



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

June 12, 2025

Daniel Lucas
Inspector General
D.C. Office of Inspector General
100 M Street SE, Suite 1000
Washington D.C. 20003

Dear Inspector General Lucas,

The Association of Inspectors General (AIG) performed a Peer Review of the District of Columbia Office of Inspector General (DC OIG) Audit Unit (AU), Investigations Unit (IU), Inspections and Evaluations Unit (I&E), and Risk Assessment and Future Planning Unit (RAFP) at your request. The Team also reviewed the work of the Quality Management Unit (QM) that is responsible for various compliance-related activities, to include ensuring work product from AU, IU, I&E, and RAFP complied with DC OIG policies, respective professional standards, and best practices.

The Peer Review Team (Team) evaluated the work of these Units covering October 1, 2021 – September 30, 2024. The Team performed the review during the week of June 9, 2025 at your offices located at 100 M Street SE, Washington D.C., 20003. The Peer Review assessed the work of AU, IU, I&E, and RAFP for compliance with the AIG Principles and Standards for Offices of Inspector General (Green Book), the Government Auditing Standards (Yellow Book) issued by the U.S. Government Accountability Office (GAO), the Council of Inspectors General on Integrity and Efficiency (CIGIE) Quality Standards for Investigations, and the CIGIE Quality Standards for Inspections and Evaluations. These standards are consistent with the qualitative standards under which your office's AU, IU, I&E, RAFP, and QM Units have operated throughout the review period.

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

- **Team Leader, RAFP Review, and QM Review**
Flora Miller, Regional Investigator / Accreditation Manager
Office of Inspector General, Florida Department of Children and Families
AIG Board Member and Peer Review Committee, Chair

- **AU Review**
Kanette Blomberg (Team Member)
Senior Auditor, Texas Health and Human Services Commission Office of Inspector General
- **IU Review**
Christopher Harris (Team Member)
Supervisory Special Agent, Virginia Office of the State Inspector General
- **I&E Review**
Eric Eskew (Team Member)
Chief – Investigations and Reviews Division, Montgomery County (MD) Office of the Inspector General

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 AU, IU, I&E, RAFP, and QM met all relevant AIG, GAO, and/or 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 AU, IU, I&E, RAFP, and QM Units of the DC OIG focusing on compliance with agreed-upon standards.

Scope

The Peer Review covered AU, IU, I&E, RAFP, and QM operations, resulting work products, and related file materials chosen from closed audits, investigations, and completed inspections between October 1, 2021 and September 30, 2024 for all Units. The Peer Review's scope also covered Unit 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 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 DC OIG work products.

Method

The Peer Review Team generally followed the Peer Review/Qualitative Assessment Review Checklists developed by the Team for AU, IU, I&E, RAFP, and QM. These Checklists are based on the respective AIG, GAO, and CIGIE standards. The Team also

called upon their own professional experience as senior managers of various Offices of Inspector 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 AU, IU, I&E, RAFP, and QM, 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 9, 2025, the Team held an entrance conference with your executive leadership and you, during which time we explained the Peer Review scope, methodology, limitations, and proposed schedule. Immediately prior to our arrival, we provided you with a list of our selected samples and those were provided upon our arrival. During the week, the Peer Reviewers conducted their fieldwork through examination of the selected case files. Peer Reviewers also interviewed staff from AU, IU, I&E, RAFP, and QM. Interviewees for all Units included the Assistant Inspector General, Supervisors, and selected staff. Members of the Peer Review Team also interviewed staff from Business Management and Executive Secretariat.

The Team also reviewed the personnel files of AU, IU, I&E, RAFP, and QM employees and reviewed their respective 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.

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 Team also independently chose several external stakeholders¹ to interview, respective of their assigned Units. 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:

- Board of Ethics and Government Accountability
- Office of the City Administrator
- Office of the General Counsel to the Mayor
- Council of the District of Columbia
- United States Attorney's Office for the District of Columbia

¹ It is noted that the AIG defines external stakeholders as individuals that frequently work with (i.e., IG Committees, Ethics Committees, State Attorney, Law Enforcement, etc.) or are the recipients of the agency's work products (i.e., County Administrator, Superintendent, Mayor, Agency/Department Head, etc.). External stakeholders are randomly selected by the AIG Peer Review Team.

Inspector General Daniel Lucas
Peer Review Opinion Letter
June 12, 2025


Finally, the Team held an exit conference with your executive leadership and you on June 11, 2025, during which time the Team shared its conclusion that all Units fully met AIG, GAO, and CIGIE standards. Team members provided you with our observations and opinions gathered during the review. We held separate exit conferences with you and the respective AIGs of AU, IU, I&E, RAFF, and QM. 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 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 Team that AU, IU, I&E, RAFF, and QM met all current and relevant AIG, GAO, and CIGIE standards for the review period.

On behalf of the AIG, I want to thank you for the confidence placed in the AIG by requesting that we conduct this review. The Team would like to acknowledge and thank Inspector General Daniel Lucas and his designees, Deputy Inspector General Carrie Tyus-Brooks and Deputy Inspector General Jamie Yarussi, for their 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, we would like to recognize that in all our interactions with your staff, we were shown the respect and cooperation which 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.

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

Yours truly,



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Flora Miller

Team Leader, AIG Peer Review for the DC OIG, June 2025
Association of Inspectors General Board Member and Peer Review Committee Chair

cc:

Kanette Blomberg, Team Member, AIG Peer Review for the DC OIG, June 2025
Eric Eskew, Team Member, AIG Peer Review for DC OIG, June 2025
Christopher Harris, Team Member, AIG Peer Review for the DC OIG, June 2025
Michael Castrilli, AIG Executive Director
Jodie Stickney, AIG Project Coordinator
Will Fletcher, AIG Board President