



**Association of Inspectors General
524 West 59th Street, 3532N
New York, New York 10018**

June 17, 2015

Daniel W. Lucas
Inspector General
District of Columbia
717 14th Street, NW, 5th Floor
Washington, D.C. 20005

Dear Inspector General Lucas,

The Association of Inspectors General (AIG) performed a Peer Review of the District of Columbia Office of the Inspector General (DC-OIG) Investigations Division (ID) and Inspections and Evaluations Division (I&E) at your request. The Peer Review Team (Team) evaluated the work of these two Divisions covering the last three years (Fiscal Years 2012, 2013, and 2014). The Team performed the review during the week of June 8 through June 12, 2015, and took place at your offices at 717 14th Street, NW, Washington, D.C. The Peer Review assessed the work of the ID and I&E Divisions for compliance with the Council of Inspectors General on Integrity and Efficiency (CIGIE) standards. These standards are consistent with the qualitative standards under which your office's ID and I&E Divisions have operated throughout the review period.

The four person Peer Review Team consisted of the following individuals:

ID Review Robert C. Joyce, Assistant Director of Investigations
Port Authority of NY/NJ Office of Inspector General

Flora Butler, Investigations Supervisor/Accreditation Manager
Office of Inspector General, Palm Beach County

I&E Review Nadiene Van Dyke, Assistant Inspector General, Inspections and Evaluations
City of New Orleans Office of Inspector General

Hector Collazo Jr., Inspector General, Division of Inspector General (Team Leader)
Pinellas County Clerk of the Circuit Court & Comptroller

On behalf of the Team, I am pleased to advise that we found no reportable instances of failure to meet these standards. There are no limitations or qualifications on our opinion. It is the unanimous conclusion of the Team that ID and I&E met all relevant CIGIE standards for the period under review.

The remainder of this letter sets forth the purpose, scope, and methodology of the Peer Review.

Purpose

The Team conducted an independent, qualitative review of the operations of the ID and I&E Divisions of the DC-OIG focusing on compliance with agreed-upon standards.

Scope

The Peer Review covered ID and I&E operations, resulting work products, and related file materials chosen from closed investigations and completed inspections for Fiscal Years 2012, 2013, and 2014 for both Divisions. The Peer Review's scope also covered the Divisions' compliance with their relevant policy and process manuals and procedural guides; staff qualifications; and professional training requirements, including firearms training for law enforcement staff. Lastly, the Peer Review assessed supervisory review and quality control over the work product, reporting of results, and the DC-OIG's relationship and communications with outside agencies. For this last step, the Peer Review Team met with external stakeholders with whom the DC-OIG frequently work, or who are the recipients of the DC-OIG's work products.

Method

The Peer Review Team generally followed the Peer Review/Qualitative Assessment Review Checklists developed by the DC-OIG for the ID and I&E Divisions. These Checklists are based on the CIGIE Quality Standards for Investigations, revised November 2011, and the CIGIE Quality Standards for Inspection and Evaluation, revised January 2012. The Team also called upon their own professional experience as senior managers of various Offices of Inspectors General and through their knowledge of and familiarity with best practices within the Inspector General community.

Prior to the actual on-site review, the Team requested information from both ID and I&E, including but not limited to policy and procedures manuals, closed case logs, a list of issued reports, and a list of external stakeholders. The Team used this information to select the work products and related case materials that were ultimately reviewed.

On June 8, 2015, the Team held an entrance conference with you and your executive leadership, during which time we explained the Peer Review scope, methodology, limitations, and proposed schedule. During that morning, we also delivered our request for sample review materials. During the week, the Peer Reviewers conducted their fieldwork through examination of the selected case files. Peer Reviewers also interviewed staff from ID and I&E. Interviewees for both Divisions included the Assistant Inspector General (AIG) and Deputy Assistant Inspector General (DAIG); Directors (i.e., Squad Supervisors); and the Investigators, Management, and Program Analysts. Members of the ID Peer Review Team also interviewed the DC-OIG's Information Technology Manager.

The Team also reviewed the personnel files of current ID and I&E employees and reviewed their Training and Continuing Education files, Firearms Qualifications files, and all relevant policy and process manuals and procedural guides. All file requests were met fully and timely.

Team members also met with you and with members of your executive leadership to gauge their involvement and interaction with ID and I&E.

- Blanche Bruce, Deputy Inspector General
- Marie Hart, Chief of Staff
- Karen Branson, General Counsel
- Edward Farley, Assistant Inspector General
- Yinka Alao, Assistant Inspector General
- Shelly Elliott, Acting Assistant Inspector General

The Team conducted all interviews in confidence and without any limitation on scope or time. Reviewers requested follow-up interviews and explanations, as well as any supplemental documentation, and DC-OIG staff graciously accommodated the Team.

The two Peer Review Teams also independently chose several external stakeholders to interview. Meetings were arranged between the Peer Reviewers and the external stakeholders for the purpose of evaluating agency cooperation, effectiveness, and responsiveness. Stakeholders included representatives from the:

- United States Attorney's Office
- Federal Bureau of Investigation
- D.C. Office of Attorney General
- D.C. Department of Employment Services
- D.C. Office on Aging
- D.C. Department of Youth Rehabilitation Services
- D.C. Department of Human Services

Finally, the Team held an exit conference with you and your executive leadership on June 12, 2015, during which time the Team shared its conclusion that the two Divisions fully met CIGIE standards. Team members provided you with our observations and opinions gathered during the review. We held separate exit conferences with the AIG and DAIG of ID and I&E. During each of these exit conferences, Peer Review Team members elaborated on the observations made during the week of review. In each of the exit conferences, Team members provided several observations that did not limit or qualify the opinion of the Peer Review, but were shared with you and your leadership team as possible areas of consideration going forward. Throughout the week, we had productive discussions with DC-OIG members (from the leadership to professional staff) regarding their positive experiences from past Peer Reviews and their affirming opinions about the Peer Review process.

As noted above, it is the unanimous conclusion of the Peer Review Team that ID and I&E met all current and relevant CIGIE standards for the review period.

On behalf of the AIG, I want to thank you for the confidence placed in the Association by requesting that we conduct this review. On behalf of the Peer Review Team, we would like to acknowledge and thank your designee, Deputy Inspector General Blanche Bruce, for all of her efforts in the coordination and planning of this event and for ensuring that we were provided with the necessary records and tools for a thorough and smooth review. Lastly, on behalf of the Team, we would like to recognize that in all of our interactions with your staff, we were shown the respect and cooperation that is the hallmark of a professional staff truly interested in a full and open review of their work. At the same time, this has been a learning experience for each member of the Peer Review Team, for which we wish to convey our sincerest thanks.

We look forward to your next Peer Review in 2018, and expanding our services with the opportunity to include your Audit Division.

Please feel free to contact me or any member of the Peer Review Team if you have any questions.

Yours truly,



Hector Collazo Jr.
Team Leader, AIG Peer Review for DC-OIG, June 2015
Chair, Peer Review Committee and Executive Board Member
Association of Inspectors General

cc: Robert C. Joyce, Team Member, AIG Peer Review for DC-OIG, June 2015
Flora Butler, Team Member, AIG Peer Review for DC-OIG, June 2015
Nadiene Van Dyke, Team Member, AIG Peer Review for DC-OIG, June 2015