

Independent Monitor

For the Consent Decree Regarding
the Chicago Police Department

RFP RESPONSE

DATE

September 4, 2018

RECIPIENTS

For the Attorney General for the State of Illinois

Ms. Cara Hendrickson
Chief, Public Interest Division
Office of the Illinois Attorney General
100 West Randolph Street, Floor 12
Chicago, Illinois 60601

For the City of Chicago

Mr. Edward N. Siskel
Corporation Counsel
City of Chicago
121 North LaSalle Street, Suite 600
Chicago, Illinois 60602



COAR MONITORING TEAM



DHC CONSULTING LTD. | HILLARD HEINTZE | BERKELEY RESEARCH GROUP



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 Corporation Counsel
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Dear Ms. Hendrickson and Mr. Siskel:

Thank you for the opportunity to present our team’s qualifications to serve as the Independent Monitor for the Consent Decree Regarding the Chicago Police Department (CPD). For the last two years, the three companies that form the **Coar Monitoring Team (CMT)** have been tracking, with great care and interest, policing reform events in Chicago and the path that led to this Consent Decree. We also note, with appreciation – and some pride, as we are Chicagoans – that many of the city’s community and social justice organizations are highly motivated, engaged and committed to participating in advancing police reform in the city. Police and community engagement is absolutely critical to successful reform in Chicago – and we view this not as an obstacle to the Consent Decree’s success but as a positive and auspicious sign. We believe the Independent Monitor is **both an extension of the court** and a **catalyst for sustainable reform**.

The Coar Monitoring Team: An Extension of the Court and a Catalyst for Sustainable Reform

The Coar Monitoring Team (CMT) is uniquely positioned to serve as the Monitor. We bring the following to the Court and the Parties:

- 1 **Integrity, Credibility, Independence and Transparency:** As the Monitoring team, our commitment – directly to the Court and indirectly to the Parties – will be informed by my service as a federal judge in Chicago for 24 years. As detailed in our attached response, I have been tasked with monitoring the remediation of numerous local institutions. The issues they confronted neither arose nor were resolved overnight. The common theme in all of these matters was that the affected communities had trust that the solutions were being administered by someone familiar with the underlying problems and who has dedicated his professional career to serving Chicago and Illinois residents. They had confidence that a former federal judge was responsible for examining possible solutions. I have been humbled and grateful to receive accolades from the Bar referencing my legal ability, handling of complex cases, integrity, and independence.
- 2 **Intimate Knowledge and Understanding of Chicago – the Ability to Engage the Communities in Reform:** The CMT is comprised of both professionals who have lived, worked and engaged in the issues that confront the residents of Chicago and the police department as well as professionals who provide national perspective and experience. CMT members have served on various task forces, selection committees, working groups and the like with stakeholders from many Chicago neighborhoods, as well as across the country at local and federal levels. Local stakeholders must have trust and confidence in the selected Monitor. The CMT’s base in Chicago brings to the Court and the Parties not only a strong local presence – one deeply informed on the concerns of the city’s communities and its police department – but also the ability to communicate with and actively engage residents and stakeholders in the Consent Decree process and with the CPD. We know how to bring key groups together. And we know how to facilitate their listening, commitment and “staying the course” as the critical performance metrics begin to improve and small initial wins become evidence-based outcomes that can be benchmarked against national practices and standards.
- 3 **Depth and Breadth of Monitoring and Police Reform Experience and Expertise:** Members of this team have successfully led consent decree monitorships, advanced civil rights reforms, arrested and convicted corrupt officers and guided both progressive and troubled police agencies to real transformation – with evidence-based outcomes based on milestones established for every critical phase. I have engaged Peter Harvey, a past Attorney General of New Jersey and current Monitor of the Newark, New Jersey Police Department Consent Decree as Special Counsel. I also will be supported by the full CMT, which includes 17 seasoned attorneys, academics, researchers, law enforcement experts and community practitioners, drawn from two firms with exceptional reputations – here in Chicago and worldwide. These individuals are recognized as some of the most prominent experts in both consent decree monitoring and sustainable police reform. They bring to the monitoring process practical, tested, “hands-on” experience in evidence-based police reform outcomes.

In short, they know how to drive success – and help police and communities understand how to “make change stick.” The CMT can help deliver true policing reform.

We believe, with passion and complete dedication to the language of the Consent Decree, that the CMT is the best team for this assignment. In addition to the three core differentiators outlined above, we also bring the following to the Court and the Parties, as well as Chicago communities and police, as outlined in our attached response: (1) **national leadership in law enforcement, civil rights and community policing**; (2) **a police reform framework** based on the most advanced and emerging best practices; (3) **rigorous, fact-based research and analysis**; and (4) **ease and comfort in working with multiple constituencies and stakeholder groups**.

The Coar Monitoring Team: A Unique Combination of Capabilities

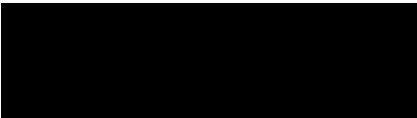
The CMT consists of myself, as DHC Consulting, a State of Illinois, Minority Business Enterprise (MBE, application pending), and two world-class companies.

- **Hillard Heintze** is the leading law enforcement and public safety consulting firm in the U.S., responsible for driving true police reforms in policy, practice and community engagement in more than 40 cities across the country. The U.S. Department of Justice and numerous city entities have trusted Arnette Heintze and his firm to examine and help solve local policing issues. The firm was founded in 2004 by Arnette as AllSecure Strategies and named Hillard Heintze in July 2004, when Arnette asked Terry Hillard to join the firm. Terry’s association with the firm ended in May 2009. Terry has not had any interest, ownership or executive influence in Hillard Heintze since that time.
- **Berkeley Research Group** is a leading global strategic advisory and expert consulting firm. The company’s activities in advancing this project will be led by a former Chicago federal prosecutor. The firm provides independent advice, data analytics, authoritative studies, expert testimony, investigations, and regulatory and dispute consulting to Fortune 500 corporations, financial institutions, investors, major law firms and regulatory bodies around the world.
- Additionally, assisting us with compliance measurement is **The Bronner Group**, a multi-disciplined professional services company focusing on government internal audit, compliance and oversight. The Bronner Group is a certified Women’s Business Enterprise (WBE) in the State of Illinois and the City of Chicago and is a licensed CPA firm in the State of Illinois.

After carefully projecting the level of effort on this engagement to provide highest quality services at the lowest possible price, we estimate it would take 14,420 hours in Year 1 to accomplish the tasks outlined in the Consent Decree. We deeply discounted our standard government hourly rates and offer a blended hourly rate of \$197.50 that reduces our labor budget to \$2,847,950. We believe this represents an unprecedented level of effort and the lowest rate in major city police consent decree monitoring. For us, this work is critical. We are committed to improving our city and will not be beat on price.

The CMT fulfills and consistently exceeds every criterion listed in the RFP. As Monitor, I will be responsible for executive leadership and oversight of the CMT for the full duration of this engagement. I will be supported in this commitment by Principal Deputy Monitors Jeffrey Cramer and Kenneth Bouche, and Deputy Monitors Sergio Acosta, Marcia Thompson and Theron Bowman. On behalf of our entire team, I can say with unwavering confidence that, if chosen as your trusted advisor, we will serve the U.S. District Court for the Northern District of Illinois, the State of Illinois and the City of Chicago with integrity and distinction, and bring about the police reform Chicago deserves.

Sincerely,
THE COAR MONITORING TEAM



Hon. Judge David Coar (Ret.)
DHC@coarmonitoringteam.com
312.229.9825



TABLE OF CONTENTS

EXECUTIVE SUMMARY AND OVERVIEW OF METHODOLOGY	2
1.0 PERSONNEL	6
2.0 QUALIFICATIONS.....	12
3.0 POTENTIAL CONFLICTS OF INTEREST OR BIAS	17
4.0 PROPOSED ACTIVITIES AND METHODOLOGY.....	17
5.0 COST ESTIMATES.....	22
6.0 COMMUNICATIONS.....	22
7.0 ATTACHMENTS	
7.1 Resumes and Experience – Leadership	
7.2 Resumes and Experience – Experts	
7.3 Team Member Availability Table	
7.4 Personnel Capabilities Aligned to Core Areas	
7.5 Project Management Methodology	
7.6 Hillard Heintze Past Performance Law Enforcement and Monitoring Work	
7.7 Proposed Budget	



EXECUTIVE SUMMARY AND OVERVIEW OF METHODOLOGY

Overview of the Coar Monitoring Team

As companies and individuals, we have not joined together simply to respond to this RFP. At one level or another, we've been planning to apply for this honorable mission and assignment for two years. The majority of us have worked together before – on different teams and in different cities – focused intensively on the issues specifically addressed in this Consent Decree. As companies, teams and individuals, we have already earned a significant threshold of trust and recognition from Chicago stakeholders through the work we have done here in our respective fields over our careers. We also bring to this special mission trust we have earned outside of Chicago – bringing integrity, credibility, independence and transparency to many other communities as we helped drive police reform across the country.

In addition to myself, as DHC Consulting, a State of Illinois, Minority Business Enterprise (MBE, application pending), the CMT is formed by the following highly reputable companies.

- **Hillard Heintze:** The leading law enforcement and public safety consulting firm in the U.S. and the world with a special focus on assisting federal, state and local police forces and law enforcement agencies. Viewed around the globe as premier law enforcement change management experts, its experts deliver innovative, prevention-oriented advisory solutions, from comprehensive police department assessments in the aftermath of a critical, high-profile incident to full-scale transformation strategy initiatives. Hillard Heintze was chosen by the Department of Justice (DOJ) to be the sole service provider for the DOJ Office of Community Oriented Policing Services (COPS) Office Collaborative Reform Initiative for Technical Assistance (CRI-TA). Through CRI-TA, the firm led collaborative reform in policing from 2015 to the present and led the process for the COPS office across the country in keeping with the tenets of the Final Report of the President's Task Force on 21st Century Policing.
- **Berkeley Research Group:** A leading global strategic advisory and expert consulting firm that provides independent advice, data analytics, authoritative studies, expert testimony, investigations, and regulatory and dispute consulting to Fortune 500 corporations, financial institutions, investors, major law firms and regulatory bodies around the world. BRG's Global Investigations + Strategic Intelligence practice provides companies, government entities, counsel and other strategic advisors with the critical information vital to making well-informed business and legal decisions in complex operating environments. The company's experts possess a wide range of skills and disciplines, and include former federal and state prosecutors, law enforcement officials, intelligence experts, law and accounting firm partners, forensic accountants, computer forensics and technology consultants, data analytics specialists, cybersecurity experts, litigation support professionals, governance and regulatory experts and specific industry experts. BRG teams leverage an unparalleled depth and breadth of experience supported by sophisticated analytical tools and industry-specific expertise to provide bespoke solutions to complex legal, business and regulatory challenges. BRG personnel have served as Monitors and in similar roles on a variety of issues across the world.

How We View the Role of the Monitor

The Monitoring team is a critical extension of the Court. We will serve the Court by (1) **determining the progress** of the CPD in addressing compliance and implementation of all aspects of the Agreement; (2) **providing technical assistance to CPD** based on best practices we have led, researched and observed around the country; (3) **optimizing the methods** used to capture, report and measure information that best reflects the CPD's actual progress; (4) **conducting significant community outreach** to both inform the public of activities and improvements established under the Agreement and also listen to the voices across the city regarding the effectiveness of these improvements in building trust; (5) **developing detailed auditing and assessment plans**; (6) **reporting to the Court** and ultimately stakeholders across Chicago in a transparent, factual and timely manner; and (7) **working with the Court, State, City, CPD and community** to acknowledge, support and celebrate the achievement of a successful Consent Decree process: true reform in Chicago.



A New Monitoring Model: Chicago and Illinois Deserve a Major Win

What determines a model of a successful Consent Decree Monitor continues to evolve in major cities across the United States. However, it's clear that the selection of a Monitor is directly tied to the success of the entire Consent Decree process – and whether reform was achieved, and the changes “stuck.” We believe the Independent Monitor is **both** an **extension of the court** and a **catalyst for sustainable reform**. We believe the new driver of successful police reform and consent decree monitoring is a prudent, measured shift – or rebalancing – of the monitoring team's core credentials in a way that ensures **both**:

- 1 Traditional monitoring's procedural discipline and independent court oversight; and
- 2 A focus on reform driven by practical, “hands-on” experience in policing best practices as well as evidence-based outcomes that achieve positive results in bringing both communities and police to the table to enact real, sustainable reforms.

Why the CMT Delivers the Highest Value to the City of Chicago

1. National Leadership in Law Enforcement, Civil Rights and Community Policing

The CMT brings senior-level subject matter expertise to this critical role in every area relevant to the Consent Decree, the Monitor's role and the specific police reform mission. Our members have planned and directed some of the most complex law enforcement initiatives that policing organizations have undertaken over the past 35 years in major metropolitan centers across the nation. There is no team better suited to assess, drive and report to the Court on the CPD's commitments, progress and achievements.

2. A Police Reform Framework Based on the Most Advanced and Emerging Best Practices

The CMT's effectiveness and efficiency is structured, in part, on the Team's understanding of our proven methodology for police reform. This framework is based on our belief that outstanding performance as an agent of sustainable change and organizational transformation on the part of the policing agency must be based on deep and abiding adherence to six core principles: (1) **transparency and fairness**, (2) **rigorous focus on facts**, (3) **deep knowledge of best practices in policing that work**; (4) **uncompromising integrity**, (5) **spirited partnership and collaboration** with the Department and across the city, in its neighborhoods, and with its stakeholders such as non- profits, businesses, schools, community groups and social justice organizations; and (6) **transformation**, driven by the belief that real change is possible and in everyone's best interests. In addition to our reporting duties to the Court, we believe this framework helps provide the Court and Parties with the knowledge, transparency and assurance that the goals of the Chicago Consent Decree will be delivered by the CMT.

3. Rigorous, Fact-Based Research and Analysis

The CMT will assist the CPD in improving policy and decision-making through research and analysis based on thorough qualitative and quantitative review of data, observation and key stakeholder interviews. We will establish performance standards, develop the metrics for clear, consistent reporting and provide clarity and transparency on the progress of the CPD in achieving sustainable reform in partnership with its communities.

4. Ease and Comfort in Working with Multiple Constituencies and Stakeholders

The CMT is experienced and committed to working transparently, respectfully and collaboratively with multiple constituencies and stakeholders – from suspicious and often reluctant police officers and government officials to the concerned, and sometimes distrusting community groups and stakeholders. Our reputation for conducting investigations and presenting the facts accurately, fairly and without bias makes it easier for stakeholders to trust our findings.

The CMT will be the only team under consideration for the role of Independent Monitor that brings the exceptional benefits of BSI certification for ISO/IEC 27001:2013 Information Security Management Systems to the Court, the State of Illinois and the City of Chicago.

We view the protection of information in today's environment as one of the most crucial benefits we can provide to the Court and Parties in this process.



5. A Reputation for Integrity, Credibility and Independence

Over the course of the last decade, our Team has earned and established national reputations as both firms and individuals of the highest integrity, being called upon to deliver truthful, deliberative and actionable results to multiple stakeholders in complex situations with competing fact patterns. We are known and valued for consistency and truthfulness in our delivery, as well as for providing the credibility and independence that will be required of the Chicago Monitor.

Intimate Knowledge and Understanding of Chicago – the Ability to Engage the City’s Stakeholders in Reform

Change is hard. It requires engagement at multiple levels.

- We plan to establish a Chicago Monitor Community Advisory Board to advise the Monitor directly. Comprised of community leaders and representatives with interests aligned with the Consent Decree, the Board will be integral in fostering trust in the Monitor’s role and informing Consent Decree outcomes. The CMT will work with the Parties in appointing the Board's members. We recognize there have been very active community and social justice groups engaged in the Consent Decree process to date. The CMT will work with the Court and the Parties in developing a truly representative Advisory Board.
- Navigating the different values, politics, ethnic and cultural complexities of Chicago is key to building support for the legitimacy of the consent monitoring process. Our senior members have been instrumental in facilitating lasting change, under sometimes divisive circumstances, and doing so with the support of affected stakeholder groups.

Our Strong On-Site Presence in Chicago

Nine members of our monitoring team either live or work in Chicago, including our Monitor, two Principal Deputy Monitors and two of our three Deputy Monitors

Depth and Breadth of Monitoring and Police Reform Experience and Expertise

The CMT brings senior-level subject matter expertise in virtually every area relevant to the Consent Decree. For example:

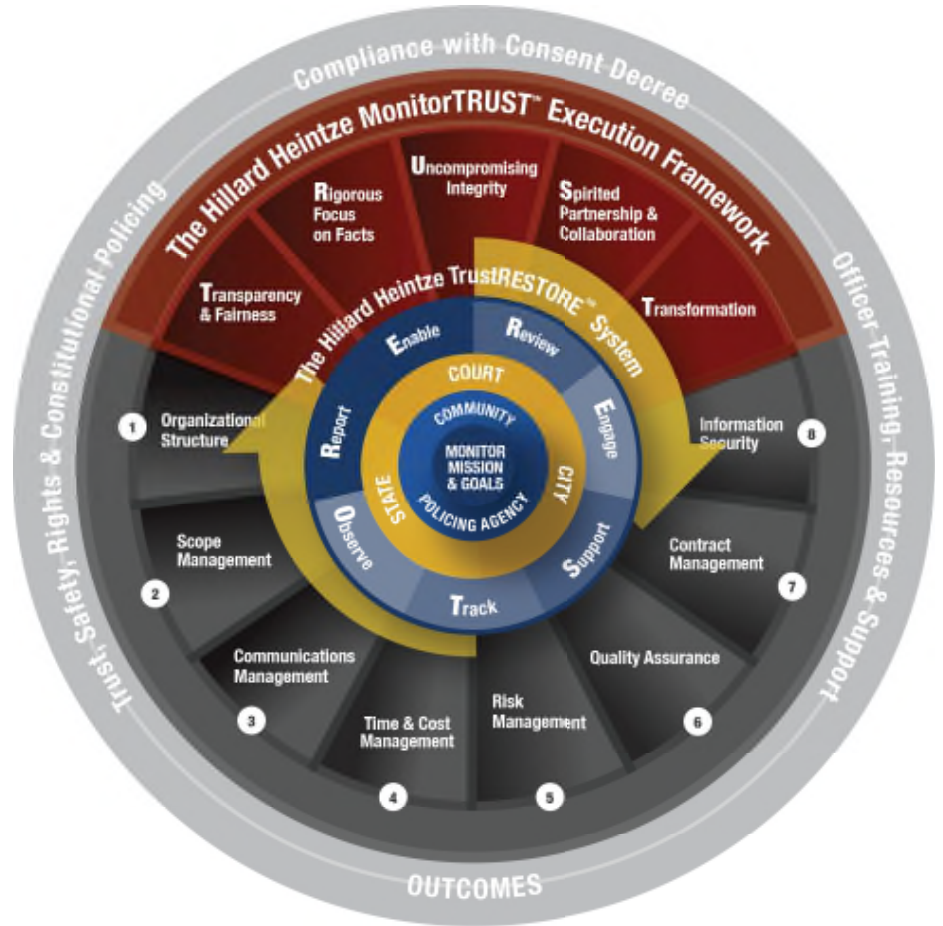
- Hillard Heintze was selected by the U.S. DOJ (COPS Office) for the past three years as the sole provider of the CRI-TA Program. CRI-TA is a multi-year program designed to improve trust between agencies and the communities they serve through building and delivering a sustainable, long-term, holistic strategy that identifies issues within an agency that may affect public trust. Hillard Heintze offered recommendations based on a comprehensive agency assessment for how to resolve those issues; provided technical assistance to agencies implementing those recommendations; and created lasting and enhanced relationships between the police and community.
- Our Team is comprised of experts who have led and supported federal consent decrees, as well as federal and local settlement agreements as monitors, experts, team members, researchers, program managers and assessors in Newark, New Jersey; New Orleans, Louisiana; Chicago (CHA); Puerto Rico; Denver, Colorado; Seattle, Washington; Baltimore, Maryland; Portland, Oregon; the Virgin Islands; San Francisco, California; and the New Jersey State Police.
- As major city police chiefs, sheriffs and former federal Senior Executive Service law enforcement leaders, our members have planned and directed some of the most complex law enforcement initiatives that federal, state and local policing organizations have undertaken over the past 30 years in states and major metropolitan centers across the nation.
- We have the experience and knowledge of the civil rights and legal landscape, having been involved in some of the most concerning police misconduct issues in law enforcement as members of the federal judiciary and prosecutors ensuring justice is served.
- We have led agencies when problems arose and have been influential – sometimes overtly and otherwise quietly – in identifying, leading and solving potential civil rights violations through collaborative strategies and partnerships with police and local governments to bring about long-term sustainable change.



The MonitorTRUST™ Model: A Structured and Comprehensive Monitoring Approach and Methodology

The CMT’s effectiveness and efficiency will be structured, in part, on the **Hillard Heintze MonitorTRUST™ model**. The **MonitorTRUST** model supports our ability to provide both the Court and Parties with the following benefits:

- Provision of plan to conduct compliance audits and reviews ensuring CPD compliance with the requirements and purpose of the Consent Decree
- Provision of plan, continually updated as necessary, outlining both the Monitor’s deliverable schedule and the Monitor’s delivery of Monthly Status Reports and other briefings
- Efficient and effective monitoring team cross-task management and coordination in alignment with the Consent Decree terms, yielding significant and sustainable economies of scale and reductions in effort duplication
- Accountability of each CMT member via clearly defined roles and responsibilities mapped specifically to each task – including cost, schedule and quality management
- Continuous focus on benefits realization for the Court and Parties, including outcome measurement at multiple levels
- Visibility across all CPD areas under evaluation, audit and review by the CMT
- Integration of deliverables planning and submission
- Defined processes and procedures for effective management and, where applicable, standardized routines and procedures
- Centralized management of the CMT activities with a careful approach to balancing structure and the ability to adapt as monitoring processes, priorities and environment evolve
- Systematic metrics-supported issue management, progress assessment and outcome measurement.

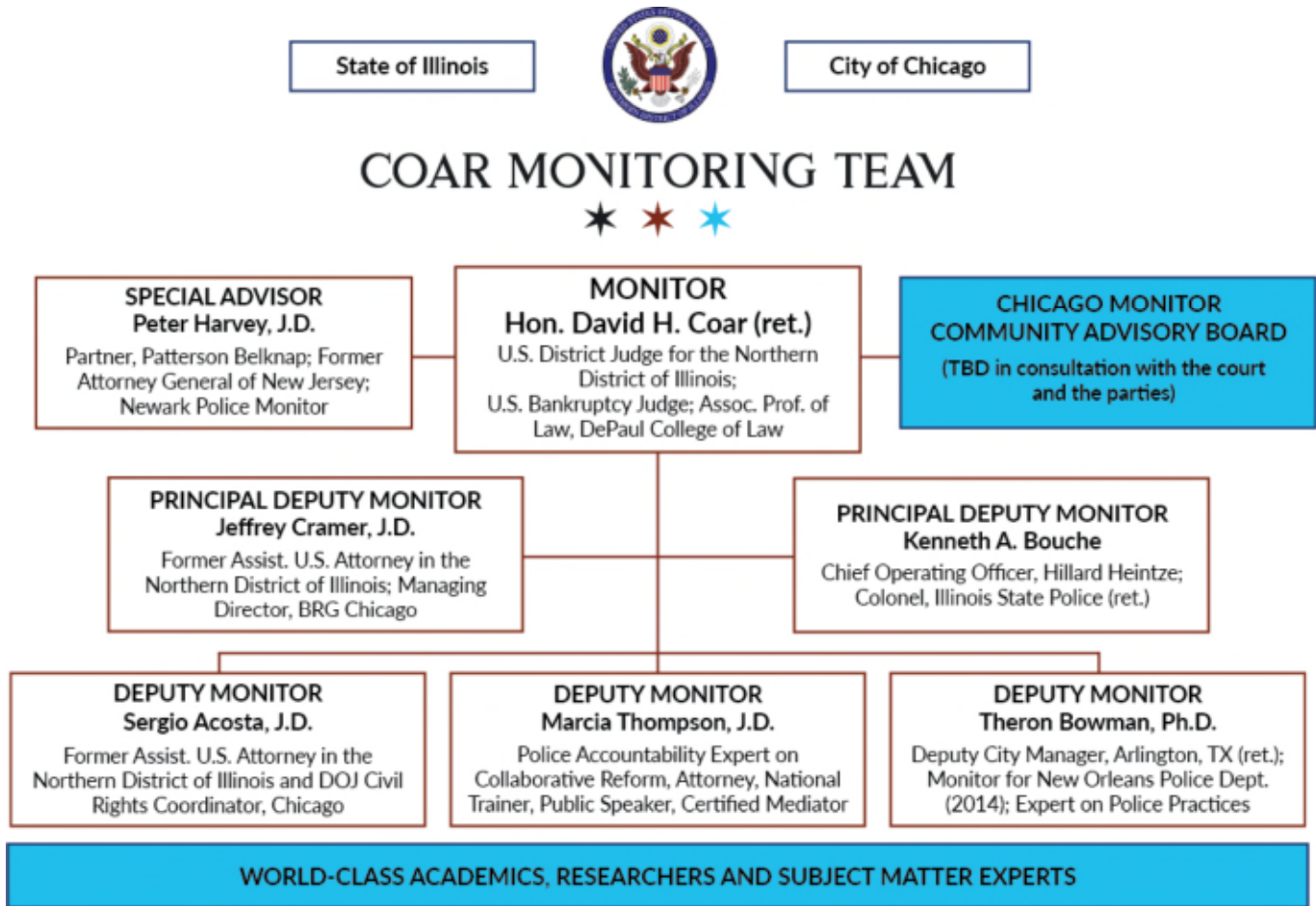




1.0 PERSONNEL

Team Member Background and Experience – Leadership

The Coar Monitoring Team brings together some of the nation’s most senior experts and leaders in each of the areas critical to this engagement. (See **Attachment 7.1: Resumes, Experiences and References – Monitor and CMT Leadership.**)



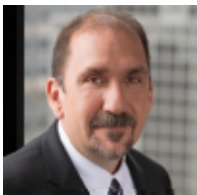
Hon. David H. Coar (Ret.) – Independent Monitor: Served as U.S. District Judge for the Northern District of Illinois for 16 years and as a U.S. Bankruptcy Judge for eight years. Also served as the court-appointed Special Independent Counsel under a consent decree involving the (Teamster’s) Central States Pension and Health and Welfare Funds. Oversaw the consent decree regarding the redevelopment plans for Chicago Cabrini Green public housing complex pursuant to the Fair Housing Act. He has adjudicated numerous cases involving law enforcement and civil violations. Over a period of 11 years, addressed issues including displacements and reduced affordable housing, alleged to have discriminatory impact on African-Americans, women, and children. Judge Coar has taught courses on ethics, constitutional law, labor law and professional responsibility at DePaul University College of Law. He has presided over numerous matters, including alleged civil rights violations brought against various law enforcement agencies including the CPD. The allegations pertained to excessive force, false arrest, discrimination and related conduct. He also served as the Arbitrator reviewing disputed claims under the Chicago Ordinance providing for reparations to victims of police torture. Judge Coar serves as co-chair of a Stakeholders Committee seeking to improve the criminal pretrial process in Cook County.

Area of Responsibility: As Monitor, Judge Coar will bear the primary responsibility for both leading and ensuring the reforms ordered in the Consent Decree are being addressed as ordered, appropriately, with good faith and in a timely fashion. He will lead the CMT, ensuring its members are providing critical evaluation of activities, and when appropriate, supportive expertise and guidance to the Parties. **Current Engagements and Availability:** Budgeted to work 1,000 hours annually on this engagement and also to support the project with a significant amount of non-billable time. Available to support this effort at any level to bring about successful reforms.



Jeffrey Cramer, J.D. – Principal Deputy Monitor, Legal: Former Assistant U.S. Attorney in the Northern District of Illinois, Eastern Division (2000 – 2009). Served as Senior Litigation Counsel responsible for trial strategy and jury arguments in all criminal trials. Has investigated a broad range of cases, including police corruption, corporate fraud, organized crime, money laundering, RICO, foreign terrorist organizations, public corruption, securities fraud and regulatory and export violations. A 13-year veteran of the criminal justice system, he began his career as a prosecutor in New York City from 1993 to 1997. Prosecuted federal and state trials, leading complex investigations into violent and white-collar crimes including homicides, public corruption, fraud and money laundering. Worked for three years at a major international law firm. Led the prosecution team that secured the Indictment of CPD Commander Jon Burge. Worked for three years at a major international law firm. Currently a Managing Director at BRG focusing on internal investigations. Retained by two Special Prosecutors in Chicago on CPD-related matters for computer forensic, data and witness work (Illinois v. Vanecko and Illinois v. Gaffney, March, and Walsh).

Area of Responsibility: Oversight of all activities of the Consent Decree, with a special emphasis on overseeing the Team's activities in assessing the CPD's progress implementing and achieving compliance with the Consent Decree. Will oversee the data collection and reporting process required for the Monitor, which includes reporting on the status of implementation to the Court and Parties. **Current Engagements and Availability:** Budgeted to work 1,280 hours annually on this engagement. This will be his principal focus with a reduced amount of time spent on other responsibilities at BRG.



Kenneth A. Bouche – Principal Deputy Monitor, Operations: Senior executive leader and client advisor at the forefront of applying best practices to the highly specialized needs of law enforcement and homeland security and the communities they serve. In 2009, led the creation of Hillard Heintze's law enforcement consulting practice, which is now the country's leading provider of effective police reform and consulting services. Has conducted workforce assessments for dozens of police departments such as the Schaumburg (Illinois) Police Department, Denver (Colorado) Sheriff Department and San Francisco (California) Police Department. Dedicated 23 years to the Illinois State Police (ISP). As ISP's District Chicago Commander, led the development of new projects designed to improve delivery of criminal justice, such as the Cook County Public Integrity Task Force, the Multi-Disciplinary Child Homicide Task Force and the Committee for Communicating with the Deaf. Served as Colonel and Chief Information Officer, where he also chaired the Global Justice Information Sharing Initiative (Global), a federal advisory committee to the U.S. Attorney General on justice information sharing in a post-9/11 world.

Area of Responsibility: Oversight of all activities of the Consent Decree, with a special emphasis on overseeing and participating in the team of experts' activities in assessing the CPD's progress implementing and achieving compliance with the Consent Decree. Will coordinate and oversee the day-to-day operation of the Team and the alignment of its resources, expertise and capabilities on behalf of the Monitor. As Hillard Heintze Chief Operating Officer, focuses on ensuring delivery of the highest quality law enforcement consulting, investigative and security consulting services and products. **Current Engagements and Availability:** Budgeted to work 1,480 hours annually on the Consent Decree project. This will be his principal focus with a limited amount of time being spent on other responsibilities at Hillard Heintze.



Peter Harvey, J.D. – Special Advisor: Former Attorney General of New Jersey. Gifted trial lawyer. Central player in civil and criminal trials, government investigations and consumer fraud matters for multiple years. Nominated to serve as independent monitor for the Newark Police Department (NPD), responsible for overseeing the NPD's compliance with a consent decree issued by the U.S. DOJ. Has tried several major civil and criminal jury and non-jury cases in federal and state courts.

Area of Responsibility: Will serve as a special advisor to the Monitor and CMT by assisting and advising the Monitor and Deputy Monitors based on his experiences driving significant change, while serving as a Monitor in other cities with police departments under a consent decree. **Current Engagements and Availability:** Will generally fulfill role through telephone discussions and team meetings via video and conferencing platforms. Budgeted to work 100 hours annually.



Sergio Acosta, J.D. – Deputy Monitor: Former federal prosecutor and Fellow of the American College of Trial Lawyers with over 70 jury trials to his credit. Extensive experience defending companies and individuals in criminal and regulatory proceedings, conducting internal investigations and counseling clients on compliance programs and related issues. Served as an Assistant U.S. Attorney for 18 years. Also served as the Office's Criminal Civil Rights Coordinator, supervising the team of prosecutors and Federal Bureau of Investigation (FBI) agents that indicted Jon Burge. Fluent in Spanish.

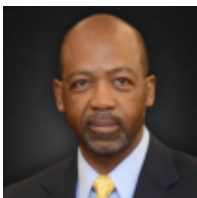
Area of Responsibility: Will be engaged in leading many of the task areas as well as serving as a subject matter expert in the review focused on Accountability and Transparency. **Current Engagements and Availability:** Will work a minimum of 300 hours annually on this engagement. Currently serves as co-chair of Akerman's White Collar Crime and Government Investigations Practice, a full-time assignment.



Marcia Thompson, J.D. – Deputy Monitor: Attorney, collaborative problem solver, change management facilitator and equal employment opportunity (EEO) and civil rights professional. As a Hillard Heintze Vice President, led the firm's experts in Baltimore, Maryland on use of force and community policing issues on behalf of COPS Office CRI-TA program and also led the firm's teams on the Denver Sheriff Department engagement focusing on use of force, management issues, staffing and training. Has worked extensively with federal, state and local law enforcement, national and international corporations, and state and

federal government agencies to help teach, coach and create better workplace environments and stronger working relationships built on trust and mutual respect. Supreme Court of Virginia-certified mediator and holds a coaching certificate awarded by the American Society for Training and Development related to reform in a collaborative and positive environment.

Area of Responsibility: Will lead many of the task areas and serve as a subject matter expert in the review of the CPD's recruitment, hiring and promotion. **Current Engagements and Availability:** Will return to her full-time Hillard Heintze position of Vice President, Law Enforcement Consulting and work full-time (estimated 1,720 hours) on this engagement. She will have no other work responsibilities that detract from her Consent Decree responsibilities.



Theron Bowman, Ph.D. – Deputy Monitor: Career expert in developing and applying innovative policing strategies. Since October 2012, has served the City of Arlington, Texas as Deputy City Manager where he is part of the Neighborhood Services Group, including the Police, Fire, Code Compliance, Library and Parks and Recreation departments. Named the federal court-appointed monitor for the New Orleans Police Department in 2014 and continues to work on the engagement. Served as police practices expert for the U.S. DOJ in Newark, New Jersey; Maricopa County, Arizona; Seattle, Washington; Cleveland, Ohio;

Albuquerque, New Mexico; Los Angeles County, California; and New Orleans, Louisiana.

Area of Responsibility: Will lead many of the task areas and serve as a subject matter expert in the review of both use of force and training. **Current Engagements and Availability:** Budgeted to work 1,000 hours annually on the Consent Decree. Currently engaged in two other monitoring assignments that will consume less than 300 hours annually. Is available for additional hours, if required.



Team Member Background and Experience

The CMT is comprised of individuals who bring great depth and experience as monitors and subject matter experts on federal consent decrees, police reform, and civil rights and police misconduct investigations.



Subject Matter Experts

- **Carol Archbold, Ph.D.** – Professor at North Dakota State University. National expert and author on police accountability and liability, police misconduct, police data, women in policing, and police and race issues.
- **Alex del Carmen, Ph.D.** – Authority on race, crime and racial profiling. Federal Monitor, New Orleans Police Consent Decree as well as two Puerto Rico federal consent decrees regarding internal affairs and the mentally ill.
- **Rob Davis** – SVP, Hillard Heintze, Law Enforcement Consulting Practice Lead. National leader and expert in policing and public safety. Retired Police Chief San Jose, California. Past President, Major Cities Chiefs Association.
- **Michael Dirden, J.D.** – Retired Executive Assistant Chief of Police, Houston, Texas. Expert on police reform issues such as internal affairs staffing, training, community policing, and recruitment and hiring.
- **Will Johnson** – Chief of Police, Arlington, Texas. Led Arlington to be chosen by DOJ as one of 15 exemplar agencies for Advancing 21st Century Policing. Community policing expert. Created Procedural Justice learning organization focused on public trust, de-escalation and officer safety. Chair, IACP – Human and Civil Rights Committee.
- **Grande Lum, J.D.** – Provost, Menlo College. Past Director of DOJ’s Community Relations Service. Director, Divided Community Project. Led community outreach and meetings after Ferguson, Missouri; Baltimore, Maryland; and Sanford, Florida shootings.
- **Meghan Maury, J.D.** – Policy Director, National LGBTQ Task Force. Expert on criminal justice LGBTQ issues, community engagement and the criminalization of homelessness.
- **Thomas O’Reilly** – Director, Police Institute, Rutgers University. Lead Expert, Newark Police Department Consent Decree. Led national SAR Initiative and Building Communities of Trust Programs. Administrator, New Jersey Attorney General, Department of Law and Public Safety.



- **Chief Rick Tanksley** – Director of Campus Safety, Occidental College, California. Former Hillard Heintze Vice President and community policing and law enforcement reform expert. Retired Chief of the Oak Park, Illinois Police Department.
- **Amy Watson, Ph.D.** – Professor Department of Criminology, Law and Justice, University of Illinois at Chicago. Crisis intervention expert. Co-Compliance Officer/Community Liaison, U.S. vs, the City of Portland, Oregon.

Operations, Compliance and Project Management Experts

- **Linda Tartaglia** – Director, Rutgers Police Institute and Manager for Newark Consent Decree Monitor. Formerly, Community Justice Coordinator for the New Jersey Attorney General and senior policy analyst for the U.S. DOJ.
- **Scott Bailey, CPA, CISA** - Chair of the Bronner Center for Financial Management and Accountability with over 25 years of audit management experience. He will develop, assess and report on CDP's compliance metrics for the Monitor.
- **Lindsay Morgan, PMP** – Director, Operations, Hillard Heintze. DOJ CRI-TA Project Manager. Managing 26 police reform projects. Rated “Exceptional” as key personnel on all task orders.
- **Natalie Fouty** – Operations, Hillard Heintze. Operational integrity, task enforcement, and optimized project management. Past Project Manager for Cook County Sheriff's Police Department.

Our Commitment to Diversity and Inclusion

The Monitor and the CMT are deeply committed to diversity and inclusion – in principle and in action – across all of its organization and activities, not only as a team but also concurrently as independent businesses – with respect to race, gender, sexual orientation, disability and economic justice. As previously noted, DHC Consulting is a State of Illinois, Minority Business Enterprise (MBE, pending) and The Bronner Group is a City of Chicago Women-Owned Business (WBE) and State of Illinois certified MBE and WBE. Additional evidence of this commitment in practice includes (1) the Team's Monitor and membership; (2) our companies' respective missions, core values and beliefs as memorialized on our respective websites; (3) our businesses, in terms of the diversity of our talent at all levels, as well as our respective reputations and track records in delivering engagements large and small across both the public and private sectors, as well as across industries.

Our commitment to diversity and inclusion – as the three businesses that comprise the Monitor and the CMT as well as us as individual experts with highly visible careers – is also evident in how we have approached projects, with the belief that when our experts represent the cultural, racial and ethnic groups of the communities we serve, we are more informed and in tune with the issues the community and the department are experiencing.

We took great care in building this team to ensure that we picked the best experts with respect to their integrity, skillset, relevant experience and professional experience, as well as their reflection of the Chicago community they are going to serve. We believe this team appropriately meets the diversity and inclusion expectations for this critical engagement.

Hillard Heintze and BRG are proud to be Affirmative Action and Equal Opportunity Employers and do not discriminate against individuals based on their race, color, religion, sex, sexual orientation, gender identity, national origin, or their status as a protected veteran or an individual with a disability. As a federal contractor, Hillard Heintze takes affirmative action to employ and advance in employment minorities, females, veterans, and individuals with disabilities.



Accessibility of the Monitor and Monitoring Team

Effective collaboration requires presence, which is why 80 percent of our Monitoring leadership team is based in Chicago. The entire CMT leadership team – the Monitor, both Principal Deputy Monitors and all three Deputy Monitors – has committed to this engagement as a priority. Team members serving as experts have committed to prioritizing this critical engagement over their other responsibilities, as needed. We will be your most cost-effective team because our leaders are here in Chicago – which means our access to the Court and Parties, and vice versa, will not require any expenses associated with travel.

The Monitor and one Principal Deputy Monitor will be assigned to each Party for redundant and immediate access.

Time Commitment: Our project management approach will establish and measure the level of overall engagement. Our project plan will outline how the Monitor and the CMT plan to work collaboratively with the Court and the Parties and how we plan to do so in a cost-effective manner.

- In **Attachment 7.2**, we provided a description of each team member’s other current engagements, projects or other professional undertakings along with their time commitments for each of the external engagements and the estimated percentage of time available to devote to the Chicago Consent Decree work.
- In addition to the Monitor and both of the Principal Deputy Monitors, our team includes two Deputy Monitors – Thompson and Bowman – who have committed to this project as their highest priority. Together, our Chicago-based leadership operations group is committing to a combined 7,200 hours – or more, if required – of their overall annual work time. All are committed to giving this critical engagement priority over their other responsibilities, as needed to deliver an appropriate and effective monitorship in Chicago.
- **Collaboration:** Our Team, as a whole and by virtue of our experience, has demonstrated key collaborative capacity in our previous work. Our overall approach is that the Consent Decree monitoring work is not something adversely targeting the CPD, but rather a project that requires the input and collaboration of all of the key stakeholders to drive reform in Chicago. Our specific approach is outlined in greater detail in **Section 4.0 (Qualifications)**. Critical to effective collaboration is a formal communication model that identifies the key Parties and is designed to be both effective and consistent with the Consent Decree and operate with the approval of the Court. The model will be designed to fulfill the formal reporting requirements to the Court, but also it will allow for collaboration among the Parties on current activities and emerging issues of concern. Facilitating the ongoing collaboration that will be needed to drive reform in Chicago, our Team commits to:
 - **A Chicago-based Team:** The Monitor, the Principal Deputy Monitors and one of the Deputy Monitors who are local to Chicago will be devoting 60 to 90 percent of their time to this effort. Our offices are located downtown, making it easy to connect with the Court, the Parties and the CPD in person when needed.
 - **Party-Specific Points of Contact:** Our Team structure is designed to incorporate shared responsibilities, with direct lines of demarcation to clearly identify who has authority and responsibility to advance the work under this effort. The Monitor and one Principal Deputy Monitor will be assigned to each Party for redundant and immediate access.
 - **Accountability:** Each of the key 10 topic areas will be overseen by a member of the leadership team, guaranteeing Chicago-based, in-person access not only to leadership, but also to a firsthand understanding of the work being done in all areas.
 - **Scheduled and Unscheduled Meetings:** The CMT will be available to the Court and the Parties with regularly scheduled meetings and as needed when situations, questions and concerns arise.
 - **Open Solicitation of Feedback:** We will work closely with the Court and the Parties to ensure we are on target, on the ground, working the topic areas and supported by subject matter experts to bring about honest, open and transparent communications.



2.0 QUALIFICATIONS

The qualifications of the CMT are broad and deep. Each of us, from the Monitor and CMT leaders to our carefully selected nationally recognized experts in law, policing or academia, has been a change agent within their respective area of practice. Each team member has translated their experience to reforming policing, engaging communities and developing programs that have become national practice models for community policing, use of force, building communities of trust and so many more areas that translate to supporting Chicago to achieve lasting reform.

Policing and Law Enforcement Practices

- Currently support the U.S. DOJ COPS Office CRI-TA Program. This multi-year program seeks to improve trust between police and communities by developing long-term, holistic strategies to address issues that affect public trust based upon comprehensive assessments and provision of technical assistance with a focus on use of force; de-escalation; recruiting and hiring; training; crisis intervention; and police accountability.
- Currently serve as a use of force policy and training expert to the U.S. Attorney's Office of the Western District of Washington and the District of Maryland for both the Seattle and Baltimore Consent Decrees.
- In 2015, provided the assessment and transformation strategy with 400 recommendations for the Denver Sheriff's Department that were recently documented as complete on August 27, 2018 in the report "Denver Sheriff-Beyond Reform," which outlines the significant advancements made by the Denver Sheriff Department resulting from our assessment and guidance.
- Conducted an independent review of the Schaumburg Police Department in the wake of a criminal scandal involving several officers. Served as The Interim Police Chief and successfully implemented all 50 recommendations.
- Conducted extensive analysis of the data and practices regarding traffic and pedestrian stops in more than a dozen cities of varying size – such as Milwaukee, Wisconsin; Boulder, Colorado; and Schaumburg, Illinois – to gain insight into the impact of departmental practices on communities' perception of police bias and to help direct reform of policing practices.
- Reviewed national civilian oversight mechanisms for law enforcement agencies for Ann Arbor, Michigan and Kern, County California to develop policy and practice to improve police accountability, transparency and local practices regarding police oversight.
- Provided the leadership resulting in Arlington, Texas Police Department's selection by the US DOJ as one of 15 "exemplar" agencies for Advancing 21st Century Policing throughout the nation.
- Supported the Building Communities of Trust and Suspicious Activity Reporting initiatives on behalf of the U.S. DOJ in Chicago, Denver, Seattle and Miami, Florida by conducting community roundtables to hear and address community concerns.
- Conducted a study of excessive force complaints filed by citizens against officers in cities, such as Milwaukee, San Francisco and Baltimore, directed at identifying consistencies and areas for improvement.
- Developed and delivered a certification course for Crisis Intervention Team Coordinators, covering topics related to effective law enforcement and mental health partnerships, trainings and responses to mental health crisis in the community. This program has been taught to over 500 program coordinators across the country.

Under the DOJ COPS CRI-TA Program, CMT member Hillard Heintze conducted assessments in Baltimore, Calexico, Milwaukee, San Francisco, Commerce City, Memphis, Fort Pierce, and Saint Anthony Village.

As part of the CRI-TA, Hillard Heintze drafted a soon-to-be published Best Practices Manual, which is intended to inform the law enforcement community on universally accepted best practices for community policing, and seven other topical subject matter areas.



Monitoring

- Team members currently serving as the Monitor and as subject matter experts for the Newark Police Department to oversee implementation of its Consent Decree.
- Currently providing the San Francisco Police Department with independent monitoring, review and reporting of the Department's organizational transformation process in collaboration with the California Department of Justice.
- Served as Project Manager for the New Jersey State Police Consent Decree involving racial profiling and developed and implemented practices recognized by U.S. DOJ and the police profession as best practices in this area.
- Judge Coar served as the court-appointed Special Independent Counsel under a consent decree involving the (Teamster's) Central States Pension and Health and Welfare Funds.
- Judge Coar was appointed by the Illinois Supreme Court to facilitate and oversee the implementation of 40 recommendations arising from a systematic review of Cook County's pretrial operations to reduce overcrowding at the Cook County Jail.
- Judge Coar oversaw the Consent Decree regarding the redevelopment plans for Chicago Cabrini Green public housing complex pursuant to the Fair Housing Act. Over a period of 11 years, addressed issues including displacements and reduced affordable housing, alleged to have discriminatory impact on people of color, women and children.
- Provided training and facilitated round-table discussions for Monitors from cities with Consent Decrees, including Seattle, New Orleans, Cleveland, Ferguson and Puerto Rico.
- Served as a police practices expert for the U.S. DOJ in support of law enforcement misconduct investigations including Baltimore, Maryland.
- Engaged in assessment and reform recommendations regarding policies, procedures and practices for law enforcement in cities such as Baltimore; King County, Washington; Denver, Colorado; and Schaumburg, Illinois and for U.S. Customs and Border Patrol.
- Have been engaged, as part of the requirements of the Cleveland Division of Police Consent Decree, to reinvestigate the backlog of 282 incomplete Internal Investigations.

Communication

- Produced highly publicized reports for Monitors, the DOJ and dozens of public and private clients as seen on www.hillardheintze.com and www.thinkbrg.com.
- Routinely engaged client constituencies through public meetings and listening sessions to identify and address community perceptions of the police in cities such as Milwaukee, Wisconsin; Ferguson, Missouri; and San Francisco, California.
- Facilitated community engagement related to public service delivery, safety, delinquency and policy in Washington, D.C., New Orleans and Chicago, and wrote derivative action plans shared with participants, community and city stakeholders.
- Highly skilled, comprehensive communications team that addresses strategy and approach to messaging, reporting, graphics and presentations on behalf of clients and supports interface with communities.
- Experienced in community-based surveys on a variety of client issues that inform subsequent reporting and analysis.

Collaboration with Government Entities, the City, CPD and the State

- Served as a Co-Chair of Chicago's Police Accountability Task Force designed to facilitate trust between the police and the community through a roadmap for lasting transparency, respectful engagement, accountability and change.



- Served on the Chicago Ethics Reform Task Force tasked with reviewing the City's ethics ordinances, regulations and procedures, studying best practices nationally, engaging subject matter experts and recommending reforms.
- Designed and led the development of the Illinois Integrated Justice Information System, a collaboration of 22 Illinois justice entities, including the CPD, that work together to improve information sharing.
- Facilitated engagement among the New Jersey State Police, the Camden County Prosecutor and neighborhood community groups to implement successful community policing strategies.
- Developed a partnership with the Chicago police to create and fund I-CLEAR, a statewide data warehouse system that delivered consistently reported and dramatically improved information for Illinois law enforcement agencies.
- Served on the Chicago De-escalation work group, focused on the response to mental health crisis calls and the development of findings and recommendations for improvements within the CPD.
- Worked with diverse stakeholders throughout Illinois including government, law enforcement and community to develop, promulgate and implement a law that serves as model for racial profiling data collection across the country.

Law and Civil Rights

- Served as Civil Rights Coordinator for the DOJ in Chicago, including investigation and prosecution of civil rights violations.
- Led the investigation into broad range of cases, including public corruption and police misconduct, as well as criminal and terror cases, and led the prosecution team through Indictment in U.S. v. Burge (Northern District of Illinois).
- Served as Chair of the International Association of Chiefs of Police Human and Civil Rights, working on improvements and training for police-related civil rights issues relevant to law enforcement and the community.
- Entered and oversaw the Consent Decree involving the use of strip searches at the Cook County Jail.
- Implemented a new police recruitment selection and training process as a settlement to NAACP suit filed against the New Jersey Attorney General and the State Police regarding underrepresentation of minorities.
- Developed social justice reforms, including a court diversion program that uses mediation for delinquency matters and other reform focused practices including peace circles and group conferencing.
- Developed and implemented statewide policies and practices in Illinois for videotaping all interrogations for homicide investigations and standardized identification procedures for line-ups and in-person identifications.

Experience Working with Various Constituencies

- Engaged with a variety of diverse communities in public meetings over critical incidents involving police in San Francisco; Milwaukee; Baltimore; Ferguson; and Sanford, Florida, among others.
- Worked closely with community leaders, social justice advocacy groups, diverse community groups and key community stakeholders in nine CRI-TA cities, including Commerce City, Colorado and Memphis, Tennessee, to inform and drive positive police reform.
- Served as co-coordinator for the DOJ's Project Safe Neighborhood (PSN) in Chicago, with focus on reform and intervention through consistent problem-solving in partnership with law enforcement, convicted individuals, work placement firms and local service organizations. University of Chicago Crime Lab personnel provided the data for PSN metrics in Chicago.
- Served as a liaison to diverse legal organizations, such as a Muslim Women Lawyers Human Rights group, to help build bridges with other diverse legal organizations and provide support and services to underserved communities.
- Engaged in research and provided strategies for engaging diverse communities, as reported in the COPS Office and Vera Institute Policing Perspectives Series, "Building Trust in a Diverse Nation: How to Support Trust Building in Your Agency."



Knowledge of Chicago Communities

- Chicago is home to the Monitor, the two Principal Deputy Monitors, two Deputy Monitors and nine other team members. We live here, we drive here, we work here - and most of us have dedicated our professional careers to ensuring safety and justice for all of its residents.
- Judge Coar served as a federal judge in Chicago for 24 years – his knowledge and experience is grounded in Chicago, including presiding over numerous alleged civil rights violations brought against police agencies, including the CPD.
- Judge Coar served as the Arbitrator reviewing disputed claims under the Chicago Ordinance providing for reparations to victims of police torture.
- Judge Coar has supported the Chicago legal community through teaching at DePaul Law School as well as through various Bar activities aimed at supporting ethical practice and diversity.
- One Principal Deputy Monitor served on the COPA Chief Administrator Search Committee, developing an awareness and understanding of the key issues surrounding police abuse complaints and the systems to address them within the CPD.
- One Principal Deputy Monitor served as the Illinois State Police District Chicago Commander and implemented several multi-jurisdictional programs including the Cook County Public Integrity Task Force; Multi-Disciplinary Child Homicide Task Force; and the Committee for Communicating with the Deaf.
- One Deputy Monitor is actively engaged with the Hispanic and Latino communities in Illinois, achieving significant recognition for his support and leadership through the Hispanic Lawyers Association of Illinois and recognized as one of the Most Influential Latinos in the Chicago Area by *Negocios Now*.
- One Principal Deputy Monitor engaged a Cook County Initiative to identify risk issues associated with gangs and domestic violence to develop more effective responses, using a team comprised of various community-based initiatives such as Ceasefire.

Project and Change Management

- Successfully delivered several hundred consulting and research projects throughout the world, with budgets ranging from several thousand dollars to more than \$50 million, and time frames running from a few weeks to six years.
- Used project management best practices to develop, implement and maintain a complex, multi-layered, resource-loaded Integrated Master Schedule, baseline and scheduling strategy for a \$900 million, eight-year major federal investment at the Department of Homeland Security (DHS), including 997 technical and detailed requirements.
- Used project management to implement an Integrated Master Schedule that accelerated assessment of San Francisco's participation in CRI-TA, from one year to 11 weeks. Resulted in a detailed assessment delivered on time and on budget.
- Documented change management as the outcome of work in dozens of cities and resulting concrete examples of evidence-based change in cities such as Schaumburg, Illinois; Beloit, Wisconsin; and Denver and Boulder, Colorado.
- Conducted climate assessments for U.S.-based companies with locations throughout the world (i.e., Singapore, Japan, Switzerland and Mexico) and provided comprehensive recommendations for organizational transformation, often focused on increased morale, better client engagement, and improved leadership effectiveness and accountability.
- Provided comprehensive assessment of internal affairs policies within the King County Auditor's Office resulting in innovative practices centered on transparency, community and enhanced communications between partners for police accountability.

Budgeting

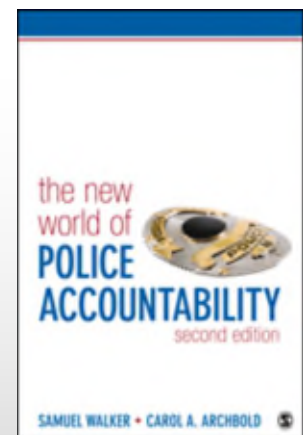
- Extensive experience at controlling costs, especially on public engagements where cost is a public concern and subject to audit. In 2018 alone, our Team entity managed five multi-million dollar projects, maintaining cost parameters and scope to deliver successful projects on time and on budget.
- Received a rating of “Exceptional,” the highest rating attainable, for two consecutive years from the U.S. DOJ for management of a \$50 million contract for police reform with concurrent projects in nine cities across the country.
- Relied on burn-rate forecasts and an Earned Value Management (EVM) program to provide consistent visibility into the budget utilization and performance metrics for all engagements, public and private.
- Delivered all nine CRI-TA projects on time and on budget with four cities being delivered under budget, creating savings for the U.S. DOJ COPS Office totaling \$950,000.
- Managed internally by performance metrics – which include consistent budget review and project management reporting – as based upon contractually required deliverables and estimated expenditures.

Data Analysis and Information Technology

- Experienced in quantitative and qualitative data analysis in dozens of law enforcement agencies, such as Inspector Generals; state, local and federal agencies; financial industry; manufacturing; and corporate security.
- Developed statistically valid samples of documents and data sets in order to conduct analysis of practices regarding traffic and pedestrian stops, use of force, staffing and bias in policing on behalf of the U.S. DOJ and private clients, including San Francisco, California; St. Anthony Village, Minnesota; and Denver and Boulder, Colorado.
- Evaluated officer decisions and data reporting and management as related to stops, arrests, gang contacts, early warning systems and other areas of oversight, while engaged with the various consent decrees in Newark, New Jersey.
- Provided assistance in collecting and analyzing the data and witness-related efforts for the Special Prosecutor on the conspiracy charges against three Chicago police officers stemming from the shooting of Laquan McDonald.
- Collected and analyzed data focused on the use of mediation to resolve citizen complaints filed against police officers across the country, in which research findings were reported in her book “The New World of Police Accountability.”
- Have a computer forensics lab and personnel in Chicago to facilitate the collection and analysis of data.
- Recognized national subject matter expertise for performance evaluation – i.e., designing strong and rigorous procedures for data analysis to accurately measure the effects of interventions or changes in practice in the context of monitoring.
- Served as a principal investigator for a study that examined police response to persons with mental illnesses and CIT in Chicago. Collected, analyzed and reported data on mental health interactions, observations, interviews and resources.
- Co-chaired a project to provide technical assistance to law enforcement agencies across the country related to responding to persons with mental illnesses and intellectual and development disabilities. Developed and implemented a statewide strategy for collecting racial profiling data in Illinois.

Our team includes Dr. Carol Archbold, who many believe “wrote the book” on police accountability.

With Samuel Walker, she co-authored “*The New World of Police Accountability, Second Edition.*”





- Developed and implemented a law enforcement case file review methodology and research tool grounded in proven academic and research processes approved for use by the COPS Office in CRI-TA assessments.
- Served as the Chair of the Global Justice Information Sharing Initiative, a Federal Advisory Committee to the U.S. Attorney General and the Criminal Intelligence Coordinating Council, a joint DOJ/DHS initiative designed to bring higher standards to intelligence sharing including the development of the Justice Privacy Standards and the Privacy and Civil Liberties Policy Development Guide.

3.0 POTENTIAL CONFLICTS OF INTEREST OR BIAS

After thorough review, we affirm that **DHC Consulting, Hillard Heintze** and **Berkeley Research Group**, as well as their respective team members, do not have any actual or apparent conflicts of interest involving team members, associated firms or organizations, or any employees assigned to the project, or proposed subcontractors, including current or former employment, contracts or grants with the City or State and affiliated departments (in the last 10 years) and do not have a close, familial or business relationship with the City, State, affiliated departments, or elected or appointed officials in Chicago or Illinois; or is not a proponent or subject of any complaint, claim or lawsuit alleging professional misconduct against CPD members.

Hillard Heintze has no conflicts. As previously noted, Arnette Heintze founded the firm in January 2004 as AllSecure Strategies, LLC. In July 2004, Arnette asked Terry Hillard, the retired Superintendent of the CPD, to join his firm, at which time the name of the firm was changed to Hillard Heintze. In May 2009, Terry's legal affiliation, business interest and ownership participation officially ended. Since the firm's inception, all business and financial decisions, matters and initiatives have planned, directed and decided by Arnette in his capacity as founder and Chief Executive Officer. Under his leadership, Hillard Heintze has become nationally recognized as a leading security risk management and law enforcement consulting firm providing confidence and assurance to more than 520 clients.

Bronner Group does not have any conflicts of interest that present any obstacles to providing the professional services. Below is information related to the areas identified as potential conflicts of interest. Bronner currently has four master contracts with the City of Chicago. The contracts are for Finance (targeted and non-targeted) and Technology (targeted and non-targeted). These contracts release work on a competitive task order basis. Bronner does not have any current task orders active under these contracts. Bronner does not have any close, familial or business relations with two exceptions: (1) Gila Bronner serves on the Board for the Illinois Finance Authority and (2) Bronner's Director of Professional Services, Don Davis, has a brother who works for the State of Illinois Department of Natural Resources.

Dr. Amy Watson is an evaluation Consultant at CPD supported by a grant from the Bureau of Justice Assistance Justice and Mental Health Collaboration. This work, which we view as complementary to her CMT role, concludes on September 30, 2018. This is a collaborative project with the CPD, Thresholds, Inc. and Sinai Health Systems. The goal of the project is to provide linkage services to individuals transported by CPD officers to emergency departments at Holy Cross Hospital and Mt Sinai Hospital for psychiatric evaluation.

Additional information on any of these matters will be provided upon request.

4.0 PROPOSED ACTIVITIES AND METHODOLOGY

Key Tasks: The Critical Path for Implementation

Based on our past and ongoing experience in police reform and consent decree monitoring, the CMT anticipates specific phases that must be completed to achieve full compliance for any given subject matter area, as outlined below.



PHASE 1: Develop a Monitoring Plan that will clearly demonstrate the activities required to exceed the mandates of the Consent Decree based upon the steps below.

PHASE 2: Understand the Department's Current State for each provision of the Consent Decree – and perform a gap analysis to identify the changes required, by collecting information through the following activities.

- 1 Meet with the Parties' leaders to understand their perspectives on the issues outlined in the Consent Decree. Establish a clear understanding of (1) the Court's and the Parties' priorities on the issues; (2) any progress achieved to date; (3) the development of a Community Advisory Board; and (4) the Courts' and Parties' expectations of the Monitor and the Monitor's team.
- 2 Undertake an "internal as is" assessment of the CPD culture by (1) interviewing sworn and non-sworn members of all rank; (2) reviewing any reports, crime and management data and any other sources relevant to culture and behavior; (3) conducting field observations as well as interviews with officers and community members interacting with police; (4) assessing past complaints from the public; and (5) pursuing any other means necessary to obtain the information we need to advance the Monitor's objectives and mission.
- 3 Conduct community outreach to gauge the issues through the following channels: (1) listening sessions and town hall-style meetings to obtain an understanding first hand from the city's residents; (2) meetings with community advocacy and social justice groups to understand their perspectives on the CPD; (3) meetings with community leaders from faith-based organizations, school, non-profit organizations, and social service agencies; (4) issue an initial community survey on the public's attitude towards the CPD and police services; and (5) meetings with leaders from other federal, state and local law enforcement agencies serving the City of Chicago to understand their issues and perspectives.
- 4 Conduct a full assessment of CPD standard operating procedures (SOP) and the Department's Code of Conduct. The Monitor will assign appropriate subject matter experts to conduct a comprehensive review of the written policies, SOPs and directives of CPD with specific emphasis on the policies governing activities outlined in the Consent Decree Complaint. The purpose of this comprehensive review is to take an in-depth look at existing policies to (1) validate that the policy is aligned with national best practices in policing as well as tenets of community policing; (2) determine whether policies are being implemented with fidelity to the policy's intent; and (3) identify required changes or adaptations to improve the effectiveness or clarity of the policy or procedure.
- 5 Review CPD training curricula and procedures to determine if the training (1) teaches appropriate knowledge, skills and abilities (KSAs) so that KSAs translate into appropriate officer behavior and performance; (2) aligns with the philosophy of improving behaviors and beliefs about protecting the sanctity of life; (3) emphasizes the concept of de-escalation; (4) eliminates race, gender and lifestyle-biased decision making; and (5) instills community policing in everyday activities.
- 6 Analyze the CPD's efforts toward community policing and problem-oriented policing.
- 7 Evaluate all accountability mechanisms within the CPD including, but not limited to, supervision, disciplinary process, complaints and commendations.
- 8 Assess the CPD's use of data collection and information sharing that provide critical information on officer safety, police bias, use of force, community policing and complaints, as well as discipline and training, and inform management decisions for both administration and operational issues aligned with the Consent Decree.

The Vital Importance of Selecting the Right Metrics

One of our earliest tasks will be working with the Court and Parties – and, very importantly, with the community – to define the metrics we will use to:

- 1 Establish current state baselines for all 10 Consent Decree areas.
- 2 Measure progress milestones that are meaningful to the Court, the Parties and the community.
- 3 Signal when course corrections are needed because results are unsatisfactory.
- 4 Provide evidence of compliance.



PHASE 3: Correlate Findings with Previous DOJ reports and Obtain Agreement on Gap Analysis Findings from the Court, the Parties and community groups.

PHASE 4: Facilitate the Adoption of Revised Rules, Regulations and Operating Procedures. Policy adoption marks a new phase of compliance with the requirements of the Consent Decree.

PHASE 5: Develop Training and Adoption Procedure. This phase include the following tasks: (1) the CPD updates and develops curriculum and training materials; (2) the CMT evaluates curriculum; (3) the CPD trains instructors; (4) the CPD pilots course to be observed by the CMT; (5) the CPD completes training; (6) the Monitor and the CMT evaluate delivery and retention; and (7) the CMT completes a field assessment to measure the training's impact.

PHASE 6: Adopt Reforms and Evaluate. This phase includes the following tasks: (1) the CPD creates data reports on compliance; (2) the CMT evaluates whether these items demonstrate the adoption and use of the reforms by all CPD members; (3) the CMT conduct audits, which can include ride-alongs, video reviews, report reviews, public surveys and feedback; (4) conduct follow-up public surveys and to obtain feedback and gauge changes in public attitude and police behavior; and, (5) the Monitor continues to report to the Court quarterly on the CPD's progress in meeting and sustaining the requirements of the Agreement.

PHASE 7: Determine Full Compliance

If compliance is maintained for the two-year period, the Department is deemed to be in Full Compliance.

Methods of Obtaining, Analyzing, and Reporting Information

How the CMT Will Obtain Information: Upon selection and in the early stages of assuming duties of the Monitor, the CMT will conduct an initial, preliminary on-site assessment of the CPD's operations and program environment. The purpose of this phase is to identify and prioritize the Parties' and CPD's principal areas of concern as related to the Agreement, as well as those held by other key stakeholders, such as community leaders, business leaders, rank-and-file officers and members of the Department. Next, we will conduct a formal assessment. CMT members have worked with Chicago-based groups that have relevance to CPD. This will involve the following tasks.

- 1 Conduct **Community Listening sessions** throughout the city to ensure the entire CMT gains a first-hand understanding of community concerns.
- 2 Conduct **monthly meetings** with the Community Advisory Board.
- 3 Review **policing and public safety-related documentation** relevant to the approved scope of the Agreement.
- 4 Develop a deeper understanding of the **Department's mission, vision and values** as well as its history, organizational model and cultural environment.
- 5 Follow up on our preliminary interviews and review of Department written policies and procedures, with in-depth **discussions with key personnel**, such as the Parties, Superintendent, Department commanders and functional leaders.
- 6 Undertake site-specific inspections of the Department's operations, assets and activities, including ride-alongs and interviews of rank-and-file officers.
- 7 Identify **opportunities to deliver technical assistance** early and often to begin the path toward compliance.
- 8 Gather **all additional data and other information** on the key topics of the Agreement from both internal and external sources to gain and document a truly 360-degree understanding of the Department's current position in relation to the Decree to facilitate the most effective path to real reform.



During the course of the engagement, we will **continue to collect information** through Department reports; personal interviews; reviews of new policies, procedures, training curriculum and lesson plans; survey instruments; analysis of complaint files; observation of officers performing their duties; observation and evaluation of training; community meetings; reviews of media articles; and reviews of relevant law suits and court cases.

How the CMT Will Analyze Information

The CMT will examine the full range of current CPD datasets for potential relevance including the variables, incident and demographic data as relevant to the Agreement. We will be analyzing datasets ranging from administrative and timekeeping data to performance reviews, risk management, officer commendations and training data to identify other patterns predictive of negative agency and officer outcomes. While the methodology of reporting depends on the matter at hand, the basic steps include the following tasks.

- Code and sort collected data
- Organize data for coding, while being aware of biases
- Complete calculations
- Analyze data
- Examine data to identify key findings, conclusions and recommendations
- Validate the findings and reporting findings and gaining commitment

We will continue to analyze and compile interactions among law enforcement and citizens; quantify each type of interaction; identify results of each interaction; review all video data; and interview police and community leaders, as well as citizens.

How the CMT Will Report Information

At different times during this engagement, the CMT will stand at the intersection of crucial information flows to five principal audiences: (1) the Court, which has final authority on activities including reporting and messaging; (2) the Illinois Attorney General; (3) the City's leadership, including the Mayor, Superintendent of Police and the Corporation Counsel; (4) the public; and, (5) the members of the CPD. At the appropriate time, all concerned stakeholders need to be informed of the work of the CMT and the progress of the Department. We understand that proactively communicating with all stakeholders is critical to creating a collaborative environment, and we commit to regular reporting on all monitoring activities.

The internal mandate is straightforward: the Monitor's report goes to the Court. However, external reporting obligations can vary and the authority to release information will be decided by the Court. Unlike government auditors or corporate compliance officers who report their discoveries principally to internal decision makers, the CMT is responsible and accountable for ensuring that accurate, unbiased information is collected to validate progress on very serious problems. This includes, with the Court's concurrence, notifying external stakeholders – including the public – of the Monitor's findings. This dual reporting responsibility is one of the defining hallmarks of the Consent Decree process and the Monitor's role. In fact, at the very heart of a successful consent decree is a set of issues defining precisely what the Monitor's reporting obligations, parameters and processes should be, if chosen, we will work with the Courts and Parties to define them carefully to ensure maximum transparency.

The Monitor will issue detailed quarterly reports summarizing the CMT's activities and observations throughout the preceding quarter. Additionally, the Monitor will issue reports upon the completion of major reviews, findings, investigations, advancements and inspections. However, it should be noted that during the course of the Monitor's activities, all records will be considered sensitive in nature and not available for outside review without the permission the Court and the Parties. Lastly, the Monitor will complete an annual report within 60 days of the end of the year with a summary of the year's activities as well as the status of the progress towards meeting the mandates of the Consent Decree.



Support from a High-Performance, Fully-Staffed Communications Team

The report-writing controls, capabilities and resources we believe will prove invaluable to the Monitor's oversight duties include (1) rigor, discipline and methodologies that ensure the Monitor team is highly effective at delivering work product; (2) targeted report-writing metrics and performance measures related to quality assurance and control, timeliness, agility, efficiency and ability to scale; (3) the functional agility to respond immediately and with quick turnarounds to the Monitor's communications requirements as they arise; and (4) accountability and key process documentation that enables continuous improvements and best-practice updates – all of which will be mapped specifically to the specialized requirements we expect to emerge on this initiative.

We will develop an open communication channel through a layered strategy of traditional monitor reporting, digital communication and physical engagement in the communities with stakeholders and leaders. Our experience has shown that transparency and open communication help drive reform, hold the Department to account and provide a way for all communities to get involved in ways that are meaningful and appropriate. With the consent of the Court and the input of the Parties, we propose to develop a digital communication strategy in addition to the traditional reporting format for a Monitor. The Chicago Consent Decree Monitoring will be of particular interest to many – local stakeholders, criminal justice professionals, academics, others looking for information regarding the progress of the CPD and best practices, and people with issues for which they seek information or redress.

While we have a communication plan and strategy, as part of our initial assessment we will confirm the communication needs and preferences for the various communities in Chicago. We acquired a website domain to facilitate broad engagement on the key issues under the Consent Decree. We will post Monitor reports, engagement opportunities and key items of interest regarding the Department and the reform process onto the website, as well as allow for community messaging and input to the CMT. We will maintain an updated and ongoing presence through the web and strategic use of social media platforms for information sharing and to keep public interest and engagement within all the communities of Chicago.

The proposed Community Advisory Board will serve as ambassadors for their respective communities – bringing information forward and sharing information with their constituencies. Our subject matter experts will be specifically tasked with engaging with community-based stakeholders on the issues addressed under the Consent Decree. We use proven methods for community forums and other engagement practices to provide voice for communities not digitally engaged. We will be able to leverage our local presence to do so within a fiscally conservative way that also allows us to use our knowledge of the communities, stakeholders and concerns of Chicago residents.

Personnel Responsibilities, Estimated Hours and Frequency of Proposed Activities

Please see [Attachment 7.3 Team Member Availability](#) and [Attachment 7.7 Proposed Budget](#).

Coordinating Visits, On-Site Records Reviews and Interviews: We understand the challenges that the Department is and will be confronting – including the organizational complexity inherent in facilitating large-scale institutional change. We anticipate that the CPD's resources will be strained by issues such as cost, the diversion of officers' time from doing police field work versus attending training, and coordinating and accommodating the Monitor's interviews, research and other Consent Decree activities. We will work closely and collaboratively with the City and the CPD to ensure our presence is not a burden and that our requests of Department staff and resources for information and data are reasonable and as minimally invasive possible.

Coordination with the Parties, CPD and the Community – Monitoring, Information and Communications

While the Monitor's communications take many forms, the CMT's main focus is on the formal communications to the Court, Parties and community to ensure all appropriate stakeholders are informed of the work of the Monitor and the progress of the CPD. Communications during the first year are particularly critical to creating a collaborative environment. Therefore, we



commit to **Quarterly Reports** on activities with a comprehensive **Six-Month Report** as well as an **Annual Report**. We will maintain quarterly and full annual reporting in subsequent years.

We will structure a **formal communication model** with the Parties that is approved by the Court and designed to be both effective and consistent with the Consent Decree. The model will be designed to keep the Court informed but allow for collaboration among the Parties on activities and issues of concern. The CMT does not view the role of the Monitor as serving as a public spokesperson on the activities of the Court or the Parties. Our position would be that the Parties should speak for themselves. If the situation where public comment by the Monitor would be necessary or desirable arises, we would first seek permission of the Court and present all written public communications to the Court for prior approval.

5.0 COST ESTIMATES

We took the Parties' guidance very seriously on pricing, because this work is our core, Chicago is our home and we are deeply committed to helping the people of Chicago and the CPD develop a highly professional, community-focused and trusted police department.

After carefully projecting the level of effort on this engagement to provide highest quality services at the lowest possible price, we determined that it would take **14,420 hours** in Year 1 to accomplish the tasks outlined in the Consent Decree. We deeply discounted our standard government hourly rates and offer a **blended hourly rate of \$197.50** that will allow us to come as close as possible to meet the city's suggested budget of \$2,850,000. We have estimated our expenses using GSA Travel and Per Diem regulations and rates, and estimate them to be **\$257,470**. We are willing to commit to a base rate of **\$3,105,420** for the following Year 2 and Year 3. Should the monitoring be required to continue beyond this time frame, we will discount our base rate by 10 percent for Year 4 and will further decrease our base rate by 15 percent should the monitoring activity continue into Year 5. Additional information on cost estimate details can be found in **Attachment 7.7. – Proposed Budget**.

6.0 COMMUNICATIONS

The Monitor, the CMT and the businesses that comprise it fully acknowledge the importance of protecting the integrity of the selection process and the criticality of refraining from communicating with the Parties, their staffs, experts and agents until a Monitor is approved by the Court. As of September 4, 2018 – the date of this proposal – no CMT member has communicated with the Parties.



7.1 RESUMES & EXPERIENCE – LEADERSHIP



HON. DAVID H. COAR (RET.)

SUMMARY OF QUALIFICATIONS

Hon. David H. Coar (Ret.) served as United States District Judge for the Northern District of Illinois for 16 years and as a United States Bankruptcy Judge for 8 years. From 1979 to 1982, he served as the first United States Bankruptcy Trustee in the Northern District of Illinois. As Associate Professor of Law at DePaul University College of Law, Judge Coar taught courses on ethics, corporations, corporate finance, constitutional law, labor law and professional responsibility. As a practicing lawyer, he represented private plaintiffs in the case that determined how Title VII impacted the merger of previously segregated lines of progression in the steel industry. For the past five years, Judge Coar has served as co-chair of a Stakeholders Committee seeking to improve the criminal pretrial process in Cook County.

Judge Coar has traveled extensively across the globe to consult on judicial and economic issues and has participated in educational programs for foreign judges in the U.S. and overseas. He has participated in programs in China, Russia, Nigeria, and Cameroon sponsored by law schools, the National Center for State Courts, the U.S. Department of State and the U.S. Department of Commerce. The Bar has praised Judge Coar for his excellent legal ability, handling of complex cases, integrity and independence.

RELEVANT EXPERIENCE

JAMS Mediation, Arbitration and ADR Services

Arbitrator, mediator and special master

2011 – Present

- Specializes in Antitrust, Bankruptcy, Business/Commercial, Civil Rights, Class Action/Mass Torts, Employment, IP and Securities.

United States District Court

Judge

1994 – 2010

Northern District of Illinois

- Tried and settled hundreds of cases involving the full array of matters subject to federal jurisdiction including criminal, class action Multi District Litigation, complex corporate, commercial, employment, intellectual property, mass tort, and securities cases.
- Maintained a special interest in automation within the courts as a member of the Information Technology Committee, heading the Budget Subcommittee.

United States Trustee

1979 – 1982

Northern District of Illinois

- Became one of 10 U.S. Trustees in the country under a pilot program established within the U.S. Department of Justice in 1979, pursuant to the newly enacted Bankruptcy Code.
- Monitored cases and appointed and supervised trustees and examiners in bankruptcy proceedings.

United States Bankruptcy Court

Judge

1986 – 1994

Northern District of Illinois

- Oversaw large corporate reorganization and bankruptcy cases.



- Presents frequently at programs for the Bankruptcy and District Judge Education Committees of the Federal Judicial Center as a former member.

College of William and Mary

Visiting Professor of Law 1985
Marshall-Wythe Law School

DePaul University

Associate Dean and Associate Professor of Law 1974 – 1979, 1982 – 1994
College of Law

Private law practice

Attorney 1971 – 1974
Mobile and Birmingham, Alabama

NAACP Legal Defense and Education Fund, Inc.

Carnegie Foundation Intern 1970 – 1971

REPRESENTATIVE MATTERS

Police Abuse Cases

- Presided over numerous matters which alleged civil rights violations under 42 U.S.C. § 1983. These cases were brought against various law enforcement agencies including the Chicago Police Department. The allegations pertained to excessive force, false arrest, discrimination, and related conduct.
- Served as the Arbitrator reviewing disputed claims under the Chicago Ordinance providing for reparations to victims of police torture.

Employment

- Resolved case of first impression under the Wage and Hour law after a five-week trial and remand after appeal.
- Presided over several large Title VII class action cases involving claims of race, sex and age discrimination, all of which were resolved short of trial.

Bankruptcy

- Presided over the first large and most successful asbestos bankruptcy case resulting in a consensual plan that has served as a model for subsequent cases. Claims totaling over \$92 billion dollars were resolved. Over 90 percent of the stock of the reorganized company was issued to a trust for asbestos injury claimants. Complicated — and at the time unresolved — issues of future claims, corporate governance, and liability of the trust were successfully navigated.
- Successfully settled a \$30 million dollar avoidance action in a bankruptcy case involving a foreign creditor of a debtor.

Class Action MDL Cases

- Served as assignee judge in three large class action multi-district litigation cases involving alleged product liability, antitrust, and securities/breach of fiduciary duties issues.



Intellectual Property

- Panelist on a tripartite mock arbitration on questions of trade secrets violations in the pharmaceutical industry.
- Mediated patent infringement matter regarding electronic trading software.
- Presided over, then mediated trade dress cases involving the rights of franchisees after termination of the franchise agreements.

EDUCATION

Master of Laws

Harvard Law School, Cambridge, Massachusetts – 1970

Juris Doctor

Loyola University Law School, Chicago, Illinois – 1969

Bachelor of Arts

Syracuse University, Syracuse, New York – 1964

MILITARY EXPERIENCE

United States Marine Corps Reserves, 1965 – 1971

HONORS, MEMBERSHIPS AND PROFESSIONAL ACTIVITIES

- Member, Chartered Institute of Arbitrators
- Best Lawyers in America, 2014
- Member, Advisory Committee on Bankruptcy Rules of the Judicial Conference of the United States, 2007-2010
- Member, Information Technology Committee, Judicial Conference of the United States, 1999-2005; Served as chair of the budget subcommittee
- Visiting Committee, University of Chicago Law School, 1998-2000
- Conferee, Emeritus, National Bankruptcy Conference
- Member, American Bankruptcy Institute
- Member, American College of Bankruptcy
- Past board member, Federal Judges Association
- Past board member, National Conference of Bankruptcy Judges
- Served on the editorial board of the American Bankruptcy Law Journal
- Speaker on topics ranging from bankruptcy, intellectual property, sentencing, employment discrimination, and the use of technology in the courts
- Law360's Minority Powerbrokers Q&A series with Judge David Coar, December 3, 2014



HON. DAVID COAR (RET.) — MONITOR

Experience	Overview	References
<p>Judicial Consent Decrees and Settlement Agreements</p>	<p>Judge Coar has experience with consent decrees and settlement agreements involving law enforcement practices. While on the bench, he entered and oversaw a consent decree involving the use of strip searches of female inmates at the Cook County Jail, one of the largest jails in the country.</p> <p>Judge Coar also entered a consent decree regarding proposed redevelopment plans for Chicago Cabrini Green public housing complex. The consent decree was the result of challenges to the redevelopment plans brought pursuant to the Fair Housing Act. The challenges, voiced by residents and community groups, argued the plans would result in resident displacements and a reduced supply of affordable housing units, which would have discriminatory impact on African Americans, women and children. Judge Coar oversaw and enforced the consent decree for 11 years.</p> <p>After leaving the bench, Judge Coar continued to monitor consent decrees and oversee institutional change in law enforcement and penal institution policies. He is appointed by the U.S. District Court for the Northern District of Illinois to serve as Special Independent Counsel pursuant to consent decrees involving the Teamsters' Central States pension and health and welfare funds.</p> <p>In 2013, the Illinois Supreme Court asked him to co-facilitate the implementation of recommendations for Cook County's pretrial operations to reduce overcrowding at the Cook County Jail and work with elected Stakeholders to address inequities in the criminal pretrial process. He also volunteered to arbitrate disputed claims under the Chicago Ordinance providing compensation to victims of police torture at the hands of Chicago Police Commander Jon Burge. That arbitration work is no longer active.</p>	<p>References:</p> <p>Judge Ann Williams (Ret.) 7th Circuit Court of Appeals 312.269.1575 acwilliams@jonesday.com</p> <p>Judge James Holderman, Northern District of Illinois (Ret.) JAMS Mediation 312.655.9192</p> <p>Judge Wayne Anderson, Northern District of Illinois (Ret.) JAMS Mediation 312.655.9191</p>



JEFFREY H. CRAMER

SUMMARY OF QUALIFICATIONS

Jeffrey H. Cramer has more than 20 years of experience in corporate investigations, fraud detection, due diligence and regulatory issues. His consulting practice spans matters involving the Foreign Corrupt Practices Act, embezzlement, fraud, cyber breaches, proxy fights, security, corporate governance and background investigations.

Mr. Cramer was previously a senior managing director and head of the Chicago office of a large international investigative company, at which he oversaw multijurisdictional cases. In connection with his management of investigations and business intelligence assignments, he built multidisciplinary teams comprising former prosecutors, investigators, technology experts, financial and data analytics experts and forensic accountants.

Mr. Cramer was an Assistant U.S. Attorney in the U.S. Attorney's Office for the Northern District of Illinois. He served as Senior Litigation Counsel, where he was responsible for trial strategy and jury arguments in all criminal trials. He has investigated a broad range of cases, terrorist organizations, public corruption, securities fraud, and regulatory and export violations. He was co-coordinator of Project Safe Neighborhoods for DOJ in Chicago. Mr. Cramer had top secret clearance while at the Department of Justice.

A 13-year veteran of the criminal justice system, Mr. Cramer began his career as a prosecutor in New York City. He prosecuted federal and state trials, leading complex investigations into violent and white-collar crimes such as homicides, public corruption, fraud and money laundering. After his tenure in New York, he worked for three years at a major international law firm. Mr. Cramer has lectured on a variety of topics including corruption, fraud and security in Russia, Indonesia, Japan, Mexico and the International Law Enforcement Academy in Budapest.

Mr. Cramer has been an adjunct professor at law schools in New York, Boston, and Chicago. He has lectured on fraud investigations and related topics at the FBI Academy and at the Securities and Exchange Commission, Secret Service, Department of Health and Human Services (HHS), Department of Homeland Security, local law enforcement and Bar groups. He has earned commendations from the director of the FBI, the inspector general for HHS, and the U.S. Secret Service. He has led cases that were awarded the Federal Law Enforcement Investigation of the Year. He also has received numerous awards from the Department of Justice, including the Director's Award for Superior Performance by a Litigative Team, as well as the HHS Inspector General Integrity Award and the HHS Award for Excellence. Mr. Cramer was appointed a Special State's Attorney for the Prosecution of Drew Peterson, a former police officer who was convicted of killing his wife. He also has worked with several special prosecutors related to police actions.

Mr. Cramer regularly appears in a variety of media commenting on fraud, corruption and security for MSNBC, Fox, CNN, NBC, ABC, Bloomberg, Associated Press, *Chicago Tribune*, *Chicago Sun Times* and other outlets.

RELEVANT EXPERIENCE

Berkeley Research Group

Managing Director

Chicago, Illinois

June 2016 – Present

Kroll

Managing Director and Chicago Office Head

Chicago, Illinois

October 2009 – May 2016

United States Attorney's Office

Assistant United States Attorney and Senior Litigation Counsel
Chicago, Illinois

April 2000 – September 2009

Brown Rudnick

Attorney
Boston, Massachusetts

June 1997 – March 2000

New York County District Attorney's Office

Assistant District Attorney
New York City, New York

September 1993 – June 1997

REPRESENTATIVE MATTERS

Corporate Investigations

- Conducted and managed numerous cases, including complex fraud and embezzlement investigations, due diligence research, Foreign Corrupt Practices Act violations, securities-related issues, theft of intellectual property, proxy fights, and other discreet work.

Cyber Crime Investigations

- Led numerous worldwide investigations involving data breaches.
- Worked with general counsel, boards of directors, outside counsel, and law enforcement to determine the appropriate corporate response.

Foreign Corrupt Practices Act (FCPA)

- Investigated and prosecuted multiple defendants under FCPA for paying bribes and kickbacks. One such case stemmed from bribes being paid to a foreign government worker by a U.S. software company.
- Assists companies in establishing risk analysis on FCPA and other compliance topics.
- Coordinates due diligence on foreign and domestic vendors to ensure his clients are aware of any issues.

White Collar Crime Prosecutions

- Member of the trial team that prosecuted fraudulent activity at Hollinger International, leading to the conviction of Conrad Black, other top company executives, and a foreign corporation in *United States v. Conrad Black, et al.*
- Directed multiple investigations involving multimillion-dollar fraud schemes and securities violations in a variety of industries.

Lottery and Gaming

- Led engagements with the Illinois, Indiana, New Jersey and Pennsylvania State Lotteries that resulted in the hiring of private lottery managers in transactions valued at over \$5 billion for the states.
- Responsible for ensuring transparency throughout the procurement process in Illinois and Indiana.
- Coordinated a rigorous, international investigation of the corporate entities and individuals bidding for all four lotteries with his team.



- Participated in all public meetings for the contract bid and reported key findings in Illinois. Illinois Governor Pat Quinn announced, “Having a team of independent advisors was very important, especially knowing that it was led by a former federal prosecutor (Jeff Cramer) who examined the background of every bidder and ensured a fair process. This open process has allowed us to select the right organization to lead Illinois’ lottery into the future.”

Healthcare, Hospitals, and Biotechnology Fraud Prosecutions

- Supervised the Department of Justice investigation and conviction at trial of Ronald Mikos in *United States v. Mikos* as a prosecutor. The jury convicted the defendant of healthcare fraud, obstruction of justice, and murder, resulting in the death penalty.
- Investigated and prosecuted other healthcare and biotechnology matters, including medical kickback schemes and an international fraud related to synthetic humanized insulin.

Regulatory Matters

- Investigated numerous regulatory matters, including illegal shipments of materials on the U.S. Munitions List that were being sent to prohibited countries in violation of export laws.
- Prosecuted several individuals who were shipping unmanned aerial vehicle (predator drone) parts to Pakistan.

Police Corruption

- Led the team, through indictment, that prosecuted a former Chicago Police Department commander for actions related to the systematic torture and abuse of suspects. The defendant was later convicted at trial.
- Worked for two court appointed special prosecutors on police corruption and shooting incidents.

EDUCATION

Juris Doctor

Temple University Law School, Philadelphia, Pennsylvania – 1993

Master of Business Administration

Northeastern University, Boston, Massachusetts – 1998

Bachelor of Arts

State University of New York at Geneseo, Geneseo, New York – 1986

CERTIFICATIONS

- Admitted to the Bar in Massachusetts and New York


JEFFREY CRAMER, J.D. — PRINCIPAL DEPUTY MONITOR, LEGAL

Experience	Overview	References and Examples of Non-Confidential Work Product
People of the State of Illinois v. David March, Joseph Walsh, and Thomas Gaffney	<p>From 2017 to the present, Mr. Cramer led BRG in data forensic and investigative efforts to assist the Special Prosecutor's investigation of three Chicago police officers charged with impeding an investigation into the fatal police shooting of Laquan McDonald. The officers were indicted on state felony counts of conspiracy, official misconduct and obstruction of justice. BRG assisted the Special Prosecutor in witness interviews prior to Grand Jury proceedings, and also compiled and processed electronic materials and responded to work flow requests by the Special Prosecutor.</p>	<p>Reference: Judge Patricia Holmes (Ret.) Special Prosecutor 312.471.8745 pholmes@rshc-law.com</p>
People of the State of Illinois v. Richard Vanecko	<p>In 2012, Mr. Cramer led a team to assist the Special Prosecutor in investigating the death of David Koschman by Richard Vanecko. A Grand Jury indicted Vanecko of involuntary manslaughter, to which he pled guilty. Mr. Cramer and his team assisted with dozens of witness interviews and drafted the reports from those interviews. They also identified and located interview subjects. Mr. Cramer's team also oversaw the forensic collection of electronic evidence from Chicago Police requested by the Special Prosecutor.</p>	<p>Reference: Daniel Rubinstein Deputy Special Prosecutor 312.558.5964 drubinstein@winston.com</p>
Illinois Lottery	<p>In 2017, Mr. Cramer led a Berkeley Research Group (BRG) team from six countries in an investigation of a company and its executives to be a Private Lottery Manager. BRG formulated an investigative plan and identified and reviewed extensive documents and other public materials in multiple countries, including corporate filings and civil and criminal litigation. Mr. Cramer's team also drafted source interview questions, identified relevant sources, and conducted interviews. Mr. Cramer was responsible for correspondences with the Lottery General Counsel and Director as work progressed.</p>	<p>The final Lottery Report has not been included due to possible privacy issues. Please contact the reference with any additional issues.</p> <p>Reference: Helen Kim Agency Procurement Officer 217.524.6435 helen.kim@illinois.gov</p>

KENNETH A. BOUCHE

SUMMARY OF QUALIFICATIONS

A proven law enforcement, business and technology leader with a record of delivering positive and sustainable results. Leads by bringing disparate groups together under a common mission and focusing collective resources on complex issues and shared concerns. Skilled in creating solutions and finding unrecognized opportunities to deliver significant and measurable outcomes.

RELEVANT EXPERIENCE

Hillard Heintze

Chief Operating Officer

2009 – Present

Chicago, Illinois

- Oversees the day-to-day operation of the firm and the alignment of its resources, expertise and capabilities with the evolving needs of clients.
- Focused on driving efficiencies, while continuing to deliver the highest quality law enforcement, investigative and security consulting products.
- Created expansion opportunities through offerings such as government consulting, corporate social media threat and reputational monitoring, and expanded investigative and corporate security services while building strategic relationships.
- Leads the firm's focus in several areas:
 - 1 Implementing best practices in management, leadership, strategy and planning with both corporate and government clients.
 - 2 Helping clients align their security strategies with their corporate strategies to improve efficiencies and effectively mitigate risk.
 - 3 Leading behavioral threat assessment, investigation and open-source intelligence experts who use methodology-driven analysis to identify behaviors and characteristics foreshadowing an act of targeted violence to aid clients in developing and implementing threat assessment and case management.
 - 4 Enabling government clients to recognize understand and embrace strategic opportunities to advance their missions, understand trends, prevent crime and counter the risks of terrorism. Conducted dozens of agency assessments conducted, regarding:
 - Collaborative assessments of police department operations
 - Complex use of force investigations
 - Development and application of crime-reduction strategies
 - Collaboration, community partnerships and information-sharing
 - Community-oriented policing strategies
 - Implementation of early warning systems
 - Constitutional/Biased Based Policing assessments and programs
- Led and directed dozens of engagements such as the following:
 - **Confidential Client (2018):** Leading an enterprise-level law enforcement, security and safety operations assessment across all security and law enforcement domains of one of the largest regional multimodal transportation operation in North America with six airports, a police department, five marine terminals, a



commuter rail system, multiple tunnels, bridges and terminals and iconic buildings. Evaluating the operations with a focus on counter terrorism, policing, security and safety policies, procedures and operations.

- **Denver, Colorado Sheriff Department (2014 - 2016):** Led a team in conducting an independent assessment of the Denver Sheriff's Department including a complete agency operations and management assessment with emphasis on use of force, classification of inmates, staffing, discipline and internal affairs functions. Helped DSD implement significant improvements, including implementing the 14 key findings from the assessment.
- **Schaumburg, Illinois Police Department (2013 - 2014):** Led an independent management and operations assessment of the SPD, which concluded with a transformative report with 10 key findings and 50 recommendations. After the report was issued, served as Interim Police Chief for 10 months, and was responsible for initiating a transformation of the Department by implementing the recommendations from the assessment, as well as assisting in recruiting and onboarding a new police chief.
- **Beloit, Wisconsin Police Department (2015):** Led a comprehensive assessment of the Beloit Police Department at the request of the City government. This included a systemic review of existing policies, procedures and practices across the full spectrum of operations and management/supervisory capabilities. Following the assessment, Hillard Heintze guided the City through implementation of recommendations by providing advisory services.
- **U.S. Department of Justice COPS Office CRI-TA Program (2015 - 2017):** Hillard Heintze was named by the U.S. Department of Justice Office of Community Oriented Policing as the sole technical assistance provider for the Collaborative Reform Initiative for Technical Assistance (CRI-TA) Program. The program was designed to assist law enforcement agencies with instituting programs in the wake of high profile use of force situations. The following Law Enforcement Agencies Assessed under CRI-TA:
 - Baltimore Police Department, Maryland
 - Calexico Police Department, California
 - San Francisco Police Department, California
 - Milwaukee Police Department, Wisconsin
 - St. Anthony Police Department, Minnesota
 - Fort Pierce Police Department, Florida
 - Memphis Police Department, Tennessee
 - Commerce City Police Department, Colorado
- **Expert Witness (2017):** Served as an expert witness regarding a case filed in the United States District Court Northern District of Illinois. Our client was a municipality being sued for allegations of constitutional violations regarding the improper investigation of a homicide.

MyThings Inc.

Vice President

2006 – 2009

- Directed the worldwide implementation of Trace, a comprehensive and searchable database of stolen, lost, and seized property, a division of MyThings Inc. Trace began as a start-up company and became the world's largest online international database for stolen art and property. Trace was designed to be used by victims of crime and the police to easily document, report and query stolen property data by building public/private collaborations never believed possible. Trace provides the art, auction-houses and second-hand retailers with the highest level of due diligence against trading stolen property in the world.
- Led the technological development of integration with the FBI and the 18,000 U.S. police agencies, online retailers and insurance companies. Trace's database received data from thousands of police agencies in over 11 countries.
- CIO magazine named Trace as a recipient of the 2008 CIO 100 award, recognizing Trace for exemplifying the highest level of operational and strategic excellence in Information Technology.



Illinois State Police

Colonel – Deputy Director

1999 – 2006

- Led the technological needs of the ISP and statewide law enforcement as a Chief Information Officer.
- Responsible for the task of consolidating, modernizing, and standardizing all of the ISP's technology functions.
- Created and led the Information and Technology Command (ITC), one of five divisions for the ISP. The ITC was responsible for all ISP technology including administrative back-office systems, business intelligence and data warehousing, and the delivery of critical real-time information to over 1,000 police agencies, 40,000 police and justice end-users who required system availability 365 days a year, 24 hours a day. Creating ITC was a lengthy process that began at the same time the financial and personnel resources were involuntarily reduced by 40 percent due to drastic budget cuts. The annual operating budget averaged approximately \$30 million. The transformation of ISP's technology began with a resentful, unmotivated workforce that had just suffered a scathing audit and the largest reduction of force in the agency's history. By creating teams, providing training, driving accountability to the lowest level and then celebrating successes, the ITC transformed into a successful and motivated division, providing what customers need and leading the nation in crime solving and technology, by delivering effective real-time, mission-critical information.
- Directed the re-building of several failing information and intelligence systems, implemented a project management/quality assurance office, a strategic planning office, and created several public/private partnerships to reduce cost and increase effectiveness of technological programs. Several of these partnerships serve as models for the country today.
- Managed multi-agency boards, worked with a broad constituency, oversaw large operational budgets and sought grant funding.

Lt. Colonel/Major

1996 – 1999

Region I/District Chicago

- Managed the diverse responsibilities of the largest ISP District and Region, keeping ISP moving forward in both the innovative and operational areas of patrol, community policing, criminal investigations and specialty functions such as Tactical Response Team (SWAT), USART (Underwater Search and Rescue Team), Tactical Operations Group (gang, guns and narcotic enforcement). These duties included the supervision of 63 command officers and 510 patrol officers and investigators, 40 administrative support staff and a budget of \$13 million.
- Developed and led many projects designed to improve the delivery of criminal justice.

National Law Enforcement Leadership

2001 – 2013

- Served on the Global Justice Information Sharing Initiative (Global), a federal advisory committee to the United States Attorney General on justice information sharing and integration initiatives comprised of the representatives from 30 leading justice organizations. After 9/11, the committees' responsibilities were expanded to redesign the information and intelligence sharing environments of local, state, federal and tribal justice and intelligence organizations to address the information sharing failings within the justice systems.
- Served as the chair of the Global Intelligence Working Group, the Criminal Intelligence Coordinating Council and ultimately the full Global Justice Information Sharing Initiative advisory board.
- Led the development of both the National Criminal Intelligence Sharing Plan and the Fusion Center Guidelines, which are the current standards for justice intelligence sharing in the United States. The greatest accomplishment of Global was creating an environment where the voices of local law enforcement were, and still are, heard in the intelligence community.



- Served as a member the IJIS Institute’s Board of Directors, a nonprofit organization designed to raise private sector participation in the advancement of national initiatives affecting justice and public safety, and homeland security. Completed many projects designed to improve the delivery of criminal justice, such as:
 - The Cook County Public Integrity Task Force
 - The Multi-Disciplinary Child Homicide Task Force
 - The Committee for Communicating with the Deaf
 - The South Suburban Major Crimes Task Force

Captain, Investigations Commander District of Chicago	1995 – 1996
Lieutenant, Criminal Investigations District of Chicago	1993 – 1995
Master Sergeant, Chief of Staff - Division of Criminal Investigations	1992 – 1993
Trooper, Sergeant, and Master Sergeant ISP District Three	1983 – 1991

MILITARY EXPERIENCE

U.S. Air Force

Military Police	1978 – 1982
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- Honorable Discharge, decorated service

TEACHING EXPERIENCE

The following are adjunct or part-time positions:

- National-Louis University, College of Management, 2000 – 2002
- Illinois State Police Academy, 1986 – 2006
- Northwestern University’s Center for Public Safety, 1995 – 1996

EDUCATION

Master of Public Administration

University of Illinois at Chicago, Chicago, Illinois – 2000

Bachelor of Arts

Northeastern Illinois University, Chicago, Illinois – 1995

CERTIFICATIONS

- Association of Inspector Generals, Certified Inspector General Investigator – 2015
- Senior Management Institute for Police, PERF/Kennedy School, Boston, Massachusetts – 2000
- Police Administration Training Program, Northwestern University, Evanston, Illinois – 1992



AWARDS

- Hillard Heintze was recognized by Inc. Magazine as one of America's fastest-growing private companies — and ranked on the annual Inc. 500/5000 in 2009, 2010 and 2011.
- CIO Magazine recognized Trace in 2008 for exemplifying strategic excellence in information technology by creating business value through effective and innovative use of IT.
- American Society of Public Administration's — Chicago, 2008 Model Administrator of the Year, for creating technological partnerships in Illinois government.
- Chicago Crime Commission Star of Distinction 2005, for creating an atmosphere of justice collaboration in Illinois.
- Illinois State Police Meritorious Service's Award in 1998, for several programs designed to improve communications between the police and the Deaf Community.
- Illinois State Police Department Commendation in 1993 for leading a multi-agency investigation of international auto thieves.
- Illinois State Police Department Commendation for the investigation of a 1987 alleged fatal traffic crash, which subsequently resulted in a conviction of murder.



KENNETH A. BOUCHE — PRINCIPAL DEPUTY MONITOR, OPERATIONS

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice COPS Office CRI-TA Program</p>	<p>In 2014, Hillard Heintze was selected for the CRI-TA program and successfully facilitated the collaborative reform process in Baltimore, Maryland and Calexico, California. Based largely on its early success, Hillard Heintze was named in September 2015 as the sole technical assistance provider for the CRI-TA program to work with law enforcement agencies to institute collaborative reform in keeping with the Final Report of the President’s Task Force on 21st Century Policing.</p> <p>One of the cities served under CRI-TA and led by Mr. Bouche was San Francisco. The city has subsequently engaged Hillard Heintze to act as a de facto Monitor in a city-funded reform project reporting to the California Department of Justice.</p>	<p>Federal employees are prohibited from providing reference to vendors. However, Hillard Heintze earned consistently high ratings from the United States Department of Justice in the Contractor Performance Assessment Reporting System, including ratings of “Exceptional” for Project Manager and schedule management.</p> <p>San Francisco Report: https://ric-zai-inc.com/Publications/cops-w0817-pub.pdf</p> <p>San Francisco Reference: Michael P. Connolly Deputy Chief, Police 415.553.1005 Michael.Connolly@sfgov.org</p>
<p>Village of Schaumburg and the Schaumburg Police Department</p>	<p>Amid a large corruption and narcotics scandal, the Village of Schaumburg, Illinois engaged Hillard Heintze in February 2013 to conduct a comprehensive assessment, led by Mr. Bouche, of the Schaumburg Police Department (SPD), one of the largest suburban police departments in the Midwest and regarded for decades as a model and regional leader in policing and public safety. This engagement included monitoring the implementation of recommended changes, providing investigative support to complaints against the Department, and conducting internal affairs cases. Mr. Bouche became the Interim Chief of Police of the SPD for one year, focusing on driving reform and adopting all 50 recommendations.</p>	<p>Report: https://www.hillardheintze.com/law-enforcement-consulting/insights-schaumburg-assessment-report</p> <p>Reference: Paula Hewson Assistant Village Manager 847.923.4715 phewson@ci.schaumburg.il.us</p>

**City of Beloit and the Beloit Police Department**

In March 2015, Mr. Bouche led a comprehensive assessment of the Beloit Police Department at the request of the City of Beloit, Wisconsin. This included a systematic review of existing policies, procedures and practices across the full spectrum of department operations, including in-depth review and analysis of the department's internal affairs process. The team examined workload and key processes and reviewed case files for consistency and accuracy. Hillard Heintze provided the City and the Department with a written Independent Assessment Report and provided the community with a strategic roadmap for future success. Following the assessment, Hillard Heintze guided Beloit through the implementation of recommendations by providing advisory services.

Report:

<https://www.hillardheintze.com/law-enforcement-consulting/insights-independent-assessment-beloit-police-department>

Reference:

Lori S. Curtis Luther
City Manager
608.364-6614
lutherl@beloitwi.gov

City of Denver and the Denver Sheriff Department

At the request of the City of Denver, Hillard Heintze completed a comprehensive, eight-month operational and organizational assessment of the department and served as special advisor to the City and County of Denver in the monitoring and implementation of proposed recommendations for the DSD Internal Affairs and Denver Detention Center. The report covered 270 recommendations for corrective action in over 70 pages of findings. Denver subsequently retained Hillard Heintze for technical assistance to monitor progress during their implementation. With Hillard Heintze's assistance, the Denver Sheriff Department drove improvements to address the 270 recommendations for corrective action, with innovative responses to topics such as leadership, supervision and strategic planning; organization and administration; jail management and operations; mental health policies; transgender rights; suicide prevention; training; fitness and wellness; community engagement; and others.

Report:

<https://www.hillardheintze.com/law-enforcement-consulting/insights-developing-police-strategic-plan-denver-sheriff-department>

Press Release:

Successful Implementation:
<https://www.hillardheintze.com/wp-content/uploads/2018/08/Denver-Sheriff-Dept.-Beyond-Reform-Final.pdf>

Reference:

Stephanie O'Malley
Special Assistant to the Mayor
City and County of Denver
720.913.6020
stephanie.omalley@denvergov.org

Sheriff Patrick Firman
Denver Sheriff Department
720.337.0094
patrick.firman@denvergov.org



PETER C. HARVEY

SUMMARY OF QUALIFICATIONS

Peter Harvey is a past Attorney General of New Jersey and a former federal prosecutor. As such, he has been a central player in civil and criminal trials, government investigations and consumer fraud matters for many years. A gifted trial lawyer, his nearly 30 years of courtroom experience includes significant commercial matters, frequently within the hospitality, pharmaceutical and entertainment/sports industries.

Mr. Harvey was nominated to serve as independent monitor for the Newark Police Department, responsible for overseeing the NPD's compliance with a consent decree issued by the U.S. Department of Justice. He also currently represents corporations and individuals in business disputes throughout the nation. He has tried several major civil and criminal jury and non-jury cases in federal and state courts. He also conducts internal investigations for senior executives seeking to learn facts about employee misconduct or inappropriate business practices. Mr. Harvey also assists clients in navigating Grand Jury Subpoenas and government Civil Investigative Demands. He works with clients to develop strategies to achieve the client's desired result, whether through trial, court decision or settlement.

CIVIL AND CRIMINAL MATTERS

Recent matters handled include:

- Representing the board of directors of a leading hospitality company in a shareholders' derivative action in federal court over a series of security breaches.
- Protecting a major energy company from "whistleblower" claims made under a false claims act.
- Representing major pharmaceutical companies in Attorneys General investigations and suits brought under state consumer fraud statutes.
- Extracting a target from a federal criminal tax fraud investigation.
- Defending a commercial bank in contract litigation.
- Shielding an Internet ticket company from an Attorney General's consumer fraud suit.
- Enforcing the rights of a management company in a contract dispute with a major recording artist.
- Defending a corporation and individual against criminal Medicaid fraud charges.
- Protecting the intellectual property rights of a major film director.
- Assisting a major professional sports league and teams with employee conduct policies and related issues.
- Defending a major art dealer against breach of contract claims.

CIVIL RIGHTS AND POLICY

- Works with clients and nonprofit and municipal organizations on various civil rights and public interest legal and policy issues.
 - Serves as independent monitor for the Newark Police Department, responsible for overseeing the NPD's compliance with a Consent Decree issued by the U.S. Department of Justice.
 - Counsels professional sports organizations and leagues regarding sensitive legal and policy issues, including the development and implementation of domestic violence and other player conduct policies.
 - Advises police organizations, law enforcement executives and city officials on issues relating to police conduct.



- Represents national civil rights organization in litigation pending in federal and state courts throughout the country.
- Serves on the Board of Directors of *Futures Without Violence*, focusing on domestic violence, sexual assault and childhood trauma policy issues.
- Initiatives as the Attorney General for the State of New Jersey included:
 - Refined and strengthened a ground-breaking Sexual Assault Response Team/Sexual Assault Nurse Examiners (SART/SANE) program to assist sexual assault victims in coming forward without fear of being victimized again by the justice system that is meant to help them.
 - Met face-to-face with thousands of middle-school students in high-risk communities throughout the State to have frank discussions about the real life consequences of gang activity and violence, as opposed to the images conveyed through media.
 - Issued a directive mandating that all police departments in the State use “stationhouse adjustment” techniques, an alternative approach to resolving matters involving juveniles who are caught engaging in minor delinquent activity.

GOVERNMENT SERVICE

- Work as Attorney General of New Jersey included:
 - Directly managed and enforced compliance by the New Jersey State Police with U.S. Department of Justice Consent Decree.
 - Negotiated the two largest securities settlement payments in New Jersey history concerning insider trading and market timing cases.
 - Acted as one of the lead Attorneys General in several multistate securities fraud settlements.
 - Restructured the Office of Insurance Fraud Prosecutor, resulting in the Coalition Against Insurance Fraud’s naming it the No. 1 insurance fraud prosecution office in the nation.
- Managed an Attorney General’s Office of 9,600 employees in 10 separate divisions and a budget of approximately \$1 billion.
- Principal responsibility for coordinating New Jersey’s homeland security strategy for both law enforcement and the private sector as Chairman of the cabinet-level New Jersey Domestic Security Preparedness Task Force.
- One of six Attorneys General that met regularly with the U.S. Attorney General and senior U.S. Department of Justice officials to discuss various national law enforcement policy issues.
- Continues to be connected to issues upon which state Attorneys General are focused through his participation in the National Association of Attorneys General and his close association with present and former Attorneys General.
- Served as an Assistant U.S. Attorney for the District of New Jersey and tried cases involving financial fraud, organized crime and bank robbery.
- Upon graduation from Law School, served as law clerk to the Hon. Dickinson R. Debevoise, United States District Judge for the District of New Jersey.

EDUCATION

Juris Doctor

Columbia Law School, New York City, New York – 1982



Bachelor of Arts, with honors

Morgan State University, Baltimore, Maryland – 1979

ADMISSIONS

- New York
- New Jersey
- District of Columbia

PROFESSIONAL AFFILIATIONS

Memberships

- Member, National Association of Attorneys General (NAAG)
- Representative to the Executive Working Group on Prosecutorial Relations
- Chairman, NAAG Subcommittee on Gang Violence
- Chairman, NAAG Corporate Responsibility Securities Working Group
- Member, NAAG Task Force on Youth Access to Alcohol
- National Bar Association
- American Bar Association

Honors

- “Distinguished Leader,” *New Jersey Law Journal*, 2017
- “Most Influential Black Lawyers,” *Savoy Magazine*, 2015
- “Private Practitioner of the Year” by the Metropolitan Black Bar Association of New York City, 2012
- “100 Most Influential Black Americans,” *Ebony Magazine*, 2005
- “Top Black Lawyers in America,” *Black Enterprise Magazine*, 2004
- *New Jersey Law Journal’s* “Lawyer of the Year,” 2003
- Recognized in *Super Lawyers* in the area of Business Litigation

Speaking Engagements

- Presenter, “Diversity in Law Practice: Recent Legal Developments,” PLI Webcast, February 10, 2017
- Presenter, “The ABC’s of AML: An Introduction to the Law of Anti-Money Laundering,” Association of Corporate Counsel Webcast, February 14, 2014



PETER HARVEY, J.D. — SPECIAL ADVISOR

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice and State of New Jersey/New Jersey State Police (NJSP) Federal Consent Decree</p>	<p>As New Jersey's Attorney General and First Assistant Attorney General, Mr. Harvey was responsible for and directly supervised the implementation of the five-year federal Consent Decree between the U.S. Department of Justice and the State of New Jersey/New Jersey State Police (NJSP) for four years, from January 2002 to January 2006.</p> <p>The NJSP was a force of 3,000 troopers and 1,000 civilians, with road patrols, investigative units, emergency management responsibilities and laboratories, and had a budget of approximately \$350 million. Mr. Harvey oversaw and supervised both the force and the budget in policy revision and new training and hiring practices to stop and prevent racial profiling.</p>	<p>Reference: Joseph Fuentes Former Superintendent, New Jersey State Police 201.554.5514</p>
<p>U.S. Department of Justice and the City of Newark/ Newark Police Division Consent Decree</p>	<p>As of March 2016, Mr. Harvey has served as Monitor for the Newark Police Division to implement the five-year Consent Decree between the U.S. Department of Justice and the City of Newark/Newark Police Division, a force of approximately 1,200 officers and 200 civilians. Mr. Harvey's responsibilities currently include reviewing and approving new and revised policies and training to end certain unconstitutional policing practices.</p>	<p>Reference: Anthony Ambrose Police Director, Newark Police Division 973.733.6007</p>
<p>National Football League (NFL)</p>	<p>Mr. Harvey assisted in revising the National Football League's Personal Conduct Policy. He continues periodically conducting internal investigations for both the NFL and Minnesota Vikings football club regarding sensitive personnel issues.</p>	<p>Reference: Kevin Warren Chief Operating Officer, Minnesota Vikings 952.828.6572</p>

SERGIO E. ACOSTA

SUMMARY OF QUALIFICATIONS

A former federal prosecutor and Fellow of the American College of Trial Lawyers with over 70 jury trials to his credit, Sergio E. Acosta has extensive experience defending companies and individuals in criminal and regulatory proceedings, conducting internal investigations, and counseling clients on compliance programs and related issues.

Mr. Acosta represents companies and individuals in regulatory, civil and criminal proceedings initiated by government agencies for alleged wrongdoing. He also proactively counsels clients on enforcement and other litigation matters, including allegations of bribery, alleged violations of the Foreign Corrupt Practices Act (FCPA) and the Anti-Kickback Statute; financial and regulatory fraud such as the False Claims Act, securities, tax, bankruptcy and federal programs fraud; violations of export and import laws and regulations; and violations of internal corporate policy. He has conducted numerous internal investigations for various state and local governmental entities.

A fluent Spanish speaker, Mr. Acosta has served as lead counsel in corporate internal investigations and represented individual corporate executives in Latin America. He also counsels and represents companies involved in the gaming industry in Illinois and elsewhere.

Mr. Acosta served as an Assistant U.S. Attorney for approximately 18 years, including seven years as Chief of the General Crimes Section for the U.S. Attorney's Office for the Northern District of Illinois. Mr. Acosta supervised and handled hundreds of investigations and prosecutions of complex federal criminal cases involving bank fraud, health care fraud, tax fraud, racketeering, violent crime, embezzlement, weapons violations, political corruption, money laundering, obstruction of justice and terrorism. He also served as the Office's Criminal Civil Rights Coordinator, leading the team of prosecutors and FBI agents that indicted former Chicago Police Department Commander Jon Burge.

Mr. Acosta served as Administrator of the Illinois Gaming Board, the agency responsible for regulating all aspects of the Illinois casino gambling industry. Mr. Acosta started his career as an Assistant State Attorney in Miami — Dade County, Florida where he held several supervisory positions under then-State's Attorney Janet Reno.

RELEVANT EXPERIENCE

Akerman

Co-Chair, White Collar Crime and Government Investigations Practice
Chicago, Illinois

May 2018 – Present

Hinshaw & Culbertson

Partner
Chicago, Illinois

May 2010 – April 2018

U.S. Attorney's Office

Assistant U.S. Attorney-Chief, General Crimes Section
Chicago, Illinois

September 2001 – May 2010

Illinois Gaming Board

Administrator
Chicago, Illinois

1999 – 2001

Related Professional Experience

- American College of Trial Lawyers, Fellow
- Northwestern University School of Law, Adjunct Professor of Law, 1998 – Present

NOTABLE WORK

- **Federal False Claims Criminal Investigation:** Representation of a senior executive of a Fortune 500 company in federal false claims criminal investigation.
- **Governmental Investigations:** Representation of major financial services firm employees in ongoing DOJ, SEC and FINRA investigations.
- **Foreign Corrupt Practices Act:**
 - Led an internal investigation on behalf of a U.S.-based multinational company into allegations of violations of the FCPA and export control laws involving a Chinese affiliate.
 - Representation of a senior executive of a Latin American subsidiary of a Fortune 100 company in ongoing DOJ and SEC FCPA investigation.
 - Representation of a senior employee of a Latin American subsidiary of an American corporation in ongoing DOJ and SEC FCPA investigation.
- **Anti-Bribery Compliance:** Drafted Code of Conduct and Anti-Bribery Compliance Program for U.S.-based manufacturer and exporter.
- **Compliance Counseling:**
 - Assisted an international law firm in developing a compliance program regarding U.S. sanction laws.
 - Advised an elected official and designed internal controls for his business to ensure compliance with applicable conflict of interest laws.
- **Anti-Kickback Statute:** Served as lead trial counsel representing a hospital executive accused of criminal violations of the Anti-Kickback Statute.
- **Federal Criminal Investigation**
 - Representation of physician affiliated with a national health services provider in connection with a federal criminal investigation.
 - Representation of a Fortune 100 company's employees in an ongoing federal criminal investigation involving FCPA.
- **Consumer Fraud Investigation:** Representation of independent distributors of a publicly traded company with respect to a state attorney general consumer fraud investigation.
- **Internal Investigation:**
 - Led several internal investigations on behalf of U.S. corporation into allegations of fraud and embezzlement involving Latin America-based affiliate.
 - Led the internal investigation for a governmental entity involving procurement fraud allegations related to a multi-million dollar contract award.



- Led the internal investigation for a governmental entity involving allegations of extortion by a public employee.
- Led an internal investigation on behalf of a school district regarding allegations of embezzlement of millions of dollars by former school districts officials.
- **Bribery Allegations:** Representation of a U.S.-based manufacturer regarding civil commercial bribery allegations.
- **Gaming Regulation:** Serve as regulatory counsel for an Illinois-based gaming company.

EDUCATION

Juris Doctor

George Washington University Law School, Washington, D.C. – 1985

Bachelor of Arts, French

DePaul University, Chicago, Illinois – 1982

ADMISSIONS

Bar

- District of Columbia
- Florida
- Illinois

Courts

- U.S. Court of Appeals, District of Columbia Circuit
- U.S. Court of Appeals, Seventh Circuit
- U.S. District Court, Northern District of Illinois

PROFESSIONAL AFFILIATIONS

- National Hispanic Prosecutors Association, Founding Member, 1997; Past President, 2001
- Hispanic National Bar Association, Member
- Hispanic Lawyers Association of Illinois, Board Member, 2010 – 2013; 2014 – 2016
- Leadership Greater Chicago, Former Board Member
- Leading Lawyers Network, Member
- Leadership Greater Chicago, Fellow, 1999 – Present; Member of the Board of Directors, 2002 – 2011
- Elmhurst College, Member of Board of Trustees, 2015 – Present
- City of Chicago Task Force on Police Accountability, 2015 – 2016
- Illinois Concealed Carry Licensing Review Board, Board Member
- Mayor's Ethics Reform Task Force, Member (2011 – 2012)
- Public Action to Deliver Shelter (PADS) DuPage, Inc., Volunteer, 1998 – Present

HONORS AND DISTINCTIONS

- *The Best Lawyers in America* 2018, Listed for Commercial Litigation Practice
- *Leading Lawyers*, Listed for Criminal Defense Law: White Collar, and Gaming & Casino Law, 2011 – Present
- *Negocios Now's* Most Influential Latinos in the Chicago Area, 2017
- Hispanic Lawyers Association of Illinois, Aguila Award, 2016



- *National Law Journal* 2015, Recognized in “White Collar Crime Trailblazers”
- Chicago Appleseed Fund for Justice, Social Justice Advocate Award
- U.S. Department of Justice, Director’s Award, 2011
- Chicago Bar Foundation, Richard J. Phelan Public Service Award, 2008

LECTURES

- Katten Muchin Rosenman LLP, Moderator, “Insider Trading: Valuable Tips from the Bar and Bench,” March 2018
- Leadership Greater Chicago Fellows Program Leadership Breakfast Series, Moderator, “Changing the System - Criminal Justice in Cook County,” March 15, 2018
- The 2017 Joint Annual Conference of the Illinois Association of School Boards, Illinois Association of School Administrators, and Illinois Association of School Business Officials, Speaker, “School Safety: Crisis Management and Outside Investigations,” November 2017
- Legal Malpractice & Risk Management Conference, Speaker, “Beware Criminal Liability Traps when Defending a Lawyer in Civil Litigation,” March 2017
- Southeast Asia Bar Association, Panelist, “Foreign Corrupt Practices Act: A Panel Discussion,” June 2016
- Northwestern School of Law, Speaker, “Prosecution of a Defense Attorney for His Vigorous Defense Acceptable? Questionable? Deplorable?” November 2015
- Stateline World Trade Association, Speaker, “The Impact of the U.S. Foreign Corrupt Practices Act on Your Small or Medium Sized Business,” March 2015
- Illinois Association of Healthcare Attorneys’ 32nd Annual Health Law Symposium, Speaker, “Federal False Claims and Managing Civil and Criminal Investigations,” October 2014
- Rockford Area Economic Development Council, Speaker, “Foreign Corrupt Practices Act Compliance: A Must For International Trade,” March 2013
- Hispanic National Bar Association, Speaker, “Corporate Governance in a Post-Dodd Frank World,” March 2013
- American Bar Association Fifth Annual National Institute on the Foreign Corrupt Practices Act, Speaker, “FCPA Fundamentals,” October 2012
- Hispanic National Bar Association’s 37th Annual Convention, Speaker, “Best Practices in Fraud Investigations and SEC Enforcement Trends,” August 2012
- Minority Corporate Counsel Association 9th Annual General Counsel Invitational & Diversity Leadership Summit, Speaker, “Corporate Internal Investigations,” April 2012
- Hispanic National Bar Association Corporate Counsel Conference, Speaker, “White Collar Crime and Corporate Internal Investigations,” March 2012



SERGIO ACOSTA — DEPUTY MONITOR

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>Co-Chair, Chicago’s Police Accountability Task Force</p>	<p>In late 2015, Mayor Rahm Emanuel asked Mr. Acosta to serve as Co-Chair of Chicago’s Police Accountability Task Force (PATF), whose mission was “to lay the foundation for the rejuvenation of trust between the police and the communities they serve by facing hard truths and creating a roadmap for real and lasting transparency, respectful engagement, accountability and change.”</p> <p>Mr. Acosta and the PATF formed five working groups of diverse Chicagoans to address the following topics: Community Relations, Legal Oversight and Accountability, Early Intervention and Personnel Concerns, De-Escalation, and Evidence Release Policies and Protocols. These groups included professionals and subject matter experts in police training, civil rights and mental health, as well as elected officials, faith leaders and community activists. With these members, the PATF conducted over 100 discussions with organizations and subject matter experts with experience and perspectives to share, including current and former CPD officers and supervisors, police and other government officials in other cities, judges and civil rights lawyers, professors, researchers, and community activists. In April 2016, the PATF issued its report of over a hundred recommendations for improving transparency and accountability.</p>	<p>Report: https://chicagopatf.org/wp-content/uploads/2016/04/PATF_Final_Report_4_13_16-1.pdf</p> <p>Reference: Hon. Deval Patrick Managing Director Bain Capital 200 Clarendon St., Boston 02116 617.516.2000</p> <p>Senior Advisor, Police Accountability Task Force</p> <p>Massachusetts Governor, 2007 – 2015</p>
<p>Chicago’s Ethics Reform Task Force</p>	<p>At the request of Mayor Rahm Emanuel, Mr. Acosta served as one of four members of the Chicago Ethics Reform Task Force (ERTF). The ERTF reviewed the City’s ethics ordinances, regulations and procedures, and studied national best practices, engaged subject matter experts, and recommended reforms to ensure that City officials and employees are held to “the highest ethical standards.” During the course of its nearly yearlong investigation, the ERTF held public hearings, conducted employee focus groups, interviewed numerous local and national experts, studied best</p>	<p>Report:</p> <p>ERTF Report Part 1: https://www.cityofchicago.org/content/dam/city/depts/mayor/Press%20Room/Press%20Releases/2012/April/4.30.12EthicsReport.pdf</p> <p>ERTF Report Part 2: https://www.ccachicago.org/wp-content/uploads/2015/08/8.27.12EthicsReport_0.pdf</p>



practices and met with many members of the City Council.

The ERTF reported its findings and recommendations in two parts. The first addressed prevention and education, political activity, gifts, conflicts of interest, financial interest statements and campaign finance. The second part focused on the complex areas of investigations, enforcement, and lobbying. The ERTF's reports included 55 recommendations designed to: (1) provide an enhanced and effective structure for the investigation and enforcement of ethics violations; (2) provide greater clarity to City employees and officials; and (3) strike an appropriate balance between independence in investigations and public access to information, while ensuring appropriate due process safeguards.

Reference:

Ms. Cynthia Canary
Chair, Ethics Reform Task Force

**USAO, Criminal
Civil Rights
Coordinator, U.S.
Attorney's Office**

2003-2010

In 2003, Mr. Acosta was appointed the Criminal Civil Rights Coordinator (CCRC) for the U.S. Attorney's Office for the Northern District of Illinois. He oversaw all criminal civil rights investigations and prosecutions for that office, working closely with attorneys from the Civil Rights Division of the Department of Justice (DOJ), FBI agents, state and local law enforcement officials, and members of the civil rights bar. His duties included initial screening of complaints, directing investigations, presenting witnesses and evidence to the grand jury, rendering prosecutorial decisions in coordination with DOJ Civil Rights and handling all phases of trial work. Mr. Acosta also helped train and supervised other Assistant U.S. Attorneys assigned to criminal civil rights cases. Of particular note, Mr. Acosta led the team of federal prosecutors and FBI agents who investigated former Chicago Police Department Commander Jon Burge, resulting in Burge's indictment in 2008.

Report:

All internal work product of the U.S. Attorney's Office remains confidential.

Reference:

Mr. Patrick J. Fitzgerald
Partner
Skadden, Arps, Slate, Meagher &
Flom, LLP
155 N. Wacker Drive
Chicago, IL 60606
312.407.0508

U.S. Attorney for the Northern
District of Illinois, 2001-2012

MARCIA K. THOMPSON, ESQ.

RELEVANT EXPERIENCE

University of Chicago – Department of Safety and Security

Director, UCPD Support Services

2018 – Present

- Serves as part of the leadership staff with oversight for departmental accreditation, compliance, community engagement, training, research and analysis, records management and stakeholder outreach.
- Work with community, police, and campus stakeholders to promote community policing and problem solving in support of the departments goals.
- Establishes opportunities to actively collaborate with the community and oversees the department’s community advisory committee as part of the department and Universities overall transparency initiative.

Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, Appointed Hearing Officer, Public Safety Officers’ Benefits (PSOB): Appeals Adjudications

2013 - Present

- Serve as a Hearing Officer, with delegated authority to review claims and/or conduct oral hearings throughout the United States; issue subpoenas; administer oaths; examine witnesses; and receive evidence to render a determination regarding a pending Public Safety Officers Benefits Act (PSOB) claim.
- Provide written determinations after holding hearings and/or after receiving and reviewing relevant evidence necessary to evaluate a pending PSOB claim.

ADR Vantage, Inc.

Vice President

2016 – 2017

- Provided neutral intervention services and fact-finding to enhance organizational performance and engagement through improving leadership and management competencies, policy, practices and procedures, communication skills and mechanisms, embracing collaborative problem solving, ethics and professionalism as an organizational value to include offering facilitation, leadership and workplace assessments, neutral fact-finding, mediation, coaching, conflict management systems design, and training.

Hillard Heintze

Vice President, Law Enforcement Advisory

2014 – 2016

- Provided management, expertise and oversight for projects and assessments within the firms’ law enforcement advisory practice.
- Conducted law enforcement and criminal justice top- to-bottom organizational assessments nationally and provided written organizational reports, recommendations, findings and technical assistance on a variety of police, public safety and community issues.
- Often worked with the police, city and community stakeholders to address organizational findings on inter-related topics such as community-oriented policing, bias-free policing, fair and impartial policing, procedural justice, collaborative problem-solving, internal affairs, constitutional policing, use of force, transparency, accountability, policies, practices and procedures.

Architect of the Capitol (AOC), Contractual

Ombudsman, Problem-Solver/Facilitator/Coach/Trainer

2010 - 2013

- Worked with all levels of the organization — Executives, Directors, Managers and Staff — to address workplace issues or concerns related to policies, practices and procedures and to prevent and resolve internal workplace conflicts as a neutral.
- Served as an avenue of assistance for an entire federal agency of approximately 2,300 employees to address all forms of workplace conflict as it related to agency policy, practices and procedures.
- Served as a neutral resource for training, executive and leadership coaching, mediation and facilitative problem-solving.
- Conducted department, unit and organizational assessments, surveys, and focus groups to facilitate resolution and problem-solving.

Bowie State University

Lecturer, Criminal Justice/Social Justice

August 2009 – 2013

Assistant Professor, Criminal Justice/Sociology

January 2005 – January 2008

Bowie, Maryland

- Developed curriculum in the fields of social justice, criminal justice, law and/or sociology.
- Provided advising and mentoring for undergraduate students and served as the Pre-law advisor for entire campus community.
- Served as the National Criminal Justice Honor Society advisor for the campus community.
- Presented research, lectures and speeches on behalf of the University at national and local conferences on various criminal justice, legal and law enforcement topics.
- Served as a faculty representative on the campus safety committee and participated on the campus Honor/Judicial Board for campus honor code violation hearings and related matters.
- Coordinated and hosted the “Peace Research Conference” and related social justice events on campus.

Resolving Conflict Institute (RCI)

Owner/Facilitator/Mediator/Attorney

2001 - 2013

- Provided legal consulting, training and collaborative problem-solving services to corporate and public organizations, including mediation, coaching, facilitation, curriculum design, organizational assessments, and strategic planning.
- Created ethics and civil rights training and curriculum for FLETC and IACP that was taught nationally to police officers and leaders.
- Developed on-going relationships as a trainer, mediator, facilitator, problem-solver with several agencies to include the US EEOC, HUD OIG, DHS, US Department of State and others.

Wolters Kluwer

Legal Training Consultant

January 2008 – December 2008

- Consulted and taught area of law specific legal research and gave guidance on general legal research utilizing online research as the primary research tool.
- Worked with national and international global law firms to train attorneys, librarians and support staff to perform more succinct legal research.
- Developed curriculum tailored to the area of law or firm specialization.

Lexis-Nexis

National Account Manager

May 2001 – January 2003

Investigative/Legal Research Consultant

November 1998 – March 2000

Washington, D.C.

- Account management with a special emphasis on enforcement and legal clients.
- Attended enforcement and legal conferences and events.
- Worked with federal law enforcement attorneys and investigative personnel to help them perform more succinct legal and investigative research.
- Served as an expert on the utilization of Lexis-Nexis for legal and investigative research.

Drug Enforcement Administration (DEA)

Intelligence Research Specialist

September 1992 – November 1998

Arlington, Virginia

- Conducted and managed complex research projects to facilitate dismantling international drug cartels.
- Provided detailed intelligence on organizational structure and trafficking modes and methods.
- Presented findings to case agents, supervisors, US Attorneys, and high-level decision makers.
- Analyzed information for drug interdiction, seizure, forfeiture of assets, and prosecutorial purposes.
- Lead analyst on many international investigations and intelligence operations.

LEGAL EXPERIENCE

Commonwealth of Virginia Attorney General's Office (DCSE)

Outside/Contract Counsel

2009 – 2013

- Served as legal representative for the Division of Child Support Enforcement (DCSE) in the northern Virginia on behalf of the Attorney General's Office.
- First chair experience in complex-litigation, show cause, motions, and multi-case docket management.



National Organization of Black Law Enforcement Executives (NOBLE)

General Counsel, Outside Counsel
Alexandria, Virginia

January 2009 to June 2011

- Served as the Chief Legal Officer for NOBLE provided legal advice and counsel on all legal matters, including contracts, personnel, organization policy and procedures, training and human resources matters.
- Often advised or participated on law enforcement related contracts/grants as SME for Ethics, Internal Affairs, Use of Force, Community Engagement and other related topics.
- Managed outside counsel and litigation for organization, prepared and reviewed organizational statements, interfaced with law enforcement community, legislative bodies, and other governmental agencies.
- Represented the organization at conferences and events.

Fairfax County Attorney's Office (DFS)

Outside/Contract Counsel

2003 – 2008

- Served as legal representative for the Department of Family Services (DFS) in Fairfax County, on behalf of the County Attorney's Office.
- Handled complex litigation in Circuit Court and Juvenile and Domestic Relations Court.
- First chair experience in motions, complex-litigation, show cause, and terminations.

The Lewis Law Firm

Associate Attorney
Fairfax, Virginia

March 2000 - May 2001

- Practiced in the areas of Criminal, Family, and civil litigation, developed a criminal section within the firm.
- First chair experience in Criminal, and Family litigation.
- Attorney with complex criminal and civil litigation experience in both the State and Federal Courts.
- Handled cases involving divorce, custody, visitation, support and property settlement agreements and other family related matters.
- ADR background, experience in mediation, arbitration and negotiations.

Commonwealth Attorney's Office

Law Clerk
Alexandria, Virginia

May 1997 - August 1997

- Utilizing a "Third Year Certificate" primary prosecutor for several complex criminal trials in the General District Court; was solely responsible for processing discovery requests, witness interviews, witness preparation, and subpoenas.

TEACHING EXPERIENCE

- Illinois Law Enforcement Training and Standards Board (ILETSB) Executive Institute, Guest Lecturer and Curriculum Development, 2015 – Present
- International Law Enforcement Academy (ILEA) – Faculty (Adjunct), 2013 - 2014
- Federal Law Enforcement Training Center (FLETC) – Facilitator, Lecturer, Curriculum Development 2009 – 2012



EDUCATION

Juris Doctorate

George Mason University, School of Law, Arlington, Virginia – 1998

Bachelor of Arts, Criminal Justice

Michigan State University, East Lansing, Michigan

CERTIFICATIONS

- Virginia Supreme Court Certified Mediator/Mentor
- Certified DOJ/DEA EEO Counselor
- Certified US EEOC Investigator
- ASTD Certified Coach
- DOJ Security Clearance

COMMUNITY AND OUTREACH ACTIVITIES

- International Association of Chiefs of Police (IACP) – Civil Rights Committee, Presidential Appointed Committee Member, 2005 – Present
- Department of Justice: Community Relations Service and Kane County States Attorney, Community Dialog/Law Enforcement Symposium – Police Community Relations: Moving Beyond Ferguson, Elgin Community College, May 2015
- Kane County Bar Association, Diversity Committee, Community Dialog/CLE – With Liberty and Justice for All, Geneva, Illinois, October 2015
- Human Rights Commission, Community Dialog – Black Lives Matter versus All Lives Matter, Elgin, Illinois, February 2016
- America Speaks, Community Dialog – 21st Century Town Hall Meeting Facilitator: Chicago, Illinois; Washington, D.C.; New Orleans, Louisiana, 2006 – 2011
- Virginia ADR Joint Committee, Council Member, 2010 – 2014; Young Lawyer Representative, 2006
- Northern Virginia Black Attorneys Association, Fairfax, VA (Volunteer/Elected)
 - President, January 2003 – 2006
 - Vice President, February 2000 – 2003
- Fairfax Bar Association, Fairfax, Virginia
 - Chair, CLE Committee/JDR Court, Member-Community Outreach, March 2000 – 2006



MARCIA THOMPSON, J.D. — DEPUTY MONITOR

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice COPS Office CRI-TA Program</p>	<p>In 2014, Hillard Heintze was selected for the CRI-TA program and successfully facilitated the collaborative reform process in Baltimore, Maryland and Calexico, California. Based largely on their early success, Hillard Heintze in September 2015 was named as the sole technical assistance provider for the CRI-TA program to work with law enforcement agencies to institute collaborative reform in keeping with the Final Report of the President’s Task Force on 21st Century Policing.</p> <p>Marcia Thompson was one of the co-project leads in Baltimore and worked heavily with both community stakeholders and the police department to help identify ways of holding listening sessions, and facilitated dialogue with the police and the community to create action plans and accountability as part of an overall community-policing plan.</p>	<p>Reference: Federal employees are prohibited from providing reference to vendors. However, Hillard Heintze earned consistently high ratings from the United States Department of Justice in the Contractor Performance Assessment Reporting System, including ratings of “Exceptional” for Project Manager and schedule management.</p>
<p>Virgin Island Police Department Assessment</p>	<p>In 2010, a multi-agency team that included the Office of Violence against Women (OVW), Department of Justice (DOJ), Federal Law Enforcement Training Center (FLETC), and National Organization of Black Law Enforcement Executives (NOBLE) was created to provide an assessment of the Virgin Islands Police Department, particularly as it related to domestic violence enforcement operations and procedures the department was following relating to domestic violence calls for service. Ms. Thompson was the General Counsel for NOBLE and served as a project assessor. The team conducted interviews of stakeholders on the various islands, including legal staff, the police officers and command staff, advocacy groups and community members. They also assessed how the culture of the police and the island was a contributing factor to some concerns.</p> <p>Thompson was one of the representatives assessing the legal framework, police domestic violence unit, and cultural impact on</p>	<p>Reference: Pamela Chapman National Organization of Black Law Enforcement Executive (NOBLE) Program Manager (Former) 202.823.3752 pamela.chapman@hq.dhs.gov</p>



operations within the community. The results of this assessment and recommendations included assisting with department wide training and creating a coordinated community response team (CCR).

**City of Gainesville
Police Department**

In May 2009, Thompson served as a NOBLE representative and project assessor for a comprehensive assessment of the Gainesville Police Department at the request of the City of Gainesville, Florida, due to multiple concerns raised by the community and city stakeholders. This assessment included a systematic review of existing policies, procedures and practices across a spectrum of department operations, including a review and analysis of the department's internal affairs, training, recruitment, discipline, intervention, engagement and the overall culture of the department. Thompson and the team examined key processes, interviewed departmental staff and reviewed case files for consistency and accuracy. NOBLE provided the City and the Department with a written Independent Assessment Report and Recommendations.

References:

Pamela Chapman
NOBLE Program Manager (Former)
202.823.3752
pamela.chapman@hq.dhs.gov

Joseph McMillan
Deputy Inspector General Nuclear
Regulatory Agency (Retired) and
NOBLE Past President
301.455.5629
[REDACTED]

Theron L. Bowman, Ph.D.

RELEVANT EXPERIENCE

Theron L. Bowman, Inc. Consultants

Owner

1998 – Present

Arlington, Texas

- Federal court-appointed monitor for the New Orleans, Louisiana, and Baltimore, Maryland, Police Departments.
- Police practices expert and investigator on use of force, internal affairs, misconduct complaints, community policing, bias-free policing, stops, searches and arrests, and recruitment for United States Department of Justice (USDOJ) in Maricopa County, Arizona; Seattle, Washington; Cleveland, Ohio; Albuquerque, New Mexico; Los Angeles County, California; Newark, New Jersey; New Orleans, Louisiana; Meridian, Mississippi; and Chicago, Illinois.
- Other: Aiken, South Carolina; Dallas County District Attorney; Dallas County College District; Feris, Texas; Henderson, Nevada; New York, New York; Wilmington, Delaware; Civil Rights Plaintiffs.
- National Public Safety Partnership Strategic Site Liaison, Little Rock, Arizona; Birmingham, Alabama.
- Advancing 21st Century Policing Strategic Site Coordinator, Louisville, Kentucky.
- Collaborative Reform consultant for Milwaukee, Wisconsin.
- Valor for Blue Advisory Board, 2016 – present.

City of Arlington

Deputy City Manager

October 2012 – December 2017

Arlington, Texas

- Neighborhood Services Group, including Police, Fire, Code Compliance, Library and Parks and Recreation.
- Provided executive public safety oversight of 2015 College Football National Championship Game and 2014 NCAA Final Four tournament games.

Arlington Police Department

Police Chief

1999 – 2012

Arlington, Texas

- Led the City to achieve historical lows in crime despite tremendous growth and diversity.
- Super Bowl XLV Public Safety Executive Committee Chair.
- 2011 and 2010 MLB World Series Public Safety Coordinator.
- 2010 NBA All Star Game Public Safety Coordinator.
- Disciplines include Law Enforcement, Emergency Operations, Fire and EMS, All Hazards Critical Incident Response and Prevention.



Assistant Chief, Operations Bureau Arlington, Texas	1997 – 1999
<ul style="list-style-type: none"> Command East, West, and North Divisions of Patrol and Investigations; Central Investigations, Special Operations, Tactical, Traffic Division, and Municipal Jail. 	
Deputy Chief, East Arlington Bureau Arlington, Texas	1996 – 1997
Administrative Services Bureau Arlington, Texas	1993 – 1996
<ul style="list-style-type: none"> Command Internal Affairs, Community Affairs, Crime Prevention, Youth Services, Recruit and In-Service Training, Police Hiring and Recruiting, Media Relations, Police Chaplain’s Office, Citizen’s On Patrol, and the Citizen’s Police Academy. 	
Patrol Supervisor and Watch Commander Arlington, Texas	1991 – 1993
Community Affairs Division Commander Arlington, Texas	1990 – 1991
Police Personnel, Recruiting and Hiring Supervisor Arlington, Texas	1988 – 1990
Police Recruiter Arlington, Texas	1987 – 1988
Patrol Field Training Officer Arlington, Texas	1985 – 1987
Tactical Team Officer Arlington, Texas	1985 – 1987
Vice and Narcotics Detective Arlington, Texas	1983 – 1985

CIVPOL International Police Task Forces

Technical Advisor	1998 – 2012
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TEACHING EXPERIENCE

Lecturer, Instructor, Adjunct Professor and Visiting Fellow	1990 – Present
<ul style="list-style-type: none"> Texas Christian University Texas Wesleyan University University of Texas-Arlington Tarleton State University Tarrant County Jr. College Western Illinois University (ILESTB) 	



EDUCATION

Doctor of Philosophy, Urban and Public Administration

University of Texas at Arlington – 1997

- Topic: The Predictive Value of Policies In Determining Police Officer Actions

Master of Public Administration, Public Administration

University of Texas at Arlington – 1991

Bachelor of Science, Biology

University of Texas at Arlington – 1983

PROFESSIONAL ACCOMPLISHMENTS

International Policing

- International Police Practices Expert, U.S. Department of Justice
- Lecturer and Instructor, International Division of IACP, Belo Horizonte and Federal District, Brazil
- Team member, Terrorism Training, West Bank and Palestinian Territories, Israel
- Executive Committee, International Association of Chiefs of Police
- National Executive Institute, Scotland
- Trainer and CivPol Technical Advisor, Iraq, Afghanistan, Sudan, Haiti, Kosovo, Bosnia, Jordan, Palestinian Authority

Youth Crime, Victimization and Education

- Council of State Government School Discipline consensus working group (2012 – 2014)
- Created the Youth Services section to address special needs and issues involving youth and the schools
- Planned and co-coordinated the City's Youth and Family Commission

Community Affairs

- Commanded the newly created Community Affairs Division
- Developed and implemented community policing and problem-solving strategies for support personnel
- Managed Crime Prevention Unit that was voted the "best in the world"
- Co-created the Community Partnership Team concept for City of Arlington

Workforce Diversification

- Developed, structured, implemented and supervised recruiting and hiring strategies that minimized employee turnover and exponentially increased female and minority hiring without adverse impact, employee morale problems or lowering employment standards
- Increased minority and female employment to levels at or above the service area
- Increased minority participation in lateral transfer and promotional processes
- Instructed citywide courses on workforce diversification



Public Finance

- Executive oversight of \$130 million general fund budget
- Executive oversight of multimillion dollar Texas Trust fund special event incentives program
- Managed successful \$4 million bond election campaign for new public safety building

Construction Projects

- Executive oversight of \$75 million public-private central library project
- Executive oversight of \$60 million parks building projects
- Managed new building construction planning for satellite Public Safety buildings
- Managed \$1.5 million Training Academy renovation project

Policing Strategies

- Created and led an internal team that developed the world's first known modern predictive policing model using a proprietary algorithm and geospatial modeling.
- Developed hierarchical structure, reporting relationship and policing philosophies for newly created patrol division.
- Developed and implemented "Geographic Community Policing" model in newly created patrol division, followed by citywide adoption and implementation.
- Designed and implemented the city's first patrol division four-day work week.
- Developed a model that reduced midnight shift response times by 20 percent without additional resources.
- Led efforts to become the first U.S. urban police department with Class B airspace to obtain an FAA Certificate of Authority to fly unmanned aerial vehicles (UAVs).
- Partnered with the Chamber of Commerce and local university to create the multidisciplinary Unmanned Aerial Systems (business) Consortium.

Accreditation

- Developed, implemented and managed numerous mandatory standards that resulted in the police department, telecommunications and training academy initial and ongoing accreditations by the Commission on Accreditation for Law Enforcement Agencies and the crime lab ASCLD accreditation.
- Added Emergency Operations EMAP accreditation as Deputy City Manager and Director of Public Safety, becoming only the second Texas city to achieve this distinction.
- Achieved Park and Recreation Department's first National Recreation and Parks Association Accreditation as Deputy City Manager.

Technology

- Created and led "Smart City" oversight team and processes through transformation.
- Provided executive oversight of citywide "Put Technology to Work" technological revolution, citywide Data Strategic Plan and the Open Government Data initiative and public portal.
- Led multiple subordinate departments to state and national innovation and technology awards.



PROFESSIONAL PUBLICATIONS AND REPORTS

- **2015:** “The Mechanics of Diversity Recruitment,” Connecting Communities of Color Project, The Police Perspectives: Building Community Trust Blog Series, Vera Institute of Justice Blog
- **2014:** “Leading a Police Organization,” The Response Network Online Course for Police Officers
- **2012:** “A Chief’s Perspective,” *Selecting and Hiring a New Police Chief*, Handbook for Cities, International City Management Association (At Press)
- **2010:** “Understanding and Mitigating Identify Theft,” *Inside the Minds*, Aspatore Books
- **2008:** “Change, Professionalism and the Hiring Process,” *Police Officer Stress*. Pearson Prentice Hall, pages 374-376
- **2006:** “The Chief’s Perspective: Demolishing the Recruitment Myth,” *The Police Chief*. August, pages 22-23
- **2004:** “With Authority Comes Responsibility: Building Solid Accountability Systems,” *Crime & Justice International*. July/August, pages 27-28
- **2003-2004:** “Police Partnerships: Creating Communities, Building Leaders,” *Texas Police Chief*. Winter, pages 19-22
- **2003:** “Preparing and Mobilizing the Community for a Future Terrorist Event,” Community Policing Consortium, Internal Resource and Training Document, December
- **2003:** “A Symbiotic Relationship,” *Texas Police Chief*. Summer, pages 22-23
- **2003:** “Diversity, Education, and Professionalism: Arlington’s Path to Excellence in Community Policing,” IACP South American Conference, Belo Horizonte, Brazil, and Brasilia, Brazil, July
- **2003:** “Educate to Elevate,” *Crime & Justice International*. March, page 26-27
- **2002:** “Educate to Elevate — Academics ‘have pushed our department to a new level of professionalism and innovation,’ ” *Community Policing Consortium Community Links* magazine. August, page 11
- **2002:** “Educate to Elevate — Academics ‘have pushed our department to a new level of professionalism and innovation,’ ” *Texas Police Journal*. November, pages 15-17
- **2002:** “Internet Database Puts Arlington Police Statistics at Public’s Fingertips,” *Police Chief* magazine. June, page 56
- **2002:** “Toll of Terrorism,” *Community Policing Consortium Community Links* magazine. March, page 1
- **2001:** “Diversity, Education, and Professionalism: Arlington’s Path to Excellence in Policing,” Heritage Foundation Heritage Lectures. October
- **1994:** “Domestic Violence Against Women, The Police, and Politicians,” United States House of Representatives Subcommittee On Violence Against Women
- **1993:** “Staff Study of the Arlington Police Department Training Division,” Arlington Police Department
- **1993:** “Arlington Police Department Personnel Allocation Experiment,” Arlington Police Department
- **1992:** “Should the Federal Government Subsidize Private Carriers?: Cost-Benefit Analysis of Private Express Park and Ride Service,” Federal Transit Authority
- **1992:** “Arlington Police Department Citizen’s Survey,” Arlington Police Department
- **1991:** “A Comprehensive Recruitment Plan for the Arlington Police Department: A Five Year Prospectus,” Arlington Police Department
- **1990:** “The Effects of Civil Service on the Hiring Process,” *Texas Police Star*, December
- **1990:** “Marketing the Polytechnic Heights Neighborhood,” Neighborhood Housing Services of Fort Worth



- **1989:** “Mission ’90s and Recruiting: Crisis or Opportunity?” Arlington Police Department
- **1989:** “Professionals In Our Profession,” *Texas Police Journal*. April

OTHER PRESENTATIONS

- “Procedural Justice,” U.S. Department of Justice VRN Summit, Washington, D.C., 2016, and Illinois Law Enforcement Training and Standards Bureau, 2016
- “Leadership Through Service,” Goolsby Leadership Academy, School of Business, University of Texas at Arlington, Arlington, Texas, 2014
- “Crime Prevention Through Environmental Design,” David Dillon Urban Architecture Symposium, Dallas, Texas, 2014
- “Changing the Culture of an Organization,” Northwood University Business School, Cedar Hill, Texas, 2014
- “How Prison Reentry and Cyclical Crime is Impacting Public Safety,” Regional UMC Conference, Arlington, Texas, 2010
- “Prevent to Predict,” Bureau of Justice Assistance (BJA) First National Conference on Predictive Policing, Los Angeles, California, 2009
- “Recruitment, Retention, and Discover Policing” International Association of Chiefs of Police (IACP) Annual Conference, San Diego, California, 2008

PROFESSIONAL ACTIVITIES

- Graduate, 25th Session of the FBI National Executive Institute, 2002
- Graduate, 186th Session of the FBI National Academy
- Graduate, Senior Management Institute for Police
- Seminar Facilitator:
 - “Managing Diversity at Work,” City of Arlington, Texas, August 1993 – present, and 31st Management College, Southwest Legal Institute, Dallas, Texas, 1995
 - “Managing Community Policing,” 31st Management College, Institute of Law Enforcement Administration, Dallas, Texas, 1995 – 2009
 - “Successful Strategies for Promotion,” North Central Texas Council of Government Regional Police Academy, Arlington, Texas, 1995 – present
 - “Oral Presentations,” Dallas Area Rapid Transit, September 1994
 - “Crisis With Our Youth,” Delta Sigma Theta Conference 1994
- Police Promotional Candidate Assessor
- Accreditation Assessor: Commission on Accreditation of Law Enforcement Agencies, 1994 – present

PROFESSIONAL AFFILIATIONS

- Academy of Criminal Justice Sciences
- American Society of Public Administrators
- Arlington Public Library Foundation Board of Directors, 2001 – 2007



- Commission on Accreditation for Law Enforcement Agencies CALEA Commissioner, January 2006 – 2012
- International Association of Chiefs of Police:
 - Executive Committee, 2000 – 2012
 - Foundation Board, 2001 – 2012
 - Financial Review Committee, 2006 – 2012
 - Diversity Coordinating Panel, 2006 – 2007
 - Narcotics and Dangerous Drugs Committee, 2008 – 2012
- John Jay College of Criminal Justice of the City University of New York Advisory Board of the Christian Regenhard Center for Emergency Response Studies, 2009 – present
- Leadership Arlington Board of Directors, 2005 – 2006
- Metropolitan Operations Support and Analytical Intelligence Center, “Fusion Center” Advisory Board, 2007
- National Association for the Advancement of Colored People, Life Member
- National Black Police Association
- National Council on Crime and Delinquency (NCCD), 2015 – present
 - Nominations and Governance Committee Chair, 2017
- National Organization of Black Law Enforcement Executives
- North Texas Council of Governments Law Enforcement Analysis Portal (LEAP) Governing Committee, 2006 – chair)
- North Texas Super Bowl XLV Regional Public Safety Executive Committee Chair
- Office of the Governor, Appointee:
 - Hurricane Evacuation Task Force, Transportation and Logistics, 2005 – 2006
- Police Executive Research Forum
- Pi Alpha Alpha, National Honor Society for Public Administration
- Texas Intelligence Council Chair, Governor’s Office of Homeland Security
- Texas Police Association
- Texas Police Chiefs Executive Committee, Regional Director, 1999 – 2005
- Texas Regional Center for Policing Innovation, Governing Board Chair, 2008 – present
- The Institute for Law Enforcement Administration, 2004 – present
 - Advisory Board, Vice Chair, 2005 – 2010
 - Advisory Board, Chair, 2010 – present
- UTA Center for Criminal Justice Research and Training, Board of Directors, 2007 – 2012
- UTA School of Social Work Advisory Council, 2001 – 2008



COMMUNITY SERVICE

- Ambassadors Christian Academy (K-12) Advisory Board
- Arlington Federal Credit Union Supervisory Board
- American Heart Association Arlington Division Board of Directors
- Arlington Human Service Planners Families and Youth Planning Council
- Arlington City Council Youth Activities Committee
- Boys and Girls Club of Arlington — Board of Directors, 2009
- Dispute Resolution Services of Tarrant County Board of Directors
- Fort Worth Human Services, Inc. (CDC) Board of Directors, Chairman
- Greater Mount Tabor Baptist Church, Fort Worth, Texas, Deacon
- Junior League of Arlington Community Advisory Committee
- Law Enforcement Television Network Advisory Board
- Leadership Arlington and Youth Leadership Arlington
- Levitt Pavilion Arlington, Director, 2007 – present
- Martin Luther King, Jr. Celebration Committee Chair, 2003 and 2006
- North Central Texas Council of Government Criminal Justice Policy Development Committee
- Rotary International, Rotary Club of Arlington South, President, Treasurer
- Tarrant County Community Aids Partnership Advisory Board
- Tarrant County Youth Collaboration Board of Directors (2005-2008)
 - Social Capital Task Force (2005)
- United Way of America, Community Impact Committee
- United Way of Metropolitan Tarrant County Board of Directors, Vice Chair; Community Initiatives and Allocation Division Cabinet, Chair; Quality Coordinating Committee, Nominations and Hercules Award Subcommittees, Partnership Review Subcommittee, Chair, YMCA Committee; Management Consultant, Sickle Cell Anemia Foundation, Boys Scouts of America, Education Development Subcommittee

PROFESSIONAL RECOGNITIONS

- Arlington Muslim Community Leadership Award, 2009
- Leadership Arlington, Sally Kallam Award, 2008
- Arlington MLK “Sharing the Dream,” Government Award, 2007
- University of Texas at Arlington’s Distinguished Alumni, 2006
- Police Executive Research Forum’s Gary P. Hayes Award, 2004
- Outstanding Local Leader Award, 2003, John Ben Shepperd Public Leadership Institute
- Arlington Life Shelter’s Heroes of the Homeless, 2000



- W.E.B. Dubois Award for Leadership, Delta Mu Chapter of Sigma Pi Phi, Inc., 1999
- University Scholar, The University of Texas at Arlington, 1998
- Harold Washington Heritage Award for Government Service, NAACP, 1995
- Career Achievement Award, Blacks in Government, Fort Worth, Texas, 1994
- Police Officer of the Year — Optimist Internatist, Arlington, Texas, 2000; African American Peace Officers Association of Arlington, 1992



Theron Bowman, Ph.D. — Deputy Monitor

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>New Orleans (Louisiana) Police Department Consent Decree; Stops, Arrests, and Searches</p>	<p>Dr. Bowman is the lead monitor for the Stops, Arrests, and Searches (SSA) chapter of the New Orleans, Louisiana Police Department (NOPD) Consent Decree. He serves as an SSA policy Subject Matter Expert (SME), reviews SSA operations, analyzes SSA data and evaluates NOPD's compliance with Consent Decree requirements.</p>	<p>Reference: Otha Sandifer Commander, Compliance Bureau New Orleans Police Department 715 S. Broad Street New Orleans, LA 70119 504.658.5253</p>
<p>New Orleans (Louisiana) Police Department Consent Decree; Misconduct Complaint Investigations</p>	<p>Dr. Bowman is the lead monitor for the Misconduct Complaint Investigations section of the New Orleans, Louisiana Police Department Consent Decree. He reviews discipline cases, disciplinary and civil service, disciplinary matrix, internal investigations and operations, major uses of force such as OIS and investigation, and evaluates NOPD's compliance with Consent Decree requirements.</p>	<p>Reference: Arlinda Westbrook Deputy Chief, Public Integrity Bureau New Orleans Police Department 715 S. Broad Street New Orleans, LA 70119 504.329.1209</p>
<p>New Orleans (Louisiana) Police Department Consent Decree; Management and Administration</p>	<p>Dr. Bowman is the lead monitor for the Recruiting and Hiring section of the New Orleans, Louisiana Police Department Consent Decree. He serves as an SME in reviewing recruitment and hiring policies, plans and efforts. He analyses and reports on statistical data as well as NOPD's compliance with Consent Decree requirements.</p>	<p>Reference: John D. Thomas Deputy Superintendent, Management Services Bureau New Orleans Police Department 715 S. Broad Street</p>
<p>Louisville (Kentucky) Police Department; Management and Administrative Technical Assistance</p>	<p>Dr. Bowman served as Strategic Site Coordinator providing management and administrative technical assistance to the Louisville, Kentucky Police Department. The technical assistance focuses around crime reduction and improving compliance with the President's Task Force on 21st Century Policing recommendations.</p>	<p>Reference: Steve Conrad Chief of Police Louisville Metro Police Department 633 W. Jefferson Street Louisville, KY 40202 502.574.7660</p>
<p>Little Rock (Arkansas) Police Department; Management and Administrative Technical Assistance</p>	<p>Dr. Bowman has worked as a Bureau of Justice Assistance (BJA) Public Safety Partnership Strategic Site Liaison assisting the Little Rock, Arkansas Police Department's violent crime reduction efforts. Little Rock is one of the most violent cities in America. Dr. Bowman has helped Little Rock establish sustainable collaborations with federal law enforcement agencies, local, state and federal prosecutors, nonprofit, social service, business and community organizations agencies, resulting in double-digit reductions in violent and property crimes year to date in 2018.</p>	<p>Reference: Kenton Buckner Chief of Police Little Rock Police Department 700 West Markham Little Rock, AR 72201 501.371.4621</p>

7.2 RESUMES & EXPEREINCE – EXPERTS

CAROL A. ARCHBOLD, PH.D.

RELEVANT EXPERIENCE

North Dakota State University

Professor, Department of Criminal Justice and Political Science August 2015 – Present
Fargo, North Dakota

Walter F. and Verna Gehrts Endowed Professor, 2015 – 2017
Department of Criminal Justice and Political Science
Fargo, North Dakota

Graduate Director, Department of Criminal Justice and Political Science 2007 - 2010, 2012 – 2015
Fargo, North Dakota

Associate Professor, Department of Criminal Justice and Political Science 2009 – 2015
Fargo, North Dakota

Assistant Professor, Department of Criminal Justice and Political Science 2005 – 2009
Fargo, North Dakota

Department of Justice — Community Oriented Policing Services

Senior Research Scientist/Subject Matter Expert, Collaborative Reform Initiative 2015 – 2017
Milwaukee, Wisconsin

Marquette University

Assistant Professor, Social and Cultural Sciences 2001 – 2005
Milwaukee, Wisconsin

COURSES TAUGHT

Undergraduate Courses

- Police and Society: Introduction to Criminology/Introduction to Criminal Justice
- Sociology of Law Enforcement: Introduction to Policing
- Research Methods: Qualitative Research Methods
- Race and Justice in America: Mass Media and Urban Crime
- Introduction to Sociology: Women & Minorities in the Criminal Justice System

Graduate Courses

- Advanced Research Design: Advanced Research Methods in Criminal Justice
- Policies in Policing: Community Policing
- Police Effectiveness: Police and Race Issues
- Administrative Policing: Criminal Justice Policy
- Police & Society: Classics in Policing



PUBLICATIONS IN PROGRESS

* indicates publication with graduate student

Books

- Samuel Walker and Carol A. Archbold. *The New World of Police Accountability (3rd edition)*, Sage publications, scheduled for print in January 2019
- Carol A. Archbold. *Policing: The Essentials*, Sage Publications, scheduled for print in 2020

Journal Articles

- Allison Noe* and Carol A. Archbold. "Homeless population and the police"
- Chloe Robinson,* Carol Huynh,* and Carol A. Archbold. "Who is policing the police? An Examination of the Disciplinary Outcomes of Police Misconduct"
- Thomas Mrozla* and Carol A. Archbold. "What took you so long? An examination of police misconduct complaint dispositions, reporting time, and complainant credibility"

PUBLICATIONS IN PRINT

Books

- **2014:** Samuel Walker and Carol A. Archbold. *The New World of Police Accountability (2nd edition)*. Sage Publications
- **2012:** Carol A. Archbold. *Policing: A Text/Reader*. Sage Publications
- **2011:** Kimberly D. Hassell, Carol A. Archbold and Dorothy M. Schulz. *Women and Policing in America: Classic and Contemporary Readings*. Aspen Publishing
- **2004:** Carol A. Archbold. *Police accountability, risk management, and legal advising*. LFB Scholarly Publishing. New York, New York

Handbook/Guide (peer-reviewed)

- **2002:** Samuel Walker, Carol A. Archbold and Leigh Herbst. *Mediating citizen complaints against police officers: A guide for police and citizens*. Office of Community Oriented Policing Services, United States Department of Justice, Washington, District of Columbia

Peer-Reviewed Journal Articles

* indicates publication with graduate student

- **2018:** Thomas Mrozla,* Thorvald Dahle, Carol Huynh,* Chloe Robinson,* Carol A. Archbold, and Alexandra Marcel.* "Fear of crime in an oil boomtown in western North Dakota." *Journal of Crime and Justice* (forthcoming) <https://doi.org/10.1080/0735648X.2018.1429297>
- **2018:** Carol Huynh,* Chloe Robinson,* Thomas Mrozla,* Thorvald Dahle, Carol A. Archbold, and Alexandra Marcel.* "New faces in a new place: Perceptions of new residents in an oil boomtown in the Bakken." *Deviant Behavior* (forthcoming)
- **2018:** Carol A. Archbold, Thomas Mrozla,* Carol Huynh,* Thorvald Dahle, Chloe Robinson,* and Alexandra Marcel.* "Resident interaction and social well-being in an oil boomtown in western North Dakota." *The Social Science Journal* (forthcoming)



- **2016:** Carol A. Archbold, Thorvald Dahle,* Carol Huynh,* and Thomas Mrozla*. "Some days I feel like the dam broke ... An examination of increased workload on police officer stress and job satisfaction in western North Dakota." *Internet Journal of Criminology*, pages 49-71
 - Special edition: "Resource-Based Boomtowns: Crime, Fear, and Rural Justice Systems," http://www.internetjournalofcriminology.com/Boomtown_Edited_Collection_IJC_Aug_2016.pdf
- **2015:** Carol A. Archbold. "Established-Outsider Relations, Crime Problems, and Policing in Oil Boomtowns in Western North Dakota." *Criminology, Criminal Justice, Law & Society* 16, 3:19-40
- **2015:** Thorvald Dahle* and Carol A. Archbold. "Just do what you can ... make it work! Exploring the impact of rapid population growth on police organizations in western North Dakota." *Policing: An International Journal of Police Strategies & Management* 38, 4:805-819
- **2014:** Thorvald Dahle* and Carol A. Archbold. " 'I Wish the Hitting Would Stop...' An Assessment of a Domestic Violence Education Program for Elementary Students." *Journal of Interpersonal Violence* 29, 13:2497-2508
- **2014:** Carol A. Archbold, Thorvald O. Dahle,* and Rachel Jordan.* "Policing the Patch: Police Response to Rapid Population Growth in Oil Boomtowns in Western North Dakota." *Police Quarterly* 17: 386-413
- **2014:** McKenzie Wood* and Carol A. Archbold. "Bad Touches, Getting Away, and Never Keeping Secrets: Assessing Student Knowledge Retention of the 'Red Flag Green Flag People' Program." *Journal of Interpersonal Violence*, online
- **2013:** Carol A. Archbold, Thorvald Dahle,* Melinda Fangman,* Ericka Wentz* and McKenzie Wood.* "Newspaper accounts of racial profiling: Accurate portrayal or perpetuation of myth?" *Race and Justice* 3:300-320
- **2012:** Carol A. Archbold and Dorothy Schulz. "Research on Women in Policing: A Look at the Past, Present and Future." *Sociology Compass* 6:694-706
- **2012:** Ericka Wentz* and Carol A. Archbold. "Police perceptions of sexual assault victims: Exploring the intra-female gender hostility thesis." *Police Quarterly* 15: 25-44
- **2011:** Kimberly D. Hassel, Carol A. Archbold and Amy J. Stichman. "Comparing the workplace experiences of male and female police officers: Examining workplace problems, stress, job satisfaction and consideration of career change." *International Journal of Police Science and Management*, 13, 1
- **2010:** Amy J. Stichman, Kimberly D. Hassell and Carol A. Archbold. "Strength in numbers? A test of Kanter's theory of tokenism." *Journal of Criminal Justice*, 38: 633-639
- **2010:** Kimberly D. Hassell and Carol A. Archbold. "Widening the scope of complaints of police misconduct." *Policing: An International Journal of Police Strategies and Management*, 33, 3
 - Reprinted in *Blacks Behind Bars: African Americans, Policing, and the Prison Boom* edited by Ray Von Robertson (2014), Cognella Academic Publishing.
- **2010:** Carol A. Archbold, Kimberly D. Hassell and Amy J. Stichman. "Comparing promotion aspirations of female and male police officers." *International Journal of Police Science and Management*, 12,2: 287-303
- **2009:** Carol A. Archbold and Kimberly D. Hassell. "Paying a marriage tax: An examination of the barriers to the promotion of female police officers." *Policing: An International Journal of Police Strategies and Management* 32, 1: 56-74
- **2008:** Lindsey Bergeron,* Carol A. Archbold and Kimberly D. Hassell. "Complaints of police misconduct: Are there differences between male and female officers?" *Law Enforcement Executive Forum* 8(5): 87-102
- **2008:** Jennifer Manis,* Carol A. Archbold and Kimberly D. Hassell. "Exploring the impact of police officer education level on allegations of police misconduct." *International Journal of Police Science and Management*, 10, 4



- **2008:** Carol A. Archbold and Dorothy M. Schulz. "Making rank: The lingering effects of tokenism on female police officers' promotion aspirations." *Police Quarterly*, 11, 1: 50-73
- **2007:** Carol A. Archbold, Daniel Lytle,* Jennifer Manis,* and Lindsey Bergeron.* "Police liability incidents that result in litigation: An examination of the causes and costs." *Law Enforcement Executive Forum*, 7, 1:61-73
- **2006:** Carol A. Archbold, Daniel Lytle,* Corneshia Weatherall,* Ann Romero,* and Catherine Baumann.* "Lawsuits involving the police: A content analysis of newspaper accounts." *Policing: An International Journal of Police Strategies and Management*, 29, 4: 625-642
- **2006:** Carol A. Archbold. "Using risk management to manage police liability and enhance police professionalism: Current applications." *Law Enforcement Executive Forum*, 6, 4: 17-29
- **2006:** Carol A. Archbold. "Newspaper accounts of lawsuits against the police: An alternative data source?" *Journal of Crime and Justice* 29, 2: 1-23
- **2006:** Carol A. Archbold. "Police legal advisors in the United States: Past, present, and future." *Police Practice and Research: An International Journal* 7, 1: 63-78
- **2005:** Carol A. Archbold. "Managing the bottom line: Risk management in policing." *Policing: An International Journal of Police Strategies and Management*. 28, 1:30-48
 - Recognized as an Outstanding Paper at the Emerald Literati Network Awards for Excellence in 2006
- **2002:** Ni He, Jihong Zhao, and Carol A. Archbold. "Gender and police stress: The convergent and divergent impact of work environment, work-family conflict, and stress coping mechanisms for female and male police officers." *Policing: An International Journal of Police Strategies and Management*, 25, 4: 687-708
 - Received the Highly Commended Award in March 2003 from the Literati Club of Emerald Publishing
 - Reprinted in *Critical Issues in Policing: Contemporary Readings, (5th & 6th editions)*, Roger G. Dunham and Geoffrey P. Alpert (2005). Waveland Press.
 - Reprinted in *Women Police*, Mangai Natarajan (2005). The International Library of Criminology, Criminal Justice and Penology.
- **2002:** Carol A. Archbold and Edward Maguire. "Studying civil suits against the police: A serendipitous finding of sample selection bias." *Police Quarterly*, 5, 2:222-249
- **2001:** Samuel Walker and Carol A. Archbold. "Mediating citizen complaints against the police: An exploratory study." *Journal of Dispute Resolution*, Volume 1
- **1999:** Carol A. Archbold and Michael Meyer. "Anatomy of a gang suppression unit: The social construction of an organizational response to gang problems." *Police Quarterly*, 2: 184-207

CHAPTERS IN EDITED VOLUMES

- **2012:** Carol A. Archbold. "Managing risk in policing." *Encyclopedia of Criminology and Criminal Justice*. Editors in chief: Gerben Bruinsma and David Weisburd. Springer Publishing
- **2005:** Carol A. Archbold. "Commission for the accreditation of law enforcement agencies (CALEA)." *Encyclopedia of Law Enforcement*. Sage Publications
- **2005:** Carol A. Archbold. "President's Commission on Law Enforcement and Administration of Justice." *Encyclopedia of Law Enforcement*. Sage Publications
- **2005:** Carol A. Archbold. "Wickersham Commission." *Encyclopedia of Law Enforcement*. Sage Publications



- **2000:** Edward Maguire and Carol A. Archbold. "Police organization and Management." *Encyclopedia of Crime and Justice (2nd edition)*. Pages 1083-1092. Macmillan References, New York, New York

PROFESSIONAL REPORTS

- **2013:** Carol A. Archbold with assistance from Thorvald Dahle and Rachel Jordan. "Policing the Patch: An examination of the impact of the oil boom on small town policing and crime in western North Dakota." Submitted to Gunlogson Foundation at North Dakota State University
- **2012:** McKenzie Wood and Carol A. Archbold. "An evaluation of the 'Red Flag Green Flag People' program." Submitted to Fargo Rape and Abuse Crisis Center
- **2012:** Thorvald Dahle and Carol A. Archbold. "An Evaluation of the 'I Wish the Hitting Would Stop' Program." Submitted to Fargo Rape and Abuse Crisis Center
- **2002:** Richard Jones, Lee Oldknow-Blumentritt, James Frinzini, Amy Stichman, Mary Ann Farkas, and Carol A. Archbold. "HIDTA and Safe and Sound Initiative." Final report

GRANTS, FELLOWSHIPS AND CONSULTING AWARDED

- **2015:** Walter F. and Verna Gehrts Endowed Professorship. \$12,600 from North Dakota State University
- **2013:** Gunlogson grant of \$4,350 at North Dakota State University for "Examining the impact of the oil boom on small town policing and crime in western North Dakota"
- **2011:** Evaluation of "Red Flag green flag people" program and "I wish the hitting would stop" program. \$6,000 from the Rape and Abuse Crisis Center, Fargo, North Dakota
- **2009:** Weed and Seed evaluation for Cedar Rapids, Iowa. \$14,440
- **2002:** Summer faculty fellowship from Committee on Research at Marquette University. "Innovations in police accountability: An exploratory study of risk management and police legal advising in U.S. law enforcement agencies." Awarded \$9,000
- **2002:** Regular Research Grant from Committee on Research at Marquette University. "Innovations in police accountability: An exploratory study of risk management and police legal advising in U.S. law enforcement agencies." Awarded \$600 for travel expenses
- **2002:** Curriculum enhancement grant from Institute for Urban Life at Marquette University. "Mass media and Urban Crime." Awarded \$3,500
- **2002:** Diversity curriculum grant from University Mission and Identity at Marquette University. "Race and Justice in America." Awarded \$1,500

INVITED GUEST SPEAKER

- **2017:** "Studying police and crime in the Bakken oilfields." University of Nebraska-Omaha, Omaha, Nebraska. April 26
- **2017:** "Can women save policing?" Mount Mercy College, Cedar Rapids, Iowa. April 25
- **2013:** "Risk Management in Policing" Police Accountability in Democratic Regimes — First International Congress on Police Internal Affairs, Los Cabos, Mexico. October 23-25
- **2012:** "Keynote editor's panel: Getting your work published." North Dakota State University graduate student research methods conference "Ties that bind: Research methods in the social and behavioral sciences." March 2



- **2007:** “Newspaper accounts of litigation involving the police.” North Dakota State University President’s Diversity Council panel and open forum on Race, Criminal Justice, and the Media. Spring
- **2006:** “Race and the police.” North Dakota State University President’s Diversity Council panel and open forum on Race and the Administration of Justice. Fall
- **2004:** “Risk Management and Policing in America.” Guest speaker at the fourth annual Professional Standards Conference hosted by the Toronto Police Services, Toronto, Canada. October 26-28
- **2004:** “Civilian oversight as a risk management tool.” 10th annual conference of the National Association for Civilian Oversight of Law Enforcement hosted by NACOLE, Chicago, Illinois. October 17-20

CONFERENCE PRESENTATIONS

* indicates graduate student participation

- **2017:** Chloe Robinson,* Carol Huynh,* Carol A. Archbold. “Who is policing the police? An Examination of the Disciplinary Outcomes of Police Misconduct.” American Society of Criminologists, Philadelphia, Pennsylvania, November 15-18
- **2017:** Carol A. Archbold, Thorvald Dahle, Thomas Mrozla,* Carol Huynh,* Chloe Robinson.* “New Faces in a New Place: An Examination of Social Well-Being in a Boom Town in Western North Dakota.” Academy of Criminal Justice Sciences conference, Kansas City, Missouri, March 21-25
- **2017:** Carol A. Archbold, Thomas Mrozla,* Thorvald Dahle, Carol Huynh,*Alexandra Marcel,* Chloe Robinson.* “Fear of Crime in an Oil Boomtown in Western North Dakota.” Academy of Criminal Justice Sciences conference, Kansas City, Missouri, March 21-25
- **2016:** Carol A. Archbold, Thorvald Dahle,* Thomas Mrozla,* Carol Huynh,* and Alexandra Marcel.* “Citizen’s perceptions of police service in an oil boomtown in western North Dakota.” Academy of Criminal Justice Sciences conference, Denver, Colorado, April 1-2.
- **2015:** Carol A. Archbold and Thorvald Dahle.* “Rig Pigs and Oil Trash: The Impact of Rapid Population Growth on Police Officer Stress and Job Satisfaction.” Academy of Criminal Justice Sciences conference, Orlando. Florida. March 3-8
- **2014:** Kelsey Keimig,* Ericka A. Wentz and Carol A. Archbold. “Police Discretion and Sexual Assault Case Attrition.” Midwest Criminal Justice Association conference, Chicago, Illinois. September 25-28
- **2014:** Thorvald O. Dahle* and Carol A. Archbold. “Exploring the impact of rapid population growth on police organizations in western North Dakota.” Midwest Criminal Justice Association conference, Chicago, Illinois. September 25-28
- **2014:** Carol A. Archbold. “Crime-talk, Established-Outsider Relations, and Policing in Oil Boomtowns in western North Dakota.” Western Criminological Society conference, Honolulu, Hawaii. February 4-6
- **2013:** Carol A. Archbold, Thorvald Dahle* and Rachel Jordan.* “ ‘Policing the Patch’ — The impact of rapid population growth on policing styles in oil boomtowns.” American Society of Criminologists, Atlanta, Georgia. November 20-23
- **2013:** Beth Sanders, Cara Rabe-Hemp, Dorothy Moses Schulz, Carol A. Archbold, Robin Haarr, Lorie Fridell and Melissa Morabito. “Contemporary issues in policing research: From the perspectives of women.” Round table discussion at the American Society of Criminologists, Atlanta, Georgia. November 20-23



EDUCATION

Doctor of Philosophy, Criminal Justice

University of Nebraska-Omaha, Department of Criminal Justice — 2002

- Dissertation: “Innovations in police accountability: An exploratory study of risk management and police legal advising”
- Chair: Dr. Samuel Walker
- Areas of specialization: Police, and race and the criminal justice system

Master of Arts, Sociology

University of North Dakota, Department of Sociology — 1997

- Thesis: “Anatomy of a gang suppression unit: The social construction of an organizational response to gang problems”
- Chair: Dr. Michael Meyer

Bachelor of Arts, Sociology, minor in Psychology

University of North Dakota, Department of Sociology — 1995

SERVICE AND OTHER PROFESSIONAL ACTIVITIES

Service to the Department

- **2012 – 2015:** Graduate Director for Department of Criminal Justice and Political Science
- **2007 – 2010:** Graduate Director for Department of Criminal Justice and Political Science
- **2005 – current:** Chair of the Policing comprehensive exam committee
- **2005:** Member of the search committee for Criminal Justice position
- **2006:** Member of the search committee for Criminal Justice position
- **2007:** Member of the search committee for Criminal Justice position
- **2012:** Chair of the search committee for Criminal Justice position — policing position
- **2012:** Member of the search committee for Chair position
- **2013:** Member of search committee for Chair position
- **2013:** Member of search committee for Criminal Justice position
- **2013:** Member of search committee for Criminal Justice position
- **2010:** Member of assessment committee
- **2011:** Member of strategic planning committee
- **2011:** Member of committee to research GPA requirement
- **2009 - Present:** Member of department promotion and tenure committee

Service to the College

- **2014 – 2017:** Chair of the Faculty/Lecturer Recognition Committee
- **2013:** Member of the UNITE hire committee (fall 2013)
- **2009 – 2012:** Member of Student Progress committee (3-year term), North Dakota State University
- **2010 – 2013:** Member of the Promotion, Tenure & Evaluation Committee, North Dakota State University
- **2011:** Member of search committee for AHSS Dean Position

Service to the University

- **2012 – Present:** Faculty mentor, FORWARD Faculty mentoring program
- **2006 – 2010:** Member of the Diversity Council, North Dakota State University



Service to the Profession

- **2014 – Present:** Member of the Editorial Board for *Police Quarterly*
- **2011 – Present:** Member of the Editorial Board for *Policing: An International Journal of Police Strategies and Management*
- **2012 – Present:** Member of the Editorial Board for *Journal of Criminal Justice Education*
- **2011 – Present:** Member of the Editorial Board for *Criminal Justice* Textbook line for Aspen Publishing
- **2006:** Chair of the William L. Simon/Anderson Publishing Outstanding Student Paper Award committee for the Academy of Criminal Justice Sciences
- **2002 – 2005:** Deputy Editor for *Social Problems* journal
- **2014 – Present:** Ad hoc reviewer for *Policing & Society*
- **2013 – Present:** Ad hoc reviewer for *Journal of Qualitative Criminal Justice & Criminology*
- **2012 – Present:** Ad hoc reviewer for *Violence Against Women*
- **2010 – Present:** Ad hoc reviewer for *Justice Quarterly*
- **2008 – Present:** Ad hoc reviewer for *Police Quarterly*
- **2003 – Present:** Ad hoc reviewer for *Policing: An International Journal of Police Strategies and Management*
- **2002 – Present:** Ad hoc reviewer for *Police Practice and Research: An International Journal*
- **2002 – Present:** Ad hoc reviewer for *Journal of Crime and Justice*
- **2008 – Present:** Ad hoc reviewer for *Journal of Criminal Justice*
- **2002:** Ad hoc reviewer for International journal of offender therapy and comparative criminology
- **2005:** Ad hoc reviewer for *Law and Society Review*

Service to the Community/State

- **2006 – Present:** Member of the promotion board for the Fargo Police Department, participating in both scoring the promotion exams and oral interviews of all promotion applicants
- **2006:** Member of the Gender and Promotion Task Force for the Fargo Police Department, Primary Investigator of the research project related to gender and promotion issues within the Fargo Police Department. Findings resulted in a change in policy and promotion process
- **2005 – 2006:** Member of the Search Committee by Mayor Furness to hire a new Police Chief for the Fargo Police Department
- **2005 – 2007:** Board member representing North Dakota for the Upper Midwest Community Policing Institute, supported by the U.S. Department of Justice's Community Oriented Policing Services (COPS) program
- **2005 – 2007:** Member of the advisory board for the Center for Public Accountability, supported by the U.S. Department of Justice's Community Oriented Policing Services (COPS) program

AWARDS

- **2018:** Outstanding Mentor Award, Academy of Criminal Justice Sciences
- **2015:** Walter F. and Verna Gehrts Endowed Professorship, North Dakota State University



- **2013:** Chamber of Commerce North Dakota State University Distinguished Faculty Service Award, Fargo Chamber of Commerce and North Dakota State University
- **2013:** Outstanding Reviewer Award for *Policing: An International Journal of Police Strategies and Management*
- **2011:** Outstanding Research/Creative Activity Award, College of Arts, Humanities and Social Sciences at North Dakota State University
- **2009:** Outstanding Reviewer Award, *Policing: An International Journal of Police Strategies and Management*
- **2006:** Outstanding Paper at the Emerald Literati Network Awards for Excellence, "Managing the bottom line: Risk management in policing." *Policing*, 28, 1:30-48
- **2003:** Highly Commended Paper Award at the Emerald Literati Network Awards for Excellence, "Gender and police stress: The convergent and divergent impact of work environment, work-family conflict, and stress coping mechanisms for female and male police officers." *Policing*, 25, 4:687-708
- **2003:** Cobeen Hall Faculty Spotlight Award from Marquette University

PROFESSIONAL AFFILIATIONS

- Alpha Kappa Delta Honor Society, Vice President 1996-1997; Lifetime member
- Midwest Criminal Justice Association
- Academy of Criminal Justice Sciences
- American Society of Criminologists



CAROL ARCHBOLD, PH.D.

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice COPS Office</p> <p>(Bureau of Justice Assistance grant-related document)</p>	<p>In 2001, Dr. Carol Archbold worked with Dr. Samuel Walker collecting and analyzing data focused on the use of mediation to resolve citizen complaints filed against police officers across the country. In 2002, the Department of Justice (DOJ) COPS Office published the findings to help police and community leaders develop successful mediation programs for addressing citizen complaints against police officers.</p>	<p>Report: http://www.au.af.mil/au/awc/awcgate/doj/mediate_citiz_police.pdf</p> <p>Reference: Pam Cammarata Chief of Staff Bureau of Justice Assistance 202.616.6500</p>
<p>The New World of Police Accountability</p> <p>(2nd and 3rd editions)</p>	<p>Dr. Archbold worked with Dr. Samuel Walker on the 2nd and 3rd editions of <i>The New World of Police Accountability</i>, which Sage Publications published in 2014 and January 2019. Dr. Archbold and Dr. Walker conducted extensive research on all contemporary police accountability mechanisms used by American police agencies and assessed their effectiveness.</p> <p>This book has been an invaluable resource for police personnel, local government officials, community activists and educators.</p>	<p>Report: 2nd edition: https://us.sagepub.com/en-us/nam/the-new-world-of-police-accountability/book240732</p> <p>3rd edition: https://us.sagepub.com/en-us/nam/the-new-world-of-police-accountability/book259214</p> <p>Reference: Dr. Samuel Walker University of Nebraska-Omaha 402.554.3590 (office) [REDACTED] samwalker@unomaha.edu</p>
<p>“Police Accountability, Risk Management and Legal Advising”</p>	<p>In 2000, Dr. Archbold conducted the first empirical study of the use of risk management by American law enforcement agencies using a three-stage methodology. The first stage included phone interviews with police personnel employed in police agencies employing over 200 sworn officers (354 agencies total) to inquire about their use of risk management and police legal advisors. The second stage saw the information gleaned in the first stage to survey the police departments that reported using either risk management or police legal advisors to learn more about how they use these practices. The final stage included on-site visits to three police departments that use risk management to deal with litigation and</p>	<p>Report: https://www.lfbscholarly.com/product-detail/police-accountability-risk-management-and-legal-advising</p> <p>See also: 2005, Carol A. Archbold. “Managing the bottom line: Risk management in policing.” <i>Policing: An International Journal of Police Strategies and Management</i>. 28, 1: 30-48.</p> <p>Reference: Dr. Samuel Walker University of Nebraska-Omaha (advisor on this project)</p>



liability incidents: Los Angeles Sheriff's Department, Portland Police Bureau and Charlotte/Mecklenburg Police.

402.554.3590 (office)
 [REDACTED]
 samwalker@unomaha.edu

Dr. Archbold subsequently published a book detailing these research findings from all three phases of research.

Fargo (North Dakota) Police Department

From 2008 to 2009, Dr. Archbold conducted an examination of formal and informal complaints filed by citizens against police officers in the Fargo (ND) Police Department. This study resulted in three peer-reviewed publications.

Reports:

2010, Kimberly D. Hassell and Carol A. Archbold. "Widening the scope of complaints of police misconduct." *Policing: An International Journal of Police Strategies and Management*, 33, 3.

2008, Lindsey Bergeron, Carol A. Archbold and Kimberly D. Hassell. "Complaints of police misconduct: Are there differences between male and female officers?" *Law Enforcement Executive Forum* 8(5): 87-102.

2008, Jennifer Manis, Carol A. Archbold and Kimberly D. Hassell. "Exploring the impact of police officer education level on allegations of police misconduct." *International Journal of Police Science and Management*, 10, 4.

Reference:

Thorvald Dahle
 Former Captain,
 Fargo Police Department
 507.389.6930
 thor.dahle@mnsu.edu

Fargo (North Dakota) Police Department

In 2006, Dr. Archbold was a member of the Gender and Promotion Task Force for the Fargo Police Department. She was also the primary investigator on the research project related to gender and promotion issues within the Department. The findings of her study resulted in changes to policy and procedures associated with the promotion process in the Fargo Police Department.

Reports:

2011, Kimberly D. Hassel, Carol A. Archbold and Amy J. Stichman. "Comparing the workplace experiences of male and female police officers: Examining workplace problems, stress, job satisfaction and consideration of career change." *International Journal of Police Science and Management*, 13, 1.



2010, Carol A. Archbold, Kimberly D. Hassell and Amy J. Stichman. "Comparing promotion aspirations of female and male police officers." *International Journal of Police Science and Management*, 12,2: 287-303.

2008, Carol A. Archbold and Dorothy M. Schulz. "Making rank: The lingering effects of tokenism on female police officers' promotion aspirations." *Police Quarterly*, 11, 1: 50-73.

References:

Dorothy M. Schulz
Director of Transit Security Practice
212.799.8555
[REDACTED]
dms@ieitransit.com

Thorvald Dahle
Former Captain,
Fargo Police Department
507.389.6930
thor.dahle@mnsu.edu

ROBERT L. DAVIS

RELEVANT EXPERIENCE

Hillard Heintze

Senior Vice President and Practice Lead for Law Enforcement Advisory Services **2012 – Present**
Chicago, Illinois

Subject Matter Expert **2010 – Present**
Chicago, Illinois

- Provides consulting services dedicated to advancing excellence in policing and public safety services.
- Oversaw following consulting projects or served in as a subject matter expert:
 - **U.S. Department of Justice**, COPS Office Collaborative Reform and Technical Assistance (CRI-TA) Program in the following cities:
 - Milwaukee, Wisconsin, 2016 – present
 - San Francisco, California, 2016
 - Commerce City, Colorado, 2016 – present
 - **U. S. Department of Justice**, Office of Community Oriented Policing Services (COPS Office) Collaborative Reform Initiative (Grant Program) in the following cities:
 - Baltimore, Maryland, 2014 – 2016
 - Calexico, California, 2016 – present
 - **Boulder, Colorado Police Department**: Independent analysis of police data and review of professional police complaint processes, 2015 – 2016.
 - **Denver, Colorado Sheriff's Department**: Department-wide organizational assessment and technical assistance follow-up, 2015 – 2016.
 - **U.S. Attorney's Office, Western District of Washington**: Provide consulting services to local Assistant U.S. Attorney, Civil Rights Division, in support of collaboration with the Seattle Police Department Training Unit's efforts to assist in police reform implementation, 2014 – present.
 - **Schaumburg, Illinois Police Department**: Organizational Assessment, 2013.
 - **METRA Police Department**: Comprehensive assessment of the Chicago-area rail system's mission, leadership and organization, 2012 – 2013.
 - **King County, Washington Sheriff's Department**: Assessment of policies and procedures for Internal Affairs investigations, 2012.

San Jose Police Department

Chief of Police **January 2004 – October 2010**
San Jose, California

- Oversaw a department of 1,272 sworn police officers, with an additional 414 non-sworn employees serving on the department. The department's annual budget was approximately \$300 million. San Jose is the 10th largest city in the nation and the third-largest city in California. The city covers 176 square miles and has more than one million residents.

**Deputy Chief of Police****September 2001 – January 2004**

San Jose, California

- Oversaw the Bureau of Investigations, which consisted of 256 detectives/support staff serving in the Homicide, Crime Scene, Robbery, Sexual Assault, Gang, Narcotics, Auto Theft, Family Violence, Assault/Juvenile, Financial Crimes, High-Tech, and Traffic Investigation Units.

Captain**January 1998 – September 2001**

San Jose, California

- Served in the Bureau of Technical Services, overseeing the design and implementation of the nation's first voluntary racial profiling study conducted by a local police agency.
- Served as the project manager overseeing the design and implementation of a new, department-wide automated information system.
- Served as a Division Commander in Patrol.
- Oversaw the Personnel, Training, and other Bureau of Administration Units.

Lieutenant**October 1993 – January 1998**

San Jose, California

- Served as the Commander of the Violent Crimes Unit (Gang Unit), with liaison responsibilities to the Mayor's Gang Prevention Task Force Technical Team.
- Served as an Area Lieutenant in Patrol.

Sergeant**October 1989 – October 1993**

San Jose, California

- Served as an Internal Affairs Investigator, Street Detective, Fraud Investigator, Airport Division Supervisor, and a Patrol Supervisor.

Police Officer**October 1980 – October 1989**

San Jose, California

- Served as an administrative officer in the Bureau of Field Operation's Administrative Unit, a Training Officer at the Police Academy, a Field Training Officer in patrol, and as a patrol officer.

EDUCATION**Master of Public Administration**

Golden Gate University, San Francisco, California – 2004

- Graduated summa cum laude

Bachelor of Arts with Honors, English

San Jose State University. San Jose, California – 1985

Graduate of Class No. 28

Federal Bureau of Investigation National Executive Institute, Quantico, Virginia – September 2005



Graduate of National Academy Class No. 194

Federal Bureau of Investigation, Quantico, Virginia – September 1998

CERTIFICATIONS

California Peace Officer Standards and Training (POST) Master Instructor's Certificate, Graduate of Class No. 1, Sacramento, California – 1993

PROFESSIONAL CONSULTING AND TRAINING SERVICES

- **2000 – 2009:** Acting as an outside consultant on five separate occasions, traveled to El Salvador, Honduras, Venezuela, Guatemala, and Nicaragua on behalf of the State Department of the United States of America to provide training to the federal police, politicians, government administrators, education leaders, leaders of social service organizations, and citizens regarding the design, implementation and evaluation of anti-gang programs, particularly as they relate to community-oriented policing strategies. All presentations were conducted in Spanish.
- **2009:** Participated as a panelist at the 2009 White House Conference on Gang Violence Prevention and Crime Control. The panel's emphasis was Combating Crime through Effective Policing Strategies.
- **2008:** Addressed the British Columbia Association of Chiefs of Police Leadership Conference, focusing on the key role that law enforcement professionals play in being part of the solution to today's social problems.
- **2005:** Acting as an outside consultant, provided Community Policing and Human Rights training on behalf of the State Department of the United States of America to police officers and police officials in Venezuela through a series of satellite teleconferences. All presentations were conducted in Spanish.
- **2000 – 2001:** Made presentations to conferences addressing the issue of racial profiling. These included a conference hosted by the Department of Justice in Washington, D.C.; a conference hosted by the Office of the Governor of Wisconsin in Milwaukee, Wisconsin; a session of the International Association of Chiefs of Police conference held in San Diego, California; and a conference held by the Oregon State Chiefs of Police at Salishan Lodge in Oregon.
- **1995 – 2001:** Acting as an outside consultant, taught and facilitated several sessions of the California Commission on Peace Officers Standards and Training (POST) Master Instructors Course, which is designed to teach subject matter experts from public safety agencies how to design and implement high-level and detailed training programs using adult learning concepts and experience-based learning methodologies. Also facilitated the curriculum review for the Leadership portion of the POST Management Course.

PROFESSIONAL AND COMMUNITY INVOLVEMENT

- Elected President of the Major Cities Chiefs of Police Association (MCC) in October 2009. MCC is a professional organization comprised of the Chiefs of Police of the 63 largest cities/urban areas in the United States and the seven largest cities in Canada.
- Serves as a Board Member for the Boy Scouts of America, Silicon Valley-Monterey Bay Council.
- Also served as a Board Member for several nonprofit organizations, including the Santa Clara County Big Brothers/Big Sisters organization, the Y.W.C.A. of Silicon Valley and the San Jose Police Foundation.
- Graduate of the Community Leadership San Jose/Silicon Valley program, 1996.
- Awarded the 2010 Distinguished Eagle Scout Award from the Santa Clara County Council of the Boy Scouts of America, as well as the 2007 Character Award from the same organization.
- Lived in Argentina from 1977 to 1979 while performing volunteer service for church.
- Speaks, reads and writes Spanish fluently.



ROBERT DAVIS

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice COPS Office CRI-TA Program</p>	<p>In September 2015, Hillard Heintze was selected as the sole provider of technical assistance for the Critical Response and Technical Assistance (CRI-TA) program for local law enforcement agencies, overseen by the Office of Community Oriented Policing (COPS) of the U.S. Department of Justice. This selection was in large part due to their success in providing technical assistance in a similar grant program to the cities of Baltimore, Maryland and Calexico, California.</p> <p>Mr. Davis served as the Project Director for Hillard Heintze and was responsible for overseeing all federally sponsored CRI-TA services provided in the following cities since 2015: San Francisco, California; Milwaukee, Wisconsin; Memphis, Tennessee; Commerce City, Colorado; Saint Anthony Village, Minnesota; and Fort Pierce, Florida.</p>	<p>Reference: Federal employees are prohibited from providing reference to vendors. However, Hillard Heintze earned consistently high ratings from the United States Department of Justice in the Contractor Performance Assessment Reporting System, including ratings of “Exceptional” for Project Manager and schedule management.</p>
<p>City of Cedar Park, Texas and the Cedar Park Police Department</p>	<p>The Cedar Park Police Department (CPPD) came under scrutiny due to public criticism surrounding how CPPD handled high-profile criminal investigations. To the credit of the City Council, it directed the City Attorney and City Manager in fall 2017 to conduct an independent review of CPPD’s criminal investigations policies and procedures, and assess a random sampling of criminal investigations conducted over the last five years. The purpose of the assessment was to (1) determine whether CPPD criminal investigators followed the approved policies and procedures in the sample cases, and (2) compare the department’s protocols with nationally recognized best or emerging practices and procedures.</p> <p>Prior to the conclusion of the initial assessment, the City Attorney and City Manager asked Hillard Heintze to perform an overall assessment, led by Mr. Davis, of CPPD’s operations to determine whether they represent best practices within law enforcement. The assessment had a specific</p>	<p>Report: https://www.hillardheintze.com/wp-content/uploads/2018/08/Hillard-Heintze-Report-for-Cedar-Park-07-12-18-Final.pdf</p> <p>Reference: Brenda Eivens City Manager Cedar Park, Texas 512.401.5010 Brenda.eivens@cedarparktexas.gov 450 Cypress Creek Road, Building One Cedar Park, TX 78613</p>



focus on: (1) patrol operations, (2) effectiveness of first-line supervision and command-and-control efforts, and (3) identification of any staffing imbalances that affect service to the community.

**City of Riverside,
California and the
Riverside Police
Department**

In January 2017, the City of Riverside commissioned Hillard Heintze to evaluate: (1) employee discipline and internal affairs; (2) criminal case review and case management; (3) use of data, including data-driven policing, crime statistics and crime analysis; (4) use of technology and communications systems; (5) staffing and development; and (6) financial expenditures for the fiscal years ending June 30, 2014, 2015 and 2016.

Rob Davis led this assessment project, which included a detailed review of randomly selected internal affairs investigations for the years 2014 to 2017. Numerous key findings and recommendations were made for all six key areas of the assessment, culminating in a written report and a presentation to the Riverside City Council. The city accepted the report and embraced the recommendations.

Report:

<https://www.hillardheintze.com/wp-content/uploads/2017/08/Riverside-Report-for-Hillard-Heintze-Website.pdf>

Reference:

Ms. Cheryl Johannes
Internal Audit Manager
City of Riverside, California
cjohannes@riversideca.gov
951.826.5688
3900 Main Street
City Hall
Riverside, CA 92522

**City of Boulder,
Colorado and the
Boulder Police
Department**

In November 2014, an article in USA Today suggested minorities received disparate treatment in the City of Boulder. The article generated new scrutiny from members of the community and the media regarding whether the Boulder Police Department's (BPD) enforcement, stops and arrest statistics reflected a disparate impact on African-Americans. To the credit of the City Manager, the Police Chief and the elected officials, they proactively chose to initiate an independent review and analysis of the BPD's enforcement stops and arrest statistics to gain insight on how current policies and procedures could possibly be creating disparate impact on minorities with the City of Boulder. They also requested an analysis of current policies and procedures for handling internal and external citizen complaints against the department. In 2015, the city chose Hillard Heintze to provide these assessment services. Mr. Davis and his team began their assessment in November. He led his team in a detailed analysis of randomly selected internal affairs cases

Report:

<https://www.hillardheintze.com/wp-content/uploads/2017/03/Hillard-Heintze-Report-for-Boulder-Police-Department-02-23-16.pdf>

Reference:

Jane S. Brautigam
City Manager
Boulder, Colorado
brautigamj@bouldercolorado.gov
303. 441.3090
1777 Broadway
Boulder, CO 80302



comprising 25 percent of the cases investigated between January 1, 2010 and November 9, 2015.

This assessment led to a written report comprised of 16 key findings and 12 recommendations, as well as a presentation to the Boulder City Council. The department accepted the report and embraced the recommendations.

ALEJANDRO DEL CARMEN, PH.D.

RELEVANT EXPERIENCE

Federal Monitor

Puerto Rico Police Department **2016 – Present**

- Appointed by the U.S. District Court for the District of Puerto Rico

New Orleans Police Department **2013 – 2016**

- Appointed by the U.S. District Court for the Eastern District of New Orleans

Tarleton State University

Professor and Executive Director **2014 – Present**

School of Criminology, Criminal Justice and Strategic Studies
Stephenville, Texas

University of Texas at Arlington

Professor **2009 – 2014**

Department of Criminology and Criminal Justice
Arlington, Texas

Chair **2007 – 2014**

Department of Criminology and Criminal Justice
Arlington, Texas

Interim Chair **2006 – 2007**

Department of Criminology and Criminal Justice
Arlington, Texas

Associate Professor, Tenured **2002 – 2009**

Department of Criminology and Criminal Justice
Arlington, Texas

Assistant Professor **1998 – 2002**

Department of Criminology and Criminal Justice
Arlington, Texas

Graduate Advisor **2001 – 2006**

Department of Criminology and Criminal Justice
Arlington, Texas

Interim Director **2003 – 2005**

Center for Mexican-American Studies
Arlington, Texas

Research Associate **2000 – 2003**

Center for Mexican-American Studies
Arlington, Texas

Academy of Criminal Justice Sciences

Editor 2003 – 2006
ACJS Today, Newsletter

The Center of Criminal Justice Research and Training

Director 1998 – 2006

The Law Enforcement Management Institute of Texas (LEMIT)

Instructor 2001 – present
Huntsville, Texas

Arlington Police Department

Research Associate 1999 – 2003, 2006
Arlington, Texas

Instructor, Training Academy 1998 – 2002
Arlington, Texas

Drury College

Assistant Professor 1997 – 1998
Department of Behavioral Sciences
Daytona Beach, Florida

Tallahassee Community College

Adjunct Professor/Instructor 1996 – 1997
Department of Criminal Justice
Tallahassee, Florida

Florida State University

Program Coordinator 1996 – 1997
School of Criminology and Criminal Justice with University of the West Indies
Tallahassee, Florida

Research Assistant 1995 – 1996
School of Criminology and Criminal Justice with the Office of the Attorney General of Florida
Tallahassee, Florida

- Evaluation of Next Step Programs in Florida Schools
- Project Supervisor: Anthony Pate

Adjunct Professor/Instructor 1994 – 1996
School of Criminology and Criminal Justice
Tallahassee, Florida

Researcher 1994
Congress of Graduate Students
Tallahassee, Florida



Graduate Assistant 1992 – 1993
School of Criminology and Criminal Justice
Tallahassee, Florida

Florida A&M University

Adjunct Professor/Instructor 1996
Department of Criminal Justice
Tallahassee, Florida

Brown and Benchmark Publishing Company

Assistant Editor 1996 – 1997

EDUCATION

Doctorate of Philosophy, Criminology
Florida State University, Tallahassee, Florida – 1997

Master of Science, Criminology
Florida State University, Tallahassee, Florida – 1993

Bachelor of Science, Criminal Justice
Florida International University, Miami, Florida – 1991

CERTIFICATIONS

- Institute for Management and Leadership in Education at the Graduate School of Education, Harvard University, 2016
- Mediator, 2013
- Grant Evaluator/Reviewer, United States Department of Justice, Washington, DC.
- Instructor, The Texas Commission on Law Enforcement Officer Standards and Education, April 1, 2002

LANGUAGE

- Spanish, fluent

COURSES TAUGHT

- Racial Profiling
- Criminological Theory
- Law Enforcement
- Research Methods
- Criminal Justice
- Corrections
- Courts
- Victimology
- Law and Society



- Terrorism
- Statistics

AREAS OF INTEREST

Teaching

- Racial Profiling
- Minorities and Crime
- Terrorism
- Criminology
- Corrections
- Penology
- Criminal Justice
- Theory
- Deviance
- Research Methods
- Comparative Criminal Justice Systems

Research

- Racial Profiling
- Terrorism
- Race
- Ethnicity and Crime
- Homeland Security
- Profiling
- Law Enforcement
- Corrections
- Criminal Justice Educational Issues
- CPTED
- Penology
- Crime Prevention
- Juvenile Delinquency

ACADEMIC PUBLICATIONS

Books

- del Carmen, A., *Racial Profiling*. (In Progress). Kendall Hunt Publishing.
- Butler, R., Jones, S., and del Carmen, A. (2018). *Cesare Lombroso: The Father of Criminology Redefined*. Kendall Hunt Publishing
- del Carmen, A. (2014) *Careers in Criminology*. Kendall Hunt Publishing
- del Carmen, A. and del Carmen S. (2014) *Comparative Criminal Justice*. Kendall Hunt Publishing
- del Carmen, A. (2013). *Criminal Justice*. Kendall Hunt Publishing
- del Carmen, A. (2008). *Racial Profiling*. Prentice Hall Publishing
- del Carmen, A. 2000, 2004. *Corrections*. (2nd Edition) Atomic Dog Publishing



- Bing, R. and del Carmen, A. 2000. *Race and Crime*. Coursewise Publishing
- del Carmen, A. 1999. *Criminal Justice Perspectives*. Coursewise Publishing

Refereed Journal Articles

- Hollis, M.E., del Carmen, A., Dobbs, R.R., and Downey, S. (under review). "Does Fear Lead to Distrust? The Relationship Between Resident Fear of Crime and Perceptions of Police Legitimacy". Under review at *Police Practice and Research: An International Journal*
- Alpert, G.P., and del Carmen, A. (2017). Guest Editors. Special Issue: "Consent Decrees." *Police Quarterly*. Vol. 20, Issue 3
- Dobbs, R.R., del Carmen A., and Waid-Lindberg, C. (2017). "Students' Perceptions of Online Courses: The Effect of Online Experience." *The Quarterly Review of Distance Education*. Vol. 18(1). Pages 101-117
- Hollis, M.E., Downey, S., del Carmen, A., Dobbs, R.R., (2017). "The Relationship Between Media Portrayals and Crime: Perceptions of Fear of Crime Among Citizens." *Crime Prevention and Community Safety*. Issue 2
- Butler, R., del Carmen, A., and Hollis, M. (2016). "Navajo Juveniles and Alcohol Related Arrests in Arizona: A Longitudinal Comparative Analysis." *Law Enforcement Executive Forum*. Vol. 16, No. 2; 59-72
- Dobbs, R., Sarver, R., Sarver, M., and del Carmen, A. (2015). "Religious Roots of Punitive Attitudes." *Law Enforcement Executive Research Forum*. Vol. 15, No. 2; 74-85
- Chigbu, K., and del Carmen, A. (2013) "An Explanatory Model of Individual Participation in Organized Crime." *Law Enforcement Executive Research Forum*. Vol. 13, No. 4; 58-7
- Brown, Callie and del Carmen, A. (2013) "Fear of DNA Exonerates." *Law Enforcement Executive Research Forum*. Vol. 13, No. 3; 91-102
- Rodriguez, J.J., Eve, R., del Carmen, A. (2013) "Transnationalism: Law Enforcement's Perception of Gang Activity on the Texas/Mexico Border." *Journal of Gang Research*
- Gann, C., Sarver, R., Saver, M., & del Carmen, A. (2012). "Perceptions of Alcohol Consumption: An Examination of Undergraduate Students' Perception of Harmful Alcohol Consumption as a Social Problem and its Relationship with Crime." *Southwest Journal of Criminal Justice*. Vol. 8, No. 2: 159-171
- Kenworthy, J. B., Barden, M. A., Diamond, S., and del Carmen, A. (2011). "Ingroup Identification as a Moderator of Racial Bias in a Shoot—No Shoot Decision Task." *Group Processes & Intergroup Relations (Sage Journal)*, 14:311-318
- Gould, L., Fowler, S., and del Carmen, A. (2010). "Faculty Employment Trends in Criminology and Criminal Justice." *Journal of Criminal Justice Education*, (Lead Article) 22(4) 1-20
- del Carmen, A., Rodriguez, J. J., Dobbs, R., Smith, R., Butler, R., and Sarver, R., (2009). "In Their Own Words: A Study of Gang Members Through their Own Perspective," *Journal of Gang Research*, 16, 57-76
- Daza, Jason, Fowler, Shannon K., Del Carmen, Alejandro (2009). "Attitudes Toward Illegal Immigration and their Impact on Support for Immigration Policies." *Law Enforcement Executive Forum*, 9(2), 75-90
- Dobbs, R.R., Waid, C.A., and del Carmen, A. (2009). "Students' Perceptions of Online Courses: The Effect of Online Course Experience." *Quarterly Review of Distance Education*, 10(1), 9-26
- Hamblet, S., del Carmen, A., Polk, O.E., "The Death Penalty Through the Lenses of Criminology and Criminal Justice Students and Non-CRCJ Students." *Southwest Journal of Criminal Justice*. Fall, 2008
- Henderson, L., Dobbs, R. and del Carmen, A. "Law Enforcement Officers' Knowledge and Perception of Family Violence." *Law Enforcement Executive Forum*. Volume 8, No. 4. 2008



- Stickels, J., Michelsen, B., del Carmen, A. "Elected Texas District and County Attorneys' Perception of Crime Victim Involvement in Criminal Prosecutions." *Texas Wesleyan Law Review*. Fall 2008
- Fateme, K.M., del Carmen, A., Dobbs, R., Whitehead, M. "Muslim American Perspectives of the Global War on Terror: An Explanatory Analysis." *Criminal Justice Studies: A Critical Journal of Crime, Law and Society*. Vol. 21, No. 1. Fall 2008
- Slotsve, T., del Carmen, A., Sarver, M., Villareal-Watkins, R. "Television Violence and Aggression: A Retrospective Study." *The Southwest Journal of Criminal Justice*. Spring, 2008. Vol. 5, No. 1. Pages 22-49
- del Carmen, A., Green-Taylor, H., A., Nation, D. "Women in Policing in Texas: An Attitudinal Analysis." *Criminal Justice Studies: A Critical Journal of Crime, Law and Society*. Vol. 20, No. 3. 2007. Pages. 281-294
- Sanfinder, Lorene, M., Polk, E.O., and del Carmen, A. "Police Use of Force: Does Gender Make a Difference." *The Law Enforcement Executive Forum*. Vol. 7. No. 6. September 2007. Pages 135-148
- Myers, K., del Carmen, A., and Polk, E.O. "Funded Federal Grant Proposals in Law Enforcement: An Overview of Commonalities and Jurisdictional Issues." *The Law Enforcement Executive Forum*. Vol. 7, No. 5, July 2007. Pages 21-42
- Copeland, C., Dobbs, R., and del Carmen, A. "Re-Examining the Perceived Relations Between Police Officers and Security Personnel." *The Law Enforcement Executive Forum*. Vol. 7, No. 4, May, 2007. Pages 151-163
- Luken, J., Dobbs, R., and del Carmen, A. "Vehicle Cues and Perceptions of Driver Characteristics: A Comparative Analysis of Police Officers and College Students." *The Southwest Journal of Criminal Justice*. Vol 3. No. 2. Pages 130-153. 2006
- del Carmen, A., Butler, R., and Odo, J. "Criminology and Criminal Justice Through the Lenses of the Law Enforcement Community: An Attitudinal Assessment." *Criminal Justice Studies: A Critical Journal of Crime, Law and Society*. Vol. 19, No. 2. Pages 209-222. 2006
- Santiago, S., Stickels, J., and del Carmen, A. "Recruitment of Law Enforcement Agents: An Evaluation of Current Police Officer Perception of Recruitment Protocol and Procedure." *The Journal of Security Administration*. 2006
- Ikner, M., Ahmad, J., and del Carmen, A. "Vehicle Cues and Racial Profiling: Police Officers' Perception of Vehicles and Drivers." *The Southwest Journal of Criminal Justice*. Vol. 2, No. 2, 2005. Pages 82-100.
- Heffner, Kari, Ahmad, Janice, and del Carmen, Alejandro. "Probation Officers and Sex Offenders: An Examination of Personality Traits." *Criminal Justice Studies: A Critical Journal of Crime, Law and Society*. Vol. 18, No. 2, June 2005. Pages 197-210
- del Carmen, A. and Guevara, L. "Police Officers on Two-Officer Units: A Study of Attitudinal Responses towards a Patrol Experiment." *Policing: An International Journal of Police Strategies and Management*. Vol. 26, No. 1, 2003. Pages 144-161
- Morris, R., del Carmen, A., and Odo, Jonathan. "Fear of Terrorism on Campus: An Analysis of Fear Variables Among Criminology/Criminal Justice Majors and Non-Majors." *Journal of Security Administration*. Vol. 25, No. 2 (December 2002). Pages 29-46
- Hensarling, F. M. and del Carmen, A. "The 'I' and 'Me' of Criminology and Criminal Justice Students: Symbolic Interaction in an Educational Setting." *The Journal of Criminal Justice Education*. Vol. 13, No. 2 (Fall 2002). Pages 351-368
- Taylor Greene, H. and del Carmen, A. "Female Police Officers in Texas: Perceptions of Colleagues and Stress" *Policing: An International Journal of Police Strategies and Management*. Vol. 25, No. 2 (2002)
- Odell, P., Korgen, K., and del Carmen, A. "Recent Trends in Faculty Employment in Sociology." *The American Sociologist*. Vol. 32, No. 4 (Winter 2001). Pages 98-106



- del Carmen, A. and Bing, R. "The Community Policing Response to the Implementation of a Racial Profiling Evaluation Program (TSDP): A Pre- and Post- Attitudinal Assessment." *Journal of Community Policing*. Vol. 11, No. 3 (Fall 2001)
- del Carmen, A. and Polk, E. "Faculty Employment in Criminology and Criminal Justice: Trends and Patterns." *Journal of Criminal Justice Education*. Vol. 12, No. 1 (Spring 2001)
- del Carmen, A. and Vardalis, J. "A Descriptive Analysis of Racial Profiling in a Community Policing Environment." *Journal of Community Policing*. Vol. 1, No. 3. (Spring 2001)
- del Carmen, A. and Bing, R. "Academic Productivity of African Americans in Criminology and Criminal Justice." *Journal of Criminal Justice Education*. Vol. 11, No. 2. (Fall 2000)
- del Carmen, A., Polk, E., Segal, Caryl., and Bing, Robert., L. "Fear of Crime on Campus: Examining Fear Variables of CRCJ Majors and Nonmajors in Pre- and Post- Serious Crime Environments." *Journal of Security Administration*. Vol. 23, No. 1 (June 2000)
- del Carmen, A. and Robinson, M. "Crime Prevention Through Environmental Design and Consumption Control in the United States." *The Howard Journal of Criminal Justice*. Vol. 39, No. 3 (August 2000)
- Duhart, Detis T. and del Carmen, A. "A Quantitative Analysis of the Role of Higher Education in Law Enforcement and its Impact on Police Performance and Career Paths." *The Journal of Community Policing*. Vol. 1, No. 2 (Autumn 1999)
- Robinson, M. and del Carmen, A. 1999. "Re-Engineering (Downsizing), Corporate Security, and Loss Prevention." *Security Journal*. Vol. 12, No. 2
- del Carmen, A. and Stretesky, P. 1997. "Environmental Characteristics Associated with Theft from Vehicles in Campus Parking Lots." *The Journal of Security Administration*. Vol. 20, No. 2

Edited Contributions

- Dye, S., and del Carmen, A. "The Ferguson Effect Reinterpreted." (2017). *The Police Chief*. International Association of Chiefs of Police (IACP). October 2017. Pages 64-70
- del Carmen, A., and Dobbs, R. "Law Enforcement Concerns." (2016). Chapter 6 (pages 187—213) in William G. Doerner's *Criminal Justice Basics and Concerns*. (Carolina Academic Press)
- Hollis, M., Lacefield, G., Hankhouse, S., and del Carmen, A. (2016). *Responding to Mental Illness in the Tarrant County Criminal Justice System. Volume 1: An Overview of the Problem*. Produced by the Institute for Predictive and Analytical Policing Science, School of Criminology, Criminal Justice and Strategic Studies. Tarleton State University
- Hollis, M., Lacefield, G., Hankhouse, S., and del Carmen, A. (2016). *Responding to Mental Illness in the Tarrant County Criminal Justice System. Volume 2: Understanding the Mentally Ill Offender*. Produced by the Institute for Predictive and Analytical Policing Science, School of Criminology, Criminal Justice and Strategic Studies. Tarleton State University
- del Carmen, A. "La Ameza del Terrorismo en los Estados Unidos: La Respuesta Emocional de una Nacion en Guerra" in *El Gigante Dormido* edited by Tomas Calvo Buezas. Vol. 241. (2006). Pages 89-98
- del Carmen, A. "The Criminal Justice System in Central America." *The Encyclopedia of Criminology*. (Summer 2005) Dearborn Press
- del Carmen, A. "The Domestic Response to Terrorist Attacks on America: An Operational and Legal Assessment" in *Terrorism: An Interdisciplinary Perspective*. (2002) edited by Robert Jucha. Wadsworth Publishing.
- del Carmen, A. and Bing, R. "Thoughts on Race, Crime, and Criminal Justice: A Black Perspective." *Race and Crime Perspectives*. 2000, Coursewise Publishing
- del Carmen, A. et al. 1999. "Hispanics: The New Irish in the American Criminal Justice System?" in *Criminal Justice Perspectives*. Coursewise Publishing. 141-144

- del Carmen, A., Pate, A., and Jordan, T. 1996. "The Florida 'Next Step' Program: Ten Case Studies." The Florida Department of Law Enforcement. (FDLE)

Instructors' Manuals

- del Carmen, A., for Gaines, L., Southerland, M., Angell, J., and Worrall, John. (2003). *Police Administration* (2nd ed.). McGraw-Hill Publishing
- del Carmen, A. for Silverman, Ira. J. (2001) *Corrections: A Comprehensive View* (2nd edition). Wadsworth Publishing

Reading Supplement

- del Carmen, A., (2003). *Terrorism: An Interdisciplinary Perspective* (2nd edition). Wadsworth Publishing

EXTERNAL FUNDING

- Texas Pioneer Foundation. Award of \$20,000 (November 2017). Funding utilized to consent decree conference hosted by the School of Criminology, Criminal Justice and Strategic Studies
- Chancellor's CRI Grant. \$1.5 million (May 2017). Funding utilized to bring talent specific to a cybercrime expert to the School of Criminology, Criminal Justice and Strategic Studies
- Texas Pioneer Foundation. Award of \$150,000 (July 2015). Funding utilized to develop leadership academy at the School of Criminology, Criminal Justice and Strategic Studies
- Tarrant County, Texas. Award of \$21,000 (September 2015). Funding to support Tarrant County Jail Population Study by the School of Criminology, Criminal Justice and Strategic Studies
- Texas Pioneer Foundation. Award of \$45,000 (October 2016). Funding utilized to create Academy of Distinguished Leader Program at the School of Criminology, Criminal Justice and Strategic Studies

PRESENTATIONS

- del Carmen, A., "U.S. Court Reform Post Ferguson." Presented at the United States Embassy in Prague, Czech Republic. March 1, 2018
- del Carmen A., and del Carmen, S. "The Municipal Court Reform Initiatives Post Ferguson." Presented at the European Society of Criminology Conference in Cardiff, Wales. September 15, 2017
- R. Steven Jones., Butler, R., and del Carmen, A. "Lombroso Rediscovered."
- Presented at the European Society of Criminology Conference in Cardiff, Wales. September 15, 2017
- Copeland, C., and del Carmen, A. "Analysis of WCRYPT Ransomware Attack." Presented at the European Society of Criminology Conference in Cardiff, Wales. September 14, 2017
- del Carmen, A., "Evaluating Consent Decrees: How to Measure Progress and Success." Presented at the Inaugural Conference on the Implementation of Police Department Consent Decrees Conference in Fort Worth, Texas. November 4, 2016
- del Carmen, A., and Butler, R., "Monitoring Municipal Law Enforcement in the United States: Historical and Contemporary Views." Presented at the European Society of Criminology Conference in Munster, Germany. September 22, 2016



- del Carmen, A., and Dobbs, R., “Fear of Crime Through the Lenses of Residential Community Members and Commercial Establishment Owners.” Presented at the European Society of Criminology Conference in Porto, Portugal. September 4, 2015
- del Carmen, A., et al., “Proliferation of Gang Sentiment in Social Media: A Ground Theory Approach.” Presented at the John Jay College of Criminal Justice’s Conference in Athens, Greece. June 12, 2014

COMMUNITY SERVICE

- Committee Member, Human and Civil Rights Committee. International Association of Chiefs of Police (IACP). 2016 – Present
- Organizer, Conference on Consent Decrees and Police Reform. Fort Worth, Texas. February 15, 2018
- Organizer, Inaugural Conference on the Implementation of Police Department Consent Decrees Conference in Fort Worth, Texas. November 4, 2016
- Speaker, Institute for Law Enforcement Administration (ILEA) 2016 Conference. August 16, 2016
- Lectured: “Racial Profiling in American Policing”. Harvard University’s School of Graduate Studies. June 29, 2016
- Keynote Speaker, Texas Prairie View A&M. Royce West Lecture Series. “Racial Profiling and Beyond”. April 1, 2016
- Trained FBI agents at the New Orleans FBI Office on profiling initiatives. May 27, 2014
- Keynote speaker, Arlington Police Department Hispanic Citizens Police Academy. May 21, 2014
- Introduced the Attorney General of the United States, the Honorable Eric Holder, at an Anti-Bullying event at the University of Texas at Arlington. March 20, 2012
- Mansfield P.D. TCLEOSE Board, 2011 – 2014

PROFESSIONAL ASSOCIATIONS

- Institute for Law Enforcement Administration (ILEA) Board Member, 2009 – 2012
- NCAA Program Review, Committee Member, 2006 – 2007
- Institutional Review Board, Board Member, 2006 – 2007
- FBI Citizens Academy Alumni Association, Member
- International Association of Chiefs of Police, Member
- Police Executive Research Forum (PERF), Member
- American Society of Criminology, Member
- Academy of Criminal Justice and Sciences, Member
- European Society of Criminology, Member
- Criminologists Without Borders, Member
- White Collar Crime Research Consortium, Member



AWARDS

- “Inicia el Trayecto Award.” The University of Texas at Arlington, 2006
- Outstanding Advisor Award. The National Academic Advising Association, 2005
- Outstanding Graduate Advisor Award. The University of Texas at Arlington, 2005
- Girls Incorporated. Strong Man Award. Fort Worth Texas, 2004
- Gertrude Golladay Outstanding Teaching Award, College of Liberal Arts. The University of Texas at Arlington. March, 2001



ALEX DEL CARMEN, PH.D.

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>Puerto Rico Police Department, Federal Consent Decree</p>	<p>For the past two years, Dr. del Carmen has served as a federal monitor for the Puerto Rico Police Department's federal consent decree. In this role, Dr. del Carmen has been responsible for the internal affairs component of the federal reform of the Puerto Rico Police Department, including the building and monitoring of current practices of the internal affairs unit, fair and impartial policing, and use of force.</p>	<p>Report: https://docs.google.com/file/d/1vA-nCrcQQy_22EYUvd50eB0OpG0m92l0/viiew</p> <p>References: Coronel Arnaldo Claudio (Ret.) Chief Monitor, Puerto Rico. 268 Munoz Rivera San Juan, PR 00918 [REDACTED]</p> <p>The Honorable Gustavo Gelpi Chief Judge, U.S. Federal Courts, Puerto Rico Toledo Federal Building and U.S. Courthouse 300 Recinto Sur Street San Juan, PR 00901</p>
<p>Puerto Rico Health Department Federal Consent Decree</p>	<p>For the past year, Dr. del Carmen has served as a federal monitor for the JCAP/Health Care case involving the mentally ill in Puerto Rico. His primary responsibility has been assessing ongoing programs while providing statistical reports measuring progress and compliance with the federal standards imposed in this case.</p>	<p>References: Alfredo Castellanos, J.D. Deputy Monitor alfredo@cglawpr.com</p> <p>The Honorable Gustavo Gelpi Chief Federal Judge Chief Judge, U.S. Federal Courts, Puerto Rico Toledo Federal Building and U.S. Courthouse 300 Recinto Sur Street San Juan, PR 00901</p>
<p>New Orleans Police Department Federal Consent Decree</p>	<p>Dr. del Carmen served as a federal monitor on the police reform initiative of the New Orleans (Louisiana) Police Department. He was primarily responsible for the police academy (training and personnel assessment), racial profiling and immigration issues.</p>	<p>Report: http://consentdecreemonitor.com/Media/Default/Documents/April%202015%20Report%20of%20the%20Consent%20Decree%20Monitor.pdf</p>



References:

Jonathan Aronie, J.D.
Chief Monitor
JAronie@sheppardmullin.com
202.747.1902
2099 Pennsylvania Avenue, N.W., Suite
100
Washington, D.C. 20006-6801

The Honorable Susie Morgan
500 Poydras Street
Courtroom C316
New Orleans, LA 70130

**Consultant and
Subject Matter
Expert on matters
related to racial
profiling**

For the past 21 years, Dr. del Carmen has worked with hundreds of police departments to ensure compliance with state and federal guidelines on racial profiling. The report provided is an example of the reports produced annually, and addresses patterns and practices related to motor vehicle contacts by the Fort Worth Police Department.

Report:

<https://police.fortworthtexas.gov/UI/Repository/Documents/2018/92658542/2017%20Final%20Racial%20Profiling.pdf>

Reference:

The Fort Worth Police Department
Chief Joel Fitzgerald
joel.fitzgerald@fortworthtexas.gov
505 W. Felix St.
Fort Worth, TX 76115



MICHAEL A. DIRDEN

RELEVANT EXPERIENCE

Hillard Heintze

Senior Advisor

Chicago, Illinois

2015 – Present

- Serves as a senior subject matter expert assessing and advising police departments on how to address critical issues on the frontlines of community policing such as use of force, bias-based policing, internal investigations, patrol staffing, training, and sustainable community policing program development through:
 - Independent assessments of police department operations.
 - Constitutional/bias-based policing audits and assessments.
 - Development and application of crime-reduction strategies.
 - Collaboration, community partnerships and information-sharing.
 - Community-oriented policing strategies and opportunities.
 - Implementation of early warning systems.

Houston Police Department

Executive Assistant Chief of Police

Houston, Texas

2009 – 2017

Field Operations, June 2013 – 2017

- Executive responsibilities over Patrol Operations, Traffic Enforcement, Mental Health Division, Apartment Enforcement and Differential Police Response.
- Serves as Chairperson of the following internal review processes or programs: Conducted Energy Device (Taser); Use of Force Committee; Personnel Concerns (Early Warning System); Administrative Disciplinary Committee; Independent Police Oversight Board; Public Safety Advisory Committee; and Uniform and Equipment Standards Committee.

Strategic Operations, September 2010 – June 2013

- Strategic Operations is comprised of the Homeland Security and Professional Standards Command.
 - Homeland Security includes SWAT, Air Support, Bomb Squad, Criminal Intelligence and uniform patrol of the Airports, Downtown and Medical Center.
 - Professional Standards includes Internal Affairs, Training, Inspections, Psychological Services and Alternative Dispute Resolution.

Investigative Operations, 2009 – 2010

- Provided leadership to employees assigned to the Criminal Investigations Command and the Special Investigations Commands.
 - Criminal Investigations include “traditional” forms of investigation such as homicide, robbery and burglary.
 - Special Investigations include narcotics, gangs, vice, human trafficking and auto theft.

External/Internal Auxiliary Duties as Executive Assistant Chief of Police

- Labor Relations Committee, Member
- Catastrophic Planning and Response, Chair
- Employee Relations Committee, Chair
- Use of Force Committee, Co-Chair
- L.E.O.S.E. Fund, Chair

Assistant Chief of Police

2004 – 2009

Houston, Texas

Criminal Investigation, 2007 – 2009

- Leader of the divisions that provided traditional criminal investigative services, which included the Homicide, Robbery and Financial Crimes Divisions, as well as Victim Services, Crime Stoppers and the Police and Clergy Team Units.

Professional Standards, 2004 – 2009

- Served as Inspector General and leader of the workforce responsible for the investigation of misconduct allegations against all City employees (OIG) and police officers (IAD), as well as Inspections and Training.

External/Internal Auxiliary Duties as Assistant Chief of Police

- Hurricane Evacuation Center, Incident Commander
- Taser Use Review Committee, Chair
- IACP Advisory Committee on Community Trust, Member
- Major Cities Internal Affairs Best Practices Group, Member

Division Commander – Lieutenant Auto Theft Division/Auto Dealers Unit

2001 – 2004

Houston, Texas

- Direct leader of those responsible for auto theft investigations and regulation of automotive related business within Houston City limits.
- This unit conducted reactive and proactive investigations of body shops, chop shops and salvage yards. It provided licensing and inspections of all automotive-related businesses including dealerships, salesmen, wrecker operators and towing facilities.

Sergeant, Organizational Development Unit

1998 – 2001

Houston, Texas

- Worked as part of a team tasked with reviewing and re-engineering the Department's processes and structure toward maximum effectiveness and efficiency.
- Assisted in formation of the Alternative Dispute Resolution Office, Work Demands Analysis Staff Models and Selection Process for Investigative Division Personnel.

**Legal Services Unit****1990 – 1998**

Houston, Texas

- Police Sergeant and Associate General Counsel responsible for providing legal advice and counsel to the Chief of Police and department staff.
- Prepared and presented disciplinary cases to the Civil Service Commission and the Independent Hearing Examiner.
- Represented the Department in other matters.
- Led Training Division in the following areas: Civil Law and Liability, Use of Force, Title VII and Workplace Harassment.

Patrol Division and Jail Division**1986 – 1990**

Houston, Texas

- Worked as a patrol officer in the Central and Southwest Patrol Divisions and in the Jail Division.

EDUCATION**Doctor of Jurisprudence**

South Texas College of Law, Houston, Texas – 1992

Master of Science

Sam Houston State University, Huntsville, Texas – 1998

Bachelor of Arts, Economics

University of Texas, Austin, Texas – 1985

LAW ENFORCEMENT DEVELOPMENT

- PERF Senior Management Institute, 38th Session, 2007
- FBI National Institute of Law, 17th Session, 1994

PROFESSIONAL LICENSES

- Attorney at Law, 1993: Licensed to practice law in the State of Texas and in the United States District Courts for the Southern District of Texas
- Mediator certified by the State of Texas, 1998
- Peace Officer in the State of Texas, 1986



MICHAEL DIRDEN, J.D.

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice COPS Office CRI-TA Program</p>	<p>In 2017, Hillard Heintze facilitated the collaborative reform process in Memphis, Tennessee, where Mr. Dirden served as a member of the collaborative reform assessment team.</p> <p>In 2018, Hillard Heintze also facilitated the Technical Assistance process for the Memphis Police Department, where Mr. Dirden again served as a member of the team.</p>	<p>Reference: Federal employees are prohibited from providing reference to vendors. However, Hillard Heintze earned consistently high ratings from the United States Department of Justice in the Contractor Performance Assessment Reporting System, including ratings of “Exceptional” for Project Manager and schedule management.</p>
<p>Cedar Park, Texas Police Department</p>	<p>In 2017, Hillard Heintze facilitated a comprehensive assessment and review of the Cedar Park Police Department in Texas. Mr. Dirden was part of the team that assessed patrol operations, investigative operations, administrative operations and community engagement.</p>	<p>Report: Confidential</p> <p>Reference: Sean Mannix Chief of Police Cedar Park Police 512.260.4600 sean.mannix@cedarparktexas.gov</p>
<p>Houston Police Department, Houston, Texas</p>	<p>Mr. Dirden led the evaluation and systems assessment of the Houston Police Department’s use of force incidents and use of force reporting. He also led the digital development of the processes used for reporting, reviewing and auditing use of force incidents.</p>	<p>Report: No report issued</p> <p>Reference: Troy R. Finner Executive Assistant Chief Houston Police Department 832.628.8180 Troy.Finner@houstonpolice.org</p>
<p>City of Houston Independent Police Oversight Board (IPOB), Houston, Texas</p>	<p>Mr. Dirden assisted in the creation and executive oversight of the Independent Police Oversight Board for the hiring, training, and discipline of police officers in Houston, Texas.</p>	<p>Report: No report issued</p> <p>Reference: Marvin Hamilton Chairperson Independent Police Oversight Board Houston, Texas 713.530.8135</p>

WILL D. JOHNSON

SUMMARY OF QUALIFICATIONS

Will D. Johnson is an accomplished law enforcement executive with 24 years of policing experience. He leads the police department for the 48th largest city in the U.S. and serves as the Chair for the International Association of Chiefs of Police (IACP) Human and Civil Rights Committee and on the IACP Board of Directors.

RELEVANT EXPERIENCE

City of Arlington

Police Chief **2012 – Present**
Arlington, Texas

- Department holds Gold Ribbon Tri-Arc Award from the Commission on Accreditation for Law Enforcement (CALEA).
- Agency selected by DOJ as one of only 15 cities to serve as exemplar agency for Advancing 21st Century Policing.
- Created Procedural Justice learning organization focused on building public trust, de-escalation and promoting officer safety.
- Oversees department operating budget over \$100 million.

Assistant Police Chief **2008 – 2012**
Arlington, Texas

- As Incident Commander, led department and regional planning efforts for the 2010 NBA All Star game, 2010 and 2011 MLB World Series, and Super Bowl XLV.
- Created Tactical Intelligence Unit which serves as a real-time crime center.

EDUCATION

Master of Liberal Arts

Texas Christian University, Fort Worth, Texas – 2000

Bachelor of Arts

Texas Tech University, Lubbock, Texas – 1996

CERTIFICATIONS

- Graduate of United States Army War College: Commandant's National Security Program
- Graduate of 40th Session of the FBI National Executive Institute
- Graduate FBI National Academy 245, Session President
- FBI Command Institute for Law Enforcement Executives
- Graduate of 45th Leadership Command College, Law Enforcement Management Institute of Texas



AREAS OF EXPERTISE

- Internationally recognized lecturer, published author and subject matter expert in community policing, special event management, police operations and safeguarding civil rights.
- Leading expert on unmanned aerial vehicle innovation in policing.

PROFESSIONAL AFFILIATIONS

- Member of IACP, Texas Police Chiefs Association, Major Cities Chiefs Association and the Police Executive Research Forum.
- Serves on IACP Board of Directors.
- Chairs IACP Human and Civil Rights Committee.

AWARDS

- International Association of Chiefs of Police: Cisco Leadership in Community Policing Award, Laura & John Arnold Foundation Leadership Award, Michael Shanahan Leadership Public/Private Partnership, 2017
- Texas police chief's association: Social media innovation, 2015
- Police executive research forum: Gary P. Hayes Leadership Award, 2013



CHIEF WILL JOHNSON, ARLINGTON POLICE DEPARTMENT

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>Community Policing: Arlington Police Department, Texas</p>	<p>Will Johnson has spent 24 years engaged in community policing, including the last six years as police chief in Arlington, Texas. During this time, Will has frequently collaborated with the Department of Justice COPS Office to promote the value of community policing throughout the policing profession through speeches, publications, and hosting agencies who travel to Arlington to observe best practices. Numerous cities either operating under a consent decree or attempting police reform through the collaborative reform process have traveled to Arlington, including Baltimore, New Orleans, and Memphis.</p> <p>Through Chief Johnson's leadership, the Arlington Police Department was selected as one of only 15 agencies nationally as an "exemplar" agency for Advancing 21st Century Policing. During the DOJ summit at the White House to announce the 15 agencies, Chief Johnson was selected to give a speech titled, Advancing 21st Century Policing: "Building Public Trust."</p> <p>Chief Johnson is published on integrating community policing in the performance management process, institutionalizing procedural justice in an agency, and providing procedural justice to vulnerable populations like those with intellectual development disorders (IDD). The Arlington Police Department was selected by the DOJ COPS Office to be the focus of a documentary film highlighting the</p>	<p>Reports: Arlington Selected as "exemplar" agency advancing 21st Century Policing https://cops.usdoj.gov/Default.asp?Item=2870</p> <p>https://view.joomag.com/the-advancing-21st-century-policing-community-report-2017-the-advancing-21st-century-policing-community-repo/0218983001511281031/p1?short</p> <p>Community Policing through Performance Management: https://ric-zai-inc.com/Publications/cops-p331-pub.pdf</p> <p>Procedural Justice: https://cops.usdoj.gov/html/podcasts/the_beat/03-2015/TheBeat-032015_WillJohnson.mp3</p> <p>Procedural Justice for the IDD community: https://ici.umn.edu/products/impact/301/Procedural-Justice/#Procedural-Justice</p> <p>Arlington, TX: A Community Policing Story: https://www.niot.org/cops/arlingtontx</p> <p>References: Although federal employees are prohibited from providing professional references, Melissa can speak to the volume of work Chief Johnson has contributed to as a speaker, author and independent subject matter expert with the COPS Office over the past ten years.</p> <p>Melissa Bradley US DOJ COPS Office 202.305.1264 Melissa.bradley@usdoj.gov</p> <p>Patrice O'Neill CEO/Executive Producer Not In Our Town 510.268.9675 ext. 316 poneill@theworkinggroup.org</p>



Department's focus on community policing and how relational policing efforts prevented rioting from occurring following the controversial police shooting that occurred at the one-year anniversary of the Michael Brown shooting in Ferguson, MO. The documentary was produced by Not In Our Town.

U.S. Department of Justice COPS Office CRI-TA Program

Chief Johnson has served as a policing subject matter expert for the U.S. DOJ COPS Office collaborative reform project since 2014. As a policing subject matter expert, Chief Johnson provides expert technical assistance in areas including community policing, organizational reform, strategic communications, community engagement, procedural justice, and organizational accountability. Chief Johnson has also led reform efforts in Fayetteville, North Carolina; Calexico, California; and Fort Pierce, Florida.

Fayetteville Report:

<https://ric-zai-inc.com/Publications/cops-w0790-pub.pdf>

No public report was released in Calexico, California or Fort Pierce, Florida.

References:

Federal employees are prohibited from providing reference to vendors. However, Hillard Heintze earned consistently high ratings from the United States Department of Justice in the Contractor Performance Assessment Reporting System, including ratings of "Exceptional" for Project Manager and schedule management.

James T. Nolette
Captain, Fayetteville Police
910.723.0296
jnolette@ci.fay.nc.us

U.S. Department of Justice

Chief Johnson serves as a policing subject matter expert for the Civil Rights Section of the U.S. Department of Justice. He provides operational and field expertise in the areas of organizational leadership, community policing, police accountability and reform, establishing procedural justice within police agencies, the police role in protecting civil rights, police training, organizational design and leadership.

Federal Employees are prohibited from providing reference to vendors.

Report:

All work was confidential but status as a contractor can be verified by the listed contact.

Reference:

Sean R. Keveney
202.514.4838
Sean.r.keveney@usdoj.gov

GRANDE HAMILTON LUM

RELEVANT EXPERIENCE

Menlo College

Provost and Vice President for Academic Affairs

2018 – Present

Atherton, California

- Serves as the Chief Academic Officer and determines the vision and provides leadership for all academic programs.
- Is responsible for all operations of the College as they relate to academic leadership and program development, curriculum, accreditation, institutional research, personnel management, budget planning and fiscal management. All academic units and library services report to the Provost.
- Oversees fundraising and alumni relations.
- Ensures that the College offers an inclusive environment and promotes understanding and respect within a diverse campus.
- Oversees recruitment, evaluation, and coaching of faculty, librarians and staff.
- Works in partnership with the faculty governance system.
- Works with the Curriculum Committee to formulate and implement a strong curriculum.
- Oversees accreditation processes, participates in writing accreditation reports, and upholds academic standards set by professional accrediting bodies.
- Directs the activities of the Office of Alumni Engagement and Development.
- Collects, maintains, and distributes information for effective administration of the College's academic programs, including research and evaluation.

OSU Moritz College of Law

Director

2016 – 2018

Columbus, Ohio

- Managed the Divided Community Project (DCP), hosted by The Ohio State University Moritz College of Law Program on Dispute Resolution, which was named the number one law school dispute resolution program by US News Report in 2016. DCP strengthens community efforts to transform division into action. The project focuses on how communities can respond constructively to civil unrest as well as on how they can identify and meaningfully address the reasons underlying community division. Current initiatives include establishing pilot programs to developing plans to address possible civil unrest; designing dispute system processes that address systemic changes; and developing conflict assessment tools.
- Reports now available include "Divided Communities and Social Media," a guidance plan for communities grappling with social media challenges; "Planning in Advance of Civil Unrest," a document offering points to consider in developing a strategy to deal with civil unrest before it occurs; and "Key Considerations for Community Leaders Facing Civil Unrest," a checklist to consider when a community faces civil unrest. The JAMS Foundation provides significant support for the Project. The Kettering Foundation partnered in the Project early work and Ohio State's Democracy Studies Program provided initial support. The American Arbitration Association/International Centre for Dispute Resolution Foundation has provided a recent grant.



U.S. Department of Justice

Director

2012 – 2016

Washington, D.C.

- Managed the Community Relations Service (CRS), an agency within DOJ. CRS assists state and local government, private and public organizations, and community groups with preventing and resolving racial and ethnic tensions, incidents, and civil disorders, and in restoring racial stability and harmony. In addition, CRS also works with communities to employ strategies to prevent and respond to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion or disability.
- Nominated to the position by the President and US Senate confirmed by unanimous consent.
- Guided the agency when race and law enforcement re-emerged as an ongoing critical national priority. This included the Florida George Zimmerman trial, the Michael Brown Ferguson Missouri shooting and the Freddie Gray Baltimore tragedy.
- Expanded services in the areas of Transgender and Law Enforcement interaction, anti-Muslim hate crime prevention, Intellectual Disabilities and Restorative Practices.

U.S. Small Business Administration (SBA)

Director

2010 – 2012

Washington, D.C.

- Managed the Historically Underutilized Business Zone (HUBZone) Program within SBA Government Contracts and Business Development. The HUBZone program provides federal government contracting assistance to businesses located in disadvantaged areas including poor urban and rural areas, Native American reservations, Non-US Mainland Difficult Development Areas (e.g. Puerto Rico and American Samoa) and military base closure areas. During tenure, HUBZone federal contracts averaged more than twelve billion dollars per year. Program is responsible for certification and portfolio monitoring.
- Reduced backlog by 45 percent within six months and application processing time by 66 percent.
- Removed 32 percent of ineligible businesses to reduce fraud, waste and abuse.
- Managed seventeen federal staff employees as well as more than twelve additional contractors.
- Presidential appointee.

UC Hastings College of the Law

Clinical Professor and Director

2008 – 2010

San Francisco, California

- Managed Hastings' Center for Negotiation and Dispute Resolution (CNDP).
- Implemented the law school's alternative dispute resolution (ADR) curriculum, the largest (by student enrollment) in the country.
- Led Center to first U.S. News Report top law school dispute resolution program ranking ever in 2010.
- Led team of approximately 28 adjunct and full-time professors.
- Taught law school courses and hosted conferences.

Accordence Inc.

Founder and Managing Director
Burlingame, California

2005 – 2008

- Started training company focused on complex transactions, equipping teams and institutions with negotiation methodologies and skills.
- Worked with clients in health care, information technology, nonprofits and financial services.
- Produced online learning module on negotiation.
- Developed trainings on negotiation, conflict resolution and influence.
- Undertook a business model utilizing contractors, sales and marketing partners, and licensing arrangements.
- Integrated negotiation and influence framework into a higher education development/fundraising training program. Clients served include Gilead, Hewlett-Packard, and Adobe.
- Maintain ownership of company, though not involved in day-to-day operations. Currently serving as Senior Advisor to Accordence.

Thoughtbridge LLC

Principal and Co-Founder
Cambridge, Massachusetts

1997 – 2004

- Responsible for firm management and strategy, joint ventures/ alliances and organizational learning.
- Built and maintained core strategic alliances.
- In 1998, more than doubled individual client revenue.
- Managed and coached consultants and associates.
- Established West Coast office for firm.
- Wrote weekly column for Monster.com on executive negotiation issues.
- Mediated and facilitated a variety of disputes that involved issues such as education, race, and unions.
- Attained status as one of the top minority owned firms in Massachusetts by revenue.
- Firm patented a dispute resolution process, then created, spun out and funded Speedsolve, an online dispute resolution startup.

Conflict Management, INC.

Partner
Cambridge, Massachusetts

1991 – 1997

- Developed and managed major accounts for a firm that was the largest negotiation firm of its kind at the time.
- Led engagement teams implementing major negotiation and change initiatives for clients.
- Established West Coast office for firm.
- Mediated labor-management and other disputes.
- Firm was co-founded by Roger Fisher, Getting to Yes co-author and Harvard Law School Professor.

Senior Consultant

Cambridge, Massachusetts

- Led projects in United States, Canada, Europe, Australia and Asia.
- Coached and trained new consultants.
- Helped reorganize firm into practice area teams.
- Mediated multiparty conflicts.

Consultant

Cambridge, Massachusetts

- Provided consulting, facilitation and training for complex negotiation transactions.
- Assisted partners in managing clients.
- Researched clients and industries.
- Designed training.

EDUCATION

Juris Doctor

Harvard Law School, Cambridge, Massachusetts – 1991

- Member, California and Supreme Court Bar

Bachelor of Arts, Psychology

University Of California, Berkeley, Berkeley, California – 1986

TEACHING EXPERIENCE

Osu Moritz College of Law

Distinguished Practitioner in Residence

2017 – 2018

Columbus, Ohio

- Taught Resolving Community Civil Rights Conflicts.

Stanford Law School

Lecturer in Law

2016 – 2018

Palo Alto, California

- Taught Negotiation Seminar and Advanced Public Policy Course: Divided Communities.

Research Fellow

2016 – Present

Palo Alto, California

- Research and write at Gould Center for Conflict Resolution.

Alternative Dispute Resolution Externship Program Manager

2008

Palo Alto, California

- Co-led in spring 2008.

Stanford University Continuing Studies

Adjunct Professor 2008

Palo Alto, California

- Taught Mastering Negotiations.

UC Berkeley School Of Law

Adjunct Professor 2008

Berkeley, California

- Taught Negotiation in spring 2008.

UC Hastings College of The Law

Adjunct Professor 2007

San Francisco, California

- Taught Negotiation and Settlement class in fall 2007.

Dominican University

Adjunct Lecturer 2006 – 2007

San Rafael, California

- Taught MBA course on Business Communication.

ADDITIONAL ACADEMIC EXPERIENCE

UC Berkeley Center for Studies in Higher Education

Executive Leadership Academy Fellow 2018

Berkeley, California

- Was selected for and participated in a program that prepares college and university officials in leadership and strategic planning.

University of Virginia

Advisory Committee Member, Transforming Community Spaces 2017 – Present

Charlottesville, Virginia

- Help communities address the legacies of harm and transform destructive narratives embodied in monuments, memorials, and other sites identified with slavery and other harmful histories.

ADDITIONAL PROFESSIONAL EXPERIENCE

National Asian Pacific American Bar Association

Founding Co-Chair 2018 – Present

Washington, D.C.

- Co-creating a new committee on dispute resolution.

MY90

Senior Advisor

2017 – Present

San Carlos, California

- Provide marketing, sales and funding advice to this government tech start up that uses anonymous communication and data analysis to help the public to give feedback to police, so that police can improve trust, transparency, and safety.

Nextdoor

Senior Advisor

2016 – Present

San Francisco, California

- Consult on issues of conflict resolution, law enforcement-community relations, and public agency utilization for Nextdoor, a private social network for neighborhood communities.

JuriLytics

Senior Advisor

2016 – Present

San Rafael, California

- Advised on marketing and assisted on growth strategy to JuriLytics, a legal tech startup that utilizes scientific peer review as a tool in litigation discovery and disclosure.

International Association of Chiefs of Police

Member, Human and Civil Rights Committee

2013 – Present

Washington, D.C.

- Studies, considers, and determines those programs, policies, and initiatives that will enhance law enforcement's role in strengthening and protecting the civil rights of all people. Chaired Subcommittee on Community Engagement and Education.

American Bar Association

Co-Chair, Dispute Resolution Section Government Committee

2013 – 2015

Washington, D.C.

- This committee addresses issues effecting ADR practice and programs in state, local or federal government settings including program design, implementation and institutionalization.

White House

Interagency Working Group, White House Initiative on Asian Americans and Pacific Islanders

2013 – 2015

Washington, D.C.

- Oversaw creation and implementation of agency plans to increase participation in and access to federal programs in which Asian Americans and Pacific Islanders may be underserved. Served as Department of Justice representative in the Working Group.

PUBLICATIONS

Books

- *Resolving Civil Rights Conflicts in the Community: The US Justice Department's Community Relations Service*. University of Missouri Press. Expected 2019. Co-author with Bertram Levine for 2nd Edition



- *Tear Down the Wall: Be Your Own Mediator in Conflict*. Optimality Press. 2013
- *Negotiation Fieldbook: Simple Strategies for Every Negotiation*. McGraw-Hill. 1st Edition 2005, 2nd Edition 2010
- *Expand the Pie: How to Create More Value in Any Negotiation*. Earlier version of *Negotiation Fieldbook*. Castle Pacific Publishing. 2003. Co-authored with Irma Tyler-Wood and Anthony Wanis-St. John

Articles

- “Trump Budget Would End Agency that Resolves Differences in a Time of Deep Division.” *The Hill*. February 23, 2018 (op-ed)
- “Still Relishing Being Angry? Or Ready to Start Talking About an American Spirit 2.0?” *Center for Media and PeaceBuilding*. December 2017. Co-authored with Nancy Rogers
- “Preventing Division-Five Social Media Strategies for Community Leaders.” *Nextdoor’s Community Engager*. August 2017. Co-authored with William Froehlich
- “Planning in Advance of Civil Unrest: A Role for Mediation-wise Attorneys.” *American Bar Association Dispute Resolution Magazine*. Summer 2016. Co-authored with Nancy Rogers and William Froehlich
- “The United States Department of Justice Community Relations Service: Assisting Communities in Restoring Conflicts and Restoring Peace.” *Police Chief Magazine*. December 2013. Co-authored with Francis Amoroso and Rosa Melendez
- “A New ICON – Use This Win-Win Model.” *Executive Excellence*. February 2004. Co-authored with Anthony Wanis-St. John
- “Adversaries to Allies: Lessons from the San Diego City Schools Contract Negotiations.” *Mediate.com*. 2001. Co-authored with Monica Christie
- “Rethinking the Role of the Strategic Account Manager.” *Velocity*, the Strategic Account Management Association Journal. Fall 1999. Co-authored with Andrew Ayers.
- “Collective Bargaining In Education: Getting Started In Interest Based Negotiation.” *Journal of the North American Association of Educational Negotiators*. October/November 1996

INVITED LECTURES AND KEYNOTE SPEECHES

- Harvard Law School, Harvard Negotiation Law Review 2017 Symposium Keynote: Reflections on the Intersection of Alternative Dispute Resolution and Activism
- University of Akron, Transforming American Racial Conflicts: Why Peacemaking is Desperately Needed Today. 2016
- Indiana University School of Public and Environmental Affairs, Still a Peacemaker: The United States Community Relations Service at 50. 2015
- National Organization of Black Law Enforcement, Conference Keynote Address. 2015
- Community Boards, Healing Communities in Conflict: Federal Strategies and Services for Public Mediation. 2015
- George Mason University School for Conflict Analysis and Resolution, Graduation Convocation Address. 2015
- Federal Civil Rights Conference, Civil Rights and ADR. 2015
- University of the District of Columbia Law School, Engaging Diverse Communities through Alternative Dispute Resolution. 2015
- Ohio State University Moritz College of Law, Lawrence Lecture: Peacemaking in America. 2014
- National Coalition for Dialogue and Deliberation, Keynote Address. 2014



- Peninsula Conflict Resolution Center, Why Community Dispute Resolution Matters. 2008

SELECTED PRESENTATIONS

- American Bar Association, Dispute Resolution Section Annual Conference, “Re-framing Hate: Practice-Based Ideas for Dispute Resolution's Role Regarding Hate Incidents.” 2018
- Salzburg Global Seminar, Hong Kong School of Global Leadership Launch: Leadership for Inclusive Future in Hong Kong, “Bridging Divides for an Inclusive Hong Kong: Conflict Mediation and Effective Advocacy and How to Create Successful Cross-Sector Interactions.” 2017
- University of Missouri, The First Amendment on Campus: Identifying Principles for Best Practices for Managing and Resolving Disputes, “Dispute Resolutions Perspectives.” 2017
- College of Commercial Arbitrators, National Conference, “Law Enforcement Behavior and Community Tensions.” 2017
- Federal Judicial Center and Ninth Circuit Court of Appeals, Symposium: The Nature and Practice of Civil Discourse. Convened by U.S. Supreme Court Justice Anthony Kennedy. 2017
- Stanford University Pre-Collegiate Program, Summer Institute for high school students, “Building Apps for Divided Communities.” 2017
- University of Hawaii-Manoa, Conflict Management for Educators Graduate Seminar. “Mediation and Peacebuilding in the Community.” 2017
- American Bar Association, Dispute Resolution Section Annual Conference, “Building Trust and Resilience in Divided Communities.” 2017
- American Bar Association, Dispute Resolution Section Annual Conference, “Black and Blue: Healing the Divide in Police-Community Relations.” 2017
- Government Social Media, National Conference, “Divided Communities and Social Media.” 2017
- American Bar Association, Dispute Resolution Section Annual Conference, “Polarized Communities: Lawyers Making An Impact.” 2016
- Peninsula Conflict Resolution Center, “ADRx Talks: The Superpower of Not Taking Sides.” 2016
- Fred T. Korematsu Institute, 6th Annual Korematsu Day Celebration, “Re(ad)ressing Racial Injustice: From Japanese American Incarceration to Anti-Muslim Bigotry.” 2016
- United States Attorneys, National Conference, “Ferguson and the Aftermath.” 2015
- White House, “Addressing African American Faith Leaders Following Ferguson.” 2014
- White House, “Celebrating CRS 50th Anniversary.” 2014
- Stanford Law School Online Dispute Resolution Conference, “Community Relations Service, Technology and Peacekeeping.” 2014
- Office for Security and Cooperation in Europe, “Cooperation Between Law Enforcement and Muslim Communities in Combating Hate Crimes Against Muslims.” 2014
- Department of Justice, “Rollout of Law Enforcement Transgender Training.” 2014
- White House, “Sikh Guru Nanak Celebration.” 2013
- International Association of Chiefs of Police, “Forum on LGBT-Law Enforcement Issues.” 2013
- Department of Justice, “Asian American Pacific Islander Heritage Month Program.” 2013



AWARDS

- American Bar Association Section of Dispute Resolution, Lawyer as Problem Solver Award. Recognition as of the Divided Community Project, 2018
- The Mediation Society, Outstanding Contribution To the Field, 2016
- Society of Asian Federal Officers, Person of the Year, 2014
- American Bar Association Section of Dispute Resolution, Lawyer as Problem Solver Award. Recognition of Community Relations Service, 2014
- Association of Conflict Resolution, Peacemaker Award. Recognition of Community Relations Service, 2013
- Southwest Interagency Committee, Appreciation Award, 2013
- United Sikhs, Appreciation Award, 2013
- Federal Asian Pacific American Council, Making a Difference Award, 2012
- General Motors-Saturn, Labor-Management Award-2nd Place. Recognition of San Diego Schools collective bargaining approach, 1997



GRANDE LUM, J.D.

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice, Community Relations Service</p>	<p>From 2012 to 2016, Mr. Lum served as Director of the U.S. Department of Justice’s Community Relations Service (CRS), which provided conflict resolution services throughout the country for race and ethnicity-based conflicts. One of the primary areas of service was law enforcement-community relations. Mr. Lum and his team provided mediation, training and technical assistance to crises such as those in Sanford, Florida; Ferguson, Missouri; and Baltimore, Maryland.</p>	<p>Federal Employees are prohibited from providing references to vendors.</p> <p>Reports: https://www.justice.gov/crs/page/file/933516/download</p> <p>https://www.justice.gov/crs/file/812846/download</p> <p>https://www.justice.gov/sites/default/files/pages/attachments/2014/08/20/2013_annual_report.pdf</p> <p>https://www.justice.gov/sites/default/files/crs/legacy/2013/07/22/crs-fy2012-annual-report.pdf</p> <p>Sanford Reference: Richard “Rick” Myers Executive Director Major Cities Chiefs Association rm@majorcitieschiefs.com 719.325.6665</p>



<p>The Ohio State University, Moritz College of Law</p>	<p>From 2016 to 2018, Mr. Lum served as Executive Director of the Divided Community Project at Ohio State University, which focused on helping leaders from law enforcement, government, faith groups, and civil rights organizations to work together to overcome polarizing conflict.</p>	<p>Reports: https://moritzlaw.osu.edu/dividedcommunityproject/key-consideration/environment/ https://moritzlaw.osu.edu/dividedcommunityproject/be-prepared-2/ https://moritzlaw.osu.edu/dividedcommunityproject/social-media/</p> <p>Reference: Nancy Rogers Former Ohio State Attorney General and Dean of Moritz College of Law [REDACTED] [REDACTED] 614.264.3016</p>
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<p>The Ohio State University, Moritz College of Law</p>	<p>Mr. Lum and the Divided Community Project created the Community Resilience Initiative, piloting it in Columbus, Ohio; Rochester, New York; Orlando, Florida; and San Mateo and San Leandro, California, to teach on building trust and collaboration between communities and law enforcement.</p>	<p>Report: Specific reports on each of the five pilot cities found at: https://moritzlaw.osu.edu/dividedcommunityproject</p> <p>Reference: Carl Smallwood Vorys, Sater, Seymour and Pease LLP 614.464.5623</p>
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MEGHAN MAURY

RELEVANT EXPERIENCE

National LGBTQ Task Force

Policy Director, Criminal and Economic Justice Project Director

2013 – Present

- Attend daily senior management team meetings to deal with long-term strategic direction and crisis communications. Manage budget decisions for department. Make high-level organizational decisions, including organizational position on gun violence, drug use and hate crimes. Advise Executive Director on all policy decisions.
- Directly supervise three staff members focused on Reproductive Justice, Democracy, Criminal Justice, Economic Justice and Disability Justice.
- Work closely with development and communications departments to increase funding and gain popular support. Assist with grant writing and regularly meet with foundations on HIV, criminal justice and economic justice. In addition to supporting existing foundation relationships, raised over \$500,000 in new grant funds.
- Created the Task Force's criminal justice program and policy agenda. Includes creating body of evidence of how LGBTQ people, particularly LGBTQ people of color, transgender people and people living with HIV are differently impacted by the criminal legal system. Built deep relationships with organizations focused on criminal justice, including Open Society Institute, Sentencing Project and National Employment Law Project. Project works on all areas of criminal justice but has deepest focus on Prison Rape Elimination Act (PREA) and reentry, especially conditions of supervision.
- Works in coalition with nine organizations to create economic policy agenda for the LGBTQ movement. Hosted convenings across the country of LGBTQ people who are living in poverty, working at direct service organizations, or advocating for economic justice at the local level. Drafts sections of the report focused on housing and homelessness and on tax policy. Project centers transgender people, LGBTQ people of color, and people living with disabilities.
- Lead HIV Subgroup of the LGBT/HIV Criminal Justice Working Group and member of the Positive Justice Project Partners Group, which is the steering committee for a network of state and local organizations focused on the criminalization of HIV. Advocate for inclusion of syringe access and sex work decriminalization to the groups' advocacy, which led both groups to agree to prioritize these issue areas. Coalition members include for Center for HIV Law and Policy, Lambda Legal, Harm Reduction Coalition, National Viral Hepatitis Roundtable, AIDS United, and Sero Project.
- Lead coalition advocacy on housing issues, including homelessness and public housing for low-income people. This has included advocating with HUD on their Equal Access Rule, which provides non-discrimination protections in HUD-funded housing and homelessness programs. Worked to introduce the Fair Chance at Housing Act, which makes it easier for people with criminal records to access housing. This work was done in partnership with National Low Income Housing Coalition, Housing/Reentry Coalition, National Coalition for Homeless Youth, Coalition for Human Needs, True Colors Fund, National Center for Transgender Equality, and housing and homelessness service providers.
- Envisioned, created and implemented FedWatch, a project to track and respond to federal regulations impacting the LGBTQ, criminal justice, immigration rights, economic justice, homelessness, and other progressive movements. Provide a weekly tracking report totaling over 300 engagement opportunities per year, including regulations, public meetings, and appointment opportunities to over 250 individual members representing more than 100 organizations. FedWatch now also monitors Congressional and Judicial advocacy opportunities.
- Led or assisted with various other policy objectives, including data collection, tax policy, reproductive justice, immigration, drug policy, mental health, and anti-violence work.
- Built and maintained relationships with career staff, appointed officials, and heads of federal agencies, including HUD, DOJ, Bureau of Prisons, IRS, Treasury, SAMHSA, and Census. Lobbied and educated members of Congress on the issues listed above.

- Supervised two to seven law fellows per year. Guided fellows in creating work plans, learning how to write with a unique, yet organizationally consistent voice.

Criminal Defense and Prisoner Advocacy Clinic

Student Attorney

2012 – 2013

- Represented clients in misdemeanor drug cases at D.C. Superior Court, including at arraignment, in disposition negotiations, at status hearings, and at trial.
- Represented clients at parole revocation hearings against legal and technical violation charges.
- Drafted pardon application for long-term prisoner client, who was convicted of a murder charge based on false witness testimony and misrepresentation grounded in homophobia.
- Designed and implemented a series of “Know Your Rights” trainings at a local LGBT health services clinic focused on search and seizure, drug use, and criminalization of poverty.

United States Attorney’s Office for D.C., Special Proceedings Division

Legal Intern

Summer 2012

- Researched legal issues including post-conviction DNA testing, the applicability of Lafler and Frye to Alford pleas, merger issues, the D.C. parole system, and ineffective assistance of counsel claims.
- Wrote motions and briefs to be filed in D.C. Superior Court.

H&R Block

Office Manager, Tax Specialist and Instructor

2003 – 2010

- Synthesized a complex body of law to teach to more than 100 new preparers annually.
- Prepared tax returns and counseled a diverse client base of over three hundred individuals per year.
- Managed between 15 and 30 staff.

EDUCATION

Juris Doctor

Georgetown University Law Center, Washington, D.C. – 2013

Master of Science in Accounting

University of Massachusetts at Amherst, Isenberg School of Management, Amherst, Massachusetts – 2007

Bachelor, Business Administration

University of Massachusetts at Amherst, Isenberg School of Management, Amherst, Massachusetts – 2006

Associate, Business Administration

Holyoke Community College, Holyoke, Massachusetts – 2004



PROFESSIONAL AFFILIATIONS

- **U.S. Census:** Appointed to serve on the Census Bureau's National Advisory Committee on Race, Ethnicity, and Other Populations based on subject matter expertise on LGBTQ population and people experiencing homelessness. Tapped to lead working group on Integrated Partnerships and Communications, which provides recommendations to the Director on improving connections with hard-to-count populations, including people of color, low-income people, and LGBTQ people, 2014 – Present.
- **Hillard Heintze:** Hired as a Subject Matter Expert on criminal justice, the criminalization of homelessness, and LGBTQ people by a major contractor for the Department of Justice (DOJ). Worked on DOJ's Collaborative Reform Initiative in San Francisco, which assessed and made recommendations to the Police Department on how to improve interactions with the community and reduce police violence, 2015 – 2016.
- **DOJ grant reviewer:** Reviewed grants for the DOJ's Community Oriented Policing Services office for projects to improve law enforcement interactions with LGBTQ people, people who use drugs and people experiencing homelessness, 2016.
- **Joseph Beeler Law:** Legal Assistant, Brief filed with U.S. Court of Appeals for the 11th Circuit, 2013.
- **National Center for Lesbian Rights:** Law Clerk, Summer 2011.
- **Public Defender Service for D.C.:** Legal Intern, Spring 2012.
- **Citizens for Tax Justice:** Policy Clerk, Fall 2011.

NOTED ARTICLES

- *The Atlantic*, "Why the Trump Administration Won't Ask About LGBT Americans on the 2020 Census," March 2017
- *The Advocate*, "Every LGBT Taxpayer Needs to Read This," February 2016 (shared nearly 1,000 times)
- *The National LGBTQ Taskforce Blog*, many including: "How and why we're working to support LGBTQ survivors of violence," "How Far Have We Really Come in the War on Poverty," "Seven More Things You should Know About the Affordable Care Act," and "Supreme Court Watch: Buffer Zones Protect Women From Violence When Attempting to Exercise Their Constitutional Rights"
- *Alliance for Justice Blog*, "Marriage: A great step, but so much more to do," April 2015
- *Huffington Post*, "President's 5 Economic Proposals That Could Benefit LGBTQ People," (January 2015); "It's Time to Queer Our Taxes," (April 2015); "We Count, So Count Us: Three Reasons It's Important to Collect Census Data on LGBTQ People," (October 2014)
- Featured in *Colorlines*, "8 Ways to Fight Anti-Trans Bias on the Job," July 2016
- *State of the Movement: A Chorus of Voices*, 2016

REPORTS

- **DOJ COPS Collaborative Reform Report**, 2016 (contributor). Recommendations to San Francisco Police Department on improving use of force, training, interactions with the community, and other policy issues. Focused on the over-policing of people of color, people with disabilities, people who use drugs and people experiencing homelessness.
- **At the Intersections**, 2016 (author, editor). Collaborative resource highlighting the most marginalized members of the LGBTQ community and presenting direct service and policy solutions how to lessen disparate impact.
- **Queer Our Taxes**, 2016 (author). Resource for LGBTQ people to help them understand tax returns and tax policy.



MEGHAN MAURY, J.D.

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>Center for American Progress and FedWatch monitoring program</p>	<p>In 2013, at the request of colleague organizations that were looking for a better way to understand the programs, regulations, and enforcement activities of federal regulatory agencies, Maury partnered with the Center for American Progress and three other organizations to launch FedWatch. As a leader of FedWatch, Maury manages a network of over 350 individuals from more than 200 organizations, monitors an average of 200 pages a day of Federal Register notices, and coordinates civil society engagement with federal agencies on a number of issue areas, including criminal justice and government transparency.</p> <p>Member assessments of this work consistently underscore the efficiency and accuracy of FedWatch's monitoring service and praise Maury's energy and intellect in leadership. Maury has provided recommendations to staff and leadership of federal agencies and sub-agencies, including the Census Bureau, Bureau of Justice Statistics, Bureau of Prisons, Department of Housing and Urban Development, and Department of Justice.</p>	<p>Reference: Laura Durso Vice President, LGBT Research and Communications Project Center for American Progress 808.292.8662 ldurso@americanprogress.org</p>

**LGBTQ Poverty Initiative**

In 2016, Maury partnered with a small group of advocates to launch the LGBTQ Poverty Initiative, a collaboration built to create a community-based narrative and policy agenda to address poverty in the LGBTQ community. Maury hosted three of eight conventions in cities across the country, where Maury spoke with scores of LGBTQ advocates, service providers, and people living in poverty. At each convening, attendees discussed their experiences with the systems that support people living in poverty and the common and unique needs of LGBTQ people in those systems. LGBTQ Poverty Initiative colleagues spoke with hundreds of people across the country, and used input from these interactions, along with research from existing efforts, to publish a reference for advocates, executive branch staff, and elected officials to understand and address the needs of LGBTQ people living at the intersections of multiple marginalized identities.

Report:

https://static1.squarespace.com/static/5a00c5f2a803bbe2eb0ff14e/t/5aca6f45758d46742a5b8f78/1523216213447/FINAL+PovertyReport_HighRes.pdf

Reference:

Urvashi Vaid
CEO
Vaid Group
646.228.6395
urvashi@thevaidgroup.com



**Leadership Conference on Civil
and Human Rights and
FedDataWatch**

Maury has worked with the Leadership Conference on Civil and Human Rights (LCCHR) for several years, originally as an integral part of their Census Task Force, providing insight and guidance on Census Bureau communications and partnerships activities. More recently, LCCHR contracted with Maury to launch FedDataWatch, a coalition and resource built to ensure that advocates have the information and resources they need to advocate effectively for more robust and inclusive data collection. Though still a relatively new network, FedDataWatch boasts nearly 200 active members who include advocates focused on criminal justice, education, poverty, housing, and numerous other fields. As a leader of FedDataWatch, Maury monitors survey instruments and evaluation tools for the hundreds of members of the network and does the difficult work of demystifying complicated data collection concepts into simple requests for information.

Reference:

Corrine Yu
Managing Policy Director
Leadership Conference
on Civil and Human Rights
202.466.5670
yu@civilrights.org

THOMAS J. O'REILLY

RELEVANT EXPERIENCE

The Police Institute

Senior Executive Advisor

2016 – Present

Executive Director

2012 – 2016

- Provides the guidance and leadership to The Police Institute in fulfilling the mission of integrating research and best practices into police operations, violence, problem solving, community policing and participation, and the development of criminal justice policy and practices.
- A primary focus is the use of operational research and information to develop policing approaches, interventions in the areas of community violence and homicides and resource allocations and to serve as the neutral convener between law enforcement and the community.
- Recent programs include the Information Sharing, Constitutional Policing Assistance to major urban cities, Newark Violence Reduction Program, and predictive policing efforts in Newark, Jersey City and Patterson.
- Special focus on community policing, intelligence led policing, criminal intelligence and information technology applications.

Newark New Jersey Police Department/Department of Justice Consent Decree Team

Lead Subject Matter Expert

2016 – Present

Newark, New Jersey

- Provide management and subject area expertise in assisting the Newark New Jersey Police Department in achieving compliance with the U.S. Department of Justice Consent Decree.

Hillard Heintze

Senior Leadership Council

2012 – Present

Chicago, Illinois

- Assist law enforcement and corporations in designing information sharing projects, police community relationships and the utilization of technology consistent with privacy and constitutional policing concepts and principals.
- Use of Force, Internal Affairs and Community Policing subject matter expert for Baltimore Collaborative Policing Project for U.S. Department of Justice Office of Community Oriented Policing Services and Police Operations at the New York New Jersey Port Authority Police Department.

U.S. Department of Justice

Director, Nationwide SAR Initiative

2010 – 2012

Washington, D.C.

- Appointed Director of the Nationwide Suspicious Activity Report (SAR) Initiative Program Management Office (PMO).
- Directed a team from the Departments of Justice (DOJ) and Homeland Security, the Federal Bureau of Investigation (FBI), the Directorate of National Security (DNI) and State, Local, and Tribal agencies in the implementation of SAR in 77 State and Urban Fusion Centers and federal law enforcement components. The NSI is a Presidential National Security Priority Program that provides a response to the 911 Commission Report as a standards base method to share information between state, local, tribal and national law enforcement agencies on precursor activities and behaviors that could have a nexus to acts of terrorism.

- Served as the Manager for the Suspicious Activity Reporting Evaluation Project from 2008 to 2009.
- Directed the Major City Chief’s project to identify the existing SAR related practice in Los Angeles, Boston, Chicago and Miami Dade.
- Issued a best practices guideline that was adopted by the MCCA and the IACP.
- Served as the Program manager for the National State and Local Anti-Terrorism Training Program.

Office of the Chief Information Officer and Bureau of Justice Assistance, U.S. Department of Justice

Senior Policy Advisor **2006 – 2012**
Washington, D.C.

- Supported the Departments of Justice and Homeland Security in building the network of State and Local Fusion Centers and the implementation of the National Information Exchange Model (NIEM).

New Jersey Department of Law and Public Safety, Office of the New Jersey Attorney General

Administrator **1986 – 2006**

- Directed the Attorney General’s violent crime and urban initiatives integrating police, probation, parole and the court.
- Senior Executive for oversight of Juvenile Justice Corrections, aftercare, prevention and residential services.
- Responsible for the implementation of all department level criminal justice, homeland security and law enforcement and legislative priorities, including DNA reform, Intelligence and Fusion Centers, information technology and biometric identification systems and the Domestic Preparedness Task Force.
- Directed the implementation and management of Department and Cabinet level task forces and special projects addressing priority legal, investigative, public policy, business continuity, regulatory issues, homeland security and community justice priority initiatives.
- Coordinated New Jersey Digitized Driver’s License Project.
- Vice Chairman (2005 – 2007) Executive Board of the Global Criminal Justice Information Advisory Committee and Member Intelligence Committee, U.S. Department of Justice (F.A.C.).
- President of the National Criminal Justice Association (1997 – 1999), and served as a member of the National Advisory Policy Board (1988 – 2006).
- Member of the United States Department of Homeland Security Task Force on State and Local Homeland Security Funding (2004), Homeland Security Advisory committee.
- Appointed by the FBI to the NCIC Criminal Justice Information Committee Advisory Policy Board, the National Fingerprint File Pilot Project Evaluation Group and the New Jersey Regional Computer Forensic Laboratory.

Division of Criminal Justice, Division of Criminal Justice

Assistant Director **1978 – 1986**

State Law Enforcement Planning Agency, State of New Jersey

Chief, Law Enforcement Programs **1973 – 1978**

Trenton Police Department

Principal Planner **1970 – 1973**
Trenton, New Jersey



EDUCATION

Certified Public Manager

Rutgers University, New Brunswick, New Jersey – 1984

Master of Arts, Administration

Rider University, Lawrenceville, New Jersey – 1977

Bachelor of Science, Criminal Justice, Concentration in Police Management

Northeastern University, Northeastern University – 1972

AWARDS

- The IJIS Institute Award for significant progress in the application of technology in the Justice Field, 2012
- US DOJ Assistant Attorney General Award for Achievement and Leadership for the NSI, 2011
- Recipient of the Federal 100 Award twice for efforts in expanding the adoption and use of the National Information Exchange Model (NIEM), 2008, and for NSI, 2011
- The 2007 National Lifetime Achievement Award, National Criminal Justice Association
- The Association of Government Accountants Distinguished Leadership Award, 1998
- The 2008 Innovations in Government Award, American Council of Technology for the Suspicious Activity Reporting Exchange Standard
- Essex County NJ Chiefs of Police Assoc. Distinguished Service Award, 2014



THOMAS J. O'REILLY

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>Civil 99-59700(MLL) USDOJ v State of New Jersey, Department of Law and Public Safety, Division of State Police</p>	<p>Mr. O'Reilly was project manager for the solution implementation and training review in the United States Department of Justice's (DOJ) "racial profiling consent decree" in New Jersey. He played a significant role in the initial investigation and fact-findings issued by the Attorney General entitled, "Final Report of the State Police Review Team," which identified the issues in the consent decree with DOJ. The subsequent policy was developed jointly with the Monitor, the Office of State Police Affairs in the AG's Office, and the Division of State Police.</p>	<p>Report: There was an original investigation report conducted by the New Jersey Attorney General's Office. After the Consent Decree was entered into, there were numerous quarterly progress reports.</p> <p>Reference: Superintendent Col. Rick Fuentes Retired New Jersey State Police 201.554.5514 [REDACTED]</p>
<p>MER –L-002687-96 NAACP v State of New Jersey, Department of Law and Public Safety, Division of State Police</p>	<p>The NAACP et al. filed a lawsuit against the New Jersey Attorney General and New Jersey State Police indicating that the recruitment, selection and training was resulting in underrepresentation of minorities in the State Police. The principal issue was the adoption of a four-year degree as the threshold requirement, which the NAACP argued was discriminatory.</p> <p>At the request of the New Jersey Attorney General, Mr. O'Reilly managed the identification of new selection and testing methods that did not have a disparate impact on minority populations.</p> <p>Mr. O'Reilly and his team successfully revised the education requirements to improve minority representation and maintain maturity levels, and revised the basic training to reflect modern adult education. These solutions also included implementing mentoring and significant outreach efforts within the community.</p>	<p>Report: Documents were filed with the court both indicating the initial complaint and the resolution.</p> <p>Reference: Assistant Attorney General Gayle Mazuco Martinez (Ret.) Former Head of Legal Affairs for NJ Attorney General's Office 609.647.2583 [REDACTED]</p>



During this time, Mr. O'Reilly worked alongside lawyers for the State and the plaintiffs, State Police Management, ACLU, NAACP, the community, unions, legislature and government offices, and media members.

City of Newark and the U.S. Department of Justice Consent Decree

In July 2014, the United States Department of Justice (DOJ) issued a report documenting the Newark New Jersey Police Department's engagement in practices of excessive use of force, violations of arrest, search and seizure, poor internal affairs practices, mismanagement of property and evidence, and confrontational relationships with the community at large. After the City of Newark entered into a Consent Decree with the U.S. DOJ, former New Jersey Attorney General Peter Harvey was selected as Monitor and asked Mr. O'Reilly to assist in identifying and selecting subject matter experts for each of the areas of focus in the decree. Mr. O'Reilly helped develop the monitoring plan and strategy, and identify policy areas. He was responsible for the identification and development of best practices. He coordinated policy development, adoption and approval for draft policies by the community, DOJ, and the Monitor's team. Mr. O'Reilly also implemented training policies, and coordinated with the data team in reviewing the existing technology systems to identify how early warning systems and other data collection processes could monitor the implementation of the new policies and the outcomes of the consent decree. He also provided technical assistance in developing the community policing strategy and implementation, creating early drafts of the policy, and vetting said drafts with all interested parties.

Report:

There are numerous reports issued by the Independent Monitor to the courts and the public. Most are on the Monitor's website or the Newark Police Department's website. The reports track the implementation plan for the first, second and third years as well as the quarterly progress reports.

Reference:

Public Safety Director
 Anthony Ambrose
 Newark Department
 of Public Safety
 ambrosea@ci.newarj.nj.us



**Camden New Jersey Police
Department Supersession
by the New Jersey Attorney General**

Mr. O'Reilly served as the principal architect for the New Jersey Attorney General supersession of the Camden Police Department. This supersession came about from the mismanagement and underfunding of the Camden Police Department, which was not providing adequate public safety services to the community, resulting in high levels of violence, poor community relationship and violations of process. Mr. O'Reilly's architectural role was to organize the supervision, to identify an acting Chief, and to select subject matter experts to oversee the reform process. In this role, Mr. O'Reilly had extensive interaction with the community at large and the various ethnic groups.

Report:

An initial findings report was issued, and the final report was issued by the Supersession term to the New Jersey Attorney General.

Reference:

Peter Harvey
Former New Jersey
Attorney General
609.203.5687
pharvey@pbwt.com

RICK C. TANKSLEY

RELEVANT EXPERIENCE

Occidental College

Director, Campus Safety and Emergency Preparedness
Los Angeles, California

2018 – Present

- Serve as the senior administrator responsible for providing vision and strategic leadership for campus safety and security initiatives.
- Specific areas of responsibility include:
 - Direct all emergency preparedness activities.
 - Security operations, fire safety and parking enforcement.
 - Oversee all emergency preparedness activities and training exercises.
 - Ensure compliance with the Jean Clery Disclosure of Campus Security Policy and Crime Statistics Act (Clery Act).
 - Approve Annual Fire and Security Report.
 - Threat Assessment Team member.
 - Promote excellent working relationships with students, staff and faculty through a community-oriented approach to campus safety and security.

Hillard Heintze

Vice President, Law Enforcement Consulting
Chicago, Illinois

2016 – 2018

- Provided technical assistance as a Subject Matter Expert and Site Specific Project Manager oversight related to the assessment of law enforcement agencies across the United States under the auspices of the Department of Justice's COPS Office in such areas of policy, training, practices, supervision and oversight, leadership, cultural and organizational change management.
- Additional responsibilities included:
 - Served as the primary point of contact to the client on all site engagement activities.
 - Responsible for developing, implementing, and monitoring work plans covering broad scope and budgets up to \$400,000 per project phase.
 - Coordinate and ensure successful completing of:
 - Scheduling and coordinating project resources.
 - Collecting and quality checking SME content.
 - Oversight over data collection and analysis activities.
 - Development of Draft reports, and facilitation of peer review and revisions.
 - All site specific contractual reporting.

Oak Park Police Department

Chief of Police/Director of Emergency Preparedness

2001 – 2016

Oak Park, Illinois

- Began law enforcement career with the Oak Park Police Department, progressing from Patrol Officer to appointment as Police Chief.
- During career as a law enforcement executive, acquired extensive knowledge and expertise in:
 - Organizational change and behavior management, requiring collaborative subordinate involvement at all levels.
 - Establishing and maintaining cooperative relationships with labor unions, engaging in contract negotiations, grievance hearings and disciplinary functions.
 - Successfully implementing innovative community policing strategies in a multicultural community of more than 50,000.
 - Demonstrating strong communication skills with the media, civic organizations, elected officials and the public.
 - Changing the department culture to one that is transparent, professional, courteous and respectful toward the diverse community we served, which has resulted in single-digit citizen complaints about officer conduct.
 - Since 2001, the Village experienced a 32 percent decrease in Part One Crimes, due in large part to the department successfully engaging the public in the crime-fighting initiative through collaborative partnerships and active communication.
 - During the economic downturn, created a leaner, more efficient department by reducing sworn positions by 20 percent while maintaining same high standard of professional police services.
 - Pioneered performance measures to monitor department operations, promote adherence to policies and strategic plans, and have measureable evidence to justify budget requests.
 - Conducted the first department-wide, 360-degree feedback survey to evaluate supervisory performance at all levels of the organization.
- Appointed as the first Director of Emergency Preparedness for the Village of Oak Park. Responsible for overseeing the development, preparation and implementation of all Special Operation plans for the Village's response in any event, whether planned or unplanned, natural or man-made.
 - Collaborated with school Districts 97 and 200 on developing emergency response plans for every public elementary and high school in the Village, as well as lent department expertise to private schools and daycare centers on emergency response plan development.
 - Collaborated and trained with the Sheriff's Department on the response to active shooter, barricaded subject, bomb threat and hostage situations.
 - Ensured that Village personnel were trained, including elected officials, on the Incident Command System (ICS).
 - Collaborated with the Department of Health on periodic Strategic National Stockpile (SNS) drills.

EDUCATION

Master of Science, Management and Organizational Behavior

Benedictine University, Lisle, Illinois

Master of Social Work

Jane Addams College of Social Work, University of Illinois at Chicago, Chicago, Illinois

Bachelor of Arts

Concordia University, River Forest, Illinois

CERTIFICATIONS

- Certified Police Chief, Illinois Association of Chiefs of Police
- Senior Management Institute for Police
- FBI Law Enforcement Executive Development Seminar
- 189th Session FBI National Academy
- Northwestern University School of Police Staff and Command

HONORS AND AWARDS

- Recognized by Cook County Board of Commissioners for dedication to Community Policing, 2016
- Community Leadership Award, Concordia University, 2011
- Hall of Fame Inductee, George Mason University Center for Evidence-Based Crime Policy, 2012

PUBLICATIONS

- Contributing author, "Measuring the Quality of Police-Civilian Encounters and Agency Legitimacy: The Platform Public Satisfaction Survey." National Police Platform Research. Washington, D.C. National Institute of Justice, U.S. Department of Justice, 2012
- Contributing author, "From CompStat to RespectStat: Accountability for Respectful Policing." *The Police Chief*, No. LXXXII, August 2015

PROFESSIONAL AFFILIATIONS AND CIVICE INVOLVEMENT

- Association of Threat Assessment Professionals
- International Association of Campus Law Enforcement Administrators
- California Police Chiefs Association
- Past Advisory Board Chairman, FBI's Regional Forensic Computer Laboratory
- Advisory Board Member, National Police Research Platform
- Former Co-Chair, Cook County Incident Response
- ASIS International
- Rotary Club of Oak Park and River Forest
- Advisory Board, The Chicago School of Professional Psychology, Department of Forensic Psychology
- International Foundation for Cultural Property Protection
- Fight Crime: Invest in Kids, Illinois
- Past President, West Suburban Chiefs of Police



- FBI National Academy Associates
- FBI Law Enforcement Executive Development Association
- Illinois Association of Chiefs of Police
- International Association of Chiefs of Police
- National Organization of Black Law Enforcement Executives



RICK TANKSLEY

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>City of Beloit (Wisconsin) and the Beloit Police Department</p>	<p>In March 2015, Mr. Tanksley was part of a team that conducted a comprehensive assessment of the Beloit Police Department. Mr. Tanksley’s contributions were examining the police department’s community policing initiatives and giving recommendations for improvement with incorporation of best practices. The result of the assessment was a comprehensive report and a roadmap that continues to drive significant advancements in Beloit’s policing.</p>	<p>Report: https://www.hillardheintze.com/law-enforcement-consulting/insights-independent-assessment-beloit-police-department/</p> <p>Reference: Lori S. Curtis Luther City Manager 608.364.6614. Lutherl@Beloitwi.gov</p>
<p>City of Maplewood (New Jersey) and the Maplewood Police Department</p>	<p>In June 2017, Mr. Tanksley was part of a team asked to review a high-profile community incident involving complaints of excessive force filed by minority members of the community against the Maplewood Police Department (MPD), MPD’s current training, supervision and oversight of police operations, and the MPD’s internal investigation of the incident. Mr. Tanksley helped the MPD drive policy change and reinforce the need for de-escalation training for officers.</p>	<p>Reference: Victor Deluca Maplewood Mayor 973.762.7170 v.deluca@v.wp.maplewood.nj.us</p>
<p>City of Sunnyvale (California) and the Sunnyvale Police Department</p>	<p>In September 2017, Mr. Tanksley was part of a team that assessed Sunnyvale Police Department’s (SPD) internal affairs processes as they related to citizen complaints, internal investigations and administrative reviews. He provided recommendations to SPD on best practices that could be implemented in the department to help ensure efficiency, effectiveness and credibility of the process.</p>	<p>Report: No public report</p> <p>Reference: Phan S. Ngo Public Safety Director 408.730.7232</p>

AMY WATSON, PH.D.

RELEVANT EXPERIENCE

University of Illinois at Chicago

Professor, Jane Addams College of Social Work
Chicago, Illinois 2016 – Present

Associate Professor, Jane Addams College of Social Work
Chicago, Illinois August 2011 – 2016

Assistant Professor, Jane Addams College of Social Work
Chicago, Illinois August 2005 – August 2011

Professor, Department of Criminology, Law and Justice
Chicago, Illinois 2015 – Present

Professor, Department of Criminology, Law and Justice
Chicago, Illinois 2015 – Present

Fellow, Honors College
Chicago, Illinois 2011 – Present

Northwestern University

Assistant Professor
Department of Psychiatry and Behavioral Medicine, Feinberg School of Medicine
Evanston, Illinois July 2004 – August 2005

Evanston Northwestern Healthcare, Research Institute

Director of Research and Project Director
Center for Psychiatric Rehabilitation/Chicago Consortium for Stigma Research
Evanston, Illinois July 2004 – August 2005

University of Chicago

Research Associate (Assistant Professor)
Department of Psychiatry
Chicago, Illinois April 2003 – June 2004

Director of Research
Center for Psychiatric Rehabilitation
Chicago, Illinois April 2003 – June 2004

Project Director
Chicago Consortium for Stigma Research
Chicago, Illinois October 2000 – June 2004

Executive Director
Center for Public Mental Health Services Research and Policy, Department of Psychiatry
Chicago, Illinois 1999 – 2000



Research Assistant School of Social Service Administration Chicago, Illinois	1997 – 1999
Teaching Assistant School of Social Service Administration Chicago, Illinois	1998
State Appellate Defender's Office	
Forensic Social Worker, Capital Litigation Division Chicago, Illinois	1997
DuPage County Psychological Services	
Intern Clinician, Multiple Offender Substance Abuse Treatment Program Chicago, Illinois	1994 – 1995
Mental Health Association in Illinois	
Intern Policy Specialist Chicago, Illinois	1996
Amerilex Associates	
Mitigation Specialist Chicago, Illinois	1993 – 1994
Department of Probation and Court Services	
Probation Officer	1992 – 1996

PROFESSIONAL ACTIVITIES

International

- **2017 – Present:** CIT International Board of Directors (member)
- **2015:** Law Enforcement and Public Health 2016 Conference Program Committee. Member.
- **2015:** Nova Scotia Health Research Foundation –grant reviewer
- **2014 – Present:** International Advisory Board, Police Mental Health Training, Alberta, Canada. Member
- **2011:** Monash University, Australia, Doctoral Thesis Examiner, Use of force on and by the police: the role of mental disorders, Dragana Kesic
- **2009:** University of British Columbia, Reviewer for MITACs Accelerate Internship Program
- **2009:** Health Research Board of Ireland, Reviewer for Health Research Awards
- **2007:** The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO, Toronto, Canada. Participant, Transcending the Stigma Surrounding Mental Health Difficulties: An International Research Collaboration to Empower Youth, participant
- **2004:** Alberta Heritage Foundation for Medical Research, Reviewer for Health Research Fund Grant Program



- **2003:** Ontario Mental Health Foundation, Ministry of Health and Long Term Care, Reviewer for “Evidence-based practices in diversion programs for persons with serious mental illness who are in conflict with the law.”

Federal/National

- **2017 – Present:** CIT International Board of Directors
- **2017:** National Institute of Mental Health Special Emphasis Panel/Scientific Review Group, Clinical Effectiveness Review Meeting
- **2017:** Substance Abuse and Mental Health Services Administration (SAMHSA) Data Driven Justice and Behavioral Health Design Institute, Facilitator
- **2015:** CIT International 2016 Conference Presentation Selection Committee
- **2015:** National Institute of Mental Health Fellowship and Dissertation grant review committee
- **2014:** Department of Justice COPS Office and Department of Homeland Security, Invited Participant, National Summit on Preventing Multiple Casualty Violence
- **2013:** Center for Scientific Review, National Institute of Health, Special FOA Review Panel Member Leveraging Existing Natural Experiments to Advance the Health of People with Severe Mental Illness (R24)
- **2013:** Center for Scientific Review, National Institutes of Health, Special FOA Review Panel Member, Reducing the Duration of Untreated Psychosis
- **2013:** Department of Justice COPS Office and Department of Homeland Security, Invited Participant, National Summit on Preventing Multiple Casualty Violence
- **2012 – Present:** CIT International Research Committee, member
- **2012:** Center for Scientific Review, National Institutes of Health, Conflict Special Emphasis Review Panel Member
- **2011:** Outreach Partnership Program, Office of Constituency Relations and Public Liaison / OD, National Institute of Mental Health / NIH / DHHS, Review Panel member
- **2011:** Center for Scientific Review, National Institutes of Health, Conflict Special Emphasis Review Panel Member
- **2010:** Time-Sharing Experiments for the Social Sciences (TESS), reviewer
- **2010:** Center for Scientific Review, National Institutes of Mental Health, Review Panel Member for RFA, Improving Evidence-Based Mental Health Screening and Treatment for Persons with Mental Disorders in the Justice System (R01)
- **2007 – Present:** Society for Social Work Research, member
- **2006:** Center for Scientific Review, National Institutes of Health, Temporary Member, Social Psychology, Personality, and Interpersonal Processes Study Section Risk, Prevention, and Health Behavior Integrated Review Group

State and Local

- **2015 – 2018:** Co-Compliance Officer Community Liaison, City of Portland, Oregon
- **2015:** Evaluation Consultant, Chicago Police Department, Bureau of Justice Assistance Expansion Grant, Pilot Linkage Program
- **2013 – 2014 :** Evaluation Consultant, DuPage County Mental Illness Court Alternative Program
- **2009 – 2012:** Illinois Problem Solving Court Association, member
- **2004 – 2005:** Institutional Review Board, Evanston Northwestern Healthcare, Committee Member



- **2000 – 2007:** Criminal Justice/Mental Health Committee, member, DuPage County, IL
- **2000 – 2004:** Center for Public Mental Health Services Research and Policy, University of Chicago, board member

EDUCATION

Doctor of Philosophy

University of Chicago — School of Social Service Administration, Chicago, Illinois – 2001

Master of Arts

University of Chicago — School of Social Service Administration, Chicago, Illinois – 1997

Bachelor of Arts, Criminal Justice

Aurora University, Aurora, Illinois – 1991

ACADEMIC EXPERIENCE

- Fellow at Mental Health Services Research Training Program, National Institute of Mental Health, University of Chicago, School of Social Service Administration, 1998 - 2000

PEER REVIEWER FOR SCHOLARLY JOURNALS

- Psychiatric Services
- Journal of Nervous and Mental Disease
- Journal of Mental Health
- Journal of Offender Rehabilitation
- Social Science and Medicine
- American Journal of Psychiatric Rehabilitation
- Journal of Social and Clinical Psychology
- Journal of Administration and Policy in Mental Health
- Journal of HIV/AIDS and Social Services
- Journal of Police Crisis Negotiation
- Journal of Community Mental Health
- American Journal of Public Health
- International Journal of Law and Psychiatry
- Criminology
- Psychology, Public Policy and Law
- European Psychiatry
- International Journal of Offender Therapy and Comparative Criminology
- Self and Identity
- Administration and Policy in Mental Health
- Social Service Review
- Criminal Justice Studies
- Social Work in Mental Health
- Aggression and Violent Behavior
- Stigma and Health
- Police and Society



EDITORIAL BOARD FOR SCHOLARLY JOURNALS

- Journal of Offender Rehabilitation — 2008-present
- Journal of Police Crisis Negotiation — 2009-2012
- Stigma and Health — 2015-present

AWARDS

- Young Researcher of the Year Award-NAMI-Greater Chicago, 2008
- CIT Researcher of the Year Award-Crisis Intervention Team International, 2013

PUBLICATIONS

Peer-Reviewed Journal Articles

- Watson, A., Luchins, D., Hanrahan, P., Heyrman, M.J. and Lurigio, A. (2000). Mental health courts: Promises and limitations. *Journal of the American Academy of Psychiatry and the Law*, 28, 476-482
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- Corrigan, P.W., Watson, A.C., Warpinski, A.C. and Gracia, G. (2004). Stigmatizing attitudes about mental illness and allocation of resources to mental health services. *Community Mental Health Journal*, 297-307
- Corrigan, P.W., Watson, A.C., Warpinski, A.C. and Gracia, G. (2004). Implications for educating the public on mental illness, violence, and stigma. *Psychiatric Services*, 55, 577-580
- Watson, A.C., Otey, E., Westbrook, A.L., Gardner, A.L., Lamb, T.A., Corrigan, P.W., and Fenton, W.S. (2004) Changing Middle Schoolers' Attitudes about Mental Illness through Education. *Schizophrenia Bulletin*, Vol 30(3) 563-572.
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- Corrigan, P.W., Watson, A.C., and Barr, L. (2006) The self-stigma of mental illness: Implications for Self Esteem and Self Efficacy. *Journal of Social and Clinical Psychology*, 25 (8) 875-884
- Corrigan, PW, Watson, AC, and Miller, FE (2006) Blame, Shame and Contamination: The Impact of Mental Illness and Substance Abuse Stigma on Family Members. *Journal of Family Psychology*, 20 (2) 239-246
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Other Publications

- Watson, A.C, and Corrigan, P.W. (2002) Responsibility and Addiction. *Psychiatric Services*, 53, 1327-1328
- Watson, A.C., and Corrigan, P.W. (2001). The impact of stigma on service access and participation. In *Behavior health recover management*. Available: <http://www.bhrm.org>
- Watson, A.C., Slopen, N., Lewe-Brady, M., Zagorski, B., Peters, L. and Christiansen, D. (2004). The DuPage Partnership for Behavioral Health: A model public health strategy for reducing untreated depression. Final Report
- Watson, A.C., Angell, B. (2007) Police, procedural justice and persons with mental illness. *Science to Services*, Jane Addams Substance Abuse Research Collaboration. July, p5
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- Broussard, B., Krishan, S., Hankerson-Dyson, D., Husbands, L., D’Orio, B., Thompson, N.J., Watson, A.C. and Compton, M.T. (2011). Psychiatric Crisis from the Perspective of Police Officers: Stigma, Perceptions of Dangerousness, and Social Distance. *Corrections and Mental Health*, National Institute of Corrections
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AMY WATSON, PH.D.

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice Settlement Agreement with the City of Portland, Oregon Case No. 3:12-cv-02265-SI Compliance Team</p>	<p>In January 2015, the City of Portland hired Rosenbaum & Associates to serve as Portland's Compliance Officer/Community Liaison (COCL). A primary focus of the Settlement Agreement (SA) was addressing a pattern and practice of excessive force used against individual experiencing mental health crises. From 2015 to 2018, Dr. Watson served as the lead on that portion of the SA and worked with the City to implement reform for its mental health crisis response strategies.</p>	<p>Report: Compliance reports: https://www.portlandcocl.com/reports</p> <p>Reference: Tracy Reeve City Attorney, Portland Office of the City Attorney 1221 SW Fourth Avenue, Room 430 Portland OR 97204 (██████████) 503.823.3089 (fax) Tracy.Reeve@portlandoregon.gov</p>
<p>Chicago Police Accountability Task Force, De-escalation Work Group</p>	<p>In December 2015, Mayor Rahm Emanuel created the Police Accountability Task Force and charged it with developing comprehensive findings with recommendations for change in the short, interim, and long term within the Chicago Police Department. Dr. Watson served on the de-escalation work group, which focused on the Department's response to mental health crisis calls.</p>	<p>Report: https://chicagopatf.org/wp-content/uploads/2016/04/PATF_Final_Report_4_13_16-1.pdf</p> <p>Reference: Alexa James, LCSW, MS (work group chair) Executive Director, NAMI Chicago alexa@namigc.org 312.563.0445</p>
<p>Principal Investigator-NIMH R01 funded study CIT & MH Service Access in Police Contacts: Impact on Outcomes of Persons with Serious Mental Illnesses</p>	<p>Dr. Watson is the Principal Investigator for the National Institute of Mental Health funded (\$3.1 million) study that examined police response to persons with mental illnesses and CIT in Chicago. This involved collecting data on mental health interactions, ride along observations, interviews and mapping of resources. Several</p>	<p>Report: Watson AC, & Wood, JD. (2017) "Everyday police work during mental health encounters: A study of call resolutions in Chicago and their implications for diversion." <i>Behavioral Sciences and the Law</i>-35 (5-6) 442-455.doi:10.1002/bsl.2324</p> <p>https://onlinelibrary.wiley.com/doi/abs/10.1002/bsl.2324</p> <p>References: Project Co-Investigators</p>



articles reporting preliminary findings are published. Additional publications are in process.

Michael T. Compton, M.D., M.P.H.
 Medical Director for Adult Services at the New York State Office of Mental Health
 Professor of Clinical Psychiatry at the Columbia University College of Physicians and Surgeons
 mtc2176@cumc.columbia.edu

Jennifer Wood, Ph.D., Professor
 Department of Criminal Justice,
 Temple University
 548 Gladfelter Hall
 1115 Polett Walk
 Philadelphia, PA 19122
 jennifer.wood@temple.edu

2017-2019- National TTA Center for Improving Police Response to MHD/IDD DOJ/OJP/BJA Vera Institute of Justice (Primary Grantee) Role: Co-Chair

Dr. Watson is a research and evaluation committee co-chair for the Bureau of Justice Assistance-funded project that provides technical assistance to law enforcement agencies across the country related to responding to persons with mental illnesses and intellectual and development disabilities. Along with fellow co-chair Dr. Michael Compton, Dr. Watson is developing a research agenda for the field and providing technical assistance related to evaluating programs and trainings.

Report:
 In progress

Reference:
 Leah G. Pope, Ph.D.
 Director, Substance Use and Mental Health Program,
 Vera Institute of Justice
 233 Broadway, 12th Floor
 New York, NY 10279
 212.376.4029
 646.581.0014
 lpope@vera.org

CIT International Leadership Institute

Dr. Watson is part of a group that developed and currently provides an eight-hour certification course for Crisis Intervention Team Coordinators. This training covers topics related to the development, implementation, and management of effective law enforcement/mental health partnerships, trainings and responses to mental health crisis in the community. The program has now been provided to over 500 program coordinators.

Reference:
 Thomas L. von Hemert
 CIT International
 President
 CIT Coordinator
 Thomas Jefferson Area Crisis Intervention Team
 434.987.6699
 vonhemertt@charlottesville.org

LINDA J. TARTAGLIA

RELEVANT EXPERIENCE

Rutgers University

Director, Center On Policing

2016 – Present

Deputy Director, The Police Institute

2012 – 2016

New Brunswick, New Jersey

- Directs overall operations of the Center On Policing, formerly the Police Institute, in fulfilling the mission of research, education and technical assistance to faculty, students and law enforcement practitioners in criminal justice policy and best practices by providing:
 - Research on policy analysis, evaluation and convening of forums on critical issues.
 - Training and Technical Assistance to public safety professionals.
 - Exploring Technology applications for public safety professionals.
- Serve on the Monitoring Team for the Federal Consent Decree between the United States Department of Justice and the City of Newark as an adviser to the Monitor and liaison between the Monitoring Team and the Newark Police Division (NPD).
 - In conjunction with the Commander of the NPD Consent Decree and Planning Unit, facilitate effective and timely communication for all consent decree matters between the parties and the Monitor and conduct monthly status meetings with the Monitor and the Newark Public Safety Director.
 - As a subject matter expert for the Monitor, lead the Property and Evidence and Theft team as well as serve as the co-lead for the Data and Compliance Team and the co-lead for the Supervision team.
- Serve as the administrative manager for the third largest Urban Area Security Initiative in the United States.

New Jersey State Commission of Investigation

Coordinator, Organized Crime and Racketeering Projects

2007 – 2011

- Advises SCI Commissioners, Executive Director, Counsel and investigative team on the conduct of complex and confidential investigations.
- Recommends investigative strategies based on my review of evidence, testimony, investigative reports and other forensic resources.
- Coordinates the research and manages the Commissions statutorily mandated Organized Crime Report.

New Jersey Department of Law and Public Safety

Community Justice Coordinator, Office of the Attorney General

1999 – 2007

- Responsible for the overall coordination of the Attorney General's violent crime and urban initiatives, integrating police, prosecutors, corrections, probation, parole and the courts.
- Represented the Attorney General as his designee on New Jersey Gangland Security Task Force and the National Governor's Association's Reentry Policy Council.

Chief, Research, Policy and Planning Bureau, Division of Criminal Justice

1991 – 1993

- Developed criminal justice policies for the New Jersey Attorney General and the Director of the Division of Criminal Justice.

- Responsible for the coordination of New Jersey’s criminal justice policies with federal agencies, county prosecutors, state police and local police departments.
- Managed and supervised the Division’s Research and Evaluation Unit and the Grants Management Unit, which are responsible for the award, distribution and oversight of more than \$10 million in federal grant money.

Assistant Director, Statewide Narcotics Task Force, Division of Criminal Justice **1986 – 1989**

- Managed and coordinated on behalf of the Governor and the Attorney General the state’s drug and alcohol program, including education, treatment, prevention and public awareness.
- Served as the spokesperson for the Governor’s Cabinet-Level Working Group on Substance Abuse presenting testimony on all drugs and alcohol legislation.

Director, Northeast Hazardous Waste Project, Division of Criminal Justice **1983 – 1986**

- Directed the first regional state hazardous waste enforcement project in the country and assisted the U.S. Environmental Protection Agency in the development of additional state enforcement programs.
- Represented the 13 member states and acted as a liaison between government agencies and the private sector.

State Investigator, Program Integrity Section, Division of Criminal Justice **1980 – 1983**

- Investigated fraud, waste and abuse in government assistance programs.
- Identified management and internal control deficiencies within the responsible state agency.

Grants Management Officer, Division of Criminal Justice **1977 – 1979**

- Developed and established a grants management system for financial and administrative accountability.
- Supervised all activities involving the fiscal administration for \$12 million of Federal funds.

Accountant, State Law Enforcement Planning Agency, Division of Criminal Justice **1976 – 1977**

United States Department of Justice

Senior Policy Analyst, Office of Policy Development **1990 – 1991**

Washington, D.C.

- Developed and analyzed criminal justice policies, federal criminal legislation and other criminal law enforcement matters in coordination with the FBI, DEA, BOP, the U.S. Marshals Service and U.S. Attorneys, as well as with state attorneys general and district attorneys.
- Reported to the Deputy Attorney General and the Director of the Office of Policy Development.
- Planned and coordinated the United States Attorney General’s “1991 Summit on Law Enforcement’s Response to Violent Crime.” The Summit convened over 800 federal, state and local law enforcement officials for three days to examine the problem of violent crime in America.

National Association of Attorneys General

Environmental Project Consultant **1989 – 1990**

Washington, D.C.

- Planned and implemented for the National Association of Attorneys General and the U.S. Environmental Protection Agency a National Coastal Pollution Enforcement Conference, to train staff at the state and federal level in criminal enforcement of environmental law.



- Served as liaison to the National Environmental Enforcement Council.

EDUCATION

Bachelor of Arts, Psychology

Trenton State College, Ewing, New Jersey – 1978

Basic Course for Police Officers

Burlington County Police Academy, New Jersey – 1979

AWARDS

- Received a letter of commendation from the President of the United States and the United States Attorney General for the development of the “1991 Summit on Law Enforcement’s Response to Violent Crime” attended by President Bush and Supreme Court Justice Sandra Day O’Connor.



LINDA TARTAGLIA

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>City of Newark, New Jersey Federal Consent Decree</p>	<p>Ms. Tartaglia was appointed by the Monitor and approved by the Court as a member of the Newark, New Jersey Monitoring Team in March 2016. In this capacity, Ms. Tartaglia acted as an advisor to the Monitor and liaison between the Monitoring Team and the Newark Police Division (NPD). In conjunction with the Commander of the NPD Consent Decree and Planning Unit, she facilitated effective and timely communication for all consent decree matters between the parties and the Monitor, and conduct monthly status meetings with the Monitor and the Newark Public Safety Director. As a subject matter expert for the Monitor, she led the Property, Evidence, and Theft Team and served as the co-lead for the Data and Compliance Team, as well as the co-lead for the Supervision Team. She assisted in the development of Policies, Annual Monitoring Plans and Quarterly Reports.</p>	<p>Report: First year Monitoring Plan: https://www.newarkpdmonitor.com/wp-content/uploads/2017/03/monitoring-plan.pdf</p> <p>First Quarterly Report: https://www.newarkpdmonitor.com/wp-content/uploads/2016/06/First-Quarterly-Report.pdf</p> <p>Reference: Anthony Ambrose, Public Safety Director Newark, New Jersey</p>
<p>U.S. Department of Justice, Bureau of Justice Assistance</p> <p>Excellence in Policing: Preventing Police Misconduct (EIP)</p>	<p>In 2012, Ms. Tartaglia led a joint initiative of the Police Institute of Rutgers University, the New Jersey State Police, and U.S. Department of Justice, Bureau of Justice Assistance. This joint initiative brought together chiefs and deputy chiefs, mayors and business administrators from Atlantic City, New Jersey; Fresno, California; Hollywood, Florida; Orange, New Jersey; Shreveport, Louisiana; and Vineland, New Jersey. The program consisted of intensive workshops where police professionals identified their respective city's vulnerabilities and formulated</p>	<p>Report: https://www.hillardheintze.com/wp-content/uploads/2018/08/Tartaglia-Excellence-in-Policing-Example-PDF.pdf</p> <p>Reference: Retired Superintendent Col. Rick Fuentes New Jersey State Police 201.554.5514 [REDACTED]</p>



strategies to remediate the underlying conditions, building legitimacy and goodwill within their communities.

Princeton, New Jersey Police Department

In 2016, the Princeton Police Department engaged the Rutgers University Police Institute to conduct data analysis of its CAD data on motor vehicle stops. As part of the Rutgers staff, Ms. Tartaglia helped the Princeton Police Department examine not only how many people it stops, but also who it stops and when it stops them, identifying important patterns within its stop data.

Report:

The report is confidential. The report was presented to the Chief and the municipal governing body in closed session.

Reference:

Chief Nick Sutter
 Princeton Police Department
 1 Valley Road
 Princeton, NJ 08540

SCOTT BAILEY, CPA, CISA

SUMMARY OF QUALIFICATIONS

Mr. Scott Bailey is Chair of the Bronner Center for Financial Management and Accountability, providing expertise on the review and evaluation of business processes and control systems in a government environment. Mr. Bailey possesses a deep understanding of governmental operations and an ability to develop practical solutions to process and control issues while directing a wide variety of operational, performance, and compliance audits and attestations. He is a CPA and Certified Information Systems Auditor with over 25 years of audit management experience. He has been an employee at Bronner for over seven years.

RELEVANT EXPERIENCE

State of Illinois

- Assisted in the oversight and design of an ERP system for the State of Illinois as part of the McKinsey project management team.
- Helped develop functional requirements for the system in the areas of finance, grants management, human resources and procurement.
- Researched Illinois State statutes and developed Illinois-specific functional requirements.
- Developed demo scenarios for vendor presentations.
- Assisted with the scoring and evaluation of proposals received from ERP system vendors and system integrators.
- Provided assistance and expertise during design phase of the Illinois ERP project.
- Participated in conference room pilot and business process design sessions.
- Developed project methodology documentation and a statutory/regulatory compliance matrix.
- Implemented Clarizen project management system.
- Developed user reports and dashboards.

Lake County Department of Finance and Administrative Services

- Conducted an organizational and operational assessment that will identify best principles and opportunities to ensure the department is appropriately structured to meet current and future needs.

Illinois Finance Authority

- Assisted the Authority by directing its financial operations over a six month period as Interim Chief Financial Officer.
- Revamped monthly accounting and closing processes.
- Researched and applied GASB standards.
- Approved transactions, supervised staff, advised the Chief Executive Officer, and made monthly Board presentations.

City of Bloomington, Illinois

- Established an internal audit function for the City including an initial risk assessment and audit plan.
- Performed an audit of Bloomington's U.S. Cellular Coliseum contract and provided recommendations to the City Council.
- Performed limited review of Coliseum management contractor books and records following a change in contractors.
- Provided feedback to City management regarding the contractual agreement under development for the new Coliseum management firm.
- Assisted the City and the Illinois State Police in an investigation of the previous management contractor.

Georgia Office of the State Treasurer

- Directed annual reviews of the State's 25 largest federally funded programs between 2007 and present year to determine compliance with the Federal Cash Management Improvement Act.
- Provided guidance to GA State agencies on cash management requirements and best practices.

State of Indiana, State Board of Accounts (SBOA)

- Assisted with a strategic assessment of the SBOA, including its organizational structure, staffing and operations.

State of Indiana, Department of Revenue (INDOR)

- Assisted with an assessment of the INDOR Internal Audit Department, including the development of a new charter and advising management on direction and focus.

Los Angeles City Controller's Office

- Assisted with three interrelated projects:
 - Performed an assessment of internal controls over financial reporting.
 - Provided guidance and assistance in the revamping of internal control certification programs.
 - Assisted with a re-engineering of the internal audit function.

Waukesha County, Wisconsin

- Assisted in an assessment of the County's financial operations with a focus on accounts payable, banking, and payment processing controls, as well as reviews of the County's financial accounting system and related IT controls.

Metra

- Assisted Metra management in re-engineering its internal audit function to focus on risks and controls and track the status of audit findings until corrective action has been implemented.
- Compiled a database of over 400 audit issues raised by internal and external auditors and consultants over the past three years.
- Developed position requirements and reviewed resumes received for newly defined audit director and senior auditor positions.

City of Chicago

- Managed three audits in 2010, 2013 and 2017 of over \$20 million in seized and forfeited assets received by the Chicago Police Department.
- Developed monitoring template for the American Recovery and Reinvestment Act program.
- Developed compliance checklists for use by the City's purchasing and internal audit departments in assessing contractor compliance with MBE/WBE requirements.
- Managed Bronner services as subcontractor to Deloitte for annual financial statement audits.

Chicago Park District

- Performed reconciliations of sales transactions and bank deposits for over 100 park locations in conjunction with implementation of a new point of sale system.
- Conducted compliance reviews of the District's largest food and beverage concessionaire, the Soldier Field management contractor in 2009 and 2011, and a catering contractor.
- Performed a compliance review of third-party worker's compensation administrators.

Metropolitan Pier and Exposition Authority

- Established an internal audit function and directed internal audit operations over 15 years.
- Assessed risks and developed annual audit plans.
- Performed operational audits and prepared written audit reports.
- Documented control systems and business processes using process mapping software.
- Participated in systems analysis, systems development and process re-engineering projects.
- Researched compliance requirements, developed audit programs and managed periodic audits of a \$1 billion construction expansion project.
- Reviewed annual audit reports from 65 tenants, business partners and contractors.
- Uncovered and pursued three employee fraud cases.

Illinois Office of the Auditor General

- Led a staff of 25 professional auditors working in Springfield and Chicago.
- Managed financial and compliance audits and attestations of Illinois State agencies.
- Directed annual audits of the State's consolidated financial statements.
- Developed a detailed internal control questionnaire for use on State agency audits.
- Coordinated the mandated dissolution of over 40 legislative boards and commissions.

AREAS OF EXPERTISE

- Audits and Attestations
- Internal Auditing, including the development of an internal audit function
- Compliance Reviews and Control Assessments



- Organizational Structure and Staffing
- Business Process Improvement
- Project Management/Quality Assurance
- Grants Management, Accounting, and Subrecipient Monitoring
- Fraud Investigations/Forensic Accounting
- Training Development and Presentation
- Process Documentation/Policy and Procedures Development

EDUCATION

Bachelor of Science, Accounting

Illinois State University, Normal, Illinois

CERTIFICATIONS

- Certified Public Accountant
- Certified Information Systems Auditor
- Licensed and registered Public Accountant with the Illinois Department of Professional Regulation

PROFESSIONAL AFFILIATIONS

- Illinois CPA Society, serving on five committees, including:
 - Audit and Assurance Services Committee, past committee chair and author of comment letters in response to proposed changes in auditing standards, 1997 – 2015
 - Illinois CPA Society Quality Review Committee, charter member of the committee responsible for establishing the State's first peer review program for CPA firms, 1989 – 1992
- American Institute of Certified Public Accountants, member since 1989
- Institute of Internal Auditors, member since 1999
- Information Systems Audit and Control Association, member since 1999



SCOTT BAILEY, CPA, CISA

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>Chicago Police Department, Organized Crime Division – Asset Forfeiture Fund Operations and Internal Audit</p>	<p>In 2010, 2013 and 2017, Bronner conducted a review of the state and federal seizures and forfeitures derived from drug enforcement operations for the Chicago Police Department’s Organized Crime Division (OCD). As part of this agreed-upon procedures engagement, Mr. Bailey and Bronner reviewed asset seizures and forfeitures and tracked the receipt and disbursement of these funds. This review of internal control environment focused on the accounting operational recording practices for legally forfeited assets. Additionally, state and federal seizures were reviewed as an attestation service to determine compliance with applicable legal authority requirements.</p> <p>Bronner and Mr. Bailey delivered a series of internal control recommendations to improve the internal audit function and ensure compliance with applicable legal authority requirements. These recommendations focused on OCD’s processes related to the receipt, disbursement, and documentation of seized assets. Based on the process maps/flowcharts developed, areas of opportunity were identified to create operational efficiencies in documentation, communication and coordination processes across the OCD enterprise. This agreed-upon procedures and assurance service engagement were performed in accordance with AICPA, GAO and Green Book audit standards.</p>	<p>Reference: Mayda Corral Sergeant, Chicago Police Department 312.745.6085 Mayda.corral@chicagopolice.org</p>
<p>Metra – Internal Audit Redesign and Management</p>	<p>From 2014 to 2016, Metra engaged Bronner to manage the Internal Audit function, assess the function’s strengths and weaknesses, and implement policies and procedures to enhance and</p>	<p>Report: 2nd edition: https://us.sagepub.com/en-us/nam/the-new-world-of-police-accountability/book240732</p>



standardize the Internal Audit Department's operations. As part of Bronner, Mr. Bailey and his team also conducted high-level risk assessments in 2014, 2015 and 2016 to identify key risks to the Metra enterprise to support the development of an internal audit plan. Bronner's management of the Internal Audit Department focused on day-to-day activities, including, but not limited to:

- Assigning audits to current audit staff;
- Tracking the progress of completion of each audit;
- Reviewing audit issues and recommendations;
- Tracking the implementation of recommendations and verifying they were properly closed;
- Facilitating exit conference meetings with the auditee;
- Reviewing and revising work programs and related work steps
- Reviewing work papers and documentation both in TeamMate and paper format;
- Communicating with RTA auditors on various issues and concerns; and
- Managing the daily HR issues such as employee time off, payroll, evaluations and disciplinary concerns.

Mr. Bailey's project team developed templates for the audit report format to ensure the format complied with the Institute of Internal Audit standards and best practices. They established audit staff performance goals, job descriptions, training procedures for audit software and documentation, and standardized processes for follow-up and verification of audit recommendations.

3rd edition:

<https://us.sagepub.com/en-us/nam/the-new-world-of-police-accountability/book259214>

Reference:

John Milano
Deputy Executive Director –
Administration, Metra
312.322.7445
jmilano@metrarr.com



**Georgia Office of
Treasury and Fiscal
Services (OTFS),
Federal Cash
Management
Improvement Act
Compliance Reviews**

On an annual basis since 2003, Bronner has been engaged to review the largest agencies in Georgia for compliance with the Federal Cash Management Improvement Act. These reviews cover the state agencies receiving the highest levels of federal funds and are intended to ensure the agencies do not have a liability to the federal government for retaining excessive levels of cash.

Each year, a cash management agreement is executed by the State of Georgia and the U.S. Treasury setting forth the specific cash management requirements for the 16 to 20 largest federal programs. Under this agreement, methodologies are established for calculating the level and timing of federal reimbursements to cover federal program costs. Annually, the state agencies receiving funding under these large federal programs must attest to their compliance with the cash management agreement. Bronner is engaged to determine the accuracy of these attestations.

Mr. Bailey and his team are responsible for determining whether the agencies under review followed federal and state cash management guidance when calculating the level of federal funds required to cover federal program costs.

Report:

<https://www.lfbscholarly.com/product-detail/police-accountability-risk-management-and-legal-advising>

See also:

2005, Carol A. Archbold. "Managing the bottom line: Risk management in policing." *Policing: An International Journal of Police Strategies and Management*. 28, 1: 30-48.

Reference:

Jeff Carman
Cash Management Officer, OFTS
404.651.8974
jcarman@treasury.ga.gov

LINDSAY MORGAN

SUMMARY OF QUALIFICATIONS

Program Manager with eight-plus years of experience in leading mission and mission-support federal law enforcement Project Management Office teams with Senior Executive Service (SES) level customer relations.

Proven accomplishments in planning and facilitating complex methodology development and evaluation; federal budgeting and capital planning processes; program and portfolio evaluations; policy analysis; and change management and organizational development.

RELEVANT EXPERIENCE

Hillard Heintze

Director, Law Enforcement Consulting
Chicago, Illinois

October 2015 – Present

- Program Manager for the firm's support to the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) and its Collaborative Reform Initiative through our \$50 million IDIQ contract for police reform in nine cities across the country. This program is responsible for independent assessments of police department operations, including constitutional policing audits and bias-based assessments; community-oriented policing strategies; development and application of crime-reduction strategies; and collaboration, community partnerships, and information sharing.
- Oversees the strategic planning of law enforcement reform efforts and the day-to-day activities of the program and alignment of its resources, expertise and capabilities with the growing list of cities across the country participating in Collaborative Reform.
- Achieved the "Exceptional" rating as a key personnel in the contract Contractor Performance Assessment Reporting System (CPARS) evaluations for every task order during every period of performance to date (two consecutive years). This is the highest rating attainable in CPARS, the U.S. government's resource for measuring contract value.

E3 Federal Solutions, LLC

Sr. Financial Analyst, DHS
Washington, D.C.

October 2013 – October 2015

- Supported the financial system modernization (CIFS) migration of hosting and delivery services for the core financial system and accounting services for ICE to a Shared Service Provider.
- Developed, monitored and updated a CIFS resource-loaded IMS, strategy and baseline for the \$900 million, 8-year lifecycle program.
- Led strategic planning efforts with ICE and DHS senior leadership, including the ICE Director, Chief of Staff, CFO, CIO and DHS Modernization Board, to establish program mission, vision and planning, including evaluation criteria methodology and metrics, operating model framework, and system architecture plans.
- Developed and executed strategy to document 997 must have, technical and detailed requirements, gap analyses, and test traceability.

Teracore, Inc.

Sr. Consultant, DHS
Washington, D.C.

May 2011 – October 2013

USCIS Office of Information Technology

- Developed and managed division level IMS for 11 major investments.
- Implemented and maintained a USCIS IT Portfolio Management Program and Performance Dashboard to effectively monitor performance and progress and enhance reporting across the enterprise.
- Reviewed ongoing 11 OMB Exhibit 300 and 35 OMB Exhibit 53 submissions, resulting in an average E300 score increase of 12 points.
- Performed a financial crosswalk between several reporting systems at DHS, for USCIS CPIC monitoring processes, that resulted in findings of \$16 million in savings through implementation of CPIC best practices.

FEMA Capabilities Development

- Provided the National Preparedness Directorate with an understanding of how to develop and apply FEMA policy around the Target Capability Measures.
- Provided analysis, insight and recommendations related to Homeland Security projects associated with the NIMS and NRF.
- Synchronized and facilitated preparedness efforts across the nation, including intergovernmental coordination with Federal, State, Territorial Tribal Nation, Local and NGO stakeholders.
- Coordinated and executed then President Barack Obama's 2011-2012 White House Champions of Change for FEMA's Community Preparedness Division.

Ernst & Young LLP

IT Risk and Assurance Associate

July 2010 – April 2011

Richmond, Virginia

- Assessed and evaluated IT business systems, processes and controls to alleviate financial business risks.
- Drafted IT governance, program management, assurance, and controls policies for ERP implementations.

Anheuser-Busch InBev

Leadership Intern and Village Supervisor

May 2008 – August 2009

Williamsburg, Virginia

- Directed daily operations of 175 employees, covered supervision of an additional 125 employees.
- Developed and implemented four new revenue generating initiatives.
- Representative for media interviews, including *Good Morning America* and *The Washington Post*.



EDUCATION

Master of Business Administration, Project Management

George Mason University School of Business, Arlington, Virginia and Johannesburg, South Africa – 2015

Bachelor of Science, Finance

Virginia Polytechnic Institute and State University, Blacksburg, Virginia and Riva San Vitale, Switzerland – 2010

CERTIFICATIONS

- Project Management Professional (PMP), License 2049213, July 2017



LINDSAY MORGAN, PMP

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>U.S. Department of Justice COPS Office CRI-TA Program</p>	<p>In 2014, Hillard Heintze was selected for the CRI-TA program and successfully facilitated the collaborative reform process in Baltimore, Maryland and Calexico, California. Based largely on their early success, Hillard Heintze in September 2015 was named as the sole technical assistance provider for the CRI-TA program to work with law enforcement agencies to institute collaborative reform in keeping with the Final Report of the President’s Task Force on 21st Century Policing.</p> <p>Ms. Morgan served as the Project Manager for the CRI-TA portfolio, overseeing 26 different police reform projects in nine cities across the country, as well as PMO operations and the development of a forthcoming Best Practices Manual.</p> <p>One of the cities served under CRI-TA was San Francisco, California. The City subsequently engaged Hillard Heintze to act as a de facto Monitor in a city-funded reform project reporting to the California Department of Justice.</p>	<p>Federal Employees are prohibited from providing reference to vendors. However, Hillard Heintze earned consistently high ratings from the United States Department of Justice in the Contractor Performance Assessment Reporting System for their work.</p> <p>As key personnel on the contract, Morgan achieved the “Exceptional” rating for every task order during every period of performance to date.</p> <p>Report: https://ric-zai-inc.com/Publications/cops-w0817-pub.pdf</p> <p>San Francisco Reference: Michael P. Connolly Deputy Chief, Police 415.553.1005 Michael.Connolly@sfgov.org</p>
<p>Port Authority of New York and New Jersey, Global Security Review</p>	<p>From 2017 to 2018, Ms. Morgan served as the Project Manager for an independent and strategic assessment of the global security organization for the Port Authority of New York and New Jersey. This assessment evaluated the efficacy of the Port Authority’s security risk assessment program, reviewed the Port Authority’s comprehensive security programs by business line, assessed the Port Authority’s police operations, evaluated the enterprise’s overall physical security design and construction, and reviewed the enterprise’s usage of security technologies.</p>	<p>Report: Confidential</p> <p>Reference: Michael DeGidio Director of Security Operations and Programs 212.435.7000 mdegidio@panynj.gov</p>



**Energy Transfer
Partners**

Ms. Morgan serves as the Project Manager for an ongoing, multi-site engagement with the Fortune 500 natural gas and pipeline company Energy Transfer Partners providing vulnerability and threat assessment services, project risk mitigation services, enterprise risk management services and more.

Report:
Confidential

Reference:
Russell Sweeney
Vice President, Security
215.205.1248
russell.sweeney@energytransfer.com



PEGGY DALEY

SUMMARY OF QUALIFICATIONS

Ms. Daley specializes in conducting complex investigations on behalf of board directors, senior management, outside counsel and regulators. Ms. Daley's work includes high profile investigations and compliance initiatives on behalf of higher education institutions, financial institutions and health care providers. Ms. Daley has testified at regulatory and sanctions hearings and also serves as an expert witness in matters relating to fraud, data privacy, data analytics, TCPA and consumer fraud, compliance and data security.

Ms. Daley's investigative team has been named "Best of Chicago for Global Risk & Investigations" by the *National Law Journal*. *Who's Who Legal* has named her as one of limited group of Forensic Investigations Experts every year since 2014 and noted that she is "one of the most highly respected nominees in our research overall." Ms. Daley was selected in 2018 by *Who's Who* as one of five U.S. "Thought Leaders" in the field of Digital Forensics.

Ms. Daley's compliance work includes serving as the independent auditor for financial, admissions and marketing Student Commitments made by Adtalem Global Education. She also has designed and implemented graduate employment outcome reporting protocols for all U.S. law schools on behalf of their accreditor, the American Bar Association. Ms. Daley has investigated whistleblower claims on behalf of large public universities relating to misreporting data to accreditors and unethical behavior of university leadership.

Ms. Daley is very experienced in matters relating to government ethics. She currently serves as the Chairman of the Cook County Board of Ethics, which oversees the governance of the Cook County Ethics ordinance over the 22,000 Cook county employees and officeholders. She also serves on the state board overseeing the licensing of private detectives and security professionals. She is a Life Trustee of the Better Government Association, where she previously served as the Chair of the Board of Directors. Ms. Daley received her Juris Doctorate cum laude from Boston University School of Law and her Bachelor of Arts from the University of Michigan.

RELEVANT EXPERIENCE

Berkeley Research Group

Managing Director

2015 – Present

Duff & Phelps

Managing Director

2008 – 2015

Navigant Consulting

Director

2004 – 2008

Pinkerton Consulting

Vice President and Associate General Counsel

2001 – 2004

Investigative Group International

Vice President and General Counsel

1997 – 2001

Sonnenschein Nath & Rosenthal

Associate

1995 – 1997

Phelan Pope & John

Associate

1990 – 1995



Kirkland & Ellis

Associate

1987 – 1990

EDUCATION

Juris Doctor

Boston University School of Law, Boston, Massachusetts – 1987

Bachelor of Arts

University of Michigan, Ann Arbor, Michigan – 1984

PROFESSIONAL AWARDS AND RECOGNITION

- **2018:** *Who's Who Legal* Consulting Experts: Digital & Data – Digital Forensic Expert
- **2018:** *Who's Who Legal*: Thought Leader – Investigations
- **2018:** *Who's Who Legal*: Forensic Investigations Expert
- **2017:** *Who's Who Legal* Consulting Experts: Forensics & Litigation Consulting – Digital
- **2017:** Best Forensic Investigations Team 2017 – USA, *Lawyer's Monthly*
- **2017:** *Who's Who Legal*: Forensic Investigations Expert
- **2016:** *Who's Who Legal*: Forensic Investigations Expert
- **2015:** *Who's Who Legal*: Forensic Investigations Expert
- **2014:** *Who's Who Legal*: Forensic Investigations Expert
- **2012:** Best of Chicago Global Risk & Investigations, *National Law Journal*

CERTIFICATIONS AND LICENSURE

- Certified Fraud Examiner (CFE)
- Certified Information Privacy Professional (CIPP) Certified Anti-Money Laundering Professional (CAMS)
- Admitted to Illinois Bar, November 5, 1987, License No. 6196186 Illinois Class A Private Detective, License No: 115—001845

PROFESSIONAL AFFILIATIONS

- American Bar Association, member
 - Co-Chair of Financial Institutions, Money Laundering and Patriot Act Subcommittee of the White Collar Committee/Criminal Justice Section
 - Liaison of White Collar Committee to the American Banking Association, 2015 – 2017
- Association of Certified Information Privacy Professionals, member
- Association of Certified Fraud Examiners, member
- Association of Certified Anti-Money Laundering Professionals, member
- Better Government Association, Life Trustee (former chair, Board of Directors)
- Cook County Board of Ethics, chair



- Illinois Equal Justice Foundation, Board of Directors, 2005 – 2017, President, 2016
- Illinois Private Detective, Private Alarm, Private Security, Fingerprint Vendor and Locksmith Board, member
- Sedona Conference, member WG11 Data Security/Privacy in Civil Litigation Drafting Team

EXPERT WITNESS, TESTIMONY AND NEUTRAL EXPERIENCE

- Bakov, et. al v. Consolidated World Travel Inc. d/b/a Holiday Cruise Line, No. 1-15- CV-02980, consolidated with No. 1-17-CV-973 (N.D. IL, Report filed 2018)
- Flowers v. Twilio, Inc., No: RG16804363 (Sup. Ct. Cal., Report filed 2017)
- Terteryana et al. v. Nissan Motor Corporation, No.: 2:16–cv02029-GW-KS (C.D. Cal., Declaration filed 2017)
- Champer v. Navient Solutions, Inc., No. 6:16-cv-00569 (M.D. Fla. April 4, 2016)
- Zaklit v. Nationstar Mortgage LLC, et al., No: 5:15-cv-02190-CAS-KK (C.D. Cal., filed October 23, 2015)
- Diwaker v. SLM Corporation (commonly known as Sallie Mae), No: 01-16-0000-1045 (American Arbitration Association, filed January 12, 2016)
- Reifsnnyder and Navient Solutions, Inc., Re: 01-15-0006-011 (American Arbitration Association, Report filed 2016)8)
- Lee v. Global Tel * Link Corporation, No.: 2:15- cv-02495-ODW PLA [consolidated with 2:15-cv-03464-ODW-PLA] (C.D. Cal., Declaration filed 2016)
- Henderson v. United Student Aid Funds, Inc. D/B/A USA Funds, No. 3:13-cv-1845- JLS-BLM (S.D. Cal., Declaration filed 2016)
- Johnson, et al. v. Navient Solutions, Inc. f/k/a Sallie Mae, Inc., No 1:15-CV-0716 (S.D. Ind. Declaration filed 2016)
- Charvat, et al. v. Valente, et al., No. 12-CV-5746 (N.D. Ill. Reports filed 2016)
- Ameristar Casino East Chicago, LLC. v. Unite Here Local 1, No. 45d01-1504-PI- 00034 (Lake Co. Sup. Ct., Indiana, August 2015)
- ABA’s Council on Legal Education and Admission to the Bar Data Policy & Collection Committee Meeting (2014)
- Proprietary L.P v. Johnson Controls Inc., No 12-12953 (E.D. Mich. Appointed 2014)
- ABA’s Council on Legal Education and Admission to the Bar Sanctions Hearing, University of Illinois College of Law (January 2012)
- Howard Ehrenberg, Chapter 7 Trustee of Axiom International Inc. v. BDO Seidman, LLP, American Arbitration Association Case No. 13 107 Y 00329 09 (Case filed 2009)

PUBLIC REPORTS, PUBLICATIONS AND ARTICLES

- “Why Can’t the Courts Get Wrong-Number Cases Right?,” *International Association of Privacy Professionals Privacy Perspectives*. May 21, 2018. <https://iapp.org/news/a/why-cant-the-courts-get-wrong-number-cases-right/>
- “Data Breaches Take Various Forms: Patching leaks from your house to the courthouse” *Thinkset*. April 4, 2018 <https://www.thinksetmag.com/issue-4/2018/4/4/data-breaches-take-various-forms>
- “Five Deposition Questions You Should Ask Opposing TCPA Experts,” *Legaltech News*. January 4, 2018
- Lies, Damn Lies and the Investigators Who ‘Pretext,’ ” *Law360*. December 2, 2017



- “Independent Student Commitment Review for Adtalem Global Education.” October 23, 2017
http://viewpoints.adtalem.com/wpcontent/uploads/2017/10/Adtalem_Student_Commitment_Assessment.pdf
- “Data Security and the Expert Witness: 14 Security Questions to Ask Your Witness” *LegalTech News*. May 18, 2017
- “Is Sensitive Data Safe in the Hands of Expert Witnesses?” *Legaltech News*. March 27, 2017
- “Life is Short; Affairs Are Expensive: The Ashley Madison Breach and Its Aftermath,” ThinkBRGTech.com. 2015
- “FCC TCPA Declaratory Rules Draw Objections,” ThinkBRGTech.com. 2015
- 10 Steps to Protecting Your Trade Secrets from the Malicious Insider,” *Inside Counsel*. 2014
- “Investigative Report University of Illinois Anonymous Emails of December 12, 2011,” prepared by Jones Day and Duff & Phelps under the direction of the University Ethics Office and the Office of the University Counsel. January 13, 2012
- “Investigative Report University of Illinois College of Law Class Profile Reporting,” prepared by Jones Day and Duff & Phelps under the direction of the Office of University Counsel and the University Ethics Office. November 7, 2011
- “Computer Forensics,” Chapter 3 in *The Commercial Fraud Manual*, American Bankruptcy Institute. 2010
- “Forensic Technology and the CPA Practitioner,” AICPA Forensic Task Force White Paper, 2010 – 2012
- “Laptop Discovery: Investigating Cases from Your Office Computer,” *The Environmental Litigator*, Spring 2010
- “Weathering the Storm: Timely, Complete and Cost Effective Discovery,” Duff & Phelps White Paper. January 2009
- “Fact Finding in the Digital Age,” Chapter 26 in *Product Liability Litigation: Current Law, Strategies and Best Practices*, Practising Law Institute. 2009 – 2015
- “Avoiding the Disclosure of Intermingled Data,” 22nd Annual American Bar Association National Institute on White Collar Crime. 2008
- “Integrating E-Discovery and Investigations Expertise,” Metropolitan Corporate Counsel. August 2008
- “Tracking Assets in Financial Fraud and Bankruptcy Investigations: The Business Intelligence Guide for Asserting Creditors’ Rights,” Pinkerton White Paper. 2001
- “Protocols for Investigating Y2K Failures: A New Dynamic in Investigating and Resolving Technology Disputes,” *Mealey’s Cyber Tech and Y2K Reporter*. September 1999
- “Limiting Discovery, Not the Facts: Using Investigators in Arbitrations and Mediations,” Metropolitan Corporate Counsel. August 1999



PEGGY DALEY, J.D.

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>BRG, Adtalem Global Education</p>	<p>Ms. Daley serves as the annual independent auditor for financial, admissions and marketing claims made by Adtalem Global Education (formerly DeVry) in its Student Commitments. This review involves, among other things, testing of the school's financial statements, its admissions processes and data, and employment outcome claims.</p> <p>The result of this review is publicly posted on an annual basis.</p>	<p>Reference: Lisa Sodeika SVP, External Relations and Regulatory Affairs DeVry Education Group 312.263.4012</p>
<p>American Bar Association</p>	<p>Ms. Daley designed and implemented graduate employment outcome reporting protocols for all U.S. law schools on behalf of their accreditor, the American Bar Association, after consumer lawsuits and a congressional inquiry was initiated amid concerns that the employment outcomes claimed by many law schools were fraudulent and misleading.</p> <p>After designing the auditing protocol, Ms. Daley was subsequently hired by the ABA to conduct the first annual audit of the data submitted by all U.S. law schools.</p>	<p>Reference: Scott F. Norberg Professor of Law 305.348.1118 norberg@fiu.edu</p>
<p>New York Department of Financial Services</p>	<p>Ms. Daley served as the lead technical consultant to Anton Valukas, the Examiner in the Lehman Brothers bankruptcy, who was tasked with determining whether the Lehman estate had colorable damages claims against third parties such as outside auditors, lenders, and the Lehman Brothers board of directors.</p>	<p>Reference: Heather McArn Chief of Staff. NY Department of Financial Services 212.480.6400</p>



The Lehman Brothers bankruptcy was the largest bankruptcy in U.S. history, and Lehman Brothers was one of the largest investment banks in the world. Ms. Daley led teams of technicians for over a year in collecting and analyzing data from the Lehman's complex international accounting, financial, compliance, and HR systems and provided that analysis for the examiner and their financial consultants to review.

NATALIE S. FOUTY

SUMMARY OF QUALIFICATIONS

Accomplished project manager with key experience within the criminal justice system, including jails, task forces and private sector security services. Specializes in overseeing, conducting and developing extensive operational protocols and procedures, including those pertaining to case management and report preparation. Managed multiple large-scale projects with an emphasis on creating tangible deliverables that will satisfy the diverse needs of stakeholders.

RELEVANT EXPERIENCE

Hillard Heintze

Project Manager, Operations

2018 – Present

Chicago, Illinois

- Responsible for day-to-day project management of the company's practice areas, including updating and streamlining complex project management software.
- Assists the leadership team in ensuring projects meet both deadline and budget goals.
- Collaborates with other Operations staff and key practice leads to develop a database structure that accounts for each practice's unique needs and deliverables and to build a comprehensive how-to manual for databases in order to optimize project management techniques.

Cook County Sheriff's Office

Project Manager, Strategic Operations Center

2016 – 2018

- Conducted comprehensive and thorough investigations into FMLA abuse patterns within the Sheriff's Office through a combination of social media research, numerical pattern analysis and project management.
- Created and successfully implemented the Early Intervention System that identifies and supports officers subjected to uniquely stressful situations within the settings of a correctional facility, earning the praise of those officers it helped consistently.
- Conducted critical incident reviews that occurred at the Cook County Jail, which were disseminated for implementation of recommendations on the prevention of similar future incidents such as escapes from custody, multi-tier riots and hostage situations.
- Participated in policy and procedure meetings, ranging from staffing and overtime issues to the implementation of the Electronic Monitoring Program for offenders.
- Created and managed intelligence-sharing projects based on information from the jail intelligence team as well as outside agencies' intelligence teams in order to keep the Chief Operating Officer as up-to-date as possible on pertinent local, state and national intelligence.

Cook County Sheriff's Office

Assistant to the Senior Project Manager, Human Trafficking Task Force

2014 – 2016

- Created, organized and moderated focus groups and community panels for *Thirty Under 30*, a project aimed at educating Chicago-area men in the realities of human trafficking and prostitution to gain their assistance and input on how to end sexual exploitation in Chicago and Cook County. *Thirty Under 30* has now expanded throughout the state of Illinois to educate the larger community on the realities of human trafficking and sexual exploitation.
- Wrote and disseminated updates, summaries, articles and fact sheets for general public awareness on human trafficking.
- Taught incoming interns and new hires how to manage and continually develop *Thirty Under 30*.

EDUCATION

Bachelor of Science

Loyola University Chicago, Chicago, Illinois – 2016

CERTIFICATIONS

- Basic Crisis Negotiation, Federal Bureau of Investigation (Chicago Division) – 2017
- LEADS Database Certification (Law Enforcement Agencies Data System) – 2017
- CLEAR Database Certification – 2017
- IAPRO Database Certification – 2016

AWARDS

- Letter of Commendation from Cook County Sheriff Thomas Dart for efforts exerted on a search-and-rescue team to locate and recover a missing 16-year-old boy who drowned in the Des Plaines River



NATALIE FOUTY

Experience	Overview	References and Examples of Non-Confidential Work Product
<p>Cook County Sheriff's Office, Early Intervention System</p>	<p>During her tenure as Project Manager for the Cook County Sheriff's Office, Ms. Fouty was part of a small team tasked to create, build and implement an Early Intervention System (EIS) for officers working for the Sheriff's Office. This endeavor had Ms. Fouty writing and implementing new policies relating to the EIS, enhancing the data collection and analysis that proactively identified officers in need of an early intervention, and selecting the personnel to be on the EIS team.</p> <p>Once the program was finalized and implemented, Ms. Fouty was the lead project manager for EIS, managing the intervention schedules, coordinating with Human Resources when needed, and ensuring that her EIS team was always equipped and ready for the variety of Sheriff personnel that required early interventions.</p>	<p>Report: Internal policy relating to Early Intervention System</p> <p>Reference: Hon. Daniel Peters (Ret.) Early Intervention Team Senior Coordinator 312.339.2592 Daniel.peters3@cookcountyil.gov</p>

Our Subject Matter Expert Bench is Deep

The following subject matter experts are available to the Team if the need for their skills arise.

Daniel Calleros – Retired Chief of Police in Vernon, California. Developed field training programs for Vernon Police Department recruits. Collaborated extensively with the Vernon community at large.

David Kalat – Leads the Chicago digital forensics lab for Berkeley Research Group’s (BRG) Global Investigations and Strategic Intelligence and has forensic examination expertise in analyzing video evidence for investigations of police misconduct.

Edward Denmark – Subject matter expert for the Department of Justice’s (DOJ) COPS CRI-TA in St. Anthony Village, Minnesota. Former Community Policing Trainer for Massachusetts Police Training Council (MPTC). Created crisis communication curriculum for MPTC; first-line supervision expert for COPS Best Practices Manual.

Edward Medrano – Subject matter expert for multiple DOJ COPS CRI-TA reform processes in multiple states. Areas of expertise include community policing, supervision and organizational structure.

Greg McCurdy – Las Vegas Metropolitan Police Department’s (LVMPD) lead on use of force-focused CRI-TA. Expertise in use of force, community policing and impartial policing.

Jacinta Gau – Professor at University of Central Florida with research expertise in policing, specifically police-community relations, procedural justice and race issues.

Jake Jacocks – Core team member in Schaumburg, Illinois and Metra reform assessments, and also served as subject matter expert for DOJ COPS CRI-TA in St. Anthony’s Village, Minnesota and Commerce City, Colorado.

Jarral Ashwini – Subject matter expert in data access and information technology, worked on San Francisco, California’s DOJ COPS CRI-TA. Spearheaded team that developed National Interoperability Framework to support the National Strategy for Information Sharing and Safeguarding (NSISS).

Joel Bertocchi – Partner at Akerman LLP, former Illinois Solicitor General and Assistant United States Attorney, served as Vice Chair of Illinois Criminal Code Rewrite and Reform Commission, focus on constitutional issues as they relate to police activity.

John Furcon – Worked with a “blue ribbon” commission in Detroit to help restore community trust in police; conducted large-scale recruitment and promotion analysis for Illinois State Police; developed and implemented promotional training for state police agencies in Illinois, Wisconsin, Iowa and Minnesota.

Jon Maskaly – Monitor team member for East Haven, Connecticut’s police department, with expertise in developing and deploying community surveys. DOJ COPS CRI-TA in Commerce City, Colorado; Milwaukee, Wisconsin; St. Anthony’s Village, Minnesota; and Memphis, Tennessee.

Margaret Coggins – Senior advisor for the Women in Federal Law Enforcement (WIFLE) Foundation; former Deputy Assistant Director, Federal Air Marshals focusing on occupational health and quality of life initiatives.

Maria Cardiellos – Data analysis and management subject matter expert who served San Francisco, California in their CRI-TA initiative, served as Data Systems Improvement Team lead for Newark, New Jersey police department’s consent decree and managed police staffing studies for Tampa, Florida; Port Authority of New York and New Jersey; and Milwaukee, Wisconsin.

Marlon Lynch – Vice President, Global Campus Safety at New York University, focusing on public safety, emergency preparedness, compliance, community outreach and professional standards, with annual budget of \$50 million.

Mattie Provost – Former Assistance Chief of Police for Houston, Texas’ police department with over 30 years of policing experience. Subject matter expert in officer wellness, training and community policing.

Robert Boehmer – Law enforcement consulting subject matter expert for Hillard Heintze; project lead for DOJ COPS CRI-TA initiatives in Commerce City, Colorado and St. Anthony’s Village, Minnesota.

Susan Rance-Locke – Retired Staff Lieutenant for Ohio State Highway Patrol. Expert in impartial policing, crisis intervention (certified CIT officer), recruitment and training.

Terrence Lemming – Lockport, Illinois Police Chief, retired Lieutenant Colonel for Illinois State Police and past president of the Illinois Drug Enforcement Officers Association (IDEOA). Community policing, crisis intervention, accountability, supervision and narcotics expert.

William Martinez – Subject matter expert for multiple DOJ COPS CRI-TA reform processes in multiple states. Areas of expertise include training and best practices regarding officer-involved shootings.



7.3 TEAM MEMBER AVAILABILITY TABLE

This attachment provides a description, in response to the RFP's requirements, of each team member's current employment, projects or other professional undertakings and the estimated percentage of time they have available to work on this matter.

CMT Member	Other Current Employment, Project or Professional Undertakings	Estimated Time Committed to Other Projects	Time Available for This Engagement
Hon. David Coar (Ret.)	Mediation, Arbitration and ADR services for JAMS	260 hours	1,000 hours
Jeffrey Cramer	Reduced capacity as Managing Director of BRG	800 hours	1,240 hours
Kenneth Bouche	Reduced capacity as COO of Hillard Heintze	400 hours	1,480 hours
Peter Harvey	Partner at Patterson, Belknap, Webb, & Tyler, LLP. Current Monitor of Newark NJ Consent Decree	1,500 hours	100 hours
Sergio Acosta	Co-Chair, Akerman's White Collar Crime & Government Investigations Practice	1,500 hours	300 hours
Marcia Thompson	Vice President for the core monitoring team Hillard Heintze, available for any needed role for the Consent Decree	200 hours	1,720 hours
Theron Bowman, Ph.D.	Baltimore PD Monitor; NOPD Monitor	650 hours	1,000 hours
Carol Archbold, Ph.D.	Professor at North Dakota State University	1,500 hours	280 hours
Robert Davis	Senior Vice President for the core monitoring team Hillard Heintze, available for any needed role for the Consent Decree	800 hours	800 hours
Alex del Carmen, Ph.D.	Monitor of Puerto Rico federal Consent Decree; Professor at Tarleton State University	1,500 hours	440 hours
Michael Dirden	Senior Advisor for the core monitoring team Hillard Heintze, available for any needed role for the Consent Decree	400 hours	880 hours



Will Johnson	Chief of Police, Arlington TX, with approval for the allotted hours committed to this engagement	1,800 hours	280 hours
Grande Lum	Provost at Menlo College	1,500 hours	240 hours
Meghan Maury	Policy Director of LGBTQ National Task Force, with approval for the allotted hours committed to this engagement	1,800 hours	280 hours
Thomas O'Reilly	Senior Advisor for Rutgers University Police Institute	1,000 hours	440 hours
Rick Tanksley	Director of Public Safety, Occidental College, with approval for the allotted hours committed to this engagement	1,800 hours	360 hours
Amy Watson, Ph.D.	Professor at University of Illinois Chicago	1,500 hours	240 hours
Linda Tartaglia	Director for Rutgers University Police Institute	1,500 hours	280 hours
Scott Bailey	Chair for part of the core monitoring team Bronner Center, available for any needed role for the Consent Decree	1,600 hours	280 hours
Lindsay Morgan	Director of Operations for the core monitoring team Hillard Heintze, available for any needed role for the Consent Decree	1,500 hours	280 hours
Peggy Daley	Data Analytics	1,760 hours	240 hours
Natalie Fouty	Project Manager for the core monitoring team Hillard Heintze, available for any needed role for the Consent Decree	500 hours	1,000 hours
Community Meetings Facilitator	Individual TBD with advice & consent of parties	Unknown	240 hours
Community Advisory Board Liaison	Individual TBD with advice & consent of parties	Unknown	240 hours



7.4 PERSONNEL CAPABILITIES ALIGNED TO CORE AREAS

Qualifications Specified in RFP	Chicago Police Department Consent Decree									
	Community Policing	Impartial Policing	Crisis Intervention	Use of Force	Recruitment, Hiring, and Promotion	Training	Supervision	Officer Wellness and Support	Accountability and Transparency	Data Collection, Analysis, and Management
Hon. David Coar (Ret.)	✓	✓		✓	✓		✓		✓	
Jeffrey Cramer	✓	✓		✓			✓		✓	✓
Kenneth Bouche	✓	✓		✓	✓	✓	✓	✓	✓	✓
Peter Harvey	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sergio Acosta	✓	✓		✓			✓			
Marcia Thompson	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Theron Bowman	✓	✓	✓	✓	✓	✓			✓	
Carol Archbold, Ph.D.	✓	✓				✓			✓	✓
Robert Davis	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alex del Carmen, Ph.D.	✓	✓		✓	✓	✓	✓		✓	✓
Michael Dirden	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Will Johnson	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Grande Lum	✓		✓	✓	✓	✓		✓	✓	
Meghan Maury	✓	✓	✓		✓	✓		✓		✓
Thomas O'Reilly	✓	✓		✓	✓	✓	✓	✓	✓	✓
Rick Tanksley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Amy Watson, Ph.D.	✓	✓	✓						✓	✓



7.5 PROJECT MANAGEMENT METHODOLOGY

Program and Project Management

Based on CMT members’ service as trusted law enforcement, security and investigative advisors for clients ranging from Fortune 100 global industry leaders to major U.S. government agencies, the CMT places a very strong emphasis on one of the most critical keys to a successful project, regardless of size, scope or complexity: (1) a robust, holistic **project management** philosophy backed by (2) a detail-oriented, process-driven **quality management program**.

CMT members will leverage proven practices and protocols to provide integration management from project kickoff through delivery of all reports, meetings and other milestones. This focus includes consistency and compliance, where appropriate, with the Project Management Institute’s Project Management Body of Knowledge (PMBOK®) guidelines and the International Organization for Standards ISO 9001:2015 Quality Management System. This commitment is backed by a dedicated Operations team that includes a certified Project Management Professional. On this engagement, team member Project Manager Lindsay Morgan, PMP, will be providing this role, with support from Assistant Project Manager Natalie Fouty.

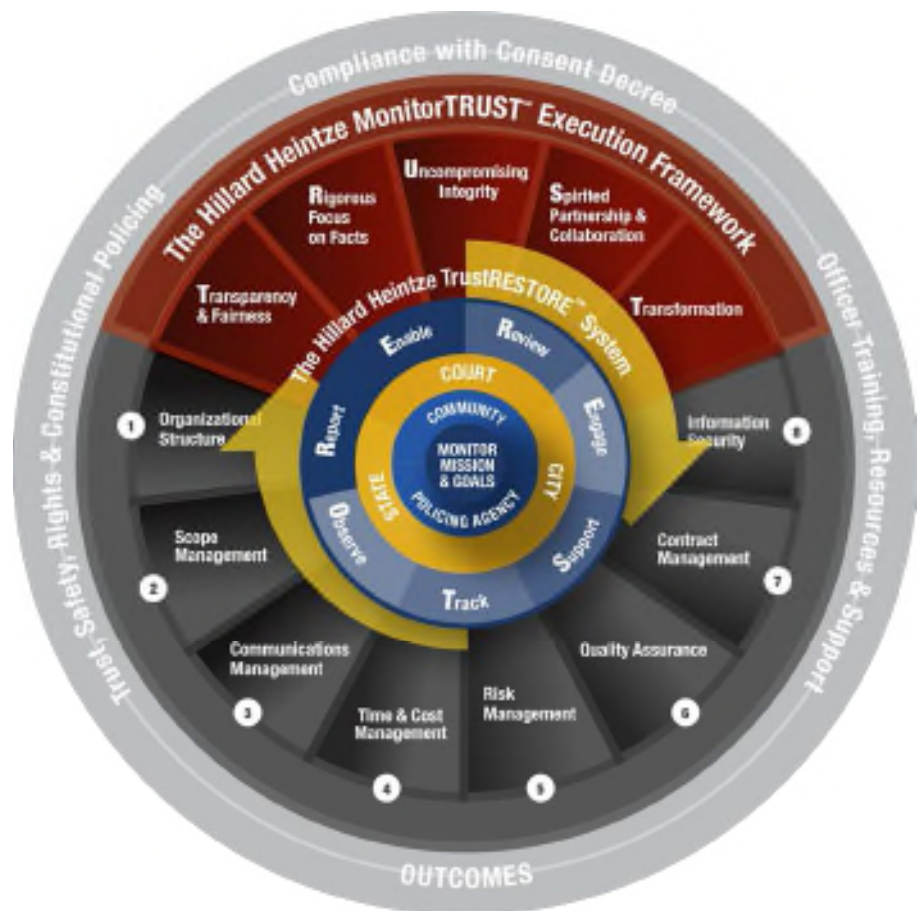
The Hillard Heintze MonitorTRUST™ Execution Framework

The CMT team will be relying on the Hillard Heintze MonitorTRUST™ Execution Framework. This is based on the principle that outstanding performance as a Monitor of any Consent Decree, Settlement Agreement or Court Order resulting in both compliance and sustainable change on the part of the policing agency must be based on deep and abiding adherence to five core principles (“TRUST”):

- Transparency and fairness
- Rigorous focus on facts
- Uncompromising integrity
- Spirited partnership and collaboration
- Transformation

The **MonitorTRUST™** approach combines a proven management plan with established capabilities to deploy, manage and retain the right people in the right place at the right time.

MonitorTRUST™ serves as a basis of knowledge transfer, awareness building and complex project coordination, in various formats and configurations, for many of our complex engagements. This approach is anchored in our members’ experience managing large, geographically dispersed teams, security clearance requirements, effective deliverables and ensuring quality performance across numerous offices at a number of federal, state and local agencies.



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Eight Core Components of the MonitorTRUST™ Execution Framework	
Project Management Element	Description
1. Organizational Structure	Clear chain of command with defined accountability for each expert and sub-team of experts
2. Scope Management	Detailed information on project activities and requirements
3. Communications Management	The formal and informal processes required to collect and communicate project information to the project team and project stakeholders
4. Time and Cost Management	Activity sequences, durations and schedule constraints required to complete the project within a defined time period. Estimating, budgeting and controlling costs
5. Risk Management	Identifying project risks, performing risk analysis and developing mitigation plans
6. Quality Assurance	Approach incorporates quality planning, quality assurance and quality control
7. Contract Management	The processes required to manage contract requirements, monitor performance and ensure compliance
8. Information Security	ISO/IEC 27001:2013 Information Security Management Systems

Central to achievement of the MonitorTRUST strategy will be the CMT’s constant application of the Hillard Heintze TrustRESTORE system, an execution methodology that guides any court-supporting monitoring engagements.

This system is based on the conviction that in order to deliver the five **T-R-U-S-T** elements outlined on the preceding page, every CMT member must be alert and prepared at the right time in the appropriate way to:

- Review and capture information that explains the CPD’s performance as well as opportunities for compliance-aligned improvements;
- Engage and coordinate voices across the City of Chicago;
- Support understanding and exchange between the community, the CPD and the Monitor – as the Court’s representative;
- Track and analyze outcomes – and use this information to help improve the CPD’s performance as well as the community’s understanding of progress benchmarks targeted, missed and achieved;
- Observe and monitor every facet that falls within the scope of the Consent Decree;
- Report and communicate compliance-related status, progress, challenges and issues; and,
- Enable CPD transformation and sustainable reform.

What this means for the Court and the Parties:

- 1 Highly accountable management organization
- 2 Disciplined and proven management processes
- 3 Well-defined scopes of work
- 4 Consistent and accurate cost estimates and budgets
- 5 Detailed and reliable scheduling
- 6 Clearly established lines of communication
- 7 Continuous risk identification and mitigation
- 8 Agile ability to manage change
- 9 Continuous quality control based on well-defined criteria
- 10 On-time deliverables

Our approach avoids potential issues before they become problems.

The CMT’s risk management methodology is an important component of our overall management approach to delivering products and services that meet project requirements. Following award, the CMT will develop a risk management plan that describes how we will apply practical risk management techniques to each task. The figure below illustrates the CMT’s risk management approach.



The process described above identifies events that, should they occur, may adversely affect the tasks. To identify risks, the CMT uses iterative techniques and tools such as brainstorming sessions, stakeholder and subject matter specialist interviews, assumptions analysis, checklists and SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). The output of the process is a risk register; a list of identified risks; a summary of causes; events and impacts; and potential mitigation and responses.



ISO/IEC 27001:2013 Certified

In May 2017, Hillard Heintze achieved BSI certification for ISO/IEC 27001:2013 Information Security Management Systems. This highly coveted certification helps differentiate Hillard Heintze's services in the markets the firm serves, even from much larger firms. "According to the most recent ISO survey," said the Managing Partner of the compliance provider who supported the firm's multi-month pre-assessment planning, "As of the end of 2015 only 1,247 companies in the United States had achieved ISO/IEC 27001:2013. Hillard Heintze is, to our knowledge, one of the first, if not the first, security professional services company to obtain this certification."



The CMT will be the only team under consideration for the role of Independent Monitor that brings the exceptional benefits of BSI certification for ISO/IEC 27001:2013 Information Security Management Systems to the Court, the State of Illinois and the City of Chicago.

We view the protection of information in today's environment as one of the most crucial benefits we can provide to the Court and Parties in this process.



7.6 HILLARD HEINTZE PAST PERFORMANCE LAW ENFORCEMENT AND MONITORING WORK

San Francisco, California Police Department – Monitoring Support



As part of a multi-year contract, Hillard Heintze is currently engaged as independent monitor to help advance the organizational transformation of the San Francisco Police Department (SFPD). Our team is working with the department to evaluate how it is implementing the operational recommendations generated by an assessment report we completed as part of the aforementioned Department of Justice's CRI-TA Program. This includes working State of California's Office of the Attorney General Representatives as they work with the City of San Francisco under a Memorandum of Understanding to implement the recommendations for SFPD.

Seattle, Washington Police Department – Monitoring Support



On behalf of the U. S. Attorney's local office for the Western District of Washington State, we assisted the Seattle Police Department's (SPD) Training Unit to design training courses that met the requirements of the Federal Monitoring Team and the local Federal Judge. We assisted as these bodies collectively worked to ensure SPD complied with a federal Consent Decree it entered that required changes to operational policies and practices. Some of the training topics included use of force and procedural justice.

Baltimore, Maryland Police Department – Monitoring Support



We are currently assisting the Baltimore Police Department's (BPD) Training Unit, on behalf of the Civil Rights Division of the U.S. Attorney General's Office, to design training courses that meet the requirements of the Federal Monitoring Team and the local Federal Judge. Through this effort, we are helping ensure BPD complies with a federal Consent Decree requiring changes to operational policies and practices at BPD.

Denver, Colorado Police Department – Monitoring Support



In 2015, Hillard Heintze completed a comprehensive, eight-month operational and organizational assessment of the Denver Sheriff Department (DSD) and served as special advisor to the City and County of Denver in the monitoring and implementation of proposed recommendations for the DSD, the DSD Internal Affairs Bureau and Denver Detention Center. The report covered 270 recommendations for corrective action in over 70 pages of findings. Hillard Heintze was also retained by the City and County of Denver for technical assistance to monitor progress during implementation and assisted in the hiring of a new sheriff. While monitoring the progress of reform, Hillard Heintze guided the DSD in its transformation strategy through a comprehensive study of use of force issues, jail operations, staffing and organizational structure, and developed recommendations that provided a roadmap for successful organizational transformation.





Cleveland, Ohio Police Department – Monitoring Support



systematically eliminating the case backlog.

Hillard Heintze was hired by the City of Cleveland in 2018 to help their Office of Professional Standards address a backlog of complaints filed by the public regarding non-criminal behavior by police officers. Our initial review, delivered to the City in May, encompassed a comprehensive investigative review of unfinished public complaints filed against Cleveland Division of Police Officers from 2013 to 2017. We continue to serve the City in



U.S. Department of Justice COPS Office CRI-TA Program

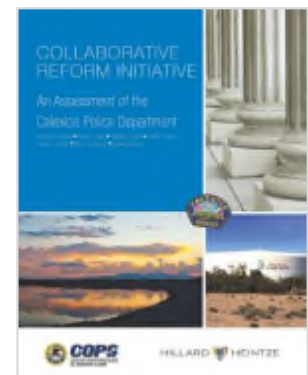
In 2014, Hillard Heintze was selected as a grantee for the CRI-TA program and successfully engaged in collaborative reform in Baltimore and Calexico. Based largely on our early success, in September 2015 Hillard Heintze was named as the single technical assistance provider for the CRI-TA Program to work with law enforcement agencies to institute collaborative reform in keeping with the Final Report of the President’s Task Force on 21st Century Policing. The Hillard Heintze approach, utilized in our support of the CRI-TA program, is designed to provide a collaborative process that works with the agency and its government and community stakeholders – both advocates and adversaries – to identify practices that are working to foster community relations and effective constitutional policing as well as those policies and practices that tend to erode, undermine or be counter to best practices in community policing.

Under the DOJ COPS CRI-TA Program, Hillard Heintze provided contractual support and conducted assessments in Baltimore, Calexico, Milwaukee, San Francisco, Commerce City, Memphis, Fort Pierce, and Saint Anthony Village. Highlights of some of these engagements are identified below.

San Francisco, California Police Department

Identified and developed the implementation roadmap and methodology for the future transformation of the San Francisco Police Department (SFPD) into an intelligence-led, community-oriented police department. Hillard Heintze currently supports the City of San Francisco in implementing the strategic operational roadmap developed from the original CRI-TA recommendations. The 272 recommendations were designed to improve the SFPD’s overall engagement with the community and implement effective policing practices. The goal of the current engagement is to provide the technical assistance, and to report on and monitor the Department’s progress as it transforms and modernizes its policing operations consistent with the recommendations and guidance from the assessment.

On behalf of the U.S. Department of Justice’s COPS Office, Hillard Heintze reviewed the San Francisco Police Department’s (SFPD) policies and procedures related to complaint intake, investigation and disposition, as well as the Police Commission and the Office of Citizen Complaints’ interconnected policies and procedures. Team members reviewed SFPD’s policies and procedures related to its EIP and officer misconduct, in addition to directives regarding professional behavior for assessing transparency of policies and practices, fairness and impartiality. The team also conducted qualitative reviews of SFPD’s complaint investigation files for overall investigative quality using a random sampling methodology with comparison to benchmarks.





Calexico, California Police Department

Hillard Heintze reviewed and assessed all of the Calexico Police Department’s written internal affairs policies, procedures and practices surrounding misconduct complaints’ intake and investigation, particularly with respect to internal affairs training, citizen access and interaction, investigative process, disciplinary review process, outcomes, reporting and transparency.

Baltimore, Maryland Police Department

Over the course of the assessment, the CRI-TA program evaluated matters of supervision, accountability, community policing, use of force, and the Early Intervention Program (EIP).

Port Authority of New York & New Jersey



From 2017 to 2018, Hillard Heintze served the Port Authority of New York & New Jersey, the administrator and facilitator for one of the largest trade and transportation operations in the world, through a large-scale, independent and strategic assessment of the Port Authority’s global security organization. Among the central pillars of the engagement was a systemic examination of the Port Authority’s police operations, including comprehensive evaluation of police tactics, deployments and counterterrorism measures.

Tustin, California Police Department



In July 2016, the City of Tustin commissioned Hillard Heintze to (1) conduct an independent workforce assessment of the Tustin Police Department, with a special focus on current Patrol and Investigations operations and then (2) translate the assessment’s key findings and analysis into a clear and actionable set of recommendations to help the Department implement these changes over time.

This report included our assessment team’s key findings and recommendations on how to establish the appropriate level of staffing necessary to help the City of Tustin meet and sustain its responsibility to protect its communities and ensure public safety and security.

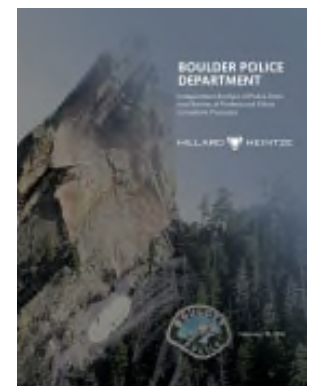


Boulder, Colorado Police Department



In 2016, Hillard Heintze completed a comprehensive, objective and independent review of select areas of the Boulder Police Department’s operations.

Specifically, we analyzed and reviewed data on stops, arrests and summons, and conducted an evaluation of the Police Professional Standards Review Panel (PSRP). We identified 16 key findings, ranging from deficiencies in the capture, availability and use of stop-related data, to validation of complaint-related processes and protocols. These findings were based on our review of data and interviews with police command, officers, City and court personnel and community stakeholders. The rest were from our review of the PSRP investigative process, as well as information received during interviews with internal and external stakeholders.

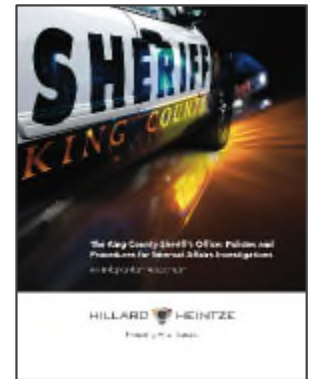




King County, Washington Sheriff's Office, Washington



King County, Washington, with the City of Seattle as its county seat, is the fourteenth-most-populous county in the nation. In November 2011, the King County Auditor's Office engaged Hillard Heintze to provide assistance with an internal audit of the King County Sheriff's Department's internal affairs operations and its relationship with the county's newly formed Office of Law Enforcement Oversight. We examined the current environment with a focus on comparing and contrasting KCSO's practices with standards, techniques and methodologies in use by similar law enforcement agencies to ensure that best practices are being implemented and followed.

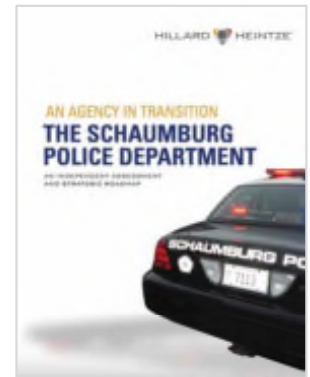


Schaumburg, Illinois Police Department



In February 2013, amid one of the largest Chicagoland corruption and narcotics scandals in decades, the Village of Schaumburg, Illinois engaged Hillard Heintze to conduct a comprehensive assessment of the Schaumburg Police Department (SPD), one of the largest suburban police departments in the Midwest and one regarded for decades as a model and regional leader in

policing and public safety. This engagement included **establishing a strategic plan, monitoring the implementation of recommended changes, providing investigative support to complaints against the Department and conducting internal affairs cases.** Ken Bouche became the Interim Chief of Police of the SPD for one year, with the focus of driving reform. The Department adopted all 50 recommendations, and a full-time Chief of Police was recruited and on-boarded. Hillard Heintze currently conducts all citizen complaints for the Village of Schaumburg.



Fort Worth, Texas Police Department



In 2016, Hillard Heintze provided the Fort Worth Police Department (FWPD) with professional services for the purpose of developing a Comprehensive Ethics Program. The scope included assessment and survey implementation, core curriculum development, a train-the-trainers component, and design and communications support. Hillard Heintze worked closely with the FWPD staff, including ongoing check-ins with the Chief of Police.

Beloit, Wisconsin Police Department



Hillard Heintze conducted a comprehensive assessment of the Beloit Police Department at the request of the City government. This included a systemic review of existing policies, procedures and practices across the full spectrum of Department operations. The team provided the City and Department with a written independent assessment report and the community with a strategic roadmap for future success. Following the assessment, Hillard Heintze guided the City through implementation of recommendations by providing advisory services.

Lemont, Illinois Police Department



In 2011, Hillard Heintze conducted an independent assessment of the Lemont Police Department's current operations and made recommendations on the best opportunities to improve its performance and delivery of service to the Lemont community in a highly cost-efficient manner. Hillard Heintze was asked to give special attention to strategies that would help the Department meet its mission in financially challenging times and engage cost-effective methods to maximize and improve the services provided to Lemont residents through community-focused policing.



Riverside, California Police Department



The City of Riverside commissioned Hillard Heintze to evaluate the following: (1) employee discipline and internal affairs; (2) criminal case review and case management; (3) use of data, including data-driven policing, crime statistics and crime analysis; (4) use of technology and communications systems; (5) staffing and deployment; and (6) financial expenditures over the fiscal years ending June 30, 2014, 2015 and 2016.



Sunnyvale, California Department of Public Safety (SDPS)



The SDPS recently sought the services of Hillard Heintze after the Department’s Chief and the City Manager decided to conduct an assessment of the department’s policies and procedures for conducting past internal affairs investigations. In conjunction with the assessment, SDPS also asked Hillard Heintze to create an entirely new process for receiving, investigating and adjudicating internal affairs complaints in the future, with the new protocols grounded in what are recognized as best or promising practices throughout the country for handling complaints. This effort included creating an entirely new Standard Operating Procedures Manual for the Internal Affairs Unit (IA), with changes to the department’s

General Orders Manual identified so they would now sych with the new IA policies and procedures. Hillard Heintze subject matter experts worked closely with internal and external department stakeholders during this process of creating the new IA protocols, including numerous interviews with rank-and-file members of the department and labor leaders. Hillard Heintze recently delivered the final IA SOP Manual to Sunnyvale, and is now in the process of working with the department to provide on-site training for supervisors and command officers to familiarize them with the new protocol.

Cedar Park, Texas Police Department



Hillard Heintze completed an **independent assessment** of the Cedar Park Police Department (CPPD) in Cedar Park, Texas. The assessment had a specific focus on (1) patrol operations, (2) effectiveness of first-line supervision and command-and-control efforts and (3) identification of any staffing imbalances that affect service to the community. The assessment was initiated after the CPPD came under public scrutiny due to the manner in

which the department handled some high-profile criminal investigations. Hillard Heintze’s report was created to serve as a **roadmap for the City Manager, Chief of Police and all other members of CPPD** in order to help the Department in establishing and enhancing its policies and procedures. Our goal was to ensure those who live and work in the City of Cedar Park receive the professional police services they expect and deserve, in turn improving community trust in the department.



7.7 PROPOSED BUDGET

Budget by Labor Hour

Coar Monitoring Team Member	Assignment	Anticipated Hours	Anticipated On-Site Hours	Anticipated Off-Site Hours
David H. Coar	Monitor	1,000	1,000	0
Jeffrey Cramer	Principle Deputy Monitor & SME	1,240	1,240	0
Kenneth Bouche	Principle Deputy Monitor & SME	1,480	1,480	0
Peter Harvey	Special Advisor	100	0	100
Sergio Acosta	Deputy Monitor & SME	300	300	0
Marcia Thomson	Deputy Monitor & SME	1,720	1,720	0
Theron Bowman	Deputy Monitor & SME	1,000	720	280
Carol Archbold, Ph.D.	SME - Accountability and Transparency	280	220	60
Robert Davis	SME - Data Collection, Analysis & Management	1,000	720	280
Alex del Carmen	SME - Data Collection, Analysis & Management	440	320	120
Michael Dirden	SME - Recruitment, Hiring & Promotion	1,000	720	280
Will Johnson	SME - Community Policing	280	200	80
Grande Lum	SME - Officer Wellness and Support	240	200	40
Meghan Maury	SME - Impartial Policing	280	220	60
Thomas O'Reilly	SME - Training	440	320	120
Rick Tanksley	SME - Community Policing	360	280	80
Amy Watson	SME - Crisis Intervention	240	240	0
Linda Tartaglia	SME - Monitor Operations	280	200	80
Scott Bailey	Compliance	240	240	0
Lindsay Morgan	Project Manager	280	140	140
Peggy Daley	Data Analytics	240	240	0
Natalie Fouty	Assistant Project Manager	1,000	1,000	0
Communications	Report Delivery	500	500	0
Community Meetings Facilitator	Community Liaison	240	240	0
Community Advisory Board Liaison	Community Liaison	240	240	0
Total		14,420	12,700	1,720
Labor Cost		\$2,847,950		
Travel & Site Expenses		\$257,470		
Total Cost Year 1		\$3,105,420		



Expense Budget

TRAVEL ITEM	COST	DAYS	TOTAL
HOTELS (GSA RATES FY 2019)*	\$190.00	401	\$76,190.00
PER DIEM FULL DAYS (GSA RATES FY 2019)	\$76.00	312	\$23,712.00
PER DIEM TRAVEL DAYS (GSA RATES FY 2019)	\$57.00	178	\$10,146.00
BAGGAGE FEES (Roundtrip)	\$60.00	89	\$5,340.00
AIRPORT TRANSPORT	\$80.00	178	\$14,240.00
GROUND TRANSPORT (TAXI/UBER)	\$50.00	312	\$15,600.00
CITY TAX (17.4%)	\$33.06	401	\$13,257.06
			\$158,485.06

CHICAGO-BASED TEAM EXPENSES	COST	TOTAL
OPERATIONAL & ADMINISTRATIVE EXPENSES (e.g., website development and maintenance, public meeting space, supplies, mileage, parking)	\$68,750.00	\$68,750.00
		\$68,750.00

TRAVEL (AIRFARE)	COST	TRIPS	TOTAL
SMEs have different airfare due to geographical location.			
Bowman [15] & Johnson [5] (Arlington TX)	\$220.00	20	\$4,400.00
Dirden (Houston TX)	\$425.00	15	\$6,375.00
Davis (Phoenix AR)	\$300.00	15	\$4,500.00
Del Carmen (Austin TX)	\$300.00	8	\$2,400.00
O'Reilly (NJ)	\$425.00	8	\$3,400.00
Tartaglia (NJ)	\$425.00	4	\$1,700.00
Archbold (Fargo ND)	\$425.00	4	\$1,700.00
Morgan [3] & Maury [4] (Washington D.C.)	\$400.00	7	\$2,800.00
Lum (San Francisco CA)	\$400.00	4	\$1,600.00
Tanksley (Los Angeles CA)	\$340.00	4	\$1,360.00
		89	\$30,235.00

TOTAL			\$257,470.06
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