On Apr 16, 2014, at 10:41 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Hi there,

Could you please let me know when this study is released? I want to reference it in some work I am doing with the financial agency Inspectors General.

Thanks!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

<FASABWorkInProgress1.pdf>

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** RE: NAPA FASAB work  
**Date:** Wednesday, April 16, 2014 11:10:48 AM

---

April 24.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, April 16, 2014 10:41 AM  
**To:** Dan Blair  
**Subject:** NAPA FASAB work

Hi there,

Could you please let me know when this study is released? I want to reference it in some work I am doing with the financial agency Inspectors General.

Thanks!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Bednarski, Karoline](#)  
**To:** [itaudit@oig.treas.gov](mailto:itaudit@oig.treas.gov); [itaudit2@oig.treas.gov](mailto:itaudit2@oig.treas.gov)  
**Cc:** [McClure, Scott](#); [Farrell, Kim](#)  
**Subject:** OCC Initial Data Call Responses Email 2 of 2  
**Date:** Friday, April 18, 2014 8:52:21 AM  
**Attachments:** [FISMA DC 2014\\_06 COOP Documentation.zip](#)

---

This message was sent securely using ZixCorp.

Good Morning,

Please find attached the remaining responses for the first set of data calls that were issued on April 9, 2014.

Thank you,

**Karoline Bednarski**

Technology Compliance and Quality Assurance  
Office of the Comptroller of the Currency  
Office Tel. (202) 649-6111

*This message is intended for designated recipients only. If you have received this message in error, please delete the original and all copies and notify the sender immediately. Federal law prohibits the disclosure or other use of this information.*

If you need immediate technical support please contact the ITS Service Desk at [1-\(800\)-788-7002](tel:1-800-788-7002) or at [GetITHelp@occ.treas.gov](mailto:GetITHelp@occ.treas.gov).

*Satisfying Customer Needs Through Operational Excellence - If you would like to comment on my services today, please click [here](#).*

---

This message was secured by [ZixCorp](#)<sup>(R)</sup>.



**From:** [Hollis, Tricia](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** RE: Happy Easter!  
**Date:** Sunday, April 20, 2014 12:42:36 PM

---

How's your dad doing today? Can i do anything? I'm headed over around 3 too if you need anything.

-----Original Message-----

**From:** Marshall, Susan G.

**Sent:** Sunday, April 20, 2014 08:33 AM Eastern Standard Time

**To:** 'Dan Blair'; [REDACTED]

**Cc:** Hollis, Tricia

**Subject:** Happy Easter!

Hi there,

Wishing you and Michele a Happy Easter!

Last night I had to take Dad to the emergency room because he had a really high fever. He has a viral infection in his lungs so they sent him home with meds.

Needless to say I am wiped out and now my throat hurts.

All that said, I am going to nap this morning so I will probably be at your place around 3 pm unless my throat gets worse.

Happy Easter!

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Michele's present  
**Date:** Friday, April 25, 2014 2:37:07 PM

---

I would recommend you call Ana Mazzi , or Mike Mahoney, or better yet you could call J Tyree and she could find the answer for you. How is she doing?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, April 25, 2014 2:33 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Michele's present

No. drop it off at her office. It's closer. And I'll keep it.

I got a reporter's question about SES. Who at OPM would I talk to about SES transfers? I can't remember.

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Friday, April 25, 2014 2:30 PM  
**To:** Dan Blair  
**Subject:** Michele's present

I have Michele's present...can I drop it off at your office next Monday?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** RE: Friendly birthday reminders  
**Date:** Monday, April 28, 2014 1:18:47 PM

---

You're not there yet

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, April 28, 2014 1:18 PM  
**To:** Dan Blair  
**Subject:** RE: Friendly birthday reminders

Not Glenda the good witch?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, April 28, 2014 1:16 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Friendly birthday reminders

Ok Dorothy.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, April 28, 2014 1:13 PM  
**To:** Dan Blair  
**Subject:** RE: Friendly birthday reminders

Oh my...that is awful! I think Memorial day week will be difficult with people travelling.. would you mind if we take her out in May and then I could schedule lunch for the four of us in June? Hang in there! ☺

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, April 28, 2014 1:12 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Friendly birthday reminders

Maybe the week of memorial day? I have several upcoming events plus a board meeting over the next three weeks.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, April 28, 2014 8:59 AM  
**To:** Dan Blair  
**Subject:** Friendly birthday reminders

Carrie's birthday [REDACTED] and Ann Fisher's birthday is [REDACTED]. Should we take Ann out for a birthday lunch? I gave Carrie a birthday wish on her Facebook account.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** Re: Need your advice  
**Date:** Friday, May 9, 2014 7:31:05 PM

---

Good. Make them work forgot. Also I would complain to the manager.

Sent from my iPhone

On May 9, 2014, at 7:06 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

They were horrible..they claimed that wasn't true but when I asked to see paperwork they said wasn't list, a copy of my license and a copy of my check they said it was locked in the accountants office and unavailable. They were really rude so I said I wouldn't sign a new contract until they proved the information was safe. They said they could show it to me on Monday so I left and said I would be back next week.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, May 09, 2014 01:29 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Need your advice

Tell them that they have placed you at risk of identity theft and ask them what they plan to do about it.

Sent from my iPhone

On May 9, 2014, at 11:52 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I do have a copy but I am worried that my paperwork which includes a copy of;my drivers license, social security number and address is in the wrong hands...someone could steal my identity. Also if they stole the papers my check would be there so they could get into my bank account.

So weird.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, May 09, 2014 11:46 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Need your advice

Did you have copies ?



Sent from my iPhone

> On May 9, 2014, at 7:00 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
wrote:

>

> I bought my car from a Honda dealer who financed my loan for it.

>

> They called me yesterday and said they lost my loan papers so they want me to sign  
new ones.

>

> I am really concerned.. how could they lose the papers..should I sign new loan  
papers?

>

> Do you think someone ran off with my deposit and the paperwork?

>

From: [REDACTED]  
To: [dblair@napawash.org](mailto:dblair@napawash.org); [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
Subject: RE: doesn't qualify...he should have left gracefully...  
Date: Monday, May 12, 2014 8:18:39 AM

---

That is just pathetic... BIG oopsie! EB

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, May 12, 2014 8:17 AM  
**To:** Marshall, Susan G.  
**Cc:** [REDACTED]  
**Subject:** Re: doesn't qualify...he should have left gracefully...

Ooopsie

Sent from my iPhone

On May 12, 2014, at 8:15 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**County officials: John Conyers doesn't qualify for the ballot**

Conyers' legal team is expected to appeal the ruling later this week. | AP Photo

By POLITICO STAFF | 5/9/14 5:47 PM EDT

Longtime Rep. John Conyers (D-Mich.) didn't submit enough valid signatures to qualify for the ballot this year, Wayne County, Michigan, officials said in a report released on Friday.

Conyers, who has represented Detroit in the House for 49 years, came up more than 400 signatures shy of qualifying for the ballot because his signature-gatherers were not registered voters, according to the Detroit News.

A final report is due next Tuesday. Conyers' legal team is expected to appeal the ruling later this week.

If Conyers is kicked off the ballot and doesn't win as **a write-in candidate, the Detroit metro area will shed more than a century of Democratic House seniority at the end of the year. Rep. John Dingell, who has represented the area for more than 60 years, is retiring. Rep. Gary Peters, in just his third term, is giving up his seat to run for Senate.**

**Two of Michigan's senior GOP members, Reps. Dave Camp and Mike Rogers, are also retiring at the end of the year — as is longtime Democratic Sen. Carl Levin.**

***Susan Marshall***  
Director, External Relations  
Office of Inspector General

U.S. Department of Treasury  
(202) 927-9842

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Really?  
**Date:** Monday, May 12, 2014 2:53:23 PM

---

They all say the same thing...I was bored. Really, that is the ONLY thing you can think of doing when you get bored? Why not do what the rest of the world does when they get bored and eat chocolate or take a walk! Ding-a-lings!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Monday, May 12, 2014 2:51 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: Really?

BUSTED!!!!

Sent from my iPhone

On May 12, 2014, at 2:50 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Pathetic!

**Sex-obsessed bureaucrats threaten nation's security with porn-surfing habits**

The Washington Times  
Sunday, May 11, 2014

For two hours a day, a General Services Administration employee visited dating websites, scoured the Internet for pornography and even maintained a user account at an X-rated social networking site.

Ultimately, a computer virus from a porn site infected the employee's email, sending a mass message to everyone in the account's GSA address book titled "check out my pictures," according to records obtained through the Freedom of Information Act.

The case shows how porn in the federal workplace poses a security risk, giving computer viruses inroads to attack government servers. Records obtained by The Washington Times through the Freedom of Information Act show that the Environmental Protection Agency is hardly the only agency with a porn problem.

Last week, congressional lawmakers heard about an EPA official, still employed, who spent up to six hours a day looking at porn.

The GSA, the Treasury Department, the Postal Service, the Nuclear Regulatory Commission and other agencies also have had employees investigated in recent years. Porn scandals also have hit the National Science Foundation, the Securities and Exchange Commission and the Pentagon.

**“It’s a big problem everywhere,”** said Sharon Nelson, president of Sensei Enterprises Inc., a computer forensics firm.

She noted that the same issues appear in the private sector.

“We have actually done audits of particular individuals where the individual was so valuable that people didn’t want to fire them, but yet they can’t stop looking at pornography,” she said, referring to an unidentified private-sector client.

The risk for the government is that many free porn sites secretly sell the ability to spread malware, Ms. Nelson said.

“Many of them are run by cybercriminals who are less interested in pornography than spreading the malware,” she said. “If they give away free porn and they can inject malware, they can make a lot more money from the information they derive.”

John Simek, a computer forensics analyst who also works at Sensei, said a basic technique to block pornography in the workplace bans certain sites, but using a proxy server is an easy way to circumvent the technique.

In any organization with thousands of employees, workplace porn is a risk. Even a lone case can tarnish the reputation of a large agency.

“How much pornography would it take for an EPA employee to lose their job?” an incredulous Rep. Darrell E. Issa, California Republican and chairman of the House Committee on Oversight and Government Reform, asked an EPA deputy last week during a hearing into agency misconduct.

The details were startling. An unidentified employee, at the GS-14 pay band earning up to \$138,000 a year in Washington based on locality pay, had about 7,000 pornographic images on his work computer. He was even watching porn when an agent showed up at his desk to interview him, according to the EPA’s office of inspector general.

Similar cases have surfaced elsewhere across government.

Five of the 17 computer misuse investigations closed by the Treasury Department’s inspector general since 2012 involved porn surfing, according to records obtained by The Times, which reported on several cases in March. One U.S. Mint employee who spent up to three hours a day looking up porn managed to keep his job after a 45-day



suspension.

An employee at the Bureau of Public Debt, who looked at **porn 13,224 times** during a 14-month span, told investigators that he didn't have enough work to do.

A Nebraska postmaster was removed from the job in 2012 after nearly a decade of daily porn viewing at work, bypassing firewalls that prevent access to porn sites by using the "adults only" section of eBay, according to records recently provided by the Postal Service's office of inspector general.

In another GSA case, an employee turned in a broken laptop that revealed extensive porn viewing, according to a case memo from the GSA's inspector general. Told by investigators that "pornographic websites are known to cause viruses that can crash hard drives," the GSA employee didn't think that was the problem.

In November, The Times reported on seven porn cases involving contractors or employees investigated by the Nuclear Regulatory Commission's watchdog. Agency officials said they meted out disciplinary sanctions ranging from a three-day suspension to removal from the job.

The Veterans Affairs office of inspector general disclosed in its latest semiannual report to Congress the case of a former contract employee at two clinics in New Mexico who is serving a more than six-year prison sentence after storing child porn on VA-issued computers.

The Pentagon came under scrutiny in 2010 after The Boston Globe reported on numerous cases of military officials and contractors who downloaded pornography, including some who were not prosecuted.

That same year, The Times first reported on more than two dozen cases of workplace porn involving contractors and employees at the Securities and Exchange Commission. Later, the agency was sued and forced to go to court to keep the names of offenders sealed.

In several cases obtained by The Times, subjects told investigators that they did their work but often had free time.

Of the GSA employee whose email account was compromised, **investigators noted that the subject "sometimes became bored during these long hours at the computer and would often use the computer for personal use to pass the time.**

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury

(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** Clay Aiken"s cong opponent dies  
**Date:** Tuesday, May 13, 2014 6:32:54 AM

---

Omg!

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: All of your old friends are testifying  
**Date:** Tuesday, June 3, 2014 1:20:47 PM

---

HA!

But what about the toilet paper and the bikes and the Farmer's Market? Doesn't anyone care about the important things anymore?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 03, 2014 1:14 PM  
**To:** Marshall, Susan G.  
**Subject:** Re: All of your old friends are testifying

Mark said the Sander's Staff approached MSPB on technical assistance.

Sent from my iPhone

On Jun 3, 2014, at 1:07 PM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

She must be out of the loop if he is moving forward with that bill and there is no mention of OPM during the debate. She is in trouble!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 03, 2014 1:02 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: All of your old friends are testifying

I'm meeting with her later this month. And I have the rank award dinner where Carol Bonasaro will be lobbying. She put forward a terrible letter to the Senate saying nothing should be done and that this is all "alleged."

Janice L. asked me about it and told her not to sign it.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, June 03, 2014 1:00 PM

**To:** Dan Blair  
**Subject:** RE: All of your old friends are testifying

So in the attached is from Sanders outlining what will be in his VA bill. Apparently he thinks the entire hiring process is bad because he is giving them direct hiring authority...sounds like Congress is admitting the current system does not lend itself to efficient hiring times.

Where is OPM? Why aren't they leading the charge to make not just VA, but all agency hires as effective and efficient as possible? Oh, that's right they are working on the Farmer's Market.

Maybe a letter inviting OPM Director Archuleta to speak about HR at an event; start the dialogue on change?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 03, 2014 12:55 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: All of your old friends are testifying

This won't be a pretty hearing.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, June 03, 2014 12:54 PM  
**To:** Dan Blair  
**Subject:** All of your old friends are testifying

Sanders legislative hearing...see panel II.

Date: Thursday, June 5, 2014  
Add to my Calendar Time: 10:00 AM Location: Hart, SH-216  
Agenda

PANEL I

Danny Pummill, Principal Deputy Under Secretary, Veterans Benefits Administration,  
Department of Veterans Affairs

Madhulika Agarwal, MD, MPH, Deputy Under Secretary for Health for Policy and  
Services, Veterans Health Administration

Accompanied by:



Samuel B. Retherford, Principal Deputy Assistant Secretary for Human Resources and Administration, Department of Veterans Affairs

Phillip Matkovsky, Assistant Deputy USH for Administration Operations, Veterans Health Administration

Susan Blauert, Acting Assistant General Counsel

Dave Barrans, Deputy Assistant General Counsel

--

## PANEL II

Ian DePlanque, Deputy Director, National Legislative Commission, The American Legion

Pete Hegseth, Chief Executive Officer, Concerned Veterans for America

Joseph A. Violante, National Legislative Director, Disabled American Veterans

Alex Nicholson, Legislative Director, Iraq and Afghanistan Veterans of America

Carl Blake, National Legislative Director, Paralyzed Veterans of America

Raymond Kelley, Director, National Legislative Service, Veterans of Foreign Wars

Rick Weidman, Executive Director for Policy and Government Affairs, Vietnam Veterans of America

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** Is this the only thing we're capable of?  
**Date:** Tuesday, June 3, 2014 1:58:04 PM

---

This is the system FunkyChicken scrapped at GSA. It was REALLY easy to implement and meaningless. I remember reading employee's performance files and some of them just said PASS--- no explanation as to why they passed or what they accomplished.

Maybe this is just a metaphor for the state of government today...grinding to almost a halt and barely working.

## **Widespread Discrimination Forces Agency to Create New Pass-Fail Performance Rating System**

By Eric Katz May 27, 2014

The Consumer Financial Protection Bureau will launch a new, simplified employee evaluation system after internal audits corroborated allegations that the old system was subject to systemic biases and prejudices.

CFPB will move to a two-tier performance management structure, essentially creating "pass-fail" grading. An internal report earlier this month revealed "broad-based, statistically significant disparities for employees based on a wide range of characteristics," including race, ethnicity, age, union membership, location, pay rate and tenure.

The announcement, made in an agency-wide email from CFPB Director Richard Cordray, came after a House hearing on the discrimination and on the heels of a follow-up review by the same congressional panel. CFPB negotiated the new system with the National Treasury Employees Union, which represents most of the agency's workforce.

The bureau will switch from a one-through-five measurement to a two-tier system that is "focused primarily on employee growth and development, with less emphasis on numerical ratings," Cordray told employees. Additionally, the agency will spend about \$5 million on bonuses for every employee --except senior leadership -- who received ratings of three or four in their 2012 and 2013 evaluations. The employees will be compensated in merit and lump-sum payments as if they had earned fives in each of those years.

Benjamin Konop, executive vice president of the NTEU chapter that represents CFPB employees, said his team first raised issues with the agency's evaluation system in August 2013. At that time, the union was not even aware of the discrimination against women and minorities, Konop said. Instead, the NTEU chapter found significant disparities between management and non-management employees.

When the union first broached the subject of reforming the performance management system,

Konop said, CFPB showed little interest. However, when the evidence of discrimination first surfaced in March, the agency changed its tone.

Cordray's email painted a different picture of the timeline, crediting CFPB with taking the initiative in determining the "systemic disadvantages to various categories of employees." Both sides, however, expressed optimism for the future of employee evaluations.

The new agreement makes it "a lot clearer for employees what [is] expected of them," Konop said. "Going forward there will be a lot more interaction between managers and non-managers. And we want that interaction to go both ways." The previous system did not create "an atmosphere that was conducive to an honest conversation," Konop added.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Tuesday, June 03, 2014 1:02 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: All of your old friends are testifying

I'm meeting with her later this month. And I have the rank award dinner where Carol Bonasaro will be lobbying. She put forward a terrible letter to the Senate saying nothing should be done and that this is all "alleged."

Janice L. asked me about it and told her not to sign it.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Tuesday, June 03, 2014 1:00 PM  
**To:** Dan Blair  
**Subject:** RE: All of your old friends are testifying

So in the attached is from Sanders outlining what will be in his VA bill. Apparently he thinks the entire hiring process is bad because he is giving them direct hiring authority...sounds like Congress is admitting the current system does not lend itself to efficient hiring times.

Where is OPM? Why aren't they leading the charge to make not just VA, but all agency hires as effective and efficient as possible? Oh, that's right they are working on the Farmer's Market.

Maybe a letter inviting OPM Director Archuleta to speak about HR at an event; start the dialogue on change?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury

(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, June 03, 2014 12:55 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: All of your old friends are testifying

This won't be a pretty hearing.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, June 03, 2014 12:54 PM  
**To:** Dan Blair  
**Subject:** All of your old friends are testifying

Sanders legislative hearing...see panel II.

Date: Thursday, June 5, 2014  
Add to my Calendar Time: 10:00 AM Location: Hart, SH-216  
Agenda

#### PANEL I

Danny Pummill, Principal Deputy Under Secretary, Veterans Benefits Administration, Department of Veterans Affairs

Madhulika Agarwal, MD, MPH, Deputy Under Secretary for Health for Policy and Services, Veterans Health Administration

Accompanied by:

Samuel B. Retherford, Principal Deputy Assistant Secretary for Human Resources and Administration, Department of Veterans Affairs

Phillip Matkovsky, Assistant Deputy USH for Administration Operations, Veterans Health Administration

Susan Blauert, Acting Assistant General Counsel

Dave Barrans, Deputy Assistant General Counsel

--

#### PANEL II

Ian DePlanque, Deputy Director, National Legislative Commission, The American Legion

Pete Hegseth, Chief Executive Officer, Concerned Veterans for America

Joseph A. Violante, National Legislative Director, Disabled American Veterans

Alex Nicholson, Legislative Director, Iraq and Afghanistan Veterans of America

Carl Blake, National Legislative Director, Paralyzed Veterans of America

Raymond Kelley, Director, National Legislative Service, Veterans of Foreign Wars

Rick Weidman, Executive Director for Policy and Government Affairs, Vietnam Veterans of America

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** [Dan Blair](#)  
**To:** [REDACTED]  
**Cc:** [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov); [HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)  
**Subject:** Re: Agencies struggle with new Pathways program  
**Date:** Wednesday, June 4, 2014 8:45:13 AM

---

I didn't know chad was still there?

Sent from my iPhone

On Jun 4, 2014, at 8:41 AM, "[REDACTED]" <[REDACTED]> wrote:

But he is hot!

-----Original Message-----

**From:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**To:** 'Dan Blair' <[dblair@napawash.org](mailto:dblair@napawash.org)>; markarobbins <[REDACTED]>  
**Cc:** Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>  
**Sent:** Wed, Jun 4, 2014 8:39 am  
**Subject:** RE: Agencies struggle with new Pathways program

As my old GSA boss told me one time, "You are too focused on government rules!"...I think the same applies to that dude, too.

*Susan Marshall*

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, June 04, 2014 8:36 AM  
**To:** [REDACTED]  
**Cc:** Marshall, Susan G.; Hollis, Tricia  
**Subject:** Re: Agencies struggle with new Pathways program

That MSPB sure is an impediment to good government. Especially the new republican dude.

Sent from my iPhone

On Jun 4, 2014, at 8:34 AM, "[REDACTED]" <[REDACTED]> wrote:

Pathway's very existence is currently being litigated at the MSPB.

-----Original Message-----

**From:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**To:** Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>; '[dblair@napawash.org](mailto:dblair@napawash.org)'

([dblair@napawash.org](mailto:dblair@napawash.org)) <[dblair@napawash.org](mailto:dblair@napawash.org)>; 'Mark A. Robbins'

Sent: Wed, Jun 4, 2014 8:20 am

Subject: Agencies struggle with new Pathways program

## **Agencies struggle to adjust to new Pathways internship program**

Jason Miller

Agencies are unhappy with the limitations under the new Pathways internship program. Almost two years after the Office of Personnel Management issued the program's final rule, agency use of Pathways is underwhelming. While part of the issue with Pathways is that agencies need to adjust to the new requirements, there are some deeper, intrinsic issues.

"The thing about the Pathways program that hurts us at this point is not that so much you have to do a vacancy announcement, but you can't do a targeted vacancy announcement. So you can't point your announcement at certain schools to get the kind of talent you used to get in the past. It makes it a little more cumbersome," said Kevin Mahoney, the Commerce Department's chief human capital officer, Tuesday at the Association of Government Accountants CFO-CIO Summit in Washington. "OPM is well aware of our concerns about the program, and I believe they are doing something to address it. However, it's still an important program."

He added the fact that Pathways also includes the Presidential Management Fellows (PMF) program is a significant benefit that agencies need to take more advantage of to bring in highly-qualified employees.

Mike Casella, the CFO at the General Services Administration, said one of the biggest problems he sees with Pathways is agencies haven't figured out how to use the program yet.

"We put out announcements where[ever], because the thinking is interns need only general qualifications. We've got a finance internship program where we had a nurse that we basically had to hire, that had literally no finance background whatsoever. And that was because — and I hope this will change — of the idea you don't have to target this at all because it's an entry-level position," he said. "Any of you who have tried to hire, even GS-5s or GS-7s into a finance program or into a IT program know that's not true. You still want someone with some combination of educational and work experience coming in."

Changes to PMF program adds to challenges

An OPM official said by email Pathways does give agencies broad flexibility for targeted requirements.

"In the case of Pathways internship positions, agencies may develop their qualification standards to target the required skills or occupations for the positions they are seeking to fill," the official said. "For the Recent Graduates program, agencies such as [the Defense Department] and NASA are strategically recruiting for specific skill sets that help fulfill mission critical duties. DoD recruits for mission critical career fields, such as accounting, finance and engineering."

But it's not just Pathways that is frustrating agencies. Casella said there also are some shortcomings around the PMF program.

"As a former [PMF] myself, I think it was a huge mistake for OPM to get rid of the interview process for the PMF program. I think that really made a difference in bringing in people who you could have some confidence who had already hit a certain bar coming in," he said. "I went through the process. I thought it was hard. It was a little scary, but that's the point. You want people who actually have hit that bar. Now making it just a paper process, there still are a lot of good PMFs that are coming, but I don't think it's entirely coincidental that, my understanding is this year there were huge numbers of PMFs who were not taken by agencies. I think the lack of the interview and generally it's not as selective of a program as it used to be."

Max Stier, the president and CEO of the Partnership for Public Service, said he agreed with Casella that OPM's decision not to continue interviews hurt the PMF program.

He said part of the reason for changing the process was budget and sequestration related. Stier added the lack of agency participation in the PMF program also was in part due to sequestration and the shutdown.

The OPM official said it's helping agencies address the need to recruit for certain skillsets, including implementing a PMF track specific to the science, technology, engineering and math (STEM) positions to help agencies better address skills shortages in these occupations.

"OPM has worked in partnership with federal agencies throughout the entire Pathways process in order to help establish the Pathways programs. In 2011, OPM established a Pathways Advisory Council to prepare agencies for a successful implementation of these new programs," the official said. "The Pathways Advisory Council continues to meet in the form of a monthly call in order to answer inquiries and foster stronger collaboration. OPM is working with [more than] 60 federal agencies to assist with the recruitment of students and recent graduates through the Pathways programs. OPM has conducted workshops, panel discussions and participated in job fairs. All agencies with a Pathways program must designate a Pathways program officer (PPO). OPM has established an 'office hours' virtual meeting for Pathways program officers and Presidential Management Fellows coordinators held the fourth Wednesday of each month. Typically, approximately 30 agencies participate in the meeting."

Surveys show growing discontentment

At these meetings, the official said agencies can ask OPM Pathways policy experts questions about various topics, as well as share strategies for Pathways implementation among each other.

"PPOs may also meet with each other at any time, and most agencies actively and frequently engage with their assigned OPM Pathways liaison for any implementation guidance they may require," the official said.

Recent surveys show OPM has a long way to go to change the view of Pathways.

A May survey of the 62 CHCOs and other federal HR leaders by the

Partnership and Grant Thornton found 47 percent said they are not using the Pathways program or using it only to a limited extent. Meanwhile, 33 percent said they are using Pathways to a moderate extent, and only 20 percent said they are using Pathways to a great or very great extent.

The comments in the survey also tell the frustrations of CHCOs about using Pathways. HR leaders who were using the program rated as poor, on average, the degree to which the Pathways programs were meeting their needs. The survey stated the most repeated criticism stemmed from one particular item — the requirement mandating that agencies accept applications from all sources, regardless of agency need or circumstance.

One CHCO said, "We are not happy with Pathways. It is simply not working. The public notice requirement is killing me."

The regulations require agencies to post all employment opportunities on USAJOBS and accept all applications.

The problem there is the volume of applications. One CHCO told the survey more than 30,000 applications for 10 jobs were received when they were each posted for only five days.

At the same time, with all this volume, CHCOs also said they don't have good assessment tools. One CHCO asked, "How do you deal with that, especially within the confines of merit principles?"

A Federal News Radio survey of CHCOs also found similar frustrations with Pathways, even though 93 percent of our respondents said they are implementing it. But those who chose to comment were entirely negative, calling Pathways a flawed program, poorly implemented and a huge disappointment, because the quality of candidates isn't what it used to be.

Direct hire authority also needs help

Agencies don't just face challenges with the Pathways program, but the entire hiring process still has its problems.

The panelists at the AGA event said they saw some improvements over the last few years, but overall areas such as direct hire authority need to be improved.

Commerce's Mahoney said he's most frustrated with the direct hire authority that agencies want to use, but it's hard to get OPM to approve.

He said he just asked OPM for that authority for Commerce, but compared it to being tortured by 1,000 cuts.

"I say that having fondly worked at OPM," Mahoney said. "Direct hire authority is a good flexibility. Its biggest problem from OPM's perspective is that it circumvents veterans' preference. OPM fundamentally believes competition is the best way to attract the best talent. The bar that is set for proving that there is either a shortage of talent or you've tried and can't recruit and you've got to go some other means is a high bar. OPM is normally reluctant to grant direct hire authority. My feeling is that OPM should probably do away with direct hire authority and find something else that is workable, because this doesn't work for most agencies. It's a frustrating process to go through, and OPM doesn't often grant it."

Agencies do have direct hire authority for cybersecurity, nurses and doctors positions, but Mahoney said it's a very limited flexibility that gets used.

Instead, Mahoney said OPM usually compromises and gives agencies Schedule A authority. Schedule A lets agencies hire people non-competitively for a limited time.

Stier said the Partnership submitted a proposal to OPM to change the standard for when to apply direct hire authority from a shortage of highly qualified to a shortage of minimally qualified workers, which would make it easier for agencies to obtain this flexibility. Mahoney said too often agencies apply for direct hire authority without making a good faith effort to fill these tough to fill jobs, and that's part of the reason OPM rejects the request.

GSA's Casella said the entire hiring process needs to be reviewed. He said agencies need other ways to hire good people.

"Right now you kind of have the process, which, let's be honest, has all kinds of frustrations. Or you have things like direct hire, which, at the end of the day, even though you have to go through announcements, basically I can pick whomever I want," he said. "There should be a lot of options between those two extremes that fit specific requirements."

Casella and others say competition among potential candidates remains a good thing, but there are other flexibilities that could help make the hiring process run more smoothly.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** [Hollis, Tricia](#)  
**To:** [REDACTED] [Marshall, Susan G.; dblair@napawash.org](#)  
**Subject:** RE: Agencies struggle with new Pathways program  
**Date:** Wednesday, June 4, 2014 8:49:00 AM

---

Yeah – the humidity is affecting everyone, isn't it?

**From:** [REDACTED] [mailto:[REDACTED]]  
**Sent:** Wednesday, June 04, 2014 8:42 AM  
**To:** Marshall, Susan G.; dblair@napawash.org  
**Cc:** Hollis, Tricia  
**Subject:** Re: Agencies struggle with new Pathways program

But he is hot!

-----Original Message-----

**From:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**To:** 'Dan Blair' <[dblair@napawash.org](mailto:dblair@napawash.org)>; markarobbins <[REDACTED]>  
**Cc:** Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>  
**Sent:** Wed, Jun 4, 2014 8:39 am  
**Subject:** RE: Agencies struggle with new Pathways program

As my old GSA boss told me one time, "You are too focused on government rules!"...I think the same applies to that dude, too.

*Susan Marshall*

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, June 04, 2014 8:36 AM  
**To:** [REDACTED]  
**Cc:** Marshall, Susan G.; Hollis, Tricia  
**Subject:** Re: Agencies struggle with new Pathways program

That MSPB sure is an impediment to good government. Especially the new republican dude.

Sent from my iPhone

On Jun 4, 2014, at 8:34 AM, "[REDACTED]" <[REDACTED]> wrote:

Pathway's very existence is currently being litigated at the MSPB.

-----Original Message-----

**From:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**To:** Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)>; '[dblair@napawash.org](mailto:dblair@napawash.org)' ([dblair@napawash.org](mailto:dblair@napawash.org))  
<[dblair@napawash.org](mailto:dblair@napawash.org)>; 'Mark A. Robbins' <[REDACTED]>

Sent: Wed, Jun 4, 2014 8:20 am  
Subject: Agencies struggle with new Pathways program

## **Agencies struggle to adjust to new Pathways internship program**

Jason Miller

Agencies are unhappy with the limitations under the new Pathways internship program. Almost two years after the Office of Personnel Management issued the program's final rule, agency use of Pathways is underwhelming. While part of the issue with Pathways is that agencies need to adjust to the new requirements, there are some deeper, intrinsic issues.

"The thing about the Pathways program that hurts us at this point is not that so much you have to do a vacancy announcement, but you can't do a targeted vacancy announcement. So you can't point your announcement at certain schools to get the kind of talent you used to get in the past. It makes it a little more cumbersome," said Kevin Mahoney, the Commerce Department's chief human capital officer, Tuesday at the Association of Government Accountants CFO-CIO Summit in Washington. "OPM is well aware of our concerns about the program, and I believe they are doing something to address it. However, it's still an important program."

He added the fact that Pathways also includes the Presidential Management Fellows (PMF) program is a significant benefit that agencies need to take more advantage of to bring in highly-qualified employees.

Mike Casella, the CFO at the General Services Administration, said one of the biggest problems he sees with Pathways is agencies haven't figured out how to use the program yet.

"We put out announcements where[ever], because the thinking is interns need only general qualifications. We've got a finance internship program where we had a nurse that we basically had to hire, that had literally no finance background whatsoever. And that was because — and I hope this will change — of the idea you don't have to target this at all because it's an entry-level position," he said. "Any of you who have tried to hire, even GS-5s or GS-7s into a finance program or into a IT program know that's not true. You still want someone with some combination of educational and work experience coming in."

Changes to PMF program adds to challenges

An OPM official said by email Pathways does give agencies broad flexibility for targeted requirements.

"In the case of Pathways internship positions, agencies may develop their qualification standards to target the required skills or occupations for the positions they are seeking to fill," the official said. "For the Recent Graduates program, agencies such as [the Defense Department] and NASA are strategically recruiting for specific skill sets that help fulfill mission critical duties. DoD recruits for mission critical career fields, such as accounting, finance and engineering."

But it's not just Pathways that is frustrating agencies. Casella said there also are some shortcomings around the PMF program.

"As a former [PMF] myself, I think it was a huge mistake for OPM to get rid of the interview process for the PMF program. I think that really made a difference in bringing in people who

you could have some confidence who had already hit a certain bar coming in," he said. "I went through the process. I thought it was hard. It was a little scary, but that's the point. You want people who actually have hit that bar. Now making it just a paper process, there still are a lot of good PMFs that are coming, but I don't think it's entirely coincidental that, my understanding is this year there were huge numbers of PMFs who were not taken by agencies. I think the lack of the interview and generally it's not as selective of a program as it used to be."

Max Stier, the president and CEO of the Partnership for Public Service, said he agreed with Casella that OPM's decision not to continue interviews hurt the PMF program.

He said part of the reason for changing the process was budget and sequestration related. Stier added the lack of agency participation in the PMF program also was in part due to sequestration and the shutdown.

The OPM official said it's helping agencies address the need to recruit for certain skillsets, including implementing a PMF track specific to the science, technology, engineering and math (STEM) positions to help agencies better address skills shortages in these occupations.

"OPM has worked in partnership with federal agencies throughout the entire Pathways process in order to help establish the Pathways programs. In 2011, OPM established a Pathways Advisory Council to prepare agencies for a successful implementation of these new programs," the official said. "The Pathways Advisory Council continues to meet in the form of a monthly call in order to answer inquiries and foster stronger collaboration. OPM is working with [more than] 60 federal agencies to assist with the recruitment of students and recent graduates through the Pathways programs. OPM has conducted workshops, panel discussions and participated in job fairs. All agencies with a Pathways program must designate a Pathways program officer (PPO). OPM has established an 'office hours' virtual meeting for Pathways program officers and Presidential Management Fellows coordinators held the fourth Wednesday of each month. Typically, approximately 30 agencies participate in the meeting."

Surveys show growing discontentment

At these meetings, the official said agencies can ask OPM Pathways policy experts questions about various topics, as well as share strategies for Pathways implementation among each other.

"PPOs may also meet with each other at any time, and most agencies actively and frequently engage with their assigned OPM Pathways liaison for any implementation guidance they may require," the official said.

Recent surveys show OPM has a long way to go to change the view of Pathways.

A May survey of the 62 CHCOs and other federal HR leaders by the Partnership and Grant Thornton found 47 percent said they are not using the Pathways program or using it only to a limited extent. Meanwhile, 33 percent said they are using Pathways to a moderate extent, and only 20 percent said they are using Pathways to a great or very great extent.

The comments in the survey also tell the frustrations of CHCOs about using Pathways. HR leaders who were using the program rated as poor, on average, the degree to which the Pathways programs were meeting their needs. The survey stated the most repeated criticism stemmed from one particular item — the requirement mandating that agencies accept applications from all sources, regardless of agency need or circumstance.

One CHCO said, "We are not happy with Pathways. It is simply not working. The public

notice requirement is killing me."

The regulations require agencies to post all employment opportunities on USAJOBS and accept all applications.

The problem there is the volume of applications. One CHCO told the survey more than 30,000 applications for 10 jobs were received when they were each posted for only five days.

At the same time, with all this volume, CHCOs also said they don't have good assessment tools. One CHCO asked, "How do you deal with that, especially within the confines of merit principles?"

A Federal News Radio survey of CHCOs also found similar frustrations with Pathways, even though 93 percent of our respondents said they are implementing it. But those who chose to comment were entirely negative, calling Pathways a flawed program, poorly implemented and a huge disappointment, because the quality of candidates isn't what it used to be.

Direct hire authority also needs help

Agencies don't just face challenges with the Pathways program, but the entire hiring process still has its problems.

The panelists at the AGA event said they saw some improvements over the last few years, but overall areas such as direct hire authority need to be improved.

Commerce's Mahoney said he's most frustrated with the direct hire authority that agencies want to use, but it's hard to get OPM to approve.

He said he just asked OPM for that authority for Commerce, but compared it to being tortured by 1,000 cuts.

"I say that having fondly worked at OPM," Mahoney said. "Direct hire authority is a good flexibility. Its biggest problem from OPM's perspective is that it circumvents veterans' preference. OPM fundamentally believes competition is the best way to attract the best talent. The bar that is set for proving that there is either a shortage of talent or you've tried and can't recruit and you've got to go some other means is a high bar. OPM is normally reluctant to grant direct hire authority. My feeling is that OPM should probably do away with direct hire authority and find something else that is workable, because this doesn't work for most agencies. It's a frustrating process to go through, and OPM doesn't often grant it."

Agencies do have direct hire authority for cybersecurity, nurses and doctors positions, but Mahoney said it's a very limited flexibility that gets used.

Instead, Mahoney said OPM usually compromises and gives agencies Schedule A authority. Schedule A lets agencies hire people non-competitively for a limited time.

Stier said the Partnership submitted a proposal to OPM to change the standard for when to apply direct hire authority from a shortage of highly qualified to a shortage of minimally qualified workers, which would make it easier for agencies to obtain this flexibility. Mahoney said too often agencies apply for direct hire authority without making a good faith effort to fill these tough to fill jobs, and that's part of the reason OPM rejects the request.

GSA's Casella said the entire hiring process needs to be reviewed. He said agencies need other ways to hire good people.

"Right now you kind of have the process, which, let's be honest, has all kinds of frustrations. Or you have things like direct hire, which, at the end of the day, even though you have to go through announcements, basically I can pick whomever I want," he said. "There should be a lot of options between those two extremes that fit specific requirements."

Casella and others say competition among potential candidates remains a good thing, but there are other flexibilities that could help make the hiring process run more smoothly.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Fwd: Undeliverable: Ripon Forum Looks at the Elusive Quest for Defense Acquisition Reform - with essays by Dov Zakheim and William Greenwalt, plus Alan Simpson on the need for military entitlement reform  
**Date:** Friday, June 13, 2014 6:39:39 AM

---

Our computers have been on the fritz for weeks. Tricia has been band aiding the problems but every day our phones and computers go down.

It is a mess!!

I am in PA thru Sunday. Pls tell Michele what is going on with the computers.

I hope she is enjoying her travels and has a safe trip home.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, June 12, 2014 01:36 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Fwd: Undeliverable: Ripon Forum Looks at the Elusive Quest for Defense Acquisition Reform - with essays by Dov Zakheim and William Greenwalt, plus Alan Simpson on the need for military entitlement reform

Your email is rejecting Michele's messages. Did they cut off???

Sent from my iPhone

Begin forwarded message:

**From:** Mail Delivery System <[MAILER-DAEMON@in1mail.treasury.gov](mailto:MAILER-DAEMON@in1mail.treasury.gov)>  
**Date:** June 12, 2014 at 1:33:36 PM EDT  
**To:** <[dblair@napawash.org](mailto:dblair@napawash.org)>  
**Subject:** Delivery Status Notification (Failure)

The following message to <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> was undeliverable.  
The reason for the problem:  
5.3.0 - Other mail system problem 554-'rejected due to spam content'

**From:** [Marshall, Susan G.](#)  
**To:** "Dan Blair"  
**Subject:** RE: Request : ##8019## raised by you was closed  
**Date:** Friday, June 13, 2014 6:45:09 AM

---

Then I need to send more emails to completely break the system! LOL!

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Friday, June 13, 2014 06:43 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Re: Request : ##8019## raised by you was closed

You email too much. It overheated the system.

Sent from my iPhone

On Jun 13, 2014, at 6:40 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

See below.

-----Original Message-----

**From:** ServiceDesk  
**Sent:** Thursday, June 12, 2014 02:50 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** Request : ##8019## raised by you was closed

Dear Marshall, Susan G.,

Request initiated by you was closed. The title of the request is :

email delay messages

Resolution is : Delay was due to server downtime due to datacenter overheating.  
All mail processed by 4PM

Complete details of the request can be viewed at  
<http://wa1srv18:80/WorkOrder.do?woMode=viewWO&woID=8019>

regards,  
Sys Admin team.

**Note** This is an automated mail. Do not reply to this mail

**From:** [REDACTED]  
**To:** [Dan Blair](#)  
**Cc:** [Marshall, Susan G.](#); [FISHER, ANN C\(Ann.Fisher@prc.gov\)](#)  
**Subject:** Re: Rose's Luxury wins Bon Appetit's Best New Restaurant Honor  
**Date:** Wednesday, August 20, 2014 12:07:15 PM

---

I've only heard good things. Maybe when the crowd dies down we should check it out.

Sent from my iPhone

On Aug 20, 2014, at 10:33 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

They don't take reservations. Wait times are supposed to be very long.

Sent from my iPhone

On Aug 20, 2014, at 10:30 AM, "Marshall, Susan G."  
<[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

**Rose's Luxury wins Bon Appetit's 'best new restaurant' honor**

Rose's Luxury on Capitol Hill received another honor, this time from a national magazine.

Barracks Row restaurant Rose's Luxury took the top spot in Bon Appetit magazine's review of the best new restaurants in America, marking the first time a D.C. restaurant has received the honor.

The magazine has done a survey of the best new restaurants for the past three years — past winners include Charleston's Husk restaurant and Alma in Los Angeles.

Bon Appetit editor Andrew Knowlton praised Rose's for its service as much as its food, if not more, recounting chef/owner Aaron Silverman's often repeated philosophy that happiness is the key to everything: Keep diners and staffers happy, and it works, Silverman told him.

"Rose's isn't just in the restaurant business; it's in the making-people-happy business," Knowlton wrote. "If that feels like a revelation in dining, it should."

Of course, Bon Appetit couldn't finish its praise for Rose's Luxury without including the same "power lunch" dig at D.C. as was included in last week's roundup of the 50 best new restaurant finalists. But I won't dwell on that — I already gave them a piece of my mind.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: how long have we been talking about phased retirement?  
**Date:** Friday, August 22, 2014 11:04:08 AM

---

You read my mind! That is exactly where I am looking because Rehoboth is out of my league and too crowded, but all of the cool Rehoboth restaurants are close to Lewes.

So fun!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, August 22, 2014 11:02 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: how long have we been talking about phased retirement?

Look in Lewes. Rehoboth has gotten and stayed very expensive. Lewes is a real town and it's right on the bay and abuts Cape Henlopen so you have the beach.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 22, 2014 11:01 AM  
**To:** Dan Blair  
**Subject:** RE: how long have we been talking about phased retirement?

Probably...at this point, does it really matter if I am going to live at the beach? Btw, I am not kidding about this...I am in the process of planning an Oct trip to Delaware to check out real estate options. ☺ I would love to buy a house now, rent it out during the summers and then move into it at retirement.

We'll see if I can make it happen...

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, August 22, 2014 10:57 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: how long have we been talking about phased retirement?

But wouldn't part time before retirement impact your high-3?

---



**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 22, 2014 10:48 AM  
**To:** Dan Blair  
**Subject:** RE: how long have we been talking about phased retirement?

FOREVER! I just read an article that says, working part-time up to your retirement-eligible age is more beneficial than this program because 1) you won't lose retirement money and 2) you can work part-time BEFORE you hit your retire eligibility age, not after. Of course, the real benefit of the phased-retirement program as drafted is the reduced annuity for program participants which will save the government millions of dollars. Oh, and the mentoring of the young uns! HA! Sure!

Part-time work before retirement certainly sounds like something to consider!!!!!!! ☺

Happy Friday!! ☺

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, August 22, 2014 10:27 AM  
**To:** Marshall, Susan G.  
**Subject:** how long have we been talking about phased retirement?

<http://www.federalnewsradio.com/204/3683069/Phased-retirement-and-financial-awareness>

Dan G. Blair | President and CEO | National Academy of Public Administration  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy: [!\[\]\(17413706fd4997a1a4bdf85c6864eee1\_img.jpg\)](#) [!\[\]\(f419710cbe076aa30a9c6c031b5cbe84\_img.jpg\)](#) [!\[\]\(2726020a4107bdc9042b257034f90eb3\_img.jpg\)](#)

**From:** [REDACTED]  
**To:** [Dan Blair](#)  
**Cc:** [Marshall, Susan G.](#); [Hollis, Tricia](#)  
**Subject:** Re: Chinese jet threatened US Intelligence aircraft  
**Date:** Friday, August 22, 2014 1:31:26 PM

---

It's the end of time. I just passed the four horsemen of the appocolipse on M and Connecticut.

Mark A. Robbins

Cell: [REDACTED]

On Aug 22, 2014, at 12:43 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

We are perceived as weak and others are taking advantage of that weakness.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, August 22, 2014 12:33 PM  
**To:** Dan Blair; Hollis, Tricia; 'Mark A. Robbins'  
**Subject:** Chinese jet threatened US Intelligence aircraft

<http://freebeacon.com/national-security/chinese-jet-threatened-u-s-intelligence-aircraft/>

What in the world is going on? Pentagon briefing on now, and I don't understand what is going on...ISIL, Iraq, Ukraine, Russia, China...I need a visual aid to help me understand who is an ally and who isn't.

Chinese Jet?

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** FW: Hoyer: Incursion by Russian Military Vehicles Into Ukraine Represents Gross Violation of Ukraine's Sovereignty  
**Date:** Saturday, August 23, 2014 6:41:45 AM

---

Interesting...

-----Original Message-----

**From:** Democratic Whip Press [[Democratic.Whip.Press@mail.house.gov](mailto:Democratic.Whip.Press@mail.house.gov)]

**Sent:** Friday, August 22, 2014 05:52 PM Eastern Standard Time

**To:** Marshall, Susan G.

**Subject:** Hoyer: Incursion by Russian Military Vehicles Into Ukraine Represents Gross Violation of Ukraine's Sovereignty

Office of the Democratic Whip Steny H. Hoyer



## Hoyer: Incursion by Russian Military Vehicles Into Ukraine Represents Gross Violation of Ukraine's Sovereignty

**WASHINGTON, DC - House Democratic Whip Steny H. Hoyer (MD) released the following statement today after a convoy of Russian military vehicles entered Ukraine, violating Ukraine's sovereignty:**

"Today's incursion by Russian military vehicles into the territory of Ukraine represents a gross violation of Ukraine's sovereignty and a dangerous escalation by Russia of the tense situation along the border. Russia's continued support for violent separatists in eastern Ukraine and its occupation of Crimea stand in sharp violation of international law, and the Russian economy is already experiencing the weight of sanctions as a result of President Putin's aggression against the people of Ukraine. It is imperative that Russia abide by an earlier agreement that any vehicles purporting to carry humanitarian aid proceed only under the supervision of the International Committee of the Red Cross and with the permission of the Ukrainian government. I will continue to monitor developments in Ukraine closely as the President and Congress consider additional consequences for Russia's aggressive actions."

Visit <http://www.democraticwhip.gov/> for more press, floor and member resources.

WASHINGTON, DC - House Democratic Whip Steny H. Hoyer (MD) released the following statement today after a convoy of Russian military vehicles entered Ukraine, violating Ukraine's sovereignty:

![[endif]]/htmlcomment]]![[endif]]/htmlcomment]

[Permalink](#)

[Change subscription settings](#)

**From:** [Rubb, Kieu T.](#)  
**To:** [Hall, Kiira M.](#); [Hash, David W.](#); [Hoover, Brigit A.](#); [Jackson, Allison N.](#); [Johnson, Katherine E.](#); [Morrison, Regina A.](#); [Sullivan, Gregory J.](#); [Summers, Justin D.](#); [Walker, Justin M.](#)  
**Subject:** FW: Afternoon articles for Tuesday August 26, 2014  
**Date:** Wednesday, August 27, 2014 1:02:09 PM

---

A lot of stuff

-----Original Message-----

**From:** Taylor, Robert A.  
**Sent:** Tuesday, August 26, 2014 04:18 PM Eastern Standard Time  
**To:** OIG-OA-Directors; George, Sheri A.; McQueen-Bronson, Joyce M.; Johnson, Katherine E.; Sullivan, Gregory J.  
**Cc:** Freedman, Marla A.  
**Subject:** FW: Afternoon articles for Tuesday August 26, 2014

fyi

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, August 26, 2014 4:09 PM  
**To:** Thorson, Eric M; Hollis, Tricia; Ritt, Debra S.; Freedman, Marla A.; Taylor, Robert A.; Joseph, Donna F.; Delmar, Richard K.; Phillips, John L.; Brown, Patricia L.  
**Subject:** Afternoon articles for Tuesday August 26, 2014

## **Strategic Planning: Are Agencies Set Up to Fail?**

By Dan Blair National Academy of Public Administration  
Government Executive

Most federal leaders understandably focus on the important work of meeting public needs in the here and now. To the extent they consider the future, few look beyond the five-year Government Performance and Results Act time-horizon.

In focusing on today's needs, it is easy to lose sight of the longer term. As baseball Hall of Famer Yogi Berra once said, "The future ain't what it used to be." Given our nation's long-term fiscal challenges, agencies in 10 to 15 years will be lucky if their budgets are flat, if not declining. The baby boomers will have retired in mass—decreasing institutional knowledge and increasing human service agencies' workloads. New technologies will have to be adopted quicker. And the public will expect services to be delivered in new and innovative ways. These trends are having some impact today, but they will be a much bigger force a decade from now.

By focusing so much on immediate demands, the federal government is woefully unprepared for the future. It's time to strike a more appropriate balance. While current operations must remain a priority, agencies must institutionalize long-term planning to make sure issues critical to future mission performance are addressed.

It is time to give priority to disciplined long-range strategic visioning and planning at each agency. Five-year GPRA plans are not enough. We need to actively steer the future into the present by focusing on a period of at least a decade, if not two.



There are important precedents agencies can build on. The nation's defense and intelligence agencies, for example, have been doing high-quality long-range strategic planning for decades. A few civilian agencies—including the Federal Emergency Management Agency and the Veterans Affairs Department—also have begun to embrace the importance of systematic long-range planning. The National Academy of Public Administration learned about these efforts when assisting the Social Security Administration in developing a long-range vision and high-level strategic plan (the Academy's panel report, issued in July, is available at [www.napawash.org](http://www.napawash.org)).

Individual agencies must beef up long-term planning, but an integrated, governmentwide effort also is necessary to have the greatest impact. A new long-range strategic vision and planning team that can provide expert assistance in planning and ensure coordination across agencies should be established in the Executive Office of the President. Exactly what this Executive Office capacity might look like and how it might operate will require careful consideration and learning by doing.

Congress also has a critical role in fostering an environment in which federal agencies can prepare for the future. It can require agency leaders—in cooperation with stakeholders—to identify probable futures, develop a vision and produce a road map for transformation. Such actions will instill confidence that serious thinking about the future is under way while enhancing discussions with congressional leaders over current budget and policy issues.

The world is changing rapidly and profoundly, threatening the federal government's ability to perform important public missions. It is critical that agencies undertake the long-range planning needed to identify and implement often complex changes in time to meet future demands. But preparing for the future cannot be left to the isolated efforts of individual agencies. The White House must take actions to encourage and support long-range planning across government.

Dan Blair is president and CEO of the National Academy of Public Administration.

## **CFPB Official Downplays Congressional Investigation**

By Nicholas Ballasy CUTimes.com

A CFPB manager called a congressional investigation into discrimination allegations at the agency “political theater” that would eventually go away, according to an internal meeting transcript that was referenced at a congressional subcommittee hearing.

In a series of House Oversight and Investigations subcommittee hearings, former and current CFPB employees, including Senior Enforcement Attorney Angela Martin, claimed managers at the agency engaged in racial and gender discrimination.

A CFPB internal report showed that the bureau ranked Caucasian employees higher on performance evaluations than employees of minority races.

Scott Pluta, the assistant director for the CFPB's Office of Consumer Response and Martin's supervisor at the time, called a mandatory meeting for members of his department two days before Martin's testimony.

"This is a great place. This is a great building. These are great people. If I never do another thing in my life, I will have helped build this. I am very proud of that. So don't worry about me. I am fine. I can move back to Wisconsin," said Pluta, according to the transcript of the March 31 meeting obtained by CU Times.

"I can find some nice Midwestern lady, raise some little football players (and) watch the Packers. Uh so I'll be fine. What I really care about is some of the unintended consequences of this political theater that is going on," he added.

According to the transcript, Pluta said employees are going to lose confidence in the EEO process due to the investigation.

"I will tell you something that really pisses me off about this article is that people who want to avail themselves of that very fundamental right are going to think twice if they step forward," said Pluta, referring to a March 6 American Banker article, which revealed significant disparities in employee performance ratings.

Pluta told employees at the meeting that the CFPB is not perfect.

"We will always have some sort of issues here in Consumer Response, in the bureau, in this city, in this world. That is just the way it is. The question is how do you address them? Do you actually have the will to make it better?" Pluta said.

"I am committed, I have the will, to address issues that folks have with working here. I want everyone to be happy. I want everyone to be productive," he added.

Pluta then predicted that the congressional investigation would eventually go away.

"Last year there were 97 some odd thousand EEO complaints filed in the U.S. Only one has resulted in a congressional hearing – the one happening on Wednesday," Pluta said.

"It is an unfortunate event but it is just an event. This too shall pass, a week from now, a month from now, months from now, a year from now, it will eventually be in the ether but it will pass," he added.

A former CFPB employee, who asked not to be identified, confirmed the meeting took place. According to the source, several employees who attended the meeting reviewed the transcript and said it was an accurate representation of the meeting.

Two Capitol Hill sources who also asked not to be identified confirmed the transcript was the one referenced during the hearings.

"There is a pervasive culture of retaliation and intimidation that silences employees and chills the workforce from exposing wrongdoing. Just two weeks ago, I learned of another employee who was retaliated against within two days of filing a formal EEO complaint," Martin said during her testimony. Martin filed her EEO complaint in February of 2013.

She relocated to Sanford, N.C. as part of a settlement with the CFPB, Washington Examiner reported June 13.

## **Prepare for CFC Drive, Agencies Told**

OPM has issued instructions to agencies on preparing for this fall's Combined Federal Campaign charity drive, recommending that managers and supervisors take on roles themselves and clear the way for their employees to do so, as well. "I recommend allowing your employees to serve as CFC Loaned Executives, Coordinators, and Keyworkers to the extent possible during the campaign period as well as encouraging employees to serve on their Local Federal Coordinating Committees," OPM director Katherine Archuleta said in a memo. "These positions are often a great way to develop professional skills such as public speaking, financial accountability and building public-private sector partnerships, among others. Since the CFC is a recognized federal program, it is not appropriate to place these employees on leave or make employees take leave to administer the CFC within your agency." She similarly recommended that supervisors, managers and executives make available the needed resources to conduct the campaign and consider volunteering for the local coordinating committee. In addition, she encouraged agencies to sponsor charity fairs where employees can learn about the participating charities. The CFC collected some \$209 million last year; the totals have been decreasing for several years due to a combination of factors, including restrictions on pay.

## **Deloitte Vet James Schnurr Named SEC Chief Accountant; Mary Jo White Comments**

Anna Forrester · Aug 26th, 2014 [executivegov.com](http://executivegov.com)

Securities and Exchange Commission James Schnurr, a retired vice chairman and senior professional practice director from Deloitte, will join the Securities and Exchange Commission in October as chief accountant and succeed Paul Beswick.

SEC said Tuesday Schnurr will implement accounting and auditing policy, work to help bolster performance of auditors at public companies and offer oversight on financial reporting.

"His deep knowledge of accounting and auditing standards coupled with his extensive experience interacting with regulators and accounting and auditing standard setters

will be invaluable to the commission,” said Mary Jo White, SEC chair.

During his tenure at Deloitte, Schnurr worked with public companies on SEC and financial reporting and served as senior partner for mergers and acquisitions.

He also served as deputy managing partner for quality control and risk management for the firm’s audit and advisory professional services.

Schnurr has also been a member of the Financial Accounting Standards Board and Public Company Accounting Oversight Board.

## **Federal Reserve Mounts Pressure on Banks to Govern Data**

By M Rochan [ibtimes.com](http://ibtimes.com)

Big banks are coming under increasing pressure from US regulatory bodies such as the Federal Reserve, to better govern their data management systems and risk controls, forcing a recruitment drive in those areas of compliance.

In response to US pressure, banks have been hiring people with experience in data governance and analytics. Recruitment across these sorts of areas has spiked over the past 18 months in the wake of regulators issuing many more non-public enforcement actions, Reuters reported.

Regulators have adopted a two-pronged approach. Publicly, officials including Federal Reserve Governor Daniel Tarullo and Comptroller of the Currency Thomas Curry have issued warnings that banks holding over \$50bn (£30bn, €37.7bn) in assets must remedy poor infrastructure that prevents them from identifying, measuring, monitoring and controlling risk.

Privately, regulators have been issuing enforcement actions in recent months.

The US Federal Reserve in April ordered Bank of America (BofA) to suspend and resubmit its capital plans for 2014, after the second-largest US bank miscalculated the level of its capital post its 2009 acquisition of Merrill Lynch.

The Fed forced BofA to ditch its \$4bn stock buyback programme and the planned increase in its quarterly dividend.

In March, the Fed rejected the capital plans of Citigroup and the US arms of HSBC, the Royal Bank of Scotland (RBS) and Santander.

The Fed said Citigroup's internal examination process did not adequately consider how its business the world over will withstand an imaginary crisis scenario.

In December 2013, authorities dashed out a letter to Deutsche Bank that criticised the American units of Germany's largest bank for churning out financial reports that were "low quality, inaccurate and unreliable".

## Cards emerge as key player in authentication

By AMBER CORRIN

The Defense Department has long used the Common Access Card to verify identity. However, civilian agency adoption was nearly nonexistent before 2011, according to federal documents.

The Defense Department has long used the Common Access Card to verify identity. However, civilian agency adoption was nearly nonexistent before 2011, according to federal documents. (DoD)

Another day, another massive security breach: The online theft of usernames, passwords and personally identifiable information is now so common many people barely think twice about it. But when it's the federal government that's been hacked, the situation takes on a different urgency.

Central to the debate over how to better secure federal networks is the use of passwords, often cited as the weakest link in the chain. Most experts agree it is time to move to tighter security, but questions surround what the best option is and how to implement changes at the enterprise level.

Plenty of directives now mandate improved identity management measures, including the use of multifactor authentication to ensure user identities. Feds can expect to see more of that in the near future amid increasing focus on the intersection between people and technology.

Homeland Security Presidential Directive-12, the National Strategy for Trusted Identities in Cyberspace, the Federal Risk and Authorization Management Program, the Homeland Security Department's continuous diagnostic monitoring program and guidance from the National Institute of Standards and Technology (NIST) are among several government initiatives that contain some element addressing authentication and identity management. The introduction of Performance.gov's cross-agency priority goals — and subsequent close eye on adoption and implementation — are further cementing federal efforts to move beyond the password.

Much of the latest focus is on further development of personal identity verification, or PIV, cards. PIV cards aren't new to federal agencies, but their emergence as a prime candidate in implementing multifactor authentication is heightening emphasis on greater use. For one, many agencies already have them, so it's not a huge stretch — financially, culturally or otherwise — to combine PIV cards with another form factor.

Beyond ease of use, Office of Management and Budget requirements for agencies to reach 95-percent implementation of White House cybersecurity priorities by the end of this fiscal year mean the heat is on for federal agencies. Strong authentication, as one of the three OMB cybersecurity-focused cross-agency priorities, now faces more



scrutiny than ever; according to federal documents, civilian government adoption of PIV was nearly nonexistent before 2011, despite being mandated under HSPD-12 since 2004. That attention will increase by fiscal 2015, when OMB rolls out PIV-specific metrics for performance, implementation and maturity.

“With programs like HSPD-12, FedRAMP, continuous diagnostic monitoring — these are in fact all connected around the identity access management issue, and they’re all connected through the PIV issue,” said Ken Ammon, chief strategy officer at Xceedium. “If you look at each program office individually, you often see some absence of a specific mention of PIV and [the Common Access Card, widely used by the Defense Department]. But those dots are starting to be connected now.”

Further guidance will come when NIST releases an update to Federal Information Processing Standard Publication 201, or FIPS 201, which mandates PIV usage in the federal government. NIST officials say an update is expected next month.

“What we’ve done is taken some of the technologies referenced in some of the associated special publications, and now that they’ve been implemented and commercial technologies have become more mature, we’ve moved them into the PIV-specific area,” said Matt Scholl, NIST acting computer security division chief. “Some other changes include looking at use of that [PIV token] hard credential and how we integrate that with technologies we use today — how does it integrate with mobile devices and those types of things? So those are the two big changes.”

Other technologies the FIPS 201 update will look at include uses that don’t involve the traditional practice of inserting PIV tokens into machines, such as near-field communications that only require brief contact, Scholl added.

But as NIST looks to new technologies for integrating PIV, many federal agencies are dealing with the old technologies that may be holding them back. The costs and other barriers associated with integrating new authentication technology into legacy systems and infrastructure is a real concern agencies are grappling with as they struggle with shrinking budgets and regulatory pressures.

“Ensuring a smooth and usable transition for the experience of the users is an extraordinarily important issue,” Scholl said. “The U.S. government is not just legacy systems, but many custom-built systems, because we have a lot of very specific and unique missions that commercial industry might not have. So all of those things are issues that have to be considered when people look at transitioning to newer technologies and how to integrate them into the extraordinarily large enterprise.”

With mandates bearing down on agencies at the same time that they’re wrestling with budgets and older existing technology, decision-makers face tough choices in avoiding the next major security breach at their own organization.

“They’re dealing with massive existing infrastructure relying on specific methodology, and changing that is not easy, not cheap and not trivial,” said Kayvan Alikhani, senior

director of technology at RSA. "I advocate biting the bullet, making the change, eating the cost and going forward. This is a more aggressive view, but as we deal with compromises, it becomes clearer how much these vulnerabilities are hurting us. Accelerating directives and putting more emphasis makes more sense ... but, unfortunately, this problem is one where people care more when the compromise occurs. Too often, it's a reactive response."

But there's hope yet for the federal government, Alikhani pointed out, noting that in the past it's been government, rather than industry, leading these types of changes.

"A lot of innovation has come from the military and federal government with regard to credentials. I think we will see efforts, in some cases led by the federal government, showing that users can switch to an alternative method at a large scale much earlier than other large sectors, because you're dealing with a controlled environment," Alikhani said. "Once people see the convenience and the opportunity to protect large quantities of [personally identifiable information] data using alternative techniques, I think it'll become less controversial and less of a behavioral change for users."

## **Department of Labor hit for 'frivolous spending'**

By Benjamin Goad - 08/26/14 10:49 AM EDT

The House GOP's top watchdog is demanding the Labor Department turn over records he expects will show a "pattern of frivolous spending" at the agency over the course of several years.

Rep. Darrell Issa (R-Calif.), chairman of the House Committee on Oversight and Government Reform, cites more than half a million dollars in reported agency expenditures for informational elevator posters, tens of thousands spent on "public relations contests" and \$100,000 to promote a book club.

Issa chided the agency over alleged costs related to employee travel, resources dedicated to an internal publication and the hiring of the Washington Nationals mascot for an agency event.

"If this information is accurate, it raises serious questions about the lack of internal agency spending controls in a time of considerable budget constraints," he said in a letter sent Monday to Labor Secretary Thomas Perez.

A request for comment from the agency was not immediately answered Tuesday morning.

Issa, who has examined *other agency spending under the Obama administration, began investigating the Labor Department after Sen. Tom Coburn (R-Okla.) called upon the agency's inspector general to investigate allegations of excessive spending, contracting "irregularities" and misuse of agency resources.*

In the months since, Issa's committee has obtained some records that he says raise

questions about spending at the department. Chief among the red flags, he says, are documents showing that the department has spent \$2,637 a week since 2009 on posters for the 23 passenger elevators at Labor Department's Washington headquarters.

That works out to more than \$600,000, he said. Issa said the Labor Department has defended the posters as an effective method of communicating with workers.

Issa also questioned book club expenditures, \$25,000 in entry fees for contests and subsequent travel costs to send winning employees to retrieve their awards – as well as the hiring of Screech the eagle, the Nationals mascot, at taxpayer expense.

“The public expects the federal government to exercise responsible stewardship of their taxpayer dollars,” Issa said.

## **Will Obama's New Tech Squad Include Cyber Experts?**

By Aliya Sternstein NextGov

It remains to be seen whether data security experts will be assigned to a White House tech squad recently forged to ensure government websites work better than the initial, botched HealthCare.gov, Obama administration officials said Monday.

Privacy advocates, and even Google, are calling on websites worldwide to offer stronger safeguards, following a spate of data breaches and allegations of government snooping.

In June, a study on online trust found that social networks outperform government sites in protecting site visitors with encryption.

The new U.S. Digital Service was described Aug. 11 by officials as a small team of America's best digital experts who will “remove barriers to exceptional service delivery and help remake the digital experience that people and businesses have with their government.”

Why was there no mention of security or privacy in a Digital Service blog post or fact sheet released that day?

Officials on Monday told Nextgov they are still building the crew and consulting with agencies to identify weak spots in site design and performance, so the focus of projects is unknown.

If the past year is any indicator, security is a “gap area” in government-speak.

### **Federal Sites Not Immune To Security Concerns**

Several federal websites have either inadvertently leaked data or unwittingly exposed visitors to viruses.

More than a quarter of federal websites are not properly configured to prevent intruders from intercepting data entered by citizens, according to June research from the Online Trust Alliance. The sites scored 10 percent lower than online banking services and social media on encryption.

Many of the problems with the rollout of HealthCare.gov involved security holes, not just functionality issues. Major vulnerabilities were found more than two months after the site launched Oct. 1, according to the top cyber official at the Center for Medicare and Medicaid Services, which oversees the site. Critics note that HealthCare.gov launched without undergoing a complete security test.

Federal sites have also not been immune to high-profile software defects that jeopardized the privacy of user information on commercial sites. This spring, HealthCare.gov account holders were instructed to reset their passwords, following the discovery of Heartbleed, a bug in a widely used encryption tool.

There are numerous examples of security mistakes on other agency sites that could've welcomed in hackers. Here are a few:

Early this year, a joint Pentagon-Department of Veterans Affairs e-benefits website was compromised during a software upgrade. For a brief period, some veterans and service members who had logged into the eBenefits Web portal were able to see a combination of their own information as well as data from other site users.

A Marine Corps recruitment site last fall reportedly redirected users to anti-military propaganda, after a breach by the Syrian Electronic Army, a pro-regime hacktivist collective.

In May 2013, Energy Department nuclear workers who visited a federal website related to toxic exposure were exposed to data-stealing software implanted by a hacker. The Labor Department's "Site Exposure Matrices" public website is intended to help Energy personnel determine appropriate compensation after contracting nuclear-related illnesses on the job. It is believed attackers exploited a weakness in Labor's site to infiltrate the computers of Energy personnel visiting it.

In a bid to promote stronger site protections Internet-wide, Google just announced it will boost the search rankings of sites that use encryption. Specifically, a site's placement in search results will be partly based on whether the page uses "HTTPS," a method of securing online communications.

Let's see if the new Digital Service can get all the dot-gov pages to the top.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury

(202) 927-9842



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Lawmakers to Commerce IG: Alleged whistleblower targeting "intolerable" | TheHill  
**Date:** Wednesday, August 27, 2014 5:36:01 PM

---

This is a new one with a Sept 9 due date and they told him not to hire anyone until their investigation is done.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, August 27, 2014 04:43 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Lawmakers to Commerce IG: Alleged whistleblower targeting 'intolerable' | TheHill

They sent this letter some time back I thought.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, August 27, 2014 4:31 PM  
**To:** Dan Blair; 'robert.shea@gt.com'  
**Subject:** FW: Lawmakers to Commerce IG: Alleged whistleblower targeting 'intolerable' | TheHill

Fyi.

-----Original Message-----

**From:** Marshall, Susan G.  
**Sent:** Wednesday, August 27, 2014 04:15 PM Eastern Standard Time  
**To:** OIG-Senior Management  
**Subject:** Lawmakers to Commerce IG: Alleged whistleblower targeting 'intolerable' | TheHill

<http://thehill.com/blogs/floor-action/house/216048-lawmakers-to-commerce-ig-alleged-whistleblower-targeting-intolerable>

Fyi.

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** RE: REQUEST to Post Vacancy Announcement  
**Date:** Thursday, September 4, 2014 11:58:27 AM  
**Attachments:** [image001.png](#)

---

Who's this wired for? It closes on Monday?

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 04, 2014 8:49 AM  
**To:** Dan Blair; Diane ([REDACTED])  
**Subject:** FW: REQUEST to Post Vacancy Announcement  
**Importance:** High

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Council of IGs Liaisons [<mailto:CIGIE-LIAISONS@LIST.NIH.GOV>] On Behalf Of CIGIE.Information  
**Sent:** Wednesday, September 03, 2014 1:17 PM  
**To:** [CIGIE-LIAISONS@LIST.NIH.GOV](mailto:CIGIE-LIAISONS@LIST.NIH.GOV)  
**Subject:** FW: REQUEST to Post Vacancy Announcement  
**Importance:** High

FYI. Please share with your colleagues.



1717 H Street, NW, Suite 825  
Washington, DC 20006  
[www.IGNet.gov](http://www.IGNet.gov)

---

**From:** Crumpacker, Jim  
**Sent:** Wednesday, September 03, 2014 8:28 AM  
**Subject:** REQUEST to Post Vacancy Announcement  
**Importance:** High

Good morning,

As information, we are currently advertising to fill several Program Analyst vacancies in my office (see: <https://www.usajobs.gov/GetJob/ViewDetails/379847600>). I'm sure you'll agree that individuals with OIG and/or GAO experience can often represent some of the most qualified applicants available for the type of work we do.

Along these lines, we would appreciate it if you would post this announcement to your web site to help alert anyone across the larger IG community who might be interested in the type of professional development opportunity we can offer. Please note that this announcement closes on **Monday, September 8<sup>th</sup>, 2014**.

Feel free to call or email me if you have any questions. Thank you in advance for your consideration.

v/r

Jim

JIM H. CRUMPACKER, CIA, CFE  
Director  
Departmental GAO-OIG Liaison Office  
U.S. Department of Homeland Security

(202) 447-5939 (office)  
(202) 262-6776 (cell)

**“Liaison = Relationships + Communication”**

IMPORTANT: This e-mail, including all attachments, constitutes Federal Government records and property that is intended only for the use of the individual or entity to which it is addressed. It may also contain information that is privileged, confidential, or otherwise protected from disclosure under applicable law. If the reader of this e-mail transmission is not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you have received this e-mail in error, please notify the sender by responding to the e-mail and then delete the e-mail immediately.

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** RE: WH picks new CTO  
**Date:** Thursday, September 4, 2014 2:57:17 PM

---

I LOVE maps!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 04, 2014 2:56 PM  
**To:** Dan Blair  
**Subject:** WH picks new CTO

You will like her--- she is the map lady and you love maps!

## White House picks Google exec Megan Smith to be next technology chief

Sep. 4, 2014 - 12:31PM |  
By ANDY MEDICI | Comments

***The White House has tapped a top Google executive to become the administration's next chief technology officer, according to an announcement.***

-

Megan Smith, vice president at Google's research lab Google X, has been at the company for more than a decade and helped develop the ubiquitous Google Maps and the Android operating system.

Smith will help bring innovation to the federal government a deep expertise in developing products and services from start to finish, President Obama said in a statement.

"Megan has spent her career leading talented teams and taking cutting-edge technology and innovation initiatives from concept to design to deployment," President Barack Obama said in a Sept. 4 statement "I am confident that in her new role as America's Chief Technology Officer, she will put her long record of leadership and exceptional skills to work on behalf of the American people."

Smith was the vice president of new business development at Google before heading Google X, and before that was the CEO of PLANetOut, a leading LGBT online community.

The White House has also picked former Twitter general counsel Alexander Macgillivray as the new deputy chief technology officer.

Macgillivray will focus on areas such as internet and intellectual property policy and the intersection of big data, technology and privacy, John Holdren, the director of the White House Office of Science and Technology, said in a Sept. 4 blog post.

"I look forward to working with both of them — and colleagues across the Administration and beyond — to continue advancing the President's technology and innovation agenda for the good of

the nation," Holdren said.

Smith will replace former CTO Todd Park, who moved back to Silicon Valley, California. Park will still have a role within the administration for recruiting IT professionals into the federal government.

***Susan Marshall***

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: McDonnells found guilty  
**Date:** Thursday, September 4, 2014 3:37:14 PM

---

I agree.

*Susan Marshall*  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Thursday, September 04, 2014 3:36 PM  
**To:** Marshall, Susan G.; Diane ([REDACTED])  
**Subject:** RE: McDonnells found guilty

Very sad.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, September 04, 2014 3:29 PM  
**To:** Dan Blair; Diane ([REDACTED])  
**Subject:** McDonnells found guilty

***Former Virginia Gov. Bob McDonnell (R) was found guilty Thursday of 11 corruption charges and his wife, Maureen, was found guilty of nine counts, according to multiple reports.***

A federal grand jury indicted the couple in January on 14 counts related to their decision to receive thousands of gifts and loans from a prominent political donor and businessman.

The verdict from a Federal District Court in Richmond, Va., comes more than a year after the scandal began to unfold, which virtually ended McDonnell's political career.

The jury began deliberating the outcome of the case on Tuesday after hearing from dozens of witnesses over more than a month.

McDonnell and ***his wife could face prison sentences that amount to decades and fines of more than \$1 million.***

Prosecutors accuse the couple of illegally accepting \$177,000 in large loans, expensive gifts and luxury vacations from Jonnie R. Williams Sr., an executive at dietary supplement company Star Scientific. In return, Williams received special treatment from the governor's office to help his company.

The gifts included a New York City shopping spree for McDonnell's wife, a Rolex watch that had the governor's title inscribed into it, a trip to a Final Four basketball game and a stay at a vacation home.

Prosecutors said the couple violated federal law by using the power of the governor's office to help

Williams' company. The executive wanted one of his company's supplements to be included in medications covered under the state employee health plan.

***Susan Marshall***

Director, External Relations

Office of Inspector General

U.S. Department of Treasury

(202) 927-9842

From: [REDACTED]  
To: [Dan Blair](#)  
Cc: [Marshall, Susan G.](#)  
Subject: Re: McDonnells found guilty  
Date: Thursday, September 4, 2014 4:15:29 PM

---

Ditto. It shouldn't surprise me but you'd think people would be smarter

Sent from my iPhone

On Sep 4, 2014, at 3:35 PM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Very sad.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Thursday, September 04, 2014 3:29 PM  
**To:** Dan Blair; Diane ([REDACTED])  
**Subject:** McDonnells found guilty

***Former Virginia Gov. Bob McDonnell (R) was found guilty Thursday of 11 corruption charges and his wife, Maureen, was found guilty of nine counts, according to multiple reports.***

A federal grand jury indicted the couple in January on 14 counts related to their decision to receive thousands of gifts and loans from a prominent political donor and businessman.

The verdict from a Federal District Court in Richmond, Va., comes more than a year after the scandal began to unfold, which virtually ended McDonnell's political career.

The jury began deliberating the outcome of the case on Tuesday after hearing from dozens of witnesses over more than a month.

McDonnell and ***his wife could face prison sentences that amount to decades and fines of more than \$1 million.***

Prosecutors accuse the couple of illegally accepting \$177,000 in large loans, expensive gifts and luxury vacations from Jonnie R. Williams Sr., an executive at dietary supplement company Star Scientific. In return, Williams received special treatment from the governor's office to help his company.

The gifts included a New York City shopping spree for McDonnell's wife, a Rolex watch that had the governor's title inscribed into it, a trip to a Final Four basketball game and a stay at a vacation home.

Prosecutors said the couple violated federal law by using the power of the governor's office to help Williams' company. The executive wanted one of his company's supplements to be included in medications covered under the state employee health

plan.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

From: [REDACTED]  
To: Dan Blair; Marshall, Susan G.; [REDACTED]  
Subject: FW: New Additions Strengthen NAM's Voice  
Date: Thursday, September 4, 2014 5:52:04 PM

---

Don't you think this is some relation to Dee Kefalas? That's an unusual name, though maybe not in the Greek community...

FOR IMMEDIATE RELEASE

CONTACT:  
Matt Lavoie (202) 637-3085

## **New Additions Strengthen NAM's Voice**

### ***Will Advance Manufacturers' Message on Pro-Growth Policies***

Washington, D.C., September 4, 2014 – The National Association of Manufacturers (NAM) is growing its stable of experts to advance the manufacturing agenda. Chrysovalantis P. Kefalas, Esq., has joined as vice president of executive communications, Tonya Muse, CAE, will serve as senior director of the Council of Manufacturing Associations (CMA), and Laura Ringdahl will serve as director of government relations.

"These new team members come to the NAM with an impressive track record of success in public policy and the increasingly complex world of advocacy," said NAM President and CEO Jay Timmons. "Chrysovalantis' valuable experience in communications and message development will be a tremendous asset to manufacturers in the United States. Tonya brings a wealth of experience in association management and is a key addition as we build the manufacturing army. As manufacturing has become a centerpiece of policy discussions in Washington, Laura will deliver the important combination of policy and political knowledge to move the needle on Capitol Hill."

Kefalas previously served as deputy speechwriter for Attorney General Eric Holder as well as a trial and appellate attorney within the U.S. Department of Justice. Previously, he held the position of deputy legal counsel to Maryland Governor Robert Ehrlich—the youngest attorney ever appointed to that position. In 2007, he was recognized by *SmartCEO* magazine as one of Maryland's "legal elite." He holds a B.A. from Loyola University and a J.D. from the University of Baltimore School of Law. In this position, Kefalas will help work closely with the organization's senior leadership to seize new communications opportunities and will lead message development for the organization.

"With manufacturing at the center of nearly every important business policy discussion going on in Washington, I'm excited to join the already outstanding team at the NAM," said Kefalas. "Manufacturing is the foundation upon which our economic prosperity, our growth and jobs depend. It's brought



immeasurable benefits to the people of this country, and I'm proud to have the opportunity to contribute to that tradition and build on that legacy."

Muse has more than 23 years of association management experience. She spent 17 years with the Envelope Manufacturers Association where she served as senior vice president. She most recently served as director of membership for the Girl Scout Council of the Nation's Capital. Muse has a B.S. in journalism from the University of Maryland. She will be chiefly responsible for engaging with the nearly 240 CMA members to provide resources and networks to broaden the reach of the NAM's advocacy efforts.

"I'm excited to work for the NAM," said Muse. "I believe in its mission and the vision of the organization. The CMA is a valuable resource to manufacturing associations. Its membership and member engagement have grown over the years, and I'm looking forward to ensuring it continues to be a vital voice in the manufacturing community."

Ringdahl joins the NAM directly from Capitol Hill where she has served as a policy advisor to several members of Congress, most recently for Rep. Tom Reed (R-NY), co-chair of the House Manufacturing Caucus. She received a B.A. in political science from Colgate University.

"I'm thrilled to be joining the team here at the NAM advocating on behalf of the nearly 12 million manufacturing workers that we represent," said Ringdahl. "NAM member companies represent the diverse array of what drives the American economy, and being able to advocate on their behalf is more than a job—it's a mission."

#### **-NAM-**

*The National Association of Manufacturers is the largest manufacturing association in the United States, representing manufacturers in every industrial sector and in all 50 states. Manufacturing has a presence in every single congressional district providing good, high-paying jobs. For more information about the Manufacturers or to follow us on Shopfloor, Twitter and Facebook, please visit [www.nam.org](http://www.nam.org).*

733 10th St. NW, Suite 700 • Washington, DC 20001 • (202) 637-3000

#### **Matt Lavoie**

Senior Director of Media Relations, Communications

Email: [mlavoie@nam.org](mailto:mlavoie@nam.org)

Direct: 202.637.3085

Cell: 202.617.6673

**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]  
**Subject:** RE: New Additions Strengthen NAM's Voice  
**Date:** Friday, September 5, 2014 10:37:42 AM

---

Lionel is a trip, but we love him anyway!! Besides, now we crash his pad in CA!! HA!

I am so relieved to know Matt is out of the house he shared with crazypants and is starting fresh in a new house with a new girlfriend. Sounds like her family is very supportive Leanne and Matt which is so important in life!

Please send your parents my love! I haven't seen them in ages but I think of them often and send them and you all my positive thoughts, which appear to be working! Maybe I should start a new a new business called Susan's successful positive thoughts!

Anyway, I really want to see you guys soon and see my travel buddy Haya before she leaves in October. I don't have anything on the calendar on Saturday the 13<sup>th</sup> or Saturday the 20<sup>th</sup> so if you are free I'd love to see you guys!

Love Always!!

---

**From:** Brown, Ellen B. [mailto:[REDACTED]]  
**Sent:** Friday, September 05, 2014 10:14 AM  
**To:** Marshall, Susan G.  
**Subject:** RE: New Additions Strengthen NAM's Voice

Lionel NEVER tells Brent anything...he is very weird about that. We always joke that every "Susan's Birthday/New Years" event when Lionel has come, it has always been Matthew he responds to – it's just weird...but kind of funny, even! Matt DOES seem to be doing well...and Leanne too. They sure seem to really have a GREAT thing going...!! He moved into a new place (cheaper...which is GREAT for us and when Leanne officially moves in and splits the rent with him, GREAT for her) – it's smaller so they had to get rid of SO much crap from his old place (still stuff left over from "crazypants" – that's what they call you-know-who!)...it was really disgusting. I didn't go there – Brent did (I just COULDN'T move him ONE more time...)...and he said he's seen slums that were nicer than Matt's place while they were cleaning it (NOT really sure how many SLUMS Brent has seen, but...whatever ☺). Anyway, her ENTIRE family (again...mom, dad, brother, brother's wife, other brother) all helped Matt move – cleaning, carrying, schlepping, repairing holes, cleaning carpets, etc etc etc. Brent was MORTIFIED that these people were seeing all this gross stuff and doing all of this for Matt. He said to the dad, "wow, you are amazing...aren't you appalled at what you are seeing?" and the dad said "look, I have FOUR kids...I've seen EVERYTHING – if it upset me every time one of them did something, I'd be dead. So, I just move forward..." WOW, right? I feel like everything we did taking care of someone else's child for THREE years without a thank you or even an acknowledgement is being "rewarded". I feel blessed that these people are in our lives now and that good DOES breed good – but mostly, I feel LUCKY that Matt fell in love with Leanne (AND her with him!!). How long it will last? Who knows, right? But it is certainly a good feeling to know that, when not with us, he is loved and being "taken care of" by a wonderful loving family. NOW, if we could just get him to finish school and/or get a job and be a little more responsible, we will be EUPHORIC!!! We haven't been traveling A LOT...but a little. And next week Haya and I are going to see my folks – several of their CLOSE friends have died in the last week (my dad's business partner (turning 90-years old on October 1) for more than 60 years collapsed at work yesterday and died) so I think a little visit from Haya and me is a much NEEDED thing. Bar Mitzvah weekend – wow, I don't miss that AT ALL! But I'm sure Karen is crazed but you WILL have fun...it's so nice to see the ones you've watch grow up

do stuff like this, right? We all miss you...we REALLY need to see you. Maybe when Haya and I get back from STL we can plan a little visit... She leaves on October 7 and we are taking her to a NASCAR race on September 28<sup>th</sup>... But we MUST find some time to see you. Look at your calendar and let me know what things look like for you. Love you and MISS YOU SOOOO much. EB

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Thursday, September 4, 2014 7:07 PM

**To:** Brown, Ellen B.

**Subject:** RE: New Additions Strengthen NAM's Voice

Wonder what is or was up with Lionel that he did not tell Brent about his plans...I saw his posts on Facebook. His new place looks awesome.

Speaking of awesome it sounds like Matt is really happy in this new relationship!! I am so happy for him and glad to know Leanne got your approval. He just gushes about Leanne on Facebook and it is so cute!!!

How are you doing?

Are you traveling a lot?

I am off to another bar mitzvah this weekend...karen's youngest son Daniel is having a history themed bar mitzvah and Karen is beside herself. The poor kid is a huge egghead and just loves history so she found these busts of famous people in history for the event.

He really is a cute kid so it should be fun.

Please give Brent, Haya, Matt and Emma all my love.

And please tell Haya to keep posting those gorgeous photos of Gilad on Facebook. I love them and him!!

Love you!!

-----Original Message-----

**From:** Brown, Ellen B. [REDACTED]

**Sent:** Thursday, September 04, 2014 06:35 PM Eastern Standard Time

**To:** Marshall, Susan G.; [dblair@napawash.org](mailto:dblair@napawash.org); [REDACTED]

**Subject:** RE: New Additions Strengthen NAM's Voice

Maybe Kefalas IS a really common Greek name...but Dee does seem to know everyone so she probably does know him! Yes, Lionel moved to San Francisco (and Louine too...) – I ACCIDENTLY found out when I read it on FB one day... I immediately reached out to him and gave him the phone number of my niece, Melissa, so they could get together and drink!! Haha!! When I asked Matt if he knew about this, he said "oh yeah, I've known for a long time...and Louine is going too". OMG, could MAYBE he have told us???? So Brent said to Matt "is there anything ELSE about friends of mine that you know???" It WAS pretty funny!! Matt and Leanne (and the dogs) were here a week or so ago for a visit – it was REALLY

nice. I mean REALLY nice... She's a keeper, that's for sure... And her family ADORES Matt...they spend a lot of time with her family (mom, dad, brother, brother's wife, other brother, and other brother's son (4-years-old) – who all live TOGETHER in one house...). Is this AMAZING?? Like a DIFFERENT universe... Just hope they keep him around for a while!! Haha! Would LOVE to see you guys sometime...not sure about after Nantucket – I hardly ever go there anymore. I am the WORST. But DEFINITELY let's plan for a get together!!!! Love and MISS you guys!!! EB

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]

**Sent:** Thursday, September 4, 2014 6:06 PM

**To:** 'Blair, Michele'; 'Dan Blair'; Brown, Ellen B.

**Subject:** RE: New Additions Strengthen NAM's Voice

I bet Diane knows his background since he worked for Ehrlich...he must know Dee!!

I haven't seen you guys in ages...we have to get together soon!!

EB, we should meet you, Haya and Brent for lunch after your appointment at Nantuckets...we could meet at Joe's Steakhouse!!

Miss you guys!

btw, I see that Lionel and Loine left us for CA!! Wow!!

-----Original Message-----

**From:** Blair, Michele [REDACTED]

**Sent:** Thursday, September 04, 2014 05:52 PM Eastern Standard Time

**To:** Dan Blair; Marshall, Susan G.; Brown, Ellen B. (REDACTED)

**Subject:** FW: New Additions Strengthen NAM's Voice

Don't you think this is some relation to Dee Kefalas? That's an unusual name, though maybe not in the Greek community...

FOR IMMEDIATE RELEASE

CONTACT:

Matt Lavoie (202) 637-3085

## **New Additions Strengthen NAM's Voice**

### ***Will Advance Manufacturers' Message on Pro-Growth Policies***

Washington, D.C., September 4, 2014 – The National Association of Manufacturers (NAM) is growing its stable of experts to advance the manufacturing agenda. **Chrysovalantis P. Kefalas, Esq.**, has joined as vice president of executive communications, Tonya Muse, CAE, will serve as senior director of the Council of Manufacturing Associations (CMA), and Laura Ringdahl will serve as director of government relations.

“These new team members come to the NAM with an impressive track

record of success in public policy and the increasingly complex world of advocacy,” said NAM President and CEO Jay Timmons. “Chrysovalantis’ valuable experience in communications and message development will be a tremendous asset to manufacturers in the United States. Tonya brings a wealth of experience in association management and is a key addition as we build the manufacturing army. As manufacturing has become a centerpiece of policy discussions in Washington, Laura will deliver the important combination of policy and political knowledge to move the needle on Capitol Hill.”

Kefalas previously served as deputy speechwriter for Attorney General Eric Holder as well as a trial and appellate attorney within the U.S. Department of Justice. Previously, he held the position of deputy legal counsel to Maryland Governor Robert Ehrlich—the youngest attorney ever appointed to that position. In 2007, he was recognized by *SmartCEO* magazine as one of Maryland’s “legal elite.” He holds a B.A. from Loyola University and a J.D. from the University of Baltimore School of Law. In this position, Kefalas will help work closely with the organization’s senior leadership to seize new communications opportunities and will lead message development for the organization.

“With manufacturing at the center of nearly every important business policy discussion going on in Washington, I’m excited to join the already outstanding team at the NAM,” said Kefalas. “Manufacturing is the foundation upon which our economic prosperity, our growth and jobs depend. It’s brought immeasurable benefits to the people of this country, and I’m proud to have the opportunity to contribute to that tradition and build on that legacy.”

Muse has more than 23 years of association management experience. She spent 17 years with the Envelope Manufacturers Association where she served as senior vice president. She most recently served as director of membership for the Girl Scout Council of the Nation’s Capital. Muse has a B.S. in journalism from the University of Maryland. She will be chiefly responsible for engaging with the nearly 240 CMA members to provide resources and networks to broaden the reach of the NAM’s advocacy efforts.

“I’m excited to work for the NAM,” said Muse. “I believe in its mission and the vision of the organization. The CMA is a valuable resource to manufacturing associations. Its membership and member engagement have grown over the years, and I’m looking forward to ensuring it continues to be a vital voice in the manufacturing community.”

Ringdahl joins the NAM directly from Capitol Hill where she has served as a policy advisor to several members of Congress, most recently for Rep. Tom Reed (R-NY), co-chair of the House Manufacturing Caucus. She received a B.A. in political science from Colgate University.

“I’m thrilled to be joining the team here at the NAM advocating on behalf of the nearly 12 million manufacturing workers that we represent,” said Ringdahl. “NAM member companies represent the diverse array of what drives



the American economy, and being able to advocate on their behalf is more than a job—it's a mission.”

**-NAM-**

*The National Association of Manufacturers is the largest manufacturing association in the United States, representing manufacturers in every industrial sector and in all 50 states. Manufacturing has a presence in every single congressional district providing good, high-paying jobs. For more information about the Manufacturers or to follow us on Shopfloor, Twitter and Facebook, please visit [www.nam.org](http://www.nam.org).*

733 10th St. NW, Suite 700 • Washington, DC 20001 • (202) 637-3000

**Matt Lavoie**

Senior Director of Media Relations, Communications

Email: [mlavoie@nam.org](mailto:mlavoie@nam.org)

Direct: 202.637.3085

Cell: 202.617.6673

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** [Blair, Michele](#)  
**To:** [Brown, Ellen B.](#); [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov); [dblair@napawash.org](mailto:dblair@napawash.org)  
**Subject:** RE: New Additions Strengthen NAM's Voice  
**Date:** Friday, September 5, 2014 11:17:35 AM

---

Would love to see you too. We're around the whole month of September, so let us know if there is a weekend that works for you guys.

M.

---

**From:** Brown, Ellen B. [mailto: ]  
**Sent:** Thursday, September 04, 2014 6:35 PM  
**To:** MarshallS@oig.treas.gov; dblair@napawash.org; Blair, Michele  
**Subject:** RE: New Additions Strengthen NAM's Voice

Maybe Kefalas IS a really common Greek name...but Dee does seem to know everyone so she probably does know him! Yes, Lionel moved to San Francisco (and Louine too...) – I ACCIDENTLY found out when I read it on FB one day... I immediately reached out to him and gave him the phone number of my niece, Melissa, so they could get together and drink!! Haha!! When I asked Matt if he knew about this, he said "oh yeah, I've known for a long time...and Louine is going too". OMG, could MAYBE he have told us???? So Brent said to Matt "is there anything ELSE about friends of mine that you know???" It WAS pretty funny!! Matt and Leanne (and the dogs) were here a week or so ago for a visit – it was REALLY nice. I mean REALLY nice... She's a keeper, that's for sure... And her family ADORES Matt...they spend a lot of time with her family (mom, dad, brother, brother's wife, other brother, and other brother's son (4-years-old) – who all live TOGETHER in one house...). Is this AMAZING?? Like a DIFFERENT universe... Just hope they keep him around for a while!! Haha! Would LOVE to see you guys sometime...not sure about after Nantucket – I hardly ever go there anymore. I am the WORST. But DEFINITELY let's plan for a get together!!!! Love and MISS you guys!!! EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, September 4, 2014 6:06 PM  
**To:** 'Blair, Michele'; 'Dan Blair'; Brown, Ellen B.  
**Subject:** RE: New Additions Strengthen NAM's Voice

I bet Diane knows his background since he worked for Ehrlich...he must know Dee!!

I haven't seen you guys in ages...we have to get together soon!!

EB, we should meet you, Haya and Brent for lunch after your appointment at Nantuckets...we could meet at Joe's Steakhouse!!

Miss you guys!

btw, I see that Lionel and Loine left us for CA!! Wow!!

-----Original Message-----

**From:** Blair, Michele [ ]  
**Sent:** Thursday, September 04, 2014 05:52 PM Eastern Standard Time  
**To:** Dan Blair; Marshall, Susan G.; Brown, Ellen B. ( )  
( )  
**Subject:** FW: New Additions Strengthen NAM's Voice

Don't you think this is some relation to Dee Kefalas? That's an unusual name, though maybe not in the Greek community...

FOR IMMEDIATE RELEASE

CONTACT:  
Matt Lavoie (202) 637-3085

## **New Additions Strengthen NAM's Voice**

### ***Will Advance Manufacturers' Message on Pro-Growth Policies***

Washington, D.C., September 4, 2014 – The National Association of Manufacturers (NAM) is growing its stable of experts to advance the manufacturing agenda. **Chrysovalantis P. Kefalas, Esq.**, has joined as vice president of executive communications, Tonya Muse, CAE, will serve as senior director of the Council of Manufacturing Associations (CMA), and Laura Ringdahl will serve as director of government relations.

“These new team members come to the NAM with an impressive track record of success in public policy and the increasingly complex world of advocacy,” said NAM President and CEO Jay Timmons. “Chrysovalantis’ valuable experience in communications and message development will be a tremendous asset to manufacturers in the United States. Tonya brings a wealth of experience in association management and is a key addition as we build the manufacturing army. As manufacturing has become a centerpiece of policy discussions in Washington, Laura will deliver the important combination of policy and political knowledge to move the needle on Capitol Hill.”

Kefalas previously served as deputy speechwriter for Attorney General Eric Holder as well as a trial and appellate attorney within the U.S. Department of Justice. Previously, he held the position of deputy legal counsel to Maryland Governor Robert Ehrlich—the youngest attorney ever appointed to that position. In 2007, he was recognized by *SmartCEO* magazine as one of Maryland’s “legal elite.” He holds a B.A. from Loyola University and a J.D. from the University of Baltimore School of Law. In this position, Kefalas will help work closely with the organization’s senior leadership to seize new communications opportunities and will lead message development for the organization.

“With manufacturing at the center of nearly every important business policy discussion going on in Washington, I’m excited to join the already outstanding team at the NAM,” said Kefalas. “Manufacturing is the foundation upon which our economic prosperity, our growth and jobs depend. It’s brought immeasurable benefits to the people of this country, and I’m proud to have the opportunity to contribute to that tradition and build on that legacy.”

Muse has more than 23 years of association management experience. She

spent 17 years with the Envelope Manufacturers Association where she served as senior vice president. She most recently served as director of membership for the Girl Scout Council of the Nation's Capital. Muse has a B.S. in journalism from the University of Maryland. She will be chiefly responsible for engaging with the nearly 240 CMA members to provide resources and networks to broaden the reach of the NAM's advocacy efforts.

"I'm excited to work for the NAM," said Muse. "I believe in its mission and the vision of the organization. The CMA is a valuable resource to manufacturing associations. Its membership and member engagement have grown over the years, and I'm looking forward to ensuring it continues to be a vital voice in the manufacturing community."

Ringdahl joins the NAM directly from Capitol Hill where she has served as a policy advisor to several members of Congress, most recently for Rep. Tom Reed (R-NY), co-chair of the House Manufacturing Caucus. She received a B.A. in political science from Colgate University.

"I'm thrilled to be joining the team here at the NAM advocating on behalf of the nearly 12 million manufacturing workers that we represent," said Ringdahl. "NAM member companies represent the diverse array of what drives the American economy, and being able to advocate on their behalf is more than a job—it's a mission."

#### **-NAM-**

*The National Association of Manufacturers is the largest manufacturing association in the United States, representing manufacturers in every industrial sector and in all 50 states. Manufacturing has a presence in every single congressional district providing good, high-paying jobs. For more information about the Manufacturers or to follow us on Shopfloor, Twitter and Facebook, please visit [www.nam.org](http://www.nam.org).*

733 10th St. NW, Suite 700 • Washington, DC 20001 • (202) 637-3000

#### **Matt Lavoie**

Senior Director of Media Relations, Communications

Email: [mlavoie@nam.org](mailto:mlavoie@nam.org)

Direct: 202.637.3085

Cell: 202.617.6673

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or

confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** [REDACTED]  
**To:** [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov); [dblair@napawash.org](mailto:dblair@napawash.org); [REDACTED]  
**Subject:** RE: Report to be released criticizing Russell George  
**Date:** Friday, September 5, 2014 6:14:28 PM

---

Sorry, been at THE WALMARTS all day with Haya and missed these emails! WHO could criticize Russell George?? Oh, wait... I'm going to check with Brenti and see what our schedule's like for September... and I'll get back to you guys!! Love and miss you all. EB

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, September 5, 2014 12:14 PM  
**To:** 'Dan Blair'; Brown, Ellen B.; Blair, Michele ([REDACTED])  
**Subject:** RE: Report to be released criticizing Russell George

I haven't read it yet.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Friday, September 05, 2014 12:06 PM  
**To:** Marshall, Susan G.; Brown, Ellen B. ([REDACTED]); Blair, Michele ([REDACTED])  
**Subject:** RE: Report to be released criticizing Russell George

The article points out that PSI normally issues bipartisan reports and McCain not only refused to join it, but issued a 38 page statement blasting this one.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Friday, September 05, 2014 12:03 PM  
**To:** Brown, Ellen B. ([REDACTED]); Blair, Michele ([REDACTED]) Dan Blair  
**Subject:** Report to be released criticizing Russell George

<http://www.politico.com/story/2014/09/report-to-criticize-watchdog-irs-tea-party-probe-110619.html>

Pitiful...

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

**From:** [Marshall, Susan G.](#)  
**To:** "Dan Blair"  
**Subject:** FW: Fwd: Your Booth Photos from Daniel's Bar Mitzvah  
**Date:** Saturday, September 6, 2014 6:48:40 PM

---

Me and the York girls...(with one husband present) LOL.

Hope you are having a good weekend!!

:)

-----Original Message-----

**From:** Deb Colbert [REDACTED]  
**Sent:** Saturday, September 06, 2014 01:57 PM Eastern Standard Time  
**To:** Sandy Greene; Marshall, Susan G.; Jennifer Adams; Karen Rosen  
**Subject:** Fwd: Your Booth Photos from Daniel's Bar Mitzvah

Debra A. Colbert  
Senior Vice President  
Waterways Council, Inc.  
[REDACTED] cell  
[REDACTED] office

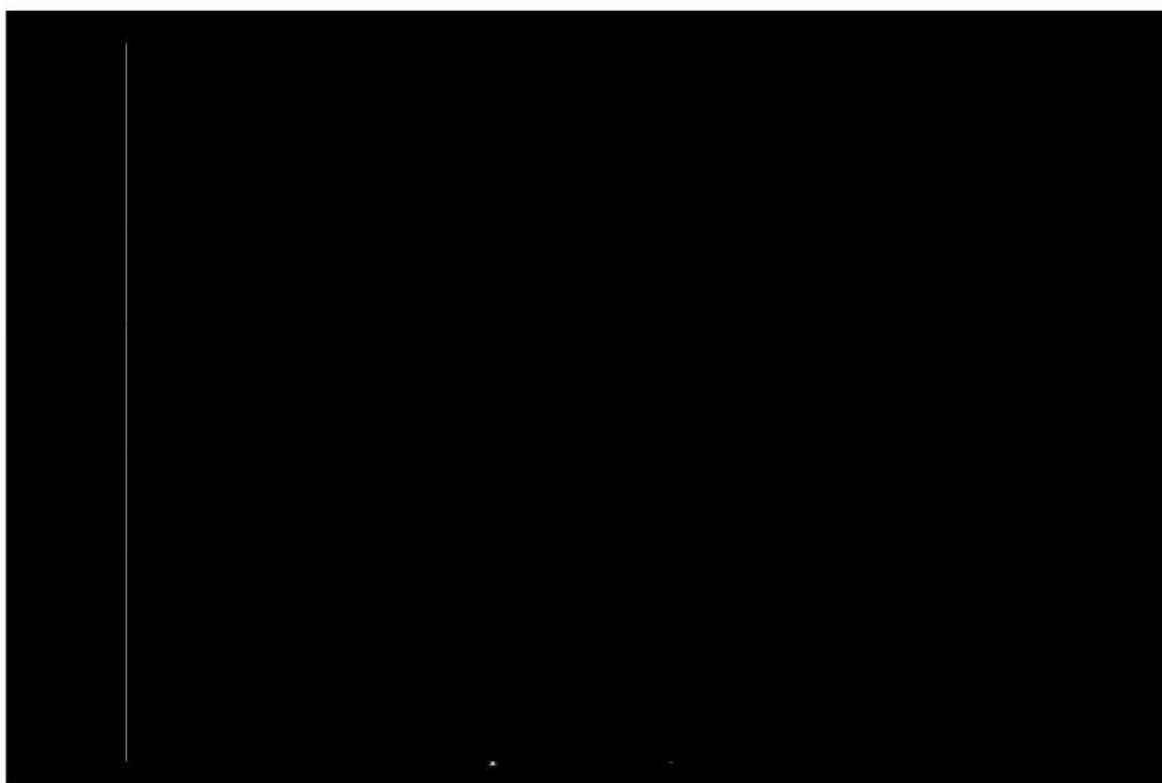
Sent from my iPhone

Begin forwarded message:

**From:** [REDACTED]@gmail.com  
**Date:** September 6, 2014 at 1:25:17 PM EDT  
**To:** [REDACTED]@aol.com  
**Subject:** Your Booth Photos from Daniel's Bar Mitzvah

Enjoy your photos from the "Swirl" Booth.

From [www.WashingtonTalent.com](http://www.WashingtonTalent.com) 301-762-1800



**From:** [REDACTED]  
**To:** [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**Cc:** [dblair@napawash.org](mailto:dblair@napawash.org); [REDACTED]  
**Subject:** RE: It's Not...  
**Date:** Sunday, September 7, 2014 7:25:36 PM

---

Oh, man...was it YUMMY. That Brenti can pull anything together with a few ingredients! SO good! EB

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Sunday, September 7, 2014 7:11 PM  
**To:** Brown, Ellen B.; 'Dan Blair'; 'Michele Blair'  
**Subject:** RE: It's Not...

Mama mia...looks great!!

-----Original Message-----

**From:** Brown, Ellen B. [REDACTED]  
**Sent:** Sunday, September 07, 2014 06:57 PM Eastern Standard Time  
**To:** Marshall, Susan G.; Dan Blair; Michele Blair  
**Subject:** It's Not...

It's not Sunday Gravy, but spaghetti and meatballs at the cabin for dinner!  
YUMMY!!!! Home tomorrow... EB

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.

\*\*\*This email has been scanned by a triple-layer spam and virus protection server from Cardinal Point Partners, LLC before being delivered to your mailbox\*\*\*

PLEASE NOTE: This email message and all attachments transmitted with it are intended solely for the use of the addressee(s) and may contain legally privileged, protected or confidential information. If you believe that you have received this message in error, please notify the sender and Cardinal Point Partners, LLC immediately by email reply and please delete this message from your computer and destroy any copies.



**From:** [Dan Blair](#)  
**To:** [Hollis, Tricia](#)  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush  
**Date:** Monday, September 8, 2014 9:52:44 AM

---

In my way

Sent from my iPhone

On Sep 8, 2014, at 9:29 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I'm at the Bush event. Are you coming?

-----Original Message-----

**From:** Dan G [REDACTED]  
**Sent:** Friday, August 29, 2014 11:43 AM Eastern Standard Time  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center"  
<[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[REDACTED]>  
**Subject:** Invitation to D.C. Alumni Event with President Bush

Bush-Cheney Alumni



YOU ARE INVITED TO A

**BUSH-CHENEY ALUMNI EVENT**  
WITH  
**PRESIDENT GEORGE W. BUSH**

MONDAY, SEPTEMBER 8, 2014  
11:15 A.M.

U.S. CHAMBER OF COMMERCE  
1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.  
Live Stream | 9:30 a.m.  
Doors Close | 10:45 a.m.  
Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)

Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.  
For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center



**From:** [Dan Blair](#)  
**To:** [Hollis, Tricia](#)  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush  
**Date:** Monday, September 8, 2014 9:52:58 AM

---

Save me a seat

Sent from my iPhone

On Sep 8, 2014, at 9:29 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I'm at the Bush event. Are you coming?

-----Original Message-----

**From:** Dan G [REDACTED]  
**Sent:** Friday, August 29, 2014 11:43 AM Eastern Standard Time  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center"  
<[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[REDACTED]>  
**Subject:** Invitation to D.C. Alumni Event with President Bush

Bush-Cheney Alumni



YOU ARE INVITED TO A

**BUSH-CHENEY ALUMNI EVENT**  
WITH  
**PRESIDENT GEORGE W. BUSH**

MONDAY, SEPTEMBER 8, 2014  
11:15 A.M.

U.S. CHAMBER OF COMMERCE  
1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.  
Live Stream | 9:30 a.m.  
Doors Close | 10:45 a.m.  
Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)

Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire



If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.  
For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center



**From:** [REDACTED]  
**To:** [Hollis, Tricia](#)  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush  
**Date:** Monday, September 8, 2014 9:55:31 AM

---

Yes. Dave me a seat

Sent from my iPhone

On Sep 8, 2014, at 9:29 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I'm at the Bush event. Are you coming?

-----Original Message-----

**From:** Dan G [REDACTED]  
**Sent:** Friday, August 29, 2014 11:43 AM Eastern Standard Time  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center"  
<[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[REDACTED]>  
**Subject:** Invitation to D.C. Alumni Event with President Bush

Bush-Cheney Alumni



YOU ARE INVITED TO A

**BUSH-CHENEY ALUMNI EVENT**  
WITH  
**PRESIDENT GEORGE W. BUSH**

MONDAY, SEPTEMBER 8, 2014  
11:15 A.M.

U.S. CHAMBER OF COMMERCE  
1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.  
Live Stream | 9:30 a.m.  
Doors Close | 10:45 a.m.  
Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)

Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.  
For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center



**From:** [REDACTED]  
**To:** [Hollis, Tricia](#)  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush  
**Date:** Monday, September 8, 2014 9:58:40 AM

---

Where are you!!!

Sent from my iPhone

On Sep 8, 2014, at 9:29 AM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I'm at the Bush event. Are you coming?

-----Original Message-----

**From:** Dan G [REDACTED]  
**Sent:** Friday, August 29, 2014 11:43 AM Eastern Standard Time  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center"  
<[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[REDACTED]>  
**Subject:** Invitation to D.C. Alumni Event with President Bush

Bush-Cheney Alumni



YOU ARE INVITED TO A

**BUSH-CHENEY ALUMNI EVENT**  
WITH  
**PRESIDENT GEORGE W. BUSH**



MONDAY, SEPTEMBER 8, 2014  
11:15 A.M.

U.S. CHAMBER OF COMMERCE  
1615 H STREET, N.W.  
WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.  
Live Stream | 9:30 a.m.  
Doors Close | 10:45 a.m.  
Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[\*\*www.bushcenter.org/bcadc2014\*\*](http://www.bushcenter.org/bcadc2014)

Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first come, first served basis.

For questions, contact [\*\*alumni@bushcenter.org\*\*](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.  
For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360

Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)

[Privacy Policy](#) | [Email Preferences](#)

© 2013 George W. Bush Presidential Center



**From:** [REDACTED]  
**To:** [Marshall, Susan G.](#)  
**Cc:** [Dan G.](#); [Hollis, Tricia](#)  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush  
**Date:** Monday, September 8, 2014 10:09:15 AM

---

LOL!

Mark A. Robbins

Cell: (202) [REDACTED]

On Sep 8, 2014, at 10:06 AM, "Marshall, Susan G." <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I feel the love!!! ☺

*Susan Marshall*  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [[mailto:\[REDACTED\]](#)]  
**Sent:** Monday, September 08, 2014 10:00 AM  
**To:** Mark A. Robbins  
**Cc:** Hollis, Tricia; Marshall, Susan G.  
**Subject:** Re: Invitation to D.C. Alumni Event with President Bush

He asked about you. I told him you would bring him and Laura some peppers.

Sent from my iPhone

On Sep 2, 2014, at 4:40 PM, "Mark A. Robbins" <[REDACTED]> wrote:

I can't make it.

Mark A. Robbins  
Cell: (202) [REDACTED]

On Sep 2, 2014, at 4:30 PM, "Hollis, Tricia" <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

I just registered!!

---

**From:** Dan G [[mailto:\[REDACTED\]](#)]  
**Sent:** Friday, August 29, 2014 11:43 AM  
**To:** Mark Robbins; Hollis, Tricia; Marshall, Susan G.  
**Subject:** Fwd: Invitation to D.C. Alumni Event with President Bush

Are you going to this?

Sent from my iPhone

Begin forwarded message:

**From:** "Justine Sterling, George W. Bush Presidential Center" <[alumni@bushcenter.org](mailto:alumni@bushcenter.org)>  
**Date:** August 27, 2014 at 2:32:27 PM EDT  
**To:** "Dan G. Blair" <[REDACTED]>  
**Subject:** Invitation to D.C. Alumni Event with

**President Bush**

Bush-Cheney Alumni



YOU ARE INVITED TO A

**BUSH-CHENEY ALUMNI EVENT**  
WITH  
**PRESIDENT GEORGE W. BUSH**

MONDAY, SEPTEMBER 8, 2014

11:15 A.M.

U.S. CHAMBER OF COMMERCE

1615 H STREET, N.W.

WASHINGTON, D.C.

For those interested, a live stream of the Presidential Leadership Scholars program launch with President George W. Bush and President Bill Clinton will be shown from 9:30 - 10:30 a.m.

This program is a first-of-its-kind partnership among the George W. Bush Presidential Center, the Clinton Foundation, the George Bush Presidential Library Foundation, and the Lyndon Baines Johnson Foundation. It will bring world-class experts and former administration officials together to equip leaders with the solution-driven skills necessary to inspire action and drive results across our Nation.

Doors open at 9:00 a.m. for the live stream. If you are only able to attend the Conversation with President Bush, please arrive no later than 10:45 a.m.

Doors Open | 9:00 a.m.

Live Stream | 9:30 a.m.

Doors Close | 10:45 a.m.

Conversation with President Bush | 11:15 a.m.

*Light refreshments will be provided.*

To RSVP, please visit  
[www.bushcenter.org/bcadc2014](http://www.bushcenter.org/bcadc2014)

Kindly reply by Wednesday, September 3.  
Please note that space is limited and attendees will be accommodated on a first  
come, first served basis.  
For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

Invitation is non-transferable

Business Attire

If you did not receive this original email and would like to register as a member of the Bush Center's  
Bush-Cheney Alumni program, visit <http://alumni.bushcenter.org>.  
For questions, contact [alumni@bushcenter.org](mailto:alumni@bushcenter.org).

**George W. Bush Institute**

PO Box 600610 Dallas, TX 75360  
Phone: 214-200-4300 | Fax: 214-751-4329 | Email: [alumni@bushcenter.org](mailto:alumni@bushcenter.org)  
[Privacy Policy](#) | [Email Preferences](#) © 2013 George W. Bush Presidential Center





**From:** [Marshall, Susan G.](#)  
**To:** "Dan Blair"  
**Cc:** [Diane](#) [REDACTED]  
**Subject:** RE: For your information  
**Date:** Monday, September 8, 2014 11:12:19 AM

---

In that case I need to book a flight to Colorado...see you later!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan Blair [<mailto:dblair@napawash.org>]  
Sent: Monday, September 08, 2014 11:10 AM  
To: Marshall, Susan G.  
Cc: Diane ([REDACTED]) FISHER, ANN C (Ann.Fisher@prc.gov)  
Subject: Re: For your information

Maybe it's time you start!

Sent from my iPhone

> On Sep 8, 2014, at 11:09 AM, "Marshall, Susan G." <MarshallS@oig.treas.gov> wrote:  
>  
> I have all the symptoms listed in the attached flyer but I don't drink or do drugs, so what does that mean? Oh, and you'll note that October is bullying awareness month!  
>  
> Good Morning,  
>  
> The EAP September Monthly Campaign theme is Addiction. An addiction can have more power over your life than you ever thought possible. Compulsive use of drugs or alcohol, or other such risky behaviors, can damage every part of an individual's family and work life.  
> In Compass this month, we take a look at:  
> \* Common warning signs of potential drug or alcohol use.  
> \* The damaging impact of addictions both on families and in the workplace.  
> \* Resources to tap into that can help begin the process of recovery from an addiction.  
>  
> Live Webinar for Employees  
> When Someone You Love Has An Addiction You are invited to join the  
> EAP's live interactive webinar on Wednesday, Sept. 10th, 2014 1pm - 2pm (Central Time). This webinar will focus on the warning signs, workplace and family impact of addiction. Space is limited so be sure to register today. Click here to register.  
>  
> The webinar will discuss the following:  
> 1. Identify indicators of a potential performance concern and how to document such concerns  
> 2. Learn the principals of giving performance feedback  
> 3. Utilize strategies to provide effective feedback  
> 4. Describe how the EAP can support you in your leadership role  
>  
> For a complete list of live webinars, as well as webinar recordings and podcasts, visit [www.FOH4You.com](http://www.FOH4You.com). Go to Tools, On Demand Learning.

> If you would like to view or download this month's campaign, please go to  
> <http://foh.hhs.gov/whatwedo/eap/EAPInformation.asp>.  
> October's theme is Bullying Awareness. Look for it at the end of the month!  
>  
> Sincerely,  
>  
> Chartara  
> Chartara Floyd  
> Human Resources Specialist  
> Office of Inspector General  
> U.S. Department of Treasury  
> 202-927-5779 (office)  
> 202-322-9793 (cell)  
> 740 15th Street NW, Suite 510  
>  
>  
>  
>  
>  
>  
>  
>  
>  
>  
> Susan Marshall  
> Director, External Relations  
> Office of Inspector General  
> U.S. Department of Treasury  
> (202) 927-9842  
>  
> <S-A60E-FOH Compass\_Addiction.pdf>

**From:** [REDACTED]  
**To:** [Tricia Hollis](#)  
**Cc:** [Dan Blair](#); [Susan Marshall \(MarshallS@oig.treas.gov\)](#)  
**Subject:** Re: are we on for dinner tonight?  
**Date:** Wednesday, September 24, 2014 11:03:22 AM

---

Monday 9/29.

Mark A. Robbins  
Cell: (202) [REDACTED]

On Sep 24, 2014, at 10:17 AM, Tricia Hollis <[plhollis@verizon.net](mailto:plhollis@verizon.net)> wrote:

I thought we decided on Monday, September 27?

*Sent from my Verizon Wireless 4G LTE DROID*

Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

I have us all down on my calendar. Let me know.

Dan G. Blair | President and CEO | National Academy of Public Administration  
900 7th Street, NW - Suite 600 | WDC 20001 | ☎ 202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----

Connect with the Academy: [<image001.gif>](#) [<image002.gif>](#) [<image003.gif>](#)

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Your Upcoming Reservation at Ceiba  
**Date:** Wednesday, September 24, 2014 2:53:54 PM

---

As Sarah Palin would say...You BETCHA!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 2:48 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Your Upcoming Reservation at Ceiba

Whiskey? I think this is more apple country.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 2:47 PM  
**To:** Dan Blair  
**Subject:** RE: Your Upcoming Reservation at Ceiba

I know...get the whiskey out so you can survive it!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 2:44 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Your Upcoming Reservation at Ceiba

I get to see you tomorrow and Monday???? Really???

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 2:37 PM  
**To:** Dan Blair; FISHER, ANN C ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)); Diane ([REDACTED]) Baker, Diane M.  
**Subject:** FW: Your Upcoming Reservation at Ceiba

See you soon! ☺

***Susan Marshall***  
Director, External Relations  
Office of Inspector General

U.S. Department of Treasury  
(202) 927-9842

---

**From:** Ceiba Reservations [[mailto:member\\_services@opentable.com](mailto:member_services@opentable.com)]  
**Sent:** Wednesday, September 24, 2014 12:13 AM  
**To:** Marshall, Susan G.  
**Subject:** Your Upcoming Reservation at Ceiba

Dear susan,

Just a reminder, you've got a reservation coming up!

Ceiba will be ready for your party of 4 at 12:30 PM on Thursday, September 25, 2014.  
Confirmation Number: 1686514292

Manage this reservation on the go with our mobile apps:  
[iPhone and iPad apps >](#) | [Android app >](#)

Be sure to check in with the host when you arrive. Upon dining, you will receive 100 OpenTable Points.

From the restaurant:

We value the comments of our guests. Please take the time to fill out the diner feedback form that OpenTable sends you after your dining experience. If it becomes necessary to adjust your reservations, please contact us at your earliest convenience. Our prices do not reflect gratuity. We suggest 20% gratuity on behalf of our service staff. Thank you again for choosing Ceiba. We look forward to serving you.

Chase Sapphire Preferred® gives you 2X reward points on travel and dining at restaurants, so you can discover something new and delicious when you dine out. Not a Chase Sapphire Preferred® cardmember? [Learn more today.](#)

BOOK A LIMO (service provided by Limos.com): Arrive in Style the easy way at affordable prices. Reserve your Limo now at: [http://www.opentable.com/limo.aspx?re=3nSah6P7aiV4rbqjGDSkig%253d%253d&cmpid=limo\\_24\\_hour](http://www.opentable.com/limo.aspx?re=3nSah6P7aiV4rbqjGDSkig%253d%253d&cmpid=limo_24_hour)



To get there:  
Ceiba  
701 14th Street NW Washington, DC 20005  
Cross Street: G Street  
(202) 393-3983

[See menus, map & more >](#)

[Invite your party >](#)

[Update your reservation date, time or party size >](#)

[Cancel your reservation >](#)

As always, thanks for using OpenTable.

Happy Dining!  
The OpenTable Team  
[www.OpenTable.com](http://www.OpenTable.com)



PS. Making or changing reservations on the go is a snap with [OpenTable Mobile](#).

\*\* Questions about your reservation? You can always contact Ceiba at (202) 393-3983 with any questions.

Got a question for OpenTable? Visit [Support.OpenTable.com](#) to get answers!

PLANNING A PARTY? With the new OpenTable Private Dining pages, you can see photos and descriptions of hundreds of restaurants and find the ideal spot for your event. Try it now!

[http://www.opentable.com/info/banquets.aspx?m=9&cmpid=em\\_trigger\\_24hr\\_reg\\_private](http://www.opentable.com/info/banquets.aspx?m=9&cmpid=em_trigger_24hr_reg_private)

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#); [FISHER, ANN C\(Ann.Fisher@prc.gov\)](#)  
**Subject:** RE: Now here is a headline for the ages  
**Date:** Wednesday, September 24, 2014 3:36:02 PM

---

You can bet your last dollar that if the employee had been surfing tea party sites or right wing sites bashing EPA he would have been fired. But Debbie Does Dallas is okay!!!

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, September 24, 2014 3:31 PM  
**To:** Dan Blair; FISHER, ANN C (Ann.Fisher@prc.gov)  
**Subject:** Now here is a headline for the ages

Okay, so are you telling me this guy gets to keep his job because someone doesn't want to enforce the rules? And oh, by the way, EPA's rules about watching porn are VAGUE?

### **Congressman seeks ban to stop federal employees from watching porn all day**

By Colby Itkowitz September 24 at 7:00 AM

In May, the Environmental Protection Agency's inspector general disclosed that a senior-level employee was caught spending as much as six hours of his day looking at porn. The IG found that the employee had downloaded and viewed more than 7,000 pornographic files. The Justice Department is investigating further for possible prosecution.

Four months later, the employee has not been fired and is still collecting government pay, Environment & Energy Publishing reported last week.

That prompted Rep. Mark Meadows (R-N.C.) to introduce a bill the day Congress left town to make it a uniform federal government law that employees cannot look at porn at work.

Many agencies, including the EPA, have such rules, but **Meadows says they are not enforced.** EPA's spokeswoman Liz Purchia confirmed that the porn-watching employee is still employed but on leave, but could not comment further because of the ongoing investigation.

The agency's overall policy, which has not been updated **since the incident, is vague and doesn't say anything about porn watching:**

Unauthorized or inappropriate use of Government office equipment may result in the loss or limitation of your privilege to use Government office equipment. You may also face administrative disciplinary action ranging from closer supervision to removal from the Agency, as well as any criminal penalties or financial liability, depending on the severity and nature of the misuse.

Meadows notes this problem isn't limited to the EPA. Several agencies over the years have dealt with employees' using government computers for activities that are, well, outside the scope of government work.

"It's not just casual porn viewing, but hours and hours of unproductive time doing things we shouldn't be condoning. There seems to be a need to reinforce agency rules that might be in place, but not enforced," Meadows said.

His bill would require the Office of Management of Budget to issue guidelines to prohibit porn watching on federal computers. An OMB spokeswoman was not aware what, if any, policy was in place, but was looking in to it.

During an Oversight Committee hearing in May, Chairman Darrell Issa (R-Calif.) was incensed that, at least at the EPA, the mechanisms that are supposed to be in place didn't block the employee from surfing his apparent favorites, "Sadism is Beautiful" and "Bare So Horny."

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Walmart is now in the checking acct business  
**Date:** Wednesday, September 24, 2014 3:52:44 PM

---

I really don't think the regulators or the banking industry knows how to keep up with these changes. They are still trying to figure out if they should do something with virtual money, and wallets..etc.

I am sure once these items become ubiquitous..yep, I asked Poodle to give me big word to use today!...they will start focusing on the regulatory issues.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 3:49 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Walmart is now in the checking acct business

The Walton family has been in the banking business for a long time with Arvest Banks.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 3:39 PM  
**To:** Dan Blair; FISHER, ANN C ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov))  
**Subject:** Walmart is now in the checking acct business

## **Walmart's Checking Account Deal Will Further Pressure Banks**

By Meagan Clark

Welcome to Walmart. Would you like to open a checking account?

The offer is the latest addition to the neighborhood retailer's budding financial services menu, which bankers have fought to constrain over the past decade as small depositors leave banks for alternatives.

Though banks profit much more on customers who charge credit cards, take out mortgages and invest savings, a rise in the number of Americans using prepaid cards and saving with cash—as well as a rise in the number of non-traditional banking options available—is pressuring banks to find ways to keep themselves at the center of the average person's finances.

"They're going to have to work fast to become the trusted adviser of the average consumer and of the lower end consumer," said Ben Jackson, director of Mercator Advisory Group's prepaid advisory service. "People don't stay poor forever, and as they get more money, they have more needs. If Walmart gets credit services enabled over time... the local banks and the larger banks are going to

be left behind a little bit.”

**Walmart and prepaid card provider Green Dot, which Visa Inc. and Mastercard Inc. issue cards for, are launching a mobile-first checking account called GoBank that targets Americans frustrated with high fees from traditional banks. By the end of October, the accounts will require no minimum balance, charge no overdraft fees and give users access to 42,000 free ATMs. Opening an account will cost \$2.95, the price of a starter kit at Walmart, and a few minutes on a cell phone. A monthly fee of \$8.95 will be waived for customers who set up a direct deposit of \$500 a month or more. Customers can even send money to friends via email or text message.**

“The appeal is going to be to consumers who can’t get or don’t want an account at traditional banks,” said Greg McBride, chief financial analyst for Bankrate.com.

The primary appeal of the checking account is the promise of no overdraft fees, but only about one out of seven checking account users incur multiple overdraft charges, according to McBride.

Consumers that use basic checking accounts pay \$263-\$473 annually, according to a Bretton Woods analysis. That means GoBank’s mobile-based checking account, even paying \$107.40 for meeting the direct deposit threshold, would be more than half the cost of the average, traditional checking account.

According to a survey by the Federal Deposit Insurance Corporation, one-quarter of U.S. households conduct some or all of their financial transactions outside the mainstream banking system, including check cashing, bill payments, money transfers and using prepaid debit cards without a bank—all services Walmart already offers. And 90 percent of the underbanked population has access to a mobile phone, according to the FDIC.

Banks have lost interest in keeping lifetime customers as federal regulations like the Derbin Amendment in the Dodd Frank Act in 2010 eroded the revenue streams banks used to earn from overdraft and debit card fees from low balance customers. But now they’re rethinking traditional checking accounts and discussing ways to take a long-term view of low balance customers, Jackson said.

“If they do that, they have the opportunity to become more profitable,” he said.

It’s unclear how much Walmart will directly profit from its checking account offerings, but that’s not exactly the point.

"This is all about getting customers into the store," McBride said.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842





**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?  
**Date:** Wednesday, September 24, 2014 4:09:14 PM

---

Baaaaah baaaah...bleat, bleat...

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 4:07 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

No. Your chins have hairs.....

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 4:04 PM  
**To:** Dan Blair  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

No, my hair is high and my chin is low.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 4:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

Your brain is crossed and your eyes are frozen????

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 3:51 PM  
**To:** Dan Blair  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

I have a big meeting next week and have been working on the meeting stuff all day-- my eyes are crossed and my brain is frozen after reading everything!

***Susan Marshall***  
Director, External Relations

Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 24, 2014 3:47 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: CNN: Why did the USDA buy submachine guns?

Are you bored?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 24, 2014 3:45 PM  
**To:** Dan Blair; Diane ([REDACTED])  
**Subject:** CNN: Why did the USDA buy submachine guns?

## Why did the USDA buy submachine guns?

By Sean Kennedy, CNN

Washington (CNN) -- Thanks to the war on terror, the U.S. Department of Agriculture's audit arm has 85 shiny new submachine guns, locked and loaded.

A small and mostly forgotten provision in the behemoth 2002 Homeland Security Act turned federal auditors, famous for investigating nonviolent financial crimes into gun-toting sworn officers.

At 73 federal agencies and departments, independent sub-agencies called the Offices of the Inspector General, or OIGs, conduct oversight, perform audits and enforce laws.

It is that last function that led the USDA to order the .40-caliber "submachine guns" in May. A spokesman for USDA OIG told CNN that these "semi-automatic" weapons were acquired on September 9, 2014.

The Department of Education's OIG put out a similar purchase order in 2010 for 27 shotguns.

Surprisingly, Congress does not know how many and what type of weapons the agencies have been stockpiling, according to Republican Rep. Chris Stewart of Utah.

He wants a Governmental Accountability Office report on the issue and has introduced legislation this year to strip the OIGs of their guns.

"Americans don't see why dozens of federal agencies need their own highly armed police forces with the authority to raid homes and businesses," Stewart told CNN.

So why do meat inspectors and civil servants processing crop insurance claims need automatic weapons? "Regarding the need for weapons' procurements, OIG's

Investigations division conducts hundreds of criminal investigations each year, some of which involve OIG agents, USDA employees, and/or members of the public facing potentially life threatening situations," USDA Deputy Counsel Paul Feeney said.

But USDA did not have those law enforcement powers prior to a 2002 law meant to correct for the poor law enforcement coordination prior to September 11.

One of the unforeseen changes was section 812 that turned the Inspector General offices into law enforcement agencies.

Prior to that, Inspectors General had to ask for special permission -- citing specific need to carry firearms -- from the U.S. Attorney General. These were granted on an ad hoc basis and almost universally, but they had to be renewed. The 2002 Homeland Security Act codified these law enforcement powers and the right for agents of the Inspectors General to carry firearms.

The agencies efforts to stock weapons and ammunition caught the eye of curious lawmakers in 2013 when the House Oversight Committee held a subcommittee hearing.

The hearing revealed that the Social Security Administration has 290 investigators who carry firearms, but for the past two decades, those agents have only fired their guns twice in the line of duty.

But agencies are getting some use of their police gear.

Last year, the EPA launched a criminal investigation into an Alaskan gold mine for potential violations of the Clean Water Act. They sent 10 officers (five from the EPA OIG who carried shotguns) in bulletproof vests, according to a review of the incident by the state of Alaska. No charges have been levied.

In 2011, the FDA conducted armed raids of an Amish farm searching for raw-milk related infractions.

In justifying the need for Social Security's audit arm to carry guns, SSA's Inspector General Patrick O'Carroll cited a standoff with a murder suspect. But O'Carroll acknowledged Kentucky State Police accompanied Social Security's agents in that pursuit.

Rep. Stewart thinks that law enforcement-specific agencies should take the lead, not regulators. "When there are genuinely dangerous situations involving federal law, that's the job of the Department of Justice, not regulatory agencies like the FDA or the Department of Education," Stewart said.

Pete Kennedy, president of the Farm-to-Consumer Legal Defense Fund, whose members have been raided by the FDA, said agents have even pointed their guns at unarmed food producers suspected of permit violations.

"These people don't need their own enforcement teams."

"They have the U.S. Marshals at their disposal, if there really is a problem," Kennedy told CNN.

USDA's Inspector General office confirmed to CNN that the majority enforcement actions -- arrest and search warrants -- are done in conjunction with another federal, state or other law enforcement agency.

According to a 2012 report by the Department of Justice's statistics arm, there were over 3500 gun-wielding agents assigned to the various Offices of Inspector General as of 2008, including 52 at NASA, 34 at the Small Business Administration, six at the National Science Foundation, and **28 at the Office of Personnel Management, the federal government's HR wing.**

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842



**From:** [Marshall, Susan G.](#)  
**To:** ["FISHER, ANN C"; "Dan Blair"](#)  
**Subject:** RE: Federal Times Mobile - Postal Service wants to break into food delivery  
**Date:** Thursday, September 25, 2014 8:40:44 AM

---

LOL!

-----Original Message-----

**From:** FISHER, ANN C [[Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov)]  
**Sent:** Thursday, September 25, 2014 08:29 AM Eastern Standard Time  
**To:** Dan Blair  
**Cc:** Marshall, Susan G.  
**Subject:** Re: Federal Times Mobile - Postal Service wants to break into food delivery

I love the idea of waking to a hot breakfast being served to me by a disgruntled postal worker.  
Ahhhh.....

Sent from my iPhone

On Sep 25, 2014, at 8:04 AM, "Dan Blair" <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

They are.

Sent from my iPhone

On Sep 25, 2014, at 8:01 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Yes, and it will be smeared all over your mail. Ha! They look desperate.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, September 25, 2014 06:33 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** FISHER, ANN C ([Ann.Fisher@prc.gov](mailto:Ann.Fisher@prc.gov))  
**Subject:** Re: Federal Times Mobile - Postal Service wants to break into food delivery

Will they deliver fresh toasted bagels with cream cheese?

Sent from my iPhone

> On Sep 25, 2014, at 6:04 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

>

> <http://apps.federaletimes.com/mobile/article/309240018>

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: lunch today  
**Date:** Thursday, September 25, 2014 11:03:43 AM

---

I know the real reason...you just ran out of apples.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, September 25, 2014 11:01 AM  
**To:** Marshall, Susan G.; [REDACTED] Diane Baker  
**Subject:** lunch today

I am so sorry, Diane, but I am going to have to bow out of our lunch today. I have a board meeting tomorrow and I need to put some fires out.

Ann-o – sorry to miss you too.

Susan.... Oh well.

**Dan G. Blair | President and CEO | National Academy of Public Administration**  
1600 K St., NW, Suite 400 | WDC 20006 | ☎202.204.3670 | [www.napawash.org](http://www.napawash.org)

-----  
Connect with the Academy: [f](#) [in](#) [t](#)

**From:** [REDACTED]  
**To:** [Dan Blair](#); [REDACTED]  
**Cc:** [Tricia Hollis](#); [Susan Marshall](#)  
**Subject:** Re:  
**Date:** Monday, September 29, 2014 11:16:58 AM

---

See you guys around 630! Can't wait!

On Monday, September 29, 2014 10:13 AM, Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)> wrote:

Because of construction parking on WI Ave is very restricted. You may have to park in the neighborhood

Sent from my iPhone

> On Sep 29, 2014, at 9:41 AM, Mark A. Robbins <[REDACTED]> wrote:  
>  
> I'll likely get there tonight at 6:30, when Wisconsin Ave parking restrictions end.  
>  
> Mark A. Robbins  
> Cell: (202) [REDACTED]

**From:** [REDACTED]  
**To:** [Dan Blair](#); [REDACTED]  
**Cc:** [Tricia Hollis](#); [REDACTED]  
**Subject:** Re:  
**Date:** Monday, September 29, 2014 11:41:58 AM

---

Thanks for the heads up.

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

----- Original message -----

**From:** Dan Blair  
**Date:** 09/29/2014 10:13 AM (GMT-05:00)  
**To:** "Mark A. Robbins"  
**Cc:** Tricia Hollis ,Susan Marshall ,Carrie Cabelka  
**Subject:** Re:

Because of construction parking on WI Ave is very restricted. You may have to park in the neighborhood

Sent from my iPhone

> On Sep 29, 2014, at 9:41 AM, Mark A. Robbins <[REDACTED]> wrote:  
>  
> I'll likely get there tonight at 6:30, when Wisconsin Ave parking restrictions end.  
>  
> Mark A. Robbins  
> Cell: (202) [REDACTED]

**From:** [Marshall, Susan G.](#)  
**To:** [Hollis, Tricia](#)  
**Subject:** FW: FOIA request for TIG emails - responsive records  
**Date:** Monday, September 29, 2014 12:43:00 PM  
**Attachments:** [Part ONE Michael Ravnitzky emails request.pdf](#)  
[Part TWO Michael Ravnitzky emails request.pdf](#)  
[Part THREE Michael Ravnitzky emails request.pdf](#)  
**Importance:** High

---

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Delmar, Richard K.  
**Sent:** Friday, September 26, 2014 5:26 PM  
**To:** Marshall, Susan G.  
**Subject:** FOIA request for TIG emails - responsive records  
**Importance:** High

Susan – as a courtesy – here are the emails that are responsive to Mr. Ravnitzky’s request for all emails containing the word “Rav.”

For your information, I excluded emails containing that term, when the context clearly related to a Toyota, or to a rabbi. This was with his concurrence.

I’ve redacted non-USG email addresses and names associated with them, which covers Dan Blair, Michele Blair, and Diane Baker’s home email address.

I’ve also redacted the names of a few persons when the context was a medical condition.

Other than that, the standards of Exemption 6 and the government’s FOIA and disclosure policies require production.

I plan to provide this to Mr. Ravnitzky on Monday.



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: OPM back in the news  
**Date:** Tuesday, September 30, 2014 9:57:24 AM

---

Is that a reference to the article or to the dinner? LOL

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, September 30, 2014 8:43 AM  
**To:** Marshall, Susan G.; [REDACTED]; 'Mark A. Robbins'; Hollis, Tricia  
**Subject:** RE: OPM back in the news

Disgusting.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Tuesday, September 30, 2014 8:10 AM  
**To:** [REDACTED]; 'Mark A. Robbins'; Dan Blair; Hollis, Tricia  
**Subject:** OPM back in the news

Great catching up with everyone last night!

## 33k-per-month federal anti-waste consultant sues government for \$10m

By Luke Rosiak | September 30, 2014 | 5:00 am

A consultant who was paid lavishly by the government to identify waste was found to have received contracts improperly, and he is now suing the government for \$10 million, saying the negative publicity of that finding made it impossible for him to earn a living, since the government is his only means of making money.

A high-ranking appointee of President Obama was found to have advocated for the steering of contracts to the consultant without competitive bidding, and he agreed to resign.

*He, too, has filed a \$5 million suit, saying the government didn't invite him to tell his side of the story at the press conference where it announced the crackdown on contracting abuses, and that he was deprived of his due process rights, despite voluntarily resigning in exchange for severance pay when confronted with evidence.*

Consultant Stewart Liff filed suit in July against the government for more than \$10 million, revealing that the government paid him \$33,000 a month, the Examiner found.

Twelve days later, Raymond Jefferson, the former assistant secretary of labor who resigned in disgrace for his role in steering contracts to Liff, filed his own suit against the feds.

Jefferson was one of the first Obama appointees to resign in scandal after an investigation by the Labor Department's inspector general.

Both suits say the IG report on how officials used tricks to circumvent competitive bidding tarnished the men's reputations and also insist that the government pay for a public relations firm to bolster their images.

Liff, who had virtually no prior private sector management experience, was paid more than \$230,000 by the government in only seven months for his "leadership" advice, according to his lawsuit.

"In July 2011, when the DOL-OIG report was issued, Liff already had earned approximately \$230,500 from government consulting work and was on track to earn more than \$300,000 by year end, almost all of which was generated by government contracts," it said.

He also claimed to have suffered more than \$810,000 in "lost consulting opportunities" in the three years between his resignation and the filing of his lawsuit, which demands "not less than \$10,000,000."

As the Examiner reported in June, according **to another IG report on contracts to Liff by the Office of Personnel Management, "Liff became acquainted with Mr. Jefferson after the 2008 Presidential election. Mr. Jefferson was on the Veterans Benefits Administration (VBA) Transition Team for the Obama-Biden Administration."**

The **OPM report found an email by Liff in which he said he could create the optics of a lower hourly wage by inflating the number of hours reported.**

"If we need to make the price more palatable, we could add another say 200 hours or so to the estimate, and then reduce the hourly rate by 10% to get the same final number," Liff wrote.

Jefferson now lives in Singapore and markets himself as a professional "keynote" speaker, playing off his connection to Obama.

On July 21, 2011, the inspector general's office presented Seth Harris, then deputy secretary of labor, with its investigation into contracting fraud.

The next day, Harris put Jefferson on administrative leave, writing to him that he had seen evidence that Jefferson was involved in "very serious misconduct ... including ethics and procurement violations."

The next week, he sent a copy of the IG report to Jefferson, and later that week told him "that he had four hours in which to resign or be fired. If he resigned, Harris told Jefferson that his resignation

would take effect on September 1, 2011 so that Jefferson would still receive a salary through August," according to the lawsuit.

"If Jefferson did not resign by close of business July 26, 2011, Harris said that he would fire Jefferson immediately and without any severance pay."

His lawyer, Peter C. Choharis, told the Examiner: "I can be an at-will employee and fired for no reason whatsoever, but you can't fire me for a false reason.

"Jefferson committed no violations of law, what he's accused of isn't a violation of law, and he never even learned he was accused of wrongdoing until the report came out," Choharis said, adding that the government routinely dictates to contractors that they must take on hand-selected subcontractors because engaging in competitive bidding for small amounts of work is burdensome.

He said Jefferson — whose salary was \$156,000 in 2010 — accepted the resignation deal because he needed the severance money, and that Choharis took on much of the legal work for free.

"I've done the vast majority pro bono. It shows that serving in government is perilous, and your reputation can be destroyed."

The lawsuit says the IG report contains errors and that other people at Labor were engaged in contracting malfeasance and that it wasn't fair that the IG didn't focus on them.

It indicates he was made a scapegoat — and indeed, the Examiner's earlier report found that while the Obama administration got headlines for enforcing accountability after Jefferson's resignation, others involved with similar practices around Liff's work at OPM got promotions.

The lawsuit also said Jefferson didn't have a relationship with Liff that would provide a motive for wrongfully steering contracts to him.

The department couldn't contract with Liff directly without opening bidding to others, so it instructed an existing contractor to hire him as a subcontractor, even though that contractor had nothing to do with his work.

"Jefferson lost opportunities for lucrative public speaking engagements because of the Report's allegations of legal and ethical violations. On a personal level, Jefferson has had to bear the humiliation, anger, and depression from having his name and reputation ruined," the lawsuit says.

The suit singles out the Department of Labor, his former bosses, the inspector general's office and individual investigators.

Inspector generals' offices work to identify waste, fraud and abuse at federal agencies.

-  
The suit by Liff, who was paid hundreds of thousands of dollars a year to identify waste in government, says it is an outrage that IGs have wide latitude to conduct investigations, which are

fact-finding and don't bring automatic penalties.

The government's actions are "emblematic of a larger and increasing problem — the virtually unconstrained power of federal Inspector Generals to decimate livelihoods as they conduct investigations, without any readily available or effective means of oversight or protection for those ensnared — no judge to resolve disputes, no mandatory rules of procedure with sanctions, no feasible means of appeal if an OIG oversteps," his lawsuit says.

"Liff brings this action because he refuses to be bullied and vilified by the government that he diligently, competently and honorably served first as an SES-level federal employee and most recently as a government contractor/consultant. The government, he believes, has to be held accountable. He has to be, finally, made whole."

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]  
**Subject:** FW: FOIA request for TIG emails - responsive records  
**Date:** Friday, October 10, 2014 8:23:09 AM  
**Attachments:** [Part ONE Michael Ravnitzky emails request.pdf](#)  
[Part TWO Michael Ravnitzky emails request.pdf](#)  
[Part THREE Michael Ravnitzky emails request.pdf](#)  
**Importance:** High

---

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Saturday, September 27, 2014 8:05 AM  
**To:** 'Susan Marshall'  
**Subject:** FW: FOIA request for TIG emails - responsive records  
**Importance:** High

-----Original Message-----

**From:** Delmar, Richard K.  
**Sent:** Friday, September 26, 2014 05:25 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** FOIA request for TIG emails - responsive records

Susan – as a courtesy – here are the emails that are responsive to Mr. Ravnitzky’s request for all emails containing the word “Rav.”

For your information, I excluded emails containing that term, when the context clearly related to a Toyota, or to a rabbi. This was with his concurrence.

I’ve redacted non-USG email addresses and names associated with them, which covers Dan Blair, Michele Blair, and Diane Baker’s home email address.

I’ve also redacted the names of a few persons when the context was a medical condition.

Other than that, the standards of Exemption 6 and the government’s FOIA and disclosure policies require production.

I plan to provide this to Mr. Ravnitzky on Monday.



**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** RE: Clinger-Cohen at 20  
**Date:** Monday, October 27, 2014 2:07:11 PM

---

THAT WOULD BE WONDERFUL

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, October 27, 2014 2:07 PM  
**To:** Dan Blair  
**Subject:** RE: Clinger-Cohen at 20

I might take you up on that...

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [mailto:dblair@napawash.org]  
**Sent:** Monday, October 27, 2014 2:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Clinger-Cohen at 20

It's a great idea. Why don't you get detailed over here and put it together?

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Monday, October 27, 2014 2:00 PM  
**To:** Dan Blair  
**Subject:** Clinger-Cohen at 20

It has been 20 years since the passage of the bill. I hope someone out there will take advantage of the anniversary to highlight the need for correct implementation..especially in light of all this talk about how IT buying and management isn't working...healthcare.gov!

Wouldn't it be cool to have Mr. Clinger and Senator Cohen participate in an event like that? I'd attend!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Monday, October 27, 2014 1:56 PM  
**To:** Brown, Ellen B. [REDACTED]; 'Bill Greenwalt'  
**Subject:** And Brubaker didn't even ask for our comment! :)

## Computer Chaos' at 20: Back where we started

By Paul Brubaker

Oct 24, 2014

Editor's Note: Paul Brubaker worked for Sen. Cohen in the mid-1990s as a subcommittee staff director, and was deeply involved in drafting both the Computer Chaos report and the Clinger-Cohen legislation.

Twenty years ago this month, then-Sen. William S. Cohen issued his seminal investigative report entitled "Computer Chaos."

That report, and the Maine Republican's deep interest and commitment in fixing the longstanding systemic deficiencies in the government's approach to buying technology, were the driving forces behind the Information Technology Management Reform Act, now recognized as the IT provisions of the Clinger-Cohen Act.

At a recent luncheon, I had the opportunity to discuss the progress, or lack thereof, with Cohen. I think it is fair to say that we were both dismayed and disappointed that almost two decades later, the government has failed to take full advantage of the tools provided by the law that bears his name.

What was most disappointing was our mutual realization that many of the deficiencies highlighted in the Chaos report are still plaguing the government's inability to keep pace with advances in technology.

The Government Accountability Office, the inspectors general and congressional committees are still citing failures that can be traced to many of the findings in the report: inadequate planning; misunderstood and over-prescribed requirements; large unmanageable programs; skill set disconnects; cumbersome and antiquated regulations and practices; disconnect between acquisition and mission; failure to link technology investments to mission outcomes; inadequate business cases ... and the list goes on.

We also seem to be spending millions and wasting time redocumenting the deficiencies and admiring the problem when in fact, many of these flaws could be addressed by refocusing on the key provisions of the Clinger-Cohen Act and actually implementing them.

**Last year I watched in shock and horror** as a senior agency executive spent seven figures on a McKinsey study to highlight the very findings outlined above, while many of the oversight responsibilities delegated to that executive under Clinger-Cohen were either neglected or poorly executed. Too often, it seems, government does not take sufficient care to hire people

with the necessary knowledge, skills, abilities and traits to succeed.

Over the past decade we have watched successive major procurements continue to fail in virtually every major department. And after spending more than \$800 million on a fatally flawed HealthCare.gov site, it is still not clear the holistic and tightly integrated underlying business processes will ever be properly automated.

Moreover, the oversight mechanisms established by the Office of Management and Budget to gain visibility into the health of IT spending are useless. At the core is the fact that OMB and the agencies have lost the plot. They have simply forgotten what Computer Chaos and the Clinger-Cohen Act were saying: "It's the business processes, stupid; not the technology."

**Since passage of Clinger-Cohen, well meaning but tragically bureaucratic policy people have been at the core of prescribing implementation guidance for the provisions of the law -- and they have simply gotten it wrong.**

-

Additional laws and regulations have also added to the layers of non-value added bureaucracy that have bastardized Clinger-Cohen's intent, and burdened the system to the point where everything from capital planning and investment control, architecture, security and business case development has turned into a compliance exercise. At the same time, those subsequent additions have stifled innovation and the rapid deployment of the types of technologies that can transform business cases and create billions of dollars in efficiencies.

One need only to look at the FedRAMP process to see my point. This is an extraordinarily cumbersome and bureaucratic response to a legitimate concern that is better handled through clear lines of responsibility and accountability. This process arguably has unnecessarily slowed down cloud deployment in the federal government and has created billions of dollars in opportunity cost and lost innovation, as infrastructure and cloud service providers have spent millions attempting to navigate a fluid, often unclear, and understaffed compliance exercise -- one that, at its core, may not really even be achieving its objective.

There are other examples. Implementation of FISMA, E-Gov Act requirements, OMB A-130, OMB's 25-point plan and other inflexible and complicated laws, regulations, policies and practices have all conspired to ensure that we live in a federal IT environment that is impossibly complicated.

It is at least as daunting today as it was 20 years ago, when Cohen set out to simplify the government's approach to technology in a way that would allow agencies to take advantage of 21st century tools. Clearly, and sadly, we are back to the future.

About the Author

Paul Brubaker is AirWatch by VMWare's director for U.S. federal government.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]  
**Subject:** I almost  
**Date:** Monday, October 27, 2014 2:08:08 PM

---

I almost cried when I read Dan's message...if only I could figure out how to make it work!

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, October 27, 2014 2:07 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Clinger-Cohen at 20

THAT WOULD BE WONDERFUL

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, October 27, 2014 2:07 PM  
**To:** Dan Blair  
**Subject:** RE: Clinger-Cohen at 20

I might take you up on that...

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Monday, October 27, 2014 2:04 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: Clinger-Cohen at 20

It's a great idea. Why don't you get detailed over here and put it together?

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Monday, October 27, 2014 2:00 PM  
**To:** Dan Blair  
**Subject:** Clinger-Cohen at 20

It has been 20 years since the passage of the bill. I hope someone out there will take advantage of the anniversary to highlight the need for correct implementation..especially in light of all this talk about how IT buying and management isn't working...healthcare.gov!

Wouldn't it be cool to have Mr. Clinger and Senator Cohen participate in an event like that? I'd



attend!

*Susan Marshall*  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Monday, October 27, 2014 1:56 PM  
**To:** Brown, Ellen B. [REDACTED]; 'Bill Greenwalt'  
**Subject:** And Brubaker didn't even ask for our comment! :)

## **Computer Chaos' at 20: Back where we started**

By Paul Brubaker  
Oct 24, 2014

Editor's Note: Paul Brubaker worked for Sen. Cohen in the mid-1990s as a subcommittee staff director, and was deeply involved in drafting both the Computer Chaos report and the Clinger-Cohen legislation.

Twenty years ago this month, then-Sen. William S. Cohen issued his seminal investigative report entitled "Computer Chaos."

That report, and the Maine Republican's deep interest and commitment in fixing the longstanding systemic deficiencies in the government's approach to buying technology, were the driving forces behind the Information Technology Management Reform Act, now recognized as the IT provisions of the Clinger-Cohen Act.

At a recent luncheon, I had the opportunity to discuss the progress, or lack thereof, with Cohen. I think it is fair to say that we were both dismayed and disappointed that almost two decades later, the government has failed to take full advantage of the tools provided by the law that bears his name.

What was most disappointing was our mutual realization that many of the deficiencies highlighted in the Chaos report are still plaguing the government's inability to keep pace with advances in technology.

The Government Accountability Office, the inspectors general and congressional committees are still citing failures that can be traced to many of the findings in the report: inadequate planning; misunderstood and over-prescribed requirements; large unmanageable programs; skill set disconnects; cumbersome and antiquated regulations and practices; disconnect

between acquisition and mission; failure to link technology investments to mission outcomes; inadequate business cases ... and the list goes on.

We also seem to be spending millions and wasting time redocumenting the deficiencies and admiring the problem when in fact, many of these flaws could be addressed by refocusing on the key provisions of the Clinger-Cohen Act and actually implementing them.

**Last year I watched in shock and horror** as a senior agency executive spent seven figures on a McKinsey study to highlight the very findings outlined above, while many of the oversight responsibilities delegated to that executive under Clinger-Cohen were either neglected or poorly executed. Too often, it seems, government does not take sufficient care to hire people with the necessary knowledge, skills, abilities and traits to succeed.

Over the past decade we have watched successive major procurements continue to fail in virtually every major department. And after spending more than \$800 million on a fatally flawed HealthCare.gov site, it is still not clear the holistic and tightly integrated underlying business processes will ever be properly automated.

Moreover, the oversight mechanisms established by the Office of Management and Budget to gain visibility into the health of IT spending are useless. At the core is the fact that OMB and the agencies have lost the plot. They have simply forgotten what Computer Chaos and the Clinger-Cohen Act were saying: "It's the business processes, stupid; not the technology."

**Since passage of Clinger-Cohen, well meaning but tragically bureaucratic policy people have been at the core of prescribing implementation guidance for the provisions of the law -- and they have simply gotten it wrong.**

-

Additional laws and regulations have also added to the layers of non-value added bureaucracy that have bastardized Clinger-Cohen's intent, and burdened the system to the point where everything from capital planning and investment control, architecture, security and business case development has turned into a compliance exercise. At the same time, those subsequent additions have stifled innovation and the rapid deployment of the types of technologies that can transform business cases and create billions of dollars in efficiencies.

One need only to look at the FedRAMP process to see my point. This is an extraordinarily cumbersome and bureaucratic response to a legitimate concern that is better handled through clear lines of responsibility and accountability. This process arguably has unnecessarily slowed down cloud deployment in the federal government and has created billions of dollars in opportunity cost and lost innovation, as infrastructure and cloud service providers have spent millions attempting to navigate a fluid, often unclear, and understaffed compliance exercise -- one that, at its core, may not really even be achieving its objective.

There are other examples. Implementation of FISMA, E-Gov Act requirements, OMB A-130, OMB's 25-point plan and other inflexible and complicated laws, regulations, policies and practices have all conspired to ensure that we live in a federal IT environment that is impossibly complicated.

It is at least as daunting today as it was 20 years ago, when Cohen set out to simplify the government's approach to technology in a way that would allow agencies to take advantage of 21st century tools. Clearly, and sadly, we are back to the future.

About the Author

Paul Brubaker is AirWatch by VMWare's director for U.S. federal government.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** Re: Napa in the press..Patent Office Telework Abuses Raise Fear of Wider Crackdown - Oversight - GovExec.com  
**Date:** Tuesday, November 18, 2014 8:30:45 PM

---

Thanks! We knew this would be a high profile engagement. But we didn't expect it this fast!

Sent from my iPhone

> On Nov 18, 2014, at 7:02 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:

>

> <http://m.govexec.com/oversight/2014/11/patent-office-telework-abuses-raise-fear-wider-crackdown/99386/?oref=dropdown>

**From:** [Marshall, Susan G.](#)  
**To:** "Dan G. [REDACTED]" <[REDACTED]>  
**Subject:** Brian Deese to succeed John Podesta - Edward-Isaac Dovere - POLITICO  
**Date:** Wednesday, January 21, 2015 8:10:14 PM

---

<http://www.politico.com/story/2015/01/brian-deese-to-succeed-john-podesta-114478.html>

Wow !



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Didn't Robert ' s brother attend this school?  
**Date:** Wednesday, January 28, 2015 7:10:28 PM

---

Talk about worlds apart...it ain't no York Suburban High School.

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Wednesday, January 28, 2015 06:45 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** RE: Didn't Robert ' s brother attend this school?

I don't know. It was a boarding school in Switzerland, but I bet there are a number of them.

-----Original Message-----

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, January 28, 2015 6:44 PM  
**To:** Dan Blair  
**Subject:** Didn't Robert ' s brother attend this school?

<http://nypost.com/2015/01/28/welcome-to-the-most-expensive-boarding-school-in-the-world/>

**From:** [Marshall, Susan G.](#)  
**To:** [Dan G.](#) [REDACTED]  
**Subject:** Hettinger hangs out a shingle  
**Date:** Tuesday, March 3, 2015 1:04:28 PM

---

## Hettinger hangs out a shingle

Hill veteran Mike Hettinger previously worked for TechAmerica and the Software and Information Industry Association.

Mike Hettinger, a technology policy expert who held senior positions with TechAmerica and the Software and Information Industry Association, has launched his own consultancy focused on legislative and regulatory strategy for the government market.

Hettinger Strategy Group offers clients lobbying and advisory services. The new firm has also partnered with Rich Beutel's Cyrrus Analytics on single-client engagement, and the two boutique firms may team up on other efforts in the future.

"Starting my own firm is something I have always wanted to do, and now seems like the perfect time. The technology marketplace is changing and new policies from Congress and the executive branch are altering the way government buys and uses technology, creating compliance issues for businesses. The demand for my expertise – the ability to influence policy and regulation to create business opportunities – is extremely high and I am excited to continue to work in this arena," Hettinger said in a news release announcing the business.

Hettinger has deep roots in the policy world. In addition to his work for technology trade associations, Hettinger served as chief of staff to former Rep. Tom Davis (R-Va.) and as staff director of the House Oversight and Government Reform Committee, which Davis led.

Posted by Adam Mazmanian on Feb 27, 2015 at 12:30 PM

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [FISHER, ANN C](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** RE: GAO report  
**Date:** Wednesday, March 4, 2015 3:38:45 PM

---

Good to know. Thanks!

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
Sent: Wednesday, March 04, 2015 3:24 PM  
To: FISHER, ANN C; Dan Blair  
Subject: RE: GAO report

Senator Johnson was working with her on it, so that is why everyone in the IG community is surprised by the IG bill he introduced, S. 579, which doesn't address any of the issues in the previous bill. I think the Johnson bill was marked up this morning.

When I met with McCaskill staff last year I asked them if they were working with Issa on the provisions, they said no.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
Sent: Wednesday, March 04, 2015 3:21 PM  
To: Marshall, Susan G.; Dan Blair  
Subject: FW: GAO report

This is 2014 GAO testimony on small agencies' use of IGs. I recall that last year, Sen. McCaskill, and possibly another senator, were looking at introducing a bill to eliminate the IGs at certain micro agencies. Instead having them covered by the IG at a larger agency - or something similar to that. Do you recall what other offices may have worked on this?

-----Original Message-----

From: TAUB, ROBERT G  
Sent: Friday, February 27, 2015 12:14 PM  
To: FISHER, ANN C  
Subject: GAO report

<http://www.gao.gov/assets/670/662441.pdf>

**From:** [Marshall, Susan G.](#)  
**To:** ["FISHER, ANN C"](#)  
**Subject:** RE: GAO report  
**Date:** Wednesday, March 4, 2015 3:55:17 PM

---

Johnson is moving legislation at breakneck speed!

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
Sent: Wednesday, March 04, 2015 3:44 PM  
To: Marshall, Susan G.; Dan Blair  
Subject: RE: GAO report

Interesting. Yes, I just checked and it was reported out this a.m.

-----Original Message-----

From: Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
Sent: Wednesday, March 04, 2015 3:24 PM  
To: FISHER, ANN C; Dan Blair  
Subject: RE: GAO report

Senator Johnson was working with her on it, so that is why everyone in the IG community is surprised by the IG bill he introduced, S. 579, which doesn't address any of the issues in the previous bill. I think the Johnson bill was marked up this morning.

When I met with McCaskill staff last year I asked them if they were working with Issa on the provisions, they said no.

Susan Marshall  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

-----Original Message-----

From: FISHER, ANN C [<mailto:Ann.Fisher@prc.gov>]  
Sent: Wednesday, March 04, 2015 3:21 PM  
To: Marshall, Susan G.; Dan Blair  
Subject: FW: GAO report

This is 2014 GAO testimony on small agencies' use of IGs. I recall that last year, Sen. McCaskill, and possibly another senator, were looking at introducing a bill to eliminate the IGs at certain micro agencies. Instead having them covered by the IG at a larger agency - or something similar to that. Do you recall what other offices may have worked on this?

-----Original Message-----

From: TAUB, ROBERT G

Sent: Friday, February 27, 2015 12:14 PM  
To: FISHER, ANN C  
Subject: GAO report

<http://www.gao.gov/assets/670/662441.pdf>



From: [REDACTED]  
To: [Marshall, Susan G.](#)  
Cc: [Dan G.](#) [REDACTED] [Dan Blair](#)  
Subject: Re: ideas from the basement  
Date: Tuesday, June 2, 2015 12:53:07 PM

---

Well -- when we were there KCJ did that space up as our emergency command center. Young Ben gave us useless "sensitive" briefings there.

But that's because we were a national security agency.

Mark A. Robbins

Cell: (202) [REDACTED]

On Jun 2, 2015, at 12:41 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

So taxpayers paid to renovate a basement so people could come up with this?

#### **OPM Touts Its Innovation Lab**

OPM has cited a cooperative project with the Agriculture Department as an example of the type of service it provides through its innovation lab, a think tank-like operation within OPM operating since 2012.

In an online post, OPM cited a project involving the National School Lunch Program, which provides free or reduced-price lunches to more than 30 million children daily, focused on making it easier for families to provide accurate information about the eligibility.

OPM said its team reviewed rules of the program, interviewed school officials and families and then redesigned the application form to make it only one page long, with a simpler design and more space to write in the names.

"Our lab team looks forward to working with many more agencies to help them come up with solutions for the unique situations they face," said OPM.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Cc:** [Hollis, Tricia](#); [REDACTED]  
**Subject:** RE: 4 million opm records hacked  
**Date:** Thursday, June 4, 2015 10:27:12 PM

---

No. But I have no checking or savings account any longer. And my address was changed to some place in Kazakhstan.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Thursday, June 04, 2015 7:54 PM  
**To:** Dan Blair  
**Cc:** Hollis, Tricia; [REDACTED]  
**Subject:** RE: 4 million opm records hacked

No, have you?

-----Original Message-----

**From:** Dan Blair [[dblair@napawash.org](mailto:dblair@napawash.org)]  
**Sent:** Thursday, June 04, 2015 07:41 PM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** Hollis, Tricia; [REDACTED]  
**Subject:** Re: 4 million opm records hacked

Have you been notified? It's nice that it took two months to make the breach known.

Sent from my iPhone

> On Jun 4, 2015, at 6:33 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
>  
> <http://www.federalnewsradio.com/?nid=31&sid=3869856>

**From:** [Hollis, Tricia](#)  
**To:** ["Mark A. Robbins"](#)  
**Subject:** RE: OPM Data Breach  
**Date:** Friday, June 5, 2015 8:52:41 AM

---

Does Wednesday, June 17, work?

---

**From:** Mark A. Robbins [mailto: [REDACTED]]  
**Sent:** Friday, June 5, 2015 8:51 AM  
**To:** Hollis, Tricia  
**Subject:** Re: OPM Data Breach

Sure. Next week is bad, but early the following week is good.

Mark A. Robbins  
Cell: (202) [REDACTED]

On Jun 5, 2015, at 8:49 AM, Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

BTW – I'd love to reschedule lunch. Are you available in the next few weeks?

---

**From:** Mark A. Robbins [[mailto:](#) [REDACTED]]  
**Sent:** Friday, June 5, 2015 8:47 AM  
**To:** Hollis, Tricia  
**Cc:** Blair, Dan ([dblair@napawash.org](mailto:dblair@napawash.org)); Marshall, Susan G.  
**Subject:** Re: OPM Data Breach

We got an almost identical notification.

Mark A. Robbins  
Cell: (202) 494-1731

On Jun 5, 2015, at 8:40 AM, Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

Here's what we got. Notifications begin June 8.

**From:** [SecretaryLew@treasury.gov](mailto:SecretaryLew@treasury.gov) [<mailto:SecretaryLew@treasury.gov>]  
**Sent:** Thursday, June 4, 2015 7:52 PM  
**Subject:** OPM Data Breach

This message was sent securely using **ZixCorp.**

Dear Colleagues,  
The U.S. Office of Personnel Management (OPM) recently became aware of a cybersecurity incident affecting its systems and data that may have exposed the personal information of current and former federal employees. I have been informed by OPM that Treasury employee data has potentially been compromised in this incident and

I wanted to share more information with you right away. Since the incident was identified, OPM has partnered with the Department of Homeland Security's U.S. Computer Emergency Readiness Team (US-CERT) and the Federal Bureau of Investigation to determine the impact to federal personnel. As a result of this investigation, OPM is notifying approximately 4 million individuals whose personally identifiable information may have been compromised. The notifications will be sent beginning June 8 and continuing through June 19 by email and U.S. mail.

In order to mitigate the risk of fraud and identity theft, OPM will offer affected individuals credit monitoring services and identity theft insurance through CSID, a company that specializes in identity theft protection and fraud resolution. This comprehensive, 18-month membership includes credit report access, credit monitoring, identity theft insurance, and recovery services, and is available immediately at no cost to affected individuals identified by OPM. Employees whose information was affected will receive a notification directly from CSID. If you have any questions about the impact of this incident to your data or if you receive a notice and have questions about the services being offered, contact CSID directly beginning at 8 a.m. CST on June 8, 2015. The company's website is [www.csid.com/opm](http://www.csid.com/opm), and its toll free phone number is 844-222-2743 (International callers: call collect 512-327-0700).

Following this incident, OPM took immediate action to implement additional security measures in order to protect the sensitive personnel data it manages. I would like to take the opportunity to remind you of the seriousness of cyber threats and of the importance of vigilance in protecting our systems and data.

Sincerely,

Jack Lew

### **Steps for Monitoring Your Identity and Financial Information**

- Monitor financial account statements and immediately report any suspicious or unusual activity to financial institutions.
- Request a free credit report at [www.AnnualCreditReport.com](http://www.AnnualCreditReport.com) or by calling 1-877-322-8228. Consumers are entitled by law to one free credit report per year from each of the three major credit bureaus – Equifax<sup>®</sup>, Experian<sup>®</sup>, and TransUnion<sup>®</sup> – for a total of three reports every year. Contact information for the credit bureaus can be found on the Federal Trade Commission (FTC) website, [www.ftc.gov](http://www.ftc.gov).
- Review resources provided on the FTC identity theft website, [www.Identitytheft.gov](http://www.Identitytheft.gov). The FTC maintains a variety of consumer publications providing comprehensive information on computer intrusions and identity theft.

- You may place a fraud alert on your credit file to let creditors know to contact you before opening a new account in your name. Simply call TransUnion® at 1-800-680-7289 to place this alert. TransUnion® will then notify the other two credit bureaus on your behalf.

### **Precautions to Help You Avoid Becoming a Victim**

- Be suspicious of unsolicited phone calls, visits, or email messages from individuals asking about you, your employees, your colleagues or any other internal information. If an unknown individual claims to be from a legitimate organization, try to verify his or her identity directly with the company.
- Do not provide personal information or information about your organization, including its structure or networks, unless you are certain of a person's authority to have the information.
- Do not reveal personal or financial information in email, and do not respond to email solicitations for this information. This includes following links sent in email.
- Do not send sensitive information over the Internet before checking a website's security (for more information, see Protecting Your Privacy, <http://www.us-cert.gov/ncas/tips/ST04-013>).
- Pay attention to the URL of a website. Malicious websites may look identical to a legitimate site, but the URL may use a variation in spelling or a different domain (e.g., .com vs. .net).
- If you are unsure whether an email request is legitimate, try to verify it by contacting the company directly. Do not use contact information provided on a website connected to the request; instead, check previous statements for contact information. Information about known phishing attacks is also available online from groups such as the Anti-Phishing Working Group (<http://www.antiphishing.org>).
- Install and maintain anti-virus software, firewalls, and email filters to reduce some of this traffic (for more information, see Understanding Firewalls, <http://www.us-cert.gov/ncas/tips/ST04-004>; Understanding Anti-Virus Software, <http://www.us-cert.gov/ncas/tips/ST04-005>; and Reducing Spam, <http://www.us-cert.gov/ncas/tips/ST04-007>).
- Take advantage of any anti-phishing features offered by your email client and web browser.
- Employees should take steps to monitor their personally identifiable information and report any suspected instances of identity theft to the FBI's Internet Crime Complaint Center at [www.ic3.gov](http://www.ic3.gov).
- For additional information about preventative steps, consult the Federal Trade Commission's website, [www.consumer.gov/idtheft](http://www.consumer.gov/idtheft). The FTC also encourages those



who discover that their information has been misused to file a complaint with the commission using the contact information below.

Identity Theft Clearinghouse  
Federal Trade Commission  
600 Pennsylvania Avenue, NW  
Washington, DC 20580  
[www.consumer.gov/idtheft](http://www.consumer.gov/idtheft)  
1-877-IDTHEFT (438-4338)  
TDD: 1-202-326-2502

**From:** [Dan Blair](#)  
**To:** [REDACTED]  
**Cc:** [Hollis, Tricia](#); [Marshall, Susan G.](#)  
**Subject:** Re: OPM Data Breach  
**Date:** Friday, June 5, 2015 8:54:50 AM

---

Nothing on my end.

Sent from my iPhone

On Jun 5, 2015, at 8:47 AM, Mark A. Robbins <[REDACTED]> wrote:

We got an almost identical notification.

Mark A. Robbins  
Cell: (202) [REDACTED]

On Jun 5, 2015, at 8:40 AM, Hollis, Tricia <[HollisP@oig.treas.gov](mailto:HollisP@oig.treas.gov)> wrote:

Here's what we got. Notifications begin June 8.

**From:** [SecretaryLew@treasury.gov](mailto:SecretaryLew@treasury.gov) [<mailto:SecretaryLew@treasury.gov>]  
**Sent:** Thursday, June 4, 2015 7:52 PM  
**Subject:** OPM Data Breach

This message was sent securely using ZixCorp.

Dear Colleagues,

The U.S. Office of Personnel Management (OPM) recently became aware of a cybersecurity incident affecting its systems and data that may have exposed the personal information of current and former federal employees. I have been informed by OPM that Treasury employee data has potentially been compromised in this incident and I wanted to share more information with you right away. Since the incident was identified, OPM has partnered with the Department of Homeland Security's U.S. Computer Emergency Readiness Team (US-CERT) and the Federal Bureau of Investigation to determine the impact to federal personnel. As a result of this investigation, OPM is notifying approximately 4 million individuals whose personally identifiable information may have been compromised. The notifications will be sent beginning June 8 and continuing through June 19 by email and U.S. mail.

In order to mitigate the risk of fraud and identity theft, OPM will offer affected individuals credit monitoring services and identity theft insurance through CSID, a company that specializes in identity theft protection and fraud resolution. This comprehensive, 18-month membership includes credit report access, credit monitoring, identity theft insurance, and recovery services, and is available immediately

at no cost to affected individuals identified by OPM. Employees whose information was affected will receive a notification directly from CSID. If you have any questions about the impact of this incident to your data or if you receive a notice and have questions about the services being offered, contact CSID directly beginning at 8 a.m. CST on June 8, 2015. The company's website is [www.csid.com/opm](http://www.csid.com/opm), and its toll free phone number is 844-222-2743 (International callers: call collect 512-327-0700).

Following this incident, OPM took immediate action to implement additional security measures in order to protect the sensitive personnel data it manages. I would like to take the opportunity to remind you of the seriousness of cyber threats and of the importance of vigilance in protecting our systems and data.

Sincerely,

Jack Lew

### **Steps for Monitoring Your Identity and Financial Information**

- Monitor financial account statements and immediately report any suspicious or unusual activity to financial institutions.
- Request a free credit report at [www.AnnualCreditReport.com](http://www.AnnualCreditReport.com) or by calling 1-877-322-8228. Consumers are entitled by law to one free credit report per year from each of the three major credit bureaus – Equifax<sup>®</sup>, Experian<sup>®</sup>, and TransUnion<sup>®</sup> – for a total of three reports every year. Contact information for the credit bureaus can be found on the Federal Trade Commission (FTC) website, [www.ftc.gov](http://www.ftc.gov).
- Review resources provided on the FTC identity theft website, [www.Identitytheft.gov](http://www.Identitytheft.gov). The FTC maintains a variety of consumer publications providing comprehensive information on computer intrusions and identity theft.
- You may place a fraud alert on your credit file to let creditors know to contact you before opening a new account in your name. Simply call TransUnion<sup>®</sup> at 1-800-680-7289 to place this alert. TransUnion<sup>®</sup> will then notify the other two credit bureaus on your behalf.

### **Precautions to Help You Avoid Becoming a Victim**

<!--[if !supportLists]-->• <!--[endif]-->Be suspicious of unsolicited phone calls, visits, or email messages from individuals asking about you, your employees, your colleagues or any other internal information. If an unknown individual claims to be from a legitimate organization, try to verify his or her identity directly with the company.

<!--[if !supportLists]--> <!--[endif]-->Do not provide personal

•  
information or information about your organization, including its structure or networks, unless you are certain of a person's authority to have the information.

- <!--[if !supportLists]-->• <!--[endif]-->Do not reveal personal or financial information in email, and do not respond to email solicitations for this information. This includes following links sent in email.
- <!--[if !supportLists]-->• <!--[endif]-->Do not send sensitive information over the Internet before checking a website's security (for more information, see Protecting Your Privacy, <http://www.us-cert.gov/ncas/tips/ST04-013>).
- <!--[if !supportLists]-->• <!--[endif]-->Pay attention to the URL of a website. Malicious websites may look identical to a legitimate site, but the URL may use a variation in spelling or a different domain (e.g., .com vs. .net).
- <!--[if !supportLists]-->• <!--[endif]-->If you are unsure whether an email request is legitimate, try to verify it by contacting the company directly. Do not use contact information provided on a website connected to the request; instead, check previous statements for contact information. Information about known phishing attacks is also available online from groups such as the Anti-Phishing Working Group (<http://www.antiphishing.org>).
- <!--[if !supportLists]-->• <!--[endif]-->Install and maintain anti-virus software, firewalls, and email filters to reduce some of this traffic (for more information, see Understanding Firewalls, <http://www.us-cert.gov/ncas/tips/ST04-004>; Understanding Anti-Virus Software, <http://www.us-cert.gov/ncas/tips/ST04-005>; and Reducing Spam, <http://www.us-cert.gov/ncas/tips/ST04-007>).
- <!--[if !supportLists]-->• <!--[endif]-->Take advantage of any anti-phishing features offered by your email client and web browser.
- <!--[if !supportLists]-->• <!--[endif]--> Employees should take steps to monitor their personally identifiable information and report any suspected instances of identity theft to the FBI's Internet Crime Complaint Center at [www.ic3.gov](http://www.ic3.gov).
- <!--[if !supportLists]-->• <!--[endif]-->For additional information about preventative steps, consult the Federal Trade Commission's website, [www.consumer.gov/idtheft](http://www.consumer.gov/idtheft). The FTC also encourages those who discover that their information has been misused to file a complaint with the commission using the contact information below.

Identity Theft Clearinghouse  
Federal Trade Commission  
600 Pennsylvania Avenue, NW  
Washington, DC 20580  
[www.consumer.gov/idtheft](http://www.consumer.gov/idtheft)

1-877-IDTHEFT (438-4338)  
TDD: 1-202-326-2502



**From:** [Marshall, Susan G.](#)  
**To:** [Dan G.](#) [REDACTED]  
**Subject:** Blair is reassigned  
**Date:** Thursday, June 11, 2015 4:02:43 PM

---

Good thing you didn't get fired!

### **Pentagon watchdog reassigns audit chief after Reuters report**

Reuters By Scot J. Paltrow

By Scot J. Paltrow

NEW YORK (Reuters) - The U.S. Defense Department Inspector General is reassigning one of his top deputies just weeks after Reuters reported that the deputy had forced staff to sign off on a disputed audit of the Marine Corps.

In a Wednesday email to staff, Inspector General Jon Rymer said Daniel Blair, deputy inspector general for audits, would be reassigned to the lower-ranking position of deputy chief of staff.

Blair for five years has been in charge of all audits by the Pentagon's Office of the Inspector General, an independent watchdog agency that monitors Defense Department operations and programs. In his new position, he will have responsibility only for internal administrative tasks, such as the office's finances and information technology. An inspector general spokeswoman gave Reuters a copy of Rymer's email. (Read "U.S. Defense Department auditor signed off on flawed Marine Corps books" at <http://www.reuters.com/investigates/special-report/usa-marines-audit/>)

Reuters reported on May 20 that an inspector general audit team in 2013 had found serious flaws in the Marine Corps' accounting. The team found that the Marines' books contained so many errors that they deserved a "qualified" opinion, an official label meaning that the auditor can't vouch for the validity of the accounts.

In the article, Reuters reported that a series of internal email messages and other documents showed that Blair had pressured the team to disregard its own conclusions and give the Marines a "clean" opinion, as requested by an outside accounting firm hired to do much of the basic audit work.

The Inspector General's Office on Dec. 20, 2013, issued a clean opinion on the Marine Corps audit. But in March 2015, it officially withdrew that opinion, citing what it said was newly discovered evidence of sums unaccounted for. As Reuters reported, the withdrawal also coincided with a Government Accountability Office investigation of the audit. The GAO has not yet issued a report on its inquiry.

In a statement emailed to Reuters, Rymer said he reassigned Blair because "I wanted to add more management depth to our internal" financial management as part of a larger restructuring.

Blair could not be reached for comment.

Bridget Serchak, the inspector general's spokeswoman, declined to comment on whether Blair's reassignment was linked to the Reuters report that he had successfully pressed the audit team to assent to an opinion it believed was unjustified.

The audit of the Marine Corps' 2012 financial records was the first of planned attempts to audit the books of all of the military services, which have been unable to produce reliable accounts for decades. The Marine Corps audit was seen as a test of whether the Defense Department would be able to meet a 2017 deadline set by Congress to account for the hundreds of billions of taxpayer dollars it receives each year.

In his email to staff, Rymer said that he was beginning a search for a replacement deputy inspector general for audits, and that a current senior staff member would serve in the interim as acting deputy for audits.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** [Diane](#) [REDACTED]  
**Subject:** FW: NAPA report  
**Date:** Wednesday, July 1, 2015 12:24:39 PM  
**Attachments:** [HUD\\_OCFO\\_Study\\_Final\\_Report.pdf](#)

---

Hey there girlfriend,

I am doing some homework on this signature issue and was looking at the attached to see how the old people do it. I can't read this thing, can you? Dan said he can read it. Maybe it is just our illustrious systems that don't work.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Wednesday, July 01, 2015 11:59 AM  
**To:** Dan G [REDACTED]  
**Subject:** NAPA report

Hi Dan,

I just found out that Eric's electronic signature was stolen (I add it to my CIGFO reports) so I was going through government and contractor web reports to see if/how they handle the signature issue when I came across the attached. Either my system is messed up or there are some technical difficulties with it. It is very difficult to read.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** [REDACTED]  
**Subject:** RE: This doesn't help Grant Thornton  
**Date:** Tuesday, August 4, 2015 2:42:00 PM  
**Attachments:** [gao671783.pdf](#)

---

Here is the GAO audit...

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Dan G [mailto:[REDACTED]]  
**Sent:** Tuesday, August 04, 2015 2:39 PM  
**To:** Marshall, Susan G.  
**Subject:** RE: This doesn't help Grant Thornton

No. Grassley is looking into this. And the fact that his name is Daniel Blair will totally confuse people.

---

**From:** [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)  
**To:** [REDACTED]  
**Subject:** This doesn't help Grant Thornton  
**Date:** Tue, 4 Aug 2015 18:33:37 +0000

Some claim Deputy IG for Audit Daniel Blair was trying help Grant Thornton...

***Ball, in an Aug. 14, 2013, message to colleagues about feedback she had received from her supervisor at one point said Blair, in particular, believed the team had "to do what it takes" to reach the same positive conclusion as Grant Thornton, according to a copy of her email. Reached by phone at her home in Kansas City, Ball declined comment.***

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.  
**Sent:** Tuesday, August 04, 2015 2:17 PM  
**To:** Dan G ([REDACTED])  
**Subject:** FW: New GAO report calls into question DoD IG procedures (Marine Corps audit)

DoD IG Rymer needs some assistance. He and Linick are fast friends.

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

---

**From:** Marshall, Susan G.

**Sent:** Tuesday, August 04, 2015 2:16 PM

**To:** Thorson, Eric M; Freedman, Marla A.; Taylor, Robert A.; Delmar, Richard K.

**Subject:** New GAO report calls into question DoD IG procedures (Marine Corps audit)

GAO found that in certain key audit areas, the Department of Defense (DOD) Office of Inspector General (OIG) did not perform sufficient procedures, under professional standards, and consequently did not obtain sufficient, appropriate audit evidence to support the audit opinion on the Marine Corps' Fiscal Year 2012 Schedule of Budgetary Activity (Schedule). GAO found that the OIG did not perform sufficient procedures to determine (1) the completeness of transactions reported on the Schedule, (2) the reliability of certain evidence used to support transactions included on the Schedule, (3) whether budgetary activity was recorded in the proper period and shipment obligations were properly recorded. In addition, the OIG did not properly consider and evaluate the audit evidence in concluding and reporting on the results of the audit.

### **New report calls into question DOD audit standards**

Tuesday, August 4, 2015

WASHINGTON – Today, a bipartisan group of senators reacted to a report from the Government Accountability Office (GAO) that describes that a previously declared clean audit opinion for the Marine Corps was not valid. Sens. Tom Carper (D-Del.), John McCain (R-Ariz.), Ron Johnson (R-Wis.), Claire McCaskill (D-Mo.), and Chuck Grassley (R-Iowa) requested the GAO assessment, which examined the Department of Defense (DOD) Office of Inspector General's assessment of the 2012 Marine Corps audit.

The DOD Inspector General had previously determined that the Marine Corps had obtained a clean audit opinion of its 2012 "schedule of budgetary activity," a partial financial audit. However, GAO detailed in the report that the Marine Corps audit had inadequate internal controls, measurements and documentation – including incomplete budgetary transactions, unreliable data through DOD business process and systems, and improper fiscal year recording of obligations and outlays.

The senators released the following statements in reaction to the report:



Sen. Carper: “I often like to say that you can’t manage what you can’t measure; nowhere is that statement more true than at the Department of Defense, the largest federal agency. After all, we can’t effectively identify areas to reduce spending if we don’t know how much, and where, we’re spending that money in the first place. Unfortunately, the largest agency, the Department of Defense – which spends more than \$2 billion every day – is the only federal agency that has not yet conducted an audit. While the Marine Corps has made more progress than the other services in conducting a financial audit, the Government Accountability Office raises serious concerns about the standards of financial reporting and audits the Marine Corps – and the entire Department -- has been following. This is more than just a disagreement among accountants; it raises questions about the Department’s basic financial practices and whether the Department is being held to the high standards that taxpayers deserve. I am going to work with my congressional colleagues to review some critical questions with the Department of Defense and the Inspector General raised by this report, and to push the Department of Defense to do a better job for American taxpayers.”

Sen. Johnson: “As a businessman and an accountant, I know the importance of balancing your books. I am troubled by GAO’s findings and will continue to push for a clean audit to ensure the federal government is spending taxpayer dollars wisely.”

Sen. McCaskill: “We rely on inspectors general to be independent watchdogs, and this report raises serious concerns about the audit issued by the Department of Defense Inspector General. As the former auditor for the State of Missouri, I know how important independent audits are in accounting for and overseeing the use of tax dollars. This goes beyond a simple disagreement over auditing standards between the Inspector General and Government Accountability Office—it raises questions about the decision of Inspector General managers to override the concerns of their own audit team.”

Sen. McCain: “GAO’s report on the Marine Corps audit is troubling. The Defense Department’s response to its findings shows that the Pentagon is not making the progress achieving auditable financial statements it claims, let alone the progress it said it would have accomplished by now. We’ve spent billions of taxpayer dollars and decades implementing financial management improvement efforts across the Pentagon. Yet many of the Defense Department’s well-known and longstanding problems stretching back 25 years still remain. We need results from the Pentagon, not more ‘lessons learned.’ The rest of the government can pass an audit. It’s long past time for the Defense Department to demonstrate it can do the same and restore taxpayers’ confidence in its stewardship of precious defense dollars.”

Sen. Grassley: “Broken bookkeeping has plagued the Pentagon for years. Under deadline pressure, the Marine Corps claimed to be ready for a clean audit. The Defense Department Office of Inspector General rushed to help and issued an opinion supporting a clean audit. Then work papers began to creep out, showing the clean opinion wasn’t worth the paper it

was written on. The inspector general was forced to withdraw the opinion. Now, the Government Accountability Office report exposes the flimsy basis for the clean bill of health. The report is an instruction manual for how not to jump to bogus conclusions. As hard as the inspector general's office tried, it couldn't produce any paper to support its conclusions. The Defense Department needs to follow every GAO recommendation to the letter. We need to get things back on track and prevent an embarrassing setback like this from ever happening again. The taxpayers deserve to know where their money goes, for defense and for everything else out of the federal government."

***Susan Marshall***

Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Marshall, Susan G.](#)  
**To:** Dan G [REDACTED]; [REDACTED]; [REDACTED]  
**Subject:** Jo Ann Emerson suffers medical emergency  
**Date:** Tuesday, August 11, 2015 3:57:10 PM

---

<http://thehill.com/homenews/news/250850-former-rep-suffers-medical-emergency>

Former Rep. Jo Ann Emerson (R-Mo.) experienced a "medical emergency" while traveling with her family, according to a spokeswoman for the National Rural Electric Cooperative Association (NRECA).

"Jo Ann experienced a medical emergency while on travel with her family. She is in stable condition, and we are determined to respect her privacy during this time," Debbie Wing said in a statement to The Hill.

Wing declined to provide additional details about the medical emergency and where it took place. "We appreciate the outpouring of support and prayers from her former colleagues in Congress, her many friends, and the members and employees of the electric cooperative community," Wing added.

Emerson, 64, has served since 2013 as CEO of the NRECA, a national organization representing hundreds of not-for-profit rural electric cooperatives in the United States.

Emerson served in Congress from 1996 until early 2013. She served as chairwoman of the House Appropriations subcommittee on financial services and general government.

She was married to the late Rep. Bill Emerson (R-Mo.), with whom she had several children. He died of cancer in 1996, and she won an election to succeed him in the House. She later married Ron Gladney.

Before serving in Congress, Jo Ann Emerson served as senior vice president of public affairs for the American Insurance Association, director of state relations and grassroots programs at the National Restaurant Association, and deputy communications director for the National Republican Congressional Committee, according to the NRECA.

***Susan Marshall***  
Director, External Relations  
Office of Inspector General  
U.S. Department of Treasury  
(202) 927-9842

**From:** [Dan Blair](#)  
**To:** [Marshall Susan G.](#)  
**Subject:** RE: Donna shalala had a stroke  
**Date:** Wednesday, September 30, 2015 9:03:27 AM

---

I saw this. Very sad. Thanks for sending it over.

---

**From:** Marshall, Susan G. [mailto:MarshallS@oig.treas.gov]  
**Sent:** Wednesday, September 30, 2015 8:26 AM  
**To:** Dan Blair  
**Subject:** Donna shalala had a stroke

I remember u telling me she is a Napa member so I thought I would pass this along.

-----Original Message-----

**From:** The Washington Post [[email@e.washingtonpost.com](mailto:email@e.washingtonpost.com)]  
**Sent:** Wednesday, September 30, 2015 08:15 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** [MARKETING] The Daily 202 -- sponsored by Qualcomm -- Elizabeth Warren wins another battle in war on Wall Street



View [The Daily 202](#) on the Web

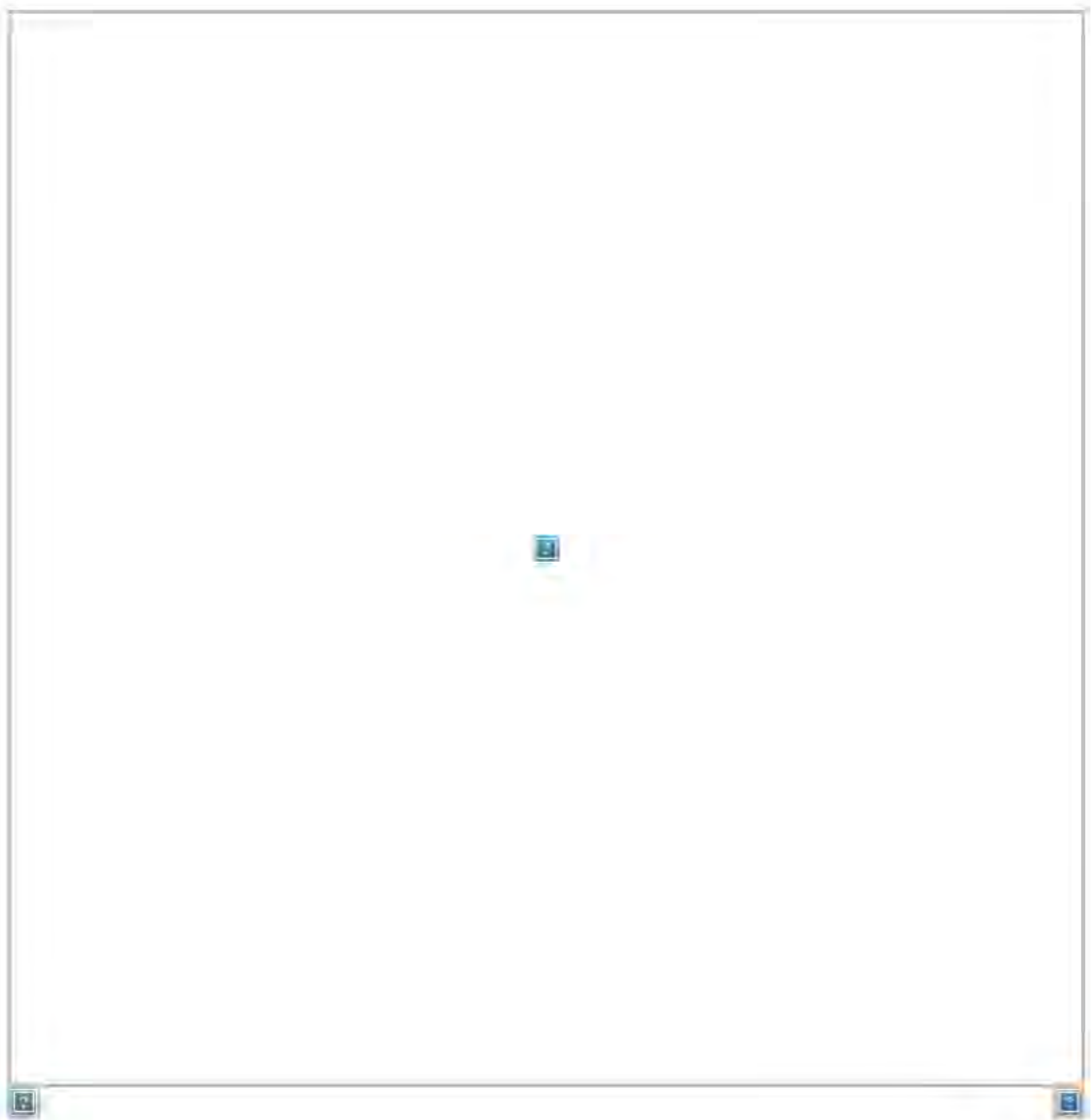


# The Daily 202

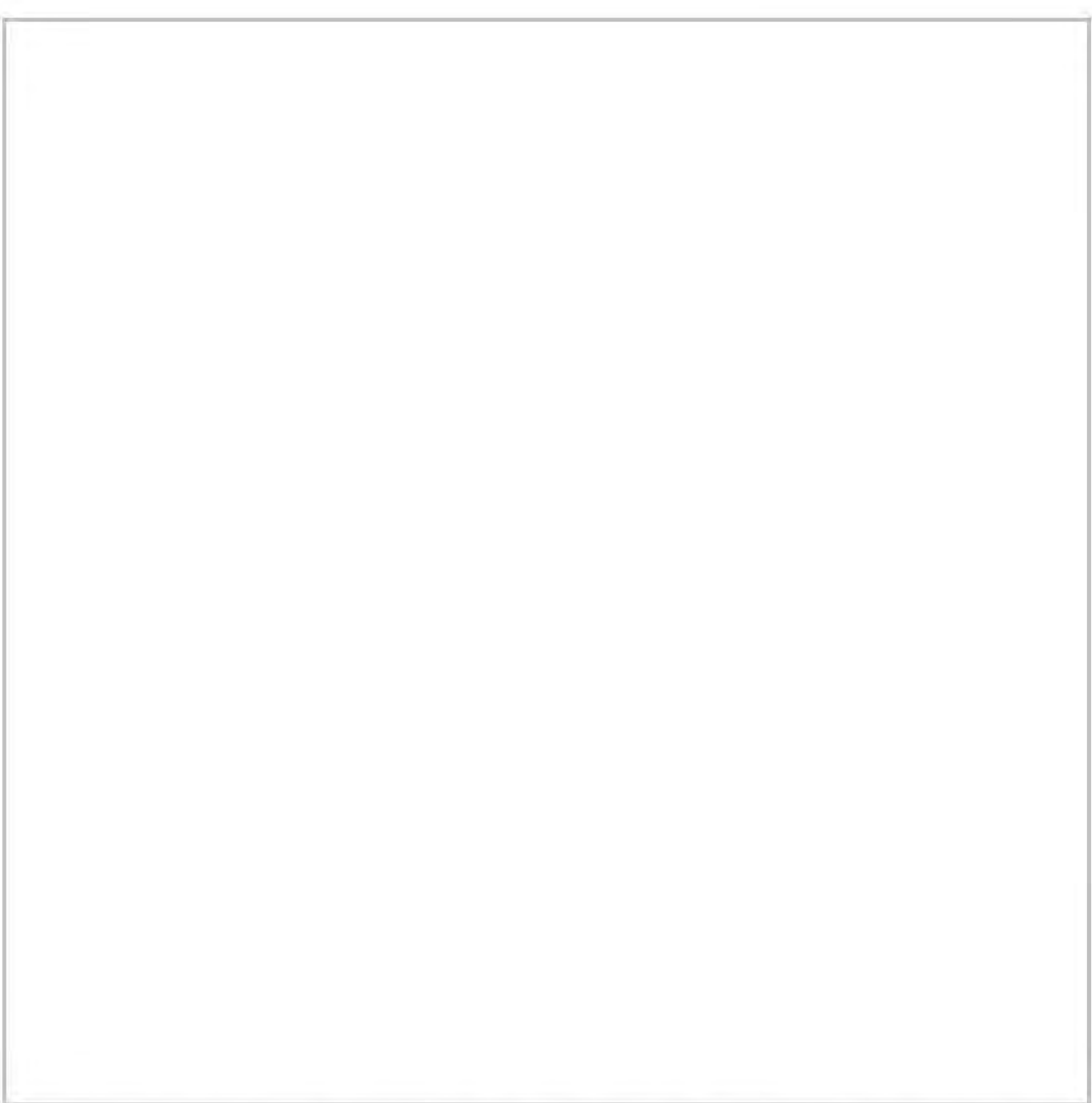


☐ [Share on Twitter](#)

☐ [Share on Facebook](#)







Bernie Sanders and Elizabeth Warren walk to the Senate floor after a weekly Democratic caucus lunch this spring (Reuters/Jonathan Ernst)

By James Hohmann



### THE BIG IDEA:

— Robert Litan has joined a growing fraternity of powerful Democrats who lost jobs because of Elizabeth Warren.

Just a few hours after The Daily 202 [broke the news](#) that the Massachusetts senator was taking on the Brookings Institution over industry-financed research produced by Litan, [the think tank sought and received his resignation](#). The veteran of the Clinton administration, who directed Brookings' Economic Studies Program before becoming a non-resident senior fellow, is listed on the think tank's web site this morning as a "[Former Expert](#)."

Earlier this year, Warren [blocked](#) investment banker Antonio Weiss from becoming the third-ranking official at the Treasury Department. In 2013, Warren's opposition helped torpedo Larry Summers' lifelong dream of becoming Federal Reserve chairman—despite the fact he was [reportedly](#) promised the job by the White House.

Wall Street types call Warren a lot of nasty things, but [demagogue](#) is the most printable.

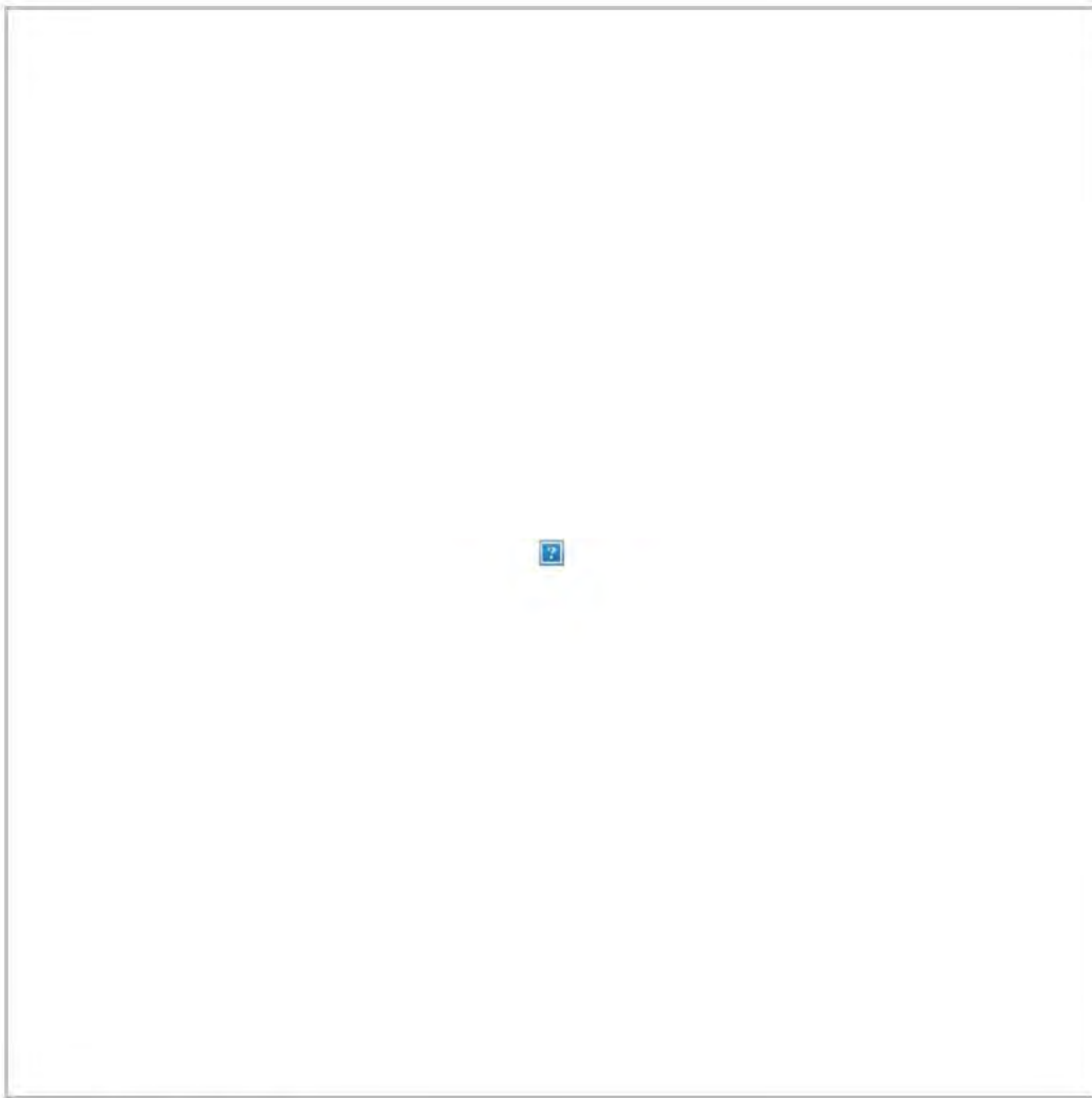
This episode will only embolden the liberal firebrand, who continues to demand answers about the way that financial services companies peddle their influence by paying think tanks and scholars for research papers that support lobbying goals.

And it could have a chilling effect on scholars who have been perfectly fine letting companies that finance their research review it before publication.

**Brookings is as much a pillar of the Democratic establishment as any institution in Washington. That President Strobe Talbott moved so quickly to oust Litan underscores just how terrified D.C. elites from both parties are right now about the rise of pitchfork populism.**

And for good reason. This week's NBC/Wall Street Journal [poll](#) found that 56 percent of likely Democratic primary voters said they “feel angry because our political system seems to only be working for the insiders with money and power, like those on Wall Street or in Washington, rather than it working to help everyday people get ahead.” That's 19 percent higher than among Republicans.

**Big picture, Warren has more power in the Senate than as a presidential candidate.** While beloved by progressives, she's actually not very talented at retail politicking. She had a tough time beating Scott Brown in Massachusetts in a presidential year. If she had run for president, maybe she'd be Bernie Sanders right now. But maybe Warren would have fizzled, and she certainly would have faced a blizzard of rough opposition research dumps from Clinton World. The senator is much more effective as a crusader for the liberal conscience in Washington. It's not clear what her long game is. She's 66. But, right now, Warren's got as much juice as ever.



Trey Gowdy (AP Photo/Cliff Owen)

— **What to make of the Trey Gowdy moment:** The former prosecutor who heads the House Benghazi committee was pressed yesterday by conservatives to run for House majority leader. Last night, the South Carolina congressman issued about as Shermanesque a statement as it gets declining to run: “One hundred percent, I am staying on the Benghazi committee . . . Period. Exclamation point.”

The Post’s [Robert Costa](#) [explains](#) that the Gowdy boomlet is a result of a **younger generation of conservatives demanding to have a seat at the leadership table**. Those conservatives want to “inject some swagger into a party that for months has been meekly navigating through infighting and chaos,” Costa writes. But it’s unclear whether they have a candidate who is able to break into the top leadership ranks. Assuming they don’t, it means the same dynamic playing out between current Speaker John Boehner and his right flank — repeated brinksmanship over spending, Obamacare and abortion rights, among other things — is likely to continue in the new order. (Bob talked last night



about the divisions within the House GOP in this [video](#).)

More broadly, Gowdy's decision to stay in his job as chief Benghazi investigator also speaks volumes about the appeal — or lack thereof — of being in House leadership right now. As chair of a panel dear to the conservative base, Gowdy in some ways has more power (and certainly more cable-news cred). Hillary Clinton will testify before his committee on Oct. 22, and Gowdy has taken point on demanding Clinton release more and more of her e-mails. By seeking a promotion, Gowdy would have given Democrats more fodder to paint this whole investigation as a politically-inspired witch hunt.

Still, the races to replace Boehner and his lieutenants are in flux, and anything could happen — including the emergence of another conservative favorite in the majority leader race. Here are the latest developments:

- **Rep. Kevin McCarthy** (R-Calif.) continues to tighten his grip on the speaker's gavel.
- **Reps. Steve Scalise** (La.) and **Tom Price** (Ga.) are the two main candidates to replace McCarthy as majority leader.
- Scalise is "close to securing support" from the Texas and Pennsylvania delegations, which tend to vote as a bloc, Politico's Jake Sherman [reports](#). Yesterday, he nabbed the backing of **Reps. Joe Pitts** (Pa.) and **Chris Smith** (N.J.), prominent anti-abortion rights members.
- The race to replace Scalise as majority whip, should he win the majority leader post, is also on. There are three declared [candidates](#): chief deputy whip **Patrick McHenry** (N.C.); Rules Committee Chair **Pete Sessions** (Texas) and conservative **Dennis Ross** (Fla.).

(@FoxNews)

(@FoxNews)

Welcome to The Daily 202, **PowerPost**'s morning newsletter. [Sign up to receive the newsletter.](#)  
With contributions by [Elise Viebeck](#).





## WHILE YOU WERE SLEEPING:

— **Donald Trump appeared on Fox News again, ending his boycott.** “I’m back,” he told Bill O’Reilly. “It feels good.” Watch the five-minute interview [here](#).

— **Donna Shalala suffered a stroke after Clinton Global Initiative events last night.** The former HHS secretary became president and CEO of the Clinton Foundation earlier this year. Bill and Chelsea said in a statement sent at 11:52 p.m.: “Fortunately, she was with colleagues at the time and taken to the hospital for treatment. Initial reports are very encouraging. We will continue to share updates as we know more. Please join Hillary, Chelsea and me in keeping Donna in your thoughts and prayers.”

— **The only woman on death row in Georgia was executed just after midnight.** Via the [Atlanta Journal Constitution](#): “Before the drugs that were to kill her were administered, Kelly Gissendaner asked her lawyer to be sure her children knew that she left this world singing Amazing Grace. She cried and sang with joy until the powerful sedative took over and she closed her eyes. Then she drifted off and minutes later died, punishment for her part in the murder of her husband, Douglas Gissendaner, in 1997. For the next few minutes, the only sounds were sobs from one of her attorneys.”

— **Pew released a report showing that Americans have “mixed views” about the U.S. response to the European migrant crisis.** By a six-point margin, 51 to 45 percent, more people approve than disapprove of the U.S. decision to accept more migrants from war-torn countries like Syria and Iraq. **But Democrats and Republicans are sharply divided:** 69 percent of Democrats approve of increasing the flow of those migrants to this country, while an almost exact opposite 67 percent of Republicans disapprove. The crisis is widely known, with 55 percent of Americans saying they’ve heard a lot about it. Overall, 44 percent of respondents said the U.S. should be doing more while 19 percent said we should be doing less — 31 percent said the U.S. response was about right.

— **Joe Biden had a rough flight back from NYC after a day of looking very presidential at the United Nations.** The New York Times’ Julie Hirschfeld Davis emails the White House press corps: “Air Force Two banged down at Joint Base Andrews at 10:06 p.m. in torrential rain, after the bumpiest landing your pool has ever experienced. We have been on roller coasters that were less nausea-inducing. VPOTUS disembarked under a large umbrella and descended the steps, stopping to salute as he folded the umbrella and then walking to a waiting Suburban.” Is this a metaphor? Or just turbulence?

— **A Senate deal on criminal justice reform is very close.** “A bipartisan group of senators on the Judiciary Committee is preparing to unveil a criminal justice overhaul proposal as early as Thursday,” two sources familiar with the deal told NPR’s Carrie Johnson (we think at least one of



those sources then emailed the [story](#) for inclusion in the 202). “The proposal will not go as far as some reform advocates may like. ... For instance, the plan would create some tough new mandatory minimum sentences, after pressing from Grassley. It stitches together proposals that would allow inmates to earn credits to leave prison early if they complete educational and treatment programs and pose a relatively low risk to public safety along with language that would give judges some more discretion when sentencing nonviolent offenders.”

#### GET SMART FAST:

1. Lawyers for Kentucky county clerk **Kim Davis** claim that [she met privately](#) with Pope Francis in Washington last week. There's no confirmation from the Vatican.
2. **Mitch McConnell** says that, after the Senate passes a bill today to avert a government shutdown until December, he wants to reach a long-term spending deal with Democrats locking in spending levels through 2017. He has already been in preliminary talks with the White House. ([Kelsey Snell](#))
3. **Afghan** forces are trying to strike back at the **Taliban** after the rebels overran the northern city of Kunduz, but they're facing stiff resistance. ([Tim Craig and Brian Murphy](#))
4. The **CIA** pulled a number of officers from the U.S. Embassy in Beijing as a precautionary measure after the Chinese allegedly hacked into the **OPM** database. ([Ellen Nakashima and Adam Goldman](#))
5. The **National Defense Re-authorization Act** has come out of conference committee, and the Senate is likely to vote on it Thursday, but Democrats don't like the compromises that were made. ([Karoun Demirjian](#))
6. Making a play for union support, **Hillary** will come out against the so-called “Cadillac tax” on premium health-care plans. It is a key means of paying for Obamacare. ([Anne Gearan](#))
7. The Tax Foundation [estimated](#) that **Trump's** plan would increase the federal deficit by \$10 trillion over the next decade but also create 5 million new jobs. ([Their report](#))
8. The **RGA** went dark in the Kentucky governor's race, a bad sign for Republican nominee **Matt Bevin**. ([Lexington Herald-Leader](#))

#### POWER PLAYERS IN THE NEWS:

1. **Rand Paul** attacked **Ted Cruz** as ineffective: “Ted has chosen to make this really personal and called people in leadership dishonest,” he said on Fox News Radio, “which really goes against the decorum and also against the rules of the Senate, and as a consequence he can't get anything done legislatively.” (Transcript and audio are [here](#).)
2. **Cruz** will roll out the endorsements of more than three dozen Texas state lawmakers



today. ([Texas Tribune](#))

3. A pro-Paul super PAC has not been spending money, and its leader encouraged the senator to embrace his inner libertarian to jumpstart his struggling campaign. ([David Weigel](#))
4. **Chris Christie** picked up six endorsements in Iowa yesterday, including from agribusiness millionaire Bruce Rastetter, and he said he'll campaign aggressively in the state ahead of the caucuses. ([I interviewed him about his theory of the case.](#))
5. Kentucky Republican Rep. **Ed Whitfield** announced his retirement after two decades in Congress. ([Courier Journal](#))
6. **Charles Koch** declined to say whether he would endorse or support Trump if he's the Republican nominee in [an interview with Forbes magazine](#).
7. **Ben Carson** said he's fine with people flying the Confederate flag, as long as they do it on private property. ([NBC's Alexandra Jaffe](#) from Winston-Salem, N.C.)
8. Former Sen. **Jim Talent** (R-Mo.) is [launching a new group](#) today to push for the renewable fuel standard. He was a top adviser to **Scott Walker**, and this is his first move since that campaign imploded.

#### WAPO HIGHLIGHTS:

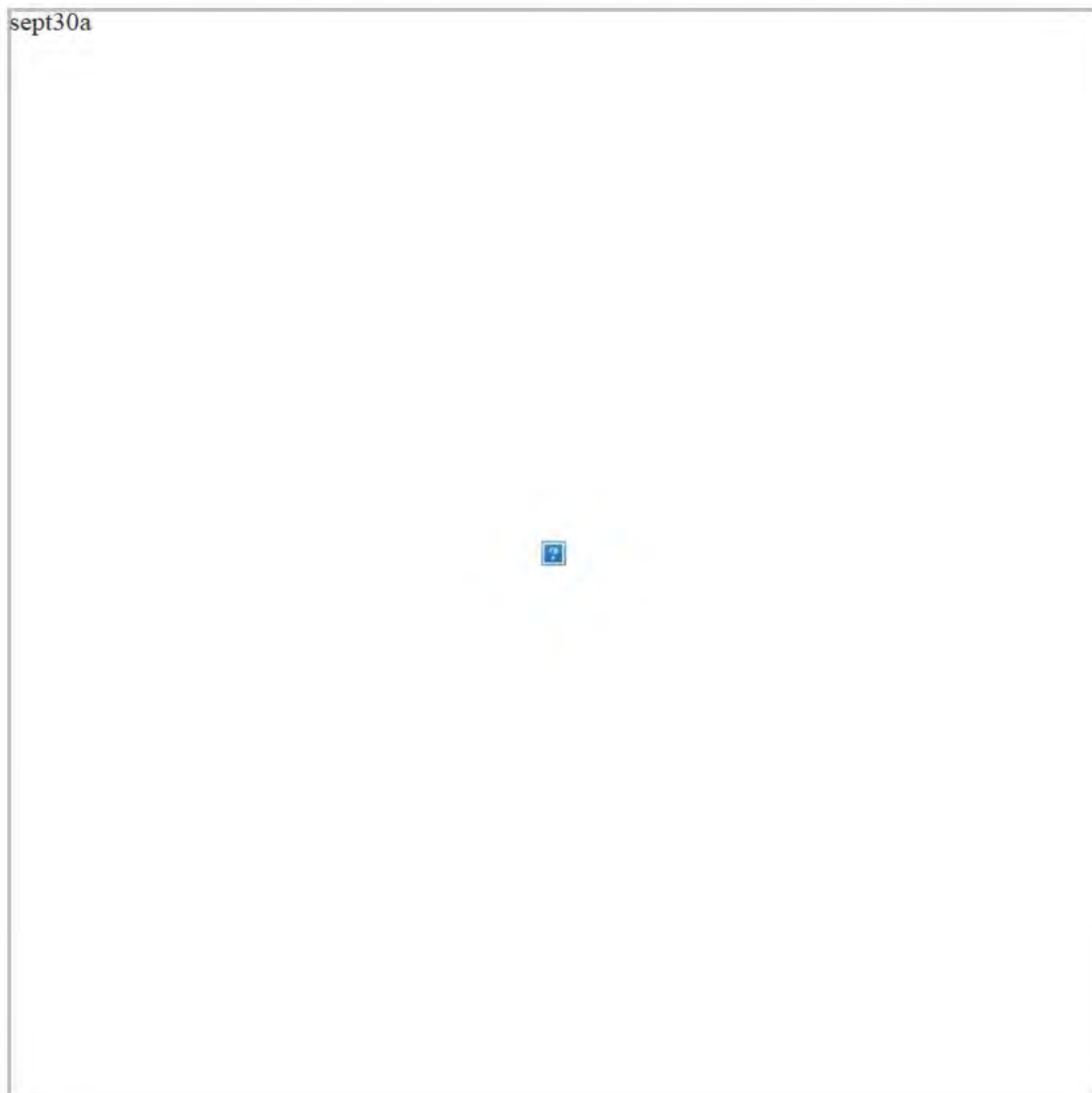
—[“U.S. troops have turned to some unsavory partners to help find warlord Joseph Kony,”](#) by **Craig Whitlock and Thomas Gibbons-Neff**: “U.S. Special Operations forces have opened a new front in their hunt for the African warlord Joseph Kony, moving closer to his suspected hideout in a lawless enclave straddling Sudan and South Sudan...Working from a new bush camp in the Central African Republic, U.S. forces have begun working closely with Muslim rebels — known as Seleka — who toppled the central government two years ago and triggered a still-raging sectarian war with a campaign of mass rapes and executions. The Pentagon had not previously disclosed that it is cooperating with Seleka and obtaining intelligence from the rebels. The arrangement has made some U.S. troops uncomfortable.”

—[“Some refugees get Zumba classes, but others sleep on the streets,”](#) by **Anthony Faiola, Souad Mekhennet and Stephanie Kirchner**: As Germany “scrambles to shelter the refugees in tent cities, at sports centers and even on the grounds of a former Nazi labor camp, a nation known for its efficiency is struggling to absorb them. Outside the main refugee processing center in Berlin, for instance, asylum seekers are caught in a bureaucratic hell. Dozens are camping out on cold sidewalks — some for weeks...But like the U.S. government after Hurricane Katrina a decade ago, Germany also is finding that the scope of the crisis is sometimes overwhelming its capacity to respond...A 10-minute bus ride away from the processing center here, a pop-up shelter on the grounds of a city sports center is providing asylum seekers with beds and warm food — even Zumba classes and

soothing piano concerts. But there is no bus available to take the refugees back to the processing center each morning.”

#### **SOCIAL MEDIA SPEED READ:**

— **SIGNAL VISUAL:** When it comes to Bernie Sanders, television is not nearly as interested as Twitter. So far this month (Sept. 1 through Sept. 29), the Vermont senator has actually been mentioned more frequently than Hillary Clinton on Twitter. He’s got more than 1.9 million mentions, compared to nearly 1.8 million for Clinton, according to our analytics partners at Signal Labs.



But look what happens when you view the Democratic race through only the broadcast media lens. Sanders has about one-quarter of the mentions that she does, and he’s mentioned on television far less frequently than Joe Biden. (The VP, incidentally, has been mentioned just 222,000 times on Twitter, far behind both of them.)

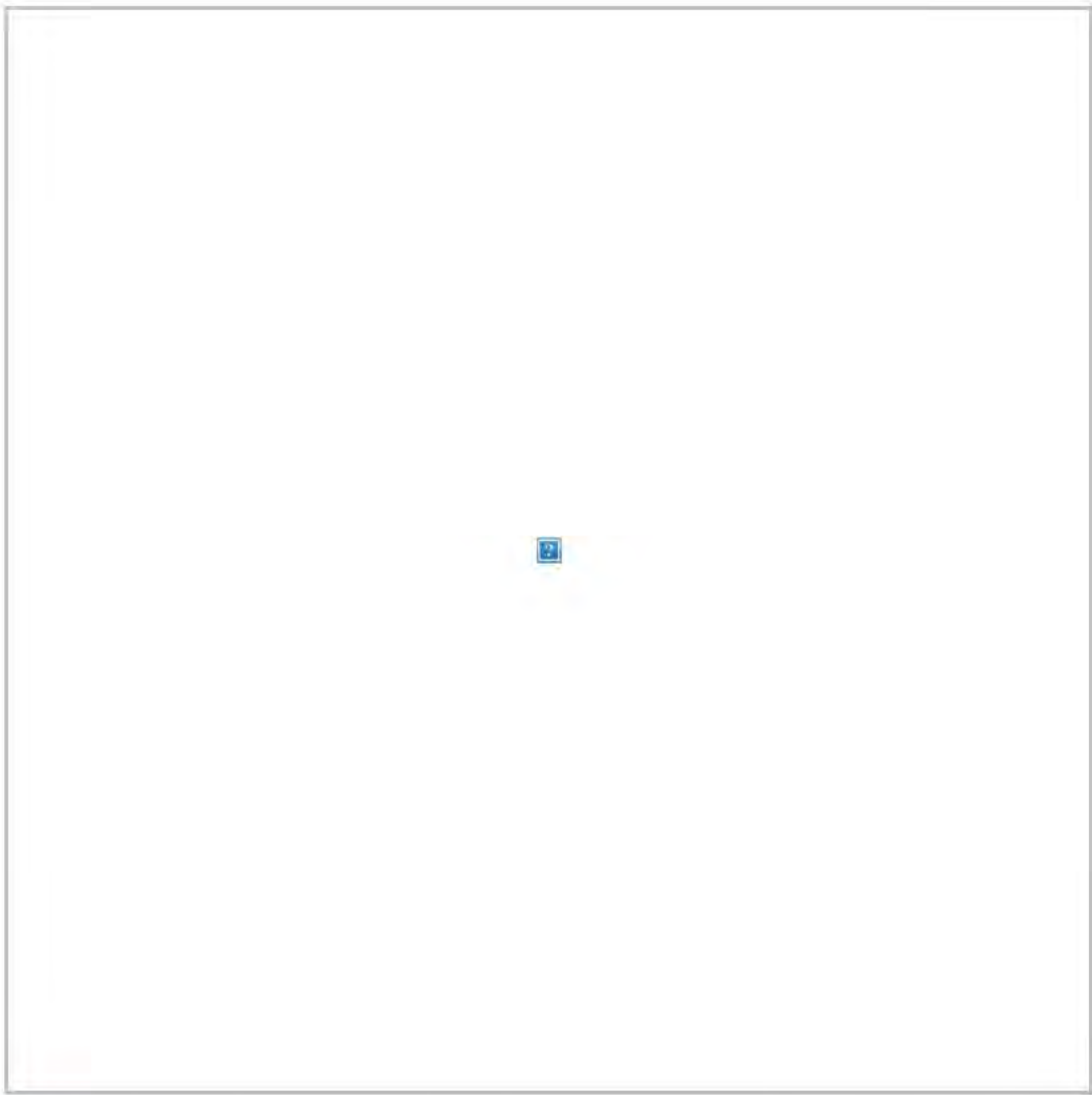
sept30b



**–Pictures of the day:**

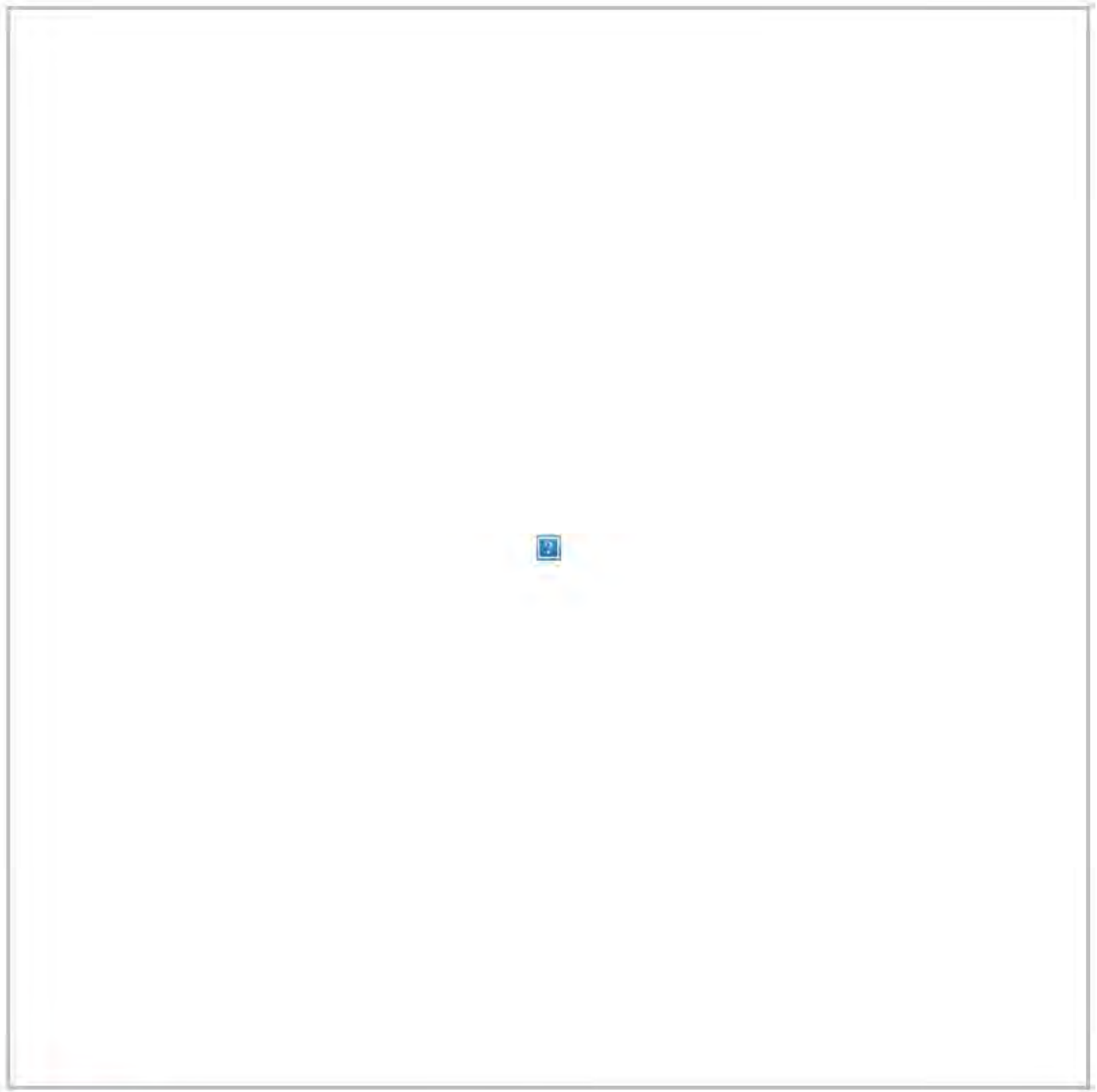
Elizabeth Warren met with Black Lives Matter activist Deray McKesson to follow up on her [speech](#) about [racial inequality](#):





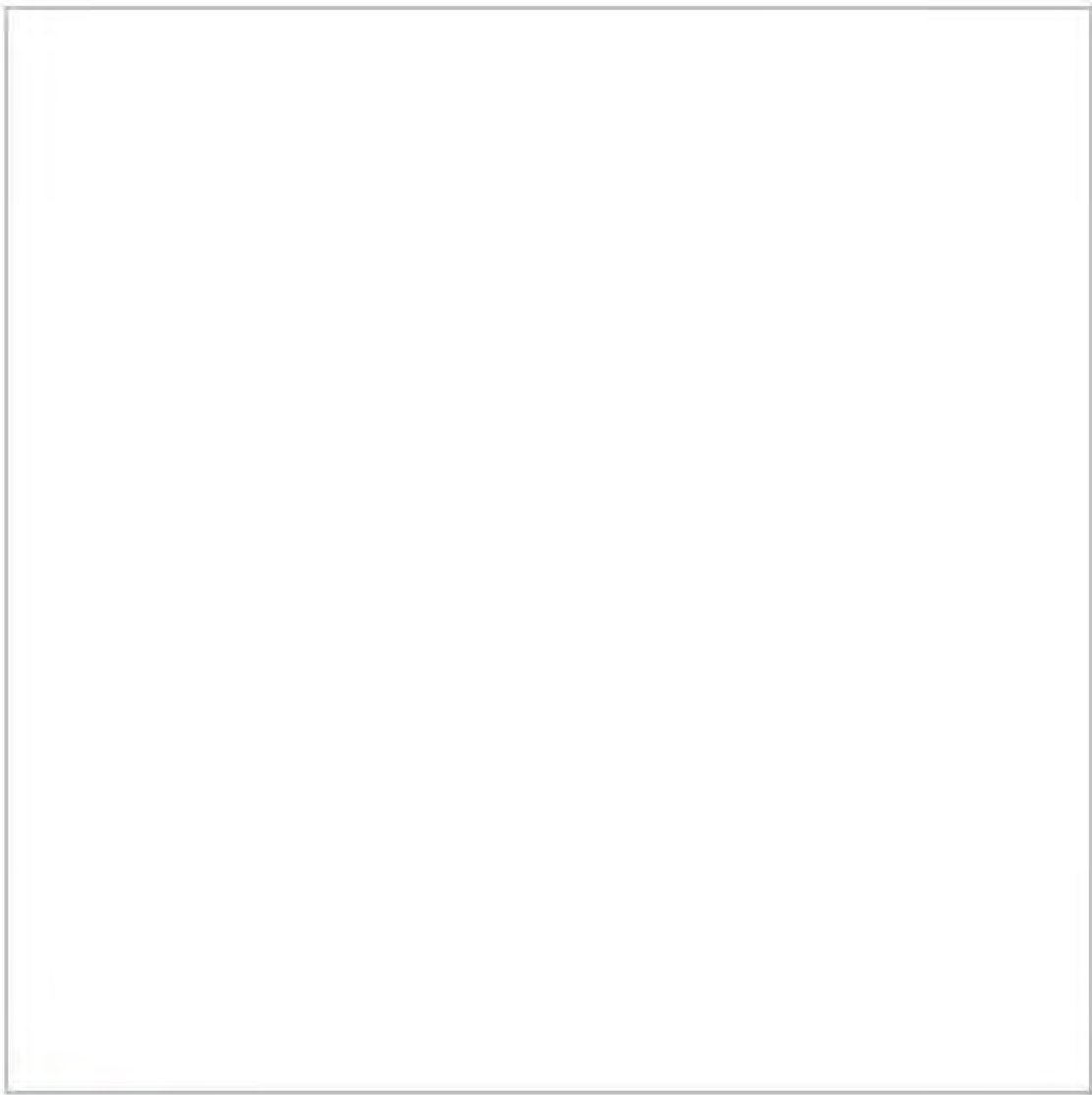
(@deray)

Sen. Charles Grassley (R-Iowa) had breakfast with Rep. Steve King (R-Iowa) while wearing a two-decade-old King campaign shirt:



(@SteveKingLA)

Lots of love for Hillary's pantsuits on Snapchat:



([@JulieRFoster](#))

**–Tweets of the day:**

Edward Snowden joined Twitter with the verified account [@Snowden](#):

(@Snowden)



(@Snowden)

His first conversation was with astrophysicist Neil deGrasse Tyson:

(@Snowden)

(@Snowden)

And then he joked about the NSA:



(@Snowden)

(@Snowden)

Republican presidential candidate George Pataki reacted strongly:

(@GovernorPataki)

(@GovernorPataki)

— **Planned Parenthood President Cecile Richards delivered an aggressive defense of her embattled organization on Capitol Hill yesterday, rejecting allegations that it illegally sells fetal tissue for profit as “offensive and categorically untrue.”** She called the string of videos “deceptively edited.” Story from Sandhya Somashekhar [here](#). She mixed it up with GOP lawmakers and seemed to relish the back-and-forth.

**Many conservatives complained about how House Republicans ran the Planned Parenthood hearing.** From Sean Davis, cofounder of the Federalist:

(@seanmdav)



(@seanmdav)

And Townhall political editor Guy Benson:

(@guypbenson)

(@guypbenson)

White House political director (and Red Sox fan) David Simas celebrated National Coffee Day:

(@simas44)

(@simas44)

While Rep. Richard Hudson (R-N.C.) sipped on Cheerwine:



(@RepRichHudson)

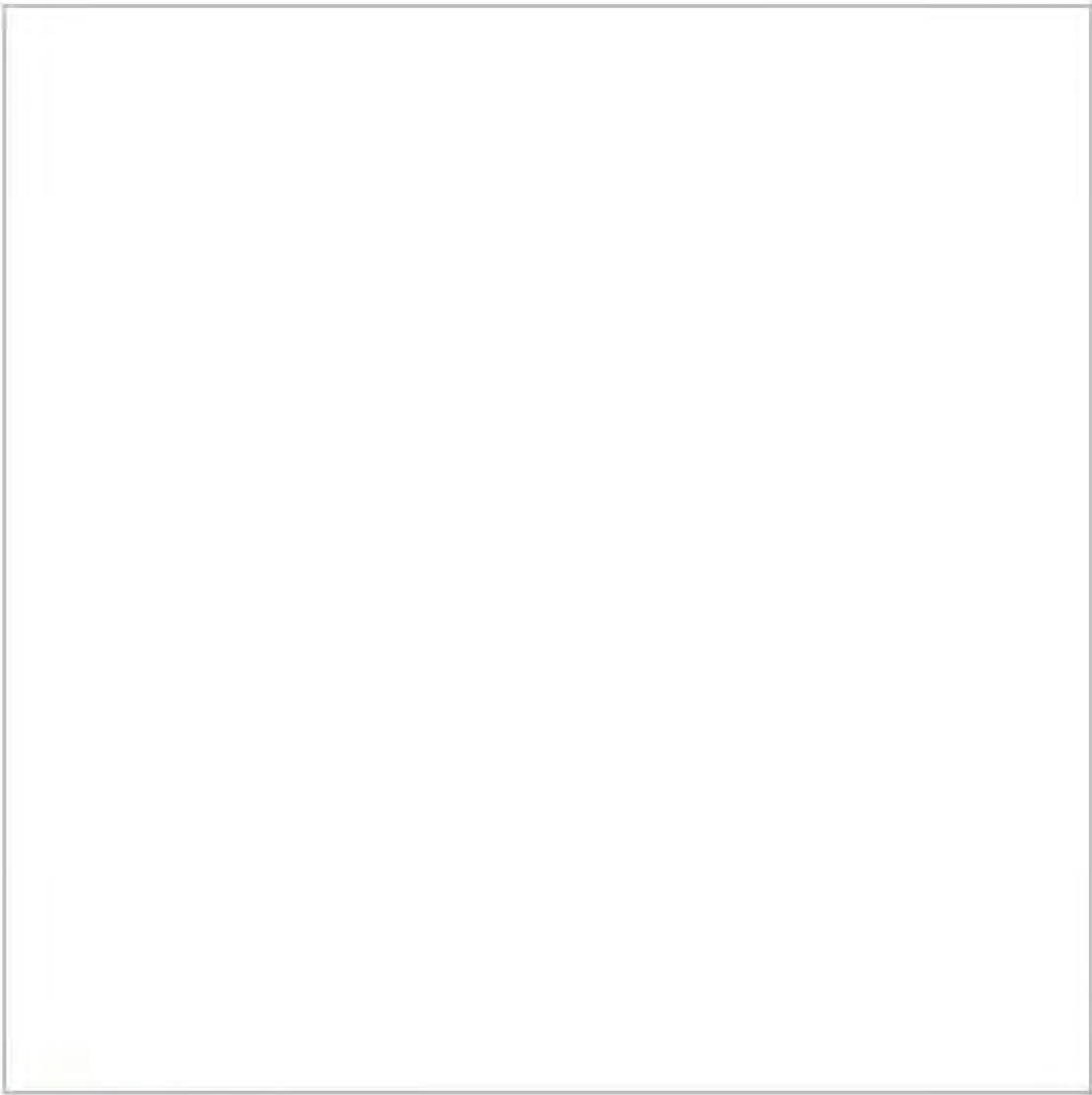
(@RepRichHudson)

Sen. Bill Nelson (D-Fla.) met with Denzel Washington:

(@SenBillNelson)

(@SenBillNelson)

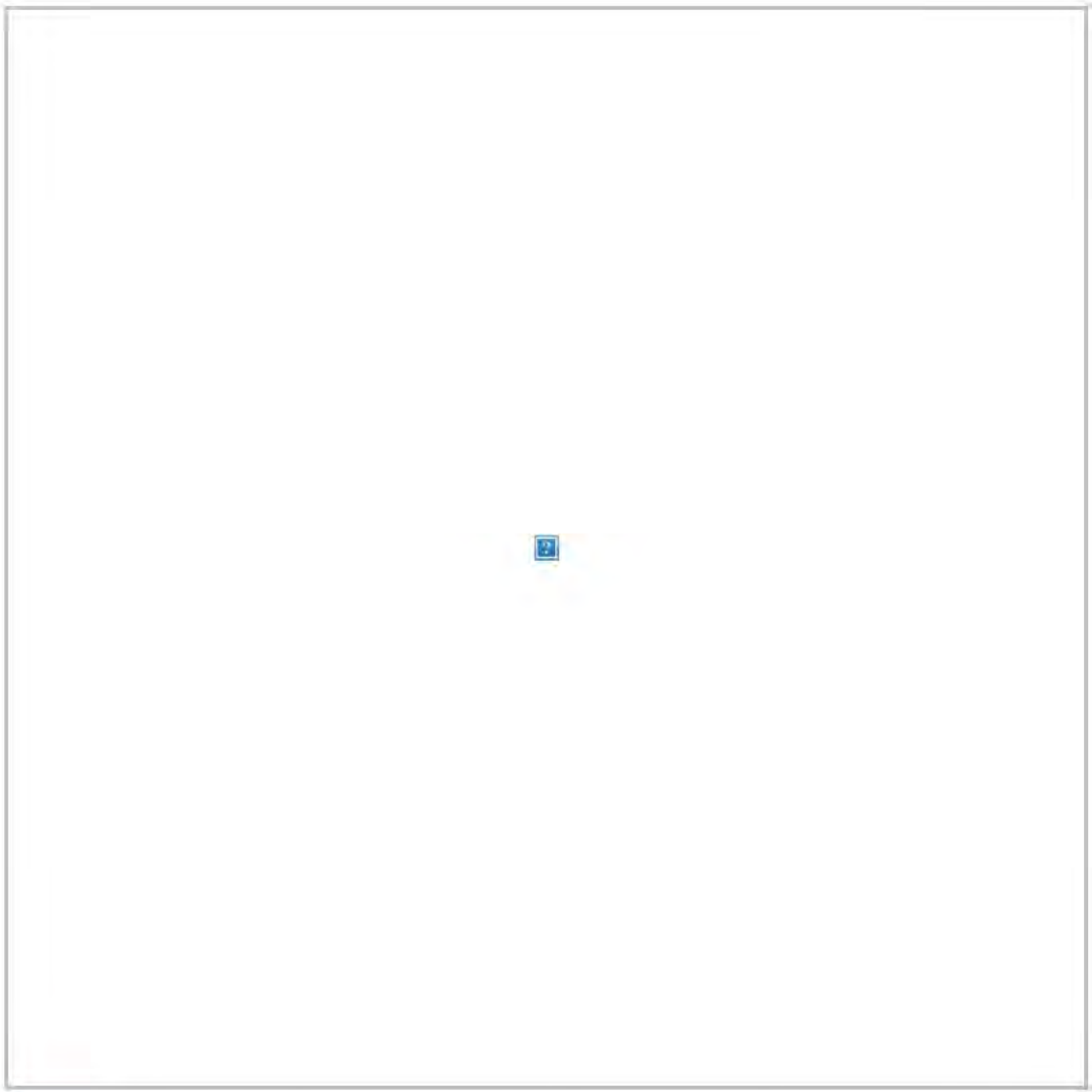
And Martin O'Malley's Iowa campaign announced a Game of Thrones-themed competition:



([@gdebenedetti](#))

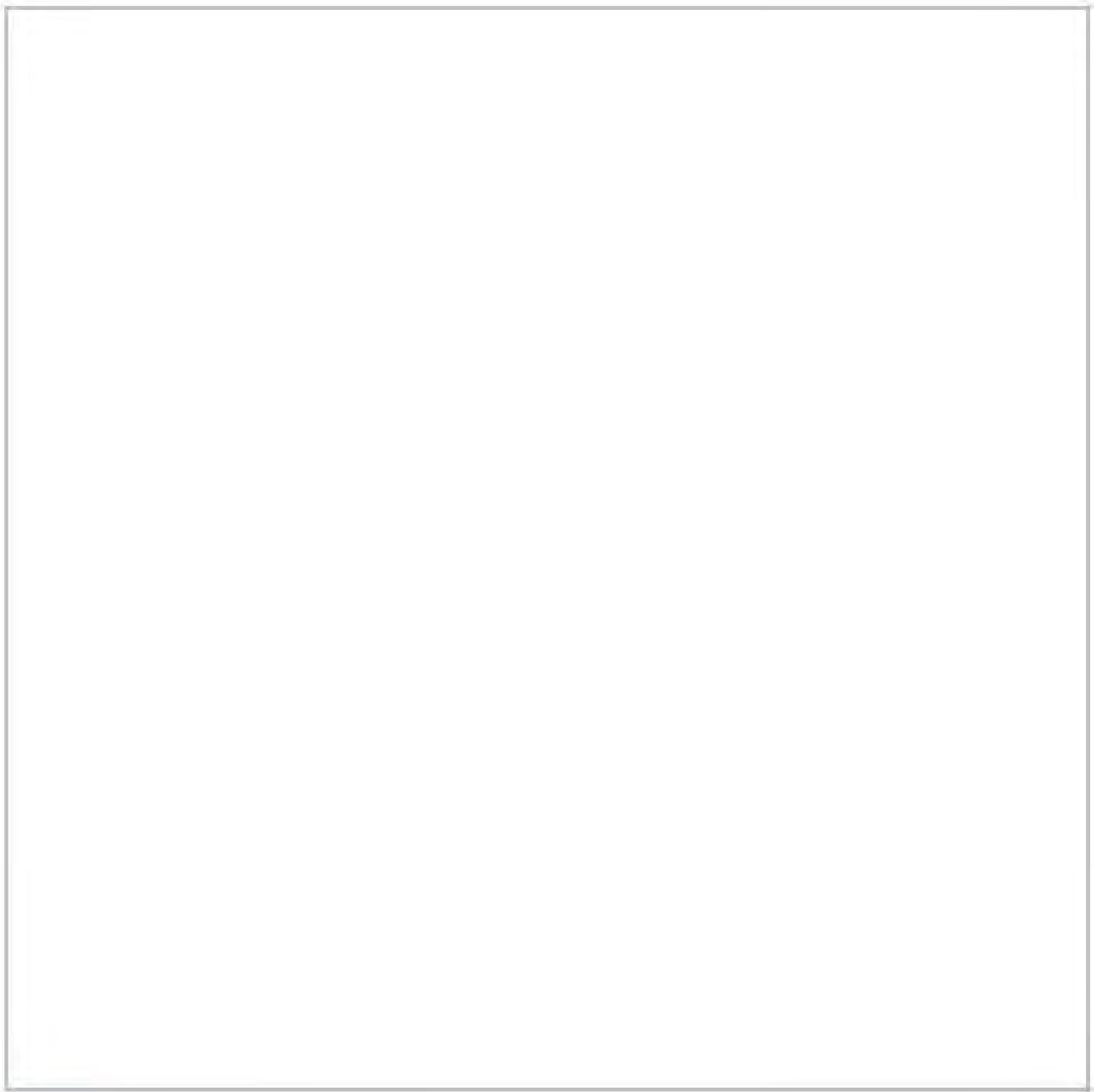
**–Instagrams of the day:**

Staffers at the DNC (and across Capitol Hill) wore pink in support of Planned Parenthood:



(dwstweets)

Bobby Jindal made a pit stop as he traversed Iowa, which has become his second home:



(bobbyjindal)



**GOOD READS FROM ELSEWHERE:**

— Forbes, “[Inside the epic fantasy that’s driven Donald Trump for 33 years,](#)” by Randall



**Lane:** “The most in-demand person on the planet has gone into hold-all-my-calls mode for nearly two hours to sit down with Forbes and tackle, piece by piece, a subject that he cares about to the depths of his soul: how much Forbes says he’s worth. Since The Forbes 400 list of richest Americans debuted in 1982...exactly 1,538 people making the cut...not one has been more fixated with his or her net worth estimate on a year-in, year-out basis than Donald J. Trump.

Trump has filed statements claiming he’s worth at least \$10 billion or, as he put in a press release, TEN BILLION DOLLARS (capitalization his). After interviewing more than 80 sources and devoting unprecedented resources...we’re going with a figure less than half that—\$4.5 billion... ‘I’m running for President,’ says Trump. ‘I’m worth much more than you have me down [for]. I don’t look good, to be honest. I mean, I look better if I’m worth \$10 billion than if I’m worth \$4 billion’...

Ultimately, Trump’s beef with our numbers is driven by Trump: how his peers view him and, more acutely, how he views himself...As ‘The Donald’ he honed the art of net worth lobbying. Financial summaries would arrive at the Forbes offices, often on gilded Trump-embossed letterheads for extra pop... ‘We soon learned to take the number he threw out to us for his net worth, immediately divide it by three and refine it from there,’ remembers Harold Seneker, who ran The Forbes 400 for the first 15 years of its existence...Trump’s motivations for inflating his net worth were partially driven by dollars and cents. ‘It was good for financing,’ Trump now acknowledges...slapping a high Forbes 400 estimate on a banker’s desk can sometimes help secure bigger loans and better rates.”

— **People Magazine also sat down with Trump for a cover story in next week’s edition.** The magazine calls him charming and very confident in a spread. He told the magazine he’s prepared to self-fund in a meaningful way, despite the doubters: “I’m very liquid. I can spend whatever I want. ... It’s all Trump, all the time on television. So far, I’m way under budget.”

— **Yahoo News**, “**Ann Romney opens up about MS struggle**,” with **video** by **Katie**

**Couric**: Romney “has a debilitating neurological disease, which has, at times, left her ‘crushed to dust’...In [her new] book, Romney writes about being ‘in the midst of a deep depression, wishing I would be struck down by a disease that would kill me quickly rather than slowly losing control of my body.’ Romney details a regimen of medication, therapy and horseback riding that helped her through the illness. Her husband, former presidential candidate Mitt Romney, was by her side every step of the way.”

— **Politico**, “**How McConnell outfoxed Ted Cruz**,” by **Burgess Everett**: “Ted Cruz called out Mitch McConnell seven times by name on Monday night...Asked about Cruz’s diatribe on the Senate floor, during which the Texas Republican suggested McConnell is a puppet for Democratic leaders and a foe of conservatives, McConnell couldn’t conceal his smile on Tuesday. ‘I have tried very hard to stay out of the presidential race, and I think that’s probably a good rule for me,’ he said with a chuckle...[McConnell] and his leadership lieutenants have quietly and methodically worked to isolate the conservative senator and minimize his effect on the critical fall spending debate. The end



result, in spite of Cruz's invective toward Republican leaders, is music to McConnell's ears: no government shutdown... The message is clear: McConnell isn't going anywhere, and everyone in the Senate knows it. Even Cruz won't say he should resign."

#### **HOT ON THE LEFT**

**Lemony Snicket donates \$1 million to Planned Parenthood.** From BuzzFeed: "American author Daniel Handler, popularly known by his pen name Lemony Snicket, tweeted recently that he and his wife, the illustrator Lisa Brown, have decided to donate \$1 million to Planned Parenthood ... 'My husband and I have supported Planned Parenthood for years ... This year, Planned Parenthood has gone through a series of unfortunate events, and it felt right to make our support more public and more dramatic,' Lisa Brown said."

#### **HOT ON THE RIGHT**

**Tom Brady walks back Donald Trump endorsement.** From the Hollywood Reporter: "Tom Brady has called a Trump audible. The New England Patriots quarterback said Monday that he didn't actually endorse Trump's White House bid. Previously, the four-time Super Bowl champion made headlines when it was reported he had a 'Make America Great' hat in his locker. In addition, Brady said a Trump presidency 'would be great.'"

#### **DAYBOOK:**

—**What's happening today on the campaign trail:** On the final day of the third quarter, Hillary Clinton attends a fundraiser at Jay Z's 40/40 club in New York City. In N.H., Donald Trump holds a town hall in Keene, Jeb Bush attends a roundtable on substance abuse in Manchester and a town hall in Bedford, and Ben Carson campaigns in Exeter, Durham, Portsmouth and New Castle. In Iowa, John Kasich hits Davenport and Cedar Rapids while Bobby Jindal makes stops in Sigourney and Iowa City. Chris Christie appears on "The Daily Show."

—**On the Hill:** The Senate meets at 9:30 a.m. and is expected to approve a temporary government funding bill. The House meets at 12 p.m. for legislative business.

—**At the White House:** President Obama delivers remarks to Democratic state legislators at the White House.

**QUOTE OF THE DAY:** "He pretends to be Catholic, it came on him all of a sudden. It doesn't happen like that." — Pope Francis rips the left-leaning mayor of Rome, amid fears that the city is not prepared for the start of the Holy Year of Mercy in December. (AFP)

#### **NEWS YOU CAN USE IF YOU LIVE IN D.C.:**

— "A few scattered showers remain possible through the course of the day. We're rather warm

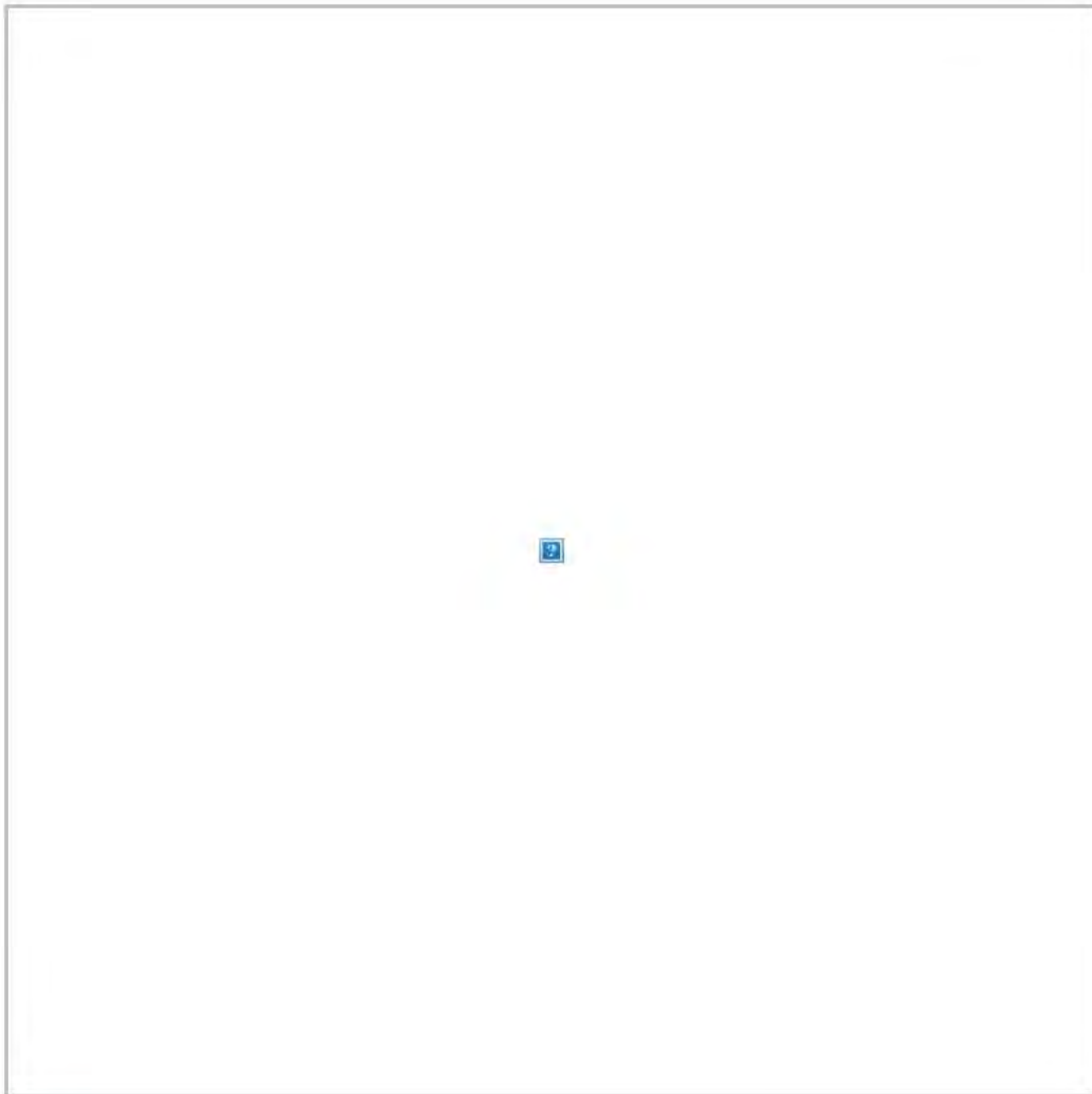
and muggy through much of the day, but should start to see the air dry out as a gusty breeze from the north develops by mid-afternoon,” [reports](#) the Capital Weather Gang.

–With six games left and no post-season possibilities, the Nationals lost 2-1 to the Atlanta Braves. But they’re [auditioning some up-and-comers](#) like Trea Turner, who scored his first major league home run.

–A former aide to ex-D.C. Mayor Vincent Gray [was indicted](#) for failing to file tax returns. Reuben O. Charles II is the eighth person linked to Gray to be charged in federal court.

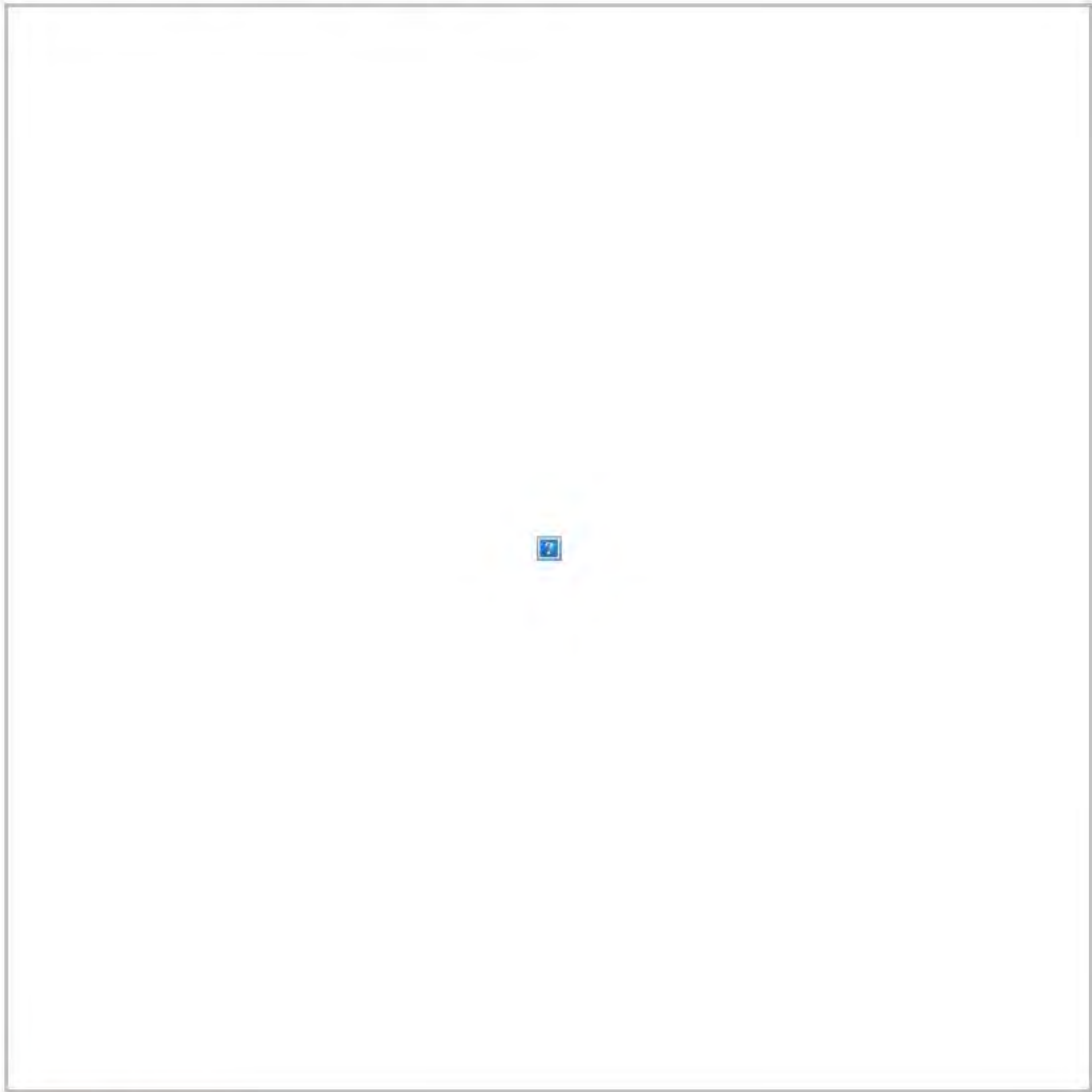
#### VIDEOS OF THE DAY:

Rapper T-Pain called Jeb Bush “radically underrated” in an interview (though he still won’t vote for him):



([Pitchfork](#))

Bei Bei sneezed for the panda cam. Watch here:



(Smithsonian's National Zoo)

Did Rep. Trey Gowdy (R-S.C.) wink at Planned Parenthood President Cecile Richards? Decide for yourself:

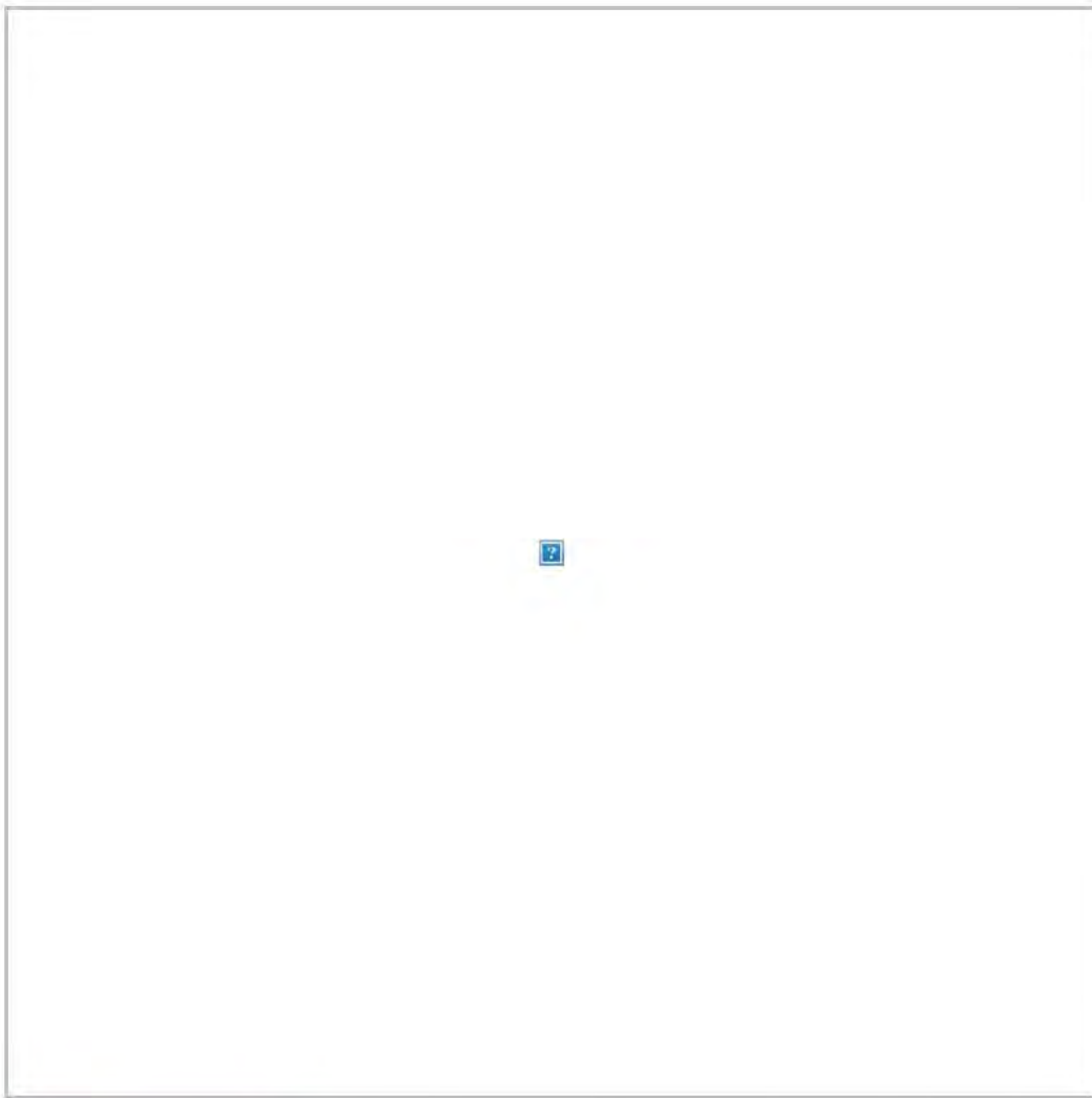


(@frankthorpnbc)



(@frankthorpnbc)

First lady Michelle Obama told Stephen Colbert about her post-White House plans (like opening windows freely):



(The Late Show with Stephen Colbert)

**Lena Dunham** put out a slew of videos with **Hillary Clinton** as part of the launch of her newsletter, **Lenny**. Here are a few highlights:

- HRC on the [political process](#)
  - HRC on [campus assault](#)
  - HRC on [life after college](#)
  - HRC on [law school and marrying Bill](#)
  - HRC on [women having it all](#)
  - HRC on her [favorite Donna Karan dress](#)
-



You are receiving this e-mail because you signed up for the The Daily 202 newsletter or were registered on [washingtonpost.com](http://washingtonpost.com). For additional free newsletters or to manage your newsletters, click [here](#).

We respect your **privacy**. If you believe that this e-mail has been sent to you in error, or you no longer wish to receive e-mail from The Washington Post, [click here](#). **Contact us** for help.

---

©2015 The Washington Post | 1150 15th St NW, Washington, DC 20071



**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: MSPB Engages in Whistleblower Reprisal  
**Date:** Wednesday, September 30, 2015 9:28:52 AM

---

Yay!

As Kevin McCarthy would say, if you knew then what you knew now, would you still like it? HA!

**Susan Marshall**  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 30, 2015 9:26 AM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**Subject:** RE: MSPB Engages in Whistleblower Reprisal

We still got another study mandate to look at the DoE National Security labs. So all was not lost.

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 30, 2015 9:24 AM  
**To:** Dan Blair  
**Subject:** RE: MSPB Engages in Whistleblower Reprisal

Crap! The Committees are starting to become irrelevant...sad.

**Susan Marshall**  
*Director, External Relations*  
*Office of Inspector General, Department of Treasury*  
*(202) 927-9842*

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Wednesday, September 30, 2015 9:10 AM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>  
**Subject:** RE: MSPB Engages in Whistleblower Reprisal

Btw... Bill G said they dropped that mandate for a procurement study from the conference report. DAMN

---

**From:** Marshall, Susan G. [<mailto:MarshallS@oig.treas.gov>]  
**Sent:** Wednesday, September 30, 2015 9:02 AM  
**To:** Dan Blair  
**Subject:** FW: MSPB Engages in Whistleblower Reprisal

Making the cigie gossip list.

-----Original Message-----

**From:** Delmar, Richard K.  
**Sent:** Wednesday, September 30, 2015 08:58 AM Eastern Standard Time  
**To:** Thorson, Eric M  
**Cc:** Parsons, Patrick W.; Marshall, Susan G.  
**Subject:** FW: MSPB Engages in Whistleblower Reprisal

Amazing.

---

**From:** No title defined [<mailto:CCIGNET@PEACH.EASE.LSOFT.COM>] **On Behalf Of** Larocca, Francis P. (HQ-WLH10)  
**Sent:** Wednesday, September 30, 2015 8:50 AM  
**To:** [CCIGNET@PEACH.EASE.LSOFT.COM](mailto:CCIGNET@PEACH.EASE.LSOFT.COM)  
**Subject:** MSPB Engages in Whistleblower Reprisal



**MSPB Found  
Liable for  
Whistleblower  
Reprisal -  
Against a 25-  
year Employee  
with an**

*Outstanding  
Performance  
Rating*

By Deborah  
Hopkins

Deborah Hopkins,  
FELTG Executive Director

**BIG, BIG, BIG NEWS.**

Just a couple days ago, an interim decision was reached in the whistleblower case we've been following since last December. Remember Tim Korb, the 25-year employee at MSPB who filed an IRA against the Board for his whistleblower reprisal? Well, the presiding ALJ has issued interim findings and we're thrilled to be the first to share those findings with you.

That's right, FELTG has the results of that hearing – hot off the presses and not yet available to the general public. I'm looking at a copy of the decision as I type this. The ALJ's findings are interim because the damages have not yet been addressed, but here's what we do know so far:

The MSPB definitely engaged in whistleblower reprisal.

Against an employee with an outstanding 25 year work history.

That's right, high-level officials in the very agency that is responsible to *safeguard* federal employees from reprisal for engaging in protected whistleblower activity took illegal action against one of its finest employees for doing just that.

If you're unfamiliar with whistleblower law, here's a crash course. In order to prevail on a claim of whistleblower reprisal the appellant must show that (1) he made a protected disclosure or engaged in protected activity (alleging a violation of law, rule or regulation; gross mismanagement; gross waste of funds; abuse of authority; substantial or specific public danger), and (2) that the agency engaged in a prohibited personnel practice as a result of that employee's protected disclosure or activity.

To defend itself against a whistleblower reprisal claim, the agency must show through clear and convincing evidence that it would have taken the same action in the absence of such a disclosure or protected activity. MSPB couldn't satisfy that standard in this case.

Here are some of the important takeaways from the judge's very well-written 48-page decision:

- The appellant Tim Korb, a GS-14 Attorney-Advisor at MSPB's Washington, DC headquarters, made a protected disclosure when he submitted to his supervisors a document containing evidence of significant delays in the processing of MSPB appeals. There was no good reason for the delays and MSPB had no internal tracking system to ensure the appeals were moved in a timely manner. Mr. Korb independently gathered information to track the cases that were left sitting in the office, and he provided the information to his



## Webinars on the Docket:

### [Handling Within-Grade Increases: Eligibility, Denials and Appeals](#)

October 22

### [Legal Writing for MSPB Practitioners](#)

October 29

### [Significant Federal Sector Developments: The Latest and Greatest](#)

November 12

### [Managing a Mobile Workforce: How to Make Telework Work](#)

November 19

### [Managing Difficult Employees: What to Do When It's Not Poor Performance or Misconduct](#)

December 3

### [Whistleblower Reprisal: What Agencies and Unions Need to Know About the WPEA](#)

December 10

Closing Remarks

Wednesday, 10/22/2020

Thursday, 10/23/2020

Friday, 10/24/2020

supervisors in the Office of Appeals Counsel (OAC). This information he provided was not well-known outside of his office so the ALJ determined that Mr. Korb's disclosure was more than a policy disagreement about appeals processing and was therefore protected as whistleblowing activity for disclosing for gross mismanagement.

- Mr. Korb also engaged in protected activity when he assisted a co-worker in filing a grievance.

So, the first part of the whistleblower test is satisfied. Protected disclosure, plus a protected activity kicker - check. Now, on to the prohibited personnel action.

- Mr. Korb's direct supervisor in OAC proposed a 21-day suspension after Mr. Korb changed some of the boilerplate language in a case template for a decision he was writing, despite that other attorneys in the office often made changes to the boilerplate language and were never disciplined or even warned for that conduct. The ALJ found that Mr. Korb's protected activity was indeed a motivating factor in this proposed suspension. Even though the proposed suspension was eventually cancelled, that doesn't get the agency off the hook, because the very *threat* of the personnel action satisfies the requirement necessary to constitute a prohibited personnel practice.
- After he made the disclosure and the protected activity, Mr. Korb's job duties were significantly changed. For seven years he had been responsible for writing the weekly MSPB Case Report Summary, and despite that Mr. Korb had recently received an "Outstanding" performance rating those job duties were suddenly shifted to the OGC. The ALJ found that this significant change in job duties evidenced whistleblower reprisal and were motivated by Mr. Korb's protected activity.

[FLRA Law Week](#)

November 16-20

[Absence & Medical Issues Week](#)

February 1-5, 2016

[MSPB Law Week](#)

March 7-11, 2016

[Leave & Attendance Management and Performance Management](#)

March 14-17, 2016

[EEOC Law Week](#)

April 4-8, 2016

**And, on the West Coast:**

[Legal Writing Week](#)

December 7-11

San Francisco, CA

[MSPB Law Week](#)

June 13-17, 2016

San Francisco, CA

[Join Our Email List](#)

So, the second part of the whistleblower test is satisfied.

Now the question is, did the MSPB successfully defend itself by showing through clear and convincing evidence that it would have taken the same action absent the appellant's protected activity? In this case, the answer is NOPE (that's a legal term). Read on.

- The changes Mr. Korb made to the boilerplate language did not constitute not misconduct because he did not know he was not supposed to make changes to the template (in fact changes were often made to the boilerplate as a standard practice). Furthermore, the changes he made did not misstate the law.
- The removal of Mr. Korb's significant job duty of writing the MSPB Case Report would not have happened if Mr. Korb had not engaged in protected activity.
- The disclosures Mr. Korb made to his OAC supervisors and the Chairman about the lag in case processing times reflected poorly on higher management in MSPB and therefore evidenced strength of the agency's motive to retaliate. The ALJ explicitly found that MSPB leadership was motivated to take a personnel action *because* the appellant had engaged in protected activity and that they would not have done so had the appellant not engaged in that protected activity.

So, the MSPB **could not show** by clear and convincing evidence that it would have taken the same actions against Mr. Korb -- proposing the 21-day suspension and significantly changing his job duties by taking away the responsibility for the MSPB Case Report-- had his protected disclosure and protected activity not taken place.

Appellant wins. MSPB loses. No new precedent is set as a result of this decision, but it sure looks bad for the Board. It is a Big Deal that high-level officials at this agency violate one of the statutes they exist to uphold.

It will be very interesting to see what damages are awarded in this case; the word on the street is that a damages hearing will happen in the near future.

It will also be interesting to see whether the MSPB will appeal the decision, and if so - to whom will they appeal? Jurisdiction isn't exactly clear since the Chairman herself was named in the record as an active participant in the process of receiving (and ignoring) the disclosure of gross mismanagement.

Stay tuned for our next FELTG Newsletter (it'll come out on October 14) for additional in-depth articles on this very important decision. And if you're really interested in this whistleblower stuff, Bill Wiley is teaching a [webinar](#) on the Whistleblower Protection Enhancement Act on Thursday, December 10, so be sure to join us for that.

At FELTG we do our best to keep you up to date on the latest happenings in federal employment law, and we are happy that you heard it here first. You can be guaranteed that there is surely more to come!

[Hopkins@FELTG.com](mailto:Hopkins@FELTG.com)

*Teaching the Law of the Federal Workplace*



[Forward this email](#)



This email was sent to [theresa.m.thompson@nasa.gov](mailto:theresa.m.thompson@nasa.gov) by [feltqnews@feltq.com](mailto:feltqnews@feltq.com) |  
[Update Profile/Email Address](#) | Rapid removal with [SafeUnsubscribe™](#) | [About our service provider.](#)



Federal Employment Law Training Group | P.O. Box 732 | Wellfleet | MA | 02667

Please Note: Replies to this message will go to the entire CCIGNet mailing list. To send a message only to the person who sent this message, please make sure that only THAT person's email address is showing in the "TO:" portion of the header on your reply.

**From:** [Marshall, Susan G.](#)  
**To:** ["Dan Blair"](#)  
**Subject:** RE: Lance Armstrong admits under oath to lying about steroid use - NY Daily News  
**Date:** Tuesday, October 20, 2015 9:03:04 AM

---

:)!!

Susan Marshall  
Director, External Relations  
Office of Inspector General, Department of Treasury  
(202) 927-9842

-----Original Message-----

From: Dan Blair [<mailto:dblair@napawash.org>]  
Sent: Monday, October 19, 2015 8:10 PM  
To: Marshall, Susan G. <MarshallS@oig.treas.gov>  
Subject: Re: Lance Armstrong admits under oath to lying about steroid use - NY Daily News

I bet Sheryl Crow is glad she's past him... We saw her in a private concert a couple of weeks ago. She looks amazing and is 53! See what you can look forward to

Sent from my iPhone

> On Oct 19, 2015, at 8:03 PM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> <http://m.nydailynews.com/sports/more-sports/lance-armstrong-admits-oath-lying-steroid-article-1.2403413>  
>  
> All that postal money...ouch.

**From:** [Dan Blair](#)  
**To:** [REDACTED]  
**Cc:** [Marshall, Susan G.](#)  
**Subject:** Re: question  
**Date:** Tuesday, October 20, 2015 3:57:18 PM

---

I recall the special escort Susan received. She certainly got special treatment.

Sent from my iPhone

On Oct 20, 2015, at 3:37 PM, Diane Baker <[REDACTED]> wrote:

I have a faint recollection that Dan's email was allowed to have an auto reply for some period but Susan's right - we got no such treatment.

Sent from my iPhone

On Oct 20, 2015, at 3:30 PM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

I don't recall what they did for you, but I can tell you with all certainty that they wiped me off the PRC map immediately...and Judy told me to leave two hours early on my last day (you had left by then) and threatened to walk me to my car if I didn't leave immediately. That was a class act.

But I digress...let them have their ding-a-ling auto-reply for 30 days because no one will contact them anyway. I suspect they don't get much email now. Chevy Chase!

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

---

**From:** Dan Blair [<mailto:dblair@napawash.org>]  
**Sent:** Tuesday, October 20, 2015 3:19 PM  
**To:** Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)>; DIANE M BAKER <[REDACTED]>  
**Subject:** Fwd: question

Can you recall? I told Robert it sounded plausible but for the fact that shoddyho went out of her boom box way to make our departures difficult.

Sent from my iPhone

Begin forwarded message:



**From:** "TAUB, ROBERT G" <[robert.taub@prc.gov](mailto:robert.taub@prc.gov)>

**Date:** October 20, 2015 at 3:08:24 PM EDT

**To:** Dan Blair <[dblair@napawash.org](mailto:dblair@napawash.org)>

**Subject:** question

Dan,

Do you have any recollection of your departure from the PRC vis-à-vis whether there was an "auto-reply" message maintained for your PRC email for a certain amount of time post-PRC?? The issue has arisen in light of a request from one our soon to depart Commissioners, and your experience was cited by an OSA official as indication of what the agency does in this regard.

Thanks for any recollection.

Robert

Robert G. Taub, Acting Chairman  
U.S. Postal Regulatory Commission  
901 New York Ave NW Suite 200  
Washington DC 20268-0001  
Email: [robert.taub@prc.gov](mailto:robert.taub@prc.gov)  
Telephone: (202) 789-6801

[www.prc.gov](http://www.prc.gov)

<http://twitter.com/#!/PostalRegulator>

**NOTICE:** This e-mail message and any attachments transmitted with it contains confidential and proprietary information intended solely for the use of the addressee in its interactions with the Postal Regulatory Commission.

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Cc:** [Diane Baker](#); [Ann Fisher](#)  
**Subject:** Re: GAO opens up about secret reports | R Street Institute | Free Markets. Real Solutions.  
**Date:** Thursday, October 22, 2015 6:48:38 AM

---

Kevin Kosar did the USPS work for CRS before going to R St.  
Sent from my iPhone

> On Oct 22, 2015, at 6:19 AM, Marshall, Susan G. <MarshallS@oig.treas.gov> wrote:  
>  
> <http://www.rstreet.org/2015/10/21/gao-opens-up-about-secret-reports/>  
>  
> Government attic in the news...

**From:** [Marshall, Susan G.](#)  
**To:** [Dan G.](#) [REDACTED] [Diane](#) [REDACTED]  
**Subject:** Dan Blair in the news!  
**Date:** Monday, November 30, 2015 1:20:58 PM

---

Oh yeah, and LMS....

## **50 years of change**

Jill R. Aitoro, Editor 12:45 p.m. EST November 30, 2015 Federal Times

It's the big reveal. To honor our own 50 year anniversary, we're unveiling our list of the 10 historic events of the last five decades that most shaped how government operates.

At first glance the list – which we'll publish from Nov. 30 through Dec. 4, two events a day, each with an article and film – looks like a lot of lists of important moments in U.S. history. We start with the Vietnam War and the moon landing, for example. Of course they're important.

But what makes these events significant to the general public, or even politics or federal law, is not necessary what makes them significant to how government functions. Though those reasons might be a factor. For the sake of this list, these events matter not just because of what they represented in that particular moment in time, but for what came afterward – for what they inspired or enabled, what they set in motion. In many cases, most cases even, government is still experiencing the trickle down today.

Consider Vietnam. It traumatized America in a sense, filtering troubling images into living rooms, spurring nationwide protest and inspiring decades' long debates about what constitutes a justified war. All of that is important. But for government, it also redefined combat for the Pentagon, and forced the administration to provide the public with rationalization for military operations, after decades of owning the message.

Vietnam War: Dawning of government transparency

As for the moon landing, it was a much needed moment of patriotism for America during a troubling time. That's how most regard it. But it also cemented the U.S. government as supreme in science and technology, and served as vindication for all those in government that ever wanted to pursue a big idea. The success of that audacious goal, in the words of the Partnership for Public Service's Max Stier, set the groundwork for the success of many more audacious goals in the years since.

Moon landing: U.S. cements its S&T domination

So how did we come up with the list of 10? Certainly not by me or the editorial team at Federal Times, though we contributed to the conversation. Rather our advisory board – a team of individuals that tout first-hand experience and mastery of government management, workforce issues, procurement and IT – contributed to a far lengthier list, then whittled it down in one of the most fascinating round table discussions I've ever participated in. Our board members are listed below;

many of them are also featured in the films – providing compelling perspective about why these events matter.

I encourage you to read the stories and watch the films as they're released. They'll likely strike an emotional chord for many, but they might also expand how you view the significance of these events to our collective history.

And through December and into 2016, return to [federaltimes.com/50](http://federaltimes.com/50) for much more content that will flow out to honor our 50th anniversary by showcasing 50 years of government. From interviews with and contributions by the top federal executives of today, to deep dives into the trends and people that transformed federal operations in the past and are destined to do so in decades to come, we have much more to share.

A big thank you to the Federal Times advisory board for their guidance:

- Dan Blair, President and CEO of the National Academy of Public Administration, former Deputy Director of the Office of Personnel Management
- Robert Carey, Vice President of Navy and Marine Corps Programs at Vencore, former Principal Deputy CIO at the Department of Defense
- Karen Evans, National Director of the US Cyber Challenge, Former Administrator of the Office of Electronic Government and IT, Office of Management and Budget
- Beth McGrath, Director of Federal Sector at Deloitte Consulting, Former Deputy Chief Management Officer at the Department of Defense
- Paul Posner, Director of the Graduate Public Administration Program at George Mason University, Former Government Accountability Office Director of Intergovernmental Programs
- Franklin Reeder, Founder of the Center for Internet Security, Former Director of the White House Office of Administration
- Stan Soloway, Professional Services Council CEO, Former Deputy Undersecretary of Defense
- Linda Springer, Former Office of Personnel Management Director
- Max Stier, President and CEO of Partnership for Public Service, Former Deputy General Counsel for Litigation at the Department of Housing and Urban Development
- Robert Tobias, Director of Business Development for American University's Key Executive Leadership Programs, Former President of the National Treasury Employees Union
- Steve Watkins, Founder and President of Watkins Communications, Former Editor of Federal Times
- Dave Wennergren, Senior Vice President of the Professional Services Council, Former Assistant Deputy Chief Management Officer at the Department of Defense

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

**From:** [Marshall, Susan G.](#)  
**To:** "Baker, Diane M"; [REDACTED]  
**Subject:** RE: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite  
**Date:** Wednesday, December 2, 2015 10:10:28 AM  
**Attachments:** [image002.png](#)

---

Who? Just kidding...let me check President Blair to see if he is around that day. Just got back from my senior staff meeting. I need a drink.

***Susan Marshall***  
***Director, External Relations***  
***Office of Inspector General, Department of Treasury***  
***(202) 927-9842***

---

**From:** Baker, Diane M [mailto:bakerd@SEC.GOV]  
**Sent:** Wednesday, December 2, 2015 8:27 AM  
**To:** Marshall, Susan G. <MarshallS@oig.treas.gov>; 'Ann Fisher' <[REDACTED]>  
**Subject:** RE: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite

Great, thanks for being flexible.

Are we including Dan?

---

**From:** Marshall, Susan G. [mailto:[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)]  
**Sent:** Wednesday, December 02, 2015 8:24 AM  
**To:** 'Ann Fisher'  
**Cc:** Baker, Diane M  
**Subject:** RE: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite

Yay!! Let's make it the 17th! I will make reservations today. :)

-----Original Message-----

**From:** Ann Fisher [REDACTED]  
**Sent:** Wednesday, December 02, 2015 08:19 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Cc:** Baker, Diane M  
**Subject:** Re: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite

I am free on 16 or 17!

On Wednesday, December 2, 2015, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:  
I completely understand...Ann, are you available December 15-18?

Happy Holidays!!

-----Original Message-----

**From:** Baker, Diane M [mailto:[bakerd@SEC.GOV](mailto:bakerd@SEC.GOV)]  
**Sent:** Wednesday, December 02, 2015 07:16 AM Eastern Standard Time  
**To:** Marshall, Susan G.  
**Subject:** FW: OIG Holiday Party Potluck & White Elephant Gift Exchange Invite



Susan,

Oh no, the SEC OIG holiday lunch is on December 11<sup>th</sup> – the same day as our lunch.

Hate to do this but is there any way we can reschedule? I feel obligated to attend since I'm new here.

I'm free December 15-18.

Sorry ☹

Di.

---

**From:** Edwards, Tawana W.

**Sent:** Tuesday, December 01, 2015 4:14 PM

**To:** #OIG-Everyone

**Subject:** OIG Holiday Party Potluck & White Elephant Gift Exchange Invite



**There is an OIG Holiday Party Potluck Signup Sheet posted in Room #2977—the OIG SP3 Business Area/Kitchenette. Please sign up to bring a sharable dish or beverage. There are suggested dishes and blanks to add your favored contribution.**

**If you prefer to donate cash to the Committee for catered food and decorations, please see Bill Hampl in Room #2935. As always, contributions of any kind are voluntary\***



**How to Play the Game:**

1. The rules can vary but the most basic directions are below.
2. Whoever wants to participate brings an inexpensive (under \$10.00) gift to the party.
3. All gifts should be wrapped with no outside markings. You shouldn't know who the gifts are from, what they are or who they are for.
4. Everyone puts their gift in a pile.
5. Everyone draws a number (1 to however many people are playing)
6. Number 1 goes first, picks and unwraps a gift.
7. Number 2 can pick another gift or "steal" an unwrapped gift. If an unwrapped gift is "stolen," the person it is stolen from can then "steal" or pick a wrapped gift.
8. The next person's turn occurs after a wrapped gift is open.
9. The game ends when all gifts are unwrapped.

**Rules:**

1. A gift cannot be "stolen" more than twice. So whoever steals it second gets the gift.
2. A gift cannot be immediately stolen back by the person it was stolen from.

*All gifts must be kept in plain sight.*

*Tip: If there is a gift you want, wait to steal it. If you are the second person to steal it, you get to keep it.*

*\*Participation in the festivities is completely voluntary.*

**From:** [Dan Blair](#)  
**To:** [Marshall, Susan G.](#)  
**Subject:** Automatic reply: Happy Bithday!  
**Date:** Thursday, December 31, 2015 9:50:54 AM

---

I will be out of the office until Tuesday, January 5th, and will be checking email intermittently.

Best wishes for a wonderful Holiday and happy New Year.

Thank you.

Dan

**From:** [REDACTED]  
**To:** [REDACTED] S.: [MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov); [REDACTED]  
**Cc:** [dblair@napawash.org](mailto:dblair@napawash.org)  
**Subject:** RE: Happy Bithday!  
**Date:** Thursday, December 31, 2015 10:05:20 AM

---

LOVE the Plaza Lights!!! Love you guys...and miss you much!! Have a great time tonight - love to the bride and groom and all the Blairs. We will take care of Susan, the "bithday girl", I promise!!! Love, EB

-----Original Message-----

**From:** Blair, Michele [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Thursday, December 31, 2015 8:18 AM  
**To:** Brown, Ellen B. <[REDACTED]>; Franzel, Brent S. <[REDACTED]>; Susan Marshall <MarshallS@oig.treas.gov>; Franzel, Matthew J. <[REDACTED]>  
**Cc:** Dan Blair <dblair@napawash.org>  
**Subject:** Happy Bithday!

Miss you guys. But at least we have the Plaza Lights to ring in the New Year.

Have fun! See you soon.

**From:** [Marshall, Susan G.](#)  
**To:** [Dan Blair](#)  
**Subject:** RE: Happy Bithday!  
**Date:** Thursday, December 31, 2015 10:38:24 AM

---

Thx and have fun! :)

---

**From:** Dan Blair  
**Sent:** Thursday, December 31, 2015 10:00:37 AM  
**To:** Marshall, Susan G.  
**Subject:** Re: Happy Bithday!

I bet you do! Hold down the fort!

Sent from my iPhone

On Dec 31, 2015, at 8:50 AM, Marshall, Susan G. <[MarshallS@oig.treas.gov](mailto:MarshallS@oig.treas.gov)> wrote:

Thanks for the bithday wishes...it looks like a beautiful day for a wedding-please send my best to the newlyweds!

Wish you were here!!!

---

**From:** Blair, Michele  
**Sent:** Thursday, December 31, 2015 8:17:55 AM  
**To:** Ellen B. Brown ([REDACTED]); Brent S. Franzel; Marshall, Susan G.; Matthew Franzel  
**Cc:** Dan Blair  
**Subject:** Happy Bithday!

Miss you guys. But at least we have the Plaza Lights to ring in the New Year.

Have fun! See you soon.