



**Association of Inspectors General
P.O. Box 4628
New York, NY 10185-4628**

December 6, 2022

Inspector General Isabel Mercedes Cumming
Baltimore City Office of Inspector General
100 North Holliday Street
City Hall – Suite 635
Baltimore, MD 21202

Dear Inspector General Cumming,

The Association of Inspectors General (AIG) performed a Peer Review of the Baltimore City Office of Inspector General (BCOIG) at your request. The Peer Review Team (Team) evaluated the work of BCOIG Investigations from January 1, 2018 through December 31, 2021. The onsite Peer Review took place at your office located at 100 North Holliday Street, Baltimore, Maryland 21202. The Peer Review assessed the work of the BCOIG for compliance with the *Association of Inspectors General (AIG) Principles and Standards for Offices of Inspector General (Green Book)*. These standards are consistent with the qualitative standards under which your office has operated throughout the review period.

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

Flora Miller, Team Leader (AIG Peer Review Committee Chair)
Regional Investigator / Accreditation Manager
Florida Department of Children and Families Office of Inspector General

Mark Bierman, Jr., Team Member
Regional Investigator Supervisor
Florida Department of Children and Families Office of 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 the BCOIG met all relevant AIG standards for the period under review.

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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 BCOIG focusing on compliance with agreed-upon standards.

Scope

The Peer Review covered BCOIG operations, resulting work products, and related file materials chosen from closed investigations between January 1, 2018 and December 31, 2021 (inclusive). 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. Lastly, the Peer Review assessed supervisory review and quality control over the work product, reporting of results, and the BCOIG relationship and communications with outside agencies. For this last step, the Peer Review Team met with external stakeholders with whom the BCOIG frequently work, or who are the recipients of the BCOIG work products.

Method

The Peer Review Team generally followed the Peer Review/Qualitative Assessment Review Checklists developed by the AIG based on AIG Quality 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 the BCOIG 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 December 5, 2022, 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 all available staff. Interviewees included the Inspector General, Deputy Inspector General, Assistant Inspector Generals (AIGs), Ethics Director, Investigators, and support staff. Members of the Peer Review Team also interviewed the Assistant Inspector General for Information Technology.

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The Team also reviewed the personnel files of current BCOIG employees and reviewed their Training and Continuing Education 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 BCOIG staff graciously accommodated the Team.

The two Peer Review Teams also independently chose 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.

Finally, the Team held an exit conference with you and your executive leadership on December 6, 2022, during which time the Team shared its conclusion that the BCOIG fully met AIG standards. Team members provided you with our observations and opinions gathered during the review. During each the exit conference, Peer Review Team members elaborated on the observations made during the week of review. 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 BCOIG members (from the leadership to professional staff) regarding their positive experiences from past Peer Reviews and their affirming opinions about the Peer Review process.

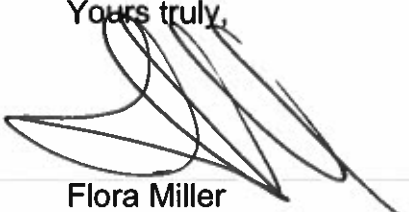
As noted above, it is the unanimous conclusion of the Peer Review Team that BCOIG met all current and relevant AIG standards for the review period.

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 Inspector General Isabel Mercedes Cumming and your designee, Deputy Inspector General Yvonne Brooks, for all 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 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.

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

Yours truly,

A handwritten signature in black ink, appearing to read 'Flora Miller', written over a horizontal line.

Flora Miller
Team Leader, AIG Peer Review for Baltimore City Office of Inspector General, December
2022

cc:
Mark Bierman, Jr., Team Member, AIG Peer Review for Baltimore City Office of Inspector
General, December 2022