PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS

Office of Integrity & Compliance

ANNUAL PLAN

Work Plan

Fiscal Year 2026-27

Promoting integrity, accountability, and transparency across Prince George's County Public Schools.

November 2026

Curtis F. Carr, Jr., Esq.
INTEGRITY & COMPLIANCE OFFICER
oic@pgcps.org
301-952-6113

Mission

The Office of Integrity and Compliance (OIC) established by § 4-404 of the Education Article of the Maryland Code, serves as an independent unit within the Prince George's County Public School ("PGCPS") System. The OIC is tasked with providing objective evaluation of district programs and operations; assessing the efficacy of PGCPS internal controls; supporting compliance with applicable law, policy, and ethical standards of conduct; and developing sound recommendations where opportunities for improvement exist. The office is committed to promoting sound financial stewardship by detecting, deterring and preventing fraud, waste and abuse of district property and funds.



Vision

The OIC works to promote transparency, strengthen systems across the district, and foster accountability through impartial administrative investigations, audits, and reviews. The office strives to highlight the district's strengths and build an organizational culture where accountability, transparency and ethical conduct are the standard – not the exception. Through its work, the OIC aims to protect district resources and support a school system that serves its students, staff and community with integrity.

OIC CORE Priorities

ORGANIZE

INNOVATE

CULTIVATE

Guided by *integrity*, *objectivity*, *transparency, and accountability*, the OIC is committed to **organizing** its operations, **innovating** its practices, and **cultivating** a culture of excellence and continuous improvement for the advancement of Prince George's County Public Schools.



Organizational Structure



The Office of Integrity & Compliance is actively seeking qualified, motivated, experienced professionals who possess the requisite knowledge, skills and commitment to public service, to carry out the office's mission, purpose and vision.

KEY INITIATIVES & STRATEGIC PRIORITIES

The principal objective for the OIC during the 2026-27 fiscal year (FY27), is to establish an independent, sustainable, effective oversight function that identifies opportunities to strengthen PGCPS operations, safeguard public resources and promote institutional accountability.



Organizational Development

- Review, process, and appropriately resolve outstanding matters inherited from former ICO.
- Identify OIC efficiency & productivity opportunities and establish performance indicators to evaluate the office's progress towards its strategic priorities.
- Develop, implement, and periodically refine internal standard operating policies and procedures.



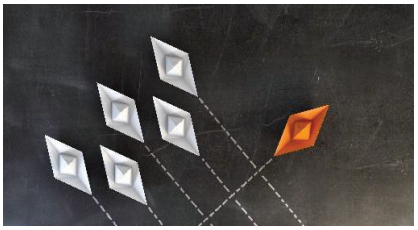
OIC Recruitment & Staffing

- Develop and establish roles that align with and support the OIC's mission, vision, and strategic priorities.
- Recruit and develop a team of qualified and motivated professionals who are committed to serving the district.



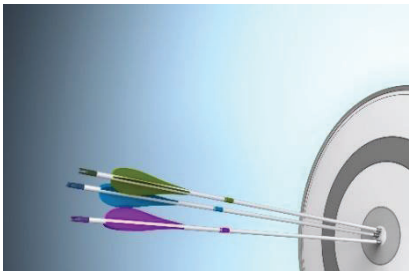
OIC Recommendation Tracking & Monitoring

- Develop appropriate recommendations to improve operations and strengthen internal controls based upon fact-based findings.
- Establish a follow-up process to monitor management responses along with the implementation of corrective actions to track remediation efforts.



Interagency Collaboration & Stakeholder Engagement

- Establish communication protocols with PGCPS departments, divisions, and offices to promote effective coordination.
- Develop memoranda of understanding with local and state offices/agencies to facilitate information sharing and prevent overlap of investigative efforts.



OIC Performance

- Conduct an end-of-year assessment of the OIC's operational development, goals achieved, and work completed to deliver measurable results to the district.

FRAUD, WASTE, AND ABUSE COMPLAINTS

A significant component of the OIC's responsibilities involves the receipt, evaluation and processing of reports alleging fraud, waste and abuse. An initial priority of the current ICO is to conduct a comprehensive review and assessment of outstanding matters initiated under the prior administration to determine their status, identify investigative needs and establish an appropriate course of action for resolution.

A key objective for FY27 is to strengthen the office's investigative capacity through the recruitment, hiring, and onboarding of dedicated investigative personnel equipped to address the existing case backlog and respond effectively to incoming complaints. Recognizing the volume, complexity, and varying nature of reports received, the OIC will also undertake a comprehensive evaluation and restructuring of the office's intake, triage, assessment and case-processing procedures. Such efforts will establish more efficient, consistent, and risk-informed workflows, enhance the OIC's ability to prioritize matters appropriately, and promote the timely and effective resolutions of allegations involving fraud, waste and abuse.

Complaint Intake, Screening and Jurisdictional Review

Prior fiscal year data indicates that a significant portion of complaints received fall outside of the office's purview, resulting in the expenditure of resources on matters that may be more appropriately addressed by other entities.

During FY27, the OIC plans to:

- Establish standardized screening and assessment protocols to identify complaints within the office's jurisdiction, and prioritize allegations involving fraud, waste, and abuse;
- Implement a consistent referral process to direct complaints outside of the office's jurisdiction to the appropriate PGCPS department/division or external regulatory agency;
- Strengthen resource allocation and case prioritization to ensure that qualifying allegations receive timely and appropriate review and investigative attention;
- Increase stakeholder awareness of the OIC's mission, jurisdiction and complaint reporting procedures to improve the quality and relevance of incoming reports; and
- Improve interagency coordination and information sharing to facilitate the appropriate routing and resolution of complaints outside of the OIC's jurisdiction.

Confidential Reporting & Whistleblower Protections

The OIC is committed to maintaining the confidentiality of all individuals who report complaints of suspected fraud, waste, and/or abuse within PGCPS, to the fullest extent permitted by law. In accordance with § 4-404, the OIC has established procedures for safeguarding the identity of confidential sources and protecting privileged and confidential information. The office exercises the utmost care and diligence in safeguarding the identity of reporters and whistleblowers alike, while promoting an environment in which individuals feel protected and confident reporting concerns without fear of retaliation or reprisal.

Report Fraud, Waste and Abuse

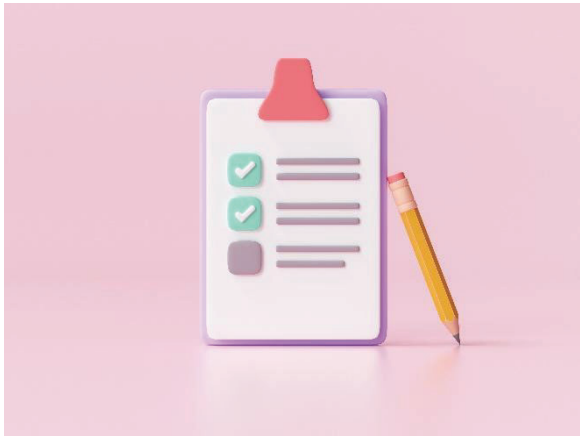
OIC Website	OIC Inbox	OIC Phone
https://www.pgcps.org/offices/integrity-and-compliance	oic@pgcps.org	(301) 952-6113

Don't Wait. Speak Up.

Promptly report suspected fraud, waste, or abuse within PGCPS to the OIC.

Audit Related Activities

The OIC is tasked with conducting independent, objective audits and evaluations across PGCPS business processes and programs. As the OIC entered FY27 under a new ICO and works towards restructuring, the OIC is uniquely positioned to redefine its operational footprint regarding its audit function. The FY27 agenda prioritizes a risk-based approach to identifying system-wide vulnerabilities, fortifying the district's internal controls, and assessing potential areas of fraud, waste and abuse.



Construction Procurement

Toward the end of FY25 the OIC initiated an audit focused on construction procurement within PGCPS where the Office of Purchasing and Supply Services (OPSS) serves as the business process owner. As planning and fieldwork continued through FY26 and the OIC began vetting its findings, OPSS transitioned to new management alongside OIC leadership changes. OPSS reports to the Business Management Services Division and that division executive, the Chief Financial Officer, also transitioned at the end of FY26.

With significant leadership changes surrounding the engagement, the OIC recognizes inevitable changes in structural and operational workflows. The OIC will begin reconciling previous findings against any mitigating factors that may have been self-identified and implemented under new leadership within OPSS; aggregating any new information gathered to refine final findings for appropriate recommendations; and prepare and circulate final reporting to PGCPS leadership, with a plan to follow-up and monitor PGCPS corrective action plans.

Prospective FY27 OIC Activities

In FY27, the OIC is evolving its audit planning methodology from a static framework, to prioritizing reviews that are designed to identify significant operational vulnerabilities, as well as deterring fraud, waste, and abuse across the district. A key focal point of the OIC FY27 work plan is to pivot toward a risk assessment process that integrates risk indicators from internal complaint data, as well as traditional methods, to prioritize and select planned audit engagements. By leveraging this approach, the OIC will objectively identify systemic vulnerabilities, emerging compliance trends, and high-risk operational areas to allocate limited resources. The OIC also seeks to employ a continuous risk assessment approach, allowing the office to react to emerging risks and redirect resources when necessary.

Below are several business process areas previously identified as high-risk based on general insights. These areas, as well as others, will be considered, ranked, and prioritized in restructuring the OIC's risk assessment process and planning for future audit engagements/projects.

- Lottery System for Specialty Programs and Public Charter Schools
- Contract Management
- Student Transportation Planning/Routing
- Accounts Payable Matching
- Extended Leave Management

The OIC remains committed to promoting integrity, accountability, and transparency across Prince George's County Public Schools. This work plan reflects the office's priorities for FY 2026-27 and will be adjusted as new risks and concerns are identified.

REPORT FRAUD, WASTE, OR ABUSE

ONLINE	OIC Incident Report Form
EMAIL	oic@pgcps.org
PHONE	301-952-6113

Reports may be submitted anonymously. The OIC does not disclose the identity of reporters without their permission, unless required by law.