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11 Oct 2017

To Whom It May Concern at City of New Orleans:

The purpose of this cover letter is to convey my deep interest in being considered for the Inspector General position, Office of Inspector General, City of New Orleans.

I have a history of success within the law enforcement and inspector general communities, and look forward to the opportunity to serve the Citizens of New Orleans. I am passionate about doing what's right for the public taxpayer and members of the community – I've been doing that in Albuquerque and for the nation for more than 41 years.

I have served on active duty in the military and in federal civil service for almost forty years, and all of it was in the law enforcement field, with a focus on investigations of fraud, corruption and misconduct. I have been blessed to be the Inspector General of the City of Albuquerque since June 2016.

I have served in progressively increasing levels of responsibility at both the Federal and municipal levels of government. I was the Special Agent-in-Charge for the Air Force Office of Special Investigations office in New England, with oversight of offices in upstate New York, as well. I finished my federal career at the headquarters located Quantico Marine Corps Base, VA, where I had the opportunity to stand up a new office and build a team of professionals to provide oversight and support to fraud investigators at more than 200 locations globally. I had the opportunity to participate at national level working groups and represented my agency on task forces and joint offices of other federal and international law enforcement partners. This new opportunity seems to be a perfect fit for both my experience and passion. My previous agency, AFOSI, structurally fell under the Air Force Inspector General and worked in close collaboration with the Department of Defense Office of Inspector General – I have a long history of working with the Inspector General community.

Since June 2016, I have served as the City Council appointed Inspector General for the City of Albuquerque, and in this position, I've had the opportunity to establish policies, processes and standards, as well as build a robust community outreach program. I have broad authority to provide oversight throughout City government, to include oversight of the Mayor and his Administration, to include 23 departments, as well as oversight of City Council and Council Services. In this capacity, I have conducted oversight reviews of processes, as well as investigations involving non-compliance matters and violations of City ordinances.

Throughout my career, I have worked collaboratively with agency counsel, prosecutors, auditors, analysts and other law enforcement professionals. I have supervised offices with as many as 40 employees, as well as smaller offices with just a few employees – regardless, all of these experiences have enabled me to do what I also love – mentor and facilitate the development of people and prepare them for success.

More than anything though, is the opportunity to serve. I have always been a public servant, and serving the people of the City of New Orleans is very appealing. In my current position, I have been engaged in opportunities to ensure the public has a voice and has the confidence in their government and elected leaders. As the Inspector General for the City of New Orleans, I'll bring that same level of passion to ensure the very best in government services are delivered, while the trust and interests of all Citizens are protected. I am eager to be given this opportunity to make a huge difference and positive impact.

I am a strong leader, which I believe is especially essential from even before I arrive in New Orleans – this new opportunity requires a plan to be developed before the first day. I can do that, as I did for my current opportunity. Additionally, I am an engaged leader – I roll up my sleeves and work with my team on the most important matters to ensure timely delivery of a critical product.

I engage with professionals to benchmark and ensure that I'm up to speed on what is the most current technology, current best practices and to develop a strong network of colleagues to go to for advice and new ideas. I'm also involved in professional organizations – I am a Certified Inspector General (CIG) – I received that certification for my current position – I had two years to obtain it, but elected to get it done before the end of my second month. I'm now on the faculty staff for the Association of Inspectors General (AIG) and was also just nominated for the Board of Directors. I'm also a Certified Fraud Examiner (CFE) and was recently elected to the New Mexico Chapter Board. I've also been nominated to the Board of Regents for the Association of Certified Fraud Examiners (ACFE), and volunteer on the ACFE Advisory Council. I treasure being involved and serving – I'll do the same in New Orleans.

As indicated in my resume, I have the successes, skills, knowledge and experience that would serve the People of New Orleans well as their Inspector General. I have many accomplishments and experience in budgeting, administration, establishing proactive initiatives, building strong relationships, and leading and developing people in a high-speed environment.

My enclosed resume provides greater detail of my experience, accomplishments and skills. I am available for an interview at your convenience and look forward to this exciting and important opportunity. Thank you for your time and consideratior

David T. Harper

DAVID T. HARPER, MPA, CFE, CFCI

Cell: 951-847-0400 Email: dtharper1011@gmail.com

INSPECTOR GENERAL

Results driven successful Inspector General and former federal law enforcement senior leader with proven expertise in the protection of people, assets and programs valued at the multi-billion dollar level. Superb collaboration and liaison skills with strategic partners in City government, law enforcement, audit and intelligence community, at the local, national and international levels. Directed investigations resulting in the mitigation of threats against local and federal government levels, resulting in recoveries of more than a billion dollars.

Core Competencies, Leadership & Management Strengths Include:

- Leader: People & Programs
- Visionary: Strategy & Change
- Consultant: Policy & Processes
- Risk: Compliance & Ethics
- Liaison: Networking & Collaborating
- Team builder: Mentorship & Development
- Innovator: Critical & Creative Thinker
- Flexible: Adaptive & Resilient

PROFESSIONAL EXPERIENCE

Inspector General
City of Albuquerque – Albuquerque, NM – June 2016 to Present

- Directed, guided and mentored staff in support of protecting the public trust for the community of Albuquerque. Provided oversight of public programs, City Departments, employees and contractors to ensure public funds and interests were protected.

- Engaged with elected and appointed City leaders to ensure the Office of Inspector General was properly resourced and had the required authority to execute the mission

- Established policies and procedures upon assuming the IG position – the office did not formal guidelines

- Built critical partnerships with other agencies at all levels of government and established essential professional relationships, while ensuring required independence

- Engaged in outreach with the public and community organizations to raise awareness of the OIG purpose and mission

- Directed investigations and reviews on matters within the OIG purview to ensure transparency, integrity and strengthen the public trust and confidence in City Government.

- Established a training program to ensure investigators maintained expertise and relevance to the changing threat landscape

Chief, Economic Crimes Investigations
Air Force Office of Special Investigations (AFOSI) - Washington, DC - 2008 to 2016

Directed and guided staff support to field and region level offices at more than 200 locations world-wide; engaged in 500+ financial crime investigations, while protecting $100+ billion Air Force budget, from a wide spectrum of economic crime threats.

- Built high performing proactive investigative & analytical team focused on enabling field investigations of complex financial crime & corruption
- Instrumental in reorganization of AFOSI's centralized capability to deter, prevent and fight fraud and corruption
- Collaborated closely with federal partners to benchmark and share strategic & tactical level information to fight economic crime
- Partnered with Financial Crime Enforcement Network (FinCEN) by detailing agent to center to exploit Bank Secrecy Act data
- Strengthened and closely collaborated with the Air Force Audit Agency to enable successful outcome of complex fraud investigations & to build holistic fraud threat/risk assessments
- Partnered with Department of Justice Main Justice to ensure efficient resolution of priority economic crime investigations and corruption matters
- Built comprehensive Economic Crime unit responsible for overseeing and directing all operations and investigations involving economic crime against the Air Force
- Directed first ever, Air Force wide Economic Crime Threat and Risk Assessment

Special Agent-in-Charge
Air Force Office of Special Investigations - Boston, Massachusetts - 2005 – 2008

Successfully led 40+ agent office with locations across a ten-state area, in the execution of a broad investigative and security mission; included protection of more than 3,000 military and civilian personnel and over $3 billion of government assets and resources.

- Expertly managed $100K operational budget that covered seven satellite offices
- Directed successful investigations of a variety of crimes to include corruption, embezzlement, fraud and crimes of violence as well as matters impacting national security
- Ensured 3-Star General and Air National Guard Commanders in seven states were kept apprised of all significant matters impacting their equities
- Forged new relationships with key prosecutors, law enforcement & intelligence agencies at all levels of the government, resulting in the prosecution of more than twenty investigations
- Netted a high-profile $600 million settlement with a major corporation and imprisonment of a top government official and senior executive for bribery and conflicts of interest
- Directed multiple Vulnerability Assessments leading to security enhancement
- Directed Fraud Risk Assessments of critical programs ensuring the protection of assets

Special Agent
Air Force Office of Special Investigations - Multiple Locations - 1981 – 2004

Expertly investigated more than 200 complex financial crimes against the government, to include public corruption, fraud, and embezzlement, resulting in a combined recovery of more than $300 million and imprisonment of convicted criminals.

- Strategically collaborated closely with federal prosecutors, auditors and subject matter experts to bring successful resolution to numerous investigations
- Executed high level multimillion dollar fraud investigation against government contractor resulting in a $35 million settlement
- Provided testimony in both courts and the Grand Jury

Criminal Justice Instructor
University of Phoenix - Phoenix, Arizona (Online) - 2002 - Present

Taught more than 90 criminal justice classes to include: "Introduction to Criminal Justice," "Organized Crime," and "Criminal Procedure." Created syllabi, course policies and assignments. Provided review and feedback of collegiate research papers; engaged in topic discussions and mentoring as well as providing course grades to more than 800 students.

EDUCATION, AWARDS & CERTIFICATIONS:

Master of Public Administration: California State University-Dominguez Hills, Carson, CA

Bachelor of Science: Criminal Justice, California State University, Sacramento, CA

Air Force General Counsel's Award: Recognized by Air Force General Counsel for critical role in forging partnership with Air Force legal and acquisition leaders with purposes of attacking economic crime threats facing the Air Force

Outstanding Civilian Career Service Award: Recognized for significant accomplishments, leadership, unusual competence, and significant impact upon the Air Force mission throughout my career

Certified Fraud Examiner (CFE): Member of Association of Certified Fraud Examiners, 2009-Present

Certified Financial Crime Investigator (CFCI): Member of International Association of Financial Crime Investigators, 2009-Present

November 13, 2017

City of New Orleans Ethics Review Board
c/o Robert E. Slavin, Slavin Management Consultants
3040 Holcomb Road, A1
Norcross, Georgia 30071

RE: City of New Orleans Inspector General

Dear Mr. Slavin,

Please accept this letter and attached resume' as my request to be considered for the position of Inspector General for the City of New Orleans.

You will note that I have significant experience as an inspector general having served over four years as Chief Inspector General for the State of Florida reporting directly to Governor and responsible for providing a central point for the coordination of all activities promoting accountability, integrity and efficiency in state government. For six years I was the Inspector General and Director of Compliance for the State University System of Florida Board of Governors, a new position established in 2007 to meet the mandate of promoting accountability, integrity and efficiency in audit and compliance matters for Florida's twelve public universities, which at the time, served more than 325,000 students, with a combined annual budget of over $11 billion dollars and approximately 62,000 employees.

As Chief Inspector General I conducted audits and investigations designed to detect, deter, and prevent fraud, waste, and abuse, provided oversight and supervision of the inspectors general in seventeen executive branch agencies while acting as liaison for the Executive Office of the Governor with the Florida legislature and other state and federal agencies regarding any matters related to achieving the goal of enhancing public trust in government. In addition, I served as the Governors designee in monitoring approximately 55 governmental entities in a state of financial emergency and regularly provided testimony to State legislative committees considering new laws impacting the inspector general community

As Inspector General for the State University System I provided operational, planning and technical support to the Board of Governors Task Force on FAMU

Finance and Operational Control Issues whose mandate was to restore public trust in a state university beset by allegations of fiscal mismanagement, inadequate internal controls, and lax oversight. I led a team of financial, budget, audit, compliance and informational technology experts charged with validating and verifying the university had implemented effective corrective actions to resolve over 100 adverse audit findings. The project was completed on time and under budget including submission of a comprehensive report to the Governor and legislature summarizing the Task Force's findings and recommendations. In 2013 I led a team of eight investigative and audit professionals that completed an investigation of allegations of misconduct and lack of institutional controls related to a state university's anti-hazing program that was initiated after the tragic death of a student.

I am keenly interested in leveraging my experience in management to assist the City of New Orleans and the Office of Inspector General achieve its goal of implementing effective, efficient programs designed to enhance and improve compliance with applicable statues, regulations, policies and procedures. I would appreciate the opportunity to interview with the Ethics Board to discuss in detail my qualifications for the position of Inspector General.

As you can see from my resume, I would bring to any organization a unique scope and depth of public and private sector experience in a variety of disciplines—legal, compliance and policy related. As Corporate Counsel with BellSouth Corporation (now AT&T) I counseled senior management on employment and labor issues, reviewed various types of civil claims, interpreted contract provisions and managed a network of attorneys in nine states processing 50 to 60 cases a year resolving over 98% prior to trial.

As an Assistant United States Attorney I led major interagency investigations of companies and individuals charged with criminal fraud in government programs resulting in the convictions of 56 individuals in a prosecution of USDA programs and five private businesses in a HUD case. As an Assistant District Attorney General I acted as Senior Attorney in the Child Support and Welfare Fraud unit supervising one attorney and a staff of 20 processing between 1000 to 5000 cases each year and reaching settlement on approximately 300 to 500 cases per year. As an Assistant City Attorney I provided advice and counsel to the Mayor of Memphis, Tennessee and various departments and commissions including the Human Relations Division and Pension Board.

In addition, I have substantial experience acting in a fiduciary capacity as a trustee and alumni officer at Davidson College, a four year private institution of higher education located in Davidson, North Carolina. I served for six years as a member of the Board of Trustees and a two year term as President of the Alumni Association. My service as a Trustee included membership on the Academic and Educational Policy Committee charged with final approval of faculty candidates for tenure and the Audit and Budget Committee responsible for approval of the College's operating budget and reviewing the annual independent audits of the College's financial condition. As Alumni Association President I initiated several outreach programs designed to increase alumni participation in the Davidson College experience and represented the Association on the Board of Trustees.

I would bring to the position of Inspector General a style of participatory management that would advance an exceptional atmosphere of teamwork and productive outcomes. I am committed to the delegation of responsibilities and providing opportunities for staff to excel in performing their responsibilities as well as holding those individuals accountable. I work well with others and I am experienced in managing large, complex organizations. In addition, I believe the Ethics Board shares my steadfast commitment to accountability, integrity, efficiency, respect for the individual and an unwavering adherence to the highest standards of ethical conduct.

Should you require any additional information, including professional references, I can be reached at harperderryz@outlook.com or by phone at 404.583.3200. I would appreciate you keeping this application confidential, unless necessary to comply with Ethics Board policies or applicable laws or regulations Thank you for your consideration and I look forward to hearing from you.

Sincerely,

Derry Harper

Derry Harper

Derry Harper
2056 Traemoor Village Drive
Nashville, Tennessee 37209
(404) 583-3200
harperderryz@outlook.com

OBJECTIVE

A leadership position utilizing my skills in **Decision Making/Problem Solving / Compliance/Audits, Corporate Legal Management, Criminal Prosecutions/Investigations Public Affairs/Business Planning,** in order to :

- manage the allocation of resources to achieve planned objectives
- enhance public trust in government
- create a network of outside counsel to resolve legal issues
- develop enterprise goals and strategies

QUALIFICATIONS

Qualified by over 30 plus years professional experience in:

- Compliance/Audit/Investigation
- Corporate Legal Management
- Litigation Management
- Executive Presentations
- Public Affairs/Business Planning
- Community/Industry Relations
- Budget Management
- Decision Making/Problem Solving
- Employee/Labor Relations
- Diversity Management
- Criminal Prosecution
- Client Relations

EXPERIENCE

Assistant District Attorney General
Office of the District Attorney General-Nashville, TN 2014-

Assistant City Attorney
City Attorney-Memphis, Tennessee 2013-2014

Inspector General, Director of Compliance 2007-2013
Board of Governors State University System of Florida, Tallahassee

Chief of Internal Audit & Investigations
Citizens Property Insurance Corporation 2006-2007

Chief Inspector General, Internal Audits and Investigations 2002-2006
Office of the Governor, Tallahassee, FL

Corporate Counsel, Labor Relations and Employment Issues 1996-2001
BellSouth Advertising & Publishing Corp., Atlanta, GA

Corporate Counsel, Federal Regulatory and Litigation 1993-1996
BellSouth Cellular Corp., Atlanta, GA

General Attorney, Corporate Litigation 1988-1993
South Central Bell Telephone Co., Nashville, TN

Assistant U.S. Attorney, Criminal and Civil Litigation 1982-1988
Middle District of Tennessee, Nashville, TN

Assistant District Attorney General, Child Support/Welfare Fraud Division 1980-1982
Assistant District Attorney General, Juvenile Court Division 1979-1980
Davidson County, Nashville, TN

Legal Intern, Special Prosecution Unit, District Attorney General 1979
Davidson County, Nashville, TN

Law Clerk, District Attorney General Office (Summer Positions) 1978-1979
Davidson County, Nashville, TN
Shelby County, Memphis, TN

EDUCATION, HONORS, PROFESSIONAL

J.D., Vanderbilt University School of Law, Nashville, TN 1979
Activities: Moot Court Board, Vice President, Black American Law Students Association

B.A., Davidson College, Davidson, NC 1976
Major: Political Science
Activities: Varsity Track; President, Black Student Coalition, College Union Board
Honors: Who's Who in America Colleges and Universities; Member, North Carolina Fellows.

Additional Professional Development: 12+ hours Continuing Legal Education each year 1979-2001, Intellectual Property Management, Electronics Communication Training, Long Distance Compliance, Our Competitive Marketplace, Achieving Peak Performance, Leadership and Values, Disk Operating System, Personal Computers, (BAPCO, Atlanta, GA).U.S Department of Justice Trial Advocacy and Appellate Courses

Certified Inspector General/Association of Inspectors General Institute	2002-Present
Member/Board of Governors National Bar Association	1989
Member Board of Directors, YLD Federal Bar Association	1986-1989
Member/Past President, Nashville Chapter, Federal Bar Association	1982-Present
Member/Past President, Napier-Looby Chapter, National Bar Association	1979-1988
Member, Tennessee Bar Association	1979-Present
Member, Board of Trustees, Davidson College	2004-2008; 1995-1997
Member/Past President, Davidson College Alumni Association	1996-1997
Board Member/Past President, Edgehill Community Center	1986-1991
Member, Board of Directors/Association of Inspectors General	2003-2007

ACHIEVEMENTS

Investigations/Compliance/Audit

Led major interagency investigations of alleged violators of the public trust for the U.S. Attorney's Office for the Middle District of Tennessee. Reviewed alleged violations of statutes, prepared legal documents required to initiate prosecution and gathering of facts, filed documents for civil litigation, and argued cases in Federal Court. Obtained conviction of 56 violators in a food stamps fraud investigation; and also obtained conviction of five private business people involved in a HUD housing financing scheme.

Led an eight-person team of professionals, including sworn law enforcement officers, that completed a 12-month investigation of allegations of misconduct and lack of institutional and internal controls of a major Florida public University's anti-hazing program initiated after the death of a student which determined University's investigations of complaints of hazing and administration of student discipline were inadequate. In response to the Report of Investigation's 40 findings of internal control deficiencies, University implemented comprehensive overhaul of complaint, investigations and administration of student discipline, including allocation of additional personnel and financial resources.

Managed a team of auditing, and information technology professionals in a 12 month compliance project designed to determine if a major state university had implemented adequate and effective controls to address over 100 critical fiscal and operational deficiencies identified in a series of critical audits. Determined that of 72 corrective actions in place a sufficient period of time to be subjected to a systematic reliable validation and verification process 92% were operating at a satisfactory level and 8% needed improvement or additional time to mature or become institutionalized. Made several recommendations for continued improvement in enterprise information technology and revision of internal audit plan to include all areas needing improvement.

Provided primary professional staff support to nine member higher education task force charged with restoring financial and operational integrity and security to major state university. Drafted and implemented task force action plan; managed internal work group, state university system action teams and auditing services firm that conducted a systematic validation and verification process designed to assess the effectiveness of over 100 corrective actions and prepared interim and final task force report submitted to the Governor and legislative leadership. Based in part on the task force report university successfully petitioned college accreditation agency to lift probationary status.

Managed internal audit and investigation unit reporting to the Governor of the State of Florida. Collaborated on administration goals, provided monitoring and oversight of State of Florida Inspector Generals, conducted audits and investigations, and managed internal fraud and misconduct cases. During a one year period reviewed over 600 complaints and conducted approximately 30 investigations of misconduct meeting the criteria of the State Whistleblower Act.

Led an interagency internal audit group for the State of Florida. Directed audit of contract practices, defined recommended changes to procurement system, collaborated on drafting new legislation, and designed and administered training programs for state procurement professionals. Actions taken led to major effort to reform contract and procurement practices which, when adopted will lead to several million dollars in annual cost avoidance.

Directed the processing of child support and welfare fraud cases for the Office of the District Attorney General in Nashville, Tennessee. Reviewed allegations and facts, assigned case managers, developed legal strategies, conducted discovery, arranged settlement discussions, negotiated terms of paternity orders, filed cases in state of custodial parent, and tried cases before Circuit or Paternity courts and before juries. Supervised a staff of 1 attorney, 8 case managers and 12 administrative staff processing 1,000 to 2,000 cases each year reaching a settlement on 300 to 500 cases.

Corporate Legal Management/Telecommunications Technology

Counseled senior management on employment and labor issues for the leading Southeastern U.S. telecommunications company. Reviewed discrimination claims, labor grievances and National Labor Relations Board charges, interpreted contract provisions, researched Federal and State statutes, developed legal strategies, retained outside counsel, and supervised the processing of claims. Managed a network of attorneys in nine states processing 50 to 60 cases each year resolving 98% of cases before trial.

Organized a copyright infringement litigation team to respond to alleged violations against the leading Southeastern U.S. telecommunications communications company. Reviewed lawsuit, developed a litigation team of legal counsel and subject matter experts, directed analysis of documents, planned defense strategies, and managed settlement negotiations and the litigation process. The plaintiff alleged 524 instances of copyright infringement in this $48 million lawsuit and actions taken led to saving the company millions of dollars in alleged damages.

Managed employee claims, copyright infringement, breach of contract, and administrative claims litigation for the leading Southeastern U.S. telecommunications company. Reviewed grounds for litigation, formulated legal strategy, retained legal counsel and expert witnesses, directed preparation of pleadings, monitored proceedings and trial, and managed company exposure. Over a twelve year period, managed a continuing caseload of 60 to 70 cases reaching disposition of 10 to 20 cases each year, resulting in an average $200,000 cost avoidance per case.

Public Affairs/Business Planning

Planned and **managed** the renewal of FCC licenses for the cellular communications division of the leading Southeastern U.S. telecommunications company. Reviewed business operations, analyzed regulatory compliance history, prepared and filed renewal applications, and responded to FCC requirements. Led the successful renewal of licenses in the top 20 Southeastern metropolitan markets, including metro areas of Atlanta, Miami, New Orleans, Orlando, Jacksonville, Nashville, Memphis, Louisville, Birmingham, and others.

Participated as legal advisor in the 1998 labor and management bargaining sessions for the leading Southeastern U.S. telecommunications company. Played a critical role on the pre-bargaining team, advised team members on contractual and legal issues, provided legal counsel during bargaining team negotiations, and prepared company defense in case of unlawful union activity. Approximately 60 days of bargaining led to a three-year contract optimizing management interest and avoiding a costly labor strike.

Reengineered the operations of Edgehill Community Center. Served as Board Member and President, designed business plans and budgets, planned and directed fundraising events, and provided advice to program director. Over a three year period guided this non-profit organization targeting assistance to disadvantaged youth increasing the annual budgeted resources to $300,000 or by 20%, and strengthening its relationship with government and private funding agencies.

Decision Making/Problem Solving

Served six years as a member of the Davidson College Board of Trustees and a two year term as President/President Elect of the Board of Directors of the Davidson College Alumni Association. As Board of Trustees Academic and Educational Policy Committee member approved or rejected faculty candidates for tenure and as a member of the Audit and Budget Committee approved annual financial audit, budget, annual report and internal audit plan. As Alumni Association President collaborated in defining alumni areas of participation, served as invited speaker, and designed or revised alumni web page and other communications media. During a two-year period increased alumni participation.

Managed the legal proceedings leading to collection of damages to telecommunications cable conduit and facilities caused by leaking underground gasoline storage tanks owned by two oil companies. Reviewed operating loss, filed a suit in State Court, completed discovery, and led the negotiation of a settlement. Actions taken resulted in a $400,000 settlement providing total recovery of property damages.

Richard David Holmgren
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Robert E. Slavin
Slavin Management Consultants
3040 Holcomb Road A1
Norcross, Georgia 30071

September 15, 2017

SUBJECT: City of New Orleans Inspector General

Dear Mr. Slavin,

I have had the opportunity for over 13 years to serve in more responsible Inspector General positions across two Federal departments and one State agency involved in significantly different operations and business lines. Each position has given me a different perspective of the Inspector General community while helping to implement and execute complete oversight of multi-billion dollar world-wide operations. I have twice been asked to establish an Inspector General office; each opportunity has required that I establish working relationships with stakeholders that have allowed each office to be successful. I believe I have the knowledge and demonstrated experience to be successful as the Inspector General for the City of New Orleans.

Most recently, I have served as the Deputy Inspector General for the Texas Health and Human Services Commission. In that position, I led a team of medical professions, auditors, investigators, and inspectors providing oversight of Medicaid programs providing services to over 3.5 million Texans at an annual cost of over $40 billion. Additionally, my staff conducted compliance inspections and performance audits of the $3.8 billion Women, Infants, and Children (WIC) supplemental nutritional program providing support to approximately 840,000 Texans.

I entered the Senior Executive Service and was named the Deputy Inspector General for Inspections and Evaluations for the Treasury Inspector General for Tax Administration (TIGTA) in November 2008 and served through 2014. TIGTA is a federal law enforcement agency with responsibility for oversight and protection of the United States Internal Revenue Service (IRS). I led a multi-disciplined team of auditors, inspectors, evaluators, and investigators responsible for conducting compliance-focused inspections and program evaluations of IRS operations and facilities. Reports were completed on average in less than 120 days and report production increased over 200% during the last two years. I established excellent relationships with Congressional staff members through recurring briefings and updates; these meetings have allowed me to more proactively respond to Congressional inquiries and plan projects that have the biggest impact on Congressional and IRS concerns affecting tax administration. I led an annual risk assessment of IRS programs and developed project plans based on the top management challenges facing the IRS. Additionally, I represented TIGTA and the Inspector General community through ethics briefings at national tax forums and conducting investigations of potential fraud, waste, abuse, and mismanagement across the Federal government under the auspices of the Federal Bureau of Investigation's Integrity Committee. I excelled at providing executive leadership to my staff and throughout TIGTA. Goals tied to organizational priorities and the TIGTA strategic plan allowed individuals to recognize how their work impacted the success of the Agency. This success was evidenced by TIGTA's high standing (8^{th} of 314 Federal sub-agencies) in the Partnership for Public Service *Best Places to Work in the Government* publication.

From March 2006 to November 2008, I served as the Deputy Inspector General of the Marine Corps (IGMC). I served in a credentialed Inspector General position with the authority to conduct administrative and criminal investigations, inspections of missions, programs, functions, systems or operations, and reporting of the efficiency of the Marine Corps and its preparedness to support military operations. I directed a staff of investigators and inspectors responsible for the oversight of over $27 billion dollars and advised the Secretary of the Navy and the Commandant of the Marine Corps on significant issues.

As the first Inspector General for the Navy`s shore installation command, I developed a complete oversight program from the ground up. Working with the agency`s senior leadership, I prioritized compliance and oversight programs, worked with regional commanders and financial staff to identify the required funding, and then conducted a series of briefings to the Resource Allocation Board to achieve all necessary funding. I directed a staff of evaluators in sixteen regions and ninety-eight locations conducting assessments of programs based on identified internal management control weaknesses as they affected day-to-day operations of installation management activities. These activities included public safety, public works and facilities, airfield operations, human resources, personnel support (including libraries and child development centers), environmental protection, budget and finance, public affairs, logistics and maintenance, and communications and information technology.

While Inspector General at the Office of Naval Intelligence, I directed the development, completion, and staffing of evaluations and assessments of intelligence and financial activities. In my last Air Force active-duty assignment, I served as the Deputy Inspector General overseeing a $4 billion annual acquisition command in Massachusetts.

I have had numerous opportunities to prepare written statements and executive correspondence for Congressional hearings and semi-annual reports. Additionally, I have drafted agency responses for proposed legislation involving whistleblower protection changes and program oversight. My military career focused on organizational analysis and process reengineering; my last command was selected best in the Air Force. I was designated a Certified Inspector General by the Association of Inspectors General in 2005 and I currently serve on the AIG Board of Directors. In my role as a Board member, I am currently serving on a subcommittee that is reviewing and updating the principles and standards for inspections, evaluations and reviews. In 1998, I served as the United States representative to the NATO Manpower Study Team responsible for the reorganization of all NATO military headquarters.

My extensive Inspector General experience and a track record of successful implementation of Inspection General programs is ideally suited to the needs of the City of New Orleans Office of the Inspector General. I look forward to having the opportunity to further highlight my accomplishments as the recruitment process moves forward.

R. David Holmgren

R. DAVID HOLMGREN

PERSONAL INFORMATION:

Richard David Holmgren
306 Amiata Avenue, Lakeway TX 78734-5296
Home: (512) 401-3971
Mobile: (703) 517-4123
Home email: rdholmgren@twc.com

EDUCATION:

University of Maryland, College Park MD	80sh
Golden Gate University, San Francisco CA	BS in Management
Oklahoma City University, Oklahoma City OK	18sh in Accounting
Creighton University, Omaha NE	MA in International Relations
George Mason University, Fairfax VA	24sh towards Doctorate of Arts

WORK EXPERIENCE:

Deputy Inspector General for Inspections and Evaluations
Texas Health and Human Services Commission 2015—2016
Office of Inspector General, Austin TX

- Led a team of medical professions, auditors, investigators, and inspectors providing oversight of Medicaid programs providing services to over 3.5 million Texans at an annual cost of over $40 billion. Conducted compliance inspections and performance audits of the $3.8 billion Women, Infants, and Children (WIC) nutritional program providing support to approximately 840,000 Texans.
- Provided proactive alternatives to investigations and audits through an ongoing risk assessment process that focused on emerging issues within the Health and Human Services enterprise. Identified recommendations for the more effective and efficient operation of programs and worked with legislature and other stakeholders to implement proposals.

Deputy Inspector General for Inspections and Evaluations
Treasury Inspector General for Tax Administration, Washington, DC 2008—2014
Senior Executive Service (ES-340)

- Led a team of auditors, inspectors, and investigators responsible for producing quick turn-around, compliance-focused inspections and process reviews of Internal Revenue Service (IRS) facilities, operations, human services, and programs using leading-edge processes.
- As the first executive named to TIGTA's newest function, developed operating procedures and performance metrics necessary to conduct a risk and opportunity assessment of IRS operations, developed staff training objectives, and restructured internal staffing requirements to best support the organizational mission. Increased the number of reports by 200% and reduced report timelines to less than 105 days during the last two years.
- Developed budget inputs and briefed OMB and Treasury budget examiners on TIGTA mission and program requests. As a member of the TIGTA Investment Review Board, reviewed and approved the allocation of TIGTA's $157 million annual budget.
- Briefed House Ways and Means, House Oversight and Government Reform, Senate Finance, and Senate Budget Committees about ongoing projects and responded to Congressional requests and hearings as appropriate. Prepared IG testimony and prepared the IG for hearings. Featured ethics speaker at National Tax Forums.

Deputy Inspector General of the Marine Corps
Headquarters U.S. Marine Corps, Washington, DC 2006—2008

- Directed Inspector General oversight programs that included inspections, assessments, evaluations, investigations, external oversight, internal controls, and audit liaison for over 212,000 military and civilian positions and almost $27 billion of annual total obligation authority. Acting Inspector General of the Marine Corps Jan - Sep 07 and Sep - Nov 08.
- Responsible for the direction of a 28-person staff providing oversight, policy, compliance and execution of inspections, intelligence and non-intelligence sensitive activities, assistance and investigations, and readiness evaluations and assessments for the world-wide operations of combat and combat support Marine Corps organizations. This included providing the full range of administrative and technical assistance required by the staff covering the areas of fiscal, supply, training, management information, human resources and resource management.
- Represented the Inspector General of the Marine Corps as a member of the Defense Council on Integrity and Efficiency and advised the Secretary of the Navy and the Commandant of the Marine Corps on significant issues affecting the efficiency and effectiveness of the Marine Corps. Represented IGMC on the Sensitive Activities Review Board.
- Fiscal responsibilities included the development, coordination, and execution of the annual budget. Development included reprogramming based on organizational needs and securing additional resources from the Department of the Navy when mission requirements changed.

Inspector General
Commander, Navy Installations Command, Anacostia Annex, DC 2004—2006

- Directed Inspector General oversight programs that included inspections and investigations, command evaluations and audits, external oversight and audit liaison for over 72,000 military and civilian positions and $11 billion annual total obligation authority through sixteen regional IGs and their staffs at 98 Navy installations. Awarded the Navy Superior Service Award.
- As the first IG for the newest Navy command, initiated a series of integrated process teams to develop a capability based budget to baseline oversight requirements. Instructed prospective commanding officers on Inspector General lessons learned, ethics, and special interest items.
- Conducted reviews of installation support activities (e.g., human resources, personnel support, financial, port operations, environmental, public safety, facilities, anti-terrorism/force protection) and made recommendations for program improvements and corrective action. Recommended courses of action led to improved administrative processes and operations while improving efficiency and effectiveness.
- Set priorities and directed the completion of almost 850 annual Department of Defense and Navy hotline investigations and Congressional inquiries, coordinated over 50 GAO, Naval Audit Service, and DoDIG engagements, and developed enterprise-wide assessments of base operating support programs and processes to detect and prevent fraud, waste, and abuse.
- Conducted enterprise-wide training and certification of IG personnel and issued credentials to investigators. Approved all investigation reports and assessments and briefed senior leadership on required actions and recommendations.

Inspector General
Office of Naval Intelligence, Washington, DC 2003—2004

- Directed a team of high-grade investigators and program evaluators conducting inspections, investigations, and internal reviews on all aspects of Naval intelligence programs, processes, and policies for an organization with over 2,800 personnel at 11 major operating locations and an operating budget exceeding $400 million.
- Managed Inspector General oversight programs that included fraud, waste, and abuse investigations, command evaluations and audits, external oversight and audit liaison with GAO, DoDIG, and the Naval Audit Service, Management Control Program certification, intelligence oversight, and Posse Comitatus Act support.
- Conducted reviews of Naval intelligence operations, resources (e.g., finance, procurement, supply, manpower) and security and made recommendations for program improvements and corrective action. Recommended courses of action led to improved administrative processes and operations while improving efficiency and effectiveness.
- Developed program metrics, trained intelligence personnel on inspector general issues and programs, and briefed senior Navy intelligence leadership on inspection and investigation results and proposed corrective measures necessary to ensure all employees had the best facilities and workplace environment.

Deputy Director, Manpower Resources
Chief of Naval Operations (N122B), Washington, DC 2001—2003

- Directed 38 military and civilian manpower analysts in five sections providing complete requirements validation, programming, and data systems support for over 625,000 active, Reserve, and civilian personnel in 25 commands for the Chief of Naval Operations.
- Developed the Manpower Baseline Assessment Memorandum for the Navy budget submission, quantified and programmed all manpower for the Navy Student Account, analyzed officer and enlisted requirements and grade allocations, and directed manpower analysts conducting requirements validation for the Total Force manpower program. The Fiscal Year 2004 assessment was the first attempt to include total force (active, Reserve, and civilians) manpower requirements into a single document for consideration during the Navy's budget development.
- Managed the day-to-day operations of the Navy's Total Force Manpower Management System and ensured DoD end strength controls were maintained throughout the fiscal year.
- Served as the Navy representative to the Under Secretary of Defense (P&R) working group developing DoD-wide procedures for manpower management. Briefed the Chief of Naval Operations on proposed manpower changes prior to Joint Chiefs of Staff planning sessions.
- Immediately after September 11th, developed a plan to document increased anti-terrorism/force protection (AT/FP) manpower requirements. Working closely with the Reserve manpower advisor, provided senior Navy leadership an execution plan for the mobilization of Reservists to support AT/FP shortfalls in the active force.
- Directed the development and review of the Inherently Governmental/Commercial Activities inventory for Navy Personnel. Awarded the Navy Meritorious Service Award.

Senior Strategic Planning and Business Process Improvement Consultant
MTL Services International, Inc., Fairfax, VA 2000—2001

- Delivered strategic analysis, resource planning, and problem solving expertise to achieve Department of Defense milestones leading to improved acquisition reform initiatives and business practice redesign through key action plans and effective performance management.
- Assessed the organizational management structure of the Electronic Systems Center (ESC) to initiate, implement, and monitor improvement initiatives supporting changes to ESC's corporate board structure. Trained government personnel in the use of quality process analysis techniques and the Government Performance and Results Act. Developed the Fiscal Year 2002 ESC Strategic Plan and led transformation workshop seminars.

Deputy Inspector General
Electronic Systems Center, Hanscom Air Force Base, Massachusetts 1999—2000

- Managed the resolution and mediation of complaints and related non-criminal investigations for 10,000 personnel assigned to the USAF Center of Excellence for Command and Control.
- Investigated and resolved over 100 complaints involving mismanagement, unprofessional conduct, harassment and hostile work environments, and fraud, waste, and abuse. Evaluated and analyzed evidence and recommended workable strategies, actions, and policies to help the organization achieve its commitment that all personnel are held to the same standards.
- Developed compliance inspection criteria for a complete self-assessment of a 5,000 person headquarters and led a 40-member team responsible for the evaluation of all security, human resources, financial, logistical, and system acquisition functions.

Director, Manpower and Personnel
Allied Forces Southern Europe, Naples, Italy 1995—1999

- Directed an international staff of specialists responsible for the programming, validation, and management of over 4,500 military and civilian positions within NATO's Southern Region—one headquarters and seven subordinate operational organizations in four countries.
- Developed a training module for NATO's Contingency Planning Course and taught quarterly classes to 50 senior multi-national defense planners at the NATO School (SHAPE).
- Directed manpower and personnel actions for NATO operations in Croatia and Bosnia-Herzegovina. Provided senior NATO leaders with options on how to best organize eight headquarters while minimizing costs. Conducted daily operational briefing for senior leadership on all staffing actions, organizational design and development issues, and casualty reporting. Negotiated on behalf of NATO with the Croatian Ministry of Labor and Social Welfare on recruitment, compensation, and training for local nationals.
- The sole United States representative to the thirteen-nation NATO Manpower Study Team. Analyzed and determined manpower requirements for twenty organizations in thirteen countries through a combination of on-site interviews, benchmarking, and organizational design initiatives that resulted in a 60% reduction of organizations and over 1,000 positions.
- Personally recognized by the Chairman of the Joint Chiefs of Staff and the Chairman of the NATO Military Committee.

Senior Manpower Requirements Program Manager
Headquarters United States Air Force, Pentagon, Washington DC 1992—1995

- Successfully directed the complete process reengineering of 600,000 positions using the objective wing manpower determinant process. Guided the pioneering concept that replaced the 30-year old management engineering methodology. Developed a game plan to meet aggressive senior leadership timelines and customer expectations within available resources.
- Project manager for the development of an $11 million modernized worldwide manpower data system. Directed the operational test and evaluation program and administered contract requirements with a multi-discipline systems development team and associated contractors.

Commander, Air Force Manpower and Personnel Management Engineering Team
Air Force Management Engineering Agency, Randolph Air Force Base, TX 1991—1992

- Successfully resolved critical, sensitive resource utilization issues to include identifying organizational and process changes required to reduce personnel costs and effectively consolidate base support activities for over 45,000 positions in all Personnel, Services, and Manpower and Organizations activities throughout the Air Force.
- Facilitated fifteen process improvement workshops with functional experts from twenty different organizational activities that ensured a bottoms-up involvement of all personnel and rapid agreement of all involved; completed all studies within eight months of initial tasking.
- Unit was selected as the Best in the Air Force for 1991!

Chief, Research and Analysis Division
Air Force Management Engineering Agency, Randolph Air Force Base, TX 2/25/88-5/30/91

- Carried out research and analysis on the most efficient and effective use of manpower resources. Prepared a detailed analysis for the AF Chief of Staff on Desert Shield/Desert Storm basing options and personnel requirements to determine how to reduce total costs.
- Led consultant studies and developed scientific methodologies to evaluate current or proposed personnel systems and procedures, personnel availability and leave factors, and the impact of institutional gapping of positions on mission effectiveness.
- Team leader for a consultant study to validate manpower savings associated with implementation of a new public works computer system. Conducted extensive interviews and surveys to establish baseline requirements and subsequent improvements to operations.

Various Air Force assignments

Manpower Acquisition Program Manager in Nebraska	1984-1988
Commander of units in Ohio and Nebraska	1980-1982 and 1983-1984
Missile Combat Crew Commander in Missouri	1982-1983
Management Engineering Officer in Oklahoma	1978-1980

Job-related Skills/Certificates:

- Top Secret security clearance with favorable Single Scope Background Investigation
- Certified Inspector General by the Association of Inspectors General—2005

Job-related Accomplishments:

- U.S. Air Force Lieutenant Colonel -- retired
- Department of the Navy Meritorious Civilian Service Medal, 2003
- Department of the Navy Superior Civilian Service Medal, 2006
- Member, Association of Inspectors General; member, AIG Board of Directors

City of New Orleans Ethics Review Board
525 St Charles Avenue
New Orleans, LA 70130
July 11, 2017

Attention Ethics Review Board:

I appreciate the opportunity to compete for the position of Inspector General. I have been doing this type of work for 30 years and I believe that I have the experience, integrity and independence to lead the OIG. To accomplish this, one must lead by example and I have conducted my professional career, without exception, in an honest, fair, impartial manner. As the Board is aware, in March of this year, I was approached by an OIG employee who reported numerous allegations against an OIG executive manager. The allegations detailed egregious behavior that went unaddressed for several years. I conducted a thorough administrative investigation. The current Inspector General (IG) refused to accept any of the OIG employees' complaints, contained in the subsequent report, as being legitimate. In fact, the IG refused to even consider the more than 900 pages of supporting documentation, instead he chose to attack my credibility by claiming I "may have a personal impairment." I handled this matter in a fair, impartial manner and I stood for the 10 current and former OIG employees that came forward and voiced their complaints because they could not stand for themselves against the IG. I did this without thought of what it might cost me personally because it was the right thing to do. That is the essence of what an IG should be, doing the right thing regardless of personal consequences.

I have spent most of my career fighting public corruption and fraud. I have spent over 23 years doing this for the FBI and the last six years doing this for the City of New Orleans as the Assistant Inspector General for Investigations. I previously served as the Public Corruption Supervisor for the FBI in New Orleans. I also served as the Assistant Special Agent in Charge of the FBI, overseeing all public corruption and Government fraud cases in the state of Louisiana. I have been able to utilize that experience and lead the Investigations and Audit Divisions of the OIG. I personally developed the investigative strategic plan for the OIG which has led to unprecedented results. A prime example of this would be the New Orleans Police Departments Special Victims Section which investigated all sex crimes. This Unit had an abysmal record of underreporting and not addressing rapes and it had been going on for years. I was able to document and prove (for the first time) that this was actually happening. I was also able to maintain a very cooperative professional relationship with NOPD management which led to significant positive changes. The Federal Judge and the Federal Monitor overseeing the Consent Decree both praised this remarkable turnaround.

I have significantly contributed to this office being recognized as one of the best offices in the country. I also serve on the Association of Inspectors General (AIG) Executive Board. I was recently asked by the AIG to Chair a committee for the purpose of updating/rewriting the AIG Green Book standards for Investigations. The AIG Green Book, entitled, Principles and Standards for Offices of Inspector General, serves as the manual for many state and municipal OIGs. I am the course manager for all AIG Institutes wherein OIG Investigators, nationwide, can earn "Certified Inspector General Investigator" status.

I truly believe in the mission of the OIG and given the opportunity, I can lead this office in accomplishing that mission.

Thank you,

Howard Schwartz

Howard Schwartz
njs0358@gmail.com C. 985-789-1006

A leader who draws upon the principles of individual responsibility, investment, and accountability
A law enforcement professional possessing more than 23 years of FBI managerial and investigative experience and 6 years of Inspector General experience. Decisive manager with proven ability to create, implement, and direct strategically sound internal policies and operational procedures that mitigate threat levels and establish cooperation and synergy among various federal/state/local entities. Proven skills in building a highly motivated and collaborative work environment which is diverse, focused, and extremely productive.

Key Expertise

Leadership development ~ Inspector General operations ~ Intelligence analysis ~ Threat assessment ~ Training ~ Courtroom testimony ~ Public corruption ~ Government fraud ~ Disaster fraud ~ Violent crime ~ ~ Budget management ~ Public speaking

Highlights of Qualifications

- Experience designing, implementing, and directing a comprehensive Fraud Awareness Program specifically for City Government.
- Experience managing and directing criminal investigative and administrative staff consisting of up to 320 personnel and a $4,000,000 operating budget.
- Well-versed in managing multiple facets of law enforcement and Inspector General operations - including criminal and administrative investigations - threat assessment, policy management, and intelligence analysis.
- Proven capability in establishing order, direction, collaborative partnerships, and purpose among 40 separate federal, state, and local law enforcement and civilian agencies as a means to achieving mission goals and directives.
- Proven acumen for establishing and creating Task Forces to address specific violations.
- Highly proficient in organizing, distributing, and delivering sensitive and non-sensitive information to a diverse range of personnel, including high-ranking federal, state, and local government officials/ law enforcement agencies, and news media outlets.

Career Progression: City of New Orleans Office of Inspector General 2011/ Federal Bureau of Investigation 1987 to 2014

- Assistant Inspector General for Investigations for the City of New Orleans – 04/2011 to present
- Assistant Special Agent in Charge of the FBI New Orleans Division - 10/08 to 04/2011
- Supervisor of the FBI New Orleans Public Corruption Squad - 06/03 to 10/08
- Supervisor of the Hurricane Katrina Fraud Task Force - 09/05 to 02/07
- Supervisory Special Agent, Street Survival Program, FBI Academy - 06/99 - 06/03
- Special Agent, FBI New Orleans Gang Task Force - 12/96 to 06/99
- Special Agent, FBI New Orleans Police Department Internal Affairs Unit - 12/95 to 12/96
- Special Agent, FBI Chicago Gang Task Force - 10/91 to 12/95
- Special Agent, Criminal Investigations, FBI Omaha Division - 02/88 to 10/91

Prior Experience
Sales Representative, Burlington Industries, Southeast Region (Louisiana, Mississippi, Florida)

Highlights of Recent Accomplishments

Public Corruption/ Fraud

- Created the "Operational Manual" for investigations, for the New Orleans Inspector Generals Office.
- Designed and implemented the, "New Orleans Model" of fighting public corruption and fraud. Utilizing this model: the New Orleans OIG achieved 92 indictments and convictions and prevented over $58 million dollars in potential economic loss from 2012 to 2016; and the FBI achieved a 380% increase in public corruption indictments and convictions from 2004 to 2010.
- Provided direct oversight in the prevention of potential Government fraud in excess of $20 billion dollars in connection with the BP oil spill in the Gulf of Mexico from the Deepwater Horizon on 04/20/2010.
- Provided direct oversight in the prevention of potential Government fraud in excess of $31 billion dollars in connection with the rebuilding of the levees in New Orleans, and the American Recovery and Reinvestment Act of 2009.
- Initiated and led the Hurricane Katrina Fraud Task Force which fostered liaison and cooperation between 20 federal/state/local law enforcement agencies and organizations. Drafted and established the intake process for fraud related complaints. This process was adopted by the FBI and the Department of Justice and is currently being used at the national and international level.

Local, National, and International Training

- Created a Fraud Awareness Training presentation for 4,300 City of New Orleans employees.
- Provided training to more than 3,500 law enforcement personnel domestically and 1,500 internationally in survival awareness tactics.
- Key speaker, trainer, and instructor for multiple national and international conferences/symposiums on public corruption and Government fraud.
- Researched, designed, and implemented four, two hour blocks of instruction currently being taught at the FBI Academy in Quantico, Virginia, and at the International Law Enforcement Academy in Budapest, Hungary.

Education and Training

B.S. Criminal Justice, Temple University, Philadelphia, Pennsylvania
Certified Inspector General
International Police Instructor Certification
Police Instructor Certification
Tactical Instructor Certification
Firearms Instructor Certification
SWAT Certified

Awards and Honors

Attorney General's Award for Fraud Prevention, 2006
Director's Award for Distinguished Service, 2006
Metropolitan Crime Commission
New Orleans Top Cop
78 letters of Commendation

ROBERT E. ANDERSON
5965 ANNUNCIATION STREET
NEW ORLEANS, LA 70115
July 10, 2017

City of New Orleans Ethics Review Board
525 St. Charles Avenue
New Orleans, LA 70130

Attention Ethics Review Board:

My name is Robert (Bobby) Anderson and I am presently the Chief Internal Compliance Officer and the Director of Public Safety for the Housing Authority of New Orleans. During my 43 years of law enforcement, I was employed as a supervisory officer for the New Orleans Police Department, a special agent, Group Supervisor and Assistant Special Agent in Charge for the United States Customs Service, and a special agent and Special Agent in Charge for the United States Department of Housing and Urban Development – Office of Inspector General. For most of my career I have personally known and worked with Assistant Inspector General for Investigations (AIGI) Howard Schwartz and highly recommend him for the position of Inspector General in New Orleans.

AIGI Schwartz continually demonstrates the highest ethical standards and integrity that I have ever observed by any law enforcement officer that I have ever worked for or with. AIGI Schwartz and I have worked together as special agents or managers, on numerous complex criminal investigations, most involving public corruption, that required the utmost confidentiality and skill as a law enforcement officer. Through the dedication and leadership of AIGI Schwartz many of the investigations resulted in arrest and convictions of high profile public officials.

AIGI Schwartz also is one of the main driving forces of collaboration amongst federal, state, and local law enforcement and civic partners. In my opinion AIGI Schwartz should be credited with breaking long standing barriers that existed between federal and local law enforcement partners that resulted in highly proficient task forces.

I could write several pages on my personal observations concerning AIGI Schwartz's honesty, integrity, and professionalism but I can sum it up in simple terms. AIGI Schwartz will ALWAYS make the right decision when it comes to "doing the right thing".

Again, I strongly urge you to promote AIGI Schwartz to the position of Inspector General and it will be my pleasure to continue our relationship. If you have any questions please do not hesitate to contact me on my cellular phone at (504) 913-3655.

Sincerely

Robert E. (Bobby) Anderson

Office of Independent Police Monitor

City of New Orleans

July 11, 2017

Ethics Review Board
525 St Charles Ave., Suite 300
New Orleans, LA 70130

RE: Letter of Recommendation for Howard Schwartz

Dear Ethics Review Board:

It is a pleasure for me to recommend Howard Schwartz to become the next Inspector General for the City of New Orleans. Howard is a person whom I regard as having an impressive background in the public corruption arena, a prodigious amount of integrity, and the ability to be fair and impartial.

As the Independent Police Monitor for the City of New Orleans, I have had the opportunity of working with Howard for the past seven (7) years, even before he began to serve as the Assistant Inspector General for the City of New Orleans. It is widely known that my relationship with the current Inspector General has been contentious at times. Even in light of such an unfortunate relationship, Howard as always treated me, and my office, with the utmost professionalism. For that, I am extremely grateful and have zero compunction in providing such a recommendation.

As you may already be aware, Howard's professional reputation certainly precedes him, more specifically, in the area of public corruption. He served with the Federal Bureau of Investigations for 20 plus years, having been directly involved with, and provided direct oversight for, numerous large scale public corruption investigations. In fact, my first meeting with Howard occurred when he was second in command at the FBI-New Orleans Bureau.

Since joining the Office of Inspector General, Howard has taken an integral role in the embodiment of a team that serves the City of New Orleans with honor and integrity. Such a leader in the day to day operations has played a crucial role in the success of the Office of Inspector General which has netted some unprecedented inroads against waste, fraud, and abuse for the City of New Orleans.

I am appreciative of his efforts, both as a taxpayer and as a colleague. With that, it is my belief, both personally and professionally, that Howard Schwartz would make an outstanding Inspector General. He is a true professional that will no doubt serve the City of New Orleans with honor, integrity, impartiality, and continue his fight against the daunting task of ridding the City of waste, abuse, and corruption.

Respectfully Submitted,

Susan a Hutson

Susan Hutson
Independent Police Monitor

July 11, 2017
PO Box 2545
New Orleans, LA 70176

City of New Orleans Ethics Review Board
525 St Charles Avenue
New Orleans, LA 70130

To Whom It May Concern:

I am writing on behalf of Howard Schwartz for the position of Inspector General for the New Orleans Office of the Inspector General.

I have known Howard for approximately fifteen years. I met him when I was a commander with the Louisiana State Police and he was a supervisor with the Federal Bureau of Investigation. I came to appreciate Howard because I found him to be an ethical leader who enjoyed the respect and deep affection of everyone who worked with and knew him, because of his leadership, integrity, and professional knowledge.

Over the years, our paths have crossed on a multitude of investigative issues. I was delighted when he retired from the FBI and joined the New Orleans Office of the Inspector General. I believe him to be a perfect fit for this organization, because I think he represents the embodiment of pride and professionalism.

Howard is exactly the type of individual you want as an Inspector General – honest, sincere, intelligent, unquestionable integrity, and the ability to lead and manage a diverse work force. I believe he would be an incredible asset to the future of this Office. More important, Howard enjoys the complete trust and confidence of the law enforcement and judicial community who know that he has no personal agenda that would prejudice complaints and investigations. This quality makes him highly effective in any investigation.

The integrity of the Inspector General is critically important to the success of this office and I can think of no one who is more dedicated to your mission. Howard possesses the professional competence to know what to do, the fortitude to decide how to do it, and the dynamic leadership to inspire others to accomplish it. Therefore, without question, he has my recommendation for this position.

Please contact me if you require any additional information at 225-931-0697.

Sincerely,

Genny May

Patrick F. Sullivan
P.O. Box 102
McLean, VA 22101

September 29, 2017

Dear Mr. Slavin:

I'd like to give you a brief overview of my skills and experience. I am confident that I could bring value to the City of New Orleans, Ethics Review Board as the Inspector General.

After a very successful and satisfying career in Federal law enforcement, I am seeking new opportunities and challenges outside of the Federal Government. I am eligible to retire from Federal service, but I have not yet done so.

I have a very unique background, combining extensive criminal investigative experience, physical and personal protection, major event security planning, intelligence analysis, counterterrorism, risk mitigation, crisis management, continuity of operations (COOP), internal audit, employee misconduct, and senior executive management experience in Federal law enforcement. I have traveled to forty-nine states and to over thirty-five foreign nations on behalf of the U.S. Government and I have worked closely with law enforcement, customs and intelligence officials in these locations.

I am currently the SES level Assistant Inspector General for Investigations (AIGI) for the EPA Office of the Inspector General. I am the most senior criminal investigator within EPA. I am responsible for supervising all threat investigations, assault investigations, contract and grant fraud investigations, computer intrusion investigations, and employee misconduct investigations. I am also the architect of the EPA Headquarters Active Shooter Tactical Response Plan and the Active Shooter Post-Incident Investigative Response Plan. I hold TS/SCI clearance.

Previously, I supervised the TSA/Federal Air Marshal Service participation in the FBI Joint Terrorism Task Forces throughout the United States, as well as supervising Federal Air Marshals imbedded with CIA, National Counterterrorism Center, CBP National Targeting Center, FBI Terrorist Screening Center and FBI Domestic Terrorist Section. I served for twenty-three years with the U.S. Secret Service, including assignments with the Presidential Protection Division and the DOJ Organized Crime Strike Force.

I am a long time member of the International Association of Chiefs of Police (IACP) and I was formerly the DHS representative on the IACP Terrorism Committee. I am currently a member of the IACP Professional Standards, Image and Ethics Committee. Information sharing and collaboration are keystones to my service on these IACP committees. I work closely with state and local chiefs of police on matters of mutual interest.

My enclosed resume will give you a better understanding of my background and skills. My salary requirements are negotiable.

Sincerely,

Patrick F. Sullivan
571 243-2195
sullivan.patrick.f@gmail.com

Patrick F Sullivan
P.O. Box 102
McLean, VA 22101
Mobile: 571 243-2195
Day Phone: 571 243-2195
Email: sullivan.patrick.f@gmail.com

Work Experience - Current:

EPA OIG
Washington DC, DC 20460

02/2011 - Present
Salary: 187,000.00 USD Per Year
Series: 1811 Pay Plan: ES Grade: SES
Assistant Inspector General for Investigations – AIGI (This is a federal job)

Duties, Accomplishments and Related Skills:

As the AIGI, I supervise the investigations for the EPA/OIG, to include criminal and administrative cases. I direct a nationwide staff of professional criminal investigators, to include two GS-15 Deputy Assistant Inspectors General and seven GS-15 Special Agents in Charge. I manage a $10 million budget for the Office of Investigations. My core responsibilities include ensuring all allegations of misconduct lodged against EPA senior executives and Presidential appointees are investigated expeditiously and professionally. I am also in charge of investigating all threats directed against EPA employees and facilities, investigating acts of workplace violence and assaults upon employees, investigation of cybercrime and intrusions into the EPA network, and investigating major fraud, to include the theft and/or misappropriation of EPA funds distributed to state and local governments to improve the environment. I have a Top Secret/SCI clearance and I routinely receive classified intelligence information.

Furthermore, I am responsible for supervising the Active Shooter Response Plan for the EPA HQ complex at the Federal Triangle in Washington, DC. I am the senior EPA law enforcement official responsible for COOP and crisis management.

I have testified seven times before Congress, six times before the House Oversight and Government Reform Committee and once before the Senate Environment and Public Works Committee. My testimony involved reporting to Congress and the American public about significant investigative accomplishments and exposing serious misconduct on the part of EPA employees. I have also participated in over thirty briefings for members of Congress and their senior staffs. Furthermore, I have been interviewed by the news media on many occasions and I have appeared on numerous news shows representing the EPA OIG.

Work Experience – Previous:

DHS/TSA Federal Air Marshal Service
Reston, VA 20190

07/2002 - 02/2011
Salary: 172,000.00 USD Per Year
Series: 1801 Pay Plan: SV Grade: L
Deputy Assistant Director – DAD (This is a federal job)

Duties, Accomplishments and Related Skills:

As the DAD, Office of Flight Operations, I held a Top Secret clearance with four SCI compartments. On most work days, I received a classified briefing at the SCI level to assist me in making critical law enforcement and counter-terrorism decisions.

I supervised five K Band (GS-15 equivalent) Special Agents in Charge (SACs) and five Headquarters Divisions: Systems Operation Control Division, Flight Programs Division, Investigations Division (to include the Intelligence Brach), Emergency Preparedness Division and the Liaison Division. The Office of Flight Operations has the responsibility to schedule missions for Federal Air Marshals on domestic and international flights of U.S. commercial aircraft, supervise investigative activity, ensure the timely receipt of intelligence and threat information, and maintain liaison with the aviation industry, Federal, state and local agencies, and foreign governments. I was a standing member of the Investment Review Board (IRB) which advises the FAMS Director on how to allocate the agency's approximately one billion dollar budget.

I supervised the TSA's participation in the FBI Joint Terrorism Task Forces (JTTFs) and I supervised the Federal Air Marshals imbedded with the FBI, CIA, ICE and CBP.

My responsibilities also included significant liaison with foreign governments and international travel on behalf of the U.S. Government. I also was responsible for liaison with domestic law enforcement and intelligence agencies, to include FBI, CIA, DHS, ICE, Department of Justice, Department of State (U.S. Embassies) and CBP.

Furthermore, I represented the Federal Air Marshals at high level meetings with White House (National Security Staff), DHS HQ (Office of the Secretary), Department of Justice (Office of the Deputy Attorney General) and Department of State (G-8 Law Enforcement Sub Group).

Key accomplishments with the FAMS with a nexus to anti-terrorism and border issues include the following:

Following the December 25, 2009, attempted terrorist bombing of NW 253, there was a concern that the U.S. Government was unprepared for this attack, and that some elements within the Government made missteps and failed to "connect the dots." On January 7, 2010, President Obama issued a "Corrective Action" memorandum to various agencies within the U.S. Government. Among the many items was a directive to the Department of Homeland Security (DHS) which required DHS to "*develop recommendations on long term law enforcement requirements for aviation security in coordination with the Department of Justice*." I was assigned to chair a working group created to address this tasking from the White House. The DHS/DOJ Aviation Domain Law Enforcement Working Group was created and I chaired the first meeting in February, 2010. Other members of the working group included senior members of the White House National Security Staff, Department of Justice (DOJ), FBI, DHS Office of the Secretary, Immigration and Customs Enforcement (ICE), Customs and Border Protection (CBP) and others. Under my leadership, the working group met numerous times between February and May 2010. With input from the other members, I drafted a document outlining seven specific recommendations to improve law enforcement within the aviation domain in order to prevent or mitigate a future terrorist attack.

I was the FAMS representative on the DHS Office of State and Local Law Enforcement Coordinating Council and I met regularly with senior leaders of state, local and tribal law enforcement agencies, ICE, CBP, FBI and others. The primary focus of the Coordinating Council is the Southwest Border, to include border violence, smuggling, and other security and intelligence issues.

To effectively deploy Federal Air Marshals (FAMs), the FAM Service must have timely and critical intelligence and threat information. I identified a gap, and recognized that the FAM Service was not receiving vital threat information concerning ongoing cases. I believed that this gap could be closed by having FAMs work with the FBI on potential aviation threat cases. Therefore, I looked for an opportunity to have FAMs assigned to the FBI Joint Terrorism Task Forces (JTTFs). I crafted a position paper to gain the approval of the FAM Service chain of command within TSA, and met with senior FBI officials to promote the mutual benefits of FAMs being assigned to the JTTFs. Ultimately, as a result of my efforts, FAMs were assigned to each of the FBI's 56 Field Offices, as well as to the National JTTF at FBI Headquarters. The FAM Service has now become an integral part of the JTTF community, providing aviation domain expertise to the FBI in terrorism investigations. Today, most major transportation terrorist threat cases investigated by the FBI have a FAM involved in some way. In addition, as the DAD, I supervised all FAM JTTF activity after the program got up and running.

Work Experience – Previous:

GAO Office of Special Investigations
Washington, DC 20450

01/1999 - 07/2002
Salary: 125,000.00 USD Per Year
Series: 1811 Pay Plan: GS Grade: 15
Assistant Director (This is a federal job)

Duties, Accomplishments and Related Skills:

GAO's Office of Special Investigations (OSI) is a unique entity within the United States Government. It is the only investigative agency within the Legislative Branch. I was assigned as a GS-15 (1811) Supervisory Criminal Investigator with the title of Assistant Director in Charge of General Crimes and Special Operations. I supervised, planned and/or participated in very sensitive investigations, security surveys and undercover operations. The results of these investigations, security surveys or undercover operations are submitted to Congress in written reports and oral testimony before committees and subcommittees.

At the request of the Senate or House, I conducted investigations of alleged or potential criminal violations involving fraud, narcotics smuggling, official misconduct and public corruption. I worked two cases involving allegations of corruption against high level officials of the legacy Immigration and Naturalization Service (INS) and legacy U.S. Customs Service. I also worked on an international narcotics smuggling case targeting heroin produced in Afghanistan being transshipped to the United States via Europe. This I worked with DEA and legacy Customs.

I also conducted overt surveys of government agencies' security and/or anti-terrorism polices for the protection of personnel, facilities, or other assets. I conducted undercover (covert) testing of these government agencies' security and/or anti-terrorism plans, to identify weaknesses, prior to these weaknesses being exploited by terrorists or other criminals.

Work Experience – Previous:

U.S. Secret Service
Washington DC, DC 20223

02/1976 - 01/1999
Salary: 110,000.00 USD Per Year
Series: 1811 Pay Plan: GS Grade: 15
Deputy Special Agent in Charge (This is a federal job)

Duties, Accomplishments and Related Skills:

I was employed as a Special Agent with the U.S. Secret Service from 2/76 - 1/99. I served in a variety of assignments involving investigations, protection, intelligence, anti-terrorism, and administration.

Key accomplishments with the U.S. Secret Service with a nexus to anti-terrorism and border issues include the following:

• Deputy Special Agent in Charge Counterfeit Division - I managed the worldwide investigation of counterfeit U.S. currency. I supervised investigations in over 100 domestic and foreign field offices, resident offices, resident agencies and posts of duty. I interacted with the highest levels of federal law enforcement, to include the Office of the Under Secretary of the Treasury and the Office of the Deputy Attorney General. Many cases involving the smuggling of counterfeit currency into the United States and I worked closely with legacy U.S. Customs Service on these issues.

• Assistant Special Agent in Charge Office of Government Liaison and Public Affairs - I coordinated and supervised liaison activity between the Secret Service and the headquarters of all federal agencies, foreign embassies and foreign police and intelligence organizations. In this capacity, I supervised liaison between the Secret Service and the CIA, legacy Customs, FBI, Department of Justice, legacy INS and other agencies. I routinely represented the Secret Service at high-level meetings.

• Assistant Special Agent in Charge of Candidate Protection Division. I assisted in the nationwide management of the 1996 Presidential Campaign. I was assigned the responsibility to manage the $40,000,000 budget. I supervised security planning for the numerous Special Events, such as the Democratic National Convention and the Presidential Debates.

• Assistant Special Agent in Charge Seattle Field Office -I was second in command of the largest geographic field office in the Secret Service. I supervised the Secret Service border office in Bellingham, WA, as well as the Secret Service Attaché office in Vancouver, BC, Canada. I was an active partner in border crossing law enforcement issues within the Secret Service's jurisdiction, to include counterfeiting, credit card fraud, computer fraud and identity fraud. Most of these cases were worked jointly with legacy Customs, or in some cases, with the Border Patrol legacy Anti-Smuggling Unit (ASU). I was also assigned as the Secret Service representative to Project North Star, a joint U.S. -- Canadian law enforcement cooperation initiative.

- Special Agent (Shift Whip), GS-13 – Presidential Protection Division. I was assigned to the protection of President Reagan and President Bush. I was also a backup supervisor, and at times, especially on the midnight shift, I was the senior agent and in charge on the security for the President.

• Special Agent New York Field Office - During this assignment, I was detailed to legacy Customs to work on a smuggling task force at JFK Airport targeting flights arriving from source countries suspected of producing counterfeit U.S. currency. I worked with both Customs uniformed personnel and special agents.

Work Experience – Previous:

FBI
New York, NY 10021

04/1972 - 02/1976
Salary: 8,000.00 USD Per Year
Series: 1802 Pay Plan: GS Grade: 5
Investigative Assistant (This is a federal job)

Duties, Accomplishments and Related Skills:

While attending college full time at night, I worked full time during the day as clerk for the FBI's New York Office. After graduation from college, the FBI promoted me to Investigative Assistant, and I was sent to the FBI Academy, Quantico, VA, for counter intelligence and surveillance training. I was then assigned to a foreign counter intelligence (FCI) surveillance squad where I followed suspected foreign intelligence officers assigned to the UN.

Education:

Naval Postgraduate School Monterey, CA
Professional Certification: 08/2009
Executive Leaders Program, Center for Homeland Defense and Security

John Jay College of Criminal Justice New York, NY

Bachelor's Degree: 01/1975
Major: Criminal Justice Minor: Police Science

Job Related Training:

2013 Harvard University/OPM – Meta Leadership for National Security Executives
2010 Stanford University Graduate School of Business - Interpersonal Dynamics for Executives
2009 University of Arizona - Southwest Leadership Program for Public Servants
2009 TSA - SES Candidate Developmental Program
2009 DHS - Naval Postgraduate School, Homeland Security Executive Leaders Program
2005 OPM – SES Training (Executive Development Seminar)
2001 LAPD - West Point Leadership Course for Law Enforcement Executives
2000 GAO - Senior Management Course
1999 Postal OIG - Computer System Security and Exploitation
1996 FEMA - Multi-Agency Emergency Management
1994 OPM - Performance Based Problems
1994 USSS - Management Course
1993 USSS - Asset Forfeiture/Money Laundering
1992 DOJ - Financial Fraud Prosecution
1992 USSS - Media Relations
1990 USSS - Introduction to Leadership
1990 FBI Academy - Financial Crimes Course
1987 USSS - Protective Driving Course
1987 Fairfax County Fire Department - Basic Fire Survival Skills
1986 NYPD - Homicide Investigators Course
1980 NYPD - Undercover Operations Course
1976 USSS - Basic Agent Training
1976 FLETC - Criminal Investigator Training Course
1975 FBI Academy - Counter Intelligence/Surveillance Training Course

Additional Information:

Top Secret Security Clearance (SCI endorsements)

During the course of my Federal law enforcement career, I have received scores of awards, commendations and letters of appreciation. I am an expert in almost every acceptable and legal method of investigating federal criminal violations. This includes interviewing techniques, physical surveillance, electronic surveillance, use of subpoenas and court orders to obtain evidence and compel testimony, examination of computer databases, public records and documents, etc.

I have personally arrested hundreds of individuals for violations of federal laws such as counterfeiting, fraud against the government, bank fraud, credit card fraud, check forgery, smuggling, corruption, money laundering, drug trafficking, felon in possession of firearms, assaulting federal officials, threatening the President and other protected persons, etc. I have also personally worked and/or supervised scores of undercover operations and intelligence investigations for the Secret Service.

I am an expert in physical security, personal protection, aviation, rail and mass transit security, special event planning and security, protective intelligence, law enforcement intelligence and counterterrorism. I have significant International experience, having worked on official business for the U.S. Government in over thirty-five foreign nations on every continent.

I am a long time member of the International Association of Chiefs of Police (IACP) and I was formerly the DHS representative on the IACP Terrorism Committee. I am currently a member of the IACP Professional Standards, Image and Ethics Committee. Information sharing and collaboration are keystones to my service on these IACP committees. I am also a member of the Virginia Association of Chiefs of Police. I routinely work closely with state and local chiefs of police on matters of mutual interest.