



# ASSOCIATION OF INSPECTORS GENERAL

*Advancing Professionalism, Accountability & Integrity*

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January 16, 2026

Jon T. Rymer  
Inspector General  
Office of the Inspector General  
Washington Suburban Sanitary Commission  
14501 Sweitzer Lane  
Laurel, MD 20707

Dear Inspector General Rymer,

The Association of Inspectors General (AIG) performed a Peer Review of the Washington Suburban Sanitary Commission (WSSC) Office of the Inspector General's (OIG) Audit (AD) and Investigations Divisions (ID), at your request.

The Peer Review Team (Team) evaluated the work of the Division covering the last three Fiscal Years (2023, 2024, and 2025). The Team performed the review during the week of December 8, 2025 through December 10, 2025, which took place at your offices at 14501 Sweitzer Lane, Laurel, MD 20707.

The Team assessed the work of the Divisions for compliance with the *Association of Inspectors General (AIG) Principles and Standards for Offices of Inspector General*, and the *United States General Accountability Office (GAO) Government Auditing Standards*.

These standards are consistent with the qualitative standards under which your office's Divisions have operated throughout the review period.

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

Dr. Glenda B. Arrington, Inspector General (Retired)  
Office of Inspector General, United States Library of Congress

Dr. Leigh R. Anderson, Executive Director  
Police Accountability Team (Mayor's Office), City of Cleveland

During our review, we identified compliance with the GAO standards within the Audit Division; however, we identified non-compliance issues within the Investigation Division relating to the performance of conducting investigations.<sup>1</sup> There are no limitations or qualifications on our opinion. It is our conclusion that WSSC OIG receives a peer review rating of *Pass with Audits and a Pass with Deficiencies for Investigations*.

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 and ID of the WSSC OIG focusing on compliance with agreed-upon standards.

## **SCOPE:**

The Peer Review covered AD and ID operations, resulting work products, and related file materials chosen from closed audits for Fiscal Years 2023, 2024, and 2025. The Peer Review's scope also covered the Division's compliance with its 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 WSSC OIG relationship and communications with outside agencies. For this last step, the Peer Review Team met with one external stakeholder with whom the WSSC OIG frequently works, or who are the recipients of the WSSC OIG work products.

## **METHOD:**

The Peer Review Team generally followed the Peer Review/Qualitative Assessment Review Checklists developed by the AIG. These Checklists are based on the AIG and GAO Quality Standards. The Team also called upon their own professional experience as senior executives 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 WSSC OIG, including but not limited to policy and procedures manuals, a list of closed audits for the review period, a list of issued reports, and a list of external stakeholders. The Team used this information to select the work products and related materials that were ultimately reviewed.

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<sup>1</sup> During the exit conference, the Team discussed the non-compliance issues and a follow-up meeting will be conducted to specifically address each issue with WSSC OIG.

On December 8, 2025, an entrance conference was held with you and your executive leadership, during which time we explained the Peer Review scope, methodology, limitations, and proposed schedule. The Peer Reviewers conducted their fieldwork through examination of the selected audit files. Peer Reviewers also interviewed staff from the AD. Interviewees included the Assistant Inspector General (AIG), General Counsel, Audit Managers, and Senior Auditors, as well as other support staff.

The Team also reviewed AD employees' Training and Continuing Education records and all relevant policy and process manuals and procedural guides. All documentation requests were met fully.

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 WSSC OIG staff accommodated the Team.

The two Peer Reviewers attempted to interview three (3) three stakeholders; however, only one was available to interview. The purpose of meeting with external stakeholders <sup>[1]</sup> was for the purpose of evaluating agency cooperation, effectiveness, and responsiveness. Stakeholders included representatives from the:

- WSSC General Manager/Chief Executive Officer (Not Met)
- WSSC Commission Chair (Not Met)
- WSSC Board of Commissioners, Vice Chair/Audit Committee Chair (Met)

Finally, the Team held an exit conference with you and your executive leadership on December 10, 2025, during which time the Team shared its conclusion of concerns regarding the AD and ID Divisions. Team members provided you with our observations and opinions gathered during the review. We also held separate exit conferences with the IG and the AIG of the AD. 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 WSSC 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.

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 you and your designee, Ms. Lauren Roberts, 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.

In Truth and Service,

A handwritten signature in blue ink that reads "Glenda B. Arrington". The signature is written in a cursive style with a large initial 'G'.

Dr. Glenda Arrington  
Team Lead, AIG Peer Review for WSSC OIG  
January 2026

cc:

Dr. Leigh Anderson, Peer Reviewer  
Flora Miller, AIG Peer Review Committee Chair  
Michael Castrilli, AIG Executive Director  
Jodie Stickney, AIG Project Coordinator  
Will Fletcher, AIG President

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[1] There were two stakeholders who were contacted for interviews and did not respond to the request.