



Ethics Review Board for the City of New Orleans

Special Board Meeting of December 15, 2021, at 3:30 P.M.

Conducted via Zoom Teleconference Due to COVID-19 Emergency

Minutes

1. *Call to Order.*
 - 1.1. The chair called the special meeting to order at 3:30 p.m.
 - 1.2. Board members present:
 - 1.2.1. Wanda A. Brooks.
 - 1.2.2. Elizabeth Livingston de Calderon, Chair.
 - 1.2.3. Holly Callia.
 - 1.2.4. Michael A. Cowan.
 - 1.2.5. Monique G. Doucette.
 - 1.2.6. Tyrone G. Jefferson, Jr.
 - 1.2.7. Torin T. Sanders.
 - 1.3. Board members absent: None.
 - 1.4. Staff member present:
 - 1.4.1. Dane S. Ciolino, Executive Administrator and General Counsel.
 - 1.5. The Chair declared that a quorum of the board was present and commenced the meeting via Zoom videoconference and teleconference.
 - 1.6. The agenda for the meeting is attached.

2. *Ratification of Prior Written Certification of Emergency Need for Video Conference Meeting.* Pursuant to [State of Louisiana Executive Department Proclamation No. JBE 2020-30 Section 4 \(March 16, 2020\)](#) and subsequent orders and legislation addressing the COVID-19 state of emergency, the ERB unanimously agreed to conduct this meeting by video conference and audio conference after certifying that the ERB would not otherwise have been able to operate due to quorum requirements due to the ongoing COVID-19 emergency.
3. *Selection and Appointment of Inspector General*
 - 3.1. Ms. Calderon thanked Dillard University and Ms. Brooks for accommodating the board, the candidates, and the public at the forum earlier in the week.
 - 3.2. Ms. Calderon explained the process followed by the board and emphasized the transparency associated with the process and the many opportunities given to the public for comment.
 - 3.3. The board accepted additional public comments on the finalists. Several written comments were received. A Zoom chat comment was received. Several oral comments were received from persons on the Zoom conference.
 - 3.4. Ms. Callia moved to appoint Ed Michel as IG. Mr. Jefferson seconded the motion. The board discussed Mr. Michel's candidacy.
 - 3.4.1. Mr. Sanders noted that he had some concerns with Mr. Michel's handling of some recent public criticism. For that reason, he would vote for Mr. Walsh.
 - 3.4.2. Mr. Cowan thanked the board for the transparent search process. He spoke strongly in favor of Mr. Michel because of the need for stability.
 - 3.4.3. Ms. Doucette noted that all candidates were strong. She noted the need to balance stability with risk of complacency. She noted that Mr. Michel has strong institutional knowledge and that she supported his candidacy.
 - 3.4.4. Ms. Calderon spoke in favor of Mr. Michel because he is the right person for the job at this time.
 - 3.4.5. Ms. Brooks noted that all candidates are qualified. She noted that she believed Mr. Michel was the right candidate at the moment.
 - 3.4.6. The board voted on Ms. Callia's motion to appoint Ed Michel as IG. The vote was 1 against (Sanders) and 6 in favor (all others).
4. *Adjournment.*
 - 4.1. A motion was made to adjourn the board meeting.

4.2. The motion was seconded.

4.3. The board unanimously voted to adjourn. The meeting was adjourned at 4:10 p.m.

* END *



CITY OF NEW ORLEANS ETHICS REVIEW BOARD

525 St. Charles Avenue New Orleans, LA 70130-3409

erb@nolaerb.gov

<https://www.nolaerb.gov/>

BOARD MEETING

Wednesday, December 15, 2021 at 3:30 P.M.

The board will conduct this meeting via Zoom Video Conference and Telephone Conference

Video Conference Link: <https://loyno.zoom.us/j/5049753263>

Telephone Conference Dial-In Number: 312-626-6799; ID No. 504 975 3263

Certification of Necessity pursuant to [Louisiana Revised Statutes section 42:17.1](#): The board hereby certifies that the Governor of the State of Louisiana has declared a state of emergency or disaster involving the geographic area of the City of New Orleans. The governor's most recent extension of this state of emergency is available here: [220 JBE 2021 State of Emergency.pdf \(Nov. 23, 2021\)](#)

A live meeting would be detrimental to the health, safety, or welfare of the public and the members of the Ethics Review Board. The agenda contains matters that are critical to continuation of the business of the Ethics Review Board and are not able to be postponed to a live meeting due to a legal requirement or other deadline that cannot be postponed or delayed by the Ethics Review Board. The public can attend and participate in the videoconference meeting by joining the conference by telephone or videoconference as described above. In addition, public comment prior to the meeting can be provided via email address erb@nolaerb.gov.

AGENDA

1. Call to order.
2. Ratification of certification of necessity for videoconference/teleconference meeting (Chair).
3. Public comments on applicants for IG position [Edward Michel](#), [Peter Schleck](#), and [Jeffrey T. Walsh](#). The board will accept written comments before and during meeting at erb@nolaerb.gov and oral comments during the Zoom meeting (two minutes per comment).
4. Discussion and vote to select Inspector General.
5. Adjournment (Chair).

Item 1

EDWARD MICHEL, CIG

October 25, 2021

RE: New Orleans Inspector General

Ralph Anderson & Associates
5800 Stanford Ranch Road,
Suite 410
Rocklin, California 95765

Dear Mr. Robert Burg and New Orleans Ethics Review Board Search Committee Members:

I would like to express my sincere interest in becoming the New Orleans Inspector General. I am an Intelligence and law enforcement executive who has achieved notable successes within the United States Department of Justice (DOJ) which has resulted in the successful disruption and dismantlement of Transnational Organized Criminal and Terrorist Organizations. As a former FBI Joint Terrorism Task Force Commander, Hurricane Katrina Fraud Task Force Program Manager, and Houston Energy Security Council executive board member I can contribute significantly to the assessment and mitigation of risks facing the City of New Orleans as well as their stakeholders. I have successfully managed budgets in excess of \$50 M and led teams ranging from 250 to 1050 personnel, all of which were in compliance with Governmental Accountability Office standards and DOJ Threat Review Policies.

As an former FBI Assistant Special Agent in Charge, I also directed the Community Outreach and Media Programs to include Citizen Academies, media roundtables, and other events partnering with minority, ethnic civic, religious and business communities to build a broad bases coalition in one of the most diverse populations in the U.S.

The expertise I developed while ensuring the integrity of the Homeland has afforded me the opportunity to communicate in an effective manner, enabling the many successes I have accomplished as an FBI Assistant Special Agent in Charge and Inspector-In-Place and I would like to utilize these skills to ensure continued mission critical success at the New Orleans Office of Inspector General (OIG). I have a current United States Department of Justice, Federal Bureau of Investigation, background clearance at the Secret level which affords me the opportunity to collaborate with the FBI and the United States Attorney without impediments to the information which can be shared with me. This opportunity to collaborate with the FBI has already yielded significant achievements for the OIG with regard to the indictment of public officials who were using their public office for personal gain.

As the current New Orleans Interim Inspector General, I led the Office at a difficult time during which the former Inspector General (IG) abruptly resigned. The extreme lack of engagement by the former IG and negative coverage by local media had a detrimental impact on the OIG as well as our employees. Upon my selection as the Interim IG, I met personally with every employee to discuss their concerns and

immediately initiated corrective actions to improve collaboration and the work environment at the OIG.

Within a very short time, the collaboration we fostered enabled us to develop, coordinate and improve the oversight of audits and investigations targeting the identification and mitigation of fraud, waste, abuse and public corruption. This collaboration enabled us to restore OIG operational and administrative mission critical success during this unexpected and chaotic transition. After stabilizing OIG internal activities, we were then able to repair stakeholder relationships caused by disruptive OIG employees. Once stakeholder relationships were repaired, we promptly combined OIG resources with the FBI and DOJ to identify and mitigate systemic corruption within New Orleans City Government. This collaboration resulted in the employment termination and indictment of New Orleans public officials who were utilizing their public office for personal gain.

Upon being selected as the Interim IG, we immediately increased the OIGs footprint utilizing social media to increase the public's awareness concerning the indicators of fraud while informing the public of OIG accomplishments. We then developed an operational budget which ensured limited OIG resources were utilized in an effective and efficient manner to mitigate threats against established as well as developing risks facing the city and its' Stakeholders. We then revamped the OIG Monthly Report which enabled the Ethics Review Board and the public to clearly view and evaluate the increased productivity revealing the value added by our office. Once disruptive employees were held accountable for their actions, we were then able to promote an environment that was conducive to productivity with mutual respect for all employees, which facilitated OIG mission critical success.

Once the moral of the office was significantly improved, we were able to implement a collaborative effort between the Audit, Evaluation, Investigations and the Administration Divisions which improved productivity linking resource utilization to the mitigation of threats facing the City of New Orleans and their Stakeholders. With the improved collaboration, we were able to successfully originate and distribute several reports focusing on Risk Assessment, Homestead Exemption Fraud, Job Ordering Contracts and the Firefighter's Pension Fund as well as misuse of the National Crime Investigative Center sensitive databases by city employees. We were then able to develop and implement much needed cyber intrusion testing procedures with the Department of Homeland Security and applied necessary measures to secure OIG bulk data acquisition, storage and transmission. As we secured our administrative and operational tempo, we then focused on the single most measure necessary to ensure our continued success, the selection and acquisition of subject matter experts to join our workforce.

My Public Corruption expertise has ensured the integrity of government entities as my initiatives have resulted in the arrest and convictions of multiple police officers, senior city prosecutors and other officials who were using their public offices for personal gain. During my tenure at the DOJ, I was able to identify and mitigate systemic public corruption which resulted in numerous convictions under the Matthew Sheppard and James Byrd Hate Crimes Prevention Act, Civil Rights and Racketeer Influenced and Corrupt Organizations Act Violations. I am excited about the possibility of having the opportunity to continue to utilize the skills and expertise I have developed mitigating national and global threats to further the objectives of the New Orleans Office of Inspector General.

I have a solid performance record of leading entities that are under duress from poor leadership by providing a stable and safe learning environment which promotes growth, productivity and mutual respect.

As a retired FBI Assistant Special Agent in Charge I am passionate about the synergy of organizational culture, values and the strength inherent in diversity to create high performance standards. My executive law enforcement experience as the Safe Streets Coordinator in Houston, Texas, one of the most diverse areas in the US, will facilitate my success in establishing a collaborative atmosphere at the OIG. This collaboration will ensure efficiency and the communication of quality information which can be utilized by the Ethics Review Board to determine the value the OIG adds to the identification and mitigation of threats facing the City of New Orleans. We have also educated our stakeholders in an efficient manner utilizing the latest trends and techniques that I practice as a Tulane University Adjunct Professor where I develop and instruct courses in Risk Management, Threat Analysis and Critical Infrastructure.

When the United States Congress passed the Indian Gaming Regulatory Act, a twenty-six billion dollar a year industry was born, earning more than the combined revenue of Atlantic City and Las Vegas casinos. The US Congress mandated the FBI would be responsible for ensuring the Indian Nation's Integrity. As the National Indian Gaming Working Group Program Manager, I was able to successfully coordinate the resources of several United States Intelligence Agencies with local and state law enforcement agencies in a unified effort to mitigate current and emerging trends to Indian Gaming. Although each organization had differing objectives, we developed and implemented a national training curriculum as well as an Internal Control system to protect this vibrant industry. My leadership enabled us to ensure the integrity of Indian Gaming which secured economic viability for all 430 Indian Nation casinos in the US. I can utilize this same experience to successfully establish and nurture long term partnerships at the OIG and the City of New Orleans.

The United States Congress passed the Child Protection and Obscenity and Enforcement Act of 1988 which required the producers of sexually explicit materials to maintain strict records of performers' personal identifiable information to prevent the exploitation of children as performers in sexually explicit depictions. Although enacted by the US Congress, no audits were ever performed nor was there a plan in place to initiate the audits. As an FBI Supervisory Special Agent assigned to the Special Jurisdiction Unit, I was tasked to ensure the successful implementation of these audits. I reviewed and conducted research regarding pending legal prohibitions regarding audit initiations and developed a budget and training agenda to facilitate the hiring of personnel to ensure DOJ compliance. Upon originating a Basic Ordering Agreement which specifically detailed the duties of investigative personnel, I created auditing protocols thoroughly detailing the scope and function of the audit which created standardized best practices to ensure optimum efficiency and compliance with 18 United States Code Section 2257. Under my leadership and direction, funding was approved by the US Congress to initiate the audit protocols to ensure adult pornographic producers were compliant with the directive mandated by the US Attorney General which prevented children from being exploited during the production of adult pornography.

As the FBI Critical Incident Response Group Executive Manager, I ensured the identification and mitigation of threats concerning Critical Infrastructures, Active Shooter, Weapons of Mass Destruction, Mass Casualty and Natural Disaster Incidents. As a Crisis Management Coordinator, I implemented oversight of Continuity of Operations which ensures primary mission functions in times of crisis to include Essential Functions, Orders of Succession, Delegation of Authority and Continuity of Communications as well as Vital Records Management and will utilize these same skills to facilitate continuity at the New Orleans OIG. My education and experience provide me with a deep understanding of how my decisions impact growth,

security and sustainability across the enterprise. My initiatives in 'Espionage and the Theft of Trade Secrets' have resulted in millions of dollars of cost savings, significant reduction in litigation risks, and enhanced business resilience for my organization as well as our public and private Stakeholders. As an FBI Police Instructor and the Program Manager for Training, I developed and implemented the curriculum for newly graduated FBI Academy Agents ensuring they received the proper education to successfully complete their two-year probationary period. My efforts led to a retention rate of more than 95% of employees upon completion of the FBI Academy.

As an FBI Inspector-In-Place, I ensured the integrity of operational and fiscal compliance as mandated by the Department of Justice Threat Review Priority, ensuring limited financial and personnel resources were utilized in an efficient and effective manner. I understand the complexities associated with multiple disciplined work areas and the importance of providing a stable and safe environment which promotes growth, productivity and mutual respect and will use these assets to better serve the City of New Orleans. I have developed comprehensive programs which enabled us to mitigate significant threats to the Energy and Academic research sectors concerning the theft of trade secrets and espionage as well as provided mass casualty threat mitigation strategies and will utilize this experience to further the assessment and mitigation of fraud, waste and abuse by the New Orleans OIG.

The better we know our communities, the better we can protect them. As the Program Manager of Media and Community Outreach, I have formed extensive partnerships with public, private and academic stakeholders as well as religious and civic organizations while combining resources effectively to identify and mitigate risks. The results of these partnerships enabled us to develop and initiate programs such as the NAACP Youth Summit, Protecting Houses of Worship, FBI Citizens Academies and Community Relations Executive Seminars as well as FBI Diversity Recruitment events, all of which provide essential services as they strengthen relationships within our community. As the Interim IG, I established the OIG Citizen's Academy to facilitate collaboration between civic, religious and business leaders within the City of New Orleans.

As a result of my accomplishments, I received the Social Justice Award from the NAACP, the Integrity Award from the Office of Inspector General for my relentless pursuit of fraud, waste and abuse and an Outstanding Performance rating from the FBI Special Agent in Charge. I will utilize my extensive community outreach experience to build solid partnerships for the New Orleans OIG. I have served the FBI in a very high public profile engaging the incredibly diverse citizens of Houston through my English as well as Spanish twitter mediums and am very proficient and comfortable utilizing multiple forms of social and conventional media. My social media proficiency has both informed and protected the public against various threats which has been an efficient tool for the New Orleans OIG.

My threat mitigation experience has ensured the safety and integrity of communities as well as private and public corporations. I will continually strive to educate the citizens of New Orleans concerning the latest strategies to mitigate fraud waste and abuse as well as ensure the integrity of the New Orleans OIG.

It was a pleasure to speak with you and discuss this opportunity with the New Orleans Office of Inspector General.

Sincerely,

Edward Michel

Edward Michel, CIIG

Profile

Results-driven Interim Inspector General offering more than 30 years of local and federal law enforcement expertise in the mitigation of fraud, waste, abuse, public corruption and civil rights violations. Accomplished Communications Program Manager versed in the successful utilization of social media to educate and protect the public from current and emerging threats.

Former FBI Hurricane Katrina Fraud Task Force Coordinator, Inspector-In-Place and Media Spokesperson with a proven record of accomplishment in leading United States Intelligence Special Agent's in the successful disruption and dismantlement of Transnational Organized Criminal and Terrorist Organizations.

Proven success in rehabilitating organizations under duress from poor leadership and restoring critical stakeholder collaboration resulting in improved office-wide transparency, mission critical success and inter-agency collaboration.

Areas of Expertise

- Developmental leader
- Outstanding communication skills
- Mitigation of fraud, waste, and abuse
- Mitigation of public corruption
- Senior-level media spokesperson
- Budget origination / implementation
- Social media coordination
- Project planning / policy origination
- Tulane Professor / Risk Management and Threat Assessment
- Community collaboration with diverse populations
- Diversity and training program manager

Experience

INTERIM INSPECTOR GENERAL | 11/2020 - Current

City of New Orleans - New Orleans, LA

- Restored OIG operational and administrative critical mission success during a chaotic transition.
- Repaired strained stakeholder relationships caused by disruptive and unproductive OIG employees.
- Regained trust and confidence of U.S. Federal Law Enforcement Agencies which facilitated federal indictments of government officials who were utilizing their public office for personal gain.
- Developed and implemented an operational budget ensuring limited resources were utilized in an efficient manner fostering transparency with the Ethics Review Board.
- Assessed, developed and implemented cyber intrusion testing procedures with the Department of Homeland Security. Applied necessary measures ensuring secure OIG bulk data acquisition, storage and transmission.
- Developed and implemented a communications plan to inform the Ethics Review Board, City Council and the public concerning the initiatives of the OIG.
- Implemented and coordinated a collaborative effort between OIG Audit, Evaluations, Investigations and Administrative Divisions which improved productivity and transparency.
- Restored confidence with the Quality Assurance Review Committee regarding the future operational tempo of the New Orleans Office of Inspector General.
- Established the New Orleans Office of Inspector General Citizens Academy enabling for significant engagement and collaboration with business, civic and religious leaders.

FIRST ASSISTANT OF INVESTIGATIONS & IT PM | 11/2019 - 11/2020

Office of Inspector General - New Orleans, LA

- Formulated and implemented a plan to investigate and mitigate allegations of misconduct by New Orleans Police Department executive personnel.
- Incorporated the use of social media to educate the public about fraud, waste, abuse and public corruption.
- Provided leadership, guidance and direction concerning investigative strategies to combat fraud, waste, abuse and public corruption.
- Assessed strengths and weaknesses of IT protocols and implemented strategies to ensure the successful accumulation, transmission and storage of sensitive bulk data.

ASSISTANT SPECIAL AGENT IN CHARGE | 07/2012 - 11/2019

Federal Bureau of Investigation, FBI - Houston, TX

- Mitigated significant threats to the Homeland as the FBI executive leader of the financial institutional fraud, criminal, counterterrorism and counterintelligence programs.
- Formulated, approved and implemented tactics and strategies concerning criminal and administrative operations of the FBI Houston Field Office, to include Corpus Christi, Bryan College, Texas City and Beaumont satellite offices.
- FBI Inspector-In-Place ensuring compliance with financial management protocols. Led investigations of employee misconduct to include Equal Employment Opportunity Act and Office of Professional Responsibility violations.
- Directed FBI Houston Community Outreach and Media Programs to build a broad based coalition in a diverse cultural environment.
- Recommended and established program and personnel resource allocations, in accordance with DOJ Threat Review Prioritization principles.
- Conducted threat assessments concerning Critical Infrastructure integrity to include port and border vulnerabilities.

SPECIAL ASSISTANT TO THE ASSISTANT DIRECTOR | 12/2010 - 07/2012

FBI Headquarters - Washington, DC

- Standardized and implemented improved metrics data to enable the FBI Assistant Director to communicate the successes of a 2000 member entity with a significant operating budget to the U.S. Congress, House Oversight Committee and the General Accounting Office.
- Significantly improved operational coordination of FBI Intelligence Analysts and Information Technology personnel resulting in enhanced electronic tracking and mitigation of terrorists.
- Developed scorecard proficiencies to determine correlation between expenditure of resources and successful disruptions of risks.
- Coordinated joint duty operations between multiple agencies of the United States Intelligence Community and International Law Enforcement Agencies to identify and mitigate threats to the Homeland and abroad.
- Prepared and submitted annual budgets for review by the U.S. Congress and Government Accountability Office.

SENIOR SUPERVISORY RESIDENT AGENT IN CHARGE | 10/2007 - 12/2010

FBI - Baton Rouge, LA

- Repaired strained relationship with the United States Attorney which resulted in expedited grand jury indictments and prosecutions.
- Identified risks through sophisticated investigative techniques which mitigated systemic public corruption resulting in the convictions of police officers and senior city prosecutors who were using their public office for personal gain.
- Established FBI Baton Rouge as the primary law enforcement leader in the area and was awarded the Integrity Award for my relentless pursuit of fraud, waste and abuse by the Office of Inspector General, H.H.S.
- Created and led the Baton Rouge Public Corruption Task Force which mitigated systemic corruption within the Baton Rouge Capitol.
- Directed organized and violent crime investigations, to include kidnappings, bank robbery, major theft, fugitive, and child abduction matters.
- Led the FBI Baton Rouge Resident Agency to include Special Agents, Task Force Officers and Intelligence Analysts in the mitigation of public corruption and health care fraud.
- Established the Financial Institution Fraud Task Force and Health Care Strike Force ensuring mitigation of insider threats.

SUPERVISORY SPECIAL AGENT | 11/2005 - 10/2007

FBI - Washington, DC

- Developed a minimal internal control system to protect the integrity of Indian Gaming, a \$26 billion dollar a year industry which exceeded the combined revenues of Atlantic City and Las Vegas casinos.
- Developed, and implemented a national training agenda for 430 Indian Casinos to mitigate the most prevalent threats facing Indian Gaming to include public corruption, fraud, and forensic analysis as well as organized crime.
- Recruited and led several United States Intelligence Community members by combining the resources of more than 20 agencies to safeguard Indian Nation Resources. Successfully implemented Indian Gaming Regulatory Act requirements established by the U.S. Congress.
- Mitigated Crimes on the High Seas by securing U.S. interest in collaboration with U.S. allies abroad.
- Developed and implemented an operational regulatory unit to conduct audits to comply with U.S. Congressional requirements of the Child Protection and Obscenity Act to prevent the exploitation of children.

SPECIAL AGENT | 12/1996 - 11/2005

FBI - Mobile, AL

- Developed and led a coalition of multiple federal and local law enforcement agencies in the mitigation of threats posed by corrupt public officials and narcotic traffickers.
- Primary case agent on complex public corruption undercover investigations, which successfully mitigated corrupt law enforcement officers.
- Conducted investigations resulting in successful prosecutions of federal criminal violations to include financial institution fraud, public corruption and civil rights.
- Served as the FBI Mobile Media Spokesperson and Evidence Response Team Leader ensuring sensitive information was processed and shared with the public to locate suspects under indictment.
- Primary case agent targeting police officers and D.E.A. Task Force Officers who illegally seized and redistributed narcotics.
- Initiated the empanelment of a Special Federal Grand Jury which indicted seven police officers and a D.E.A. Task Force Officer who were convicted under the Racketeer Influenced and Corrupt Organizations Act.

POLICE OFFICER | 05/1992 - 12/1996

New Orleans Police Department - New Orleans, LA

- Assigned to Superintendent of Police as a New Orleans Police Spokesperson.
- Apprehended suspects, prepared case reports and testified in courtroom hearings.
- Mitigated domestic-related disturbances and protected victims from harm.
- Field Training Officer responsible for creating and implementing developmental plans for police recruits in the areas of automobile accident investigations, criminal investigations and crime scene management.
- Developed initiatives focusing on Crime Prevention and Community Outreach programs.

Education

Tulane University - New Orleans, LA | Master of Arts

Masters of Professional Studies , 12/2017

Tulane University - New Orleans, LA | Bachelor of Arts

Paralegal Studies, 05/1992

Published Articles

Diversity of Computer Systems to Mitigate Risks

Warning Policymakers of Military Surprise Attacks

Denial and Deception Practices Utilized by Foreign Intelligence Agencies : Impact on US Policymakers

Analytic Pitfalls in the Special Intelligence Estimate on Soviet Military Assistance to Cuba

United States Intelligence Community Evolution and the Creation of the All-Source Analysis

Item 2

PETER SCHLECK

Mr. Robert Burg
Executive Vice President
Ralph Andersen & Associates
5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765

Dear Mr. Burg,

Thank you for the opportunity to discuss with you in greater detail my interest in the position of inspector general for the city of New Orleans, Louisiana. I offer here some additional detail for consideration by you and the Ethics Review Board.

As we generally discussed, in early 2004, it was my privilege to be recruited to design and establish an internal oversight function at the Public Company Accounting Oversight Board (PCAOB), which had relatively recently opened its doors as a new regulator in Washington D.C. The PCAOB was created by the Sarbanes Oxley Act in the wake of the Enron and WorldCom accounting scandals, to police the auditors of public companies. As the organization grew, my team helped evaluate the organization from the ground up. It was then that I came to “police” the (audit) police. I led a team of six accounting and legal professionals. The PCAOB’s overall operating budget in 2017 (my last year there) was approximately \$269 million, and my office budget approached \$1.8 million.

For the next 13 years, indeed, we performed a range of reviews spanning information technology, finance, human resources, and a number program operating areas and issues. We also conducted sensitive internal inquiries into employee conduct concerns. Summaries of our publicly available work products (2004-2017) may be found at the following link:

[Summaries of IOPA Performance Reviews | PCAOB \(pcaobus.org\)](#)

Still, despite all the effort, including to promote effective internal controls, the PCAOB did not remain immune from the kind of confidence-eroding public scandal brought on by the actions of only a few:

[SEC.gov | Six Accountants Charged with Using Leaked Confidential PCAOB Data in Quest to Improve Inspection Results for KPMG](#)

At times, the remaining remedy is punishing the wrongdoers. In sum, my time at the PCAOB has equipped me with a wealth of relevant experience in the role of an inspector general.

I also offer my experience at the U.S. Department of Energy, Office of Inspector General (OIG) for consideration. As we also discussed, I took a job there in high school and worked in a series of progressively responsible positions through college and law school, which I attended at night. I watched and learned from many OIG professionals over my first nine years there.

In 1998, after a judicial clerkship, some time at a law firm, and at another Federal Office of Inspector General. I was recruited by a previous supervisor back to Energy OIG, as he had been nominated by the president to be the inspector general. Upon his confirmation by the U.S. Senate that same year, I served as his Special Advisor and later, Director of Program Review and Special Inquiries. At this time, I assisted the inspector general overseeing a nationwide staff of approximately 300 auditors, investigators, inspectors, and others, policing an agency with a budget of approximately \$20 billion, 16,000 Federal employees, and 100,000 contractor staff.

The following represent the publicly available results of inspector general reviews I led personally on behalf of Energy OIG (links are to the reports themselves):

[Inquiry Report: I01IG001 | Department of Energy](#)

(Allegations by Nevada U.S. Senate delegation that one of the nation's oldest and largest law firms did not disclose conflicts of interest when bidding on multi-million-dollar legal services contract concerning sensitive potential nuclear waste storage facility site).

[Audit Report: IG-0560 | Department of Energy](#)

(Expedited review of the Department of Energy's Tritium Extraction Facility, in response to concerns that this nuclear weapons-related production facility then under construction in South Carolina was over budget and behind schedule).

[Special Inquiry: IG-0610 | Department of Energy](#)

(Special inquiry requested by two U.S. Senators into whether two of three members of the Federal Energy Regulatory Commission, including the Chair, made improper, off-the record comments about multi-billion-dollar power supply contract cases pending before them relating to the Western energy crisis of 2000-2001).

[Special Inquiry: IG-0584 | Department of Energy](#)

(Whistleblower allegations that the Los Alamos National Laboratory in New Mexico engaged in a deliberate cover-up of security breaches and illegal activities, in particular, with respect to property loss and theft. This inquiry also addressed the treatment of the whistleblowers, who were fired soon after being interviewed by the Office of Inspector General's inquiry team).

I also offer for consideration my time at the Penobscot County Courts the past three years. I have found it humbling and illuminating to step outside the independent evaluator role, and endeavor to lead the delivery of frontline government services for a time myself.

This perspective should serve me well when contemplating and formulating realistic recommendations to city managers, should I have the privilege of being selected. My clerk team and I manage approximately 12,000 criminal and civil case filings per year, in a county of over 150,000 fellow citizens. We believe in public service.

Finally, I have also spent some time reviewing the 2022 Annual Workplan of the New Orleans Office of Inspector General, dated September 28, 2021, the publication of which may have itself been impacted by Hurricane Ida, and ongoing staffing vacancies in the office. Such documents, and the underlying risk assessments which support them, are the lifeblood of effective planning, especially when oversight resources do not necessarily allow for coverage of all areas at all times.

Mindful that I do not have access to the underlying analysis, I would expect that such a document will likely need to be updated to consider the extent to which greater focus is warranted in areas concerning city infrastructure, in the wake of the recent hurricane. If selected, and in time, working collaboratively with the staff, both present and those to be recruited, we could engage in such an effort.

Thank you, again, for your consideration.

Very truly yours,

/S/

Peter Schleck

Enclosure (Resume)

PETER SCHLECK

EXPERIENCE

**MANAGER OF OPERATIONS (AND CLERK OF) PENOBSCOT COUNTY COURTS
MAINE JUDICIAL BRANCH
BANGOR, NEWPORT, LINCOLN, AND MILLINOCKET, MAINE
(August 2018 – Present)**

Appointed by the Chief Justice of the Maine Superior Court and the Chief Judge of the Maine District Court, and leads a team of 28 court clerks, managing the state trial court operations and life cycles of approximately 12,000 civil and criminal cases filed annually in Penobscot County, Maine, a jurisdiction with a population of approximately 150,000 citizens. Re-engineered court operations to help preserve access to justice during the ongoing COVID-19 pandemic, including the safe and successful planning and conduct of some of the State's only pandemic-era murder trials to date. Facilitated deployment of video platforms, as well as a new case management and electronic case filing system in the Bangor courts, the first Maine county trial courts to do so. Manages the judicial library resources for the entire Maine Judicial Branch, including with respect to budgeting, contracting, and distribution. Versatile and resilient leader, who has represented the courts in print and broadcast media interviews, in presentations to bar associations and with law enforcement, and addressed the competing concerns of a diverse range of stakeholders under trying circumstances. Interacts frequently with and supports the initiatives of key Judicial Branch leadership.

**DIRECTOR OF INTERNAL OVERSIGHT AND PERFORMANCE ASSURANCE
PUBLIC COMPANY ACCOUNTING OVERSIGHT BOARD
WASHINGTON, D.C.
(February 2004 – May 2017)**

Designed and led, for over thirteen years, an internal accountability office analogous to an Office of Inspector General at a Federal agency. Reported directly to the Chairman and Board. Work products were also shared with and relied on by the Chair and Commissioners of the U.S. Securities and Exchange Commission. Conducted performance reviews of organizational operations including with respect to finance, information technology, human resources, procurement, and various program operating issues. Supervised professional staff of lawyers and accountants. Reviews required detailed technical and legal analysis of complex issues and communicating the results effectively and succinctly to leaders facing significant competing demands on their time and attention. Scope of work also included sensitive internal inquiries concerning employee conduct. Performance reviews were conducted in conformity with the "Yellow Book" performance auditing standards of the Comptroller General of the United States.

**U.S. DEPARTMENT OF ENERGY
OFFICE OF INSPECTOR GENERAL
WASHINGTON, D.C. AND GERMANTOWN, MARYLAND
(October 1998 – February 2004; June 1986 – April 1995)**

During two different periods of service over fifteen years, progressed from high school clerical assistant, through other positions, to Special Advisor to the Inspector General (1998) and Director of Program Review and Special Inquiries (2002). As Special Advisor, assisted the Inspector General in overseeing an agency with an annual budget of approximately \$20 billion, 16,000 Federal employees and 150,000 contractors. In last two positions, also led specially assigned inter-disciplinary teams of special agents, auditors, inspectors, and attorneys, examining high-profile and sensitive matters, several with national security implications, including at the Nation's National Laboratory System (Los Alamos, Sandia, Livermore, and others). Held high-level national security clearance during both periods of service. Briefed Cabinet Secretary and U.S. Senators on results. Participated in the preparation of numerous testimonies and other presentations to be delivered to the U.S. Congress or staff of committees. Coordinated with U.S. Attorney's Offices and the Public Integrity Section of the U.S. Department of Justice.

Other Positions:

Law Clerk, Superior Court of Maine, Bangor, ME (April 2018 – August 2018)

Compliance Officer for three Maine Hospitals, Eastern Maine Healthcare Systems, Brewer, Waterville, Ellsworth, and Blue Hill, Maine (January 2018 – April 2018)

Associate Counsel to the Inspector General, U.S. Dept. of Health and Human Services, Washington D.C. (August 1997 – October 1998)

Associate Attorney, Gordon, Feinblatt, Rothman, Hoffberger, & Hollander, LLC, Baltimore, Maryland (September 1996 – August 1997; Summer 1995)

Law Clerk to the Honorable William W. Wenner, Court of Special Appeals of Maryland, Frederick and Annapolis, Maryland (August 1995 – August 1996)

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER, J.D., 1995

UNIVERSITY OF MARYLAND AT COLLEGE PARK, B.A., 1991

BAR MEMBERSHIPS

MARYLAND, December 1995

MAINE, May 2018

Item 3

Robert Burg
Ralph Andersen and Associates
5800 Stanford Ranch Road
Rocklin, CA 95765

I am very interested in the Inspector General position for the City of New Orleans. I have served as a fully sworn federal agent with the United States Drug Enforcement Administration (DEA) for 31 years, being appointed to the US Government Senior Executive Service (SES) in April 2018 by US Attorney General Jeff Sessions. In April 2019, I was appointed as DEA's **Deputy Chief Inspector/Inspector General (IG)** at DEA Headquarters in Washington DC.

My expansive law enforcement and executive leadership experience has enabled me to successfully serve in extremely influential and politically sensitive executive level positions. Responsibilities associated with these positions required me to manage budgets up to 100 million dollars, supervise staff as large as 900 people, and have frequent and direct contact with the highest levels of US and foreign political officials.

As the Deputy Chief Inspector/IG for an agency with worldwide operations and over 10,000 employees it is imperative to maintain an independent, transparent, and comprehensive internal accountability, investigative and integrity system. The successful development and implementation of these systems, programs, and reporting mechanisms develops and maintains public confidence, trust, and respect for the agency or public service entity and encourages open and honest dialogue with appropriate stakeholders within the community.

Leading by example with uncompromising integrity and a strong and disciplined work ethic has allowed me to build highly successful teams that have always met or exceeded mission set goal requirements at the highest levels of government. Creating a fair, equitable, and diverse workforce and environment where employees are given the opportunities and resources to achieve personal and clearly defined professional goals are imperative to building highly successful teams.

My strategic planning and program development capabilities and ability to reach across boundaries and "connect" with various aspects of the greater community are qualities I believe are necessary for today's successful law enforcement and community leaders.

I believe I am well positioned to lead the New Orleans Office of the Inspector General and work collaboratively with the Ethics Review Board to meet the challenges presented by the evolving and dynamic changes to the social norms of today.

I have attached my resume detailing a more comprehensive and detailed account of my experience, knowledge, skills, and abilities. Please feel free to contact me via phone or E-mail at a time of your convenience to further discuss my qualifications.

Sincerely,

Jeffrey T. Walsh



Jeffrey T. Walsh

United States Drug Enforcement Administration - DEA
Deputy Chief Inspector (US Government Senior Executive Service -SES)
DEA Headquarters
Washington DC (Arlington, Virginia)



Professional Summary

Accomplished U.S. Federal Agent with 31 years of Law Enforcement experience and a demonstrated history of Senior Executive Service (SES) Leadership. Motivated leader with strong organizational, prioritization, and political acumen. Skilled in Law Enforcement Operations/Investigations, State/Local policing Operations, Intelligence Management, Internal Accountability/Critical Incident Investigations, Crisis Management, Budgeting, Criminal Intelligence, Intelligence Analysis, Emergency Response, Pharmaceutical Regulatory Procedures, Personnel Policies and Personnel and Asset Protection.

Law Enforcement Experience

Deputy Chief Inspector - Inspections/Compliance

April 2019 - Present

DEA Headquarters - Washington DC - Senior Executive Service - SES

- Manages a large staff comprised of supervisory and executive level personnel that oversees a large cross section of DEA's Compliance, Internal Integrity and Accountability systems and processes. Responsible for a Three Million Dollar annual budget for the division.
- Serves as lead for the Agency's National Body Worn Camera (BWC) operational and implementation program.
- Manages and leads all Enforcement, legal, programmatic, money laundering, budgeting, security and intelligence oversight and auditing of all DEA Domestic/Foreign Offices, Foreign Sensitive Investigative Units, employee suitability evaluations, legal (DOJ) and administrative operational compliance.
- Serves as primary respondent on all Office of Inspector General (OIG) queries.
- Solely Responsible for classification of all Critical Incidents (shooting, assaults, kidnappings, etc.) and subsequent investigations in coordination with US DOJ.
- Oversees full financial program reviews, and Congressional reporting of DEA's Attorney General Exempt Operations (AGEO) – Money laundering.
- Conducts policy analysis, special studies, and surveys covering a broad range of complex agency operations to include executive level management/performance reviews.

DEA-Director/Special Agent in Charge

June 2018 - April 2019

El Paso Intelligence Center- EPIC (Ft. Bliss, El Paso, Texas) - Senior Executive Service - SES

EPIC is a US Government, Drug Enforcement Administration led, multi-agency, intelligence center; staffed by interagency partners (21 current participating Agencies) working in a task force-like environment. EPIC's mission is "to support United States law enforcement through the timely analysis and dissemination of intelligence on threats to the Nation.

- Oversees all aspects of the EPIC Intelligence Enterprise.
- Oversight and management of a Twenty Million Dollar budget.
- Final authority on all personnel matters for 600+ personnel and contractors.
- Command of all law enforcement national intelligence collection and dissemination.
- Response and support for US Intelligence assistance for critical incident and mass casualty incidents.
- Oversee development and implementation of national intelligence sharing initiatives with HIDTA.
- Develops and maintains national security related relationships with Federal, State/Local Law Enforcement Executive personnel.
- Coordination with US Military components, US Government political bodies, elected officials, and foreign executives of State.
- National subject matter expert on emerging security threats and intelligence targeting.
- Principle Board Member or Chairperson for; National De-confliction Council (HIDTA), National Fusion Center Committee, Criminal Intelligence Coordinating Council, Domestic Highway Enforcement (DHE), Motor Vehicle Criminal Interdiction Association (MCVI), The Interdiction Committee (TIC).

Assistant Special Agent in Charge

August 2010 – June 2018

DEA Miami Division - Assigned Command: DEA Orlando District Office - Central Florida Region

Complete oversight of all DEA Enforcement, State/Local Task Force, Intelligence, Regulatory, Personnel, Security, Community Outreach, and Budgeting Operations in the Central Florida region. This encompasses Orange, Seminole, Volusia, Lake, Osceola, and Brevard Counties. This region services a permanent population base in an excess of 3.4 million, in addition to 68 million annual "destination" visitors and covering a land area of 5,600 square miles (larger than the state of Connecticut). Served 8 years as a member of the Central Florida HIDTA Executive Board.

Executive Assistant to the Assistant Administrator/Chief of Intelligence

January 2008 - August 2010

DEA Headquarters - Washington DC

Member of the US Intelligence Community. Direct Oversight and Coordination of classified matters of paramount interest and National Security Concerns to include classified information sharing and exchange protocols. Managing a budget of approximately \$100 million. Direct supervision of 1,200 Law Enforcement and Intelligence personnel, as well as, developing policy for the DEA worldwide Intelligence Enterprise in conjunction with Law Enforcement, US Government entities (US Congress and the Office of the President), and the US Military.

Supervisory Special Agent - SWAT Commander

July 2004 – January 2008

DEA Denver Division

Task Force Interdiction Group /Tactical Special Response Group (High Risk Entry Team)
Denver Field Division - (Colorado, Utah, Wyoming, Montana).

**Supervisory Special Agent, Leadership and Executive Development Unit
DEA Academy, Quantico, Virginia**

May 1999 – July 2004

Responsible for the supervision of all Special Agent Senior Instructors, Special Agent Instructors/Course Developers, State/Local Executives (Leadership Fellows), Employee Development Specialists, Training Technicians, and Unit Assistants. Oversee research, development and implementation of supervisory and executive training programs including management of a Four Million Dollar annual budget.

**Special Agent / Criminal Investigator
DEA Tampa District Office, Miami Division**

April 1991 – May 1999

**Special Agent / Criminal Investigator
Newark Division**

November 1990 - April 1991

Critical Incident Commander for DEA response to State/Federal declared emergencies:

- **Sept 2001:** securing DEA facilities and personnel at the USMC Base in Quantico Virginia and DEA HQ across from the Pentagon in response to 9/11 terrorist attacks.
- **Oct 2002:** Served as Surveillance/Apprehension tactical team leader and Evidence retrieval supervisor on DC Sniper Investigation.
- **Feb/March 2012:** Served as State/Local liaison and DEA response commander to community security response requirements relative to Trayvon Martin Homicide Investigation.
- **June 2016:** Served as the Principal Incident Commander for DEA response and direct Federal investigative involvement with the PULSE Night Club Terrorist Attack in Orlando Florida.

Specialized Training

- DEA Undercover Seminar
- Field Training Agent School
- Instructor Development Course
- Group Supervisor Institute No. 20
- Federal Executive Institute
- Leadership Development Skills
- FBI Assistant Special Agent in Charge Media School
- Supervisor In-Service Program
- DEA Public Information Officer School
- IACP - Rave / Predatory Drug Symposium
- Internet Telecommunications Exploitation Course - SOD
- Florida Sheriff's Association "Diversified Training Program"
- Club Drug / Ecstasy Symposium - New Jersey Prevention Network
- Tactical Instructor Certification - (SWAT)

Professional Organizations

- Elected Chairperson of Central Florida HIDTA Deputy Director Selection Board
- Chairman of Central Florida HIDTA Budget Committee 2010-2018
- Elected Chairperson for the Central Florida HIDTA Executive Committee-2012
- Elected Vice Chairperson for the Central Florida HIDTA Executive Committee-2018
- Voting Member Central Florida HIDTA Operational Review Committee 2010-2018
- Designated as Citizen Diplomat, World Affairs Council of Central Florida
- Member of Seminole County Chiefs Association 2010-2018
- Member of Volusia/Flagler County Chiefs Association 2010-2018
- Member of Orange/Osceola County Chiefs Association 2010-2018
- Member of West Central Florida Chiefs Association 2010-2018
- Member of Central Florida Criminal Justice Association 2010-2018
- Member of DEA Diversion Field Advisory Council (DFAC) -2017
- Member of Orange County Heroin Task Force Board 2015-2018
- Member of Cruise Lines Investigative Association (CLIA) - Cape Canaveral 2016-2018

Education/Professional Training

B.A. Political Science, **Montclair State University**

University of Notre Dame: Mendoza School of Business-2017 SES Leadership Development Program

Harvard University: Leadership and Strategy for Federal Crime Control

US Naval Post Graduate School: Executive Leadership Skills Seminar

University of Virginia: Executive Leadership Seminar

James Madison University: The Four Roles of a Leader, presented by S. Covey

Duke University: Fuqua School of Business Executive Leadership Program

Federal Executive Institute: Leadership Development Skills

Washington DC Metropolitan Police Department: Reduction of the Use of Deadly Force Through Proactive Management and Strategic Planning

REFERENCES

Available upon request