

**ETHICS REVIEW BOARD  
CITY OF NEW ORLEANS**

**2020 ANNUAL REPORT**



# **ETHICS REVIEW BOARD CITY OF NEW ORLEANS**

## **Board Members**

Michael A. Cowan, Chair

Elizabeth Livingston de Calderon, Vice-Chair

Monique G. Doucette, Secretary

Wanda Brooks

Holly Callia

Tyrone Jefferson

Torin Sanders

## **Staff Member**

Mr. Dane S. Ciolino, Executive Administrator and General Counsel

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## Message from the Chair

Dear Citizens of New Orleans:

The New Orleans Ethics Review Board (ERB) seeks to uphold and enforce high ethical standards and promote the public's confidence in the government of the City of New Orleans.

*Leadership.* I now serve as Chair of the ERB. Elizabeth Livingston de Calderon serves as our Vice Chair, and Monique Doucette serves as our Secretary.

*Summary of Work.* In 2020, the ERB continued its work in overseeing the New Orleans Office of Inspector General ("OIG") and the New Orleans Office of Independent Police Monitor ("IPM").

*OIG Oversight.* In 2018, the City's Inspector General, Derry Harper, assumed office. In the spring of 2020, questions regarding Mr. Harper's leadership of the office were brought to the attention of the ERB. In June, the ERB instructed its general counsel Dane S. Ciolino to gather information regarding Mr. Harper's performance. More particularly, the ERB instructed Mr. Ciolino to interview past and current employees of the OIG and to gather any documents bearing on Mr. Harper's performance. In July, Mr. Ciolino reporting his findings to the ERB. These findings included that Mr. Harper was an ineffective leader and often absent from work. After the Board presented these findings to Mr. Harper, he resigned effective October 31, 2020. As Board I thereafter appointed Ed Michel as Interim IG and the board commenced a search for a new IG.

*OIPM Oversight.* The City's Office of the Independent Police Monitor ("OIPM"), currently directed by Susan Hutson, provided regular reports on the work of her office, including ongoing monitoring of the New Orleans Police Department ("NOPD") in key areas, receipt and review of citizen complaints, coordinating mediations of qualifying citizen complaints, and other important work. On May 30, 2020, the OIPM delivered its annual report to the ERB. The ERB expects that the work of the IPM will assume even greater importance as NOPD moves closer to full compliance with the federal Consent Decree and enters the two-year sustainment period following full compliance. The ERB expects that the IPM will play a critical role in monitoring and reporting on NOPD's progress toward and continued compliance with the federal Consent Decree benchmarks.

*Ethics Education.* In 2020, the ERB was unable to engage in full-scale ethics education efforts through its contractor, the Hackett Group. This inability was due, of course, to the COVID-19 pandemic. In December 2020, the ERB voted to cease providing ethics training through a contractor and, instead, to hire a full-time employee who will report to the executive administrator. A search for such an employee will begin in 2021.

*Ethics Awards.* In December 2018, the ERB approved a set of annual ethics awards designed to recognize and reward commitment to compliance with government ethics standards. On Thursday, December 12, 2019, the ERB hosted its first annual awards luncheon at the New Orleans Hyatt Regency Hotel. The ERB was unable to have an ethics awards program in 2020 due to the COVID-19 pandemic.

*Ethics Complaints.* In 2019, the ERB also received and disposed of ethics complaints filed with the ERB in the manner indicated in the chart below.

*ERB Personnel.* Effective January 1, 2019, the ERB appointed Dane S. Ciolino to serve as the board's Executive Administrator and General Counsel. Mr. Ciolino is the board's only employee. The board has authorized the

It is our great privilege to serve the Citizens of New Orleans.

Respectfully submitted,  
Michael A. Cowan  
Chair  
Ethics Review Board  
City of New Orleans

## Ethics Review Board Membership



The Ethics Review Board consists of seven volunteer Members who serve staggered seven-year terms. Six members are appointed by the Mayor from lists of three nominees submitted by the Presidents or Chancellors of Dillard University, Loyola University, Southern University in New Orleans (SUNO), Tulane University, University of New Orleans (UNO), and Xavier University. The seventh member is appointed by the Mayor. Each appointment is subject to approval by a majority of the Members of the City Council.

### Current Members of the Ethics Review Board

#### **Wanda A. Brooks** Board Member

Wanda Brooks joined Dillard University in 2008, and serves as the University's Internal Auditor, having the responsibilities of conducting financial, compliance and operational audits. As the first and only Internal Auditor for the University, Wanda has developed and implemented an effective Internal Audit Department, providing independent, objective, assurance, and services, resulting in improved University operations.

At the request of the Board of Trustees, Wanda served as the University's Interim Chief Financial Officer during the 2010-2011 and the 2011-2012 fiscal years. Her responsibility was to redesign the Finance Department's operations to provide a more effective and streamlined process, as the University searched for a Vice President for Business and Finance/CFO. The Board was most pleased upon the successful completion Wanda's Interim tenure.

Prior to joining Dillard University, Wanda Brooks has served in several financial and auditing capacities: Bruno and Tervalon CPA Firm, Dominion Exploration & Production, Dyn McDermott Petroleum Operations, The Archdiocese of New Orleans, and Entergy Services. She has also served on the New Orleans Board of Liquidation, and the Board of Trustees for the University of Holy Cross (formerly Our Lady of Holy Cross College). Currently, Wanda holds membership with the American Institute of Certified Public Accountants and the Louisiana Society of Certified Public Accountants.

Ms. Brooks is the appointee of Dillard University to fill the unexpired term of Brandon Boutin. Her term will expire on June 30, 2022. See Brooks Appointment Motion (Feb. 20, 2020).

#### **Elizabeth Livingston de Calderon** Board Vice-Chair

Elizabeth Livingston de Calderon is a member of the faculty at Tulane Law School, where she has supervised students in federal and state courts and agencies as part of the Tulane Environmental Law Clinic since 2006. Through the Clinic, she has accumulated extensive litigation experience under the Clean Water Act, the Administrative Procedure Act, and the National Environmental Policy Act while representing non-profit and public interest organizations, as well as indigent individuals. She has also successfully engaged in federal litigation under the Clean Air Act, the Resource Conservation and Recovery Act, and the Endangered Species Act. In state proceedings, Ms. Calderon's practice centers on

the Louisiana Environmental Quality Act and its supporting regulations. Before public interest and environmental law, Ms. Calderon practiced commercial bankruptcy law—first in New York City and then in Detroit. She graduated magna cum laude from Tulane Law School, was Associate Editor of the Tulane Law Review, and holds a Master of Arts degree in Classical Languages.

Ms. Calderon is the appointee of Tulane University. Her term will expire on June 30, 2023. See Calderon Appointment Motion (Jul. 13, 2017).

**Holly Callia**  
Board Member

Holly Callia is a New Orleans native. She is a graduate of Mount Carmel Academy and the University of New Orleans, where she earned a B.S. in Business Administration and Finance. Ms. Callia currently serves as Louisiana Mortgage Market President for IberiaBank-First Horizon. She is married to Tommy A. Callia and has one daughter, Kelly.

Ms. Callia is the appointee of the University of New Orleans. Her term will expire on June 30, 2026. See [Callia Appointment Motion \(Sep. 17, 2020\)](#).

**Michael A. Cowan, Ph.D.**  
Board Chair

Dr. Michael A. Cowan is a psychologist and theologian. On the faculty of Loyola University since 1990, he also served as assistant to the president following Hurricane Katrina. He was co-founder of the Jeremiah Group, an interracial and interfaith community organization, and Shades of Praise, the New Orleans interracial gospel choir. After Hurricane Katrina, he served as chief of staff of the Government Efficiency and Effectiveness Committee of the bring New Orleans Back Commission, and subsequently founded Common Good, a network of civil society organizations to build multiracial consensus on the rebuilding of New Orleans. He served on the Human Relations Commission of the City of New Orleans from 2001-2008, and chaired the commission from 2002-2008. He is Senior Fellow of the Centre for the Resolution of Intractable Conflict and Research Associate of the Centre for the Study of Social Cohesion, both in Oxford University.

Dr. Cowan is the appointee of Loyola University. His term will expire on June 30, 2022. See Cowan Appointment Motion (Sep. 3, 2015).

**Monique G. Doucette**  
Board Secretary

Ms. Doucette is a shareholder of the law firm of Ogletree, Deakins, Nash, Smoak & Stewart, P.C. in New Orleans. She practices primarily in the area of employment litigation and represents management in claims arising under various federal and state employment laws. Ms. Doucette has significant experience litigating employment matters in a variety of business sectors such as construction, energy, banking and hospitality. She also has expertise in workplace misconduct and sexual harassment issues. Ms. Doucette regularly conducts customized workplace respect and anti-harassment training for employers.

Ms. Doucette is a frequent speaker on various employment law topics and contributing author to publications such as the Louisiana Bar Journal, New Orleans CityBusiness and HR Magazine. She is also an avid supporter of the local arts and education in New Orleans by serving on the executive board of directors for the New Orleans Ballet Association and the Arts Council of New Orleans, as well as the board of directors for Urban League of Louisiana and the advisory board for the New Orleans Opera Association. She is a member of the A.P. Tureaud Chapter of the American Inns of Court and serves as a co-chair on the ABA Employment Rights and Responsibilities Committee's Diversity Initiative Task Force. In 2018, Ms. Doucette was appointed to the board of directors of the New Orleans chapter of the Society of Human Resources Management (SHRM) as the board attorney.

Ms. Doucette is the appointee of Xavier University. Her term will expire on June 30, 2025. See Doucette Appointment Motion (Aug. 8, 2019).

**Tyrone G. Jefferson, Jr.**  
Board Member

Pastor Tyrone G. Jefferson, Jr. is a native New Orleanian and is the Founding Senior Pastor of the Abundant Life Tabernacle Church in New Orleans, Louisiana. Pastor Jefferson graduated from St. Thomas Christian University in Jacksonville, Florida earning a bachelor's degree in Biblical Studies, a master's degree in Christian Counseling, and a doctorate degree in Divinity.

Pastor Tyrone Jefferson is deeply involved in the community where he serves as a meticulous leader. He has served as a member of several boards of directors, of advisors, of managers, and of trustees. Pastor Jefferson is also Chairman of the Board of Directors for Versatile Entertainment, Inc.

Pastor Jefferson serves as a spiritual advisor to many local, state, and national officials, including, but not limited to, Mayor LaToya Cantrell. Pastor Jefferson is also an appointed Chaplain for the New Orleans Sherriff's Department, Louisiana State Police Department, and New Orleans Police Department.

Pastor Jefferson is the Founder and CEO of The Tabernacle Development Corporation, and Safe Haven of Louisiana, LLC. Pastor Jefferson is the Co-Host of the National "Wake up And Praise Morning Show", which airs weekdays from 6am – 9am on WLNO 1060am.

Dr. Jefferson is the appointee of Mayor Latoya Cantrell. His term will expire on June 30, 2027. See Jefferson Appointment Motion (Sep. 17, 2020).

**Torin T. Sanders, Ph.D.**  
Board Member

Dr. Sanders serves on the faculty of Southern University and as pastor of The Sixth Baptist Church, founded in 1858. Dr. Sanders attended Howard University on a full, four-year academic scholarship. While at Howard, he was admitted to Phi Beta Kappa, the nation's oldest academic honor society, and graduated magna cum laude. He earned his master's degree and Ph.D. in social work from Tulane University.

A believer in public service, Dr. Sanders currently serves as Chair of the New Orleans Council on Aging, Chair of the New Orleans Children & Youth Planning Board, and Co-Chair of the Childhood Trauma Task Force. In 2004, he was elected to the Orleans Parish School Board where he twice served as President. Dr.



Sanders is the author of chapter five in *Called to Sankofa: Leading in, through and beyond disaster*. The chapter is entitled “Orleans Parish School Board Politics and Policy Post-Katrina”. In the nonprofit sector, Dr. Sanders has served as Vice-President Volunteers of America and as Program Coordinator at the Children’s Bureau.

Dr. Sanders is the recipient of numerous awards from organizations including the Federal Bureau of Investigation, Victims & Citizens against Crime, the National Association of Black Social Workers, Gambit 40 under 40, and from Alpha Phi Alpha Fraternity, of which he is a proud member. He is married and the father of two adult sons.

Mr. Sanders is the appointee of Southern University New Orleans. His term will expire on June 30, 2024. See Sanders Appointment Motion (Feb. 20, 2020).

### **Mission Statement**

The Ethics Review Board seeks to uphold and enforce high ethical standards and promote the public’s confidence in the government of the City of New Orleans.

### **History of the Ethics Review Board**

In 1996, citizens of New Orleans voted to amend the Home Rule Charter to mandate the City Council to establish, by ordinance, an Ethics Review Board. Under that ordinance, as amended, the ERB is empowered to issue advisory opinions, promulgate rules regarding interpretation and enforcement of the New Orleans Code of Ethics, retain counsel and impose fines. The ERB also appoints and oversees the New Orleans Inspector General and the New Orleans Independent Police Monitor. The initial selection of board members occurred in December 2006.

The Ethics Review Board has dedicated its energy to ensuring an effective government ethics program throughout the City of New Orleans, including ethics education, advice, and enforcement.

### **Functions and Authority**

The Ethics Review Board is authorized to enforce the provisions of the City of New Orleans Code of Ethics. The Code of Ethics was established to remind public officials and employees that they must adhere to high ethical standards. It applies to all officials and employees of city government, as well as all members and employees of boards, agencies, commissions, advisory committees, public trusts, and public benefit corporations of the city. The ERB is empowered to establish additional recommendations for the code of ethics, issue advisory opinions, promulgate rules regarding the interpretation and enforcement of the city's code of ethics, refer cases for investigation on referral or complaint, retain counsel, and impose fines.

### **Complaints and Advisory Opinions**

Any person may file a complaint concerning violations of the City’s Code of Ethics with the Ethics Review Board. Any public employee who reports information which the employee reasonably believes is a violation of any ordinance, statute, policy, order, rule, regulation or other ethical mandate is protected by the New Orleans Municipal Code Division 3. Code of Ethics, Subdivision 3. Generally, Section 2-772 (a) Freedom from reprisal and disclosure of improper acts, which states such employees “shall be free from discipline or reprisal for reporting such acts of alleged impropriety. An employee with authority to hire and fire, supervisor, agency head, or elected official may not subject to reprisal any public employee because of such employee’s efforts to disclose such acts of alleged impropriety.”

The Board may consider any matter that it has reason to believe may be a violation of any law within its jurisdiction, including but not limited to, a notice or report sent to the Board by the Inspector General. The Board may close the file, refer the matter for investigation, or take such other action as it deems appropriate.

During 2020, the Ethics Review Board received the complaints set forth in table in Item 1. That table also sets for the final disposition of each complaint.

The ERB received no formal requests for advisory opinions during 2020.

### **Future Work**

The Ethics Review Board will search for and hire a new Inspector General in 2021. In addition, the Ethics Review Board continues to view education and training as integral parts to an effective government ethics program. We increased the number of City employees that participated in ERB Ethics Education Training in 2019. We hope to accomplish the goal of all City employees undergoing Ethics Education Training in the coming years with a full-time ethics trainer.