



ASSOCIATION OF INSPECTORS GENERAL

Advancing Professionalism, Accountability & Integrity

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S. WILLIAM FLETCHER
PRESIDENT

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EXECUTIVE DIRECTOR

July 23, 2025

Edward Michel
Inspector General
New Orleans Office of Inspector General
525 St. Charles Avenue
New Orleans, LA 70130

Dear Inspector General Michel,

The Association of Inspectors General (AIG) performed a Peer Review of the New Orleans Office of Inspector General (NOLA OIG) Audit Division (AD), Investigations Division (ID), and Inspections and Evaluations Division (I&E) at your request. The Peer Review Team (Team) evaluated the work of these three Divisions covering the three year period from January 1, 2021 through December 31, 2023. The Team performed the review during the week of July 21, 2025 through July 23, 2025, which took place at your offices at 525 St. Charles Avenue, New Orleans, LA 70130. The Peer Review assessed the work of the AD, ID, and I&E Divisions for compliance with the *Association of Inspectors General (AIG) Principles and Standards for Offices of Inspector General* (Green Book), and/or the *United States General Accountability Office (GAO) Government Auditing Standards* (Yellow Book). These standards are consistent with the qualitative standards under which your office's AD, ID, and I&E Divisions have operated throughout the review period.

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

Team Lead Michael Westfall, State Inspector General
ID Review Virginia Office of the State Inspector General

AD Review Nancy Edmunds, Audit Manager
Virginia Office of the State Inspector General

I&E Review Anthony Montero, Director of Contract Oversight and Evaluations
Palm Beach County 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 AD, ID, and I&E Divisions met all relevant AIG and GAO 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 AD, ID, and I&E Divisions of the NOLA OIG focusing on compliance with agreed-upon standards.

Scope

The Peer Review covered AD, ID, and I&E operations, resulting work products, and related file materials chosen from closed audits and investigations, and completed inspections and evaluations, between January 1, 2021 through December 31, 2023 for all 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. Lastly, the Peer Review assessed supervisory review and quality control over the work product, reporting of results, and the NOLA OIG's relationship and communications with outside agencies. For this last step, the Peer Review Team interviewed external stakeholders with whom the NOLA OIG frequently work, or who are the recipients of the NOLA OIG work products.

Method

The Peer Review Team generally followed the Peer Review/Qualitative Assessment Review Checklists developed for AD, ID, and I&E Divisions. These Checklists are based on the AIG and GAO 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 AD, ID, and I&E Divisions, 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 July 21, 2025, 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 AD, ID, and I&E. Interviewees for the Divisions included the First Assistant Inspector General, Deputy Inspector General of Audit and Review, Assistant Chief of Inspections and Evaluations, and a sample of the Auditors, Investigators, and Evaluators, as well as the Information Technology Security Manager.

The Team also reviewed the resumes and position descriptions of current AD, ID, and I&E 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.

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

- First Assistant Inspector General Steven Krueger
- Deputy Inspector General of Audit and Review Alison Broyles
- Assistant Chief of Inspections and Evaluations Meghan Ragany

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 NOLA OIG staff graciously accommodated the Team.

The Team also independently chose several external stakeholders to interview. Interviews 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:

- U.S. Attorney's Office – Eastern District of Louisiana
- Louisiana State Licensing Board for Contractors
- Louisiana Legislative Auditor
- New Orleans Police Department
- New Orleans City Council

Finally, the Team held an exit conference with you and your executive leadership on July 23, 2025, during which time the Team shared its conclusion that all three Divisions fully met AIG and GAO standards. Team members provided you with our observations and opinions gathered during the review. We held separate exit conferences with the AD, 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 NOLA OIG members (from the leadership to professional staff) regarding their positive

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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 AD, ID, and I&E met all current and relevant AIG and GAO 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 Edward Michel, as well as his designee, Allison Broyles, 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.

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 dark ink, appearing to read "Michael Westfall", with a long horizontal flourish extending to the right.

Michael Westfall, Team Leader, AIG Peer Review for NOLA OIG, July 2025

cc:

Flora Miller, AIG Peer Review Committee Chair

Nancy Edmunds, Team Member, AIG Peer Review for NOLA OIG, July 2025

Anthony Montero, Team Member, AIG Peer Review for NOLA OIG, July 2025