



## District of Columbia Water and Sewer Authority Board of Directors

**Audit and Risk Committee** July 24, 2025 / 11:00am

**Microsoft Teams meeting**

[Click here to join the meeting](#)

Meeting ID: 284 627 515 595

Passcode: n3mJ9dX7

Call in (audio only) [202-753-6714, 259212359#](#)

Phone Conference ID: 259 212 359#

1. **Call to Order** \_\_\_\_\_ Christopher Herrington, Chairperson
2. **Roll Call** \_\_\_\_\_ Michelle Rhodd, Board Secretary
3. [Enterprise Risk Management Briefing](#) \_\_\_\_\_ [Janai Pinkney, Manager EPMO](#)
4. [Internal Audit Update](#) \_\_\_\_\_ [Cherry Bekaert, Internal Audit](#)
  - A. FY 2025 Internal Audit Plan Status Update
  - B. Status Update on Prior Audit Findings
  - C. Hotline Update
5. **Adjournment** \_\_\_\_\_ Christopher Herrington

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at [opengovoffice@dc.gov](mailto:opengovoffice@dc.gov).

<sup>1</sup>The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C. Official Code § 2-575(b)(10); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2- 575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.



# Enterprise Risk Management

---

July 24, 2025

# dc Today's Agenda



Timeline of Bottoms-Up Approach



Road Shows



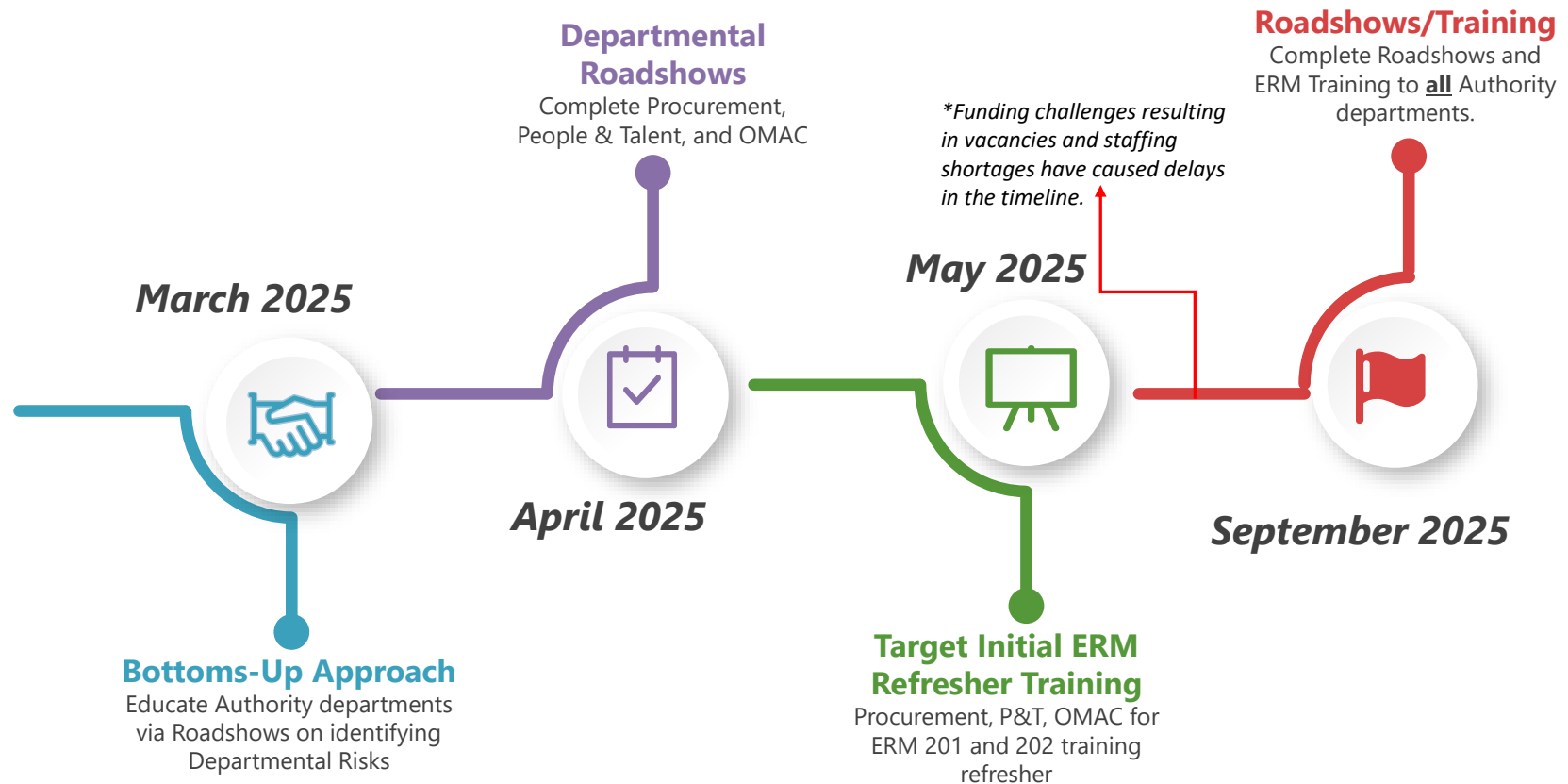
ERM Refresher Trainings



Enterprise Risk Assessment (ERA) Overview

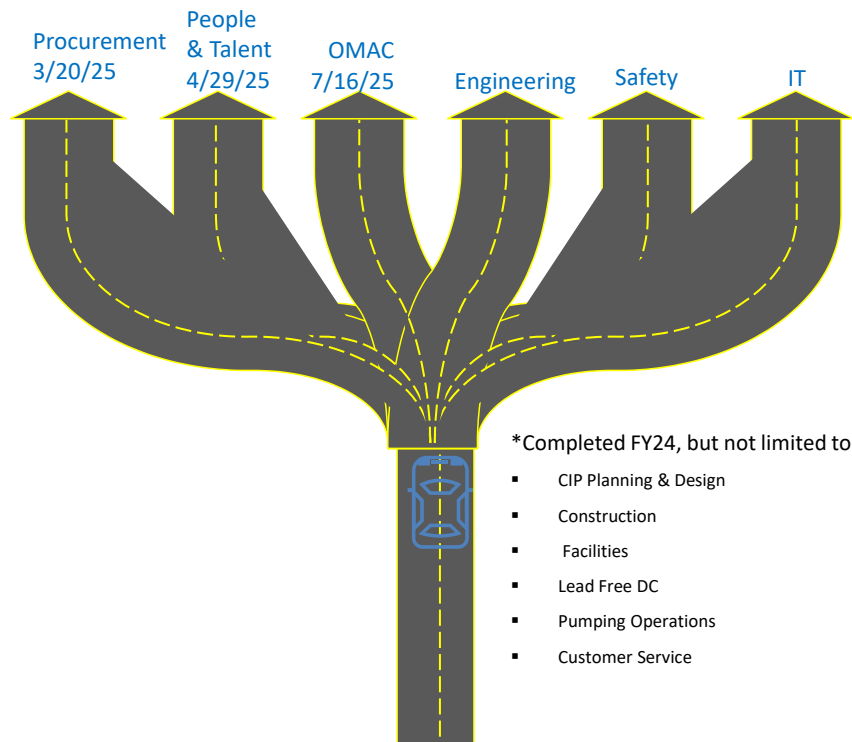
# dc Proposed Timeline for Bottoms-Up Approach

This approach refers to starting risk management activities at the functional, operational and/or department level. Advancing this method of Risk Management will support the Authority in gaining a more detailed and nuanced understanding of the specific/functional risks, allowing for targeted and effective risk management strategies





# Bottoms Up Approach Roadshows



## Value of Roadshows

- ☐ Deeper understanding of departmental risks and ability to identify and evaluate risks in your area of responsibility.
- ☐ More effective risk-informed decisions
- ☐ Continued efforts to drive a risk-aware culture
- ☐ Reduces silos by fostering collaboration between departments.
- ☐ Creates opportunities for employees to ask questions, share concerns, and feel heard.



# ERM Refresher Trainings



## Compliance Suite Training- ERM101

- All non-union DC Water Employees must complete.
- Training is currently rolled out for the fiscal year and is expected to be completed from **all** employees by August 29, 2025.
- The purpose of this training is to promote **better, faster, risk-informed** decisions and support a **risk-aware culture** across the Authority.



## ERM 201/ERM202

### ERM 201

- Focus on Steps 1) **Identify & Assess** and 2) **Prioritize** of the Risk Management process.

### ERM 202

- Focus on Steps 3) **Treat** and 4) **Monitor & Report**, leveraging the same case study we discussed in the first training session.
- Understand the differences between **departmental** risks and **enterprise** risks.



## Board Training

- The training will reinforce the Board's role in overseeing the organization's risk management framework and processes.
- An overview of the training content and objectives will be provided in advance to the Board Chair for review and input.

# dc Enterprise Risk Assessment (ERA) Overview

DC Water will conduct an annual enterprise risk assessment to identify and prioritize the top risks facing the organization.



## 1. Risk Identification Interviews

Surveys/Interviews will be conducted in August/September at the Director & VP levels across clusters to gain an understanding of existing risk management practices and enterprise risks.



## 2. Leadership Risk Identification Interviews

Leveraging the results of management discussions, interviews will be conducted with DC Water Senior Executive Team (SET) and select Board Members to further understand potential risks and identify those that require additional management attention and resources.



## 3. Develop List of Potential Top Enterprise Risks

The interview results will be synthesized and shaped into a preliminary set of potential top enterprise risks. These risks will be documented and shared as a pre-read for the Risk Prioritization Workshop.



## 4. Risk Prioritization Workshop

A risk prioritization workshop will be conducted, with a group of DC Water leadership to discuss, align, and prioritize DC Water's top enterprise risks.



## 5. Enterprise Risk Assessment Results and Executive Summary



# FY 2025 Internal Audit Plan

---

Audit and Risk Committee Report July 24, 2025





# Internal Audit Plan FY 2025 Timeline & Status

	Oct – 24	Nov – 24	Dec – 24	Jan – 25	Feb – 25	Mar – 25	Apr –25	May–25	Jun –25	Jul –25	Aug –25	Sept – 25	Oct –25	Status
•Work Order Management Audit - Facilities														Completed
•AI Policy Governance Assessment														Completed
•Safety Audit														Completed
•Strategic Plan Monitoring Audit														In - Process
•SCADA Penetration Testing (in-person)														In - Process
•Data Governance and Reporting Assessment														Moved FY2026
•Budget Monitoring Audit														Not Started
•Contract Compliance Audit														In - Process
•Third-party Vendor Management Audit														In - Process
•Cloud Security Audit														Not Started
•FY 2026 Risk Assessment														Not Started
•Ongoing Follow-up Procedures														Ongoing
•Ongoing Hotline Monitoring														Ongoing

# **FY 2025 Internal Audit Plan - Completed**

## **Safety Audit**

Based upon the DC Water FY2025 Risk Assessment results, we conducted an audit to evaluate the adequacy of safety policies and procedures, training, data governance, and general safety controls Authority-wide. The data examined ranged from January 1, 2020, through April 21, 2025. The audit scope included the following objectives:

1. Review the most recent version of safety policies and procedures to determine whether the design and implementation of safety controls will effectively and efficiently provide reasonable assurance that DC Water's liability is mitigated.
2. Ensure all applicable employees have completed required training to be educated and compliant with policies, procedures, applicable laws and regulations.
3. Assess DC Water practices related to managing safety data, to ensure that data is accurate, accessible, secure and used effectively to inform safety decisions, by assessing processes for data collection, storage, access controls, and quality assurance.
4. Evaluate the effectiveness and compliance of the current workplace risk and hazard identification and mitigation processes against established safety standards and regulations.
5. Evaluate how DC Water supports job satisfaction and productivity by ensuring employees are provided with a safe work environment.

# dc FY 2025 Internal Audit Plan - Completed

## Safety Audit

Audit results are included in the table. However, only details related to high-risk findings are presented in this report.

Findings (Total:8)	Risk Rating		
Audit Themes	HIGH	MEDIUM	LOW
Governance and Oversight	1	1	0
Policies and Procedures	0	1	0
Training and Awareness	2	0	0
Risk Management	1	1	0
Employee Engagement	0	1	0
Totals	4	4	0

## dc FY 2025 Internal Audit Plan - Completed

**Objective 2:** Ensure all applicable employees have completed required training to be educated and compliant with policies, procedures, applicable laws and regulations.

**Finding 2 Rating (High):** We reviewed the training records of 118 employees across 63 departments, and none were currently compliant with their required training. Based on procedures performed during the audit, including a virtual walkthrough on 2/27/25 with Management, the trainings are being conducted and monitored for compliance. Although, based on the absence of training records we were unable to confirm the training was completed. This poses several risks, including potential non-compliance with regulatory requirements, financial penalties and potential unsafe environments due to employees lacking required knowledge to perform job duties.

**Repeat Finding:** This was a finding from the FY19 DOSH Internal Audit Report, still not remediated.

**Recommendation:** Safety should be made a priority by leadership and monitoring of the completion of safety trainings would be a supportive behavior that the leadership team should adopt. We recommend the department develop a timeline with People and Talent to provide the necessary documents to move all eligible safety training courses to Oracle LMS and have People and Talent upload them to Oracle. Required trainings for all DCW employees to be uploaded to Oracle for each position. Recommended trainings should also be added to allow employees to obtain extra safety awareness in the workplace. We recommend historical records be imported into Oracle and stored for easy access to determine individual safety compliance.

**Management Action Plan:** Management acknowledges the finding, and the department is developing a timeline with People and Talent to move all eligible safety trainings courses to Oracle LMS. Required safety trainings for all DC Water employees will be uploaded to Oracle and categorized by position. Additionally, Safety will maintain historical records in Oracle to improve accessibility and better track each individual employee's safety compliance.

# dc FY 2025 Internal Audit Plan - Completed

**Objective 2:** Ensure all applicable employees have completed required training to be educated and compliant with policies, procedures, applicable laws and regulations.

**Finding 3 Rating (High):** The Training Matrix is a key document developed to define employee training requirements by specific position/job title to track compliance completion. The matrix has not been updated since September 2024. Required safety trainings are not accurate for all positions on the matrix, especially newer positions.

## **Recommendation:**

- We recommended the matrix is thoroughly updated based on the current positions at DC Water before uploading to Oracle.
- The matrix should also be updated whenever a new position is added, removed, or amended. The matrix should be reviewed at least monthly to confirm any updates and audit the matrix annually to Oracle to ensure the requirements are being met.
- We recommend a control/process owner be identified to be responsible for keeping the matrix up-to-date and performing the reviews.

## **Management Action Plan:**

Management acknowledges the finding and will identify a process improvement that includes the following:

- The matrix will be regularly updated and maintained based on the current positions at DC Water before uploading to Oracle.
- The matrix will be updated whenever a new position is added, removed, or amended. The matrix will be reviewed at least monthly to confirm any updates and audit the matrix annually to Oracle to ensure the requirements are being met.
- Safety will identify a process owner to be responsible for keeping the matrix up-to-date and performing the reviews.

# dc FY 2025 Internal Audit Plan - Completed

**Objective 3:** Assess DC Water practices related to managing safety data, to ensure that data is accurate, accessible, secure and used effectively to inform safety decisions, by assessing processes for data collection, storage, access controls, and quality assurance.

**Finding 5 Rating (High):** 185 DC Water Employees were granted access and have an active user account but have not had a business need to use the system in 6 months to 5 years. In addition, 58 users were granted access to the system but never logged in or accessed the system at all. 58 Terminated employees still have access.

There are an excessive number of active third-party vendor accounts assigned to origami staff that do not have a current business need to access to DC Water's SRS to use the system as indicated by not logging in to the system within 6 month to 10 years. In addition, 12 accounts were created but have never logged in to the system.

We sent two inquires to management to determine if there is a user access monitoring process in place. Management did not respond to either inquiry. Based on the available data there is no evidence to support a user access monitoring process.

**Recommendation:** We recommend a user access policy be created which outlines when the system will be audited, who will perform the audit, who is responsible for updates to user access, how changes in employee status will be sent to this person, and who will approve changes to access.

**Management Action Plan:** Safety acknowledges this finding and will work with DC Water's IT department to integrate Origami's user access management process into DC Water's corporate user access management process.

# dc FY 2025 Internal Audit Plan - Completed

**Objective 4:** Evaluate the effectiveness and compliance of the current workplace risk and hazard identification and mitigation processes against established safety standards and regulations.

**Finding 6 Rating (High):** Corrective actions are not monitored to verify their timely resolution. 699 out of 943 corrective actions are missing a completion. There is no process in place to ensure observations are entered into SRS. 426 out of 943 correction actions are missing an assigned user to ensure the issue is corrected. Corrective action serves as the principal mechanism by which the Authority addresses existing safety risks. Its objective is to establish measures that will prevent the recurrence of identified risks or avert future accidents. Effective communication of necessary corrective actions, coupled with thorough follow-up safety inspections to verify their implementation, are crucial. Failure to do so may result in unmitigated risks and potential accidents. Severe safety incidents can lead to reputational, political, and financial repercussions. Therefore, the consistent execution of corrective actions is essential to mitigate the likelihood of such accidents.

**Repeat Finding:** This was a finding from the FY19 DOSH Internal Audit Report, still not remediated.

**Recommendation:** We recommend establishing a protocol for the corrective actions to be reviewed and closed out on a periodic basis. Tasks should be assigned to department staff and tracked to ensure completion. A KPI should be developed and monitored on a monthly basis to track this metric.

**Management Action Plan:** Safety acknowledges this finding and is working to develop a process for the corrective actions to be reviewed and closed out on a periodic basis. Tasks will be assigned to department staff and tracked to ensure completion. A KPI will be developed and monitored monthly to track this metric.

# dc FY 2025 Internal Audit Plan - Fieldwork (In Process)

Strategic Plan  
Monitoring

External IP Block  
SCADA Environment  
Penetration Testing  
Audit

Internal Production  
SCADA Environment  
Penetration Testing  
Management  
Assessment





## FY 2025 Internal Audit Plan – Information Gathering (In Process)

Third-Party  
Vendor  
Management  
Audit

Contract  
Compliance  
Audit

Budget  
Monitoring  
Audit



# **PRIOR AUDIT FINDINGS- FOLLOW UP STATUS**

## dc Quarterly Progress Highlights

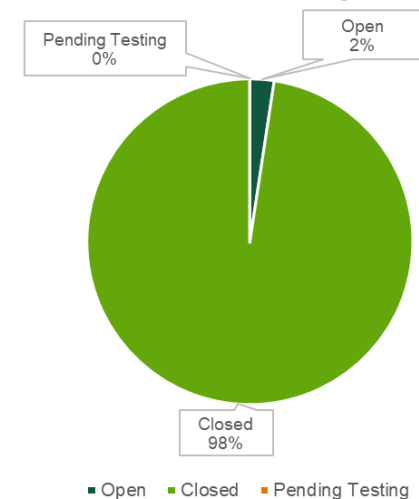
- We have now transitioned from tracking quarters to the number of months from audit finding issuance to closure to show management's efforts to achieve timelier audit finding closures.
- 4 total prior audit findings were closed including the following:
  - One FY19 Safety Audit Finding was validated and closed as of 4/21.
  - All remaining FY24 Audit Findings have been validated and closed as of 6/3/25.
    - Final average time from issue to closure for FY24 was 8.60 months.
- As of 7/15, all audit closing meetings have been completed for closed audits in FY24 and previous years.
- Open and pending validation findings were updated based on responses received from the responsible parties, specifics are detailed on their respective slides.



# Status Update on FY17-FY23 Prior Audit Findings

Audit Report/Subject	Report Issue Date	Corrective Actions			
		Total	Open	Closed	Pending Testing
Prior to FY 2023 Audit Findings					
Entity Level Review	10/26/2017	7	1	6	0
Payroll & Timekeeping Audit	7/23/2023	7	1	6	0
Work Order Management Audit-DWO	7/23/2023	3	1	2	0
Fleet Management Audit	10/27/2023	6	2	4	0
Total Closed Audit Findings		187	0	187	0
	Total	210	5	205	0

FY17-FY23 Prior Audit Findings Status



- Entity Level Review: Finding was reopened on 2/20\*. 3 out of 9 are completed as of 5/29. Labor relations continues to encounter resistance from Local 631, Local 872, and Nage as these three unions demand bargaining, but the proposed changes do not materially impact working conditions and DCW does not intend to bargain with the Unions. Labor Relations is hoping to complete dialogue with the Unions and be resolved by Friday, July 18, 2025. **Conservative completion date of year end of 9/30/2025.**
- Payroll & Timekeeping Audit: Completion date extended to 9/30/25. Finding was reopened on 2/20 as the Management Action Plan has not been fully implemented. **Note: As of 6/26, the finding action plan is on track to be completed by 9/30.**
- Work Order Management Audit-DWO: Management Action Plan will not be fully implemented until 2028.
- Fleet Management Audit (1): Open finding regarding policies and procedures has an extended, estimated completion date of 9/30/2025. **Note: As of 6/26, the finding action plan is on track to be completed by 9/30.**
- Fleet Management Audit (2): Open finding regarding the manual tracking of employee credentials **estimated completion date was extended again to 10/31/2025.**

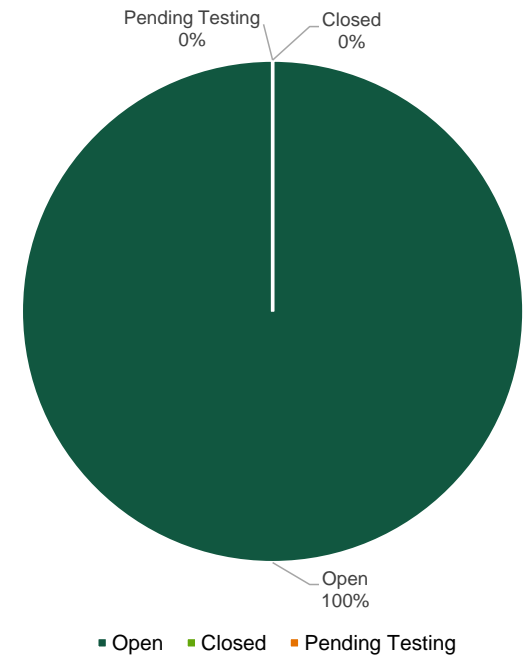
**\* The remediation of the management action plans are not complete and pending testing, as the policies are not fully approved. To be consistent with other findings these findings were reopened. \*Data before FY2023 was provided by RSM**

# dc Status Update on FY25 Audit Findings

Audit Report/Subject	Draft Report Issue Date	Corrective Actions			
		Total	Open	Closed	Pending Testing
FY 2025 Audit Findings					
Work Order Management-Facilities Audit	4/11/2025	13	13	0	0
Safety Audit	6/18/2025	8	8		
	Total	21	21	0	0

- Work Order Management - Facilities Audit: As of 7/7/25, management action plans and completion dates have been developed.
- Safety Audit: As of 7/15, management action plans and completion dates have been developed.

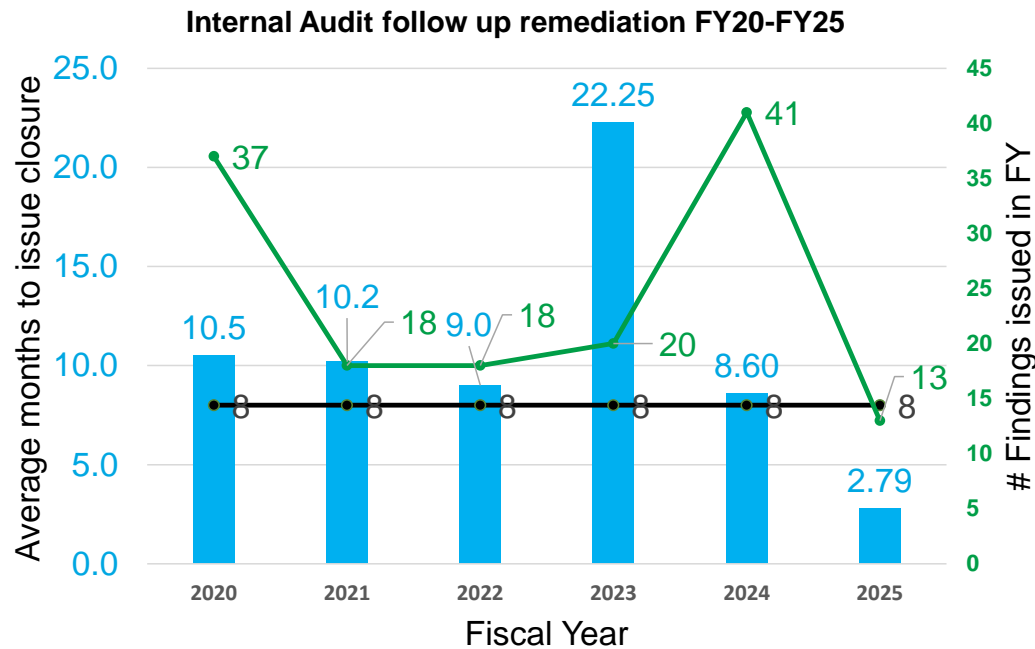
FY25 Prior Audit Findings Status





## Time to closure by fiscal year

The below graph illustrates the average number of months from audit finding issuance to audit finding closure year-over-year as of July 2025. Management has made significant improvements to achieve timelier audit finding closure as illustrated by the decline from FY23 to FY24. Management's target time to closure is 8 months.



*\*Data before FY2023 was provided by RSM*



# Allegations Update



# Allegations Update

Below is a summary of the cases received in FY25 as of July 16, 2025. There are four open cases.

FY 25 Allegation Summary	
FY 25 Allegations Received	9
FY 25 Cases Closed	5
FY 25 Allegations Open	4
FY 25 Open Allegation Breakdown	
Three cases are being investigated. One of the above cases was logged as two calls.	
Allegation Source	
Hotline	8
Management Alert	1
Employee Email	0
Personal Conversation	0

## Total Allegations by Fiscal Year:

Year	FY 20	FY 21	FY 22	FY 23	FY 24
# of Cases	10	7	18	15	25
Action Taken	0	0	2	2	1

FY 25 Closed Allegation Breakdown	
Fraud, Waste, and Abuse Related Allegations:	
Theft of Time	0
Theft or Misuse of Company Assets	1
Non-Fraud, Waste, and Abuse Related Allegations:	
Policy Issues	0
Employee Relations	2
Sexual Harassment	1
Substance Abuse	0
Wage/Hour Issues	0
Workplace Violence/Threats	1

## FY25 Allegations by Quarter:

Year	Q1	Q2	Q3	Q4	Total
# of Cases	4	4	1	0	9
Action Taken	1	2	0	0	3

Calls that do not pertain to fraud, waste, or abuse are automatically referred to the appropriate department head and closed by Internal Audit.  
These calls will never result in corrective action by Internal Audit.





# Appendix



# Illustrative 5 Year Audit Plan

Year 1	Year 2	Year 3	Year 4	Year 5	Frequency	Legend:
<b>Administration</b>						Business Cycle Process Audit
	Physical Security- Blue Plains		Physical Security-Location TBD		Every 2 years (rotating locations)	IT Cycle Audit
Work Order Management- Facilities	Physical Security- Bryant Street		Physical Security-Location TBD		Every 2 years (rotating locations)	Business Process Ad Hoc Audit
				Billing and Collections	Every 1 year (rotating depts-other depts in Engineering & Ops)	IT Ad Hoc Audit
Strategic Plan Monitoring	Billing and Collections				Every 3 years	Ongoing IA Activity
Safety		Business Continuity Assessment (DEM)	ESG Management Assessment	Fleet Management Audit	Every 3 years	
			Customer Complaints Assessment		Ad Hoc	
<b>Finance, Procurement &amp; Compliance</b>						
	Payroll & Timekeeping			Payroll & Timekeeping	Every 3 years	
	Accounts Payable			Accounts Payable	Every 3 years	
Contract Compliance	Contract Compliance	Purchasing Card	Contract Compliance	Contract Compliance	Every 3 years	
		Contract Compliance	Contract Compliance	Contract Compliance	Every 1 year	
Third-Party Vendor Risk Management		Procurement		Procurement	Every 2 years (FY25 scope to evaluate broader vendor risk based on risk assessment themes)	
Budget Monitoring	Materials Management		Grant Administration	Annual Budget Process Audit	Ad Hoc	
<b>People &amp; Talent</b>						
		Training and Recruiting		Succession Planning	Every 3 years	
					Ad Hoc	
<b>Information Technology</b>						
Data Governance & Reporting Assessment	Applications Inventory and Mapping Assessment	IT Contract Management & Service Provider Assessment	Oracle ITGC and SOD Audit	Data Governance and Strategy	Ad Hoc	
AI Policy Governance Assessment		Records Management Audit			Ad Hoc	
Cloud Security Audit					Ad Hoc	
SCADA Penetration Testing	Internal and External Network Pen Testing	PCS Penetration Testing	Internal and External Network Pen Testing	External W/L/F Penetration Testing	Every 2 years (In/Ext pen testing in off years, rotating systems)	
<b>Operations &amp; Engineering</b>						
	Work Order Management- DMS	Work Order Management- DSO	Work Order Management- DWO	Work Order Management- DPSO	Every 2 year (rotating departments)	
			Construction Design and Asset Management		Ad Hoc	
			Business Development Plan Subcontractor Assessment		Ad Hoc	
<b>Government &amp; Legal Affairs</b>						
	Compliance Monitoring Assessment	Legal Operations Case Management Audit			Ad Hoc	
<b>Ongoing Internal Audit Activity</b>						
Remediation of Open Findings	Remediation of Open Findings	Remediation of Open Findings	Remediation of Open Findings	Remediation of Open Findings	Ongoing	
Hotline Monitoring	Hotline Monitoring	Hotline Monitoring	Hotline Monitoring	Hotline Monitoring	Ongoing	
Risk Assessment	Risk Assessment	Risk Assessment	Risk Assessment	Risk Assessment	Every 1 year	



# Prior Audits Performed by RSM

## FY 2015

Intellectual Property  
SCADA/PCS Review  
Procurement Pre-Award Selection Process  
Retail Rates Pre-Implementation Monitoring  
Engineering - Vendor/Contractor Monitoring & Project Administration- Phase 1  
  
Timekeeping  
IT Vendor Risk Management/Compliance and Monitoring  
Information Security Policy Review  
  
Network Penetration Testing (Corp/SCADA/Wi-Fi)

## FY 2016

Blue Horizons - Strategic Monitoring  
Contract Monitoring & Compliance Review  
Business Development Plan  
Customer Billing & Collections  
  
Retail Rates Post-Implementation Monitoring  
Training, Certification and Licensing  
Engineering - Construction Management Phase 2  
  
Overtime  
Annual Budgeting & Planning  
Rolling Owner Controlled Insurance Program (ROCIP)  
IT Incident Management & Response Review  
Enterprise Project Governance Maturity Assessment

## FY 2017

Contract Monitoring & Compliance Review  
Entity-Level Assessment  
Work Order Management (Maintenance Services)  
Materials Management Operations and Inventory  
  
Purchasing Cards (Pcard Program)  
  
Automated Meter Reading (AMR) Implementation  
MTU Implementation Review  
Fleet - Accident and Incident Reporting  
  
Engineering - Construction Management Phase 3  
Intermunicipal Agreement  
IT Human Resource/Employee Data Privacy Review  
Vulnerability Management Review and Platform Technical Audit (Windows/UNIX)

## FY 2018

Recruiting, Selection, and On-Boarding  
Automated Meter Replacement (AMR) Implementation  
Progress Update  
Office of Emergency Management Review  
DB/OS Privileged User  
  
Network Penetration Testing  
Affordability Programs  
Contract Monitoring & Compliance Review  
Crisis Management/Business Continuity  
Integrated Work Order Management (DWS, DSS, DDOS)  
CIS Post-Implementation Review  
Payroll & Timekeeping  
Accounts Payable

## FY 2019

Permit Operations - Reimbursable Projects  
Mail Room Procedures  
Fleet Management  
Legal Operations  
  
Occupational Safety and Health  
Automated Meter Reading Implementation  
Progress Update  
Cloud Security Rapid Assessment  
Active Directory Cloud Migration Security Review  
  
Purchasing Card Internal Audit  
Severance Assessment  
Wi-Fi Security Testing  
CIS Application Security Segregation of Duties (SOD) Review  
Contractual Services  
Asset Management Assessment  
Physical Security and Social Engineering

## FY 2020

Work Order Planning Assessment  
  
Phase 2: Physical Security Penetration Testing  
Facilities Management Audit  
Benefits and Compensation Audit  
Engineering Change Order Assessment  
Industrial Control System (ICS) Review  
Customer Billing and Collections Audit  
Oracle Embedded Risk Assurance Phase 1



# Prior Audits Performed by RSM (Continued)

## FY 2021

Department of Maintenance Services  
(DMS) Work Order Management  
Remote Workforce Assessment  
Succession Planning  
Procurement PreAward Selection

Contract Compliance

Materials Management  
PCS Review

## FY 2022

Contract Compliance  
Accounts Payable

Expenditure Analytics Assessment  
Work Order Management - DSO  
Supply Chain Assessment  
Employee Retention Assessment

Strategic Plan Monitoring  
Physical Security Audits  
Incident Response Tabletop

CTI Program Development

## FY 2023

Fleet Management  
Business Continuity Assessment (OEM)  
Payroll & Timekeeping  
Work Order Management - DWO

Contract Compliance - CIP Scope

Procurement - CIP Scope  
Metering, Billing, and Collections  
Oracle ITGC Assessment (CM & CO)  
Oracle Identity & Access Management  
Review  
Penetration Testing- Wi-Fi

## FY 2024

Physical Security - Fleet Facility  
Physical Security - HQO  
Purchasing Card

Contract Compliance  
Training and Recruiting  
Genesys ITGC Review  
Penetration Testing - Internal and External  
Network  
Penetration Testing - Mobile Applications  
Work Order Management - DPSO  
Permit Operations



## Contacts

**Denise Lippuner, Partner**  
Engagement Executive  
[Denise.lippuner@cbh.com](mailto:Denise.lippuner@cbh.com)

**Tiffany McCoy, Manager**  
Engagement Manager  
[Tiffany.mccoy@cbh.com](mailto:Tiffany.mccoy@cbh.com)

**Chris Leffler, Senior**  
[Chris.leffler@cbh.com](mailto:Chris.leffler@cbh.com)

**Rachel Drishinski, Senior**  
[Rachel.drishinski@cbh.com](mailto:Rachel.drishinski@cbh.com)