



OIG BULLETIN

Official Newsletter of the Office of the Inspector General

40th ANNIVERSARY SPECIAL EDITION

Greetings:

It is my pleasure to introduce a special double issue of the *OIG Bulletin* commemorating the fortieth anniversary of the establishment of the Office of the Inspector General. This *Bulletin* traces the Office's evolution over four decades and recognizes the important work that the OIG has accomplished in fighting public fraud, waste and abuse in Massachusetts.

In 1981, the Office of the Inspector General began its mission to prevent and detect fraud, waste and abuse in the expenditure of public funds with a focus on public procurement and construction. Our early work led to legislative reforms in these areas, most notably the enactment of the Uniform Procurement Act, also known as Chapter 30B, which governs the acquisition and disposition of supplies, services and real property by cities, towns and other local governmental bodies. The Office continues to do important educational and oversight work regarding public procurement today. Now, however, our work encompasses much more.

We conduct investigations into a range of criminal matters. Over the years, OIG investigations have uncovered misuse of government resources, leadership failures, bribery, extortion, larceny, embezzlement, violations of employment and retirement rules, misuse of public positions for personal gain, and maladministration. This work has led to criminal charges and civil settlements, as well as policy changes and state laws that address misconduct in government.

In addition to our investigations, which detect fraud, waste and abuse of public resources after it occurs, we also seek to prevent such misuse and malfeasance from happening in the first place through our educational initiatives. Our Massachusetts Certified Public Purchasing Official (MCPPO) program started in 1997 with one general seminar. Since that time, the MCPPO program has grown to offer a number of courses ranging from beginner-level classes about public pro-

curement to topics including cybersecurity, design and construction planning, diversity and inclusion in procurement, responsibilities of members of public boards and commissions, effective leadership and more. Over 24 years, we've provided training to thousands of public employees. In fact, we trained over 5,000 students in 2020, and we look forward to welcoming many more.

We also pursue civil recoveries for jurisdictions that have been victims of fraud, waste or abuse. In conjunction with the state Attorney General's Office, we recover public funds that have been lost to fraud, waste and abuse, and we put that money back into the accounts of local jurisdictions.

We hope you enjoy this special double issue, which gives us the opportunity to highlight the important contributions the OIG has made to the Commonwealth and the staff members who have worked tirelessly to promote public integrity in Massachusetts. In this issue, you will find articles about the history of the Office and the MCPPO program, profiles of the four Massachusetts Inspectors General, summaries of significant OIG investigations and legislative achievements, statements from individuals who have contributed to the Office over the last 40 years and more. I am very grateful to all current and former OIG employees and IG Council members and designees who contributed to this content.

In the next issue of the *Bulletin* in 2022, we will return to our usual format. As always, thank you for your commitment to integrity in government, and please do not hesitate to contact us if you need assistance.

Sincerely,

A handwritten signature in blue ink, reading "Glenn A. Cunha".

Glenn A. Cunha

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PROTECT YOUR COMMUNITY

If you suspect fraud, waste or abuse of public funds or property, you can confidentially report your concerns



[OIG Fraud Reporting Form](#)



Send us an email at:
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HAVE A QUESTION ABOUT CHAPTER 30B?



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The Ward Commission

*How an Independent Commission Led to the Creation of
the Nation's First State Inspector General's Office*



John William Ward

As we commemorate the 40th anniversary of the establishment of the Massachusetts Office of the Inspector General, we must recognize the importance of the Legislature's decision to create an independent commission to address widespread corruption in the state's bidding and contracting procedures. That commission was officially called the "Special Commission Concerning State and County Buildings," although it is better known today as the "Ward Commission," in honor of its chairman, John William Ward. Ward had been a professor at Princeton University and became the president of Amherst College in 1971. He left his position at Amherst to chair the commission.

The need for the Ward Commission grew out of an ineffective and corrupt system of awarding state contracts. During the 1960s and 1970s, government contracts were often awarded not to the responsible bidders offering the best price, but to the bidders willing to make the most generous campaign contributions, bribes or payoffs to government officials. In 1969, the state's Bureau of Building and Construction awarded a contract to construct a new Boston campus for the University of Massachusetts to the McKee-Berger-Mansueto (MBM) construction firm before state officials had even received MBM's proposal. When this arrangement came to light, the Legislature formed a joint committee to investigate the matter.

While this committee should have been the turning point, it only proved to be another example of corruption in the system. The legislators in charge of investigating the MBM deal, Senators Joseph DiCarlo and Ronald MacKenzie, demanded tens of thousands of dollars from MBM executives in exchange for a favorable committee finding, which MBM paid. Senators DiCarlo and MacKenzie were ultimately charged and found guilty of extortion in federal court.

Out of these scandals came the creation of the independent Ward Commission, which spent over two years investigating corruption in state building and construction contracts and released its final 12-volume report in 1980. Its findings were staggering. The commission found that billions of dollars had been wasted on building projects and concluded that:

- Corruption was a way of life in the Commonwealth;
- Political influence, not professional performance, was the main condition for doing business with the state; and
- Shoddy work and low standards were the norm.

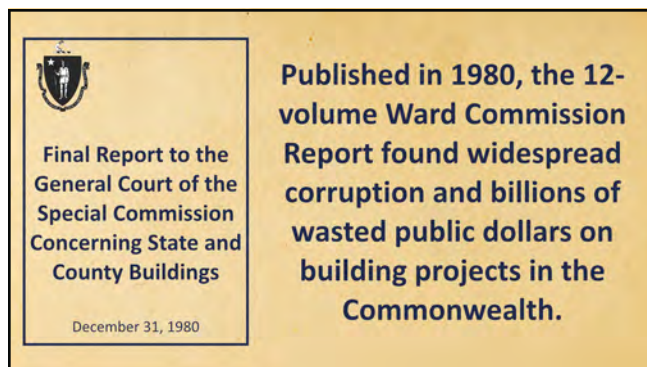
The Ward Commission made many recommendations about how to eliminate corruption and overhaul the contract award system. In addition to structural changes to the awarding of state contracts, the commission also recommended the creation of a first-in-the-nation state inspector general's office. No state agency in Massachusetts at the time was responsible for preventing and detecting fraud, waste and abuse in the expenditure of tax dollars, a task the commission recognized as complex, time-consuming and specialized. The commission identified "a vast middle ground" between the state auditor and prosecutors, "between the ability to review all state transactions to a limited degree without the power to investigate, and



University of Massachusetts Boston, 1974

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The Ward Commission, cont.



the power to investigate allegations of fraud on a case-by-case basis.” 8 Final Report to the General Court of the Special Commission Concerning State and County Buildings 88 (Dec. 31, 1980) (Ward Commission Report). The commission accordingly emphasized the need for a state inspector general’s office that could work to prevent fraud, waste and abuse and had the ability to conduct “wide-ranging, systematic investigations.” *Id.* at 87-88. The commission designed the OIG to be a “neutral, impartial and independent office” that would serve as a “mechanism for self-criticism and self-correction” in state government. 1 Ward Commission Report at 37.

Based on the commission’s recommendation, and after prolonged discussions and negotiations, the Legislature passed a bill establishing the Office of the Inspector General in July of 1980. Governor Michael Dukakis signed that legislation ([Chapter 388 of the Acts of 1980](#)) into law, and the first Massachusetts Inspector General, Joseph Barresi, was appointed in 1981. The statute, codified in [Chapter 12A of the Massachusetts General Laws](#), charged the OIG with acting “to prevent and detect fraud, waste and abuse in the expenditure of public funds,” a mandate the Office continues to follow more than 40 years later. [M.G.L. c. 12A, § 7.](#)

John William Ward Public Service Fellowship

Today, John William Ward and the Ward Commission still inspire public service dedicated to good government. Each year, the Boston Latin School awards the John William Ward Public Service Fellowship to 15 students. The fellows work for a summer in the office of an elected or appointed public servant in state government, municipal government or the judicial system.

The OIG is happy to have welcomed a Ward Fellow each summer for the last nine years.

The John William Ward Public Service Fellowship is a summer program open to juniors and seniors at Boston Latin School that allows them to gain valuable experience in the public service sector.

John William Ward Performance Recognition Award

In 2020, the OIG created the John William Ward Performance Recognition Award to acknowledge outstanding staff contributions to the Office’s mission to prevent and detect fraud, waste and abuse of public funds. The OIG’s Regulatory and Compliance Division was the recipient of the first Ward Award in recognition of its quick and efficient conversion to an online training platform during the COVID-19 pandemic, allowing the Office to continue to provide important educational and professional development opportunities to public employees.



The History of the Massachusetts Office of the Inspector General

The Massachusetts Office of the Inspector General (OIG), established by [Chapter 388 of the Acts of 1980](#), was the first state inspector general's office in the nation. The OIG has a statutory mandate to act to prevent and detect fraud, waste and abuse in the expenditure of public funds. See [M.G.L. c. 12A, § 7](#). It was created as an independent state agency that would not be subject to oversight or control by any other state entity. The Office serves the residents of Massachusetts by promoting transparency, efficiency and accountability in government. (For more information about the events that led to the creation of the OIG, please see page 3.)

Joseph R. Barresi was sworn in as the state's first Inspector General in 1981. The Office began with a staff of just 18, with legal and management student interns providing additional assistance. Besides the Inspector General and his executive team, the OIG was divided into three divisions: Investigation, Auditing and Management. Investigation and Auditing often collaborated on criminal investigations into fraud and abuse, while Management identified areas of potential waste of public funds and resources.

Shortly after the Office opened, the Inspector General also created a 24-hour confidential reporting hotline "to afford everyone an easy, confidential manner to share their knowledge of fraud and waste in government." In its first 4 days, the hotline received 21 complaints. Today, the OIG Fraud Hotline continues to be a vital part of the Office's work to investigate fraud and other wrongdoing, logging an average of 53 calls per week in 2020.

In 1985, the Office published its first training manual for the public as part of its prevention efforts. The *Designing and Constructing Public Facilities* manual outlined legal requirements and best practices for awarding public building contracts. The OIG published the [10th edition of the manual](#) in September 2021.

Throughout the mid to late 1980s, the OIG worked closely with the Legislature on the drafting and passage of the [Uniform Procurement Act, Chapter 30B of the Massachusetts General Laws](#). After Chapter 30B took effect in 1990, the OIG began training public employees about procurement requirements and best practices under the new law. The OIG also published

 Massachusetts Office of the Inspector General	
A Timeline of Events	
1980	The Ward Commission releases its 12-volume report. The Massachusetts Legislature enacts M.G.L. c. 12A.
1981	Joseph R. Barresi takes office as the first Inspector General. The OIG establishes a confidential fraud hotline.
1990	M.G.L. c. 30B becomes law.
1991	Robert A. Cerasoli becomes Inspector General.
1997	The OIG creates the MCPPO program.

Continued on the next page

The History of the Massachusetts OIG, cont.

[The Chapter 30B Manual](#) in 1990 and established a second hotline, the Chapter 30B Assistance Hotline. Both the Chapter 30B Hotline and *The Chapter 30B Manual* continue to be important resources for public employees.

Robert A. Cerasoli became the second Massachusetts Inspector General in 1991 after IG Barresi served the maximum two five-year terms. See [M.G.L. c. 12A, § 2](#). Cerasoli added new units to the Office to review and audit contracts and to monitor state construction projects. In addition, he created a Legislative and Public Policy Unit to review and make recommendations about legislation, real estate transactions and state and local programs. With these incremental changes throughout the 1980s and early 1990s, the Office's staff had more than doubled to 42 employees by 1996.

To build on its public procurement training efforts, the OIG successfully lobbied the Legislature to fund a public procurement certification program. The OIG offered its first Massachusetts Public Purchasing Official (MCPPO) class in 1997, run by the newly created MCPPO Program Unit. Starting with one general procurement class in 1997, the OIG now offers nearly 100 MCPPO classes annually. (For more information about the MCPPO program, please see page 17.) Also in 1997, the OIG began publishing the *Procurement Bulletin*, which provided local jurisdictions with information and recommendations to encourage effective and ethical purchasing.

During Cerasoli's tenure, the OIG became involved in oversight of the two of the largest projects ever undertaken by the Commonwealth: the Central Artery/Tunnel Project (also known as the Big Dig) and the Boston Harbor Cleanup Project. The OIG created the Megaproject Oversight Division in 1998 to reflect the scale of this work, which resulted in numerous OIG reports throughout the 1990s and early 2000s. (For more information about the OIG's work on the Big Dig, please see page 15.)

After IG Cerasoli stepped down in June 2001, Gregory W. Sullivan became Acting Inspector General. In August 2002, Sullivan was appointed to a full five-year term as the third Massachusetts Inspector General. While continuing the Office's oversight of the Big Dig, Sullivan focused on fraud, waste and abuse involving affordable housing projects, municipal light depart-

ments and health care programs, among other areas of public funding. Since 2004, the Office has conducted focused reviews of the Massachusetts Medicaid and Health Safety Net programs. Beginning in 2006, the OIG issued a series of reports documenting widespread and pervasive abuses under the [Chapter 40B](#) cost monitoring process for affordable housing.

 Massachusetts Office of the Inspector General	
A Timeline of Events	
2001	Gregory W. Sullivan becomes Inspector General.
2004	The OIG begins reviewing state Health Safety Net programs.
2012	Glenn A. Cunha becomes Inspector General. The OIG obtains funding for the Internal Special Audit Unit.
2013	The Legislature creates and funds the Bureau of Program Integrity.
2018	The Legislature creates and funds the Division of State Police Oversight.
2019	The OIG creates the Civil Recovery Unit.

Continued on the next page

The History of the Massachusetts OIG, cont.

The early 2000s, however, were also a time of uncertainty for the OIG. In each of his four annual budgets starting in 2003, Governor Mitt Romney proposed defunding the OIG and eliminating it as an independent state agency. The Legislature rejected Romney's proposal each year and continued to fund the OIG, confirming widespread support of the Office's mission and independence.

In 2009, the OIG began expanding through the addition of what would eventually become three "embedded units," i.e., divisions of the OIG embedded within certain state agencies that the Legislature deemed in need of heightened oversight. The Legislature created the first embedded unit, the Internal Special Audit Unit (ISAU), to monitor the quality, efficiency and integrity of the Massachusetts Department of Transportation's (MassDOT) operating and capital programs. See [M.G.L. c. 6C, § 9](#).

In 2012, Glenn A. Cunha was appointed the fourth Massachusetts Inspector General after IG Sullivan's two five-year terms. Cunha restructured the Office into the five non-legislatively created divisions that make up the OIG today: Administration and Finance; Audit, Oversight and Investigations; Legal; Policy and Government; and Regulatory and Compliance.

As the Legislature had not funded the ISAU upon its creation in 2009, Cunha worked with MassDOT to secure funding for it in 2012. After funding and staffing the ISAU, the OIG created two new hotlines for 24-hour confidential reporting of MassDOT-specific fraud, waste and abuse: one for MassDOT employees and one for the public.

In 2013, the Legislature created and funded a second OIG embedded unit: the Bureau of Program Integrity,

The OIG's Embedded Units

- **The Internal Special Audit Unit (ISAU)**
Oversees MassDOT and the MBTA
- **The Bureau of Program Integrity (BPI)**
Oversees Health and Human Services benefit programs
- **The Division of State Police Oversight (DSPO)**
Oversees the Massachusetts State Police

The Growth of the OIG

1981	Total Budget:	\$440,000
	Employees:	18
2021	Total Budget:	\$7,373,600
	Employees:	69

mandated to oversee the quality, efficiency and integrity of benefit programs in the Executive Office of Health and Human Services. See [M.G.L. c. 6A, § 16V](#). In 2018, the Legislature created and funded the OIG's newest embedded unit: the Division of State Police Oversight, which monitors the quality and integrity of Massachusetts State Police operations, organizational structure and management functions. See [M.G.L. c. 22C, §§ 72-73](#).

In January 2019, Cunha established the Civil Recovery Unit (CRU) within the Office's Legal Division. In consultation with the Massachusetts Attorney General's Office, the CRU recoups public funds lost to fraud, waste and abuse pursuant to [Section 11 of Chapter 12A of the Massachusetts General Laws](#).

That same year, the OIG decided to expand its quarterly *Procurement Bulletin* beyond procurement. The *OIG Bulletin*, as it is now known, keeps the public updated on the work of the entire Office while still providing procurement tips, best practices and responses to frequently asked questions about Chapter 30B.

Today, the OIG has nearly 70 employees. Although the Office has grown significantly since its creation 40 years ago, its mission is the same: to prevent and detect fraud, waste and abuse in the use of public funds and property. The OIG remains committed to enhancing public confidence in government and promoting the best interests of the people of the Commonwealth.

Inspector General Profiles

In its 40-year history, the Massachusetts Office of the Inspector General has been led by four Inspectors General: Joseph R. Barresi (1981-1991), Robert A. Cerasoli (1991-2001), Gregory W. Sullivan (2001-2012), and Glenn A. Cunha (2012-present). Each Inspector General, limited to two five-year terms by state law, brought his passion for public service to the position, expanding upon the promise and potential of the OIG as a vehicle for good governance as envisioned by the Ward Commission.

Joseph R. Barresi (Inspector General 1981-1991)



Joseph R. Barresi served as the Commonwealth's first Inspector General from 1981-1991. Prior to becoming Inspector General, Barresi, a graduate of Boston University, had worked at the Boston Municipal Research Bureau for 22 years, serving as Executive Director from 1962 to 1975. He then briefly entered the private sector, serving as Vice President for Bonds at Bos-

ton firm Scudder, Stevens & Clark. Missing public service, he applied for the newly created position of state Inspector General and was appointed in 1981.

As the first statewide Inspector General in the country, Barresi faced the daunting task of setting up a brand-new office with an extremely broad mandate: to prevent and detect fraud, waste and abuse in the expenditure of public funds, whether state, federal or local. See [M.G.L. c. 12A, § 7](#).

Always mindful that every act the agency took in its first days set a precedent, Barresi quickly established the OIG as a competent, professional agency dedicated to protecting public funds. Despite beginning with only "good wishes, an empty floor, a desk, and a statute," as Barresi liked to say, the OIG under his leadership pursued investigations that resulted in 40 felony convictions and savings of over \$125.4 million in public money.

One highlight was an investigation the Office dubbed "Operation No-Show." The OIG discovered that Department of Public Works employees had orchestrated a scheme in which consultants billed the state for highway surveys that were never performed. As a result of these findings, two individuals and one corporation pleaded guilty to fraud and racketeering charges, and the state recovered over \$400,000 in restitution.

Other notable matters during Barresi's tenure include investigations that found \$104,000 stolen from the city of Revere by its former purchasing agent, contracting scams at the former Metropolitan District Commission worth some \$300,000 and the theft of more than \$100,000 in vouchers from the Women, Infant and Children (WIC) Program.

But perhaps Barresi's greatest legacy is the passage of the Uniform Procurement Act, [Chapter 30B of the Massachusetts General Laws](#). Setting a precedent that future Inspectors General would follow, Barresi emphasized the importance of prevention in the OIG's work, as demonstrated most profoundly by his efforts to ensure the passage of a statewide procurement law. Although the Ward Commission's recommended reforms led to essential changes in state government, they were relatively narrow in scope. Most public contracting, including at the municipal level, was still not subject to procurement rules requiring open and competitive contracting. In the belief that "good procurement procedures save money," Barresi's office worked closely for over five years with the Legislature on the drafting and passage of the Uniform Procurement Act. Signed into law in 1990, Chapter 30B requires open and competitive procurement processes for most jurisdictions in the state, including municipalities. Training government employees on Chapter 30B has been an essential function of the OIG since the Act's passage.

Under Barresi's management and vision, the Ward Commission's ideal of an Inspector General's Office that would act as an instrument of government "self-criticism and self-correction" became reality: an established, professional state agency that continues that mission 40 years on. As Barresi himself stated, "Integrity in government is not achieved once and for all. It must be demanded, constantly, day by day."

Joseph R. Barresi, who passed away in 2018 at the age of 95, is remembered by family, friends and colleagues as a man of integrity and a devoted public servant.

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Inspector General Profiles, cont.

Robert A. Cerasoli

(Inspector General 1991-2001)



Robert A. Cerasoli became the Commonwealth's second Inspector General in 1991 and served until 2001. Cerasoli, a graduate of the American University, the Kennedy School of Government at Harvard University and Abilene Christian University, was a state representative from 1975 to 1991. As a state representative, he developed what would become a life-long interest

in promoting ethical public service. He co-authored [M.G.L. c. 268B](#), which created the State Ethics Commission and requires financial disclosure for all elected and appointed officials. He went on to serve as Chairman of the House Committee on Ethics and then as Chairman of the House Committee on Post Audit and Oversight.

Cerasoli put his passion for ethical government to full use as Inspector General, overseeing the OIG's investigation into the largest and most complex construction project in the history of the United States: the Central Artery/Tunnel project (the Big Dig). Cerasoli convinced the Executive Office of Transportation and the Massachusetts Highway Department (MHD), the agencies responsible for the project, to sign an unprecedented interagency service agreement in 1992. Under the agreement, the OIG provided assistance to the MHD for Big Dig topics as far-ranging as alternative dispute resolution, bid methodologies, inventory control, conflict of interest policies and construction management. At the same time, the OIG maintained its right to conduct management reviews and investigations of the project, which it did, publishing numerous reports that would, in Cerasoli's words, "stand five feet high if stacked."

Cerasoli also brought to the Office an emphasis on the importance of training and education for public employees. As Inspector General, Cerasoli was a founding member and the first president of the Association of Inspectors General (AIG), a national organization intended to "promote the exchange of information, ideas and best practices, and assist in ensuring [that] inspector general staff are well-trained to perform their duties." Since 1999, the AIG has offered a certifi-

cation program for training in best practices for inspector general offices, which thousands of employees attend each year. Cerasoli was also responsible for proposing, developing and co-authoring *Principles and Standards for Offices of Inspectors General* (the Green Book), which enshrined principles and quality standards in a guide for inspector general offices.

Cerasoli believed in the importance of training public employees responsible for procurement as well. In 1997, the OIG developed the Massachusetts Certified Public Purchasing Official (MCPPO) program after Cerasoli successfully sought authorization and funding from the Legislature for a training and certification program. Cerasoli saw the potential that such programs had to further the OIG's mission by preventing fraud, waste and abuse of government resources. Cerasoli is proud that, for nearly 25 years, the MCPPO program "has demonstrated the value of devoting resources to build the capacity of public purchasing officials to operate effectively, efficiently and ethically."

The legacy of Robert Cerasoli's emphasis on education and training during his time as Inspector General is evident in the thousands of public employees who have attended AIG and MCPPO classes and conferences over the years, where they learned about the importance of accountability, integrity and professionalism in government work.

After leaving the Massachusetts OIG and teaching for several years, Cerasoli became the first Inspector General for the city of New Orleans, Louisiana, where he served for two years. Created in the aftermath of Hurricane Katrina, the New Orleans Office of the Inspector General was based on the principles and guidance outlined in the Green Book. As the first New Orleans Inspector General, Cerasoli built the office from the ground up, securing funding, overseeing the establishment of an independent police monitor and successfully lobbying for changes to the city charter and state legislation to strengthen the office.

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Inspector General Profiles, cont.

Gregory W. Sullivan (Inspector General 2001-2012)



Gregory W. Sullivan became the Acting Inspector General in June 2001, when his predecessor, Robert Cerasoli, stepped down prior to the expiration of his second term. A year later, Sullivan was appointed to a full, five-year term. He served as the Commonwealth's third Inspector General until 2012.

When Sullivan became Inspector General, he had already been working in the Office for a decade: originally, as Chief of the Management Division, and, starting in 1994, as First Assistant Inspector General in charge of financial investigations. He had been a public servant for more than 20 years, having been elected to represent his hometown of Norwood in the state legislature when he was a senior at Harvard College.

Sullivan brought his love of investigations to his role as Inspector General. He was known for personally reviewing case documents. During a 2005 review of health care spending by the state's Uncompensated Care Pool (Pool), Sullivan discovered that one hospital outpatient pharmacy had repeatedly charged the Pool more than \$6,000 per bottle for the cholesterol-lowering medication Lipitor. In contrast, another hospital pharmacy had charged the state less than \$225 per bottle. Sullivan's findings helped convince the Legislature to replace the Pool with the Health Safety Net. The Legislature also asked the Office to continue monitoring the state's health care spending, a mandate that continues to this day.

Sullivan was conscious of building on the work of his predecessors. He saw Joseph Barresi as a "tremendous role model" who infused the Office with "an ethos of independence." He called Robert Cerasoli "responsibly daring" for his investigations of the Big Dig.

One of the largest investigations during Sullivan's tenure was into then-Speaker of the Massachusetts House Salvatore F. DiMasi. In 2009, DiMasi resigned his post after the OIG initiated an investigation into kickbacks paid to DiMasi's friends and associates in connection with two multi-million-dollar software

contracts. The OIG's work with the U. S. Attorney's Office led to DiMasi's conviction in 2011 on charges of fraud, conspiracy and extortion related to the state contracts. (See page 15 for more information about the OIG's investigation of DiMasi.)

Sullivan said the OIG sometimes felt like an island, cut off from other government agencies. "The Inspector General's Office was created by the Legislature to be a self-critical, self-corrective agent in government. I came to realize that people don't like to be criticized or corrected," he said in an interview with the *OIG Bulletin*.

The lowest point of Sullivan's tenure came at the hands of Governor Mitt Romney, who eliminated the Office of the Inspector General as an independent agency in each of his four annual budgets. Each time, the Legislature rejected Romney's plan, and Sullivan breathed a sigh of relief.

Cases aside, Sullivan took pride in his staff. He appreciated the administrators who managed the Office's finances, personnel and compliance functions, allowing him to focus on investigations. He made a point of hiring investigators who were willing to question authority – including his. He loved learning from employees with varied strengths and viewpoints.

"It was an honor to work with people who really felt that they were co-equals in the operation and policy-making in the office and were dedicated to working in the public interest," Sullivan said. "I used to be in awe at least once a day of what people were doing and bringing forward on their own initiative and talent."

Sullivan said the Office's greatest strength was its deterrent value, comparing the watchdog agency to the security officers that keep a bank from being robbed. "The Office of the Inspector General represents a perpetual risk to those who would try to abuse their authority for personal gain," he said. "It's worth its weight in gold in terms of saving money for the taxpayer."

Continued on the next page

Inspector General Profiles, cont.

Glenn A. Cunha

Inspector General (2012-present)



Glenn A. Cunha has been the Massachusetts Inspector General since 2012. During his more than nine years in the position, Cunha has overseen the largest growth of the Office, expanding and enriching its mandate to work for all citizens of the Commonwealth.

Cunha, a graduate of Boston College, Bentley University Graduate School of Management and Suffolk University Law School, came to the Office with a long career in public service dedicated to helping the Commonwealth's most vulnerable residents. In his career as an attorney at the Norfolk County District Attorney's Office, the Suffolk County District Attorney's Office and the Massachusetts Attorney General's Office, he prosecuted and supervised cases involving domestic violence, child abuse, human trafficking and financial fraud. Cunha sees his role at the OIG as continuing his lifelong desire to help those who don't have a voice, whether it be children, the indigent or taxpayers who have been cheated by those in authority.

One of the biggest investigations during Cunha's tenure as IG involved Evan Dobelle, the former president of Westfield State University. The OIG found that the ex-president repeatedly abused his authority regarding spending. He self-reported billing over \$85,000 to school-related credit cards for personal items, and the OIG identified additional improper spending. Dobelle's political connections made many think that he was untouchable, but the OIG investigated him because, as Cunha explained, "it was the right thing to do." Cunha found Dobelle's acts particularly egregious given the important role state universities play in educating first-generation college students. Understanding the importance of not only holding people accountable but also preventing such crimes from occurring again, Cunha successfully introduced a bill to the Legislature that would require training on state laws and financial responsibilities for all public college trustees who oversee the financial decisions of college presidents.

Over the past nine years, Cunha has also overseen the growth of the Office to nearly 70 employees. In 2013, he worked with the Legislature to create the OIG's Bu-

reau of Program Integrity, which oversees benefit programs in Executive Office of Health and Human Services agencies that help people in Massachusetts meet basic needs. In 2018, the OIG welcomed another Legislature-created embedded unit, the Division of State Police Oversight, to demand accountability from the Massachusetts State Police in the wake of overtime scandals. These divisions play important roles in what Cunha considers the Office's most important contribution to state government – the restoration of integrity and accountability.

In 2018, the OIG also saw one of Cunha's most long-standing visions come to fruition: legislative funding for a Civil Recovery Unit (CRU). For the first time in its history, the OIG, through the CRU, began exercising its statutory authority to not just prevent and detect fraud but, through civil recovery actions, to recover money lost to fraud. See [M.G.L. c. 12A, § 11](#). Since January 2019, when the first two CRU staff members started with the Office, the CRU has recovered close to \$1.8 million in taxpayer money.

Cunha has also emphasized the importance of prevention during his time at the OIG by growing the MCPPO program. As Cunha notes, MCPPO classes "give public employees and contractors throughout the Commonwealth the skills they need to help fulfill the OIG's statutory mandate in their own jurisdictions." Since 2012, MCPPO program class offerings increased from 38 to nearly 90 classes a year while expanding in scope and accessibility. In 2017, MCPPO instructors began traveling to communities across the state to offer more in-person trainings. In 2020, after months of development, the Office offered its first web-based class. The forward-thinking that led the Office to develop a web-based platform for its classes proved extremely prescient when the COVID-19 pandemic forced the Office to quickly transition to an exclusively online format. This online format in turn expanded access to MCPPO classes to even more students – from almost 2,300 students in 2019 to more than 5,000 students in 2020.

When Inspector General Cunha's second term ends in 2022, he will leave an office focused even more emphatically on its mission to prevent and detect fraud, waste and abuse in the expenditure of public funds, particularly with regard to the Commonwealth's most vulnerable. He will leave his successor a dedicated, knowledgeable staff well-equipped to handle an ever-changing and challenging world.

40 Years of OIG Investigations

The investigation of fraud and other wrongful behavior involving public funds and property, as well as the identification of waste and abuse in government spending, has been an essential part of the OIG's work from the beginning. Highlighted below are some investigations that reflect the breadth and impact of the OIG's work over the past 40 years.

Investigation Reveals Widespread Waste and Abuse of Public Funds by Municipal Treasurers

In 1982, the OIG received a complaint that municipal treasurers were wasting public funds by depositing money in noninterest-bearing bank accounts. The complainant further alleged that the treasurers obtained services from the banks in exchange for using these accounts, and these “compensating balance accounts” were circumventing local appropriations procedures. In response, the Office began a three-year investigation of municipal banking practices in Massachusetts, which culminated in a 113-page report released in 1985.

The OIG's *Report on Municipal Banking Relations* revealed that municipal treasurers had indeed wasted millions of dollars through mismanagement of funds and the widespread practice of leaving money in bank accounts that paid little or no interest.

Bank records from a sample of 31 cities and towns showed that treasurers left \$27 million idle in zero-interest accounts in fiscal year 1983, and the data reported from jurisdictions throughout the Commonwealth mirrored the findings from the sample. The report estimated that in total, the state's cities and towns wasted at least \$6 million during fiscal year 1983 due to service cost premiums and holding money in noninterest-bearing accounts. The report identified an additional \$5.38 million as highly vulnerable to waste because of poor account management practices in municipal treasury operations. The Office also found an absence of competition in banking service procurements, which inflated prices of services and further contributed to wasted funds.

During the investigation, the Office uncovered many instances in which public officials accepted illegal gratuities from banks. (Then, as now, state ethics law prohibited public officials from receiving gifts of “substantial value” – i.e., gifts valued at \$50 or more – in connection with their official duties. See [M.G.L. c. 268A, § 3](#).) From 1982 through 1984, seven Boston-based banks gave hundreds of gratuities, in the form of free meals and drinks, complimentary tickets to theater performances and sporting events, free rounds of golf and advantageous personal loans, worth approximately \$138,000, to municipal treasurers and other public officials. During 1984 alone, 104 municipal treasurers (almost one-third of all treasurers) accepted gratuities of substantial value from one or more of the seven banks. One treasurer was even entertained by bank officers 303 times between August 1, 1982, and December 31, 1984.

The OIG concluded that these municipal banking practices obstructed accountability, promoted waste of public funds and invited widespread abuse of public office. The Office found that without additional safeguards in place, waste and impropriety in municipal banking relations would likely recur.

As a result of these findings, Inspector General Joseph Barresi filed a comprehensive procurement reform bill with the Legislature to require competitive procurement of municipal services. Barresi also recommended provisions that would ensure state monitoring of excess balances in zero-interest accounts and that would require treasurers to seek reasonable rates of return on municipal funds. These provisions became law in [Chapter 740 of the Acts of 1985](#).



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*40 Years of OIG Investigations, cont.***OIG Investigation Leads to \$36.7 Million Settlement, Conviction of Former MWRA Financial Advisor**

In the mid-1990s, the OIG conducted a multi-year investigation of the financial services industry, resulting in a \$36.7 million settlement with two financial services firms and the federal conviction of former Massachusetts Water Resources Authority (MWRA) financial advisor Mark S. Ferber (Ferber) for taking kickbacks in connection with his advice to the MWRA and other public entities.

The investigation began in 1993 when the Office objected to the MWRA's plan to transfer its \$2.375 million financial advisory services contract from Lazard Freres & Co. (Lazard), Ferber's former employer, to First Albany Corporation (FAC), his new one, without a competitive process.

The Office's inquiry led to the revelation that Lazard had a side deal with Merrill Lynch, Pierce, Fenner & Smith Inc. (Merrill Lynch) that paid Lazard a \$1 million annual retainer to market its financing services to Lazard's government clients, including the MWRA. Under the agreement, which ran from 1990 to 1992, Merrill Lynch and Lazard also split more than \$6 million in fees and commissions from financial transactions, including MWRA bond sales. In addition, the Office found \$170,000 in payments from FAC to Lazard's Boston office in the year and a half before Ferber switched firms.

After the OIG issued a report detailing these findings, other state and federal agencies, including the Massachusetts Attorney General's Office, the U.S. Attorney's Office, the Federal Bureau of Investigation, the Securities and Exchange Commission (SEC) and the U.S. Postal Service, launched their own investigations. In 1994, the SEC cited the OIG's revelation of these undisclosed contracts when it strengthened its disclosure rules for agencies and companies involved in issuing municipal securities.

In 1995, a federal grand jury sitting in Boston handed down a 63-count indictment of Ferber, charging him with defrauding and violating his fiduciary duties to his public financial advisory clients by putting his own financial interests ahead of his clients' interests. Ferber never disclosed his relationship with Merrill Lynch to his government clients, and he gave unfair advantage to Merrill Lynch when the MWRA sought underwriters for bonds. In addition to the MWRA, Ferber was charged with defrauding the District of Columbia, the Michigan Department of Transportation and the U. S. Postal Service. Also in 1995, Lazard and Merrill Lynch settled charges brought by the SEC and the U.S. Attorney's Office stemming from their undisclosed fee-splitting deal by agreeing to pay \$36.7 million to the Commonwealth and the U.S. government. At the time, it was the largest municipal finance settlement of its kind.

In 1996, Ferber was convicted of 57 separate federal fraud and corruption charges, sentenced to 33 months in prison and fined \$1 million.

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40 Years of OIG Investigations, cont.

OIG Finds Millions of Dollars of Waste during 15 Years of Big Dig Oversight

The OIG issued more than 50 letters and reports during its nearly 15-year oversight of the Central Artery/Tunnel Project in Boston (commonly referred to as the Big Dig). This public megaproject, at the time the largest public works project in United States history, grew dramatically in cost from its beginning in the late 1980s. The project was finally completed in late 2007, after numerous delays and overbudget, costing over \$16 billion.

The OIG investigated specific expenditures, contract cost overruns and the efficacy of cost control programs related to the Big Dig and made recommendations about cost recovery. Between 2003 and 2005, the OIG issued eight reports containing specific cost recovery recommendations totaling \$146 million. Additionally, in a 2001 report, the OIG detailed how state officials and contractors appeared to have deliberately underestimated project costs to ensure the project's continued funding. In 1994, Big Dig officials announced that the project would cost an estimated \$8 billion. However, in the OIG's 2001 report, [*A History of Central Artery/Tunnel Project Finances 1994 – 2001: Report to the Treasurer of the Commonwealth*](#), the Office found that project officials knew in 1994 that the project was likely to cost \$13.8 billion. In fact, this undisclosed estimate from 1994 was very close to the actual project cost estimate of \$14.1 billion in 2001.



Leonard P. Zakim Bunker Hill Memorial Bridge, constructed as part of the Big Dig

The OIG's investigations and oversight of the Big Dig prompted federal and other state oversight agencies to initiate their own audits and investigations, some leading to criminal and civil prosecution. In January 2008, the U.S. Department of Justice and the Massachusetts Attorney General's Office reached a settlement with Big Dig contractors, who agreed to pay the Commonwealth \$458 million to resolve all outstanding claims and criminal actions. Many of the issues identified by the OIG were included in this settlement.

OIG Review of Saltonstall Building Redevelopment Project Saves Commonwealth \$2 Billion

In February 2002, state and local officials began a \$235 million renovation and rehabilitation of the 22-story Leverett Saltonstall state office building in downtown Boston. MassDevelopment, a quasi-public economic development agency, managed the project and provided most of the project funding, including a \$20 million loan to the state. As part of the financing arrangement, MassDevelopment subordinated the \$20 million loan to the other debt financing the project. Consequently, the state would not begin repaying this loan for many years.



100 Cambridge Street, formerly the Leverett Saltonstall Building

Given the size and complexity of the Saltonstall Building redevelopment, the OIG proactively began a review of the project financing in 2004. The Office found that the \$20 million loan from MassDevelopment was not a typical loan commonly used to fund such projects. The interest rate was set at 16% – even though the prime lending rate at the time ranged from 4.25% to 9.5%. In addition, interest was calculated on a compound basis. This far exceeded the interest rate of MassDevelopment's other debt for the project. In its first four years, the \$20 million loan accrued an extraordinary \$17 million in interest. In 25 years, when MassDevelopment antici-

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40 Years of OIG Investigations, cont.

pated the state would begin loan repayment, roughly \$800 million in interest would have accrued. By the end of the loan period, this \$20 million loan would have cost the Commonwealth nearly \$2.35 billion.

The OIG intervened and recommended that MassDevelopment immediately change the interest on the loan to a simple, rather than compound, rate and that it reduce the interest rate to 8%. MassDevelopment accepted these recommendations, resulting in a cost savings to the Commonwealth of almost \$2.25 billion over the life of the loan.

Former Massachusetts Speaker of the House Convicted of Fraud

The Massachusetts OIG had a central role in the investigation that resulted in the prosecution and 2011 conviction of former House Speaker Salvatore F. DiMasi and lobbyist Richard McDonough.

In late August 2007, the state paid \$13 million, funded by an emergency bond bill, for performance management software from the firm Cognos. Six weeks later, the OIG opened an investigation into that purchase and the 2006 procurement of \$4.5 million software from the same company.

In March 2008, the OIG informed the state's Secretary of Administration & Finance that the software procurement process was seriously flawed and that the purchase should be voided, with the \$13 million refunded to the state. IBM, which had purchased Cognos in late 2007, refunded the \$13 million shortly afterwards.



Massachusetts State House

In October 2008, the OIG informed Secretary of State William Galvin that its investigation had uncovered sizable undisclosed payments by Cognos and Montvale Solutions LLC, an independent reseller of Cognos software, to lobbyists and entities associated with DiMasi. Meanwhile, OIG employees worked with the FBI and the U.S. Attorney's Office to continue the investigation into possible criminal conduct in connection with the Cognos contracts. Investigators discovered that DiMasi and McDonough arranged to have money sent from Cognos to DiMasi through one of DiMasi's law associates. Through this scheme, DiMasi received \$65,000 for taking action to benefit Cognos. OIG investigators also learned that it was DiMasi who inserted the language requiring the software purchase into the emergency bond bill.

In 2009, a federal grand jury indicted DiMasi, McDonough and two other individuals. Following a 2011 trial that lasted several weeks, a jury convicted DiMasi and McDonough of most, but not all, counts, including conspiracy, mail fraud, wire fraud and extortion. They were sentenced to federal prison for eight and seven years respectively.

Former Westfield State University President Used Public Funds for Personal Expenses

On July 31, 2014, the OIG issued a [report](#) detailing the misuse of public funds by former Westfield State University President Evan S. Dobelle. The OIG found that Dobelle repeatedly used credit cards paid by the University and the University Foundation to purchase more than \$85,000 in personal items, plus tens of thousands of dollars of additional inappropriate spending. The OIG also found that he spent more than \$700,000 of Foundation funds on initiatives that yielded little benefit for the institution. Dobelle made misleading statements to the University's Board of Trustees about his fundraising efforts and the school's success in attracting international students to justify his University-funded and Foundation-funded expenses. After the OIG issued its report, the Massachusetts At-

Continued on the next page

40 Years of OIG Investigations, cont.

torney General's Office initiated a false claims action against Dobelle, and he ultimately agreed to repay the Commonwealth \$185,000.

In examining Dobelle's abuse of public funds, the OIG learned that the University's Board of Trustees largely failed to oversee Dobelle's spending, travel, use of leave time and expenditure of funds. From the start, the Board did not do a comprehensive background check when hiring Dobelle and therefore did not learn about a similar pattern of financial impropriety that led to his ouster as president of the University of Hawaii. With this in mind, the OIG launched a new training initiative to educate members of public boards and commissions about their duties, responsibilities and powers to help prevent fraud, waste and abuse of public funds by their chief executives. The OIG published a [*Guide for Members of Public Boards and Commissions*](#), created an MCPPO training class for members of public boards and commissions, and developed specialized trainings with the Department of Higher Education for trustees of public universities. In 2019, the OIG's proposed legislation to require training for all trustees of public colleges and universities became law.

Companies Pay \$850,000 to Settle Misleading Sales Practices Targeting Cities and Towns

In 2019, after years of requesting funding from the Legislature to develop a specialized unit focused on the recovery of public money lost due to fraud, waste or abuse, the OIG created the Civil Recovery Unit (CRU). The CRU investigates and pursues civil actions seeking potential monetary recoveries in coordination with the Attorney General's Office (AGO).

The CRU quickly hit the ground running. Within its first month of operation, the CRU, in tandem with the OIG's Audit, Oversight and Investigations Division, began an investigation into two New York-based companies, Pioneer Products, Inc. and Noble Industrial Supply Corp. The companies sell cleaning supplies, specialty products for fire departments and other chemical products.

The OIG created the Civil
Recovery Unit (CRU) in 2019.

Since then, the CRU has
recovered close to
\$1.8 million of public funds.



The OIG found that the companies were using high-pressure telemarketing techniques and misleading statements to induce towns and cities across Massachusetts to spend large amounts on supplies they did not want, need or even have the budget for.

As a result of the OIG's investigation, the two companies and their owners and presidents, Richard Weber and Benno Schubert, agreed to pay \$850,000 to settle the Commonwealth's allegations without admitting any wrongdoing. The legal agreement the AGO and the OIG reached with the companies, Weber and Schubert also banned them from doing business in Massachusetts for one year and required the companies to implement new policies and retrain their employees. The OIG and AGO returned nearly \$400,000 of the settlement payment to 43 Massachusetts cities and towns.

The MCPPO Program: Past, Present and Future

As part of its mission to prevent fraud, waste and abuse of public resources, the Office of the Inspector General has long engaged in educational outreach. In 1990, the Office published the [Chapter 30B Manual](#) to educate local officials about the newly-enacted [Uniform Procurement Act, Chapter 30B of the Massachusetts General Laws](#), which governs the acquisition and disposition of supplies, services and real property by local jurisdictions. The OIG also began sending employees across the state to teach city and town purchasing officials and other staff about the requirements of Chapter 30B.

These outreach efforts were so effective that in 1996, the OIG received legislative authorization to create a public purchasing official certification program. See [1996 Mass. Acts. c. 151, § 2, 0910-0210](#). Based on that authorization, the OIG established the Massachusetts Certified Public Purchasing Official (MCPPO) program, a comprehensive educational program for public purchasing officials and individuals in the private sector who conduct business with public entities. The MCPPO program would support the Office's mandate by teaching public employees how to comply with Chapter 30B and thus help prevent fraud, waste and abuse of public funds and property in their jurisdictions. The OIG also believed that a certification program that allowed students to earn credentials would bring professionalism and expertise to the field of public purchasing.

The Office convened an advisory group, including representatives from the Massachusetts Association of Public Purchasing Officials, the Massachusetts Association of School Business Officials, and the City Solicitors and Town Counsel Association, to assist with the development of the MCPPO program and its train-

Since 1997, the OIG's MCPPO program has trained over 30,000 students.

In 2020 alone, the OIG trained over 5,000 students.



ing curriculum. Based on feedback from the advisory group, the OIG designed the MCPPO program to include foundational core classes as well as seminars on more specialized or advanced topics. After successfully completing the requisite core classes and documenting their work and educational experience, students could apply for an MCPPO designation.

In January 1997, the Office offered its inaugural *MCPPO General Certification Seminar* at the McCormack Building in Boston. By the end of the year, over 300 participants had attended. The following year, the *General Certification Seminar* became *Public Contracting Overview*, which continues to be a foundational MCPPO class today. The MCPPO program also added the *Supplies and Services Seminar* (now *Supplies and Services Contracting*) and a seminar on designing and constructing public facilities that would later become the *Design and Construction Contracting* class. In 1999, two years after launching the MCPPO training seminar series, the Office awarded the first 200 MCPPO designations.

As the demand for training increased, the Office added new classes, including *Advanced Topics Update*, *Construction Management at-Risk*, *Real Property* and *Creating a Procurement Office* in the 2000s. Office staff also began speaking at outside engagements for government agencies, public universities and professional associations. In addition, the Office created two new classes to help individuals meet certain legal requirements. In 2007, in response to new Massachusetts School Building Authority (MSBA) regulations, the Office began offering *Certification for School Project Designers and Owner's Project Managers* (OPMs). School Project Designers and OPMs must take this class before they can work on school building



Total number of
MCPPO classes per year:
1997 – 13
2020 – 88

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The MCPPO Program: Past, Present and Future, cont.

projects funded by the MSBA. See [963 CMR 2.12\(6\), 2.11\(12\)](#). In 2008, the MCPPO introduced *Charter School Procurement* to help charter school administrators satisfy the Legislature's requirement that they earn an MCPPO certificate. See [1997 Mass. Acts. c. 46](#).

For many individuals, however, traveling to Boston for MCPPO classes was challenging. In 2010, the Office started videoconferencing and webcasting classes in the town of Huntington to increase access for students in the western part of the state. By 2014, MCPPO instructors also connected with students via videoconference in Barre, Bourne, Centerville, Fall River, Greenfield, Lowell, Pittsfield and Haverhill. In 2017, MCPPO instructors began traveling to communities across the Commonwealth to hold in-person classes, teaching in Amherst, Barnstable, Framingham, Methuen, North Attleboro, Shrewsbury, Westfield and other locations. In 2020, in a further effort to increase remote access to MCPPO training, the Office introduced its first self-paced, web-based classes with the release of online versions of *Supplies and Services Contracting* and *Real Property Transactions*.

By the end of 2019, more than 25,000 people had participated in MCPPO trainings, and the Office had awarded MCPPO designations to more than 2,000 people during the program's existence. In 2019 alone, more than 2,300 people attended at least one of the 96 MCPPO classes and outside speaking engagements the Office presented. Then the COVID-19 pandemic hit.

Rather than derailing the MCPPO program, the pandemic provided the Office with an opportunity to pro-

vide even greater access to training. Because students and instructors could not meet in-person, the MCPPO program transitioned nearly its entire catalog of trainings from in-person and videoconferencing classes to a fully online program. Students could now attend MCPPO classes from any location via live webinars. To continue to meet MCPPO students' changing training needs, schedules and budgets, the Office expanded its offerings further and added a series of 60- to 90-minute webinars on relevant topics, including topics related to the pandemic. By taking these steps, the Office continued to reach the widest audience possible while following COVID-19 health guidelines.

The success of the MCPPO program's transition during the pandemic is evident in the response of the program's students. In 2020, the Office provided training to 5,046 participants, almost 2,800 more than the year before the pandemic. Many students expressed their appreciation for the opportunity to participate in remote classes. Students often said that they saved time and money because they did not have to travel to Boston to attend a training. Some students, however, reported that they missed seeing their colleagues and networking in-person. To that end, the MCPPO program plans to offer both remote and in-person classes when it is safe to meet indoors in large groups again. Students who enjoy the convenience of participating remotely will be able to do so while others who prefer the in-person learning experience will be able to attend a class in the MCPPO classroom in Boston or at another venue in Massachusetts.

Since 1997, the Office has continuously expanded and adapted the MCPPO program to better educate its students about statutory compliance and best practices in public procurement. Participants have learned how to avoid favoritism and ensure equal opportunity for all qualified vendors to participate in open and fair competition for contracts with public entities in Massachusetts. Next year, the MCPPO program will celebrate its 25th anniversary. The program will continue to serve the people of the Commonwealth by promoting compliance with public procurement laws and providing students with the tools they need to prevent and detect fraud, waste and abuse of public resources.



A Conversation with Jim Morris, the IG Council's Longest Serving Member

Much has changed at the Massachusetts OIG during its 40-year history. IGs have come and gone, but there has been one constant: Jim Morris.

Morris, an attorney, is a founding partner of the Boston law firm Quinn and Morris. In 1981, then-Attorney General Francis Bellotti named Morris to the seat designated for a private sector attorney on the inaugural Inspector General Council. The Inspector General Council, created by statute, advises the Inspector General in carrying out the duties and responsibilities of the Office. See [M.G.L. c. 12A, § 3](#). An unbroken succession of appointments to the Council every three years since 1981 has given Morris a unique vantage point on the Office's evolution and activities.

"Joe Barresi was a delightful guy and deserves a lot of credit," Morris said during a recent interview. "The day he was sworn in and walked in the door, he didn't so much as have a typewriter, piece of paper or anything, simply a desk. I don't think he had a phone." But he successfully staffed and equipped what was the first statewide inspector general's office in the nation.

By statute, the Inspector General Council must authorize OIG requests for subpoenas for sworn testimony. See [id. at § 15](#). In the beginning, the Inspector General Council helped shape how the Office conducted investigations by enforcing certain standards for approving subpoenas and reined in some requests that lacked adequate justification. Morris stated that in recent years, "We've almost never said 'No,' but in the early days, we did."

IG Barresi was followed by Robert Cerasoli and then Greg Sullivan, each a former state legislator who had chaired the House Post Audit and Oversight Committee. Morris explained how the scope of the OIG grew over time, largely in response to directives from the Massachusetts Legislature. The Legislature added language to bills mandating that the OIG review certain contracts and property transfers and also commissioned in-depth policy studies by the OIG on matters like health care spending. Beginning about a decade ago, the Legislature created and funded specialized units within the OIG focused on the state Department of Transportation, the Executive Office of Health and Human Services and the Massachusetts State Police.



Pictured from left to right: Glenn Cunha, Jim Morris, Michael Caira (Chair of the IG Council)

Glenn Cunha, now in his tenth and final year as IG, has built on the foundation laid by his predecessors and "taken it to another level," according to Morris. "It's an extremely well-run agency that punches well above its weight in terms of budget. An awful lot of work comes out of here for a little bit of money."

The OIG "provides a huge benefit to the Commonwealth," Morris said. "Its investigative arm provides a check on corruption, detecting criminal misconduct involving public officials and contractors defrauding state or local agencies. Those efforts often recover funds on behalf of the affected entities, which ultimately benefits taxpayers."

Morris thinks the Office's educational activities have a lower profile with the general public but probably provide a bigger financial payoff than the recoveries from investigations. Answering questions from public procurement employees through the Chapter 30B Hotline, teaching classes on competitive bidding and other educational programs ensure efficient use of public funds. "There are many, many millions [of dollars] more of waste that hasn't taken place because public employees are trained in bidding, contract management, internal controls and fraud detection," Morris said.

Morris was recently reappointed to another three-year term on the IG Council. He is certain the Office itself is on course for continued success. "The model that exists today is the one that's going to be followed for a long time. It's working quite well. The amount of work generated out of this office is really impressive."

OIG Legislative Highlights

The OIG has a statutory mandate to review legislation and regulations and to make recommendations concerning their effect on the prevention and detection of fraud, waste and abuse. See [M.G.L. c. 12A, § 8](#). Since 1981, the OIG has reviewed thousands of bills filed in the Legislature, commenting or providing testimony when warranted. The OIG stresses the importance of transparency in government and the need for safeguards to ensure the appropriate oversight of public funds. In addition, during each legislative session, the OIG files legislation in the public's interest, often as a follow-up to an investigation or project review. Some of the OIG's legislative highlights over the last 40 years include:

Chapter 579 Task Force (1983-1984)

Shortly after his appointment, Joseph Barresi, the state's first Inspector General, formed a task force of OIG employees to review, refine and enhance the Ward Commission public construction reforms enacted by the Legislature as [Chapter 579 of the Acts of 1980](#). In 1983, the task force drafted 39 additional legislative proposals regarding public construction, real property disposition and the contractor qualification process. Following enactment of many of these recommendations, the OIG issued its first step-by-step manual specifically designed as a complete guide to the design and construction process.

Real Property Transactions

From its beginning, the OIG has undertaken reviews of state real property acquisitions and dispositions, often finding deficiencies and irregularities in the processes. For instance, in 1982, the OIG published a report about flaws in the process proposed for the disposition of the 120-acre site of the former Boston State Hospital, which closed in 1979. The OIG found the Commonwealth's attempt to transfer the property was characterized by poor planning and disregard for statutory and administrative safeguards. The OIG made recommendations calling for a transparent disposition process with public input. The Commonwealth's real property office, now known as the Division of Capital Asset Management and Maintenance (DCAMM), implemented the OIG's recommendations.

Based on this review, and similar reviews of many other real property transactions, the OIG recommended that the Legislature require more oversight of state real estate appraisals and land disposition agreements. Eventually, in the 1990s, the Legislature began mandating OIG review and approval of certain real property transactions. See, e.g., [1991 Mass. Acts. c. 400](#); [1995 Mass. Acts. c. 105](#). Through these reviews, the OIG has detected improper procurement and

wasteful public spending. To this day, the Legislature continues to enact special legislation that requires OIG review and approval of real property transactions.

The Uniform Procurement Act, Chapter 30B (1990)

Throughout the 1980s, the OIG urged the Legislature to pass legislation supporting transparency, fairness and modernization in public purchasing. In 1989, the Legislature finally enacted Chapter 30B of the Massachusetts General Laws, which established uniform procedures for local governmental bodies, including cities and towns, to use when buying or disposing of supplies, services and real property. See [M.G.L. c. 30B, §§ 1-23](#). After the new law took effect in May 1990, the OIG published a comprehensive guide and created a hotline to assist local officials, vendors and members of the public with questions about Chapter 30B. The Office continues to update and publish the [Chapter 30B Manual](#) and to answer calls and emails to the Chapter 30B Hotline.

The Office has also worked with the Legislature on amendments to Chapter 30B, most recently in 2016. See [2016 Mass. Acts. c. 218](#).

Megaprojects: The Central Artery/Tunnel Project and the Boston Harbor Cleanup Project

Through a series of acts passed in the 1990s, the Legislature tasked the Office with oversight responsibilities on the two largest public works projects in the history of the Commonwealth: the Central Artery/Tunnel Project, also known as the Big Dig, and the Boston Harbor Cleanup Project. See, e.g., [1994 Mass. Acts. c. 102, § 11](#). The Office devoted considerable resources to these efforts to prevent and detect fraud, waste and abuse by the owner agencies and contractors. (For more information about the Big Dig, see page 14.)

Continued on the next page

OIG Legislative Highlights, cont.

2004 Construction Reform

The OIG played an integral role in drafting the Commonwealth's 2004 construction reform bill. See [2004 Mass. Acts. c. 193](#). The new law added flexibility and efficiency to the procurement process, updated construction procurement thresholds, raised the quality of contractors on public projects and increased accountability to taxpayers. The law also promoted more participation from minority- and women-owned businesses and diversity in the contracting workforce. See [id. at § 6](#).



In addition, the 2004 construction reform law charged the OIG with determining whether a municipality is eligible to use alternative construction delivery methods, including construction management at-risk and design-build. [Id. at § 27](#). Since 2005, the Office has reviewed applications for over \$15 billion of design and building construction work using alternative delivery methods.

Educational Collaboratives (2012-2013)

Following OIG reviews that found improper use of public funds by the Merrimack Special Education Collaborative and the Greater Lawrence Educational Collaborative, the Office worked with the Department of Elementary and Secondary Education (DESE) to strengthen regulations governing educational collaboratives. In particular, the Office convinced DESE to specify that school committee members and superintendents on collaborative boards have a fiduciary duty to their home school district and the students served by the collaborative. The Board of Elementary and Secondary Education adopted the strengthened regulations in January 2013. See [603 CMR 50.00](#).

In addition, in response to the OIG's reports on mismanagement at educational collaboratives, the Legislature amended [Section 4E of Chapter 40](#) of the Massachusetts General Laws. The amended statute requires training for collaborative board members, increased financial controls and annual reporting by educational collaboratives to DESE. See [2012 Mass. Acts. c. 43, § 1](#).

Disability Placards (2017)



Based on multiple reviews of disability placard abuse by non-disabled drivers, the OIG drafted legislation in 2016 to increase the penalties for the fraudulent use of disabled persons' parking placards and enhance the ability of the Registry of Motor Vehicles (RMV) to prevent ineligible people from receiving or using the placards. In 2017, the state enacted legislation modeled on the bill filed by the OIG, with input and support from the RMV's Disability Placard Abuse Task Force. See [2017 Mass. Acts. c. 137](#).

Boards and Commissions Training (2019)

Following its investigation of Evan Dobelle and Westfield State University, the OIG proposed legislation to ensure that members of boards of trustees for public colleges and universities understand the importance of their role in preventing fraud, waste and abuse of public funds. The OIG's proposal required that every member of such a board or commission would have to participate in training from the Department of Higher Education on issues that include fiduciary responsibilities, the open meeting law, public procurements and state ethics law. The OIG's proposal was included as part of a broader higher education stability bill, [Chapter 113 of the Acts of 2019](#), which was signed by Governor Baker in November 2019.

After passage of the legislation, the Office worked with the Board of Higher Education and other agencies to develop the training required by the new law. The OIG's MCPPO program currently offers free online training that satisfies the new statutory training requirement for members of public boards and commissions. In addition, the Office published a [Guide for Members of Public Boards and Commissions](#) that provides an overview of applicable law and outlines best practices for promoting open, transparent and accountable government.

An Interview with Mary Kolesar, the OIG's Longest-Serving Staff Member

Mary Kolesar, Senior Policy Analyst and Curriculum Specialist for the OIG's Policy and Government Division, started with the Office in 1986. Mary spoke with OIG staff about her experiences and unique perspective as the only staff member who has worked with all four Massachusetts Inspectors General. This interview has been lightly edited for clarity and length.



Mary Kolesar, right, pictured
with Glenn Cunha

Mary, why did you choose to work at the OIG?

I saw an ad in the newspaper for an agency that was into good government and making changes, so I applied. My dad was an investigative journalist and did similar kinds of work for the private sector and newspapers. So I was interested in the Office. I joined as an administrative assistant in the management division in 1986. I had to interview with all seven management analysts, the division director, the first assistant and Inspector General Joe Barresi. I was very nervous. I also had to take a typing test. Now, with computers, you don't have to do that. But I got hired, and here I am, 35 years later.

It was all typewriters then?

Right - when I came in, we were still using simple monitors known as "dumb terminals." One of the first things I did when I got to the Office was start on the implementation of the new server and networking device. We had our first server in probably 1986, and I got trained on that. We also brought in computers and attached them to the network, which was huge. After that, we had more editing capability. Before that, you had to type everything up, and if you made a mistake, you would have to take out the whole page and get out that white strip stuff. It was a long time ago. (laughs)

Do you remember your initial impressions of the Office when you first started working here?

It was a pretty small office. My main impression was that it was a very quiet place. Occasionally, a visitor would ask, "How's the library doing?" because it was

so quiet. Right away, I could tell everybody was very hard-working - very into their work.

When I came in, we had an investigation unit and a management division. In the investigation unit, there were people I didn't meet for a couple of years because they were out on an undercover investigation. But I'd read about the successful outcomes of their investigation in our reports.

Folks in our office were out on an undercover investigation for two years?

Basically, they got jobs with this company that was committing fraud and, working undercover, the OIG employees were able to witness in real time the frauds that were occurring. It was amazing.

Are there ways the OIG has changed since you started that stand out in your mind?

Not too much because the mission has always been the same. From the very beginning, prevention of fraud, waste and abuse of public funds was emphasized a lot, and detection has always been paramount. You need the investigations to go forward as they inform what you do for prevention. Bob Cerasoli started the MCPPO program, and that was a very formalized way of doing prevention that was, in retrospect, very successful. Getting the Uniform Procurement Act passed - which Joe Barresi got through the Legislature - that was another effort aimed at prevention.

We've always had a hotline, which we're reactive to, but we're also proactive. We look for investigations or reviews, or we get tips, or someone thinks of something to investigate, and we look into it.

Are there functions of the OIG that are different now?

Different IGs have had different legislative focuses.

Continued on the next page

An Interview with Mary Kolesar, cont.

Glenn Cunha has looked at employee-related issues, like pensions and retirement matters.

Greg Sullivan was interested in housing and Chapter 40B bills specifically.

Bob Cerasoli focused on long-term operational contracts for wastewater treatment plants and legislation authorizing jurisdictions to enter into public-private partnerships. He would often oppose those partnerships based on advice from the Office's general counsel and the in-house engineer and reviews that found that these partnerships can lead to waste. We still have that concern, and we comment on proposals where appropriate.

In the earlier days, under Joe Barresi, we did a lot of design and construction reviews since the Office was created in response to the building corruption that was rampant in the 1970s.

It sounds like public-private partnerships were a big focus for the Office in the 1990s. In the 2000s and 2010s, how has the Office's focus changed?

I would say there has been a move towards healthcare – the big budget things. We have a whole division dedicated to healthcare and social services, which are huge budget items. I would say another focus that has grown has been financial fraud or financial abuse.

In the 2000s, I focused a lot on energy contracts, in particular energy management services contracts. We did a big program review of the city of Quincy and energy management contracts in general. We also worked with the Department of Energy Resources at that time to come up with regulations and contracts.

We also worked on construction reform. There was big construction reform in the 1990s: alternative construction methods were authorized, and several alternative construction programs went forward. I worked on developing some of the rules and procedures for those alternative construction methods. Then in 2004, the Legislature passed the Construction Reform Act. That produced new thresholds, new ways of doing business and better contract certification processes to get more qualified contractors and sub-bidders. Passage of the Act was a huge effort, involving many OIG staff members, and we were very proud.

Mary, what's it like to work here every day?

I would say it's still a very interesting job. I have never ever regretted getting up in the morning and coming to One Ashburton Place to go to work. Same with teleworking too. You wake up, you get ready, you log in. There might be a new project that just arrived today. It might be a short and sweet one, where it's just a quick appraisal review. But it could also be a huge construction project that we're going to review, or a new public-private partnership, or proposed legislation. As long as I've worked here, it's always been interesting and different every single day.

What do you want the public to know or understand about the Office?

I would want the public to know that each Inspector General is different, but each Inspector General has hired really smart, committed, honest people. The work we produce, the methods we use to produce it, the quality of our reports and our responses to the Legislature, and everything else - it's all a reflection of the people who make up the Office. Our mission hasn't changed over the years; every Inspector General is really focused on prevention and detection and tries to balance the two. I think that everyone who works for the Office really cares about the mission and is committed to the high-quality work that comes out of the Office. We would never do an investigation and present anything that we did not think is truthful. Throughout my tenure, the integrity of the Office has been 100%.

**In 1981, the Massachusetts
OIG was the first state-level
OIG in the country.**

**In 2021, 34 states have
state-level OIGs.**

OIG Hotlines

The OIG is committed to ensuring that members of the public can confidentially report suspected wrongdoing in the use of public funds or assets. In service of this mission, the Office operates three hotlines for reporting concerns about fraud, waste or abuse involving public funds: a general fraud hotline and two specialized hotlines related to transportation spending. In addition, the Office maintains a procurement assistance hotline as part of its efforts to prevent fraud, waste and abuse of public resources.

OIG Fraud Hotline

Since 1981, the OIG has operated a confidential fraud reporting hotline, known as the OIG Fraud Hotline, to allow public employees and other callers to report suspected fraud, waste or abuse of public funds or resources.

The OIG Fraud Hotline receives complaints in a variety of ways: by phone, email and mail; from complainants who visit the office; and most recently, through an online reporting form. OIG investigators review complaints and supplemental documents, speak with complainants and conduct additional research to determine whether further investigation by the Office is warranted. If the OIG does not have jurisdiction, or if a complaint would be better handled by another agency, an OIG employee will refer the complainant to the appropriate agency.

In 2020, the OIG Fraud Hotline received 2,774 complaints. Approximately 1,208 complaints were related to unemployment insurance fraud during the COVID-19 pandemic. The remaining 1,566 complaints involved a variety of issues, including embezzlement, procurement fraud and public corruption.

In 2020, more than 70% of all OIG investigations originated as a complaint to the OIG Fraud Hotline from a member of the public.



MassDOT Fraud Hotlines

In 2014, the OIG established an internal hotline to enable employees at the Massachusetts Department of Transportation (MassDOT) and the Massachusetts Bay Transportation Authority (MBTA) to anonymously

report fraud, waste or abuse of public or private transportation funds, including any wrongdoing, misuse of equipment or other prohibited activity. In 2015, the OIG established a second hotline for members of the public to confidentially report suspected fraud, waste or abuse in the expenditure of MassDOT funds.

The MassDOT Fraud Hotlines are accessible by phone and email as well as online reporting forms available on the OIG, MassDOT and MBTA websites. The OIG's Internal Special Audit Unit (ISAU) answers live calls in addition to monitoring incoming voicemails, emails and online forms. The ISAU evaluates each complaint to determine whether it falls within the OIG's jurisdiction and whether the complaint merits action. Some complaints lead to extensive investigations, some are referred to other agencies and others are closed if a preliminary inquiry fails to substantiate the allegations.

In 2020, the MassDOT Fraud Hotlines received 212 complaints.

Chapter 30B Hotline

The OIG also offers a technical assistance hotline, known as the Chapter 30B Hotline, for public employees and others with questions about Chapter 30B, the state law that establishes procedures that local jurisdictions must follow when contracting for supplies, services and real property. Through this hotline, the Office helps state and local employees comply with bidding laws and conduct fair, open and competitive procurements.

Individuals can contact the Chapter 30B Hotline by emailing or calling and leaving a voice message 24 hours a day. OIG staff members generally respond to questions within one business day.

In 2020, the Office responded to 1,196 inquiries on the Chapter 30B Hotline.

The OIG's Commitment to Diversity, Equity and Inclusion and Community Engagement

The OIG is dedicated to creating a workplace that welcomes, respects and values all people. In addition, the Office believes that it is important for employees to be able to stay engaged with their communities through volunteer service. Over the past several years, the Office has taken steps to promote these values by creating an internal Diversity, Equity and Inclusion (DEI) committee, developing two fellowship programs, establishing a community service leave policy and partnering with local organizations to create volunteer opportunities for OIG employees. The Office initiated these programs as a result of a five-year strategic plan developed with input from the entire staff in 2017. The process revealed that OIG employees wanted to recruit a more diverse workforce and to engage more with the communities we serve.

The OIG's DEI Committee

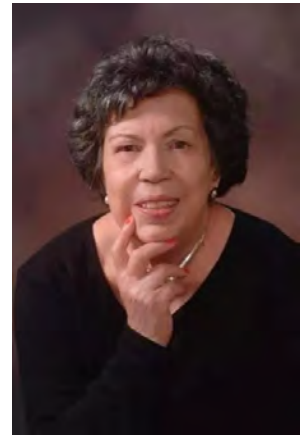
In 2020, the OIG established a DEI committee to facilitate conversations about racism, social justice and equity in the Office. The committee hosted a series of events for OIG employees, including presentations about allyship and advocacy, school desegregation in Boston, the 1961 Freedom Rides and disrupting racial bias, and gender identity pronouns. The DEI committee also helps the Office to recruit and retain a diverse and highly skilled workforce. The committee has transformed the Office's hiring processes through research and training on industry best practices. This approach is yielding an increasingly diverse applicant pool, and as a result, the OIG has hired several highly qualified individuals from diverse backgrounds over the past year.

Diversity Fellowships

In addition, the OIG created two fellowship programs to identify talented candidates for positions in the Office and foster their professional development while increasing the diversity of the Office.

Dr. Frances Burke **Diversity Fellowship for** **Investigators**

The Dr. Frances Burke Diversity Fellowship for Investigators is a two-year placement that supports individuals from underrepresented populations with demonstrated interests in investigations and public service. The Fellowship's namesake, Dr. Frances Burke, was a champion for ethics and public service who served on the Ward Commission. Burke Fellows work closely with OIG investigators to evaluate complaints, interview witnesses, prepare document requests and summonses, analyze evidence and draft reports. The first Burke Fellow, who joined the Office in 2019, was later hired as a full-time investigator with the OIG's Audit, Oversight and Investigations Division. This year, the Office welcomed two new Burke Fellows for the 2021-2023 term.



Dr. Frances Burke

Hon. Geraldine S. Hines **Legal Diversity** **Fellowship for Lawyers**

The OIG also created the Justice Geraldine S. Hines Legal Diversity Fellowship for Lawyers. This two-year fellowship is named for the Honorable Justice Hines, a longtime advocate for civil rights and the first Black female justice to serve on the Massachusetts Supreme Judicial Court. The Hines Fellow is selected from a pool of soon-to-be or recent law school graduates who show a commitment to diversity and public service. The fellowship helps new attorneys develop core legal skills while assisting with the Office's investigations,



Hon. Geraldine S. Hines

Continued on the next page

The OIG's Commitment to Diversity, cont

audits, reviews, civil recovery actions and training programs. It also provides fellows with broad exposure to state and municipal government and legal work in the public sector. The OIG's first Hines Fellow joined the Office in 2020, and the Office is currently accepting applications for the next Hines Fellowship term (2022-2024).

Boston Bar Association Summer Fellow

In 2021, the OIG was honored to host its first Boston Bar Association (BBA) Diversity, Equity and Inclusion Summer Fellow. BBA Summer Fellows are first- and second-year law school students from historically underrepresented groups who have demonstrated academic success in law school and a commitment to public service and DEI in the legal profession. The Office hopes to continue to host BBA Summer Fellows in the future.

The OIG's Commitment to Community Service

The OIG also encourages its employees to participate in community service activities. Since 2013, the



Wrapped gifts from OIG employees for the DCF Wonderfund gift drive

OIG has partnered with the Department of Children and Families (DCF) to support its Wonderfund gift drive, which collects holiday gifts for children in DCF custody. In 2020 alone, 35 OIG employees provided holiday toys and clothing for 53 children.

Over the past two years, the Office has expanded its commitment to community engagement. In 2019, the OIG organized an Office-wide volunteer event at Cradles to Crayons, a non-profit organization that provides resources to children and families living in poverty. The following year, based on the success of that service event and the needs exposed by the COVID-19 public health emergency, the OIG developed a Community Service Leave policy that enables employees to use up to 7.5 hours of work time each month to donate blood or volunteer their time at an approved non-profit organization or public agency.

The Office also made a commitment to volunteer in the Boston Public School system (BPS) in 2020. The OIG piloted a service project with the non-profit organization Boston Partners in Education, and five OIG employees served as mentors for BPS students during the 2020-2021 school year. The OIG volunteers met with their students weekly or bi-weekly via videoconference and collaborated with teachers and other personnel to provide academic and social support. The OIG looks forward to continued work with BPS students during the 2021-2022 academic year and beyond.



OIG employees volunteering at Cradles to Crayons

40 Years of Serving the Commonwealth: Reflections on the Office of the Inspector General from Former Employees and IG Council Participants

John W. Parsons, Esq.

Executive Director, Public Employee Retirement
Administration Commission
Auditor's Designee to the IG Council, 1992-2010

The Office of the Inspector General has played a critical role in the regulatory framework of Massachusetts government since its inception. Having had the pleasure of serving on the Inspector General Council for many years, and working with the staffs of IGs Joe Barresi, Bob Cerasoli, Greg Sullivan and now Glenn Cunha, I can personally attest to the enduring professionalism of the office and its significant positive effect on the mechanics of state and local government. The OIG's continuing proactive impact, through training, reports, legislation and investigations, on Massachusetts government is immeasurable. Congratulations to everyone who recognized the wisdom of establishing this office, and those that have established it as the good government force that it remains today.

F. Daniel Ahern

President, Clarus Group
*First Assistant Inspector General
for Management, 1982-2003*

I was among the first hires by Joseph Barresi, the first Inspector General in the first statewide OIG in the country. The concept of IGs in civilian agencies itself was relatively new. My colleagues and I had a great opportunity to participate in setting the course for this new agency. From the outset, the OIG took seriously its charge to both prevent and detect fraud, waste and abuse, and established an interdisciplinary staff of investigators, analysts, attorneys, engineers and others with the skills necessary to fulfill its mission.

Initially, the OIG focused much of its attention on public design and construction contracting, as one might expect given that the OIG was created upon the recommendation of the Ward Commission following a

major scandal involving state and county public building projects. The OIG soon expanded its scope and activities to meet the full breadth of its statutory mandate while maintaining its involvement in public design and construction contracting.

Over the years, as the OIG grew and evolved under four successive inspectors general, it has had an outsized impact on public integrity and accountability in Massachusetts state and local government. The OIG's significant accomplishments over the past 40 years are too numerous to list here, but the OIG has consistently demonstrated its commitment to serve the public interest in pursuit of its mission to prevent and detect fraud, waste and abuse. It has been an honor to be associated with the OIG.

Barbara J. Hansberry, Esq.

Director of Strategic Planning,
Massachusetts School Building Authority
OIG General Counsel, 1992-2013

Thank you for the opportunity to provide insight as the OIG reflects on 40 years.

The mission of the Massachusetts OIG, to prevent and detect fraud, waste, and abuse in government spending, is a public servant's dream job. As I reflect on the beginnings of my legal career at the OIG, I can say that it was an honor to serve the Commonwealth alongside so many talented staff, including IGs Cerasoli, Sullivan and Cunha. Working with colleagues who were wholeheartedly dedicated to the mission, generous in sharing their expertise, and tough but compassionate in their approach to case handling was a highlight of my career. I learned from them the skills I needed to lead the Legal Division there for several years. It is my opinion that this nonpartisan Office is an asset to state government and unlike any other – providing a place for citizens and elected officials to turn for information, education, and assistance with matters of process and proper procedure. Congratulations to the OIG for serv-

Continued on the next page

40 years of Serving the Commonwealth: Reflections on the Office of the Inspector General from Former Employees and IG Council Participants, cont.

ing the Commonwealth with distinction for forty years.

Pamela Bloomfield

Vice President, Clarus Group
*Deputy Inspector General
for Management, 1983-2003*

I joined the OIG in early 1983. Working with other analysts and attorneys, I reviewed and reported on many state and local programs and projects that appeared vulnerable to fraud, waste and abuse. Increasingly, these reviews focused on public construction projects with the enticing label of “public-private partnerships.” Our analyses often revealed that the benefits claimed by proponents were apocryphal and that the public had not been provided with full and accurate project information. Thus, our reports provided cautionary evidence and recommendations to public agencies and other decision-makers considering similar projects.

In the mid-1990s, I was assigned to the team that developed the MCPPO program. Developing and delivering the program classes was a very ambitious and rewarding undertaking that enabled us to combine information on the public procurement requirements in Massachusetts with practical advice and lessons learned from our fieldwork.

I never expected to stay with the OIG for more than a few years, but the opportunity to conduct granular evaluation work in support of the OIG’s mission kept me there for 20 years. I’ve derived great personal satisfaction from my work supporting the OIG’s essential mission and assisting public officials as they undertake the public’s business.

Eric Knight

Retired
Operations Manager/IT Specialist, 1997-2021

As a recently retired, long-time employee of the Office of the Inspector General, I have had more time to reflect on the work of the Office. During my 24 years with the OIG, I had the privilege of both working on and supporting those who worked on some of the most groundbreaking cases in recent history. The work of the OIG remains critically important to the Commonwealth and its citizens by rooting out fraud, waste and abuse committed by those who are supposed to be working in the public interest. The citizens of the Commonwealth can take comfort from knowing that someone is indeed watching out for their interests and is dedicated to making the system work in a more equitable manner for everyone who lives and works here.

Elizabeth Unger, Esq.

Purchasing Agent, City of Cambridge
Senior Counsel/30B Coordinator, 2013-2017

My time at the OIG was a career game changer for me. I had the opportunity to be mentored by, and work alongside, a group of experienced and dedicated professionals. During my tenure, I worked with so many people who care about the mission of the Office and are talented and devoted stewards of the public dollar. In my current position at the local level, I recognize and appreciate the value that the OIG brings to the public by working to ensure transparency and accountability in government. It is a need that never goes away.

Contact and Subscription Information



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- Main Office (617) 727-9140
- Fraud, Waste and Abuse Hotline (800) 322-1323
- MassDOT Fraud Hotline (855) 963-2580
- Chapter 30B Assistance Hotline (617) 722-8838
- MCPPO Training (617) 722-8884
- Media Inquiries (617) 722-8822

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- MassDOT Fraud Hotline
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- Chapter 30B Assistance Hotline
30BHotline@mass.gov
- Training/MCPPO Inquiries
MA-IGO-Training@mass.gov
- Employment Inquiries
IGO-Employment@mass.gov

Attorney General's Office

- For questions related to Public Construction, Public Works or Designer Selection, please contact the AGO at (617) 963-2371.



MCPPO Class Information

To view the current MCPPO class schedule or to register for a class electronically, click the links below. If you have any other questions, please contact us at (617) 722-8884.

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Current and Former Massachusetts Inspectors General



Seated in front: Joseph R. Barresi (L) and Robert A. Cerasoli (R)
Standing in back: Gregory W. Sullivan (L) and Glenn A. Cunha (R)
Photograph taken in 2013.