

2020 FEB -6 PM 12: 08



MURIEL BOWSER
MAYOR
FEB - 6 2020

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, N.W., Suite 504
Washington, D.C. 20004

Dear Chairman Mendelson:

In accordance with section 208 of the District of Columbia Procurement Practices Act of 1985, effective February 21, 1986 (D.C. Law 6-85; D.C. Official Code § 1-301.115a), and section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), I am pleased to nominate the following person for reappointment:

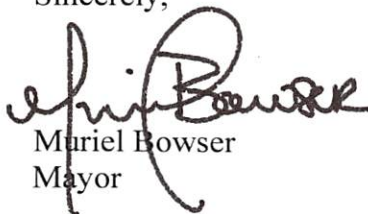
Mr. Daniel W. Lucas
Baldwin Crescent NE
Washington, DC 20018


as Inspector General of the Office of the Inspector General, for a term to end May 19, 2026.

Enclosed, you will find biographical information detailing Mr. Lucas's experience, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me or Steven Walker, Director, Office of Talent and Appointments, should the Council require additional information.

Sincerely,


Muriel Bowser
Mayor


Chairman Phil Mendelson
at the request of the Mayor

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7 A PROPOSED RESOLUTION
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10 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA
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14 Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution
15 which was referred to the Committee on _____.
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17 To confirm the Mayoral reappointment of Daniel W. Lucas as the Inspector General of the
18 Office of the Inspector General.

19
20 RESOLVED, BY COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution
21 may be cited as the "Inspector General Daniel W. Lucas Confirmation Resolution of 2020".
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23 Sec. 2. The Council of the District of Columbia confirms the reappointment of:

24
25 Mr. Daniel W. Lucas
26 Baldwin Crescent NE
27 Washington, DC 20018
28

29 as the Inspector General of the Office of the Inspector General, in accordance with section 208 of
30 the District of Columbia Procurement Practices Act of 1985, effective February 21, 1986 (D.C.
31 Law 6-85; D.C. Official Code§1-301.115a), and section 2 of the Confirmation Act of 1978,
32 effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code§ 1-523.01), for a term to end May
33 19, 2026.

34 Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
35 upon its adoption, to the nominee and to the Office of the Mayor.

36 Sec. 4. This resolution shall take effect immediately.



Executive Office of the Mayor - Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Daniel W. Lucas, Esq.



Mr. Daniel W. Lucas has served as the Inspector General for the District of Columbia since 2014. As the Inspector General, Mr. Lucas provides leadership; coordinates and recommends policies for activities designed to promote economy, efficiency, and effectiveness and to prevent and detect corruption, fraud, waste, abuse and mismanagement in District government programs and operations; and provides a means for keeping the Mayor, DC Council, and District government agencies informed about problems and deficiencies relating to the administration of

programs and operations.

Previously, Mr. Lucas served as the Deputy Inspector General for the Naval Sea Systems Command (NAVSEA), located on the Washington Navy Yard in southeast Washington, DC. The Naval Sea Systems Command is the Navy's largest systems acquisition Command. The organization has approximately 56,000 military, civilian and contractor personnel. Its fiscal year budget is nearly \$30 billion, accounting for one quarter of the Navy's entire annual budget. NAVSEA's workforce builds, buys, and maintains the Navy's ships, submarines, and weapons systems.

A distinguished Navy veteran with 26 years of service in some of the most challenging duty stations, Mr. Lucas' career is highlighted by successful deployments to the Mediterranean Sea, Pacific Ocean, Arabian Gulf (in support of the Global War on Terror), Caribbean Sea, and service to the Naval Inspector General. Awards include the Meritorious Service Medal, Navy Commendation Medal, and the distinction, at the time, of being the only person outside of the Department of the Air Force to be presented the John Levitow Award, the highest award presented at Airmen Leadership School.

A Ward 5 resident, Mr. Lucas holds a master's degree from the University of Oklahoma and a bachelor's degree from the College of Charleston. Mr. Lucas was born and raised in Baltimore, Maryland.



Daniel Washington Lucas

~ INSPECTOR GENERAL - EXECUTIVE LEVEL ~

A gifted executive with a proven track record in a myriad of challenging jobs. Adept at conceptualizing and executing forward-thinking programs that promote economy and efficiency while preventing and detecting fraud, waste, and abuse, and other forms of ethical misconduct. Visionary leader who establishes strategies that maximize resources to achieve the best outcomes.

EXPERIENCE CHRONICLE

District of Columbia, Washington, D.C.

11/2014 to Present

Inspector General

Responsible for providing leadership, coordinating and recommending policies for activities designed to promote economy, efficiency, effectiveness, and preventing and detecting corruption, fraud, waste, abuse and mismanagement in District government programs and operations. The agency's 112 employees are responsible for conducting audits, inspections and evaluations, criminal and administrative investigations, and prosecuting fraud and patient abuse in the state Medicaid program. Oversees an annual District budget of \$14 billion, over 36,000 District government employees within 100+ Agencies, Boards, Commissions, Instrumentalities, and legislature, who procure \$8.4 billion in goods and services per year for its 700,000 residents.

- ❖ Instituted a systems approach to OIG operations where cross-functional collaboration leverages information as a commodity to focus finite resources in a complex oversight environment. New methodology resulted in streamlined processes that eliminated audit and inspection engagement backlogs, improved investigative outcomes, instilling confidence among District stakeholders. The new approach is responsible for obtaining \$127,000,000 in recoveries and restitutions; 117 criminal convictions; and over \$45,000,000 funds recovered and questioned. Sustained resulted culminated in recognition by the Virginia/District of Columbia Chapter of U.S. Senate Productivity and Quality Award with a 2019 Baldrige Performance Excellence Award.
- ❖ Created an annual risk assessment process that leverages seven data points to inform short and long-term operational plans. New process allowed the agency to be at the forefront of addressing risks in the education, facility management, water distribution, and contract management space. Corresponding published reports were instrumental in compelling policy and legislative changes.
- ❖ An astute oversight practitioner who is adept at scaling methodology to meet the scope and complexity of oversight needs. Conducted the District's first contract and procurement risk assessment to identify systemic weaknesses which undermine the system's effectiveness. Results of the engagement revealed several areas that drove immediate remediation as well as identified subsystem-level issues for future assessment. This practice also resulted in a new methodology where the procurement system can be continually assessed on a three-year cycle to monitor and improve its system of internal controls.
- ❖ A gifted leader who earns the confidence and respect of internal and external stakeholders by instilling trust and tending to stakeholder needs through a system of outreach and education.
- ❖ Systematically reorganized the agency and created an inclusive environment where employees routinely go above and beyond to execute the mission to address a loss of stakeholder confidence and a complacent approach to OIG operations. Team leader from the agency's latest peer-review commented on the dramatic improvements and measures of success since the 2015 peer-review.

Naval Sea Systems Command (NAVSEA), Washington, D.C.

03/2012 to 11/2014

Deputy Inspector General

Led all components of IG Office organizational management and product success. Subject Matter Expert providing NAVSEA leadership objective and independent assessments of the most sensitive issues confronting the command. Successfully executed all IG Office functions through model teamwork, exemplary performance

standards, creativity in the development of innovative processes, "can-do" attitude, and always with far superior results. Focus areas include Investigations, Internal Review, Inspection, and Contract Fraud Risk Assessment and Mitigation.

- ❖ Maximized resources by using "competency alignment" throughout the IG community. Captured, documented, analyzed, refined, vetted, and tested using Continuous Process Improvement tools. Knowledge for each functional area had previously been accessible only by personal memory and vulnerable to loss as employees transitioned. Results were institutionalized as Standard Operating Procedures and hardcopy desk references and led to implementation as community-wide protocols and policies.
- ❖ Created improved inspection methodology which focused on economy and efficiency of subordinate activities. New methodologies resulted in reducing inspection report delivery from months to weeks. This accomplishment allowed the OIG to put actionable information in the hands of commanders for immediate remediation.
- ❖ Created a multi-faceted approach to examining the contracting environment to include: fraud risk training, detailed contract reviews, fraud risk assessments, investigative support, and data-mining.

NAVSEA, Washington, D.C.

12/2010 to 03/2012

Assistant Inspector General for Strategic Readiness

Credentialed, certified Investigator selected for high-visibility cases requiring sound judgment, unbiased opinions, and recommendations. Independently recorded, reviewed, analyzed, and investigated both external and internal concerns relating to alleged inappropriate behavior by DON civilian, contractor, or military personnel and fraud, waste, abuse, illegal practices, and mismanagement of government resources. Ensured strategic alignment and integration of the IG audit, investigation, compliance, and performance inspection functions in support of NAVSEA's \$ operations and X employees.

- ❖ Directed the Enterprise Review function in which OIG strategic direction was established, and Enterprise-wide engagements were identified based on risk; set the budget and goals.
- ❖ Led multidisciplinary teams of investigators in complex investigations that involved violations of Whistleblower Protection Act, Anti-Deficiency Act, unauthorized commitments, and organizational mismanagement. ☐
- ❖ Planned and coordinated inspection activities, including the identification, selection, and assignment of functional and special topics as Inspection Team Leader.

Office of Naval IG, Washington, D.C.

08/2008 to 12/2010

Training Coordinator/Senior Investigator

Served as Hotline and Investigation Policy and Training Program Coordinator within the Office of the Naval Inspector General (NAVINGEN) formulating, executing, and overseeing Hotline Program and Investigation policy and training. Served as developer/trainer for IG training courses in conducting administrative investigations, investigative case management, Fraud, Waste & Abuse Hotline Operations, investigative case management system integration, and Hotline Program Oversight.

- ❖ Applied working knowledge of Inspector General Act of 1978, Freedom of Information Act (FOIA), Privacy Act, Title 10 U.S. Code (USC) section 1034 Military Whistleblower Protection Act, Title 10 USC section 5020 Naval Inspector General details and duties, IGDG 7050.6DI Guide to Investigation Reprisal and Improper Referrals to Mental Health Evaluations, SECNAVINST 5430.57F Mission and Functions of the Naval Inspector General, SECNAVINST 5370.5B Military Whistleblower protection, SECNAVINST 5720.42E Department of the Navy FOIA Program, SECNAVINST 5212.5D.
- ❖ Worked with DON leadership to identify systemic risks across the Navy to determine areas for inspection.

Army Materiel Command (AMC), Fort Belvoir, VA**03/2008 to 08/2008***Assistant Inspector General*

Inspector General certified by the Department of the Army to investigate and analyze matters of interest to the Commanding General, AMC, for compliance, efficiency, and effectiveness. Designed systemic inspection methodology to meet inspection tasking, conducted quantitative and qualitative data collection and analysis.

- ❖ Developed a web-based survey to collect data from the AMC workforce regarding the quality, accessibility, and utility of subordinate activity training programs. Received high praise from supervisor for incorporating a new data-collection technique that extended the reach of IG inspection efforts.

Office of the Naval Inspector General Washington, D.C.**12/2003 to 03/2008***Senior Advisor to the Inspector General (Active Duty)/Hotline Investigator*

As Assistant Inspector General for Equal Opportunity (EO) Matters and Staff EO Advisor, performed tasks necessary to investigate, inspect, analyze, and study Navy human capital programs for compliance, efficiency, and effectiveness. Credentialed by the Secretary of the Navy to investigate matters of interest to the DON for compliance, efficiency, and effectiveness. Managed FWA complaints from inception to final approval of investigation reports. Screened complaints for elements of fraud, waste, abuse or mismanagement. Conducted preliminary inquiries and evaluation of hotline complaints.

- ❖ Routinely assigned the most complex hotline investigations affecting the United States Navy involving hazing, whistleblower reprisal, and junior officer misconduct.
- ❖ Represented NAVINSGEN on the Board of Naval Corrections. As a Board Member, reviewed complex requests for record corrections and subsequently made recommendations for proper case disposition.
- ❖ Successfully completed area-wide inspections in Navy Regions Southeast, Southwest, Japan, Southwest Asia, and the Charleston, SC area. Conducted command assessments of Naval Postgraduate School, Naval Station Rhode Island, Office of Naval Intelligence, and Strategic Systems Programs.
- ❖ Designed methodology to study sexual assault across the Department of the Navy, which helped shed light on the prevalence and response to the issue.

Military Service 1981-2007 (Most Recent Leadership Assignments)

- ❖ Center for Naval Leadership (Yokosuka, Japan) - Responsible for leading a team who provided exportable leadership, diversity management, and organizational assessment training throughout the Western Pacific. Supervised 13 Instructors who trained more than 2000 personnel per year. Planned, scheduled, and executed exportable training at ten training sites throughout the Western Pacific; increased training throughput by 10% while decreasing the number of classes taught by developing a strong marketing plan that increased the number of seats filled; and supervised initial and annual instructor certifications.
- ❖ Assault Craft Unit Five (Sasebo, Japan) - Performed various tasks necessary to operate and maintain a fleet of \$20MM Navy Hovercraft. Supervised 80 personnel whose primary responsibility was to deploy hovercraft in support of national strategic objectives. Oversaw a \$600k annual maintenance and operating budget, planned and executed hovercraft missions in 6 different countries, briefed missions to organization leadership. Wrote the initial Standard Operating Procedures for permanently forward-deployed hovercraft in a limited resource environment. Evaluated hovercraft missions, tracked and reported mission hours. Recognized a deficiency in engineering maintenance tracking and subsequently wrote a computer-based maintenance tracking program to alert when required maintenance is due.

Consultancy

Evaluator, National PREA Resource Center (PRC)/Washington College of Law (WCL), 2012-2013; Assessor, Culture Assessment of Georgia Department of Juvenile Justice, 2013; Assessor, Culture Assessment of Kentucky Department of Juvenile Justice, 2012; Evaluator, Anonymous Funder, 2008-2010. \$600K multi-year grant to increase the capacity of staff and detained youth in three states to address sexual violence in custody through training, peer education and enhanced knowledge about sexuality, sexual violence and adolescent development;

Evaluator, National Institute of Corrections/WCL, 2006-2011. Multi-year cooperative agreement funded at approximately \$4.4 MM by the Department of Justice, National Institute of Corrections.

EDUCATION

DOCTORAL CANDIDATE, Business Management - Leadership, Capella University; 2021
MASTER OF ARTS, Human Relations, University of Oklahoma, Norman, OK; 2004
BACHELOR OF ARTS, Business Administration, College of Charleston, Charleston, SC; 1994
Air Force Senior NCO Academy: 2003 (John L. Levitow Awardee¹ – Honor Graduate)

PROFESSIONAL DEVELOPMENT

Certified Inspector General, Association of Inspectors General; Air Force Installation Inspector General Training (2009); Harvard Business School, Assessing Performance, Business Case Development, Process Improvement, Change Management, Innovation and Creativity (2008); Defense Acquisition University, Business Case Analysis (2008); Army Inspector General School (2008 Distinguished Graduate)

BOARDS AND CERTIFICATIONS

ACFE Certified Fraud Examiner
Certified Inspector General
Board Member, Association of Inspectors General (AIG)
Board Member, Association of Inspectors General (AIG) District of Columbia Chapter
Past Board Member, Virginia Chapter U.S. Senate Productivity and Quality Award (SPQA)
FLETC Basic Non-Criminal Investigator Training Course

¹ This award represented the first time in the history of the leadership school a member outside the United States Air Force was recognized as the top graduate.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Ronan Gulstone, Steve Walker
From: Betsy Cavendish
Date: January 31, 2020
Subject: Legal sufficiency review of Resolution nominating Daniel W. Lucas as the
Inspector General of the Office of the Inspector General

This is to Certify that this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

A handwritten signature in cursive script that reads 'Elizabeth A. Cavendish'.

Elizabeth Cavendish