



**Effective
Law Enforcement**
for **ALL**

Proposal For Independent Monitor

City of Louisville

RFP260021

Prepared by:
Effective Law Enforcement
for All, Inc.
Contact:
david@ele4a.org

Letter from ELEFA

To the Louisville Metro Government, the Louisville Metro Police Department (“LMPD”), and the Louisville Community,

Effective Law Enforcement For All (“ELEFA”) is proud to submit this proposal to provide independent consulting services for the implementation of the Community Commitment between the residents of Louisville and the LMPD.

ELEFA is a 501(c)(3) non-profit formed to educate and empower the public to engage with their police departments to articulate, adopt, and implement law enforcement that is safe and effective for police and the communities they serve. Because collaborative reform is our mission, we are especially excited and uniquely positioned to support Louisville’s Community Commitment.

ELEFA was born of the experience, lessons and insights gained working as the judicially appointed monitors of the Consent Decree between New Orleans and the Department of Justice (DOJ) ordering wholesale reform of the New Orleans Police Department’s policies, training, practices, supervision, and accountability. In the course of our work, we came to appreciate that the elements of safe and effective policing are not a mystery, but they are too often a secret from the public.


In 2017, I authored an article titled “Department of Justice Consent Decrees as the Foundation for Community-Initiated Collaborative Police Reform.”¹ That idea inspired me to form ELEFA. In 2023, ELEFA convened a national conference² dedicated to promoting collaborative police reform. As part of our commitment to educate, we also post videos to help the public understand key issues in policing. To date, we have posted videos on mental health crisis response and use of force, with more on the way. It is clear that Louisville has the will to change. The Community Commitment is a blueprint for it. Consistent with our mission, we will educate, empower, and engage the LMPD and the public to implement that blueprint and achieve a sustainable, shared vision for policing in Louisville. In sum, it is as if ELEFA’s path and Louisville’s were destined to align.

As described in this proposal, we have previously partnered successfully with Montgomery County, Maryland and Orlando Florida on voluntary, collaborative initiatives to reimagine policing in their respective communities. ELEFA now serves as the Independent Evaluator for the Settlement Agreement between the Minnesota Department of Human Rights and the City of Minneapolis calling for reforms to the Minneapolis Police Department. We are especially proud that the responding to the Department of Justice’s decision to withdraw from its consent decree with the Minneapolis, the Minneapolis Mayor expressed the City’s commitment to implementing the change voluntarily working with ELEFA, in an Executive Order³.

It would be a privilege to partner with the Louisville community, its police department, and the Louisville Metro Government to reimagine law enforcement for all the members of the Louisville community. We believe our mission aligns with Louisville’s commitment to adopt policing practices that promote public safety and build trust and working relationships between the police and the public they serve. We also believe that ELEFA can help Louisville demonstrate the viability of alternatives to judicially imposed reform.

On behalf of our team, we wish you well as you begin this exciting and promising undertaking. We appreciate the time you will take reviewing our proposal. If there are any questions about ELEFA or the proposal, please contact me, david@ele4a.org, or our Louisville Team Lead Michael Harrison, info@msharrisonconsulting.com.

Sincerely,



David L. Douglass
President/Founder
Effective Law Enforcement For All

¹ Available at <https://journals.sagepub.com/doi/full/10.1177/1098611117712237>

² Available at <https://ele4a.org/elefa-collaborative-reform-conference-agenda/>

³ Available at <https://www.minneapolismn.gov/government/mayor/executive-orders/executive-order-2025-01/>

EXECUTIVE SUMMARY

SCOPE OF WORK

As demonstrated in our proposal, we offer an experienced, multidisciplinary, diverse team that has worked with law enforcement agencies and communities nationwide to transform their policing practices and work towards a shared vision of policing. When it comes to monitoring reform agreements, our team has “walked the talk” as consent decree monitors, and as leaders of police departments under consent decrees. We have also experienced and successfully navigated the challenges presented by community led collaborative reform initiatives.

The goal of the Monitor will be to support LMPD and Louisville Metro in their efforts to achieve Substantial Compliance with all sections of the Community Commitment via Compliance Assessments, Semiannual Reports, and technical assistance as needed and requested. To fulfill the duties and responsibilities of the monitor, ELEFA will:

- Work with the LMPD to develop clear and concise compliance measures for each paragraph of the Community Commitment and work with LMPD to incorporate those measures in their Implementation Plan;
- Prepare concise, accessible, and comprehensive Semiannual Reports to the Community Safety Commission including a visual element and supplemental materials aimed at increasing public understanding;
- Conduct comprehensive reassessments and provide compliance ratings for each provision of the Community Commitment;
- Engage with the Louisville community and LMPD via educational public meetings, assigned liaisons, supporting and collaborating with the Community Safety Commission, and involving community organizations in the gauging of public perception; and
- Provide its services within the budget set forth in the RFP.

KEY PERSONNEL

ELEFA’s team structure envisions a core team of Lead Monitor supported by three Deputy Monitors. The core team's breadth of experience provides the benefits of a small, tightly knit, cross-functional team that is well suited to the scope and role the RFP describes for the monitoring team. This core team will be supported as necessary by ELEFA associates and subject matter experts. A table delineating areas of responsibility for team members is provided in this proposal. ELEFA also includes references for previous relevant work. Detailed team bios and resumes are attached in the Appendix.

EXECUTIVE SUMMARY

KEY PERSONNEL

ELEFA's proposed Louisville team includes but is not limited to:



Michael Harrison
Lead Monitor



Brian Corr
Deputy Monitor



Eric Melancon
Deputy Monitor



Sheree Briscoe
Deputy Monitor



Lisa Fink
Associate Monitor



Julie Solomon
Associate Monitor



Marcia Thompson
Senior Advisor



Dr. Laura Wyckoff
Senior Advisor

BUDGET

This section includes an annual cost estimate, projected hourly commitments by ELEFA team members, and a description of how the ELEFA team will meet the requirements of the Community Commitment within the annual budget cap of \$750,000. In this proposal's Appendix, ELEFA provides a proposed annual budget for the described scope of work over the first two years of the Community Commitment. ELEFA conducts internal reviews of expenses each week and each month to make adjustments as required in order to remain within budget.

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Scope of Work

As set forth in this proposal, we offer an experienced, multidisciplinary, diverse team that has worked with law enforcement agencies and communities nationwide to transform their policing practices. When it comes to monitoring reform agreements, as consent decree monitors and as leaders of police departments under consent decrees, our team has “walked the talk” We have also successfully navigated the challenges presented by community-led collaborative reform initiatives.

Collaboration between police departments and the public is core to our mission and our monitoring approach. Our founding vision is that consent decrees can serve as the foundation for collaborative community-led police reform. Information about our mission, our work, and our commitment to educating, empowering, and engaging the police and the public to restructure policing in their communities can be found on our website ele4a.org.¹ While our team has extensive federal consent decree monitoring experience in cities across the country, we have also led a self-initiated public safety reimagining project in Montgomery County, MD. Additionally, we are especially proud that the responding to the Department of Justice’s decision to withdraw from its consent decree with the Minneapolis, the Minneapolis Mayor expressed the City’s commitment to implementing the change voluntarily working with ELEFA, in an Executive Order.²

We are excited about the opportunity to work with Louisville in what will be the largest non-judicially imposed, collaborative reform project in the country. We are confident that our collective experience, knowledge, and proven methods will provide LMPD the support and guidance it will need to fulfill the Community Commitment.

Evaluating Implementation via Compliance Assessments

With project leadership and subject matter expertise across a diverse range of jurisdictions, our team has provided technical assistance, conducted department-wide assessments, and facilitated change strategies tailored to each community’s needs. Our experience leading and advising on some of the Nation’s most complex and challenging reform efforts uniquely equips us to support Louisville in developing actionable, sustainable, and community-informed public safety solutions.

A key component of ELEFA’s framework for assessing compliance is ensuring that the police department and community stakeholders are made aware of how compliance is measured and developing clear standards, thresholds, and metrics in advance of conducting assessments or audits. As part of this approach, we will work with the LMPD to develop clear and concise compliance measures for each paragraph of the Community Commitment and work with LMPD to incorporate those measures in their Implementation Plan. We will communicate and explain those measures to the public so there is transparency for all stakeholders about how compliance is defined.

¹ Available at <https://ele4a.org>

² available at, <https://www.minneapolismn.gov/government/mayor/executive-orders/executive-order-2025-01/>.

It is important to appreciate, however, that compliance cannot be a mere “check the box” exercise. Rather, compliance must be determined by both quantitative and qualitative measures. It will be our responsibility to ensure that the LMPD and the public have a clear understanding of what those measures are and how compliance will be determined. In the final analysis, however, our chief role is to assess and report. In our experience, when police departments work collaboratively with Monitors in good faith, the result is much more constructive, oriented toward problem-solving, and fosters effective communication and alignment of the goals of both the members of the Department and the communities they serve and protect.

As laid out in Community Commitment Section I.B.3., assessments “will be conducted by the Independent Monitor for until Louisville Metro and LMPD demonstrate Substantial Compliance, as defined by Section I.E, and assume Self-Reporting for that Principal Section.” A strong, shared understanding of compliance metrics and standards are key to this transition of responsibility.

Our experience has led us to appreciate that successful change management demands tracking and managing numerous tasks that are competing for limited resources and coordinating the work of many individuals representing separate and independent participants. We will employ a compliance tracker (the “Tracker”) to track LMPD’s progress toward compliance that will include at least the following:

- Community Commitment Paragraph and Requirement
- Criteria to determine compliance with the requirement
- Compliance status for each requirement
- Next Task
- Individual(s) responsible for tasks
- Target Completion Date
- Documents or other materials reviewed to demonstrate compliance
- Other Notes

Our approach to determining compliance considers numerous factors, including but not limited to, the following:

- The number (or percentage) of compliant occurrences
- The importance of significance of non-compliant elements relative to the Commitment’s requirements and goals.
- The existence and timing of a corrective action plan.
- The overall compliance trend for the specified requirement.

In addition to compliance ratings set forth in the Commitment, ELEFA proposes to also designate which requirements are “in progress” or “not started” as outlined by paragraph 48 of the Community Commitment, although we will work with LMPD and Louisville Metro to determine and define the compliance measures. For each element of the Community Commitment, we will describe to the LMPD and the public the criteria by which compliance will be measured and

assessed. ELEFA will meet regularly with LMPD leaders to review the Tracker, update progress, adjust, and align on next steps.

Preparing Semiannual Progress Reports

Our team has direct experience in producing concise, comprehensive progress reports. Our most recently published report on our work in Minneapolis can be found at <https://ele4a.org/minneapolis-reports/>. Semiannual progress reports are crucial to providing the community with a transparent view into the police reform process. In our experience, progress reporting should closely follow the implementation plan and clearly identify the Department's efforts toward achieving compliance as well as any obstacles or challenges that may be hindering compliance. Status on the progress of each topic area of the Community Commitment will be highlighted along with reports on the results of public and LMPD member feedback on the reform process. A visual "report card" (RFP Scope of Work 2.d.) will be generated using the Tracker (see Evaluating Implementation via Compliance Assessments) as a basis.

Conducting a Comprehensive Reassessment

ELEFA will use our project management approach to continuously track progress on all sections of the Community Commitment. After 30 months of monitoring, ELEFA will follow the process for conducting the comprehensive reassessments and provide compliance ratings for each provision of the Community Commitment. ELEFA will share the draft comprehensive reassessment report with LMPD and Louisville Metro to obtain feedback on its contents prior to submission to the Community Safety Commission. Upon finalizing the report, ELEFA will publish it on our website and conduct public meetings to discuss its contents with the Louisville community.

Additional Duties to Achieve Compliance

Our team's combined experience advising city officials, police executives, and civilian review boards uniquely positions us to guide the LMPD through every phase of its reform process, from policy and training review to providing recommendations. As contemplated in the RFP Specifications, the ELEFA team will submit a set of monitoring protocols delineating the team's roles and responsibilities (see Key Personnel); outlining protocols for communication with LMPD, Louisville Metro, and the public (see Community Engagement and Communications); and describing methods of problem-solving.

Communications and Community Engagement

The ELEFA team has a proven track record of working with diverse communities across the US to develop a shared vision of policing and empower members of the community to partner with their local law enforcement in advocating for safer, more effective, and procedurally just policing. The ELEFA team represents this theory of change through its diverse backgrounds: civilians and policing experts partnering to effect change. This depth of experience has proven that, while difficult, the crucial work of changing a department's culture and practices can be accomplished. Brian Corr will

serve as the designated ELEFA community liaison (Community Commitment 1.B.9., ¶152). He will be supported by Marcia Thompson.

Louisville's Community Commitment envisions a robust community engagement element to the work of the selected monitor (Community Commitment 1.B.9.). ELEFA proposes a community engagement structure that promotes public understanding of the Commitment and its implementation, sustained engagement, transparency, and accessibility.

The ELEFA team will maintain a public website as a central hub for accessible information. All formal reports will be accompanied by concise fact sheets summarizing key developments, written in plain language, slide decks, and video recordings of any public presentations related to the report. The website will also offer space for community members to submit feedback, questions, or comments to the ELEFA Louisville team.

ELEFA will host quarterly community meetings. Two of those meetings will follow the release of our Semiannual Reports. In these meetings we will provide an opportunity to report progress, explain how and why the new policies and practices advance the Commitment's goals, and answer community questions. For example, in Minneapolis, in addition to providing updates concerning progress toward implementing its Settlement Agreement requirements, we have educated attendees on how we review policies and training, shown how newly adopted policies and training are superior to those they replaced, explained our change management approach, and other topics. Videos of these meetings can be found on our Minneapolis [website](#).³

The meetings will include an anonymous participant survey (accessible via QR code or link) to assess clarity, usefulness, and accessibility; as well as requests for new topics or publicly available virtual information sessions. We will use the feedback from these surveys to improve the utility of these meetings for the public.

ELEFA recognizes and values the importance of gauging public perception of the extent to which the goals of the Commitment are achieved. To achieve these measures cost-effectively, ELEFA proposes to work with interested community organizations broadly representative of the Louisville community to receive feedback from their members and/or constituents. ELEFA will identify these organizations in conjunction with LMPD and Louisville Metro, and the Commission, as well as through self-identification through our website. Our goal will be to receive feedback from a broad, representative cross-section of the Louisville community, including demographic characteristics such as race, ethnicity, gender identification, sexual preference, incarceration history, mental health issues, youth, vulnerable populations, and other groups that are often difficult to reach through randomly distributed, individual surveys. This approach will also give the Louisville community an understanding of those groups engaged in policing issues. For example, the information can be used, to generate a community map representing organizations for whom policing is part of their mission, as we have provided in [Minneapolis](#).⁴

³ Available at <https://ele4a.org/minneapolis-news/>

⁴ Available at <https://ele4a.org/minneapolis-news/>

We will seek feedback to identify concerns, knowledge gaps, and priority issues to inform both public engagement and internal focus. Sample topics include:

- Top concerns related to public safety and police reform;
- Perceptions of and experiences with the LMPD;
- Quality of LMPD service;
- The method of engagement with the implementation process (meetings, materials, updates, etc.)

The specific methodology, distribution, and questions will be subject to approval by LMPD and the Community Commission. Coordination with the Community Safety Commission, which has been formed by the City of Louisville related to the Community Commitment, will also be crucial to ensuring that the community is being engaged, involved, and brought along in the reform process.

As envisioned by the Commitment, ELEFA will collaborate with the Community Safety Commission in the following ways:

- Submit Semiannual Reports (see Preparing Semiannual Progress Reports)
- Attend Commission meetings to share findings as appropriate
- Offer briefings and accessible materials tailored to Commission needs
- Gather Commission feedback to refine community engagement

Communication, outreach and engagement with LMPD will also be key to the long-term success of police reform in Louisville. Both as sworn officers and as members of the community, officers in LMPD must be involved in the processes of reform and feel that their needs are being met. The ELEFA Louisville team will designate Sheree Briscoe, who oversaw Baltimore's officer wellness section as Deputy Commissioner of Administration, as our officer liaison (Community Commitment 1.B.9., ¶153). She will serve as a point of contact for officers and fulfil the obligations contemplated in the Community Commitment.

Outside of the scope of public meetings, ELEFA representatives will speak publicly only as permitted by the Community Commitment. All communications will be coordinated to reflect transparency, accuracy, and neutrality.

Key Personnel

ELEFA has assembled a team with the demonstrated ability to provide the residents of Louisville with greater transparency for how their police department operates. The members of our team outlined in this proposal either have first-hand experience serving in a police department that has been audited or monitored or have themselves served as an auditor or monitor of a police department. Some members have experience serving in both roles. The breadth and depth of practical experience in managing police departments through comprehensive reform efforts while

navigating rigorous oversight requirements are what sets our team apart from other organizations that typically offer auditing or monitoring services.

MICHAEL S. HARRISON is a nationally recognized leader in constitutional and community-based policing, known for guiding major police departments through federal consent decree reforms. He most recently served as Commissioner of the Baltimore Police Department (2019–2023) and previously led the New Orleans Police Department, where he served for nearly 30 years, including four as Superintendent.

ERIC J. MELANCON brings over 14 years of experience in consulting and government service, with a focus on advising law enforcement and public safety agencies on organizational reform, compliance, and performance management. He currently serves on the Independent Evaluator Team for ELEFA overseeing the implementation of a Court-Enforceable Agreement requiring reforms within the Minneapolis Police Department.

SHEREE BRISCOE STEWART is a retired Deputy Commissioner of the Baltimore Police Department (BPD), where she served with distinction for over 29 years. The first African American woman to attain this rank in BPD history, she led both the Administrative and Operations Bureaus, overseeing a \$590 million budget and critical functions including Patrol, Investigations, Human Resources, Fiscal Services, Recruitment, and more.

BRIAN J. CORR is a nationally respected leader in civilian oversight, equity, and community resilience, with nearly 40 years of experience in government and nonprofit sectors. From 2008 to June 2025, he served as a department head in the City of Cambridge, leading both the Police Review & Advisory Board and the Cambridge Peace Commission. In these roles, he oversaw independent investigations of police misconduct, advised on policing policies, and led trauma-informed responses to violence and civic conflict.

Below, Table 1 indicates the role and area of responsibility assumed by each team member. The breadth of experience of the core team allows us to offer a small, tightly knit, cross-functional team including a Lead Monitor and several Deputies, which is well suited to the scope and role the RFP describes for the monitoring team. This core team will be supported as necessary by ELEFA associates and subject matter experts.

Team Member	ELEFA Title	Responsibilities
Michael Harrison	Lead Monitor	Primary liaison to LMPD, Louisville Metro Government, and Community Safety Commission; oversees all topics
Eric Melancon	Deputy Monitor	Team Lead for Agency Management and Supervision, Recruitment & Hiring, Training Reviews, Semiannual Progress Reports, Data Collection & Analysis, and Compliance Assessments
Sheree Briscoe	Deputy Monitor	Team Lead for Use of Force, Warrant Applications & Executions, Protests and

		Demonstrations, Street Enforcement, and Sexual Misconduct, Sexual Assault, & Domestic Violence
Brian Corr	Deputy Monitor	Team Lead for Community-Based Public Safety, Fair and Impartial Enforcement, and Misconduct Investigations & Discipline
Dr. Laura Wyckoff	Senior Advisor	Areas of Focus: Policing reform expertise and data driven best practices
Marcia Thompson	Senior Advisor	Areas of Focus: Community engagement support and policing reform expertise
Lisa Fink	Associate Monitor	Team Lead for Policy Reviews
Julie Solomon	Associate Monitor	Team Lead for Individuals with Behavioral Health Disabilities and Officer & Employee Assistance & Support
William “Bill” Murphy	Associate Monitor	Areas of Focus: Training Reviews
Ian Dombroski	Subject Matter Expert	Areas of Focus: Use of Force, Performance Review Boards, Audits & Data Analytics
Murphy Paul, Jr.	Subject Matter Expert	Areas of Focus: Street Enforcement, Warrant Applications & Executions, other police operational topics (as needed)
Zoe Russek-Sobol	Subject Matter Expert	Areas of Focus: Early Intervention, Body Worn Cameras, and Data Analysis
Samantha Rhinerson	Subject Matter Expert	Areas of Focus: Policy Reviews, Training Reviews, Compliance Assessments, and Data Analysis
Jason Armstrong	Subject Matter Expert	Areas of Focus: Community-Based Public Safety, Protests & Demonstrations, and other police operational topics (as needed)

A short description of the work history for each proposed team member is provided in the Appendix along with full resumes for the team.

Additionally, **DAVID DOUGLASS**, in his capacity as President of ELEFA he will contribute his change management experience and help ensure that the Team’s work reflects ELEFA’s commitment to effective collaborative reform. David is a partner at Sheppard Mullin’s Governmental Practice and a former managing partner of the firm’s Washington D.C. office. He currently serves as the Co-Independent Evaluator of the Minneapolis Settlement Agreement calling for reform of policing in Minneapolis and has Deputy Consent Decree Monitor for the Consent Decree requiring reform of the New Orleans Police Department. A graduate of Yale College (1981) and Harvard Law School (1985 cum laude), he has spent over 40 years building a distinguished legal and public service career. After graduating law school, to preserve affordable housing in Boston’s South End, he co-founded a community development organization that developed Langham Court, an award-winning 90-unit mixed-income development. He has served as an Assistant United States Attorney and as a

Department of Justice Civil Rights Prosecutor. He has conducted investigations into system failures by the Bureau of Alcohol Tobacco and Firearms (ATF) and the United States Secret Service.

References

Client: City of Minneapolis (Minnesota)

Contract Duration: 2024-2028

Project Description: Evaluating the implementation of court-ordered reforms of the Minneapolis Police Department (MPD) as the Independent Evaluator for the Settlement Agreement between the Minnesota Department of Human Rights and the City of Minneapolis as well as the federal Consent Decree agreed on by the Department of Justice and the City of Minneapolis. Topic areas include: policy revision and training for updated requirements for use of force, stops/searches/arrests, and non-discriminatory policing; implementation of body worn cameras, data systems improvements, enhanced transparency and officer accountability, more resources for officer support and wellness and overseeing public engagement of the policy review process.

Contact information: Bureau Chief Ganesha Martin, MPD Bureau of Constitutional Policing; Phone: (505) 306-3200; Email: ganesha.marting@minneapolismn.gov

Contact information: Jennifer Saunders, Managing Attorney, City Attorney's Office; Phone: (612) 364-2795; Email: jennifer.saunders@minneapolismn.gov

Client: Montgomery County (Maryland) / Montgomery County Police Department

Contract Duration: 2021-2023

Project Description: Audit of Montgomery County Police Department (Maryland) through the Reimagining Public Safety Initiative Task Force. Conducted the audit of the MCPD practices and made a series of recommendations for reforms that reflected the audit's findings and the Task Force's recommendations and policy goals. Report can be found on the Montgomery County website.

Contact information: Former MCPD Chief Marcus Jones; Phone: (240) 740-3066; Email: Marcus_G_Jones@mcpsmd.org.

Contact information: Dr. Earl Stoddard, Assistant CAO of Montgomery County, Phone: (240) 777-0311; Email: Earl.Stoddard@montgomerycountymd.gov

Client: City of Orlando (Florida) / Orlando Police Department

Contract Duration: 2021

Project Description: Review of the Orlando Police Department to support the City’s Community Trust & Equity Initiative, “to further community policing and reform in an effort to address racial inequity in the Orlando community.” The methodology was based on the core elements essential to supporting an independent and objective evaluation and analysis of the Police Department’s management, administration, operations, and outcomes. Work completed as a subcontractor to the Bowman Group. This report can be found on the [City of Orlando’s website](#).

Additional references for each of ELEFA’s engagements listed above can be provided upon request.

Budget

ELEFA is proposing a not-to-exceed budget for the first year of monitoring at \$750,000.

ELEFA is providing budget information for the first two years as requested in the RFP specifications in the Appendix of this proposal.

The hourly rates proposed by ELEFA are as follows:

- Lead Monitor: \$420
- Deputy Monitor: \$360
- Associate Monitor: \$336
- Subject Matter Expert/Senior Advisor: \$293

Projected hourly commitments in the first year of work are as follows:

- Lead Monitor: 335 hours
- Deputy Monitors and Associate Monitors: 997 hours
- Subject Matter Experts/Senior Advisors: 792 hours

ELEFA currently uses a software system to closely manage time and expenses. We conduct internal reviews of expenses each week and each month to make adjustments as required in order to remain within budget. In the first two years, we would expect annual costs to be at or below \$750,000. As Louisville Metro assumes greater self-assessment capacity, we anticipate annual hourly costs to be reduced provided LMPD is making measurable progress toward compliance.

Disclosures

ELEFA believes that the proposed team members do not have actual, potential, or perceived conflicts of interest as outlined in the RFP specifications.

However, in the interests of disclosure, ELEFA is providing the following information:

Samantha Rhinerson has advised ELEFA that recently was contracted by Louisville Metro Government to complete work on an after-action review of the Old National Bank Critical Incident

that occurred in April 2023. This work is nearing finalization and is anticipated to be completed prior to any contract award date.

Marcia Thompson has advised that she previously served as a project co-lead of a Jensen Hughes team hired by the City of Louisville in 2020 to conduct an assessment of the Louisville Metro Police Department. The work concluded in 2021. She has since left Jensen Hughes.

Appendix

Availability for Interviews

If ELEFA is invited to participate in the Stage 2 interview process, we anticipate that ELEFA's President, David Douglass, would attend along with the proposed Lead Monitor and Deputy Monitors that are identified in this proposal. A list of the availability for each member in the month of August 2025 is provided below:

Team Members	Role	Availability in August 2025
David Douglass	President of ELEFA	Any dates
Michael Harrison	Proposed Lead Monitor	Any dates
Eric Melancon	Proposed Deputy Monitor	Any dates except 8/27 & 8/28
Sheree Briscoe	Proposed Deputy Monitor	Any dates except 8/14 through 8/22
Brian Corr	Proposed Deputy Monitor	Any dates except 8/16 through 8/18

Budget Spreadsheet

Budget for Effective Law Enforcement for All (ELEFA)'s proposal to serve as Independent Monitor for the implementation of the Community Commitment between the residents of Louisville and the Louisville Metro Police Department

Notes and Assumptions:

1. The average daily travel expense of \$400 is a rounded planning average based on a travel expense analysis of 16 months of actual travel costs incurred by team members of ELEFA's current Independent Monitor contract in Minneapolis, Minnesota. This planning figure assumes:
 - Coach air travel only
 - Government lodging rates at a suitable hotel within reasonable distance of the work site
 - Meals and incidentals paid at a flat per diem rate of \$59.25 for travel days and \$79 for full days
 - Rideshare or taxi to and from home airport and for official business in and around work areas on site. No rental cars.
2. Each full day of travel will consist of 8 hours of billed work. Travel days may include billed work, depending on travel timing and member availability on day of travel.
3. Travel expenses will be reimbursed at actual cost only, except for a daily per diem to cover meals and incidentals.
4. Hourly work will be tracked by ELEFA's Harvest Timekeeping software, which all team members will use to track hours and expenses. Hours will be rounded to the nearest 1/4 hour. Detailed itemized descriptions of work tasks and durations, as well as all airfare, lodging, and transportation cost receipts will be provided with each monthly invoice.
5. The summative monthly hours used for each team member type in this budget are based on the quantity and pace of work experienced by ELEFA's Independent Monitor Team in Minneapolis since March 2024. A detailed analysis of this work was used as the baseline for these monthly anticipated work hours.
6. While the anticipated work hour quantities used are based on our Minneapolis team's actual workload, the pace of work is also affected by:
 - the pace of work conducted by the city and the police department
 - the time of year and the city's holiday schedule
 - planned or unplanned major events affecting city and police department personnel availability
 - the contracting process and cycle used by the city and the police department to procure related contracts, including support services, IT systems, etc.
7. Workload in the first several months is more intense as the Independent Monitor Team familiarizes itself with the people, processes, systems, facilities, and expectations of the client. The budget for these months generally exceeds the monthly target budget (in this case \$62,500/mo). This budget builds in three no or low-travel months where billing will be lower than the monthly target so as to get back in line with the annual cap of \$750,000. We anticipate having these no- or low-travel months in December, May, and August, when many people (police and city workers included) plan leaves. It has made sense for our team in Minneapolis to synchronize our "catch-up" months with the times that police and city workers are already taking leave, and we anticipate this would also make sense in Louisville.
8. The ELEFA organization will provide support services to the Independent Monitor Team (ELEFA's "overhead" costs) including timekeeping, invoicing, payroll, IT system licenses and support, insurance, tax filing, website creation and maintenance, and general administrative support. These services are provided without expectation of reimbursement from the client to ELEFA and are included as part of the proposed package of services. The city of Louisville will incur no additional costs for these support services to the team beyond the hourly pay rates and travel expense reimbursements indicated in this budget.

Budget Target	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
	\$ 62,500.00	\$ 62,500.00	\$ 62,500.00	\$ 62,500.00	\$ 62,500.00	\$ 62,500.00
Representative Significant Activities	Orientation briefings; Meet & Greets; Site visits; In-person Community engagement; Union leadership meeting; Develop monitoring protocols; credentialing	Roll calls & ride alongs; Trust building; Understanding data systems; Process reviews; Facilities reviews; Development of tracking systems; review implementation plan; submit monitoring protocols	Policy reviews; Process Reviews; Data systems fact-finding; Community engagement; Leadership engagement; finalize implementation plan; Small public meeting	Policy reviews; training reviews and observations; officer engagement and wellness fact-finding; Virtual community engagement	Policy reviews; Data systems assessments; Discipline process observations; Project management; Training observations	Semiannual report prep; Public meeting; website dashboard; implementation team mini-retreat
	Days on Site	Cost	Days on Site	Cost	Days on Site	Cost
Team Lead Days on Site	3 \$ 1,200.00	3 \$ 1,200.00	3 \$ 1,200.00	\$ -	3 \$ 1,200.00	3 \$ 1,200.00
Core Team Days on Site	12 \$ 4,800.00	3 \$ 1,200.00	6 \$ 2,400.00	\$ -	3 \$ 1,200.00	9 \$ 3,600.00
Assoc/SME/Advisor Days on Site	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel Cost Subtotal	15 \$ 6,000.00	6 \$ 2,400.00	9 \$ 3,600.00	0 \$ -	6 \$ 2,400.00	12 \$ 4,800.00
	Hours	Cost	Hours	Cost	Hours	Cost
Team Lead Hours	38 \$ 15,960.00	29 \$ 12,180.00	29 \$ 12,180.00	29 \$ 12,180.00	29 \$ 12,180.00	29 \$ 12,180.00
Core Team Hours	95 \$ 32,300.00	76 \$ 25,840.00	86 \$ 29,240.00	76 \$ 25,840.00	86 \$ 29,240.00	95 \$ 32,300.00
Assoc/SME/Advisor Hours	80 \$ 23,440.00	53 \$ 15,529.00	68 \$ 19,924.00	57 \$ 16,701.00	63 \$ 18,459.00	84 \$ 24,612.00
Time Cost Subtotal	213 \$ 71,700.00	158 \$ 53,549.00	183 \$ 61,344.00	162 \$ 54,721.00	178 \$ 59,879.00	208 \$ 69,092.00
Anticipated Total Monthly Cost	\$ 77,700.00	\$ 55,949.00	\$ 64,944.00	\$ 54,721.00	\$ 62,279.00	\$ 73,892.00
Anticipated One-time expenses						
Cumulative Budget Target	\$ 62,500.00	\$ 125,000.00	\$ 187,500.00	\$ 250,000.00	\$ 312,500.00	\$ 375,000.00
Cumulative Actual	\$ 77,700.00	\$ 133,649.00	\$ 198,593.00	\$ 253,314.00	\$ 315,593.00	\$ 389,485.00
Δ	\$ 15,200.00	\$ 8,649.00	\$ 11,093.00	\$ 3,314.00	\$ 3,093.00	\$ 14,485.00

Budget Target	Month 13		Month 14		Month 15		Month 16		Month 17		Month 18	
	\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00	
Significant Activities	Review public feedback; In-person community engagement		In-person community engagement; Compliance assessments		Review updated implementation plan; Compliance assessments; Small public meeting		TBD		TBD		Semiannual report prep; Public meeting	
	Days on Site		Cost		Days on Site		Cost		Days on Site		Cost	
Team Lead Days on Site	3	\$ 1,200.00	3	\$ 1,200.00	3	\$ 1,200.00		\$ -	3	\$ 1,200.00	3	\$ 1,200.00
Core Team Days on Site	3	\$ 1,200.00	12	\$ 4,800.00	6	\$ 2,400.00		\$ -	3	\$ 1,200.00	9	\$ 3,600.00
Assoc/SME/Advisor Days on Site		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
Travel Cost Subtotal	6	\$ 2,400.00	15	\$ 6,000.00	9	\$ 3,600.00	0	\$ -	6	\$ 2,400.00	12	\$ 4,800.00
	Hours		Cost		Hours		Cost		Hours		Cost	
Team Lead Hours	29	\$ 12,180.00	38	\$ 15,960.00	29	\$ 12,180.00	29	\$ 12,180.00	29	\$ 12,180.00	29	\$ 12,180.00
Core Team Hours	76	\$ 25,840.00	95	\$ 32,300.00	86	\$ 29,240.00	76	\$ 25,840.00	86	\$ 29,240.00	95	\$ 32,300.00
Assoc/SME/Advisor Hours	60	\$ 17,580.00	60	\$ 17,580.00	68	\$ 19,924.00	57	\$ 16,701.00	63	\$ 18,459.00	84	\$ 24,612.00
Time Cost Subtotal	165	\$ 55,600.00	193	\$ 65,840.00	183	\$ 61,344.00	162	\$ 54,721.00	178	\$ 59,879.00	208	\$ 69,092.00
Anticipated Total Monthly Cost	\$ 58,000.00		\$ 71,840.00		\$ 64,944.00		\$ 54,721.00		\$ 62,279.00		\$ 73,892.00	
Anticipated One-time expenses												
Cumulative Budget Target	\$ 62,500.00		\$ 125,000.00		\$ 187,500.00		\$ 250,000.00		\$ 312,500.00		\$ 375,000.00	
Cumulative Actual	\$ 58,000.00		\$ 129,840.00		\$ 194,784.00		\$ 249,505.00		\$ 311,784.00		\$ 385,676.00	
Δ	\$ (4,500.00)		\$ 4,840.00		\$ 7,284.00		\$ (495.00)		\$ (716.00)		\$ 10,676.00	

Constants		
Average Daily Travel Cost	\$	400
Team Lead Hourly Bill Rate	\$	420
Average Core Hourly Bill Rate	\$	340
Average Hourly Assoc/SME/Adv Bill Rate	\$	293

Team Member	Role/Pay Rate
Michael Harrison	Lead
Eric Melancon	Deputy (Core)
Sheree Briscoe	Associate Monitor (Core)
Brian Corr	Associate Monitor (Core)
Bill Murphy	Associate Monitor
Julie Solomon	Associate Monitor
Lisa Fink	Associate Monitor
Ian Dombroski	SME
Samantha Rhinerson	SME
Zoe Russek-Sobol	SME
Jason Armstrong	SME
Denise Chandler	SME
Murphy Paul	SME
Marcia Thompson	Senior Advisor
Laura Wyckoff	Senior Advisor

Month 7		Month 8		Month 9		Month 10		Month 11		Month 12		Year 1 Totals	
\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 750,000.00	
Accountability structures; Officer mental health and wellness resource review; Annual Training Plan review; review public feedback		Technology interoperability review; Compliance assessment planning		Conduct initial compliance assessments; Small public meeting		Conduct compliance assessments;		Year 2 planning;		Semiannual report prep; Public meeting; submit Yr 1 budget actuals and Yr 2 budget			
3	\$ 1,200.00		\$ -	3	\$ 1,200.00		\$ -	3	\$ 1,200.00	3	\$ 1,200.00	27	\$ 10,800.00
3	\$ 1,200.00		\$ -	9	\$ 3,600.00		\$ -	3	\$ 1,200.00	9	\$ 3,600.00	57	\$ 22,800.00
	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
6	\$ 2,400.00	0	\$ -	12	\$ 4,800.00	0	\$ -	6	\$ 2,400.00	12	\$ 4,800.00	84	\$ 33,600.00
Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
25	\$ 10,500.00	24	\$ 10,080.00	25	\$ 10,500.00	24	\$ 10,080.00	25	\$ 10,500.00	29	\$ 12,180.00	335	\$ 140,700.00
72	\$ 24,480.00	76	\$ 25,840.00	92	\$ 31,280.00	76	\$ 25,840.00	72	\$ 24,480.00	95	\$ 32,300.00	997	\$ 338,980.00
63	\$ 18,459.00	57	\$ 16,701.00	63	\$ 18,459.00	57	\$ 16,701.00	63	\$ 18,459.00	84	\$ 24,612.00	792	\$ 232,056.00
160	\$ 53,439.00	157	\$ 52,621.00	180	\$ 60,239.00	157	\$ 52,621.00	160	\$ 53,439.00	208	\$ 69,092.00	2124	\$ 711,736.00
	\$ 55,839.00		\$ 52,621.00		\$ 65,039.00		\$ 52,621.00		\$ 55,839.00		\$ 73,892.00		\$ 745,336.00
	\$ 437,500.00		\$ 500,000.00		\$ 562,500.00		\$ 625,000.00		\$ 687,500.00		\$ 750,000.00		\$ 4,664.00
	\$ 445,324.00		\$ 497,945.00		\$ 562,984.00		\$ 615,605.00		\$ 671,444.00		\$ 745,336.00		\$ 750,000.00
	\$ 7,824.00		\$ (2,055.00)		\$ 484.00		\$ (9,395.00)		\$ (16,056.00)		\$ (4,664.00)		\$ 0

Month 19		Month 20		Month 21		Month 22		Month 23		Month 24		Year 2 Totals	
\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 62,500.00		\$ 750,000.00	
TBD		TBD		Small public meeting		TBD		Monotor team internal assessment and Yr 2 planning		Semiannual report prep; Public meeting; submit Yr 2 budget actuals and Yr 3 budget			
3	\$ 1,200.00		\$ -	3	\$ 1,200.00		\$ -	3	\$ 1,200.00	3	\$ 1,200.00	27	\$ 10,800.00
3	\$ 1,200.00		\$ -	9	\$ 3,600.00		\$ -	3	\$ 1,200.00	9	\$ 3,600.00	57	\$ 22,800.00
	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	0	\$ -
6	\$ 2,400.00	0	\$ -	12	\$ 4,800.00	0	\$ -	6	\$ 2,400.00	12	\$ 4,800.00	84	\$ 33,600.00
Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost		
25	\$ 10,500.00	24	\$ 10,080.00	25	\$ 10,500.00	24	\$ 10,080.00	25	\$ 10,500.00	29	\$ 12,180.00	335	\$ 140,700.00
72	\$ 24,480.00	76	\$ 25,840.00	92	\$ 31,280.00	76	\$ 25,840.00	72	\$ 24,480.00	95	\$ 32,300.00	997	\$ 338,980.00
63	\$ 18,459.00	57	\$ 16,701.00	63	\$ 18,459.00	57	\$ 16,701.00	63	\$ 18,459.00	84	\$ 24,612.00	779	\$ 228,247.00
160	\$ 53,439.00	157	\$ 52,621.00	180	\$ 60,239.00	157	\$ 52,621.00	160	\$ 53,439.00	208	\$ 69,092.00	2111	\$ 707,927.00
	\$ 55,839.00		\$ 52,621.00		\$ 65,039.00		\$ 52,621.00		\$ 55,839.00		\$ 73,892.00		\$ 741,527.00
	\$ 437,500.00		\$ 500,000.00		\$ 562,500.00		\$ 625,000.00		\$ 687,500.00		\$ 750,000.00		\$ 750,000.00
	\$ 441,515.00		\$ 494,136.00		\$ 559,175.00		\$ 611,796.00		\$ 667,635.00		\$ 741,527.00		\$ 750,000.00
	\$ 4,015.00		\$ (5,864.00)		\$ (3,325.00)		\$ (13,204.00)		\$ (19,865.00)		\$ (8,473.00)		\$ -

Team Bios

Lead Monitor

MICHAEL S. HARRISON is a nationally recognized leader in constitutional and community-based policing, known for guiding major police departments through federal consent decree reforms. He most recently served as Commissioner of the Baltimore Police Department (2019–2023) and previously led the New Orleans Police Department, where he served for nearly 30 years, including four as Superintendent.

Commissioner Harrison has built a strong reputation for implementing reform mandates, improving police-community trust, and applying evidence-based strategies that have led to crime reductions. He has effectively collaborated with community stakeholders, elected officials, and law enforcement leaders to promote accountability and transparency.

A respected voice in national policing, Commissioner Harrison served on the Board of the Police Executive Research Forum (PERF), including as President from 2021 to 2023. He has also been active with the Major Cities Chiefs Association, the International Association of Chiefs of Police, and the National Organization of Black Law Enforcement Executives.

Commissioner Harrison holds a B.S. in Criminal Justice from the University of Phoenix and a Master's in Criminal Justice from Loyola University New Orleans. He is a graduate of the FBI National Executive Institute and Northwestern University's School of Police Staff and Command.

Deputy Monitors

ERIC J. MELANCON brings over 14 years of experience in consulting and government service, with a focus on advising law enforcement and public safety agencies on organizational reform, compliance, and performance management. He currently serves on the Independent Evaluator Team for ELEFA overseeing the implementation of a Court-Enforceable Agreement requiring reforms within the Minneapolis Police Department.

From August 2022 to October 2023, Mr. Melancon served as Deputy Commissioner of Compliance at the Baltimore Police Department (BPD), where he oversaw critical units including Consent Decree Implementation, Education and Training, IT, 911 Dispatch, Records Management, and Equity. Prior to that, he was Chief of Staff to the BPD Police Commissioner (2019–2022), where he coordinated staffing strategies, consent decree compliance, and led BPD's collective bargaining negotiations in 2021.

Earlier, Mr. Melancon served as Deputy Chief of Staff at the New Orleans Police Department (2017–2019), where he designed a pay plan that significantly reduced officer attrition and spearheaded key reforms in recruitment, promotions, and command accountability. Throughout his career, Mr. Melancon has led strategic initiatives that advance police reform, operational efficiency, and community trust in policing institutions.

SHEREE BRISCOE STEWART is a retired Deputy Commissioner of the Baltimore Police Department (BPD), where she served with distinction for over 29 years. The first African American woman to attain this rank in BPD history, she led both the Administrative and Operations Bureaus, overseeing a \$590 million budget and critical functions including Patrol, Investigations, Human Resources, Fiscal Services, Recruitment, and more.

A transformative leader, Mrs. Briscoe-Stewart played a key role in advancing police reform, agency accountability, and community engagement. She notably served as Commander of the Western District during the critical weeks following the 2015 civil unrest, launching outreach initiatives that laid the groundwork for community policing. Her leadership is widely recognized for being direct, compassionate, and committed to change.

She is a graduate of the FBI National Academy (Session #276), earned her bachelor's degree in Criminal Justice from Coppin State University, and participated in the 2020–2021 Leadership Baltimore cohort. Her honors include the Baltimore State's Attorney Shield Award, Equal Justice Partner Award, Public Safety Leadership Award, and the Coppin State Distinguished Eagle Trailblazer Award.

BRIAN J. CORR is a nationally respected leader in civilian oversight, equity, and community resilience, with nearly 40 years of experience in government and nonprofit sectors. From 2008 to June 2025, he served as a department head in the City of Cambridge, leading both the Police Review & Advisory Board and the Cambridge Peace Commission. In these roles, he oversaw independent investigations of police misconduct, advised on policing policies, and led trauma-informed responses to violence and civic conflict.

A Certified Practitioner of Oversight, Mr. Corr served for nearly a decade on the Board of the National Association for Civilian Oversight of Law Enforcement (NACOLE), including three years as President. He has consulted with numerous cities—including Amherst, Berkeley, and Baltimore—on developing oversight frameworks and building public trust.

Before his municipal service, Corr held senior nonprofit leadership roles, including with the ACLU of Massachusetts and Grassroots International, focusing on civil liberties, homelessness, and civic empowerment. He is a skilled facilitator and trainer in equity, civilian oversight, and dialogue across difference, with experience across the U.S., Canada, and Mexico.

Associate Monitors

Lisa Fink is a policy analyst and writer specializing in police reform, with expertise in ensuring law enforcement agency compliance with federal and state mandates. Since 2017, she has served as a Policy Writer and Analyst for the Baltimore Police Department, aligning departmental policies with a federal Consent Decree and Maryland law. She currently leads policy compliance work for the Independent Evaluator Team overseeing the Minneapolis Police Department's Settlement Agreement with the Minnesota Department of Human Rights, where she assesses policies for legal and best practice alignment.

Ms. Fink also consults with Johns Hopkins University as it develops a new police department, guiding policy development to meet CALEA standards, legal requirements, and community expectations. Her prior reform work includes serving on the Monitoring Team for the Cleveland Division of Police Consent Decree (2020–2024) and advising the Puerto Rico Police Bureau on policy compliance under federal oversight.

Before focusing on policing, Ms. Fink spent over a decade in community-based roles, including advocacy for Spanish-speaking victims, domestic violence prevention, immigration legal support, restorative justice facilitation, and Spanish/English interpretation. Her work is grounded in community engagement, trauma-informed practice, and a strong commitment to justice and equity in policing and public safety.

JULIE SOLOMON is a nationally recognized expert in police reform, with more than 15 years of experience consulting with law enforcement agencies and communities on crisis intervention, behavioral health response, and officer wellness. She currently serves on the Independent Evaluator Team for the Minneapolis Police Department Settlement Agreement, where she leads monitoring efforts related to officer wellness and behavioral health crisis response. She is also the author of *A Community Guide to Best Practices for Alternative Response to Persons in Mental and Behavioral Health Crisis*, published by Effective Law Enforcement for All (ELEFA).

Ms. Solomon is the Associate Monitor for Crisis Intervention under the Chicago Police Department Consent Decree and has received FBI training as a Crisis Negotiator. Previously, she served as Vice President of Emergency Stabilization Services at Wyandot Behavioral Health Center in Kansas City, where she helped design and implement innovative programs including co-responder models, jail diversion, and crisis drop-off centers.

She has presented nationally on evidence-based police-mental health partnerships and continues to support reforms that promote public safety, accountability, and trust. Ms. Solomon holds a B.A. in Criminal Justice and Psychology from Western Michigan University, an MSW from Smith College School for Social Work, and an MBA from the University of St. Mary.

Subject Matter Experts

IAN A. DOMBROSKI is a legal and law enforcement professional with over 25 years of experience in prosecution, police leadership, compliance oversight, and education. He currently serves as an Assistant State's Attorney in the Special Prosecution Division of the Montgomery County State's Attorney's Office in Maryland, where he handles complex criminal matters and mentors junior attorneys. Admitted to the Maryland Bar in 2004, he earned his J.D. with honors from the University of Baltimore and holds a B.A. in Physics from the College of the Holy Cross.

Dombroski spent 25 years with the Baltimore Police Department, rising to the rank of Major and leading critical divisions including Internal Affairs, the Special Investigation Response Team (SIRT), and the Performance Standards Section responsible for Consent Decree compliance. His work advanced internal accountability, transparency, and public trust through reforms like the Preliminary Discipline Offer Program and public-facing data tools.

He played a key role in federal Consent Decree implementation, working closely with the DOJ and independent monitors. Dombroski also teaches criminal justice at Stevenson University and coaches youth basketball. Recognized by the FBI and U.S. Attorney's Office, his career reflects a principled commitment to justice, integrity, and institutional reform.

MURPHY J. PAUL, JR. is a respected law enforcement leader with 33 years of service in policing, including leadership at both the state and municipal levels. He began his career with the Louisiana State Police (LSP), where he served for 27 years and rose to the rank of Deputy Superintendent. During his tenure, he led operations in Gaming Enforcement, Criminal Investigations, Internal Affairs, Special Investigations, and the State Fusion Center.

In 2018, He was appointed Chief of the Baton Rouge Police Department (BRPD), serving until his retirement in January 2024. Chief Paul's tenure was marked by the implementation of 21st Century Policing strategies, emphasizing community engagement, accountability, and the use of technology. Under his leadership, BRPD launched a Real Time Crime Center, a public crime dashboard, the Connect Blue community camera program, and initiatives such as the Citizens Academy, Chief's Advisory Council, and a leadership development program. He also led efforts to release BRPD from a 38-year federal consent decree related to hiring practices.

Chief Paul has served on numerous state and national boards, including the IACP Board of Directors. A graduate of the FBI National Academy and National Executive Institute, he holds a B.A. in Criminal Justice from Loyola University New Orleans.

WILLIAM "BILL" MURPHY is a retired Deputy Chief of Police with 33 years of service in the Los Angeles Police Department (LAPD), where he played a critical leadership role during the department's 12-year federal consent decree. Rising through the ranks from Lieutenant to Commander and Deputy Chief, he was instrumental in designing and implementing programs to achieve substantial compliance with mandated reforms.

Following his LAPD tenure, Deputy Chief Murphy served on the federal monitoring team for the New Orleans Police Department (NOPD) Consent Decree. He led efforts to restructure the department's entire training framework, including curriculum resequencing, creation of training manuals, compliance verification systems, and the development of the Annual Master Training Plan. His audit work resulted in key organizational changes to ensure constitutional policing practices.

He currently serves on the Independent Evaluator Team for the Minneapolis Police Department's Settlement Agreement, overseeing Use of Force and Training compliance and has also supported DOJ oversight of the Portland Police Bureau (PPB), contributing to post-protest evaluations and training reforms after the 2020 demonstrations. Since 2021, he has been affiliated with ELEFA, conducting performance audits for agencies such as the Orlando and Montgomery County Police Departments, with a focus on procedural justice and bias-free training.

ZOE RUSSEK-SOBOL is a public safety strategist with nearly a decade of experience advancing police accountability, evidence-based reform, and collaborative partnerships across law

enforcement, academia, government, and the private sector. She currently serves as Associate Director for Board Operations and Special Projects at the University of Chicago, managing governance for multiple institutional boards. Concurrently, she is Chief Program Officer for the National Association of Professional Staff in Public Safety, where she leads strategic planning and professional development initiatives for non-sworn public safety professionals nationwide.

Previously, Zoe held leadership roles at the University of Chicago Crime Lab and the National Policing Institute. She directed a \$9 million DOJ-funded initiative focused on constitutional policing, providing technical assistance and peer learning for departments across the U.S. At Axon Enterprises, she led community impact efforts, integrating equity and ethics into technology development and training.

Her early work includes directing large-scale police reform projects with the Chicago Police Department, such as the nation's largest randomized control trial of police training and a nationally recognized early intervention system. Zoe holds a master's in Public Policy from the University of Chicago and a B.A. in Statistics and Political Science from the University of Wisconsin–Madison. She also earned a Leadership Certificate from Harvard Business School Online. Her service includes roles on national boards addressing law enforcement wellness and community health.

SAMANTHA RHINERSON is a criminal justice professional with nearly a decade of experience supporting law enforcement oversight, consent decree monitoring, after-action reviews, and technical assistance initiatives at federal, state, and local levels. She currently serves as Senior Program Manager II at the National Policing Institute (NPI), managing a portfolio exceeding \$10 million in federal awards and leading major programs focused on violent crime reduction, technology deployment, and organizational accountability.

At NPI, Ms. Rhinerson leads cross-functional teams and works closely with law enforcement agencies, prosecutors, and federal partners including DOJ, BJA, and the COPS Office. She also consults for the Office of the Federal Monitor in Puerto Rico, supporting compliance reviews and community engagement for the Puerto Rico Police Bureau's consent decree. Previously, Ms. Rhinerson contributed to technical assistance and data analytics projects at Booz Allen Hamilton and CNA, including work on Baltimore Police Department after-action reviews and body-worn camera programs.

She holds an M.A. in Forensic and Legal Psychology from Marymount University and dual B.S. degrees in Criminal Justice and Psychology from Jacksonville State University, graduating magna cum laude. A published author and frequent national conference presenter, Ms. Rhinerson is recognized for her expertise in data-driven policing and commitment to justice reform.

JASON P. ARMSTRONG is a retired police chief and nationally respected public safety reform leader with over 20 years of experience transforming law enforcement and strengthening community trust. He is best known for his leadership as Police Chief in Ferguson, Missouri, where he spearheaded reform efforts under a federal consent decree following the Michael Brown Jr. incident. Chief

Armstrong worked collaboratively with residents, civil rights groups, and department personnel to rebuild trust, revise policies, and embed community accountability throughout the agency.

After Ferguson, he served as Police Chief in Apex, North Carolina, where he addressed cultural challenges identified in a public report by leading reforms that improved morale, equity, and organizational transparency. Over his 23-year career, Chief Armstrong gained a reputation for courageous, ethical leadership focused on community-centered policing and meaningful reform. He has been nationally recognized, inducted into the National Law Enforcement Officer Hall of Fame, named to the IACP 40 Under 40 list, and honored by North Carolina Central University and Columbus State University. He was also selected for the Obama Foundation's inaugural USA Leaders Program.

Chief Armstrong consults and speaks nationally, partnering with agencies and leaders to deliver sustainable, values-driven solutions in leadership, accountability, and community engagement.

Senior Advisors

DR. LAURA A. WYCKOFF is a nationally recognized expert in policing, public safety, and evidence-based practices, with more than two decades of leadership across the Department of Justice, academic institutions, and national non-profits. Holding a Ph.D. in Criminology and Criminal Justice from the University of Maryland, she specializes in performance management, crime analysis, police accountability, and strategic policy reform.

Most recently, she served as Senior Director of Knowledge, Learning, and Translation at the National Policing Institute, overseeing grant programs like the DOJ's Knowledge Lab and LEADS Program. Her previous roles include Chief of Staff at the Police Executive Research Forum and Senior Program Specialist at the DOJ's Bureau of Justice Assistance, where she led performance data strategies and supported national technical assistance efforts.

Dr. Wyckoff's earlier work includes directing crime analysis capacity-building initiatives and managing major research and evaluation projects for the University of Maryland and the National Police Foundation. She has authored numerous peer-reviewed publications and high-impact reports and is a sought-after trainer and speaker on CompStat, Stratified Policing, and community safety. Respected for her collaborative leadership and practical innovation, Dr. Wyckoff consistently bridges research and real-world policing to drive measurable public safety improvements nationwide.

MARCIA K. THOMPSON is a renowned leader in community engagement with over 25 years of experience driving collaborative public safety reform, civil rights advocacy, and inclusive governance. Her work centers on amplifying community voices and fostering equitable, transparent partnerships between law enforcement and the public.

Ms. Thompson has led numerous large-scale community dialogues and facilitated meaningful conversations in cities such as Chicago, Baltimore, Arlington, Fort Worth, Boulder, Washington D.C., and New Orleans. Notably, she was the architect of Chicago's Police Citizen Mediation pilot

program, a groundbreaking initiative designed to resolve police misconduct complaints through one-on-one community dialogue, fostering trust and restorative justice. In Arlington County, she led an external assessment of the police department, engaging citizen groups to influence recommendations on civilian oversight, use of force, and alternatives to traditional policing. She has also contributed expertise to school safety discussions, promoting restorative justice and mental health support as alternatives to law enforcement presence in schools.

Ms. Thompson's community engagement extends beyond policing. After Hurricane Katrina, she facilitated the "Unified New Orleans Plan Community Congresses," mobilizing thousands nationwide to help set recovery priorities through inclusive, technology-enabled forums. She has also empowered youth voices through summits and outreach, helping young people influence city policy and budget decisions.

As Founder of Creer Un Espace, LLC, Ms. Thompson continues to support organizations in building inclusive spaces that prioritize community participation and shared governance. Her leadership in diversity, equity, and inclusion roles further strengthens her commitment to justice and community-centered solutions. Ms. Thompson's approach blends procedural justice, peacebuilding, and data-driven practices to bridge divides between communities and institutions. A sought-after facilitator and speaker, she has presented nationally and internationally on community engagement strategies that promote accountability, trust, and sustainable reform.

MICHAEL S. HARRISON

8 Muirfield Place, New Orleans LA 70131
Cell Phone: (504) 329 – 9569 msharrisonconsulting.com

CONSULTING EXPERIENCE

MS Harrison Consulting L.L.C.

- Co-lead Independent Evaluator overseeing reforms by Minneapolis Police Department
March 2024 - present
- Consulted with the US Department of Justice on the Memphis Police Pattern and Practice Investigation. **October 2023 – December 2024**
- Worked with 21st Century Policing Solutions L.L.C. on a complete agency assessment of the Southeast Pennsylvania Transit Authority Police Department **September 2023 – Present**
- Associate monitor on the Chicago independent monitoring team
March 2024 to present (not currently active)
- Consulting with New Orleans District Attorney's office as Law Enforcement liaison and Community Engagement advisor **January 2024 – present**
- Consulting with the Housing Authority of New Orleans performing an assessment on their police department **June 2025 – present**

BPD WORK EXPERIENCE:

More than 4 years of experience leading the Baltimore Police Department (BPD) as its Police Commissioner. Appointed after the completion of a national search effort.

POLICE COMMISSIONER

FEBRUARY 2019 – August 2023

- Achieved success in implementing a comprehensive set of goals and initiatives as outlined in the [Year 4 Review of BPD's Crime Reduction and Departmental Transformation Plan](#), to include a 16% reduction in violent crimes and a 26% reduction in property crimes (both reductions from 2018 to 2022).
- Implemented a Group Violence Unit within the BPD that coordinates with the City's overall Group Violence Reduction Strategy and Community Violence Intervention programs, resulting in a 24% reduction in non-fatal shootings and a 21% reduction in homicides in the first quarter of 2023 as compared to the first quarter of 2022.
- Completed a total reorganization of the departmental structure upon arrival to create deputy commissioner positions in charge internal investigations and consent decree compliance efforts that ensure greater accountability by having them report directly to the Police Commissioner and assembled a world-class executive team by creating the positions of Chief Technology Officer, Chief Academic Officer, Chief Financial Officer and recruiting top-tier talent to fill the roles of 4 Deputy Commissioner positions and the Chief of Staff
- Developed a strong working relationship with the federal judge overseeing the Consent Decree and enacted several managerial reforms to include modernizing its records management system, moving into a new police academy facility, completing department wide peer intervention training ([Ethical Policing Is Courageous - EPIC](#)), enhanced use of force and stop/search/arrest policies to better foster public trust, and the department's first comprehensive [Community Policing Plan](#) which has led to significant increases in proactive engagements across all police districts

- Instituted open and competitive processes for selection to Command Ranks to include the creation of a formal policy and a command review committee made up of the executive leadership team, where previously such appointments were only made by the police commissioner without any formal process
 - Successfully negotiated a 3-year contract with the Fraternal Order of Police union that institutes greater management control over patrol shifts, aligns disciplinary processes with state laws on policing reform, creates an enhanced pay plan to bring starting salary for officers at the highest level in Maryland, and incentivizes educational attainment for officers that improves the quality of policing
 - Instituted and enforced department-wide policies that dramatically reduced annual overtime spending in the department by nearly 30% over a two-year period, saving the taxpayers over \$7 million in FY2020 and over \$14 million in FY2021.
-
- Since being appointed in February 2019, BPD has provided support to more than 40 jurisdictions and organizations worldwide, who all sought out BPD to learn from departmental successes and adopt BPD practices in policing, data driven management, reform initiatives, technology, officer peer intervention, staffing a compliance or reform unit, crime analytics, use of force review boards, and force investigation teams.

NOPD WORK EXPERIENCE:

28 years of experience serving and protecting the citizens of New Orleans as a member of the New Orleans Police Department.

SUPERINTENDENT OF POLICE

AUGUST 2014 – JANUARY 2019

- In 2017, through the deployment of proactive policing strategies, the City saw a 10% reduction in the number of murders and a 20% reduction in the number of armed robberies. This was in addition to a 9% reduction in armed robberies that the City saw in 2016. Reduced violent crime in 2017 was achieved in large part due to successful coordination of effort in the summer with State Police, Probation and Parole, US Marshalls, FBI, and NOPD. Reduction in armed robberies was also due to the efforts of the Tactical Intelligence Gathering and Enforcement Response (TIGER) Task Forces that were created in 2016. TIGER task forces focus on individuals who have committed multiple offenses of armed robberies and shootings rather than targeting specific geographic areas of the City. In 2018, the City has seen a continuation of these crime reduction trends with a 7% reduction in murders, a 28% reduction in non-fatal shootings, a 33% reduction in actual persons being injured in shootings, a 10% reduction in armed robberies, and a 19% reduction in residence burglaries.
- Successfully reversed the negative trends in police recruitment that existed prior to 2014; including, holding 16 academy classes between 2014 and 2018, which have added nearly 400 new officers to the force. More recently, the class that began in December 2017 had 40 recruits, which was the largest class since 2009. Recruitment processes have been completely overhauled, and resources dedicated to recruit more officers have expanded, including a successful multi-year partnership with the New Orleans Police and Justice Foundation that has resulted in over 7,500 online applications received to be a police recruit in 2017, a more than 60% increase over the prior year.
- Presented and received approval for an aggressive series of police pay plan amendments to bring pay levels in line with the Southern Regional Average. The first raise was in 2015, which was a 15% across-the-board raise for officers; then in 2017, which was a targeted retention-based pay plan that addressed long standing issues related to pay compression and progression through the ranks. Success for this effort was verified when attrition of officers in 2017 was reduced by 25%, making it the lowest level observed in 20 years. In 2018, the department added a net gain of 30 additional officers to the force, with a second year of record low attrition levels for the department.
- Developed a strategy for long-term continuity of operations and succession planning for NOPD by providing career development opportunities for the future leadership of NOPD, including; sending 12 Commanders to the Senior Management Institute for Police, 2 Lieutenants to the School of Police Staff and Command, 1 Deputy Chief to the Police Executive Leadership Institute, and 1 Commander to the ten-week FBI Training Academy. All of these training opportunities were funded by successfully obtaining philanthropic support rather than having to rely on city funding sources.

- Commissioned an independent & comprehensive review of NOPD operations upon entering the role of Superintendent. The review encompassed staffing, deployment, and organizational management and was completed by Berkshire Advisors in 2015. The report findings resulted in identifying nearly 100 positions whose duties could be performed by civilians, but were being filled by commissioned officers. Using these findings, ordered the redeployment of these officers to the field, and backfilling of positions with civilian personnel, which resulted in a greater than 50% reduction in response times for emergency calls for service in 2016.
- Implemented comprehensive management reform of the Special Victims Section that was the subject of two negative Inspector General's reports published in late 2014. In June 2016, the OIG was quoted as saying there was a "remarkable turnaround" in how the unit operates, reports, and manages evidence related to sex crimes. Established a series of best practices for management of the Special Victims Section to ensure progress does not backslide, and increased staffing resources to include civilian social workers, civilian investigators, and a new partnership with the Family Justice Center to provide a holistic approach to handling Special Victims cases.
- In a survey conducted by the New Orleans Consent Decree Monitors in late 2016, 79% of NOPD officers stated they agree with the current direction of the department, up from only 19% under the previous Superintendent. In the 2018 New Orleans Crime Coalition survey, 83% of citizens stated they feel safe in their own neighborhoods. Overall, both are indicators of improved morale and improved citizen satisfaction for NOPD.
- Established the Superintendent's Youth Advisory Council made up of high school seniors from across Orleans Parish, and established the Superintendent's Faith Advisory Council, made up of all major denominations of religious leaders in Orleans Parish. Both groups provide for direct communication of the views of the broader youth and faith communities to the Superintendent's office which are vital to updating community policing strategies and policies.
- In 2015, refocused the efforts of the Compliance Bureau to jumpstart progress and reset the relationship with the Consent Decree Monitor Team and the Federal Judge overseeing the case so that NOPD can achieve compliance with the 492 paragraphs of the Consent Decree. As a result, based on NOPD's internal assessments, the department went from 16% of paragraphs in compliance in February 2016, to 73% compliance in February 2018. As of January 2019, the NOPD's self-assessment is above 90% of paragraphs compliance and is on track to achieving overall substantial compliance by the end of 2019.
- Provided support to over 20 jurisdictions and organizations since 2014 that sought out NOPD to learn from departmental successes and adopt NOPD practices in policing, data driven management, reform management, officer peer intervention, staffing a compliance or reform unit, crime analytics, use of force review boards, and force investigation teams.
- Oversaw the deployment of new systems and processes to intervene with officers before disciplinary actions are required, including the Early Intervention System, *Insight*, which tracks 18 separate measurements to ensure officer behavior is consistent with departmental standards. In 2016, launched the Ethical Policing is Courageous (*EPIC*) program, an officer-led and managed program that empowers officers to check in with each other, regardless of rank, to raise the standard of ethical behavior across the department. Both *Insight* and *EPIC* have received national recognition for being forward-leaning and in line with the latest in best practices for improved community relations, better officer retention, and excellence in law enforcement personnel management.
- Deployed the Management Analytics for eXcellence (MAX) program which revolutionized the outdated COMSTAT model that only tracked crime statistics. The MAX program monitors over a dozen management criteria, including calls for service, clearance rates, personnel data, public integrity complaints, vehicle crash data, compliance audit data, response time, and community policing initiatives. MAX has now become a model for best practices in management of policing efforts for major cities.
- Integrated technological improvements into NOPD operations to maximize police personnel resources and reduce administrative burdens on officers; including launching the false alarm reduction program in May 2017 resulting in a 40% reduction in false alarm calls; the deployment of the NOPD Online Reporting system to handle non-emergency, property related crimes that only require a police report for insurance purposes; the procurement of 500+ new computers for officers to use the Electronic

Police Report & Field Interview Card system; and the installation of License Plate Readers in 46 locations to assist in investigative efforts across the City of New Orleans.

COMMANDER, SEVENTH DISTRICT

JANUARY 2012 – AUGUST 2014

- Oversaw a reduction in violent crime in the 7th District for two consecutive years while serving as the Commander (2012 & 2013).
- Served as principal manager of all police services to residents, businesses, and visitors of the 7th Police District, including management of patrols for calls for service, proactive efforts to increase police visibility, criminal investigations of violent crimes against persons and property, narcotics enforcement, street crimes, gang-involved criminal activity, and community engagement efforts.
- Oversaw the practical application of a variety of criminal justice research approaches along with a wide range of interpretations from analytical data gathered for crime mapping in the 7th District.
- Community surveys performed in the 7th District during this time showed improved citizen satisfaction of NOPD and improved views on quality of life and police interactions.
- Co-authored the language for HB #1158 (2014) (passed and became R.S. 14:107.5) dealing with the solicitation of funds or transportation for certain unlawful purposes.

COMMANDER, SPECIAL INVESTIGATION DIVISION

JANUARY 2011 – JANUARY 2012

- Served as principal manager of all administrative functions of narcotics, vice, organized and unorganized gang enforcement units within NOPD.
- Managed criminal intelligence gathering and investigative efforts throughout the City of New Orleans and served as the first NOPD Commander to coordinate with the regional Criminal Intelligence Center (CIC) in Jefferson Parish, which provides support for NOPD, Jefferson Parish Sheriff's Office, Louisiana State Police, the Orleans Parish Sheriff's Office, Gretna Police Department, and Kenner Police Department.
- Acted as NOPD liaison to all federal and state agencies participating in inter-agency investigations as MOU partners, including the FBI, DEA, ATF, US Marshalls, LA State Police, and the ATC.

LIEUTENANT, PUBLIC INTEGRITY BUREAU

AUGUST 2010 – JANUARY 2011

MARCH 2006 – JANUARY 2009

- Supervised covert and ongoing investigations into criminal and administrative allegations against members of the NOPD.
- Provided recommendations for discipline of officers through training and/or penalty and reviewed police actions and disciplinary measures to assist in improving policies and SOPs. ● Acted as Liaison to the Federal Bureau of Investigation's Public Corruption Unit.

LIEUTENANT, ASSISTANT COMMANDER, 7TH DISTRICT

JANUARY 2009 – AUGUST 2010

- Coordinated all administrative functions for the district, including: analysis and implementation of patrol strategies, coordination of major event operational plans, ensuring all officers are completing in-service training, and assigning/monitoring district level disciplinary investigation.
- Acted as Liaison to the NOPD Training Academy, City Attorney's office, and District Attorney's Offices on matters related to 7th District operations.

SERGEANT, PUBLIC INTEGRITY BUREAU

JUNE 2000 – MARCH 2006

- Participated in covert investigations into criminal and administrative allegations involving members of the NOPD.
- Provided testimony on the conduct of officers discovered in the course of investigations into police misconduct.

SERGEANT, 8TH DISTRICT (EVENING WATCH)

JUNE 1999 – JUNE 2000

- Supervised, trained, coached, directed, and disciplined patrol officers assigned to the 8th District Evening Watch.
- Analyzed crime trends and operationalized deployment strategies for the platoon.

- Coordinated enforcement strategies with citizen groups, area businesses, and community leaders in the 8th District.
- Prepared statistical data on crime trends in the 8th District and presented data to Command Staff.
- Performed administrative functions for the platoon to ensure compliance with departmental policies on training and supervision.

DETECTIVE, MAJOR CASE NARCOTICS SECTION

FEBRUARY 1995 – JUNE 1999

- Conducted historical criminal investigations and participated in undercover operations related to street level, mid-level, wholesale, and retail narcotics trafficking throughout the City of New Orleans.
- Participated in multi-jurisdictional investigations with local, state, and federal agencies.

TASK FORCE OFFICER, 6TH DISTRICT

MARCH 1992 – FEBRUARY 1995

- Actively patrolled and responded to citizen calls for service.
- Targeted street level retail narcotics traffickers and violent offenders.
- Responded to crime trends and participated in directed patrols and task force operations.

PATROL OFFICER, 6TH DISTRICT (EVENING WATCH)

OCTOBER 1991 – MARCH 1992

- Conducted traffic enforcement and responded to citizen calls for service.

PUBLICATIONS:

COUNCIL FINDINGS & RECOMMENDATIONS

JANUARY 2023

NATIONAL POLICE INSTITUTE; COUNCIL ON POLICE REFORMS & RACE

- In October 2020, the National Policing Institute, formerly the National Police Foundation, announced the formation of the Council on Policing Reforms and Race, an independent initiative to support excellence in policing, address racial disparities, and build and enhance trust and legitimacy. The Council was composed of public safety experts, corporate executives, academics, political & philanthropic leaders, and police department executives; served as the only active law enforcement executive from a major American city on the Council.
- Co-authored the Council's report and developed recommendations related to how law enforcement agencies should develop policy and procedures on the following topics: traffic stops, mental health and substance abuse, body-worn cameras, community-based violence prevention, the culture of policing, fines and fees, policing in schools, and other important aspects of policing.

REPORT ON POLICE REFORM & RACIAL JUSTICE

AUGUST 2020

US CONFERENCE OF MAYORS; WORKING GROUP ON POLICE REFORM & RACIAL JUSTICE

- In wake of the murder of George Floyd in May 2020, the US Conference of Mayors convened a Working Group comprised of the Mayors of Chicago, Tampa, and Cincinnati, and the Police Chiefs/Commissioners of Phoenix, Columbia, and Baltimore with the goal of providing guidance to major cities on how to reform policing and confront long-standing mistrust between law enforcement and communities of color.
- Co-authored the Working Group's report and developed recommendations related to how law enforcement agencies should embrace reform and focus on the following key areas: trust & legitimacy, redefining the role of police, sanctity of life, equality & due process, community policing, transparency & accountability.

TEACHING EXPERIENCE:

MAJOR CITIES CHIEFS ASSOCIATION OCTOBER 2017 - PRESENT POLICE EXECUTIVE LEADERSHIP INSTITUTE (PELI) MENTOR

- PELI is designed to develop current and future law enforcement leaders and to prepare them for the transition to the highest leadership position within an agency. The program consists of five components including a mentor shadowing week with an executive level Chief, Sheriff, or Superintendent.
 - In October 2017, provided mentor shadowing to the Deputy Chief of Kansas City, MO Police Department.

- In 2018, mentored an assistant chief of the Nashville Police Department.
- In 2020, mentored an assistant chief of the Atlanta Police Department.
- In 2021, mentored the Acting Chief of the Tampa Police Department.
- In 2022, mentioned a Deputy Chief of the Los Angeles Police Department

UNIVERSITY OF PHOENIX, NEW ORLEANS CAMPUS APRIL 2010 – AUGUST 2014 FACULTY/INSTRUCTOR

- Provided instruction to students in the following course work: *Contemporary Issues and Futures in Criminal Justice, Organizational Behavior and Management, Criminal Justice Management Theory and Practice, Managing Criminal Justice Personnel, Juvenile Justice Systems and processes, Current Issues/Futures in Criminal Justice Management, Forecasting and Strategic Planning, Criminology, Research Methods, Criminal Law, Policing Ethics, Organized Crime.*

PROFESSIONAL TRAINING:

FEDERAL BUREAU OF INVESTIGATION NATIONAL EXECUTIVE INSTITUTE (NEI), CLASS #40 SEPTEMBER 2017

- Topical areas selected for the program included: national and international political, economic, and social trends affecting the policing function; ethics and integrity; the effects of affirmative action on hiring and promotional policies; media relations; labor relations; the future structure of police organizations; financing of police operations; training and legal issues; labor relations; and the impact of criminal activity on policing.

POLICE EXECUTIVE RESEARCH FORUM SENIOR MANAGEMENT INSTITUTE FOR POLICE (SMIP) JUNE 2014

- SMIP provides senior police executives with intensive training in the latest management concepts and practices used in business and government. It also features discussions of the most challenging issues facing law enforcement executives today.

**INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP) LEADERSHIP IN POLICE ORGANIZATIONS (LPO) PROGRAM
SEPTEMBER 2013**

- IACP's flagship leadership development training program, the LPO is modeled after the training concept of dispersed leadership ("every officer a leader") and delivers modern behavioral science concepts and theories uniquely tailored to the law enforcement environment.

**NORTHWESTERN UNIVERSITY CENTER FOR PUBLIC SAFETY SCHOOL OF POLICE STAFF AND COMMAND, CLASS #288
AUGUST 2009 – OCTOBER 2009**

- An intensive ten-week residency management and leadership program that prepares law enforcement managers for senior positions by uniquely combining academic principles with practical applications.

MILITARY EXPERIENCE & EDUCATION:

LOUISIANA AIR NATIONAL GUARD,

- Munitions Systems Specialist

APRIL 1987 – APRIL 1995

HONORABLE DISCHARGE

LOYOLA UNIVERSITY, NEW ORLEANS, LA

- Masters in Criminal Justice

GRADUATED MAY 2008

UNIVERSITY OF PHOENIX, NEW ORLEANS CAMPUS

- Bachelors of Science in Criminal Justice

GRADUATED MAY 2006

AFFILIATIONS

- Appointed to the Police Executive Research Forum (PERF) Board of Directors in 2019, serving as the President since October 2021 – August 2023, continued membership
- Previously elected to the Board of Directors of the Major Cities Chiefs Association (MCCA) in 2017 in the Central District and again in 2019 to serve the Eastern District
- Appointed to the New Orleans Police and Justice Foundation Board of Directors
- Ordained minister and Overseer of Access Fellowship Church, New Orleans

ERIC J. MELANCON

3616 Inwood Ave. New Orleans, LA 70131

Cell: (225) 505-9469 Eric.Melancon@ejmadvisory.com

WORK EXPERIENCE

EJM ADVISORY FIRM, LLC, New Orleans, LA

Owner/Independent Consultant, October 2023 – Current

- EJM Advisory Firm, LLC has extensive experience in supporting executive leadership of public safety agencies with a host of valuable services. Our firm provides public safety clients with data-driven solutions that can greatly enhance operations, recruitment, retention, and management of personnel. Services that EJM Advisory Firm, LLC provides include:
 - Staffing Analysis and Planning
 - Labor Negotiations
 - Enhancing Recruitment Practices
 - Compensation Plan Analysis
 - Civilianization Strategies
 - Organizational Restructuring
 - Policy Review and Best Practices
 - Command Promotional Processes
 - Redistricting and Boundary Analysis
 - Police Executive Strategy Development
- Since opening its doors in 2023, EJM Advisory Firm has provided expertise to support the staffing plans and operational reviews for police departments of varying sizes across the country:
 - Phoenix Police Department (Arizona)
 - Metropolitan Police Department (Washington DC)
 - Baltimore Police Department (Maryland)
 - Montgomery County Sheriff (Maryland)
 - Montgomery County Police (Maryland)
 - Alexandria Police Department (Virginia)
 - Lancaster Police Department (Pennsylvania)
 - Knoxville Police Department (Tennessee)
 - City of Fairfax Police Department (Virginia)
 - City of Chester Police Department (Pennsylvania)
 - Oakland Police Department (California)
- Serves as a member of Effective Law Enforcement for All (ELEFA) Independent Evaluator team for overseeing the Minneapolis Police Department's implementation of the Settlement Agreement/Consent Decree.
- Serves as a member of the Monitoring Team for overseeing compliance with the Court Orders for federally mandated reforms of the Maricopa County Sheriff's Office.

BALTIMORE POLICE DEPARTMENT (BPD), Baltimore, MD

Deputy Commissioner, Compliance Bureau, August 2022 – October 2023

- Promoted to Deputy Commissioner after serving as Chief of Staff to the Police Commissioner for 3½ years. Served as direct report to the Police Commissioner and was responsible for the management and performance of more than 300 employees.
- Oversaw a team of Commanders and Directors that perform all Compliance Bureau functions including: the Consent Decree Implementation Unit, IT Division, Education & Training Division, Records Management Section, Communications Section, Performance Standards Section, Equity Office.
- Served as the lead executive member responsible for interfacing with the Federal Court Judge, Consent Decree Monitoring Team, and the Department of Justice. Presents to the Federal Court during monthly and quarterly hearings on various topics related to Consent Decree compliance.
- Developed a new process for reporting out the status of all 500+ paragraphs of the Federal Consent Decree to demonstrate the various stages of progress the BPD has made toward systemic police reform. This process has allowed the BPD and the Federal Court to launch into the assessment phase which will determine if BPD has successfully implemented mandated reforms.
- Served as Co-Chair of the Performance Review Board, which is responsible for reviewing all aspects of critical incidents to apply lessons learned towards continuous improvement of the Department.
- Provided ongoing strategic advice and counsel to the Police Commissioner on agency coordination with the Federal Court, Department of Justice, Office of the Inspector General, Baltimore City Council, Maryland State Government leaders, & Law Enforcement agencies at the local, state, and federal level.
- Provided executive leadership and direct management of the complete redrawing of the BPD's 9 police districts, an effort which had not been undertaken in over 50 years. The resulting map leveraged calls for service data, existing neighborhood boundaries and crime trend analysis to develop a more balanced workload across all districts to provide better public safety coverage for all Baltimore residents.

Chief of Staff to the Police Commissioner. April 2019 – August 2022

- Oversaw a team of Directors and supervisors who manage multiple functions of the Police Commissioner's Office, including media affairs, public information and outreach, inter-agency coordination with the Mayor's Office and City departments, document compliance, governmental affairs, labor negotiations & grievances, and executive protection
- Served as chair of the Department's promotional committee which identifies the highest qualified candidates to rise to the ranks of Sergeant, Lieutenant, Captain, Major, Lt. Colonel, and Colonel within the agency; developed new policies in coordination with the consent decree requirements to clearly define the criteria and the process for promotions, implemented an open and competitive interview process for Command Staff promotions to provide greater opportunity for advancement to potential applicants
- Provided administrative support for the Police Commissioner, intra-agency coordination of the Deputy Commissioners of Operations, Administration, Public Integrity, and Compliance, approves contracts and approvals for intra-agency funding and travel requests on behalf of the Police Commissioner.
- Led the negotiation team in 2021 for collective bargaining of the union agreement between the BPD and the Fraternal Order of Police, introduced several targeted initiatives into the agreement to increase starting pay, provide for more fiscally responsible rules on overtime spending, grant greater flexibility in the Police Commissioner's deployment of operational resources, and enhance accountability measures to align with state mandates on police disciplinary reform.
- Developed the BPD Staffing Plan in coordination with court appointed experts, provided annual updates to the Staffing Plan based on changes in assumptions, strategic focus, and burden reduction initiatives, developed a workload-based model to estimate the number of officers needed to handle calls for service and community engagement activities, established staffing standards for BPD to provide close and effective supervision of detective units and proactive units, and developed plans for civilianization of several administrative functions at BPD.
- Reclassified and reorganized the entire supervisory organization structure of the BPD during the implementation of Workday (the City's new Enterprise Resource Planning tool), updated over 500 supervisor relationships and unit names through the BPD to ensure the proper management structure was in place before payroll "went live" in November 2020.
- Established formal job descriptions and qualifications for several executive level agency positions, including all 4 Deputy Commissioners, Chief Technology Officer, Chief Financial Officer, Chief Technology Officer, Chief of Science and Evidence, Managing Director of Data Driven Strategies, and Director of Equity, Inclusion and Diversity; also managed the selection and hiring process for several of these positions.
- Presented on behalf of the BPD during multiple presentations to the City Council, including budget hearings, hearings on updating false alarm legislation, and monthly/quarterly meetings to provide departmental updates.
- Trained over 100 BPD employees in Microsoft Excel Basic and Intermediate skills in order to enhance the skill set of administrative and command personnel

NEW ORLEANS POLICE DEPARTMENT (NOPD), OFFICE OF THE SUPERINTENDENT, New Orleans, LA

Deputy Chief of Staff. February 2017 – March 2019

- Responsible for managing the use of over \$18 million in Consent Decree reserves over three fiscal years (2017-2019) dedicated to special projects, monitoring costs, recruitment efforts, and technology programs that ensure that the NOPD and the Orleans Parish Sheriff Office can come into compliance with their federal consent decrees.
- Managed several special projects related to policing reform efforts, including; improving the processes for recruitment of new officers; establishing the unclassified Commander rank which grants the Superintendent more ability to hold Command Staff accountable for performance; implementing the "NOPD Online" system, which allows citizens to file requests for police reports for low level property crimes over the internet, and hired a FUSE Corps fellow to provide expertise on technology change management and perform a technology gap analysis for the Department.
- Managed the deployment of the False Alarm Reduction Program, which was launched in May 2017, and has resulted in a 40% reduction in the number of false alarms, freeing up thousands of hours of available time for patrol officers to respond to actual emergencies.

- Developed and implemented a comprehensive pay plan initiative designed to address long standing issues of pay compression. The plan's adoption resulted in a 20% reduction in the number of commissioned separations per year, and NOPD saw it lowest level of attrition in 20 years during 2018.
- Drafted budget presentations and speeches for the Superintendent to deliver for City Council during annual budget hearings; drafted and created the layout/design of the NOPD *Crime Reduction and Departmental Improvement Plan* (2018) which outlined the Superintendent's vision of the Department's operational strategies & available resources.
- Created a dynamic cost model using Microsoft Excel tools that was used to track the rate of personnel spending during the year to include salaries, fringes, and overtime costs. The model gives bi-weekly status updates on whether the Department will be able to manage its costs and what measures can be taken by Departmental leadership to ensure that the projected costs can be reduced to remain within budget.
- Acted as a liaison for the NOPD Superintendent in his coordination and communication with internal City departments such as the Mayor's Office, Chief Administrative Office (CAO), City Council, Civil Service, and Homeland Security, as well as outside partners such as the New Orleans Police & Justice Foundation, the Business Council of New Orleans & the River Region, Greater New Orleans Inc., and the Greater New Orleans Foundation.
- Provided administrative support for the Superintendent, budgetary analysis and oversight, contract and proposal development for new project initiatives, research into policing best practices, review and comparison of departmental pay plans from peer law enforcement agencies in the region, and strategies to successfully obtain approval of Departmental requests to Civil Service Commission and City Council.

CITY OF NEW ORLEANS, SERVICE AND INNOVATION TEAM, New Orleans, LA

Innovation Manager. July 2015 – February 2017

- Managed administrative and planning functions related to the consolidation of 9-1-1 operations in the City of New Orleans into the Orleans Parish Communication District (OPCD), including development of plans of action, pay structures, job descriptions, organizational charts, budgetary analysis, and the cooperative endeavor agreement between the City and the OPCD; as well as coordination with NOPD, NOFD, and EMS & the New Orleans Civil Service Commission on the transfer of staff and funding, and presentations to the City Council and the OPCD Board of Commissioners demonstrating the long term cost savings and improved effectiveness of consolidated 9-1-1 services.
- Acted as a financial liaison for the City of New Orleans to the Compliance Director of the Orleans Parish Jail in accordance with the Stipulated Order of the Federal Court, including management of the process to revise the 2017 Jail Budget, as well as development of the Director's remedial action plan to achieve compliance with the provisions of the Orleans Parish Jail Consent Judgment.
- Acted as a liaison for the CAO in his coordination and communication with criminal justice and public safety agencies within Orleans Parish, including the Communication District, District Attorney, Public Defender, Criminal District Court, and Clerk of the Criminal District Court, and Juvenile Court; also acted as a liaison for the City for the consolidation of the Municipal & Traffic Courts into a single local Court system, including review of plans to consolidate Operations, HR/staff, IT/Technology, Facilities/Finances.
- Provided administrative support for the implementation of the E-Citations system, including development of a contract amendment with the vendor to include the option to issue Municipal Summonses along with Traffic Citations as well as ensuring full integration with the consolidated Municipal & Traffic Court's docket and case management system.
- Became proficient in the management of administrative systems and processes used by City departments, including Buyspeed, the Electronic Contract Management System (ECMS), the Great Plains financial reporting system, ADP personnel extracts, and new process management systems that are designed to create electronic, web-based workflow systems that can replace older, paper processes.
- Developed an interactive personnel budget analysis tool for the CAO's Budget Office that uses Great Plains data to track, review, and forecast whether City departments are above or below their personnel budget general fund appropriations authorized by the City Council.
- Provided budgetary and policy analysis for the CAO for a variety of departmental functions including Police, Fire, EMS, 9-1-1 Operations, Recreation and Development, Civil Service Workflows, Courts and Criminal Justice

Agencies, Sheriff/Jail Funding, Equipment Management Division, Parking Enforcement, Health Care, Workers Compensation, and Human Resources.

- Certified as a trainer in the CAO's Microsoft Business Applications for Excel Basic and Intermediate skills and taught over 30 city employees how to use Microsoft Excel in 2016.

TMG CONSULTING, New Orleans, LA

Associate, Economic and Government Policy. January 2013 – July 2015

- Completed an economic impact comparison for the Louis Armstrong New Orleans International Airport that measured the potential impact on jobs, earnings, taxes and overall spending if the airport moved the terminal building to four alternative locations and configurations.
- Provided financial analysis and airport reserve cash flow analysis for the New Orleans airport's Long Term Development Program to construct a new terminal and support facilities.
- Conducted financial and budgetary analysis for the New Orleans Regional Transit Authority (RTA) Board of Commissioners and served on the Management Oversight Committee which monitored the contractual relationship between the RTA and the private operator of the transit system and developed a cost estimate for the transfer and operation of New Orleans based ferries from the Louisiana Department of Transportation to the RTA.
- Completed market assessment for the Downtown Development Authority of Shreveport for the Shreveport Common Mixed-Use development in Shreveport, LA to determine the potential for Housing, Retail, and Commercial uses; this assessment won an award in excellence for a planning process from the Louisiana Chapter of the American Planning Association.
- Performed an economic impact study for the 2013 BUKU Music Festival that demonstrated the positive impact the festival had on the New Orleans area.
- Assisted the Shreveport Airport Authority in coordinating with the FAA to amend and extend its passenger facility charge program.
- Attained and maintained certification as a Professional Cost Estimator/Analyst from the International Cost Estimating and Analysis Association.

BOOZ ALLEN HAMILTON, BUSINESS ANALYTICS, Washington, DC

Senior Consultant, Cost Estimation Analyst. November 2010 – December 2012

- Delivered presentations outlining the cost estimation assumptions for contracts managed by the United States Marine Corps Systems Command related to the Mine Resistant Ambush Protected (MRAP) Vehicle program.
- Developed and maintained life cycle cost estimates and independent government cost estimates in Microsoft Excel that were used by the MRAP Business and Finance office for planning and budgeting.
- Created excel models for the Joint Program Office that estimated the Marine Corps, Navy, and Air Force budget submissions for the MRAP program that covered FY13 through FY17.
- Completed training sessions on the Department of Defense process for Planning, Programming, Budgeting, and Execution (PPBE) of federal funding.

VETERANS CAMPAIGN, Washington, DC

Curriculum Director (Volunteer Position). September 2009 – February 2011

- Successfully organized a curriculum and co-authored a 90-page field manual specifically tailored for veterans who want to run for political office; later organized a series of panels during the 2009 inaugural conference at Princeton University and the 2010 conference at GW University which educated 175 veterans on how to run for office.

HOUSE OF REPRESENTATIVES, ENERGY AND COMMERCE COMMITTEE, SUBCOMMITTEE ON OVERSIGHT & INVESTIGATIONS, Washington, D.C.

Graduate Fellow (Unpaid Internship). June 2009 – August 2009

- Conducted document review, background research, and policy analysis on the Energy Star Program, food safety issues, and the closures of GM and Chrysler dealerships.

- Prepared clear and concise memorandum on the status of the Energy Star Program and the health problems associated with citizens that installed Chinese drywall imports after major hurricane reconstruction.

LOUISIANA DEPARTMENT OF JUSTICE, OFFICE OF THE ATTORNEY GENERAL, Baton Rouge, LA

Legislative Analyst, January 2008 – August 2008

- Assisted the Director of Capitol Operations at the Louisiana State Legislature by monitoring the status and content of legislation and the department's budget appropriation and ensuring that proposals put forth by state lawmakers were consistent with the Attorney General's agenda.
- Coordinated with the eight division directors of the Louisiana Department of Justice to identify legislative proposals that could improve the agency's operational capabilities.
- Organized and authored revisions to the 3rd Edition of the Justice of the Peace Court Manual, a reference manual distributed to all Justices of the Peace and Constables in Louisiana.

EDUCATION

PRINCETON UNIVERSITY, SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS, Princeton, NJ

Master's in Public Affairs (M.P.A.) – Domestic Policy – Graduated June 2010

Courses taken: Econometrics; Advanced Macroeconomics; Advanced Microeconomics; Financial Management; Microeconomics of Domestic Policy; Management of Public Organizations; Advanced Statistics; Geographic Information Systems (GIS); State and Local Government Finance; How to Win Elections, Congress and the Constitution, Negotiation and Persuasion, Psychology of Public Policy.

Developed Proficiency in: STATA, SAS, SPSS, Microsoft Excel, Word, PowerPoint, ArcGIS

LOUISIANA STATE UNIVERSITY, Baton Rouge, LA:

Dual Degree: B.A. Economics & B.A. in Political Science, with Minor in Communication Studies – Graduated May 2006

Summa Cum Laude, LSU Dean's List 2002-2006

Courses taken: Money & Banking and Macroeconomic Accounting, Macroeconomics, Microeconomics, Economic Forecasting, Economic Growth Theory, International Finance, International Economics, Economic Game Theory, Political Communication, Communication Studies, Advanced Argumentation, Southern Politics, Louisiana Politics, American Presidency, Legislative Process, Political Theory

Sheree Briscoe Stewart

14 Coral Berry Ct. Baltimore, MD 21209
(443) 813-2596 shereebriscoe72@gmail.com

STRENGTHS

- Crime prevention expertise with excellent leadership, communications and administrative skills.
 - Cultivates productive teams and relationships by working with all stakeholders on problem solving and operational efficiencies and functionality.
 - Knowledgeable in law enforcement structure, policies, auditing, capital and strategic planning and training to effectuate culture change, compliance and reform.
-

WORK EXPERIENCE

Baltimore Police Department, Baltimore, MD

Deputy Police Commissioner, Administration Bureau

September 2022 – June 2024

- Managed all administrative functions at the department, to include overseeing more than 500 employees and the agencies \$590 million budget through fiscal services, officer wellness, human resources, crime lab, facilities, equipment and recruitment.
- Enforced department-wide policies and protections that led to reductions in overtime spending, leading to departmental efficiencies and saving taxpayer money.
- Ensured that all city and departmental policies and procedures are effectively implemented across all administrative functions within the department.
- Oversaw the implementation of professional standards in the hiring process for all sworn and professional personnel to include proper training and equitable onboarding.
- Ensured compliance with local, state, and federal regulations, while streamlining processes and eliminating redundancies to improve administrative performance.
- Prepared budget and audit reports for various oversight and compliance reviews of all administrative functions.
- Assisted in the development and execution of strategic plans to improve departmental efficiency and effectiveness to improve accountability, governance and management operations.

Deputy Police Commissioner, Operations Bureau

June 2021 – September 2022

- Directed all day-to-day operational activities of the police department, including all patrol and investigational duties to ensure effective law enforcement and public safety throughout the city of Baltimore.
- Advised the Police Commissioner on needed policy changes, to include updating crime prevention strategies and the development of new departmental goals and objectives, which led to a significant increase in proactive enforcements, better quality investigations and enhanced community engagement.
- Oversaw and tracked the investigation of all critical incidents, such as officer-involved shootings, protest demonstrations, dignitary visits, large-scale festivals and other significant events.
- Built and maintained relationships with community leaders and organizations to address public safety concerns and improve police-community relations.
- Ensured that all duties essential for maintaining the safety and security of the community were adhered to while ensuring the police department operates efficiently and ethically.
- Updated crime scene protocols that enhanced evidence collections, while adhering to industry standards and best practices.
- Testified on behalf of the Commissioner and department to government entities to include the State Legislature and City Council.

- Oversaw the implementation of new radio equipment for all sworn members to improve operability, which included a 15-minute encryption of all police communication for external stakeholders.
- Led the department COMSTAT meetings by reviewing crime statistics, investigations and all operations within the bureau.

Colonel & Chief of Detectives

August 2019 – June 2021

- Supervised and oversaw all criminal investigations within the department to ensure compliance with all policies and practices.
- Updated policies and procedures within the Detective Division to improve investigation quality and streamline processes by utilizing data-driven analytics and evidence-based policing.
- Created and implemented case management systems for investigations and improve internal communications within the Criminal Investigations Division.
- Served as the BPD lead and liaison with all our federal law enforcement partners, to include the oversight of all BPD task force officers and federal investigations.
- Worked alongside the State's Attorney's Office on criminal investigations and court proceedings, to include sharing real-time communications and updates during investigations.
- Established forensic investigation protocols to reduce backlog and improve case outcomes and provide technical assistance using forensic technology for data retrieval.
- Spearheaded victim services updates to include the addition of new staff to assist in families and victims of homicides and non-fatal shootings and put in place new safeguards for victim's rights.

Lieutenant Colonel

April 2018 – August 2019

- Served as the lead in coordinating all city resources, departmental resources, community resources and partnerships in putting strategies together for crime prevention through environmental design (CPTED).
- Improved the quality of police service delivery and police legitimacy in the eyes of the community by working hand in hand with community leaders to address public safety needs and problem-solving.
- Developed essential community partnerships to help foster relationships and build trust with disenfranchised and hard to reach communities
- Implemented protocols to ensure victims and persons in need of assistance are treated in accordance with dignity, respect and characteristics of civility.
- Served as a liaison with community organizations by providing accurate, timely, and critical information to stakeholders and distributing informative and actionable intelligence and analysis, when needed.

Major, Western District

August 2015 – April 2018

- Managed the operation and administration of more than 150 sworn and professional members assigned to the Western Police District.
- Oversaw all patrolling functions and investigations within the district, to include the districts budget, staffing schedules and administrative functions.
- Created weekly crime plans to address longstanding issues of violent and property crime through out the district and host monthly community meetings, alongside our Community Relations Council.
- Attended community members, school events and stakeholders' meetings to coordinate resources and community input in public safety concerns in the district.
- Presented weekly at COMSTAT by providing departmental leadership updates on things happening within the district and updated crime fighting strategies.
- Led community conversations and events following the death Freddie Gray and the subsequent protests within the district.

ADDITIONAL ROLES

- *Captain*, January 2015 – August 2015
- *Lieutenant*, September 2013 – January 2015
- *Sergeant*, August 2002 – September 2013
- *Police Officer*, December 1994 – August 2002

EDUCATION & PROFESSIONAL TRAINING

Coppin State University

Bachelor of Arts in Criminal Justice, December 2020

Summa Cum Laude

Major Cities Chief Association

Police Executive Leadership Institute, 2022 Cohort

Greater Baltimore Committee

The Leadership, Class 2020/2021

University of Virginia

Criminal Justice Leadership Program, June 2019

FBIN Session #276

University of Maryland

Police Executive Leadership Program, December 2009

HONORS & AWARDS

Coppin State University

Distinguished Eagle Trailblazer Award, 2022

National Coalition of 100 Black Women

Torchbearer Award, 2019

North Avenue Community Development Corporation

Public Safety Leadership Award, 2018

Equity Justice

Community Partner for Justice Award, 2017

Baltimore Community Mediation for collaborative work on Youth Diversion

Community Partner Award, 2017

Baltimore City State's Attorney

Shield Award, 2016

PUBLICATIONS

Ndulue, Ngozi. And Briscoe, Sheree, "Community Relationships and Law Enforcement's Use of Force: Learning from Stakeholders to Refine Policy and Training," *Police Chief Magazine*, April 2017.

Briscoe, Sheree, et. al. "PERF Summit "Guiding Principles on Use of Force"," *Police Executive Research Forum*, August 2016.

Brian J. Corr

17 Marie Ave. | Cambridge, MA 02139 | briancorr@gmail.com

SUMMARY

Seasoned government and nonprofit leader with nearly 40 years of progressive experience advancing social justice, historical accountability, and community resilience. Skilled at strategic planning, board development, trauma-informed programming, and civilian oversight of law enforcement. Recognized for building inclusive, multisector partnerships and facilitating high impact stakeholder engagement. Record of successful cross-departmental leadership, collaborative teambuilding, and policy oversight.

PROFESSIONAL EXPERIENCE

Executive Director, Cambridge Peace Commission

Cambridge, MA | April 2008 – June 2025

- Led the City of Cambridge Peace Commission—promoting peace and social justice through partnerships with municipal agencies, faith communities, and nonprofits.
- Oversaw all commission operations, including planning community forums, organizing and supporting board, commission and committee meetings, and coordinating responses to traumatic events.
- Organized annual events (Peace & Justice Awards Dinner and the Martin Luther King Day and Holocaust Commemorations) that engaged 1,500 to 2,000 participants each year and strengthened civic connections.
- Co-designed and staffed the Citizens Committee on Civic Unity—planning initial mission and structure, recruiting members, facilitating meetings and providing staff support to address equity, inclusion, and systemic bias and promote community resilience through relationship-building efforts.
- Convened and served on the Cambridge Community Response Network, an interagency crisis-response collaboration.
- Organized citywide vigils and coping sessions with municipal, community, and interfaith partners following the Boston Marathon bombing, the Christchurch, New Zealand mosque attacks, and the murder of George Floyd—creating a supportive and supported space for collective grief, reflection, and action.

Executive Director, Police Review & Advisory Board (PRAB)

Cambridge, MA | September 2010 – June 2025

- Managed Cambridge's civilian oversight board, ensuring prompt, impartial reviews of complaints against the Police Department.
- Supported volunteer board members and supervised staff; oversaw board member training and all intake and review processes to keep investigations timely and equitable.
- Developed procedural reforms for PRAB informed by national best practices; worked with board members to propose policy recommendations on investigations, implicit bias, and victim-centered interviewing which were adopted into department practice.

- Designed and delivered internal trainings for the board, CPD, and city staff and external training for more than a dozen other communities on effective civilian oversight and on trauma-informed approaches and engagement.
- Advised CPD and City leadership on implementing PRAB recommendations to strengthen police-community trust.

President, National Association for Civilian Oversight of Law Enforcement (NACOLE)

Nationwide | 2016 – 2019

- Chaired the organization’s board of director and led annual conference planning.
- Supervised and supported staff, including weekly supervision, performance evaluations, and annual contract negotiations and renewals.
- Directed NACOLE’s strategic-planning process, conducting environmental scans, drafting RFPs, defining goals and benchmarks to manage consultants, and using measurable and achievable outcomes to guide board decisions and assess impact.
- Led governance reforms, positioning the organization to hire its first executive director and expand technical-assistance programs, increasing membership by 25% and securing grant funding for new research and marketing initiatives.

Independent Consultant, Civilian Oversight & Police Reform

Nationwide | 2019 – present

- Advise municipalities (e.g., Amherst, MA; Berkeley, CA; Oak Park, IL; Santa Rosa, CA) on designing, implementing, and strengthening civilian oversight models.
- Design and facilitate stakeholder engagement, training, and strategic planning to develop consensus-driven oversight structures, ordinances, and procedures.

Field Organizer and Public Education Coordinator, ACLU of Massachusetts

Boston, MA | 2006 – 2008

- Launched statewide campaigns; organized “civil liberties task forces” across the state, including a citizen police-oversight group in Lawrence, MA.
- Organized and supported ACLU chapters at a dozen colleges and law schools.
- Developed training curricula and managed a speakers bureau and volunteer networks to defend constitutional rights.

Director, Technical Support & Training, Northeast Action

Boston, MA | 1999 – 2005

- Directed strategic technology and training initiatives for regional progressive coalitions; supported dozens of community-based organizations across New England and New York State in organizing campaigns, voter mobilization, and civic engagement.

Associate Director, Grassroots International

Somerville & Jamaica Plain, MA | 1996 – 1998

- Managed fundraising and development efforts for an international social justice NGO; created and monitored development plans for a \$1 million budget, managed major donor relationships and direct-mail fundraising, and supervised grantwriting staff and donor work by organizational leadership.

ADDITIONAL EXPERIENCE & SKILLS

- **Collaborative & Independent Work Styles:** Adept at balancing autonomous program leadership with close partnership under municipal executives—delivering results under tight deadlines and shifting priorities.
- **Strategic Planning & Budget Management:** Skilled in drafting and managing RFPs, multi-year budgets, and grant portfolios to support equity-focused initiatives.
- **Community Engagement & Facilitation:** Experienced in convening multi-stakeholder forums, mediating dialogues, and building trust across diverse constituencies.
- **Data-Driven Evaluation:** Comfortable designing metrics, tracking outcomes, and adjusting programs to ensure impact and accountability.

EDUCATION & TRAINING

- **B.A., Russian Literature & Language**, University of Michigan (1986)
- **Negotiation & Leadership Certificate**, Program on Negotiation, Harvard Law School (2015)
- **Certified Practitioner of Oversight**, NACOLE (2012 – present)
- **Group Crisis Intervention & Trauma-Informed Policing** credentials
- **Psychological First Aid**, Riverside Trauma Center (2011)
- **33-Hour Mediation Training**, Community Dispute Settlement Center (2010)

BOARD & COMMUNITY SERVICE

Key Roles:

- **Community Resources for Justice** – Board Vice-Chair (2021 – present)
- **National Association for Civilian Oversight of Law Enforcement (NACOLE)** – President (2016 – 2019); Board Member (2012 – 2021)
- **American Friends Service Committee** – Board Member (2007 – 2011, 2025 – present)

Additional Affiliations:

- José Mateo Ballet Theatre; Central Square Theater; Eureka Ensemble – Board Member (current)
- Honors Development Studies Center, UMass Lowell – Advisory Board Chair (2016 – present)
- DiDomenico Foundation – Trustee (2016 – present)
- Massachusetts Democratic State Committee – Member (2012 – present)

AWARDS

- **Annual Community Service Award**, Pentecostal Tabernacle, Cambridge, MA (2022)
- **Community Peacemaker Award**, Community Dispute Settlement Center, Cambridge, MA (2021)
- **Outstanding City Employee Award**, City of Cambridge (2016)

LISA G. FINK

(443) 418-1106 ♦ lisafink@gmail.com ♦ Eugene, OR

EXPERIENCE

LF Consulting LLC

April 2022-present

Founder and Principal

Offer expertise in policing, specializing in police reform (notably Consent Decrees) and policy and training development.

- Serve as a member of the Independent Evaluator Team for the Minneapolis Police Department State Settlement Agreement (SA) since March 2024. Main role is to review, provide feedback, evaluate, and assess compliance of policies and manuals against SA requirements, as well as other writing, project management, and assessment tasks.
- Served as a member of the Monitoring Team (MT) for the Cleveland Police Consent Decree (October 2020 – June 2024). Tasks included managing workflows and deadlines for MT members as well as with the U.S. DOJ, Cleveland Police, and the City; substantively reviewing and providing feedback on police policies, manuals, and training; drafting and reviewing MT filings; and compiling the MT's semiannual public status reports, among others.
- Support the Puerto Rico Police Bureau in implementing extensive police reforms mandated by its Consent Decree with the U.S. DOJ since March 2022). Work entails advice and support on policies and procedures, training, audits, organizational accountability and change management strategies. Much of this work is conducted in Spanish.
- Research, write and edit policies, manuals, training lesson plans, and supporting materials for Johns Hopkins University's soon-to-be formed police department.

Baltimore Police Department (BPD)

September 2017-present

Policy Specialist / Language Access Coordinator: January 2020-present

Provide professional writing, technical expertise, and support to the BPD on Consent Decree topics, and on general policy development, public presentations, and special projects. Also continue to serve as the BPD's Language Access Coordinator.

Policy Analyst / Language Access Coordinator: September 2017-December 2019

Wrote internal policies and written directives, with a focus on topics in BPD's Consent Decree with the U.S. DOJ.

- Drafted, edited, and finalized written directives on a broad range of topics, including these: Misconduct Investigations, Stops/Searches/Arrests, 1st Amendment, Sexual Assault, and Fair and Impartial Policing.
- Led and facilitated meetings with BPD commanders and attorneys, U.S. DOJ attorneys, and the court's Monitoring Team to reach consensus on final versions of policies and procedures.
- Conducted best practice research, subject matter expert consultations, officer and community outreach, and feedback requests as part of written directive development.
- Created internal forms, managed software for policy distribution, and posted documents for public consideration.
- Developed e-Learning modules, participated in curriculum development, and collaborated on planning and piloting of training sessions pertaining to the Consent Decree mandates.

Managed BPD's Language Access Program (LAP).

- Created and launched BPD's Qualified Bilingual Member program. Duties included organizing language testing, developing and delivering training, and drafting policy, agreements, guidance, and reports.
- Managed language access vendor contracts, including telephone and in-person interpreters and form translations.
- Created semi-annual report on LAP for the Police Commissioner.

Kids in Need of Defense (KIND), Baltimore Office

July 2015-August 2017

Paralegal: November 2015-August 2017

Supported attorneys on legal cases for over 100 unaccompanied children in immigration proceedings. Duties included:

- Managing and conducting client intakes, composing case write-ups, and providing legal analysis of cases.
- Drafting client declarations, immigration forms, state court petitions, legal briefs, and motions.
- Conducting legal and country conditions research for immigration cases.
- Providing Spanish/English interpretation and translation for declarations, interviews and official documents.
- Serving as the office database point-person and assisting with grant reporting.

LISA G. FINK

(443) 418-1106 ♦ lisafink@gmail.com ♦ Eugene, OR

- Managing office volunteer interpreter program and connecting interpreters to pro bono attorneys.
- Leading the planning and implementation of intake clinics for In-House Attorneys and Pro Bono Attorneys.

Program Assistant: July 2015-November 2015

Ensured smooth operation of pro bono program. Performed similar tasks to those above for the pro bono program. Unique tasks included:

- Managed and conducted pro bono program intakes, wrote case summaries and monitored cases.
- Maintained communication with clients before and after pro bono placement.

Community Conferencing Center, Baltimore

July 2014-June 2015

Facilitator/Trainer

Provided a restorative justice method that engages all those affected by an incident or crime to resolve a conflict outside of the traditional justice system. Also conducted restorative practices workshops for teachers and school administrators.

- Prepared for conferences with all participants, facilitated conferences, and conducted conference follow-up.
- Organized logistics of trainings for future conferencing facilitators and coached conferencing apprentices.
- Coordinated restorative practices workshop efforts by connecting with schools and planning training logistics.
- Co-facilitated restorative practices trainings, as well as creating and editing training materials.

Baltimore City Mayor's Office on Criminal Justice

January 2011-July 2014

Visitation Center Director: June 2012-July 2014

Coordinated all program development and implementation duties for Baltimore City's Visitation Center, which provides supervised visitations and monitored exchanges to families with histories of domestic abuse. Duties included:

- Creating the Center's policies, manuals and security protocols, and launched Center programs in November 2012.
- Ensuring safe visitations, entailing schedule and material preparation for each shift, managing and supporting Visitation Monitors, addressing client concerns and compliance, overseeing documentation, and other tasks.
- Conducting nearly all Center communication with clients, including referral calls, in-person client intakes, safety planning with victims, and addressing individual needs.
- Managing the hiring process for Visitation Monitors and Supervisors, creating and conducting a week-long interactive training for all Center staff, and providing direct supervision for all 12 staff members.
- Performing all administrative duties, such as employee scheduling and invoicing, follow-ups with courts and other referral sources, database and client file maintenance, and other tasks.
- Managing grant reports and budgets, in conjunction with the Office on Violence Against Women and the Governor's Office of Crime Control and Prevention grant managers.
- Serving as the Center's point-person for collaborations, including referrals with courts, security protocols with the Baltimore Police Department, presenting to providers, and serving on Baltimore's Domestic Violence Coordinating Committee and other efforts aimed at domestic abuse prevention and intervention.

Prevention Specialist: January 2011-June 2012

Served as a liaison between the Baltimore Police Department (BPD) and Baltimore's Latino communities to build trust and to assist the police in improving service to the Latino community. Responsibilities involved:

- Public safety presentations in Spanish and supporting immigrant and non-immigrant victims of crime.
- Co-coordinating and promoting a confidential crime reporting program in the immigrant community and at community meetings throughout the City.
- Working with Mayor's Hispanic Liaison to educate the BPD on immigrant communities
- Co-managing Baltimore's summer Youth Curfew Center.
- Responding to constituent safety concerns addressed to the Mayor.

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Adelante Familia, House of Ruth (formerly of St. Vincent de Paul, Baltimore)

February 2008-January 2011

Bilingual Victim Advocate

Provided wraparound advocacy and support services to Spanish-speaking victims of domestic violence. Efforts included:

- Accompanying and assisting clients through civil and/or criminal court procedures related to domestic violence, custody and child support.
- Providing general advocacy, such as accessing local services and applying for public benefits.
- Coordinating workshops on topics such as financial independence, legal rights, mental health, and job readiness.
- Serving as a Spanish/English interpreter and translator.
- Facilitating individual and group counseling.

Peace Corps, El Salvador

February 2005-April 2007

Lived and worked in a Salvadoran village to promote grassroots development in health and wellness. Served in these roles:

Youth and Women's Development Coordinator

- Taught life skills/reproductive health classes; coordinated youth camps about life skills/reproductive health, critical thinking, and the environment; organized sewing training; led monthly women's group meetings.

Rural Health and Sanitation Promoter

- Supervised potable water project; facilitated HIV/AIDS education workshops; created dental health campaigns; aided weekly at local health clinic; participated in bi-monthly educational theater productions; participated in project design and management workshop; gave instructive talks about health topics and community organization.

Spanish/English Interpreter

- Served as an interpreter between foreign doctors and patients for medical brigades and vision campaigns.

Sexual Assault and Rape Action Hotline, Washington University in St. Louis

January 2001-May 2004

Crisis Counselor: January 2001-May 2004

- Received 60-hour training, responded to callers on 24-hour hotline, and provided crisis intervention counseling.

Recruitment Chairperson: Fall 2002

Trainer of 12 crisis counselors: Spring 2004

EDUCATION

M.A. Intercultural Communication, May 2009

University of Maryland, Baltimore County

Honors: Shriver Peaceworker Fellow 2007-2009

- Participated in ongoing ethnical reflection with other fellows
- Supported program's outreach to Baltimore's Latino community
- Earned title of Professionally Trained Community Interpreter through 40-hour training program

B.A. Spanish and Anthropology, College Honors, May 2004

Washington University in St. Louis

Awards: Recipient of Eliot Scholarship 2000-2004

- Semester in Spain: University of Sevilla, Spring 2003

OTHER DISTINCTIONS

- Qualified Court Interpreter (Spanish), Maryland Judiciary (until November 2019)
- Qualified Bilingual Member (Spanish), Baltimore Police Department (until November 2019)
- Maryland Police and Correctional Training Commissions trained instructor
- Passed CA Commission on Peace Officer Standards and Training Academy Instructor Certification Course (January 2019)

JULIE SOLOMON, LSCSW, MSW, MBA

17834 Cherished Loop, Bradenton FL 34211

jasolomonconsulting@gmail.com 913|707-7662

<https://www.linkedin.com/in/julie-solomon-42336229/>

EXECUTIVE SUMMARY

Accomplished executive with twenty years of senior leadership experience largely in the non-profit sector. Core competencies include strategic alignment, innovation, commitment to diversity and inclusion, data driven decision making, fidelity to evidence-based practice, outward facing public leader with strong presentation skills, fostering, and leveraging excellent interdisciplinary stakeholder relationships, accomplished business acumen, recruiting and leading talented teams of professionals. Regarded by colleagues as a self-starter with proven organization and leadership skills, vision, and growth oriented, responsible, professional, inspiring, and energetic.

EXECUTIVE LEADERSHIP STYLE

- Innovative leader in building cross-disciplinary teams to improve system collaboration and program outcomes.
- Creative & strategic thinker, with a drive for results, and a demonstrated record of creating and implementing new initiatives.
- Demonstrated execution of local, state, and federal grant expenditures and program requirements.
- Strong change agent, leading people, and prioritizing collaborative decision making.
- Experienced evaluator, recommending methods for improving operational efficiency, quality, and cost effectiveness.
- Transformation Alignment.
- Solution focused, high energy member of executive leadership team.
- Leader in cultivating a healthy work culture, prioritizing professional development, leading an open-door policy, and encouraging team solutions.

PROFESSIONAL ACCOMPLISHMENTS

JUSTICE AND BEHAVIORAL HEALTH SYSTEM INNOVATION, INDEPENDENT CONSULTANT

ASSOCIATE MONITOR, Crisis Intervention, State of Illinois Consent Decree against the Chicago Police Department, ArentFox Schiff Law Firm

- Monitor accountability for 21st century policing practices in partnership with subject matter experts in Use of Force, Accountability, Supervision, Officer Wellness, Procedural Justice, and Community Policing.
- Prioritize policy, training and operational compliance with Consent Decree requirements related to Crisis Intervention
- Analysis of data supporting outcomes and strategy
- Ensure the interdisciplinary community advisory council, including people with lived experience and from marginalized communities, is actively engaged and supported in policy and training review and crisis response recommendations.
- Assess the Office of Emergency Management (911) to ensure robust training and accountability for telecommunicators on identifying calls with a mental health component and deploying appropriate dispatch (CIT officers, Mobile Crisis Teams, Warmline etc.).
- Collaborate with the City of Chicago, the Office of the Attorney General, the Chicago Police Department and the Office of Emergency Management to identify and bridge system gaps in identifying, responding to, and tracking disposition of calls with a mental health component.

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SUBJECT MATTER EXPERT, Independent Evaluator Team, Settlement Agreement against the Minneapolis Police Department, Effective Law Enforcement for All (ELE4A) Lead Evaluator on 1) Mental and Behavioral Health Crisis Support in the Field and 2) Officer Support and Wellness

- Prioritize policy, training and operational compliance with Settlement Agreement requirements related to 1) Mental and Behavioral Health Crisis Support in the Field and 2) Officer Support and Wellness
- Community eco-system engagement and recommendations
- Assess the Minneapolis Emergency Communications Center (911) to ensure robust training and accountability for telecommunicators on identifying calls with a mental health component and deploying appropriate resources (CIT officers, Mobile Crisis Teams, Warmline etc.).
- Data collection and audit protocol assessment
- Assessment of the Health and Wellness Unit, Officer Support Services, Critical Incident Response, Peer Support and Early Intervention System (EIS)
- Evaluation and assessment of police call for service data
- Body worn camera review and analysis
- Develop recommendations on Crisis Intervention Teams (CIT); mobile crisis response teams; crisis stabilization services; telecommunications protocol; data collection and evaluation
- Collaborate with the City of Minneapolis, the Minnesota Department of Human Rights (MDHR), the Minneapolis Police Department to identify and bridge system gaps in identifying, responding to, and tracking disposition of calls with a mental health component, as well as best practices related to officer support and wellness.

SUBJECT MATTER EXPERT, T. Bowman Consulting Group, Assessment of the Orlando Police Department
Lead project manager on Crisis Intervention and Officer Wellness

- Policy, training, and operational assessment
- Community eco-system engagement and recommendations
- Co-responder program evaluation
- Data collection and audit protocol assessment
- PEER program evaluation
- Assessment of mandated and voluntary officer assistance program (EAP) and Early Intervention System (EIS)
- Evaluation and assessment of police call for service data
- Body worn camera review and analysis
- Develop recommendations on Crisis Intervention Teams (CIT); mobile crisis response teams; crisis stabilization services; telecommunications protocol; data collection and evaluation
- Develop recommendations on Officer Wellness Programs

SUBJECT MATTER EXPERT, Effective Law Enforcement for All (ELE4A), Assessment of the Montgomery County Police Department

- Lead on Crisis Intervention, Response to persons in behavioral health crisis, and Alternatives to law enforcement response to persons in crisis
- Policy, training, and operational assessment
- Community eco-system engagement and recommendations, inclusive of the police department, county government, community stabilization resources, advocacy groups and community stakeholders

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- Evaluation and assessment of police call for service data
- Body worn camera review and analysis
- Develop recommendations on Crisis Intervention Teams (CIT); mobile crisis response teams; crisis stabilization services; telecommunications protocol; data collection and evaluation
- After-Action Review of officer involved fatality

SUBJECT MATTER EXPERT, T. Bowman Consulting Group, Assessment of the Louisiana State Police Department

- Subject Matter Expert- Officer Wellness, Employee Assistance, Crisis Response- inclusive of SWAT (Special Weapons and Tactics), CNT (Crisis Negotiations Team) and MFF (Mobile Field Force)
- Statewide police assessment including policy, training, and operational response to persons in crisis and special operations; racial and gender bias assessment; Body Worn Camera review; Bureau of Internal Affairs (BIA) file review; Use of Force file review; Call for Service data analysis.

PROJECT DIRECTOR AND SUBJECT MATTER EXPERT, Center for Justice Research, and Innovation|CNA, Functional and Operational Assessment of the Burlington, Vermont Police Department

- Lead on Crisis Intervention, Response to persons in behavioral health crisis, and Alternatives to law enforcement response to persons in crisis
- Community eco-system engagement and recommendations, inclusive of the police department, city government, community stabilization resources, advocacy groups and community stakeholders
- Policy, training, and operational assessment
- Preliminary and Final Report Writing
- As Project Director, collaborated with Subject Matter Experts in the assessment of:
 - Racial and Socioeconomic bias
 - Assessment of overall Police Staffing Levels
 - Police Oversight and Use of Force

SUBJECT MATTER EXPERT, Center for Justice Research, and Innovation|CNA; Settlement Agreement, Crisis Intervention and Response to Persons in Mental and Behavioral Health Crisis, Portland, Oregon Police Bureau

- Policy, training, and operational assessment
- Community eco-system engagement and recommendations, inclusive of the police department, county government, community stabilization resources, advocacy groups and community stakeholders
- Evaluation and assessment of police call for service data
- Evaluation and assessment of crisis response continuum, models with and without law enforcement
- Body worn camera review and analysis.

CHIEF STRATEGIC MANAGEMENT OFFICER, CIT International

- Execute board approved strategic plan
- Coordinate support strategies to 2300 CIT programs around the country
- Create and execute work plans to meet changing needs and funding realities
- Ensure contract compliance and recommend changes to improve/expand service delivery
- Develop strong working relationships with state and national stakeholders
- Assist with marketing strategies including effective use of website, membership communication, and branding

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- Develop and oversee implementation of deliverables on federal grants
- Define project scope, track project timelines and outcomes
- Grow business relationships and financial opportunities
- Preparation of organizational budget and responsible oversight of the budget
- Participate in the planning/coordination of the annual conference hosting ~1000 participants.

VICE PRESIDENT, Wyandot Community Behavioral Health Center

- Principal driver in the implementation of best practices for justice and behavioral health initiatives in Wyandotte County, Kansas City, KS
- Served as a catalyst and key facilitator for bringing CIT (Crisis Intervention Team) to Wyandotte County, including training law enforcement in identifying common signs and symptoms of mental health conditions and de-escalation strategies
- Served as strategic boundary spanner between criminal justice, mental health, and advocacy stakeholders, improving system-wide coordination and outcomes
- Leader on the Metro Wide CIT Council and Kansas State CIT Council
- Former CIT International Board Member
- Negotiated contracts to diversify revenue streams
- Lead the collaborative writing and subsequent award of the following grants: Bureau of Justice Assistance; Sequential Intercept Mapping; Trauma Informed Care in the Justice System, Justice and Behavioral Health Program Expansion, CIT Outcomes
- Initiated wellness programs in persons living with chronic mental health conditions with high co-morbid conditions including in-home medication delivery, smoking cessation, diabetes management, primary care, and psychiatry referrals.

CHIEF STRATEGIC MANAGEMENT OFFICER, EMERGENCY STABILIZATION SERVICES, Wyandot Community Behavioral Health Center

- Executive leadership of emergency stabilization services including Crisis Intervention Team, crisis clinic operations, 24/7/365 crisis drop off center for law enforcement, justice involved intensive case management teams, jail diversion, community corrections, mental health court, and police co-responder program
- Researched, developed, and oversaw our jail diversion program, embedding a mental health case manager inside the jail to cross check the daily jail booking report with the community mental health center database to identify active clients of the mental health center who are booked into the jail. Track number of days spent in jail, crimes committed, costs saved through jail diversion, and clients with repeat bookings. Developed system wide procedures to improve outcomes, reduce jail days, improve continuity of medication, reduce state hospitalization and emergency room overuse demonstrating efficiency and cost savings
- Developed procedures to share information in a timely manner with the jail on medications and pertinent treatment needs to maintain continuity of care during incarceration.
- Implemented procedures to track pertinent police call for service data
- Partnered with the police department on the development of General Orders and Standard Operating Procedures (SOP), guiding officers on best practice standards for interacting with persons in mental health crisis.
- Led collaborative effort to change state involuntary commitment statute (HB CIA-Crisis Intervention Act). The new Kansas statute allows individuals to be treated on both a voluntary and involuntary basis for up to 72

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hours in community crisis centers, rather than the state hospital. Key driver in the development of the new statute, served on the judicial review team, and provided testimony.

- Researched, developed, and provided oversight to the police co-responder program, pairing a mental health clinician with a CIT officer to respond to calls with a mental health component.
- Researched, developed, and provided oversight to the probate court mental health coordination team, collaborating on system integration while reducing gaps in care.
- Researched, developed, and provided oversight to the mental health misdemeanor and felony specialty court programs.
- Facilitator, Strategic planning: State of Missouri CIT.

HEALTH AND WELLNESS SECTOR INNOVATION

SENIOR VICE PRESIDENT, Community Health, YMCA,

- Leader in community collaboration and system integration, with an emphasis on promoting equitable and fair access to health services while advocating for systems that promote and incentivize moving health care upstream
- Promote Population Health, integrating social determinants of health into health care strategy. Special emphasis on addressing economic and social conditions which influence disparities in health outcomes
- Fidelity to Evidence Based Programs
- Utilization of technology platforms to improve user engagement, communication and improve overall health outcomes
- Implement health strategies to support the advancement of Chronic Disease prevention
- Partner on Brain Research Studies measuring the role of exercise on brain health
- Monitor national healthcare trends including the Quadruple AIM, Value Based Payment Models, Benefits supporting employee health, job satisfaction, recruitment, and retention
- Utilization of innovative technology providing real-time feedback and opportunity for intervention before more expensive care is required

CLINICAL SUPERVISOR, Crisis System Solutions, LLC

- 988 suicide prevention and intervention hotline
- Supervise crisis counselors on the 988 English and Spanish chat and phone line serving the United States and Puerto Rico

HIGHER EDUCATION SECTOR

ST. AMBROSE UNIVERSITY, Executive Director, Institute for Person Centered Care

- Developed an inter-disciplinary curriculum at the University College of Health and Human Services to infuse students with the practice of person-centered care. Disciplines included Nursing, Physician Assistant, Physical Therapy, Occupational Therapy and Social Work.
- Provided continuing education opportunities to regional healthcare providers on integrated health and person-centered care.

JULIE SOLOMON, LSCSW, MSW, MBA

17834 Cherished Loop, Bradenton FL 34211

jasolomonconsulting@gmail.com 913|707-7662

<https://www.linkedin.com/in/julie-solomon-42336229/>

- Integrated Trauma Informed Practices into the work of the Institute.
- Experience launching and scaling an Institute, funded by a large, actively engaged private donor.

UNIVERSITY OF KANSAS, SCHOOL OF SOCIAL WORK, Assistant Director, Field Education

- Instructor, Master Level Course, Supervision in Social Work (SW 864)
- Developed curriculum taught to foster care employees and supervisors regarding outcomes based, family centered case planning
- Evaluated and supported field practicum placements for over 200 students annually (BSW/MSW).
- Strengthened the continuing education program for field instructors
- Developed and facilitated the annual student orientation
- Facilitated strong stakeholder relationships with faculty, dean, students, and community partners
- Lead effort to digitize the department's materials to create a more efficient streamlined process
- Developed an annual digitized evaluation tool for students to provide feedback on the performance of the Field Education Office.

SMITH COLLEGE, Student Clinical Internship at Mt. Holyoke College

- Mount Holyoke College Counseling Center providing clinical services to students and faculty, largely young international women

WESTERN MICHIGAN UNIVERSITY, Peer Educator

- Facilitated groups educating students on healthy practices, including sexual health, relationships, alcohol and drug education and prevention, gender equity, and life skills

CREDENTIALS AND HONORS

- Federal Bureau of Investigation (FBI) 40-hour Basic Crisis Negotiators Course
- Licensed Clinical Social Worker (LSCSW)
- Lead Instructor, Training Response Network for Law Enforcement, "Recognizing and Responding to Persons in Behavioral Health Crisis", On-line Mental Health training for Law Enforcement.
- Author, white paper, "A community guide to best practices for alternative responses to people in mental and behavioral health crisis".
- Presenter- "Addressing the Unmet Social and Functional Needs of Older Adults: Innovation in Medicare"- Annual National Summit, The Root Cause Coalition
- Presenter-One Mind Campaign, International Association of Chiefs of Police
- Presenter- "Criminal Justice-Behavioral Health Partnerships: Promoting Integrated Healthcare"-Institute for Behavioral Healthcare Improvement (IBHI) San Antonio, TX
- Presenter- "Designing Effective Law Enforcement: Behavioral Health Partnerships for People with Mental Illness"-International Association of Chiefs of Police, San Diego, CA
- Presenter- "Changing State Laws to improve CIT and Client Care: Emergency Observation and Treatment"-CIT International Conference, Chicago IL
- Presenter- "Responding to the President's Task Force Report on 21st Century Policing" and "Program Sustainability"-Justice and Mental Health Collaboration Program Conference- Washington DC
- Presenter- "Creating Collaborative Partners with Law Enforcement and Mental Health" Justice Center-Council of State Government, New York City.

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EMPLOYMENT HISTORY

ARENTFOX SCHIFF, LLP (2019-Present), Independent Consultant

Associate Monitor, Crisis Intervention: Consent Decree against the Chicago Police Department

EFFECTIVE LAW ENFORCEMENT FOR ALL, Independent Evaluator Team,

Settlement Agreement against the Minneapolis Police Department, Lead Evaluator on 1) Mental and Behavioral Health Crisis Support in the Field and 2) Officer Support and Wellness

INDEPENDENT CONSULTANT (2019-Present)-Various Contractors (see pages 1-4 of resume)

YMCA OF GREATER KANSAS CITY (2019-2020)-*Department eliminated due to COVID19*

Senior Vice President, Community Health

ST. AMBROSE UNIVERSITY (2018-2019 academic year)-*New position, launched program out of state, moved back home*

Executive Director, Institute for Person Centered Care, Center for Health Sciences Education

CIT INTERNATIONAL (2017-2018)-*New position, organization decided to return to board led without executive leadership*

Chief Administrative Officer-CAO

WYANDOT CENTER FOR COMMUNITY BEHAVIORAL HEALTHCARE, INC.-Kansas City, KS (2010-2017)

Vice President (November 2015 – 2017)

Chief Strategic Management Officer (November 2010 – November 2015)

UNIVERSITY OF KANSAS-SCHOOL OF SOCIAL WORK, Lawrence, KS (2005-2010)

Assistant Director Field Education (November 2005 - November 2010)

Adjunct Instructor (Contract Appointment-2005)

Foster Care Curriculum Development (Contract Appointment- 2002)

EDUCATION

UNIVERSITY OF SAINT MARY-Master's in business administration (MBA) GPA: 4.0

SMITH COLLEGE- Master's in Social Work, (MSW) Smith College

WESTERN MICHIGAN UNIVERSITY-Bachelor of Arts (B.A.), Psychology, Sociology, Criminal Justice. Graduated Magna Cum Laude.

William A. Murphy

2553 E. Mayberry Avenue

Gilbert, AZ 85297

Cell: (714) 222-7720

Email: Ndfightingirish04@gmail.com

Curriculum Vitae

My qualifications as an expert in training management, curriculum design, use of force, and police operations are described below, including any publications I have authored:

I. Education and degrees:

- MPA – Public Administration, California State University (CSU), Long Beach, Graduate Deans List, Dec 1996
- BA – Economics, University of Massachusetts, Boston, May 1983
- Studied Engineering at University of Lowell, Massachusetts, Sept 1978 - Jan 1980

II. Professional experience with the Los Angeles Police Department (LAPD):

- Deputy Chief, Commanding Officer of Police Sciences and Training Bureau. In charge of all training, Jan 2015 - Mar 2017 (retired March 31, 2017)
- Assistant-Chair-Use of Force Review Board (UOFRB), In this role I adjudicated Categorical Use of Force (UOF) incidents, Mar 2013 - Mar 2017
- Commander, Assistant Commanding Officer of Personnel and Training Bureau. In charge of all training and personnel, Mar 2013 - Jan 2015
- Area Captain, Commanding Officer of Northeast Area, in charge of all police operations for approximately 300K people and 30 square miles, Mar 2008 - Mar 2013
- Captain, Commanding Officer of Training Division, Director of the Police Academy. During this time reorganized and completely rewrote the entire Academy curriculum. Approximately 1200 recruits graduated during this time, Aug 2006 - Mar 2008
- Captain, Commanding Officer of Newton Patrol, in charge of all patrol officers Jan 2006 - Aug 2006
- Captain, Commanding Officer of 77th Street Patrol, in charge of all patrol officers, Mar 2005 - Jan 2006
- Lieutenant, Adjutant to Director of the Office of Operations (OO) and the Office of Support Services. Assisted the Director of OO and Support Services in managing all patrol and training functions on the LAPD, Mar 2003 - Mar 2005

- Lieutenant, Officer in Charge, Professional Development Section, Continuing Education Division, responsible for all LAPD curriculum and instructional development, West Point Leadership Program, Field Training Officer, Instructor Development Course, Continuing Education Delivery Plan, etc. Mar 2000 - Mar 2003
- Lieutenant, Watch Commander, Hollenbeck Area, in charge of all patrol officers assigned to a watch, Oct 1998 - Mar 2000
- Sergeant, Commander's Aide, assisted Commander of Police in managing many functions such as upgrade of 9-1-1 system, construction of new police facilities, creating new policies and procedures for inclusion in the LAPD manual, etc., Jun 1995 - Oct 1998
- Sergeant, field supervisor at police stations, Oct 1993 - Jun 1995
- Police officer, worked as a Field Training Officer, Gang Task Force, Special Problems Unit, foot beat, and patrol officer, Dec 1988 - Oct 1993
- Recruit officer, Los Angeles Police Academy, Jun 1988 - Dec 1988

Additional responsibilities:

- Served on several California, Peace Officer Standards and Training (POST) committees for developing curriculum on topics such as Police Academy, leadership, and racial profiling, 2000-2004.
- Represented the LAPD on training issues at numerous POST and other law enforcement agency meetings and seminars.
- Director of Police Academy when the entire 1060 hours of Academy instruction was re-written to improve critical thinking skills using adult learning theory methods, 2006-2008.
- Wrote numerous training lesson plans and expanded course outlines for topics such as leadership, UOF, tactics, constitutional policing, conflict management, firearms, weapons of mass destruction, procedural justice, fair and impartial policing, etc. 2000 – to retirement Mar 2017.
- Lead instructor for train the trainer components of the Continuing Education Delivery Plan (CEDP), 2000-2003
- Board member, Tactics Training Review Committee, 2000-2003, 2006-2008
- Chair, Tactics Training Review Committee, 2013-2015
- Advocate for Chief of Police on training, UOF and tactics issues in Board of Police Commissioners meetings, 2013 to retirement in Mar 2017
- Conducted LAPD review of all UOF and Officer Involved Shootings, 2013-2014
- Speaker: training development and instruction at the International Association of Directors of Law Enforcement Standards and Training, 2015

- Speaker: training, tactics, and curriculum development at the Police Executive Research Forum conference on “Re-Engineering Training on Police Use of Force,” 2015
- Speaker: training and tactics at the Police Executive Research Forum conference on “Guiding Principles on Use of Force,” 2016
- Speaker; training, tactics and building public trust at the Missouri POST conference, 2016.
- Recognized expert in curriculum and instructional design, UOF, tactics, leadership, and training management, and many other training topics.
- Assisted United States Department of Justice (US-DOJ), Civil Rights Division, in working with the Chicago Police Department and the Baltimore Police Department in developing innovative training programs as they entered state and federal consent decrees.

III. Professional experience as a Federal Consent Decree Monitor:

- Currently, work on the New Orleans Police Department (NOPD) federal consent decree as a monitor working for the Office of the Consent Decree Monitors (OCDM)
- Achieved substantial compliance for all consent decree training paragraphs. Re-sequenced entire curriculum, created Recruit, Safety, and Standard Operating Procedures Manuals, established procedures for verifying training compliance, approved Annual Master Training Plan, etc.
- Conducted audits on specialized field units such as District Task Force Units to ensure that they operated professionally and adhered to constitutional policing. Some audit findings resulted in significant NOPD organizational changes.
- Assisted other OCDM monitors on improving NOPD police operations, policies, and procedures.
- Created the Field Operations Bureau (FOB) inspections process to assist in achieving substantial compliance on stop, search, and arrest (SSA) and bias free policing.

IV. Professional experience as a Police Practice Expert for the US-DOJ:

- Worked as a Police Practice Expert assisting the US-DOJ in reviewing the Portland Police Bureau (PPB) actions responding to the numerous protests that resulted from the tragic George Floyd incident. Also, assigned to US-DOJ team conducting a *pattern or practice* investigation of the Phoenix Police Department (PPD).
- Personally observed PPB handle protests on July 3-4, 2020, and provided detailed accounts of their actions to US-DOJ.

- Reviewed PPB's After-Action Reports that explained their rationale for taking the actions that they did on the protests.
- Worked with US-DOJ and PPB to develop improved training to address any deficiencies identified in the observations or review of the After-Action Reports.
- Provide police practice expertise to a team of US-DOJ civil rights litigators as they conduct a *pattern or practice* investigation of the PPD.
- Review documents such as policies, procedures, and training materials, participate in tours of training facilities, assist litigators during interviews of PPD personnel, conduct ride alongs in field with PPD personnel, reviewed UOF incidents, and prepare detailed reports of my findings to US-DOJ.

V. Professional experience as a consultant for Effective Law Enforcement for All (ELEFA):

- ELEFA is a consulting agency that is made up of current Federal Consent Decree Monitors and other consultants with expertise in police operations.
- Conducted performance audit on the Orlando Police Department (OPD) and identified many recommendations to improve Academy and in-service training.
- Recommendations were adopted by the Orlando City Council and efforts are currently underway to implement the recommendations.
- Conducted performance audit on the Montgomery County Police Department (MCPD) and identified many recommendations to improve Academy and in-service training.
- Final report on MCPD was approved by the Office of the County Executive.

VI. Professional experience as an Independent Evaluator:

- Currently, work for Effective Law Enforcement for All (ELEFA) on the Minneapolis Police Department's (MPD) Settlement Agreement with the Minnesota Department of Human Rights.
- Responsible for achieving substantial compliance for all Settlement Agreement training paragraphs. Created a New Training Needs Assessment (TNA) and Annual Training Plan (ATP), significantly introduced Adult Learning Techniques (ALT) into their curriculum, and provided technical assistance and approved all curriculum on the following topics: Use of Force, Engaging with Minors, Crisis Intervention Training, Non-Discriminatory, and Stop, Search Citation and Arrest (SSCA), and disorderly Conduct and Obstruction of a Legal Process.
- Responsible for achieving substantial compliance for all Settlement Agreement Use of Force paragraphs. Provided technical assistance on creation of an MPD's Use of Force Review Board (UOFRB), assisted MPD in reducing their backlog of Force Review Cases, and provided technical assistance in developing Supervisor Force Review training.

VI. Professional experience as a law enforcement consultant:

- Worked as a police practice expert with the University of Pennsylvania's Law School and the *Quatrone Center for the Fair Administration of Justice*, reviewing the Madison (Wisconsin) Police Department's (MPD) response to the protests due to the tragic death of George Floyd.
- Provided expert technical assistance on protest dynamics and police operations. Reviewed all documents associated with MPD. Participated in focus group discussions with senior MPD staff and community members to identify ways to manage protests more effectively in the future.
- The Quatrone Center authored a report titled: "Madison Police Department Sentinel Event Review, dated November 16, 2021" that included many recommendations to improve police protest operations and how to build stronger community relations.

VII. Training Certificates:

- CAL-POST, Police Academy Director Certificate
- LAPD Command Officer School Graduate & Certificate
- CAL-POST Management School Graduate
- CAL-POST - Executive, Management, Intermediate, and Basic Certificates
- West Point Leadership Graduate & Instructor Certificate
- Enhanced Incident Management/Unified Command Certificate
- Crowd Management/Crowd Control Certificate
- Incident Command System Certificate
- MACTAC Squad Leader Certificate
- Unified Command Certificate
- Watch Commander School Graduate
- Arrest and Control School Graduate
- Supervisory School Graduate
- Glock Transition School Graduate
- Beretta Transition School Graduate
- Attended numerous LAPD/POST certified training schools and classes.

VIII. Professional designations and associations:

- International Association of Chiefs of Police
- California Academy Directors Association

IX. Academic appointments:

- Adjunct Professor, Extended Education, CSU, Los Angeles, Instructor of Record for the West Point Leadership Program, 2000-2007

- Adjunct Professor, Extended Education, University of California, Los Angeles, Instructor of Record for the LAPD Instructor Development Course, 2000-2004

X. Awards received:

- Los Angeles Police Department Meritorious Unit Citation and medal for creating the CEDP training program, 2002.
- Los Angeles Police Department Meritorious Unit Citation and medal for the LAPD re-organization plan, 2003
- Los Angeles Police Department Meritorious Unit Citation and medal for being the lead instructor for the West Point Leadership Program, 2007
- Awarded LAPD “Master Instructor” certificate and pin, 2003.
- Awarded approximately 130 commendations for handling various police operational incidents.
- Awarded numerous State, county, municipal commendations, and certificates of recognition by elected public officials.

XI. Publications:

- Murphy, W. & Gascon, G., *New Training Program Helps LAPD Meet Training Mandates*, The Police Chief, November 2001, 38-42
- Murphy, W. & Gascon, G., *Target: Los Angeles, How the LAPD tackles WMD*, Homeland Defense Journal, December 2003, 28-32

Ian A. Dombroski, Esq.

7919 Tilghman Street
Fulton, Maryland 20759

ian.a.dombroski@gmail.com

(410) 409 – 5385

Curriculum Vitae

Dedicated and goal oriented leader with extensive experience in managing operational and administrative components of large segments of essential police personnel. Management experience includes policy development, training, compliance and associated legal components, with emphasis on professional integrity.

EDUCATION

- Juris Doctor, Cum Laude, Concentrations in Criminal Practice, Litigation and Advocacy
University of Baltimore Law School, Baltimore, MD **2004**
Admitted to Maryland Bar in 2004
- Bachelor of Arts, Physics
College of the Holy Cross, Worcester, MA **1997**

PROFESSIONAL EXPERIENCE

Montgomery County State's Attorney's Office, Rockville, MD **2022 to present**

Serving over one million county residents, responsible for the investigation and prosecution of criminal defendants through fair and honest administration of justice.

- Assistant State's Attorney, Special Prosecution Division.
- Prepared cases for trial by interviewing victims and witnesses, producing discovery, arguing evidentiary motions and extending plea offers.
- Conducted evidentiary hearings, motions, trials and sentencings.
- Drafted and filed court pleadings.
- Trained newly hired lawyers and law students for upcoming service.
- Prosecuted over 2000 cases and conducted over 50 trials.

Stevenson University, Owings Mills, MD **2021 to present**

Private university offering undergraduate and graduate programs to approximately 3600 students.

- Adjunct Professor, School of Humanities and Social Sciences, Criminal Justice: Law Enforcement, Criminal Law and Procedure.

Baltimore Police Department, Baltimore, MD **1997 to 2022**

The Baltimore Police Department (BPD) is the 8th largest municipal police force in the United States, staffed by over 3,000 civilian and sworn employees.

- Expert witness testimony in narcotics investigations in District, Circuit, Juvenile, Federal Court, and Grand Jury.
- Made over 1000 arrests leading to high rate of convictions including violent felonies and federal convictions.

❖ **Performance Standards Section – Compliance Bureau**, Commanding Officer (Rank of Major) **Sept. 2018 to 2022**

The Performance Standards Section (PSS) ensures compliance with Federal Consent Decree Requirements, conducts audits and inspections, develops findings and recommendations, and tracks corrective action. PSS also includes BPD's centralized unit that administers the Body-Worn Camera program and Use of Force Assessment Unit.

- Assisted in development and implementation of enhanced, federally approved BPD policy, standard operating procedures and training guidelines.
- Engaged in constant collaboration with the Federal Monitors and the Department of Justice in completing monthly, quarterly and annual reviews of compliance with Consent Decree required reforms. Reports are filed with the court and posted online.
- Managed the development and implementation of the Use-of-Force Assessment Tool, which evaluates compliance with BPD Use of Force policy and Consent Decree mandates, and presents cumulative trends and areas in need of corrective action.
- Administered the Performance Review Board, which routinely examines high-level use of force incidents, generates findings and recommendations, and ensures appropriate follow up corrective action.

❖ **Disciplinary Review Committee**, member (Rank of Major)

2016 to 2021

- Reviewed and recommended discipline for sustained internal misconduct investigations in over 900 closed investigations.
- Chaired the committee May 2016 to November 2018.

❖ **Special Investigation Response Team (SIRT)**, Commanding Officer (Rank of Major)

2015 to Sept. 2018

Formerly under the Office of Professional Responsibility and later BPD's Office of the Inspector General, SIRT conducts both criminal and administrative investigations of all high-level use of force incidents to include all police involved shootings and other BPD related death investigations.

- Responsible for all high-level use of force investigations and other police involved death investigations.
- Led the investigation of 29 Police Involved Shootings in addition to 69 other SIRT incidents.
- Presented investigations to Executive Command, Department of Justice officials, Monitoring Team members, and local government officials, including top executives.
- Established criminal wrongdoing in six investigations and lesser policy violations in 40 cases.

❖ **Internal Affairs Section – Office of Professional Responsibility**, Commanding Officer (Rank of Major)

2015 to Feb. 2018

The Internal Affairs Section (IA) conducts criminal and administrative investigations into allegations of misconduct against members of the police department.

- Ensured policy compliance and effected policy enhancements during distribution of over 2100 Body Worn Cameras (BWCs).
- Developed systems to ensure BWC activation leading to on-duty deadly uses of force being consistently documented on BWC.
- Implemented analysis protocol to aid compliance and consistent oversight with BPD's vehicle pursuit policy.
- Achieved significant decrease in allegations of excessive force and allegations of discourtesy in 2017 compared to 2016.
- Increased the quality of IA investigations resulting in a substantial increase in the sustained rate and over-all sustained cases in 2017 compared to 2016.
- Participated in the investigation and arrests of eight corrupt police officers leading to federal felony convictions in which IA dedicated a sergeant and two detectives full time to the investigation.
- Eliminated a significant investigative backlog and achieved an increase of over 75% in the annual closure rate in 2016 (internal, external and ethics investigations).
- During command of IA, over 30 terminations or force-outs from BPD related to disciplinary matters.
- Implemented Project Comport with Code for America publishing IA data for the public online.
- Created and developed the Preliminary Discipline Offer Program (formerly "Accelerated Disposition Program") leading to more timely investigative conclusions and appropriate discipline.

- Collaborated with Baltimore City's Civilian Review Board (CRB) and met on a regular basis to share investigative findings relative to CRB eligible complaints.
 - Established a method of sharing evidence with CRB investigators upon receipt of new CRB related allegations.
- ❖ **Area Three Commander** (Rank of Major) **2015**
- Developed and implemented a clear mission, guiding principles, performance goals, and plans to create sustainable improvements in distressed neighborhoods in the Western, Southwest and Southern Districts, post-civil unrest.
 - Implemented collaborative enforcement initiatives with State partners to focus limited resources in the most at risk communities.
- ❖ **Incident Commander / Operation Section Chief**, intermittent assignments (Rank of Major) **2015, 2016**
- Managed BPD deployments and operations during numerous protests and associated civil disturbances.
 - Directed related multijurisdictional coordination to include Maryland State Police and other state and local law enforcement agencies.
- ❖ **District Commander, Southern District** (Acting Major until promoted to Major in April 2014) **2013 to 2015**
- Commanded over 180 sworn police personnel of various ranks.
 - Continually met with and presented to the Southern District Community Relation Council and numerous other organizations from diverse South Baltimore communities to share information, identify problems and seek solutions.
 - Achieved a significant decrease in total violent crime including double-digit decreases in non-fatal shootings and aggravated assaults in 2014.
 - Led all police districts in 2014 in important enforcement metrics resulting in the crime improvements.
 - Consistently worked with community groups to achieve continual declines in violent crime in historically affected communities.
 - Collaborated with numerous community groups, business leaders and local and state elected officials to implement protocol and deployment plans for the opening of the Horseshoe Casino; initiated the Casino mini-district still in operation today.
 - Planned for and deployed essential supplemental coverage for all Ravens and Orioles home games located in the Southern District.
- ❖ **Executive Officer, Southern District** (Rank of Captain *formerly Deputy Major*) **2011 to 2013**
- End of Year 2012, Southern District led the city in improvements in major part one categories including a 39% decrease in homicides and 15% in total violent crime. Other double-digit reductions included robberies, burglaries, aggravated assault, and auto theft.
 - Designated as member of committee to draft policy addressing Internal Review Board reforms.
 - Appointed as department representative to U.S. Attorney delegation to Baltimore for demonstrating practices and successes of the Violent Repeat Offender program.
- ❖ **Lieutenant & Sergeant** **2004 to 2011**
- Supervised four teams of police personnel specifically assigned to neighborhoods with high rates of violent crime.
 - Coordinated the Westside Violent Repeat Offender Program.
 - Assisted in development and implementation of Diamond Standard Training.
 - Shadowed by the Associated Press for reporting on successful crime strategies employed by the BPD; demonstrated to local media the utility and advantages of newly introduced technology and equipment.
 - Planned and supervised over 100 undercover narcotics enforcement operations, supervised the preparation and execution of over 200 search and seizure warrants.

❖ Detective & Officer

1998 to 2004

- Nominated in 2002 for Sun Papers Officer of the Year and MML Police Executive Assoc. "Top Cop" Award.
- Purchased narcotics in an undercover capacity over 350 times.
- Extensive training in narcotics investigations including Multijurisdictional Counterdrug Task Force Training, HIDTA, ODV Narcotics Identification, NYPD undercover training.

Maryland Police Corps, Linthicum, MD

1997

- Federally funded law enforcement training emphasized ethics, leadership, honesty, self-discipline, strength and agility, weaponless tactics, strong analytical abilities and traditional law enforcement principles.

The Choice Program, Baltimore, MD

1997

- Employed as a caseworker for at-risk youth in Baltimore.
- Conducted client intake and assessment interviews, established goal-oriented service plans, educational plans, activity plans as well as counseling, outreach, tracking and monitoring.

RECENT TRAINING / CERTIFICATIONS

- Maryland State's Attorneys' Association Trial Advocacy Program (Linthicum, MD). 2022
- 4th Annual Federal Bar Association Consent Decree Conference (Tarleton State University, Fort Worth, TX). 2022
- Cyber Security Awareness Training, Six Modules (Baltimore City Office of Information & Technology). 2021– 2022
- Baltimore City Board of Ethics Annual Training including Conflicts of Interest and Financial Disclosures. 2019, 2022
- Police Executive Research Forum, Senior Leadership and Management Development Program: Emotional Survival for Law Enforcement, Budgeting, Strategic Planning and Applying Strategic Management, Leadership Development (Baltimore, MD). 2019 – 2020
- Center for Evidence Based Crime Policy Symposium (George Mason University, Arlington, VA). 2018
- Baltimore Police Executive Institute FBI Leadership Training (Quantico, VA). 2018
- Mass Exoneration and Ethics Symposium (Villanova University, Villanova, PA). 2018
- FEMA Emergency Management Institute Incident Command Certifications. (ICS-100, 200, 402, 700, 800) 2006 – 2018
- Society for Integrity in Force Investigation and Reporting, Annual Conference (Seattle, WA). 2017
- International Association of Chiefs of Police, Legal Officers Section Training Conference (Kansas City, MO). 2015
- International Conference on Collaborative Strategies for Improved Community Wellness (Valley Forge, PA). 2015
- Command Level Fair and Impartial Policing (Baltimore, MD). 2015
- Casino Security and Community Effects (New Orleans, LA). 2014
- Chicago Police Department Stat Lead Policing (Chicago, IL). 2014
- University of Maryland University College, Criminal Justice Leadership Certificate. 2008

AWARDS and RECOGNITIONS

- Certificate of Recognition – Director of the Federal Bureau of Investigation for work on Baltimore Police Gun Trace Task Force corruption investigation. 2018
- Certificate of Commendation – United States Attorney for Maryland for contributions to Maryland Exile Program. 2011
- Certificate of Recognition – State's Attorney for Baltimore City for contributions to the Violent Repeat Offender Program. 2011
- Special Service Commendations 2001, 2008, 2011, 2015
- Special Certificate of Recognition –Undercover operations in BPD's Organized Crime Division. 2004
- Nominated in for Sun Papers Officer of the Year and MML Police Executive Association "Top Cop" Award. 2002

- Bronze Star for Excellence – Meritorious conduct award for enforcement achievements in the Distressed Neighborhoods Unit. 2001
- Unit Citation – Meritorious conduct award for roles in significant decrease in violent crime in designated Baltimore Hot Spot communities. 2000

OTHER LEADERSHIP EXPERIENCE

- Maryland Sting, non-profit AAU youth basketball organization, Howard County, MD **2022 – present**
- Youth basketball couch
- Howard County Youth Program, Howard County, MD **2018 - 2022**
- Volunteer basketball coach.
- Holy Cross College Men’s Basketball, Worcester, MA **1994 - 1997**
- Elected Tri-**Captain**, 1996-1997.
 - Competed on NCAA Division One Level.
 - Richard J. Maloney Basketball Award – Holy Cross Varsity Club.
- E. O. Smith High School, Storrs, CT **1990 - 1993**
- Basketball **Captain**, 1992-1993.
 - All-State Selection, 1993.

MURPHY J PAUL JR

6149 Royal Palms Dr. Gonzales, LA 70737 Phone: (225) 975-0060

Email: murphyjpauljr@gmail.com

EDUCATION

Bachelor of Criminal Justice

Loyola University of New Orleans - New Orleans, LA

FBI National Academy

FBINA Class #233 – December, 2005

FBI National Executive Institute #XLII 2019

PROFESSIONAL EXPERIENCE

2018 – 2024: Chief of the Baton Rouge Police Department (Retired January 2024)

Chief law enforcement officer for the capital city of Louisiana. Baton Rouge has 230,000 residents and the police department has 883 positions. Managed a 103-million-dollar budget for the police department. Transformational leader who has lead into a new era of public safety. Demonstrated a commitment to innovative, evidence-based public safety strategies. Introduced training, standards of accountability and transparency that directly confronts and mitigates systemic issues in policing. Implemented community-centered, change-focused, innovative solutions to advance policing in Baton Rouge. Implemented Use of Force policies and training to align with best practices. Led all administrative hearings related to Use of Force complaints. Addressed complex issues related to practices of inequity and discrimination and presented internal and external solutions. Developed and nurtured positive relationships with a diverse Baton Rouge community. Demonstrated leadership through community engagement with community leaders, elected officials, higher education institutions, faith based leaders, business community, community members, local media and state, local and Federal law enforcement partners. Created a Real-Time Crime Center with public facing dashboards for community engagement through education and awareness.

2012 – 2017: Deputy Superintendent Bureau of Investigation, LSP

Responsible for the management of personnel and operations in the Bureau of Investigations. Responsibilities included the organizational management of Gaming Operations, Criminal Investigations, including Officer Involved Shootings, the State Fusion Center and Special Investigations. Budget unit head of a fifty-five million dollar budget. Ensures the efficient utilization and allocation of all personnel and other resources within the area of responsibility. Develops and implements policies and procedures regarding BOI operations and ensures the section operates efficiently and effectively in support of goals and objectives. Collaborated and fostered positive working relationships with Sheriffs, Chiefs of Police, District Attorneys, out of state law enforcement officials, Federal Agencies and community leaders. Managed all Officer Involved Shooting investigations and in-custody death investigations for State Police and local law enforcement agencies. Represented the department on several Boards and Commissions; The High Intensity Drug Trafficking Area (HIDTA), the Regional

Counterdrug Training Academy (RCTA), the Association of State Criminal Investigative Agencies (ASCIA) and the Joint Terrorism Task Force (JTTF).

2012 -2012: Deputy Superintendent Support/Training, LSP

Responsible for the administration, supervision and management of the activities of all personnel and operations within the support services section. This assignment included the operational and personnel management of the Training Academy, the Technical Support Division, Fleet Operations, Aviation Unit and the State Police Crime Lab. Policy development, organizational leadership and project management. Oversight over the LSP Shooting review board. This was an eight-month assignment.

2010-2012: Command Inspector Criminal Investigation, LSP

Managed the Budget and Operations for Criminal Investigation Division. This included the oversight of nine field offices throughout the state as well as Federal Task Force participation. Conducted inspections and audits of field offices. Developed policy and implemented programs related to complex criminal investigations.

2008-2010: Commander of Internal Affairs, LSP

Managed the State Police administrative investigations involving LSP and DPS personnel. Established statewide policies related to the tracking of complaints and administrative investigations. Oversight of the Early Identification System (EIS). Provided guidance and training to Commanders throughout the state on Administrative Investigative process and procedures. Assisted local agencies with administrative investigations. Project manager for the

2006-2008: Captain, Bureau of Investigation, Narcotics LSP

Managed the State Police Narcotic section. Managed nine field offices throughout the state. Established and implemented statewide policies and initiatives related to narcotics enforcement. Management of Federal programs and grants and ensured operational activities were in alignment with department goals. Project manager for the creation of a state wide Investigative Expense Documentation system.

2005-2006: Lieutenant, Bureau of Investigation, HIDTA-LSP

Supervised a Task Force with representation from DEA, Air National Guard, and the Jefferson Parish S.O. Prepared and managed the initiatives budget. Coordinated all narcotic investigation initiated by LSP in the New Orleans Metropolitan area.

2003-2005: Lieutenant, Bureau of Investigation, South District Detectives, LSP

Supervised three detective field offices. Responsible for investigating public corruption, major white-collar crimes, felony crimes, assisted other agencies with criminal investigations and felony fugitive investigations. Investigated Officer involved shootings.

2000-2003: Sergeant, Bureau of Investigation, Criminal Intelligence Unit-LSP

Supervisor of the Baton Rouge field office. Supervised several field offices throughout the state after the Sept. 11th terrorist attack. Responsibilities included the collection, evaluation and dissemination of information on suspected criminal violators and groups for analytical exploitation. Assisted other sections and other departments (state, local and federal) with criminal investigations.

1995-2000: Trooper, Bureau of Investigation, South District Narcotics, LSP

Enforced state and federal laws governing controlled dangerous substances. Worked with local and federal agencies enforcing drug laws. Worked in an undercover capacity

during state and federal investigations. Assigned to the High Intensity Drug Trafficking Area (HIDTA) Task Force.

1994-1995: Trooper, Troop-L - LSP

Enforced state highway regulations. Investigated traffic accidents, DWI enforcement, traffic enforcement, assisted motorists, escorts and many other functions pertinent to police work. Assisted other law enforcement agencies.

1991-1994: Orleans Levee District Police, New Orleans, LA

Enforced state laws and municipal ordinances. Investigated traffic accidents, DWI enforcement, traffic enforcement, domestic dispute complaints and assisted the New Orleans Police Dept. with 911 emergency calls for service. Field Training Officer for Reserve Police Officers. Monadnock certified instructor for Orleans Levee District Police Dept.

CERTIFICATES, TRAINING & SKILLS

- International Association of Chiefs of Police, IACP Board of Directors (2021-2023)
- IACP Policy Center Advisory Group 2020 to Present
- Drug Team Supervision
- Narcotics, Vice & Street Crimes Supervisors Training Seminar
- LSP Direct Leadership for Sergeants
- Gulf Coast HIDTA Initiative Supervisor Meeting
- U.S. Customs Blue Lightning Cross-Designation Training
- Intercept of Secure Communications
- Drug Enforcement Administration Basic Narcotics
- Current Money Laundering Techniques
- Basic Interview and Interrogation
- Advanced Undercover Techniques and Survival
- U.S. Secret Service, National Threat Assessment Seminar
- Operational Law Enforcement Intelligence
- F.A.A./Law Enforcement Officers Flying Armed
- Major Case Management Training
- Kinesic Interviewing & Interrogation
- Disaster Fraud Management Training
- Performance Planning & Review for Supervisors
- Contemporary Terrorism/Islamic Fundamentalists Terrorism
- National Insurance Task Force Symposium
- U.S. Dept of Justice Anti-Terrorism Training
- Bureau of Justice Assistance, Criminal Intelligence Systems
- POST/FBI Certified Instructor Development Course
- LEIU National Training Seminar
- Fundamental Concepts of Criminal Intelligence

COMMENDATIONS & AWARDS

- City of Baton Rouge Mayor-President “Extraordinary Leader of the Times 2024”
- National Organization of Black Law Enforcement Executives NOBLE “Attorney General Eric Holder Leadership Award 2023”
- Louisiana/Mississippi Network Coalition Distinguished Leadership Award
- Louisiana Legislative Black Caucus & LLBC Foundation “Champion Award” 2023
- United Christian Faith Ministries “Man Up Award” 2023

- Congressman Troy A Carter “Extraordinary Leadership in Extraordinary Times 2023”
- NAACP Louisiana “Man Of The Year” award 2023
- Alpha Phi Alpha Fraternity Beta Lota Lambda Juneteenth Celebration “Trailblazer Award 2022”
- Omega Psi Phi Fraternity LKK “2019 Citizen of the Year”
- National Organization of Black Law Enforcement Executives NOBLE “Robert Lamb Humanitarian Award 2018”
- Gulf Coast HIDTA, Certificate of Appreciation
- Drug Enforcement Administration, Certificate of Appreciation
- Federal Bureau of Investigation, Certificate of Appreciation
- Louisiana Emergency Service Ribbon
- Louisiana State Police Unit Citation Award
- Louisiana State Police Professional Excellence Award
- William Whitten Scholastic Award, Harbor Police Academy
- Tactical & Pursuit Police Driving, Harbor Police Academy

References furnished upon request

Zoe Russek-Sobol

z.russek@gmail.com • (414) 331-8813 • [linkedin.com/in/zoe-russeksobol](https://www.linkedin.com/in/zoe-russeksobol) • Chicago, IL

Strategy Leader in Public Safety

Seasoned public-safety strategist with nearly a decade of experience uniting police leaders, researchers, communities, and technologists to drive evidence-based reforms and technology adoption. Skilled at leading cross-functional teams, managing multi-million-dollar projects, ensuring high standards, and translating complex data into policy and training that strengthen accountability, officer wellness, and community trust.

Professional Experience

The University of Chicago, Office of the Secretary

June 2025 - Present

Associate Director, Board Operations and Special Projects

- Leading end-to-end governance for the UChicago Laboratory Schools Board, coordinating agendas, materials, meetings, and follow-ups while planning the board's annual operating calendar
- Providing strategic and logistical support to the University Board of Trustees, the Marine Biological Laboratory Board, and fourteen Advisory Councils, ensuring their work aligns with institutional priorities and governance best practices
- Partnering with board chairs and senior administrators at the University, the Marine Biological Laboratory and the Laboratory Schools to shape the work for the board, translate complex issues into clear briefing packets, and drive action-item closure to achieve project objectives on schedule

Independent Consultant

July 2024 - Present

The National Association of Professional Staff in Public Safety

March 2025-Present

Chief Program Officer

- Crafting an inaugural 3-year strategic plan and budget, aligning programs, advocacy, and member services with the association's mission to elevate non-sworn public-safety professionals
- Launching virtual and in-person professional-development programming and networking opportunities within tight budget constraints
- Curating targeted content for the NAPSPS website and LinkedIn to maximize reach and deliver valuable resources to members

The University of Chicago Crime Lab

August 2024-May 2025

- Expanded the Crime Lab's partnership with the Chicago Police Department to support strategic initiatives that enhance policing effectiveness and public safety
- Implemented command staff leadership training for the Philadelphia Police Department to strengthen leadership capacity and operational decision-making
- Created alumni engagement strategies for the Crime Lab's Policing Leadership Academy by fostering continued professional development and collaboration among law enforcement leaders

The National Policing Institute

May 2023-July 2024

Senior Program Manager, The Law Enforcement Knowledge Lab

- Directed the \$9 M DOJ-funded Knowledge Lab, managing budgets, contracts, and timelines to advance constitutional-policing initiatives across more than 150 grant requirements
- Managed a team of 10+ subject matter experts and partner organizations, providing strategic oversight of onboarding and continuous performance evaluation to ensure effective program execution
- Introduced program management strategies that streamlined operations, increased efficiency, and enhanced productivity to deliver tailored technical assistance, peer exchanges, and convenings to law enforcement

Axon Enterprises

August 2021-May 2023

Director of Community Impact

- Directed a cross-functional team that advanced equitable public-safety technology adoption, coordinating project scope, timelines, and staffing needs across multiple initiatives
- Managed annual operating budget for ethics council programming, negotiated consulting agreements, and ensured adherence to corporate procurement policies

- Led U.S. and U.K. Ethics & Equity Advisory Councils and launched a community-focused product-education program, translating diverse stakeholder feedback into product standards and agency training

The University of Chicago Crime Lab

July 2016 - Aug 2021

Associate Director, Criminal Justice Initiatives

March 2020-August 2021

- Led the implementation of the Chicago Police Department's (CPD) early intervention system (EIS) pilot to ensure compliance with consent decree obligations and establishing a national model for police EIS
- Oversaw a \$5 million research and technical assistance portfolio focused on police reform and violent crime reduction, managing budgets, staffing plans, and program strategies
- Navigated complex challenges with internal teams and external partners, facilitating essential work for both parties, especially during the COVID-19 pandemic
- Coordinated responses to technical assistance requests from city agencies and nonprofits, helping them effectively deploy their resources to serve Chicagoans and prevent violence

Senior Research Manager

October 2019-March 2020

- Executed the implementation and evaluation of a large-scale training program for 1,000 officers at the CPD Academy by overseeing the largest randomized control trial of police training to date to assess effectiveness and impact
- Mentored and motivated approximately 10 direct reports and project team members by providing professional development support while ensuring successful execution of key initiatives
- Designed and launched an internal writing program to equip all staff with writing training in 2020 that enhanced grant-writing capabilities and strengthened funding opportunities

Research Manager

January 2018-October 2019

- Headed multiple research and technical assistance projects in partnership with CPD, the Cook County State's Attorney's Office, and nonprofit organizations, driving data-informed policy and operational improvements
- Planned and executed a 2019 Chicago Officer Wellness Summit, bringing together 100+ attendees to discuss best practices in police mental health, peer support, and early intervention, resulting in recommendations delivered to police leaders nationwide and a feature in the DOJ's TTA Today Blog
- Secured more than \$750,000 in public and private funding as part of a strategic grant writing and resource development team resulting in the expansion of program capacity and research initiatives

Project Associate

July 2016-December 2017

- Analyzed crime data and developed daily briefings to inform district-level strategy as one of the first embedded analysts in CPD's Strategic Decision and Support Centers, which now operate citywide

Education

Harvard Business School Online

November 2022

Leadership Principles Certificate

The University of Chicago, Harris School of Public Policy

December 2019

Master of Arts in Public Policy, with Honors

University of Wisconsin – Madison

May 2016

Bachelor of Arts with Honors in the Major, Statistics and Political Science

University of Maryland Joint Program in Survey Methodology

May - August 2014

Junior Fellow

Professional Engagement and Involvement

- National Consortium on Preventing Law Enforcement Suicide, *Consortium Member (2019-2021)*
- The National Multiple Sclerosis Society, *Emerging Leaders Board Member (2024-Present)*
- BBYO, Inc., *Volunteer Youth Group Chapter Advisor (2019-Present)*

Samantha Rhinerson

550 Amsonia Circle Guyton, GA 31312 | 256-431-5324 | srhinerson99@outlook.com

Education, Certifications, and Proficiencies

MASTER OF ARTS | AUGUST 2016- MAY 2018 | MARYMOUNT UNIVERSITY

- Major: Forensic and Legal Psychology

BACHELOR OF SCIENCE | AUGUST 2012-APRIL 2016 | JACKSONVILLE STATE UNIVERSITY | MAGNA CUM LAUDE

- Major: Criminal Justice
- Second Major: Psychology

CERTIFICATIONS:

- Focus Group Facilitation September 2023
- ICAgile Certified Professional March 2021
- Data Analytics and Visualization Fundamentals June 2020
- Business and Technical Writing February 2020
- Crucial Conversations September 2018

PROFICIENCIES:

- Tableau
- Microsoft Office Suite
- PowerBI
- SuperMetrics
- WordPress
- NVivo
- SPSS
- Google Analytics and Data Studio

Honors and Awards

- Passionate Service Award, Booz Allen Hamilton, Spring 2022
- Initiative Award, CNA, Spring 2019
- Passionate Service Award, Booz Allen Hamilton, Winter 2019
- Compassionate Ingenuity Award, Booz Allen Hamilton, Spring 2020
- Unflinching Courage Award, Booz Allen Hamilton, Fall 2021

Work Experience

Senior Program Manager II | National Policing Institute | June 2022-Present

- Oversees a portfolio of over \$10 million dollars, including the TTA and microgrant BJA-funded Rural Violent Crime Reduction Initiative (RVCRI), the BJA-funded Crime Gun Intelligence Center (CGIC) program, and the Louisville Metropolitan Police Department After Action Review (AAR) and support the COPS Office Critical Response Program as a TTA manager
- Supervise a team of four individuals, including performance reviews and professional development while also managing several additional programmatic staff
- Launch the RVCRI TTA and microgrant program by establishing SOPs, developing and launching a microgrant application and proposal process to distribute \$3.5 million dollars in funding, managing day-to-day operations of the program and TTA provision, coordinating with the field, partners, and

executive-level clients, managing junior staff, and providing grant administration and budget management on a large-scale passthrough funding grant

- Lead project management for high profile, multi-faceted initiatives with a focus on violent crime reduction, agency impact, and organizational change, including all aspects of program planning, operations, budgeting, delivery, and closeout
- Initiate planning for a new consultancy line of business, including developing the infrastructure, strategic planning, budgeting marketing strategies, key performance indicators, and feedback mechanisms
- Liaise with local and tribal law enforcement agencies, prosecutor offices, courts, service providers, and other stakeholders and partners regarding TTA delivery and progress
- Build and maintain relationships with external partners and subject matter experts
- Assist Directors and Senior Directors in strategic planning, initiative and program planning, and related strategic development
- Engage with funders to ensure a high level of satisfaction with NPI project administration and execution, including project deliverables completed on time, within budget, and at a high level of quality
- Identify themes and linkages across initiatives within NPI's diverse portfolio and across NPI operational and administrative areas
- Produce high-impact deliverables including evaluation reports, guidance documents, interactive reports, training, webinars, and distance learning tools.
- Ensure compliance with funding and grant related requirements as well as ethical considerations
- Deliver presentations on behalf of NPI at industry events, conferences, and meetings
- Identify, seek, and proactively develop new funding opportunities, contribute to identification and development of grant proposals, strategically plan for project recompetes and supplemental funding, and serve as a resource to funding agencies
- Provide formal and informal leadership to program staff, junior staff, and colleagues
- Projects worked on include: RVCRI, CGIC, the Louisville Metropolitan Police Department AAR, and the COPS Office Critical Response Program

Consultant | March 2021-Present | Part time – 30 hours/month

Puerto Rico Consent Decree

Office of the Federal Monitor of Puerto Rico

- Review data, policies, training, and other documentation for compliance with consent decree requirements
- Track consent decree data and policy requests to ensure information was received in a timely manner for report generation
- Draft summary reports for community engagement meetings and other meetings as needed
- Support subject matter experts by conducting research on promising policies and practices on a variety of topics, such as searches and seizures, domestic violence investigations, and use of force
- Facilitate, edit, and author sections of the bi-annual monitoring report
- Assist the Chief Monitor and Deputy Chief Monitor with formatting, reviewing, and editing memos, letters, and reports and scheduling meetings and monitoring team site visits with stakeholders, monitoring team staff, and Department of Justice staff

Associate | Booz Allen Hamilton | September 2019-June 2022

Data Analytics and Metrics Lead, Department of Labor and FEMA Disaster Assistance and Benefits.gov Program

- Provided weekly, monthly, quarterly, and ad hoc reports and dashboards for the various program partners and clients and managed the program Funding Algorithm
- Used data visualization and analytics techniques to provide quantifiable statistics and KPIs using Google Analytics, Data Studio, and Supermetrics

- Provided recommendations and insights pertaining to website traffic trends and usage, website workflow, and campaign success rates
- Planned for the migration of 70 Google Analytics properties from Universal Analytics to GA4
- Re-designed standard reports to more accurately quantify and answer key client questions and KPIs
- Lead metrics tracking and reporting for 10 government websites and managed junior staff

Training and Data Analysis Lead, Bureau of Justice Assistance National Training and Technical Assistance Center (BJA NTTAC)

- Responded to 26 data requests from BJA and lead efforts to perform analysis and package deliverables in a timely and efficient manner
- Developed and reviewed 34 complex data analysis reports through the analysis of thousands of nodes of data that resulted in recommendations for system enhancement and improvement and training opportunities to improve data entry efficiency, accuracy, and appropriateness
- Enhanced data quality and accuracy through the review of system features and performance metrics
- Assisted in coordinating WebEx and Adobe platform webinars, identifying subject experts to serve as panelists for topical webinars pertinent to justice community practitioners
- Co-lead the complete re-design of the annual report and the re-design of the TTA Delivery approach to ensure a more data-driven process
- Provided data entry support and training for over 500 users of the BJA TTA System
- Tracked the development and delivery of all training and data analysis contract deliverables
- Developed, coordinated, and provided 18 formal and informal in-person and virtual trainings to use of the BJA TTA System
- Developed 18 written training and video training resources
- Liaised with BJA and BJA TTA providers regarding the BJA TTA System, data, and metrics

Booz Allen Hamilton

- Supported the Booz Allen Hamilton public safety market through strategic planning and federal proposal work on Department of Justice and Department of Homeland Security solicitations
- Contributed to client retention and acquisition through the development of client relationships
- Assisted with the development and launch of the Booz Allen Hamilton Law Enforcement Community of Practice, including the identification of partners
- Aided with contract modifications that realign responsibilities among project staff, helping to build a team that scales with the needs of the client

Senior Research Specialist | CNA Corporation | August 2017-September 2019

- Assisted with the management and delivery of multiple large, complex TTA programs by serving as Deputy Project Manager
- Managed junior staff and consultants on a range of complex TTA and research programs
- Liaised with local, state, federal, and tribal law enforcement agencies, prosecutor offices, and other stakeholders and partners regarding TTA delivery and progress
- Assisted with the planning of large, complex (over 1,000 attendees) conferences
- Prepared and reviewed documentation, project reports, summaries, strategic plans, and program updates for client/sponsor interactions
- Organized and participated in site visits, prepared action plans, and helped guide clients through the progression of the program
- Reviewed site proposals and capacity assessments to recommend TTA opportunities
- Conducted preliminary research on potential project topics
- Presented and summarized data both orally and in writing to fellow project members, clients, and relevant audiences

- Provided analytical and technical support to client sites and logistical and management support to project staff
- Coordinated and developed guides, resources, In Views, podcasts, and webinars on best practice solutions for distribution on a national scale
- Developed consultant statements of work and contracts and reviewed invoices for processing
- Developed and maintained TTA program websites and social media accounts
- Supported the CNA Corporation criminal justice market through strategic planning and federal proposal work on Department of Justice and National Institute of Justice solicitations
- Projects worked on include: National Public Safety Partnership, Illinois Police Academy Test Bank, National Institute of Justice Correctional Officer Safety Equipment, Executive Sessions on Policing, Project Safe Neighborhoods, Baltimore, Maryland After Action Report, and Body-Worn Camera Policy and Implementation Program

Intern | Anniston Crime Lab | August 2015-December 2015

- Processed crime scenes and prepared crime scene reports
- Handled evidence and performed basic tests
- Labeled and transported evidence to state laboratories with current investigators

Swing Manager | McDonalds | February 2010-June 2016

- Coached and developed over 90 crew members, including interviewing, performance reviews, and hiring
- Handled basic office duties, such as preparing deposits, generating memos, scheduling, and documenting workplace violations and customer complaints
- Monitored and ordered inventory for a high-volume store and developed sales reports
- Proctored new employee orientation and prepared new employee orientation paperwork

Research Experience

Editor | *Department of Forensic and Legal Psychology* | Marymount University | 2017-2018

- Helped edit select chapters of an Animal Cruelty textbook (invited for publication) under the mentorship of Dr. Holly Hargreaves-Cormany, Ph.D.
- Helped edit and research for a chapter on human trafficking (invited for publication) under the mentorship of Dr. Holly Hargreaves-Cormany, Ph.D.

Research Team Lead | *Department of Forensic and Legal Psychology* | Marymount University | Fall 2016- Spring 2019

- Research Team Lead for a mixed methods program evaluation
- Conducted and analyzed data of quantitative, qualitative, and observational natures
- Used assessments, such as the Inventory of Callous-Unemotional Traits and Bryant Index of Empathy for Children and Adolescents
- Created Informed Consent and Assent forms
- Assisted with preparing the IRB proposal, grant proposals, and conference presentation proposals

Lead Researcher | *Department of Criminal Justice* | Jacksonville State University | Fall 2014-Fall 2015

- Created informed consent and Perceptions of Criminal Justice System questionnaire
- Collected and analyzed self-report data from 60 participants, including inmates, law enforcement officials, and average citizens

Publications

- National Policing Institute. (September 2024). *Rural Violent Crime Reduction Initiative 2023 Annual Report*. Retrieved from: https://ruralvcriclearinghouse.org/clearinghouse/rural-violent-crime-reduction-initiative-2023-annual-report/?_hstc=257409684.2e47faf123acc829556e8ac17e393b58.1745882779909.1745882779909.1745882779909.1&_hssc=257409684.2.1745882779909&_hsfp=1966047304
- National Policing Institute. (November 2023). *Rural Violent Crime Reduction Initiative 2022 Annual Report*. Retrieved from: https://ruralvcriclearinghouse.org/clearinghouse/rural-violent-crime-reduction-initiative-2022-annual-report/?_hstc=257409684.2e47faf123acc829556e8ac17e393b58.1745882779909.1745882779909.1745882779909.1&_hssc=257409684.2.1745882779909&_hsfp=1966047304
- Rhinerson, S. (Producer) & Woodmansee, T. (Speaker). (September 2019). *Community Education of BWCs* [Audio podcast]. Retrieved from www.bwctta.com
- Rhinerson, S. (July 2019). Executive Session Summary: Collaboration Across the Criminal Justice System: Policing and Prosecution. *CNA Corporation*. Available online: https://www.cna.org/CNA_files/PDF/ExecSum_Policing_Prosecution_Final_V2.pdf
- Rhinerson, S. & Rodriguez, D. (July 2019). Spotlight: Operation Safety Net: Arlington, Texas, Police Department. *CNA Corporation*. Available online: https://www.cna.org/cna_files/pdf/e101830895_CNA_Spotlights_ArlingtonSafetyNet_Final_New_508.pdf
- Rhinerson, S. & Rodriguez, D. (July 2019). Spotlight: Aerial Responses to Violent Crime: Unmanned Aerial Systems Programs in the Arlington, Texas, Police Department. *CNA Corporation*. Available online: https://www.cna.org/cna_files/pdf/e101830895_CNA_Spotlights_ArlingtonUAS_Final_508.pdf
- Rhinerson, S. (Producer) & McElroy, L. (Speaker). (May 2019). *Crisis Communication Plan Strategies* [Audio podcast]. Retrieved from www.bwctta.com
- Rhinerson, S. (Producer and Speaker) & White, M. (Speaker). (April 2019). *Overview of BWC TTA Resources* [Audio podcast]. Retrieved from www.bwctta.com
- Rhinerson, S. (April 2019). Body-Worn Camera Training and Technical Assistance National Meeting Summary. *CNA Corporation*. Available online: https://www.bwctta.com/sites/default/files/2019%20BWC%20National%20Meeting%20Summary_FINAL.pdf
- Rhinerson, S. (March 2019). Executive Session Summary: Collaboration Across the Criminal Justice System: Officer Safety and Wellness. *CNA Corporation*. Available online: https://www.cna.org/CNA_files/PDF/Officer%20Safety%20And%20Wellness_Executive%20Session.pdf
- Rhinerson, S. (January 2019). National Public Safety Partnership Compton Probation Case Study, CNA. Available online: <https://nationalpublicsafetypartnership.org/clearinghouse/Resource/805>
- Rhinerson, S. (2018). National Public Safety Partnership Technology Assessment Cross Site Analysis. *CNA Corporation*. Available online: <https://nationalpublicsafetypartnership.org/clearinghouse/Resource/813>
- Rhinerson, S. (August 2018). Collaborating to Reduce Violent Crime in Compton, California. *CNA Corporation*. Available online: <https://www.nationalpublicsafetypartnership.org/clearinghouse/Resource/818>
- Rhinerson, S. (April 2018). Executive Session Summary: Innovative Approaches to Addressing Violent Crime: Technology, Intelligence, and Analytics. *CNA Corporation*. Available online: https://www.cna.org/CNA_files/PDF/CIM-2018-U-017467-Final.pdf
- Rhinerson, S. (April 2018). Body-Worn Camera Training and Technical Assistance National Meeting Summary. *CNA Corporation*. Available online: http://www.bwctta.com/sites/default/files/Files/Resources/2018%20BWC%20National20Meeting%20Summary_FINAL.pdf

- Rhinerson, S. (March 2018). Body-Worn Camera Training and Technical Assistance Resource Catalog. *CNA Corporation*. Available online: <https://bwctta.com/resources/bwc-resources/bwc-resource-catalog>
- Rhinerson, S. (January 2018). National Public Safety Partnership: Crime Analysis Case Study. *CNA Corporation*. Available online: <https://nationalpublicsafetypartnership.org/clearinghouse/Resource/792>
- Rhinerson, S. (November 2017). Executive Session Summary: Innovative Approaches to Addressing Violent Crime. *CNA Corporation*. Available online: https://www.cna.org/CNA_files/PDF/CSI-2017-U-016357-Final.pdf
- Hargreaves-Cormany, H., Burke, S., & Rhinerson, S. (2019). Theories of noncontact sexual offending. In *The SAGE Encyclopedia of Criminal Psychology*.
- Hargreaves-Cormany, H. & Rhinerson, S. (2019). Social learning and environmental determinants of psychopathy. In *The Sage Encyclopedia of Criminal Psychology*.
- Rhinerson, S. & Mellen, R. (March/April 2016). Perceptions of the criminal justice system. *American Jails*, 1 33-36.

Presentations

- Rhinerson, S., Clary, K, Perkins, M., Bynum-Dawson, B. (August 2024). *Rural Violence Prevention Programs*. Presented at the National Criminal Justice Association Forum on Criminal Justice, Washington, D.C.
- Rhinerson, S., Cartwright, H., Gutierrez, A. (April 2024). *Partnerships that Pay Off: Strategic Approaches to Reducing Violent Crime in Rural Communities*. Presented at the National Association of Women Law Enforcement Executives Annual Conference, Las Vegas, NV.
- Rhinerson, S., Hargreaves-Cormany, H., Ciolek, D., Paul, K., Pitsenbarger, J., Mortenson, D., Alicchio, J., Funke, D., Gaspar, N., Pierce, R., Wood, E., Jansen, A., & Steppat, A., (August 2019). *Society for the Prevention of Cruelty to Animals- Los Angeles (spcaLA) Court Diversion for Youth Program*. Three poster presentations at the American Psychological Association, Chicago, IL.
- Hargreaves-Cormany, H., Rhinerson, S., Ciolek, D, Paul, K. Pitsenbarger, J., Mortenson, D., Funke, D., Gaspar, N., Jansen, A., Johnson, E., Pierce, R., & Steppat, A. (March, 2019). *Evaluation of the Society for the Prevention of Cruelty to Animals- Los Angeles (spcaLA) Court Diversion for Youth Program*. Poster presentation at the American Psychological-Law Society, Portland, OR.
- Hargreaves-Cormany, H., Rhinerson, S., Ciolek, D, Paul, K. Pitsenbarger, J., Mortenson, D., Funke, D., Gaspar, N., Jansen, A., Johnson, E., Pierce, R., & Steppat, A. (March, 2019). *Evaluation of the Society for the Prevention of Cruelty to Animals- Los Angeles (spcaLA) Court Diversion for Youth Program*. Paper reading at the American Psychological-Law Society, Portland, OR.
- Rhinerson, S., Hargreaves-Cormany, H., Ciolek, D., Paul, K., & Pitsenbarger, J. (August 2018). *Evaluation of the Society for the Prevention of Cruelty to Animals- Los Angeles (spcaLA) Court Diversion for Youth Program*. Poster presented at the American Psychological Association, San Francisco, CA.
- Rhinerson, S., Hargreaves-Cormany, Ciolek, D., Paul, K., & Pitsenbarger, J. (August 2018). *Evaluation of the Society for the Prevention of Cruelty to Animals- Los Angeles (spcaLA) Court Diversion for Youth Program*. Paper reading presented at the American Psychological Association, San Francisco, CA.
- Hargreaves-Cormany, H., Rhinerson, S., Burke, S.A., Ciolek, D, Ford, A., Keglovits, H., Newton, E., Paul, K. Pinaire, C., Pitsenbarger, J., & Sims, E. (March, 2018). *Evaluation of the Society for the Prevention of Cruelty to Animals- Los Angeles (spcaLA) Junior Teaching Love and Compassion (jTLC) Humane Education Education/Diversion (HED) Program*. Poster presented at the American Psychological-Law Society, Memphis, TN.
- Rhinerson, S & Mellen, R. (September, 2015). *Perceptions of Criminal Justice System*. Paper presented at the annual Southern Criminal Justice Association Conference, Charleston, SC.
- Rhinerson, S. (January, 2015). *Perceptions of the Criminal Justice System*. Presented at the Criminal Justice Forum, Jacksonville, AL.

LAURA A. WYCKOFF, Ph.D.

301-346-3311

LauraAWyckoff@gmail.com

Education

Doctor of Philosophy, 2011

Criminology & Criminal Justice
University of Maryland
College Park, Maryland

Master of Arts, 2001

Criminal Justice
Rutgers University,
Newark, New Jersey

Bachelor of Arts, 1996

Sociology
University of North Carolina
Chapel Hill, North Carolina

Biography

Dr. Laura Wyckoff is a dynamic and trusted leader whose optimistic style inspires and motivates police leaders and practitioners—many of whom genuinely value her guidance and love working with her. With experience in the Department of Justice, non-profit, and academic sectors, she advances the adoption of evidence-based practices in policing through hands-on research, translation of findings, and direct technical assistance nationwide. Her expertise spans policy analysis and reform, program development, performance management and evaluation, data-driven strategies, crime prevention, police accountability, Stratified Policing, crime analysis, criminology of place, community policing, problem-oriented policing, and (of course) evidence-based strategies. Dr. Wyckoff has a rare ability to turn complex ideas into practical solutions—empowering the law enforcement community to innovate, evolve, and better serve their communities.

Work Experience

Senior Director of Knowledge, Learning and Translation

National Policing Institute | 2550 S Clark St, St 1130 Arlington, Virginia 2202 | 02/2023 – 6/2025

- Responsible for leading NPI's knowledge, learning, and translation strategies and key programs in support of the organization's mission of pursuing excellence in policing through science and innovation.
- Worked across the organization to translate research findings and the importance of evidence-based practices to the field through technical assistance, policy assessments, training, briefs, presentations, partnering with police leaders, and leading others in NPI.
- Responsible for the quality and depth of the grant programs' substance, including resource development for practitioners, processes that support a robust training and technical assistance initiative, providing direct TA to improve policies and practices (assessment, recommendations, improvement plans) within local police agencies, networking to support the integration of this work into the field, and expertise to support cutting edge research methods and evidence-based practices.

- Provided leadership, management, and oversight of a number of grant programs, providing excellence and accountability in project management, working seamlessly with police agency partners to conduct the work most effectively, and working closely with staff, sub-grantees, and contractors to have a successful team-oriented approach.
- Served as the Principal Investigator or Co-Principal Investigator on a number of grants such as BJA's National Law Enforcement Knowledge Lab, NIJ's Law Enforcement Data and Science (LEADS) Programs, BJA's 30x30 Technical Assistance Provider.

Chief of Staff

Police Executive Research Forum (PERF) | 1120 Connecticut Ave. NW Suite 930 Washington, DC 20036 | 07/2022 – 02/2023

- Provided senior leadership and executive-level advice to the Executive Director while advancing organizational effectiveness.
- Worked on a variety of executive initiatives and special projects across team management, hiring, organizational growth, operations, finance, and strategy in support of PERF's overall mission and vision.
- Addressed high-level issues across a wide range of activities as a trusted problem solver.
- Managed high-priority, national-level projects to ensure successful launch and execution.
- Directed the Special Projects team, which managed over two million dollars in grants and associated project work. Led this team in a collection of surveys (over 200) and interviews (over 100) to prepare for a meeting and subsequent report on the current challenges to recruit and retain officers across the country.
- Guided staff in their development of a guide-book to assist police agencies in improving their crisis response, a guide-book for police agencies for responding to homelessness, a technical assistance package on police response to gender-based violence, and a podcast series on building public trust.

Program Specialist (Performance Management) - Senior Lead of the Planning, Performance, and Impact Team

Department of Justice, Office of Justice Programs, Bureau of Justice Assistance | 810 7th St NW Washington, DC 20531 | 11/2014 – 6/2022

- Developed a vision and implemented a plan to use performance measures, other data sources, and research for data-driven decision-making to improve the Bureau of Justice Assistance's (BJAs) work and outcomes. This vision centered on the idea that programs should have goals, objectives, and performance measures that are built upon, encouraged, and ultimately improved the use of evidence-based practices in the office and in the field.
 - Developed a means to systematically improve BJAs grant management by examining key performance indicators through actionable performance management analysis products and accountability meetings for grant managers and leadership. This role required a close working relationship with each BJA component for over 30 BJA programs and collaboration across OJP and DOJ offices to help performance and research processes run smoothly.
- Took a holistic approach to work, ultimately gaining an in-depth knowledge of every facet of the grants-making process and an invaluable understanding of the workings of DOJ and OJP, an asset to any organization.
- Served as the task lead for a team of approximately twenty contractors. Managed all aspects of the day-to-day work of the contract, which included work conducted by contract leadership,

senior researchers, research assistants, editors, graphic designers, communications support, and a help desk for the information technology platform.

Federal Program Manager on Special Assignment to Office of Community Oriented Policing Services (COPS Office)

Department of Justice's President's Commission on Law Enforcement | 145 N Street NE
Washington, DC 20530 | 02/2020 – 08/2020

- Served as the Federal Program Manager for the Social Problems Working Group. Facilitated the work of 17 practitioners on recommending how law enforcement may better address mental illness, homelessness, and substance use.
 - Utilized extensive experience in research, writing, and leadership while also leveraging life skills including humility, patience, and, most importantly, flexibility. Remained a fast and efficient learner, showed proficiency at developing timelines and realistic plans, and managed multiple priorities and personalities at once.
- Worked to construct and perform a virtual Commission Hearing, organize and lead multiple working group meetings, and create multiple versions of products, during one of the most difficult times for law enforcement in our history (Covid and civil unrest).

Science Advisor (Consultant)

National Policing Institute (Formerly Police Foundation) | 2550 S Clark St, St 1130 Arlington, Virginia 2202 | 01/2013 – 10/2014

- Worked to reinvigorate NPI's research portfolio as well as their training and technical assistance work.
- Assisted in recruiting a network of academics to write new research proposals, as well as planned all components of the grant application and program process.
- Awarded and directed a grant from BJA to increase the crime analysis capacity among law enforcement executives at the national level. Managed all components including budget, staff, decisions, and collaboration.

Senior Faculty Researcher

Institute for Governmental Service & Research (IGSR), University of Maryland | 8400 Baltimore Ave. Suite 100 College Park, Maryland 20740 | 03/2007-10/2014

- Served as the Principal Investigator and Director of multiple grants such as the Maryland Governor's Office of Crime Control and Prevention's Crime Analysis and Compstat Initiative, which spanned five years.
- Provided on-going guidance and consultation of evidence-based practices and research methods to leaders in various local police agencies, several Maryland State's Attorney's Offices, Maryland's Department of Juvenile Services, and alike.
- Acquired and managed all aspects of multiple grants for technical assistance, training, and research work (e.g., research plans, budget, time-lines, reports, and staff).
 - Worked as co-principal investigator on a process evaluation examining prosecutorial approaches to gun violence and served as part of a team of researchers conducting a multi-year NIDA-funded quasi-experiment examining the implementation of new case management practices in the Maryland Department of Juvenile Services.
 - The technical assistance and training work included CompStat, Stratified Policing, crime analysis, evidence-based crime reduction strategies, and policing strategies.

- Served as the Crime Analysis Fellow for the Bureau of Justice Assistance, assisted with standing-up crime analysis technical assistance across the nation in conjunction with BJA's National Training and Technical Assistance Center. This work included assisting agencies in improving their own crime-reduction and management strategies, by integrating systematic tactical and strategic processes by identifying key goals, objectives, performance measures, and evaluation processes.

Deputy Chief Operating Officer

National Policing Institute (Formerly Police Foundation) | 2550 S Clark St, St 1130 Arlington, Virginia 2202 | 12/2005 – 03/2007

- Conducted and supervised every phase of the research process, from proposal writing, planning and implementation of research designs, and data collection to writing final reports on numerous projects.
- Worked directly with the Chief Operating Officer to provide continuity of supervision of staff to ensure that all projects were effectively managed, stayed within budget, and goals were met.
- Projects included Building Community and Trust and Confidence in Prince George's County Maryland; The Impact of Law Enforcement Shift Practices and Extra-Duty Employment on Various Health, Safety, Performance, and Quality-of-Life Measures; and Elder Abuse: How Protective Behaviors and Risk Factors Affect the Course of Abuse Over Time.

Project Director

Department of Criminology and Criminal Justice, University of Maryland | 2220 Samuel J. LeFrak Hall, 7521 Preinkert Drive College Park, Maryland 20742 | 10/2002 – 12/2005

- Directed projects serving as the research partner to Maryland's Project Safe Neighborhoods and Prince George's County State's Attorney's Office Cease-Fire Initiative.
- Directed the work and managed staff on action-based research projects with local and state law enforcement agencies, including guiding crime analysis, assisting agencies in identifying their crime problems, understanding these problems, and planning strategies to address these problems.
- Translated methods and findings of evaluations for specific gun violence interventions within a number of jurisdictions in Maryland.
- Worked with the Maryland US Attorney's Project Safe Neighborhoods coordinator on the state-wide initiative, providing training, assisting with program development, and aiding with the state's grant review process.

Research Associate

National Police Foundation | 2550 S Clark St, St 1130 Arlington, Virginia 2202 | 09/1999 – 09/2001, 05/2002 – 08/2002

- Worked on numerous projects of varied research designs, involving data collection, crime mapping, data analysis, database management, interview instrument development, and management of personnel. Projects included but were not limited to: *Bringing the Crime Victim into Community Policing*; *Creating an Effective Stalking Protocol*; *Examination of Citizen Perceptions of Differential Treatment by The Police in Los Angeles*; *Measuring Displacement and Diffusion: An Analysis of the Indirect Impacts of Community Policing*; *The Police Foundation Crime Mapping Laboratory: Enhancing Community Policing and Problem Solving Through Computer Mapping, Phase Two*.

Faculty Research Assistant

Bureau of Governmental Research, University of Maryland | 8400 Baltimore Ave. Suite 100 College Park, Maryland 20740 | 09/2001 – 01/2002

- Developed a process evaluation for the Maryland Department of Juvenile Service's Intensive Aftercare Program. Created interview instruments to collect data for the process evaluation, conducted focus groups statewide of staff regarding the successes and obstacles of the program, and constructed a plan to collect future impact data for the program.

Publications

- Yang, S., Hinkle, J., Wyckoff, L. (2018). Using Multitrait-Multimethod (MTMM) Techniques to Examine the Convergent and Discriminant Validity of Social Disorder. *Journal of Research in Crime and Delinquency*. DOI: 10.1177/0022427818771109.
- Wyckoff, L. (2011). Moving social disorder around which corner? A case study of spatial displacement and diffusion of benefits. (Dissertation). University of Maryland Department of Criminology and Criminal Justice, College Park, Maryland.
- Yang, S., & Wyckoff, L. (2010). Does the order of victimization questions affect survey responses?: A randomized experimental study. *Journal of Experimental Criminology*, 6 (3), 293-223.
- Weisburd, D. Wyckoff, L., Ready, J., Eck, J., Hinkle, J., & Gajewski, F. (2006). Does crime just move around the corner? A controlled study of spatial displacement and diffusion of crime control benefits. *Criminology*, 44, 3, 549-592.
- Beckman, K., Wyckoff, L., Groff, E., & Beatty, P. (2004). The trends in police research: A cross-sectional analysis of the 2011 literature. *Police Practice and Research: An International Journal*, 5 (2), 165-189.
- Beckman, K., Lum, C., Wyckoff, L., & Vanderwall, K. (2003). The trends in police research: A cross-sectional analysis of the 2000 literature. *Police Practice and Research: An International Journal*, 4 (1), 79-96.
- Wyckoff, L. (2001). The response to stalking in a large police department. (Master's thesis). Rutgers University School of Criminal Justice, Newark, New Jersey.
- Clarke, R. V., Kemper, R., and Wyckoff, L. (2001). Controlling cell phone fraud in the U.S.: *Lessons for 'Foresight.'* *Security Journal*, 14 (1), 7-22.
- Farrell, G., Weisburd, D., and Wyckoff, L. (2000). Survey results suggest need for stalking training. *Police Chief*, 67 (10), 162.

Selected Reports

- Wyckoff, L., Santos, R. B., and Santos, R. (2013). Implementing and institutionalizing CompStat and crime analysis in Maryland: 2008-2012. Report submitted to the Maryland Governor's Office of Crime Control and Prevention.
- Wyckoff, L., Santos, R. B., Santos, R., and McCloskey M. (2012). Implementing and institutionalizing CompStat and crime and analysis in Maryland: 2008-2011. Report submitted to the Maryland Governor's Office of Crime Control and Prevention.
- Wyckoff, L., Santos, R. B., Santos, R., and Bilanin, J. (2011). Implementing and institutionalizing CompStat and crime analysis in Maryland: 2008-2010. Report submitted to the Maryland Governor's Office of Crime Control and Prevention.

- Wyckoff, L., Boba, R., Santos, R., and Bilanin, J. (2010). Implementing and institutionalizing CompStat in Maryland: 2008- 2009. Report submitted to the Maryland Governor's Office of Crime Control and Prevention.
- Weisburd, D., Telep, C., Braga, A., with Groff, E., Hinkle, J., Lum, C., Morris, N., Wyckoff, L., and Yang, S. (2009). The Importance of place in policing: Empirical evidence and policy recommendations. Report for the Swedish National Council for Crime Prevention. http://www.criminologyprize.com/dynamaster/file_archive/100613/95b5df3d719242abdd614a983b571d65/The_importance_of_place_in_policing.pdf
- Wyckoff, L., Fogg, H., and McCloskey, M. (2009). Problem-solving and partnerships in prosecution: A process evaluation of community prosecution in two Maryland State's Attorney's Offices. Report submitted to the Maryland Governor's Office of Crime Control and Prevention.
- Hinkle, J., Wyckoff, L. and Weisburd, D. (2007). University of Maryland evaluation of the Prince George's County Project Safe Neighborhoods Initiative. Report submitted to the District of Maryland U.S. Attorney's Office.
- Wyckoff, L., Hinkle, J., and Weisburd, D. (2005). Findings from the Maryland Project Safe Neighborhoods state-wide survey: Problems, perceptions and responses to gun violence. Report submitted to the District of Maryland U.S. Attorney's Office.
- Hinkle, J., Wyckoff, L., Weisburd, D., and Wellford, C. (2005). Hard time for gun crime: An evaluation of Wicomico Exile. Report submitted to the District of Maryland US Attorney's Office.
- Young, D., Stayton, C., Rosenzweig, E., and Wyckoff L. (2005). Process evaluation of an effort to engage police in alternative responses to neighborhood drug problems. Report submitted to the National Institute of Justice, Office of Research and Evaluation. Retrieved from: <http://www.ncjrs.gov/pdffiles1/nij/grants/209265.pdf>
- Weisburd, D., Wyckoff, L., Ready, J., Eck, J., Hinkle, J., & Gajewski, F. (2004). Does crime just move around the corner? A study of displacement and diffusion in Jersey City, New Jersey. Report submitted to the National Institute of Justice, Office of Research and Evaluation. Retrieved from: <http://www.ncjrs.gov/pdffiles1/nij/grants/211679.pdf>
- Wyckoff, L., Hinkle, J., Frank, D., and Weisburd, D. (2004). Prince George's County Cease Fire report - Violence/gun violence in Prince George's County: A problem analysis. Report submitted to the Maryland State Cease Fire Counsel and the Prince George's County Law Enforcement Partners.
- Hinkle, J., Wyckoff, L., and Weisburd, D. (2004). Use of the National Integrated Ballistics Imaging System in Maryland. Report submitted to the District of Maryland U.S. Attorney's Office.
- Boba, R., Wyckoff, L., and Lane, E. (2002). Mapping reported intimate assault: An exploratory study. Chapter in final report to the Office of Community-Oriented Policing Services of the Department of Justice. Retrieved from: http://www.cops.usdoj.gov/files/ric/Publications/Inter-Agency_Response_DV.pdf
- Farrell, G., Wyckoff, L., and Weisburd, D. (2001). Process evaluation of implementation of an anti-stalking protocol by the Philadelphia Police Department. Chapter in final report to the Office of Community-Oriented Policing Services of the Department of Justice. Retrieved from: <http://www-staff.lboro.ac.uk/~ssgf/PDFs/Anti-Stalking%20Evaluation.pdf>

Selected Presentations

- Wyckoff, L. (June 2024). NIJ LEADS Summer Session: A Brief on NPI's Program Support. National Institute of Justice Law Enforcement Advancing Data and Science (LEADS) Scholars Program, Washington, DC.
- Wyckoff, L. (May, 2024). The National Law Enforcement Knowledge Lab: Technical Assistance and Training (TTA) Opportunities. Gatlinburg Law Enforcement Conference, Gatlinburg, Tenn.
- Wyckoff, L. (February, 2024). Program Highlight: Knowledge Lab. Fellows' Forum, Virtual, Arlington, VA.
- Wyckoff, L., Noel, P., Boatright, R., Buchanan, R. (December, 2023). Prevention, Intervention, & Reentry Strategies: Constitutional Policing Meets Focused Deterrence. Violent Crime Reduction Summit, Indianapolis, IN.
- Wyckoff, L. (Nov, 2014 to 2022) Extensive presentations, in-person and over webinar, to Grantees and Federal Staff in relation to Planning, Performance Management, Program Fidelity, GrantStat, Mini-GrantStat and other related topics. Washington, DC.
- Wyckoff, L., Bodrero, D., Bueerman, J., Mahoney, K., Wilson, T. (May, 2014). Increasing Crime Analysis Capacity. Major City Chiefs Association, Police Executive Research Forum, FBI National Executive Institute Associates, San Francisco, CA.
- Wyckoff, L. (May, 2014). Actionable Crime Analysis, Accountability, and Crime Reduction. Federal Bureau of Investigation National Law Enforcement Academy, Quantico, VA.
- Bueerman, J., Mahoney, K., Schmerler, K., Wyckoff, L. (October, 2013). Quality Police Services: Managing Data and Resources Effectively and Efficiently. International Association of Chiefs of Police Conference, Philadelphia, PA.
- Wyckoff, L., Boba R., and Santos, R. (October, 2013). Crime Patterns: Crime Analysis Identification, Dissemination, and Police Response. Maryland's Governor's Office of Crime Control and Prevention Training Conference, Chestertown, MD.
- Wyckoff, L., Boba R., and Santos, R. (October, 2013). CompStat's Next Generation: The Stratified Model of Problem Solving, Analysis, and Accountability. Maryland's Governor's Office of Crime Control and Prevention Training Conference, Chestertown, MD.
- Wyckoff, L. (September, 2013). Moving Social Disorder around Which Corner? A Case Study of Spatial Displacement and Diffusion of Benefits. International Association of Crime Analysts Conference, Ft. Lauderdale, FL.
- Wyckoff, L. (November, 2012). Keynote Address: Moving Social Disorder around Which Corner? A Case Study of Spatial Displacement and Diffusion of Benefits. Melbourne Crime Mapping and Analysis Conference, Melbourne, Australia.
- Wyckoff, L. (November, 2012). Maryland's CompStat Initiative: An Example of Diffusing Crime Reduction Best Practices on a Large Scale. Melbourne Crime Mapping and Analysis Conference, Melbourne, Australia.
- Wyckoff, L., Boba R., and Santos, R. (October, 2012). Crime Patterns: Crime Analysis Identification, Dissemination, and Police Response. Maryland's Governor's Office of Crime Control and Prevention Training Conference, Sykesville, MD.
- Wyckoff, L., Boba R., and Santos, R. (October, 2012). CompStat's Next Generation: The Stratified Model of Problem Solving, Analysis, and Accountability. Maryland's Governor's Office of Crime Control and Prevention Training Conference, Sykesville, MD.
- Wyckoff, L. (September, 2012). Actionable Crime Analysis, Accountability, and Crime Reduction. Bureau of Justice Assistance Law Enforcement Forecasting Group Session, Washington, DC.
- Wyckoff, L. (April, 2012). Implementing and Institutionalizing CompStat in Maryland: An Example of Diffusion of Innovation. Southern Consortium of University Public Service Organizations, Biloxi, MS.

- Wyckoff, L. (November, 2011). Moving Social Disorder around Which Corner? A Case Study of Spatial Displacement and Diffusion of Benefits. American Society of Criminology Annual Conference, Washington, DC.
- Wyckoff, L., Boba R., and Santos, R. (October, 2011). CompStat Best Practices. Maryland's Governor's Office of Crime Control and Prevention Training Conference, Chestertown, MD.
- Wyckoff, L., Boba R., and Santos, R. (October, 2011). Implementing Crime Analysis into Patrol. Maryland's Governor's Office of Crime Control and Prevention Training Conference, Chestertown, MD.
- Wyckoff, L., Boba, R., Santos, R., and Bilanin, J. (May, 2010). Implementing and Institutionalizing CompStat in Maryland. NCJA/BJA Regional Meeting on Evidence Based Policy and Practice, Philadelphia.
- Wyckoff, L., Boba, R., Santos, R., and Bilanin, J. (May, 2010). Overview of the CompStat on Demand Project. Maryland Governor's Office of Crime Control and Prevention, Annapolis.
- Boba, R., Wyckoff, L., Santos, R., and Bilanin, J. (December, 2009). Overview of the CompStat on Demand Project. Maryland Governor's Office of Crime Control and Prevention, Annapolis.
- Young, D., Farrell, J., Wyckoff, L., and Taxman, F. (November, 2008). Organizational Context, Best Practice Implementation, and Youth Outcomes in the Juvenile Justice System. American Society of Criminology Annual Conference, St. Louis.
- Farrell, J., Yancey, C., Young, D., Taxman, F., and Wyckoff, L. (November, 2007). Organizational Context and the Use of Best Case Management Practices in Juvenile Justice Settings. American Society of Criminology Annual Conference, Atlanta.
- Young, D., Farrell, J., Wyckoff, L. and Taxman, F. (June, 2007). Substance Abuse Assessment and Service Planning in the Juvenile Justice System: Findings from a Statewide Survey. Addiction Health Services Research Annual Conference, Athens, GA.
- Weisburd, D., Wyckoff, L., Ready, J., Eck, J., Hinkle, J. C. and Gajewski, F. (November, 2006). Does Crime Just Move around the Corner? A Study of Displacement and Diffusion in Jersey City, NJ. American Society of Criminology Annual Conference, Los Angeles.
- Wyckoff, L., Yang, S.M., Fu, Q., Campos, D.M., Lu, S., Weisburd, D. (November, 2002). Does the Order of Victimization Questions Affect Survey Responses? American Society of Criminology Annual Conference, Chicago.
- Wyckoff, L., Lane, E., Boba, R., and Farrell, G. (November, 2001). Mapping Domestic Violence in a Large City. American Society of Criminology Annual Conference, San Francisco.

Selected Training & Teaching

- Wyckoff, L., Wallace, J., Mason, C. (May, 2024). Innovation Incubator: Cultivating & Sharing Successful Community Policing Strategies (4 sessions, 1.5 hours). Professionalizing Law Enforcement-Community Engagement Training, Atlanta, Georgia
- Wyckoff, L. (June, 2014). Strategic Crime Analysis Training (1 session, 8 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (May, 2014). Tactical Crime Analysis Training (1 session, 8 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (March, 2014). Chiefs and Sheriffs Seminar: Advanced CompStat Practices (1 session, 3 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (December, 2013). CompStat Training: Accountability and Crime Reduction Strategies for Police Supervisors and Commanders (1 session, 8 hours). State of Maryland, Governor's Office of Crime Control and Prevention.

- Wyckoff, L. (November, 2013). Advanced Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (October, 2013). Introductory Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (July, 2013). Advanced Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (June, 2013). Introductory Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (March, 2013). CompStat Training: Crime Analysis for CompStat. (1 session, 8 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (November, 2012). Actionable Crime Analysis within a New Police Management Approach: The Stratified Model of Problem Solving, Analysis, and Accountability. Melbourne Crime Mapping and Analysis Conference, Melbourne, Australia.
- Wyckoff, L. (August, 2012). Advanced Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (July, 2012). Introductory Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (June, 2012). CompStat Training: Crime Analysis for CompStat. (1 session, 8 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (December, 2011). Introductory Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Boba, R. and Wyckoff, L. (November, 2011). Advanced Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Boba, R. and Wyckoff, L. (September, 2010). Advanced Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Boba, R. and Wyckoff, L. (July, 2010). Introductory Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (June, 2010). Introductory Crime Analysis Training. (1 session, 24 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Boba, R. and Wyckoff, L. (September, 2009). CompStat Training: Crime Analysis for CompStat. (2 sessions, 8 hours). State of Maryland, Governor's Office of Crime Control and Prevention.
- Wyckoff, L. (Spring Semester, 2008). Undergraduate Research Methods Instructor. Department of Criminology & Criminal Justice, University of Maryland.
- Wyckoff, L., and Jones, G. (March, 2007). How to Build a Mapping Capacity. (8 hours). International Law Enforcement Academy; Roswell, NM; Session 54 (including delegates from Montenegro, Kazakhstan, Slovenia, Serbia).
- Wyckoff, L., and Jones, G. (February, 2007). How to Build a Mapping Capacity. (8 hours). International Law Enforcement Academy; Roswell, NM; Session 53 (including delegates from Uganda, Botswana, Seychelles, Mauritius).

Selected Grants Awarded

- "NIJ's Law Enforcement Advanced Data and Science Program" (Award Period: January 2024 – December 2029). Principal Investigators: Burch, J., Wyckoff, L., and Dolly, C. Award Amount: \$1,000,000 for the first year, Funding Agency National Institute of Justice, U.S., Department of Justice

- “30x30 Technical Assistance Provider” (Award Period: Oct 2023 – Sept 2025). Directors: Wyckoff, L. and Lawrence, S. Award Amount: \$1,000,000, Funding Agency: Bureau of Justice Assistance, U.S. Department of Justice
- “Department of Justice’s Law Enforcement Knowledge Lab” (Award Period: Oct 2022 – Sep 2026). Directors: Burch, J., and Wyckoff, L. Award Amount: \$9,000,000, Funding Agency Bureau of Justice Assistance, U.S., Department of Justice
- “Building a Crime Analysis Capacity Fellowship with Bureau of Justice Assistance.” (Award Period: January 2014 – March 2015). Fellow: Wyckoff, L. Award Amount: \$126,380, Funding Agency: Bureau of Justice Assistance, U.S. Department of Justice
- “Implementing CompStat and Crime Analysis in Maryland Police Agencies, YEAR 6.” (Award Period: February 2014 – July 2014). Director: Wyckoff, L. Award Amount: \$14,000, Funding Agency: State of Maryland Governor’s Office of Crime Control and Prevention
- “Project Safe Neighborhoods Research Partner.” (Award Period: January 2014 – December 2015). Director: Wyckoff, L. Award Amount: \$99,982 Funding Agency: Bureau of Justice Assistance, U.S. Department of Justice
- “Increasing Crime Analysis Capacity: Training for the Law Enforcement Executive.” (Award Period: October 2013 – October 2015). Directors: Wyckoff, L. with Rachel Boba Santos, Susan Smith, and Jim Bueerman. Award Amount: \$299,795, Funding Agency: Bureau of Justice Assistance, U.S. Department of Justice
- “Implementing CompStat and Crime Analysis in Maryland Police Agencies, YEAR 5.” (Award Period: January 2013 – January 2014). Directors: Wyckoff, L. with Rachel Boba Santos and Jeanne Bilanin. Award Amount: \$97,806, Funding Agency: State of Maryland Governor’s Office of Crime Control and Prevention
- “Implementing CompStat and Crime Analysis in Maryland Police Agencies, YEAR 4.” (Award Period: January 2012 – December 2012). Directors: Wyckoff, L. with Rachel Boba Santos and Jeanne Bilanin. Award Amount: \$199,963, Funding Agency: State of Maryland Governor’s Office of Crime Control and Prevention
- “Implementing CompStat and Crime Analysis in Maryland Police Agencies, YEAR 3.” (Award Period: January 2011 –December 2011). Directors: Wyckoff, L. with Rachel Boba Santos and Jeanne Bilanin. Award Amount: \$289,712, Funding Agency: State of Maryland Governor’s Office of Crime Control and Prevention
- “Crime Analysis Training and Technical Assistance.” (Award Period: January 2010 – December 2010). Directors: Wyckoff, L. with Rachel Boba Santos and Jeanne Bilanin. Award Amount: \$57,304 Funding Agency: State of Maryland Governor’s Office of Crime Control and Prevention
- “Implementing CompStat and Crime Analysis in Maryland, YEAR 2.” (Award Period: December 2009 – November 2010). Directors: Wyckoff, L. with Rachel Boba Santos and Jeanne Bilanin. Award Amount: \$198,937, Funding Agency: State of Maryland Governor’s Office of Crime Control and Prevention
- “Implementing CompStat and Crime Analysis in Maryland, YEAR 1.” (Award Period: December 2008 – November 2009). Directors: Wyckoff, L. with Rachel Boba Santos, Jon Shane, and Jeanne Bilanin. Award Amount: \$185,696, Funding Agency: State of Maryland Governor’s Office of Crime Control and Prevention
- “Examination of Prosecution Approached to Reducing Gun Violence.” (Award Period: January 2008 – December 2008). Directors: Wyckoff, L. with Jeanne Bilanin. Award Amount: \$69,694, Funding Agency: State of Maryland Governor’s Office of Crime Control and Prevention

Marcia K. Thompson, Esquire

1715 W. Wrightwood Ave, Chicago, IL 60614

Telephone: (703) 867-0795

Virginia Bar Admission

Email: mktlaw@gmail.com

CURRICULUM VITAE

Executive Profile: Marcia is an experienced global executive with a proven capacity to create, address, and find collaborative and creative ways to build momentum on reform, civil rights, diversity, inclusion, and establish employee buy-in, as well as leadership and community engagement. Over 25 years of experience working with academic institutions, law enforcement, corporate, municipalities, not for profits, and federal agencies to increase awareness of civil rights concerns, human resources, improve inclusion, equity, and diversity initiatives enterprise wide. Experienced in social justice, restorative practices, mediation, law enforcement reform and assessments, architect of programs, implementation, and training related to civil rights, fairness, equity, constitutional practices, and community engagement that has been provided domestically and abroad across various organizations and for stakeholders at all levels.

Marcia is a professor, national speaker, and trainer on law enforcement topics to include but not limited to civil rights/civil liberties, ethics, intelligence, police problem-solving and procedural justice related topics. She has also worked on police department assessments to provide objective, neutral feedback, technical assistance, and direction on best practices in the field to include areas such as: *bias free - policing, use of force, internal affairs, community-oriented policing, internal policies/practices/procedures, academy and IST training, resiliency, mental health, management and leadership accountability, community trauma, transparency, police-community problem solving* and other inter-related topics.

Marcia has worked on various aspects of public safety reform since 2001 and was a member of the Department of Justice (DOJ) Collaborative Reform Initiative (CRI-TAC) and worked with police departments and community to address identified areas of reform nuanced to each participating jurisdiction. She is an attorney, trained mediator, neutral factfinder, and hearing officer, with an extensive background in civil rights and criminal justice as a practitioner and consultant.

EXPERIENCE OVERVIEW

- Served as **Global Executive** utilizing best practices and data driven solutions to co-create and solve problems with community insights and voice.
- Served as **Chief Diversity, Equity, and Inclusion Officer** for an international company.
- Experienced **US EEOC trained investigator** and **trained EEO Counselor** for the Department of Justice.
- Architect of a **diverse recruitment and hiring initiative** for the Department of Justice.
- Established **community outreach, education and engagement plans** post 9-11 on civil and human rights protections.
- Worked with various federal and state organizations to help review and **create curriculum for the Department of Homeland Security with an equity and civil rights lens** for ensuring the courses minimize any ethical, and civil rights implications on diverse communities based upon educational programs.

- Worked with the U.S. Department of State to create, and **provide cultural competency, sexual harassment, ethics, diversity, and inclusion training** for individuals (security and law enforcement) deploying to international locations.
- Reviewed and developed recommendations for U.S. Department of State on course **curriculum, facilitators, content edits, and modifications related to their hate and bias, a course** developed for law enforcement globally.
- Developed and **provided employment law education to corporations and government agencies on (avoiding workplace pitfalls)** with emphasis on HR, corporations, and supervisors understanding (diversity, inclusion, and legal ramifications as well as benefits for inclusion) enterprise wide.
- Provided **training and guidance on recruitment, hiring, and retention of candidates** and programs to support succession planning, mentoring and inclusion for corporations and as a consultant and national speaker.
- Served as **general counsel for an international 501c3 (NOBLE) and provided guidance, training, and assessments on bias, diversity, and inclusion**, as well as outreach to community organizations to address equity concerns and establish engagement programs.
- Created and taught undergraduate and graduate **courses on implicit bias, civil rights, constitutional rights, human rights, gender equity, racial equity, peacebuilding, conflict resolution and social justice.**
- Served as **Ombudsman for the entire U.S. Capital and provided education, outreach, facilitation, leadership development** and neutral fact-finding on overall workplace concerns to include diversity and inclusion matters.
- Keynote and **speaker on bias, diversity, ethics, employment law, procedural justice, and community engagement** for several national conferences (IACP, NOBLE, WIFLE, ILETSB).
- Work with corporations to **create, develop, and implement diversity and inclusion programs enterprise wide.**
- Work with corporations, municipalities, and federal agencies to **address internal diversity, inclusion, and equity concerns with all levels of organizations** to include assessments, investigations, training, and executive coaching.
- Served as sub-committee **Chair for education, outreach, and community engagement** for international law enforcement organization (IACP) and help establish national policy on civil rights, diversity, equity, inclusion, and community engagement best practices.
- Served as **Chair of inclusion and diversity council** for an international company.
- Served on **Board for Anti-Hate Non-Profit**, assisted with education and outreach.
- Customize and **create implicit bias, cultural competency, and equity training** for corporations, law firms, government agencies, and community organizations.
- Experienced and trained to **conduct equity impact analysis and benchmarking** and provide guidance, and education to organizations and corporations on prospectively looking at policies and practices as well as retrospectively looking at patterns and practices to remedy any equity concerns.

ACADEMIC/UNIVERSITY INSTRUCTION

AURORA UNIVERSITY, AURORA, IL

Assistant Professor of Criminal Justice August 2023 – Present

Department Chair July 2024 - Present

Aurora University is a four-year, private, nonprofit, accredited higher education institution offering students an excellent education. We were founded in 1893 in Mendota, Illinois, as a seminary college, before moving to Aurora in 1912. Our main campus is in Aurora, the second largest city in Illinois, and located approximately 45 miles from Chicago. AU is recognized by the United States government as a Minority-Serving Institution (MSI). This means we celebrate diversity and serve as a national model for private universities.

We are proud to be a “private university with a public purpose,” to work at the intersection of need and hope to pioneer sustainable solutions to complex social problems. This is what it means to be “an inclusive community dedicated to the transformative power of learning.”

LOYOLA UNIVERSITY CHICAGO SCHOOL OF LAW, CHICAGO, IL

Lead Faculty + Instructor (2019 – 2021)

Lead faculty member and instructor for the Loyola University Chicago School of Law course on Professional Identity Formation (PIF) which seeks to equip first-year law students with the tools needed to successfully engage and manage diverse environments with the ability to think critically about various legal issues, problems, and solutions and how they impact different groups of people and communities differently based on identity, privilege, and oppression. PIF is a progressive educational program, and Loyola is leading the way by incorporating it into its core curriculum for all entering law students as a foundational course.

BOWIE STATE UNIVERSITY, BOWIE, MD

Lecturer, August 2009 – 2013: Criminal Justice/Social Justice

Assistant Professor, January 2005 – January 2008: Criminal Justice/Sociology

Developed and facilitated four courses a semester in the fields of social justice, criminal justice, law, and/or sociology for a historically minority serving institution. Provided advising and mentoring for undergraduate students and served as the Pre-law advisor for the 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. Helped with grants, and funding for student programming and academic research.

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. Served as a faculty representative on Retention Advisory Board for the College of Professional Studies.

Served as Practicum/ Field Placement Director and helped to coordinate internships and job placements for seniors in the criminal justice/sociology fields of study. Also coordinated and hosted the “Peace Research Conference” and related social justice events on campus. Arranged career

related events on campus for students and faculty in the criminal justice, legal, and law enforcement field. I often utilized the latest technology and on-line/hybrid instruction in the classroom to enhance classroom experience for students.

Criminal Justice/Social Justice Courses Taught: Criminal Law, Criminal Procedure & Evidence, Ethics, Conflict Resolutions, Criminology, Juvenile Delinquency, Women & Law, Trial Advocacy, Senior Seminar, Victims, Introduction to Criminal Justice, National Security/Intelligence, Research, Practicum/Field Placement, Constitutional Law & Constitutional Policing, Civil Rights, Rule of Law, Special Topics

Awards/Recognition: Award Recipient – Leadership & Service Award – BSU Office of Student Affairs, 2012 Appreciation Plaque – Presenter/Moderator – DEA/DOJ Minority College Relations, 2012 *Nominated as Faculty of the Year – SGA/GSA Bulldog Ball Spring 2012 Certificate of Appreciation – Presenter/Conference – US Attorney’s Office (DOJ), 2011

MARYMOUNT UNIVERSITY, ARLINGTON, VA

Guest Lecturer, 2001 - 2005

Taught Comparative Ethics and Zealous Representation in the Master of Forensic Psychology program, often served as a participant in the student mock trial (expert testimony) course.

Award Recipient – Appreciation “Spirit of the Law” – Forensic Psychology Students, 2002

MONTGOMERY COLLEGE, ROCKVILLE, MD

Contract Instructor, 2002 - 2003

Facilitated a Conflict Resolution course for the Continuing Education Department of the College, at regularly scheduled intervals as the courses were offered. Facilitated an Ethics lecture for the Leadership Development Program for County Executives on a regularly scheduled interval.

UNIVERSITY OF PHEONIX, COLUMBIA, MD

Faculty (Adjunct), 1999 - 2003

During my time as a faculty member, I facilitated on-ground courses in both the Master of Business Administration (MBA) program and the Undergraduate programs. Taught Conflict Resolution; Professional/Business Ethics; and Employment Law.

PROFESSIONAL WORK EXPERIENCE

Creer Un Espace, LLC, 2021 - Present

Founder + President

Creer Un Espace, LLC is a women and diverse owned company, which specializes in creating space for equity, organizational justice, human resources consulting, training, leadership, employee development, reform, and community engagement. We provide internal services for companies and organizations to self-assess and create room for leaders to lead authentically and embrace

employees' voices. We also create space for external community involvement in conversations and processes that impact them as stakeholders.

Our team is diverse in every sense of the word, and we pride ourselves on bringing research into reality for our clients. Research and evidence-based practices coupled with practical application that can be measured and accomplished by our clients. We only deliver quality and everything we do is tailored to the clients' needs from start to finish. We care about our clients, our community, and the work we create.

Amazon (PXT Central Science), 2022 - 2023

Director, Community Innovation

Served as a global executive within Amazon's PXT, Central Science, I lead a team that placed an emphasis on using data and evidence-based practices to help communities and organizations nationally/internationally problem-solve and utilize science to create transparent, equitable practices, and tools to enhance opportunities for communities and the people who serve them to increase trust and build stronger relationships.

As an executive leading in this space my experiences in civil rights, peace practices, equity, social justice, and reform helped with the daily work of collaborating and innovating with others striving to make the world better and safer. I lead a cross-functional team that critically examined matters around various social determinants, with an emphasis on using evidence based problem-solving and data-science/technology applications. This involved researching, analyzing, and measuring how people, policies, processes, and proof (data), are integral to building trusting relationships, internally and externally in the communities where we work, live, and play.

DOJ – Office of Justice Programs - BJA, Appointed, 2013 – 2022: 2024 - Present.

Hearing Officer PSOB: Appeals Adjudications

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 virtual hearings and/or after receiving and reviewing relevant evidence necessary to evaluate a pending PSOB claim.

Chief Diversity, Equity + Inclusion Officer (CDEIO) Jensen Hughes, (2020 – 2021)

Hillard Heintze, Inc., Vice President: Law Enforcement Consulting (2019 – 2020)

Provided executive leadership and responsibility for overseeing and driving diversity and inclusion strategy, awareness, training, recruitment and reporting internally across the enterprise. Lead the development of new and stronger relationships with more diverse businesses, women-owned businesses as well as organizations classified as owned by Black, Indigenous or People of Color (BIPOC) via strategies and initiatives and outreach such as partnering, mentoring, and coaching. Helped to increase recruitment and retention of diverse talent, and leadership diversity. Provided executive oversight of law enforcement consulting practice's opportunities and engagements involving reform, civil rights, social justice, inclusion, and diversity.

Provided management, expertise and oversight for projects and assessments within the firm's law enforcement consulting practice. Conducted law enforcement and criminal justice top- to-bottom organizational assessments and technical assistance (i.e., Louisville, KY; Virginia Beach, VA; Chicago, IL; Fort Worth, TX; Arlington, VA) nationally and provided written organizational reports, recommendations, findings, and technical assistance on a variety of police, public safety, and community issues, with a civil rights, equity, and social justice lens.

Often worked with the police, city, and community stakeholders to address organizational findings on inter-related topics such as: community-oriented policing, fair and impartial policing, bias-free policing, procedural justice, collaborative problem-solving, internal affairs, training, constitutional policing, use of force, transparency, accountability, policies, practices, and procedures.

University of Chicago – Department of Safety and Security, 2018 – 2019

Director, University of Chicago Police Department (UCPD) Support Services

Served as part of the leadership (command staff) with oversight for departmental accreditation, compliance, community engagement, field training, in-service, leadership training, research and analysis, recruitment, strategic planning, records management, and stakeholder outreach. Worked with community, police, and campus stakeholders to promote community policing and problem solving in support of the department's goals. Established opportunities to actively collaborate with the community and oversaw the department's community advisory committee as part of the department and Universities overall diversity and transparency initiative. Spoke campus wide on diversity topics for students and staff in collaboration with other university entities and programs.

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, diversity 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, Inc., Vice President: Law Enforcement Advisory, 2014 – 2016

Provided management, expertise and oversight for projects and assessments within the firm's law enforcement advisory practice. Conducted law enforcement and criminal justice top- to-bottom organizational assessments nationally (i.e., Baltimore, MD; Denver, CO; Boulder, CO), also helped to establish the firm's Collaborative Reform Initiative (CRI-TAC) program with the COPS Office. As part of the assessments and CRI-TAC often provided written organizational reports, recommendations, findings, and technical assistance on a variety of police, public safety, and community issues, with a civil rights lens.

Architect of the Capitol (AOC), Contractual, 2010 - 2013

Ombudsman: Problem-Solver/Facilitator/Coach/Trainer

Worked with all levels of the organization 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.

Also served as a neutral resource for training, executive and leadership coaching, mediation, and facilitative problem-solving. Provided coaching for executives, managers and employees on topics related to promoting and better handling of a diversifying workforce, change, conflict resolution, communication barriers, employee engagement, and ever-changing workplace dynamics.

Provided training on topics related to respectful workplace environment, communication, conflict resolution and other diversity related topics. Conducted department, unit and organizational assessments, surveys, and focus groups to facilitate resolution and problem-solving.

Resolving Conflict Institute, LLC (RCI)

Owner/Facilitator/Mediator/Attorney, 2001 to 2013

Provided legal consulting, training, and collaborative problem-solving services to corporate and public organizations to include mediation, coaching, facilitation, curriculum design, organizational assessments, and strategic planning. RCI provided respectful workplace, communication, conflict resolution, harassment, gender/generational/diversity, civil rights, privacy and employment law education and training for corporate and public sector clients.

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 on-line 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, Washington, DC

National Account Manager, May 2001 – to January 2003

Investigative/Legal Research Consultant, November 1998 to March 2000

Account management with 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), Arlington, VA

Intelligence Research Specialist, September 1992 to November 1998

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.

Served as a collateral duty equal employment opportunity (EEO) counselor handled a variety of workplace and Title VII related matters. Handled many cases and helped to resolve many workplace issues during the informal stages of the dispute process. Developed and coordinated a diverse recruitment initiative for intelligence analysts. Spoke at Universities and other law enforcement and Intelligence agencies. An award was received for the advancements and achievements in diversity recruitment.

LAW ENFORCEMENT ACADEMY INSTRUCTION

ILLINIOS LAW ENFORCEMENT TRAINING & STANDARDS BOARD (ILETSB) EXECUTIVE INSTITUTE

Guest Lecturer & Curriculum Development, 2015 – 2020

Facilitated leadership training for the new Chiefs program, and for police commanders in the state of Illinois. Taught topics related to procedural justice, resiliency, leadership competencies, and community/problem-oriented policing. Developed curriculum on topics related to **cultural competency, implicit bias, procedural justice and leading in a diverse community**. Facilitated a symposium on policy development on use of force matters.

INTERNATIONAL LAW ENFORCEMENT ACADEMY (ILEA)

Faculty (Adjunct), 2013 - 2014

Facilitated criminal justice, legal, and court related curriculum to international law enforcement counterparts from various countries on behalf of the Department of State. Taught sessions related to **court procedures, trial advocacy, evidence, cybercrime investigations**, and prosecution processes.

FEDERAL LAW ENFORCEMENT TRAINING CENTER (FLETC)

Facilitator, Lecturer, Curriculum Development 2009 - 2012

Facilitated and developed curriculum for FLETC that was exported to state and local police departments throughout the United States. Participated in curriculum development conferences, pilot programs and train-the-trainer programs. Facilitated courses related to **leadership, intelligence, ethics, civil rights, community engagement**, and other inter-related topics.

LEGAL EXPERIENCE

Commonwealth of Virginia Attorney General's Office (DCSE)

Outside/Contract Counsel, 2009 to 2013

Served as legal representative for the Division of Child Support Enforcement (DCSE) in 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), Alexandria, VA

General Counsel & Outside Counsel, January 2009 to June 2011

Served as the Chief Legal Officer for NOBLE provided legal advice and counsel to the President, Executive Board and Executive Director on all legal matters to include but not limited to contracts, budget, fundraising, grants, personnel, organization policy and procedures, training, and human resources matters.

Often advised and/or participated in law enforcement related contracts/grants as SME for ethics, diversity, cultural competency, employment law, 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. Often represented the organization at conferences and events.

Fairfax County Attorney's Office (DFS)

Outside/Contract Counsel 2003 to 2008

Served as legal representative for the Department of Family Services (DFS) in Fairfax County, on behalf of the County Attorney's Office.

The Lewis Law Firm, Fairfax, VA

Associate Attorney, March 2000 to 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.

Commonwealth Attorney's Office, Alexandria, VA

Law Clerk, May 1997 to 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.

PUBLIC SAFETY ASSESSMENTS/TECHNICAL ASSISTANCE

Provided subject matter expertise (SME), technical assistant, training, or conducted full or partial department assessments on various police or public safety entities between 2001 – 2022, listed below is a sample of the departments assisted during that time. The list is not exhaustive.

- Arlington, VA Police Department (Project Lead/SME)
- Baltimore, MD Police Department (Project Lead/SME)
- Boulder, CO Police Department (Project Lead/SME)
- Chicago, IL Police Department (Project Lead/SME)
- Cincinnati, OH Police Department (Technical Assistance)
- Denver, CO Sherriff Department (Project Lead/SME)
- Forest Preserve Police Department: Cook County (SME)
- Gainesville, FL Police Department (Project Lead/SME)
- James Madison University, VA Police Department (Project Lead/Trainer)
- Los Angeles, CA Community College District, Safety Review (Project SME)
- Louisville, KY Police Department (Project Lead/SME)
- Marthas Vineyard, MA Police Departments (Project Lead/Trainer)
- State of Indiana – Law Enforcement Entities (SME)
- University of Nebraska Police Department (Project Lead/SME)
- University North Carolina – Chapel Hill Police Department (SME)
- Virginia Beach, VA Police Department (SME)
- Virgin Islands Police Department (Technical Assistance/SME)

LECTURES/SPEAKING EVENTS

- Ethics and Integrity, DOJ/COPS Train-the-Trainer Facilitation, 2001 - 2003
- Negotiation Techniques for Mediators, Virginia Mediation Network, Richmond, VA, 2002
- Practical Tips for Teaching Managers and Supervisors How to Reduce Workplace Conflict and Avoid EEO Disputes, - 13th Annual Conference: Center for Alternative Dispute Resolution, Washington, DC, 2001
- Managing Conflict and Tension in the Workplace, Federal Agency, Chicago, IL, 2001
- Career Paths and Higher Education, Jack, and Jill Annual Conference – Washington, DC, 2001
- Criminal Procedure & Practice, Para-legal Institute - Fairfax, Virginia, 1999 - 2001
- Police Brutality and the Illusion of Immunity, NABNA – Chicago, IL, 2000
- Racial Profiling and/or Driving While Black; Recent Legislative and Legal Developments – NABCJ – Norfolk, VA, 2001
- Racial Profiling Update Post 911, Recent Legislative and Legal Developments – NABCJ – Norfolk, VA, 2002
- Ethics Update, NOBLE, Andrews Air Force Base, MD, 2002
- Managing the Mediation Process, N. VA Regional Student Mediation Conference, Fairfax, VA, 2002
- Ethics and Zealous Representation as an Attorney, Marymount University, 2001 – 2005

- Women in Intelligence, Obstacles and Opportunities in the 21st Century, Trinity College, 2002
- Ethics for Everyone - Leadership Forum, Montgomery College, 2002, 2003
- Conflict Resolution "Getting at the Root" – Montgomery College, 2002, 2003
- Evaluating an ADR Program, Virginia Mediation Network, Richmond, VA, 2002
- Workplace Conflict & Mediation, ACR Conference, April 2003
- Mediating Child Welfare Matters, VSB Pro Bono Conference, May 2003
- Police Problem Solving, Dept. Homeland Security, January 2004
- Employment Law – Avoiding the Pitfalls (ADA, EEO, FMLA), AMA, 2005 -2020
- Conflict Resolution, Fairfax County, 2006
- Difficult Conversations, Fairfax County, 2006
- Leadership & Negotiation Skills, AMA OEP, 2007
- Juvenile Sentencing Issues, NABCJ 2006
- Conflict Management Overview, FEW, 2008
- Interviewing, Recruiting, Selecting Employees, FEW, 2008
- Alternative Dispute Resolution Overview, AMA – FBLA, 2008
- Sexual Harassment & Cultural Awareness, DynCorp, 2008 - 2011
- Hot Topics in Employment Law, NOBLE Regional Conference, 2009
- Changing Tides of Employment Law, NOBLE National Conference, 2009
- Conflict Management/Difficult Conversations & Communicating Across Generations, USDA/AMS, 2009
- Transitioning from Staff to Manager, FEW, 2010
- Leadership Traits, FBLA, 2010
- Peer Mediation, NOBLE National Youth Conference, 2010
- Juvenile Re-Entry "Best Practices," NABCJ National Conference, 2010
- Assertiveness Training, FEW Conference, 2010
- Breaking the Cycle of Violence - Keynote, Birmingham Police/City Breakfast, 2010
- Reflections on Leadership – Keynote, Univ. Mary Washington Colloquium, 2010
- Conflict Management/ADR Overview, FBLA, 2011
- Interviewing Tips & Techniques, FBLA, 2011
- Intelligence Led Policing (Legal & Civil Rights), LEIM Conference, 2011
- Women & Intelligence/International Security Forum, Moderator, Trinity, 2012
- Conflict Resolution & Assertiveness, WIFLE National Conference, 2012
- Intelligence/Information Sharing & Civil Rights, IACP/Stone Hill College, 2012
- Communicating, with Diplomacy and Tact, AMA, 2010 - 2020
- Workplace Investigations, AMA, 2007 - 2017
- Leadership & Risk Taking, AMA – Women's Leadership Series Breakfast, 2015
- Diversity & Engagement & Police Problem Solving, NOBLE, 2015
- Police Best Practices – Post Ferguson, DOJ/CRS Conference, 2015
- With Liberty & Justice for All CLE Seminar, Kane County Bar Association, 2015
- Ethics and Social-Media, Loyola Law School, 2015
- Leadership & Procedural Justice, Women in Criminal Justice Conference, 2016
- Resiliency & Procedural Justice, IL Chiefs Orientation, 2016
- Analysis of a Leader, WIFLE National Conference, 2016

- ❑ Annual Ethics CLE, Loyola Law School, 2016
- ❑ Constitutional Policing and Mutual Aid: Highlighting Best Practices and: Civilian or External Oversight: A Real Discussion on Avoiding the Pitfalls, International Association of Chiefs of Police (IACP) – National Conference – Virtual, 2020
- ❑ Taking a Stand Against Racism: Our Shared Values and Responsibilities, University of Chicago (Office of the Provost) – Virtual, 2020
- ❑ Beyond the Protests: Defund of Reform Police Forces, Bay Atlantic University, Global Policy Institute, (Virtual), 2020
- ❑ Equity is the Core of Police Reform, DOJ: ICITAP – Police Development Advisory Council (Virtual), 2021
- ❑ 40 Acres and a Mule: Historical Perspective on Race and Wealth, William Blair (Virtual), 2021
- ❑ Body Cameras: Do they Build or Erode Community Trust? - Carter School on Peace and Conflict Resolution (Virtual), 2021
- ❑ Captivating Conversation with U.S. Capitol Police Assistant Chief Yogananda Pittman: January 6th Women in Federal Law Enforcements (WIFLE), Phoenix, AZ, 2022
- ❑ Officer Involved Sexual Assault, National Association for Civilian Oversight of Law Enforcement (NACOLE), Fort Worth, TX, 2022
- ❑ Don't Be Afraid of the Data: How Departments Use Data for Transparency + Engagement, International Association of Chiefs of Police (IACP), Dallas, TX, 2022
- ❑ Body Cameras: Do they Build or Erode Community Trust? - National Association of Women Law Enforcement Executives (NAWLEE), Houston, TX, 2023
- ❑ Left of Bad: Minimizing Crisis Proactively (Data Analytics), International Association of Chiefs of Police (IACP), San Diego, CA, 2023
- ❑ Creating a Chief Diversity Officer (CDO) Role for Federal Agencies, Women in Federal Law Enforcement (WIFLE), Tampa, FL, 2023
- ❑ Changing the Culture of Policing: The Importance of Supervisory Practices in Police Reform, National Association for Civilian Oversight of Law Enforcement (NACOLE), 2023
- ❑ Active Bystandership for Law Enforcement (ABLE), National Organization of Black Law Enforcement Executives (NOBLE), Cincinnati, OH, 2023
- ❑ Conflict Resolution and Police Reform, American Bar Association/Alternative Dispute Resolution Section (ABA/ADR), San Diego, CA, 2024
- ❑ HBCU Panel: Jobs and Preparation for the Future (BJA) at National Organization of Black Law Enforcement Executives (NOBLE/CEO Symposium), Clark Atlanta University, Atlanta, GA, 2024
- ❑ Workforce of the Future Convening, Bureau of Justice Assistance (BJA), Wichita State University, Wichita, KS, 2024
- ❑ Trauma, De-Escalation, and Resiliency for Law Enforcement, FBI – LEEDA, San Antonio, TX, 2024
- ❑ The Path of a Hate Crime Campuswide Symposium, Aurora University, Aurora, IL 2024
- ❑ From Local to Federal: Bridging Reform in Law Enforcement, Women in Federal Law Enforcement (WIFLE), Washington, DC, Washington, DC, 2024
- ❑ Police Building Bridges and Breaking Down Barriers, National Organization of Black Law Enforcement Executives, (NOBLE), New Orleans, LA, 2024
- ❑ Teaching with AI: Reflections from a Learning Program for AU Faculty, Spring 2025 Teaching and Research Symposium, Aurora University, Aurora, IL 2025
- ❑ Academic Freedom and Diverse Voices (Lunch Series), Aurora University, Aurora, IL 2025

- ❑ Fireside Chat: AI and Leadership: Navigating Change in a Digital Era, National Organization of Black Law Enforcement Executives (NOBLE/CEO Symposium), Glendale, AZ, 2025

COMMUNITY DIALOG/EDUCATION/OUTREACH ACTIVITIES

American Bar Association (ABA) 2024- Mediation/Arbitration Competition (Judge)

Served as a volunteer Judge for the final rounds of the national mediation competition hosted by the ABA and served as a volunteer Judge for the national arbitration competition for graduate/law school and undergraduate students.

American Bar Association (ABA-LSAC) 2024- Pre-Law Symposium (Chicago, IL)

Served as a volunteer mentor/advisor for over 1500 pre-law students from around the country seeking advice on how to gain admission to law school, provided best practices, tips, and tools.

TRHT Racial Healing Circles (2018 – 2021)

(Healing Circle Co-Facilitator - Community Circles) – Inaugural cohort for Chicago TRHT trained racial healing circle practitioners, conducted, and participated in various circles for community organizations.

Human Rights Commission (Elgin, IL)

(Community Dialog – Black Lives Matter versus All Lives Matter) Elgin, IL, February 2016

Department of Justice: Community Relations Service & 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 & Justice for All) Geneva, IL, October 2015

America Speaks (Facilitator 2006 – 2011)

Served as a volunteer for 21st Century Town Hall meetings. Multi-party community dialog facilitator for often city-wide conversations. Provided facilitator services in Washington, DC (Citizen Summit – Ward 8); New Orleans, LA (Unified New Orleans Plan); and Chicago, IL (Chicago Jazz Community Town Hall). Conversations often involved youth, crime, violence, police, economic development, disaster recovery, community, and other public policy concerns.

PROFESSIONAL ORGANIZATIONS

International Association of Chiefs of Police (IACP) – Civil Rights Committee (Presidential Appointed) Sub-Committee Chair: Civil Rights Education + Engagement 2017-2023; Juvenile Justice & Child Maltreatment 2023 (Committee Member) 2005 – Present

Serve as a Committee member and help promote Juvenile Justice and the prevention of maltreatment of children and research mechanisms to prevent, mitigate, and support children that

are abused or neglected, amongst other ways defined as maltreatment. The committee also works with state, local and federal partners to share information and establish best practices in the field. Serve as a subject matter expert at conferences and events on behalf of the committee and/or organization.

While serving on the Human and Civil Rights committee and as a co-chair, the role was to help develop model policies and best practices for national and international police organizations. Serve as a subject matter expert at conferences and events on behalf of the committee and/or organization. Often serve as liaison with other state, local, federal organizations to promote best practices and policies in law enforcement accountability and civil rights.

National Organization of Black Law Enforcement Executives (NOBLE) – Ethics Committee (Presidential Appointed Committee Member) 2020 – 2021

Served as an ad hoc committee member to provide the executive board with advice and various ethical issues raised by members, or leaders within the organization. Provide recommendations based upon standards of conduct and ethical guidelines within the organization.

Virginia ADR Joint Committee

(Council Member) 2010 – 2014; Young Lawyer Representative (2006)

Served as a Council Member and helped promote the purpose of the ADR Joint Committee to bring together members of the Virginia Bar Association (VBA) and the Virginia State Bar (VSB) with a shared interest in alternative dispute resolution through education and outreach. Provided feedback and guidance on pending legislation that may impact the legal and/or ADR community as it related to ADR and conflict resolution. Also, provided training and CLE opportunities for the legal and ADR community.

Northern Virginia Black Attorneys Association, Fairfax, VA (Volunteer/Elected)

President, January 2003 to 2006; Vice President, February 2000 to 2003

Coordinated and sponsored academic, social, community and networking events/programs for judges, lawyers, and students. Established liaisons with other local minority and majority bar organizations. Facilitated, planned, and coordinated statewide Bar Association conferences and co-chaired coordination of CLE events. Helped facilitate development of academic and social events for hundreds of lawyers, judges, and legislative branch members. Represented the association on Judicial selection committees, and at legislative events.

Fairfax Bar Association, Fairfax, VA

Chair-CLE Committee / JDR Court, Member-Community Outreach, March 2000 - 2006

Co-chaired and helped to develop CLE materials for court activities and special events. Local judges and lawyers often attended the events. Worked closely with judges and lawyers on the committee to arrange the events and outreach.

EDUCATION

George Mason University, School of Law, Arlington, VA
Juris Doctorate, 1998

Michigan State University, E. Lansing, MI
Bachelor of Arts, Criminal Justice

CERTIFICATIONS

Virginia Supreme Court Certified Mediator/Mentor; Certified DOJ/DEA EEO Counselor; Certified US EEOC Investigator; ASTD Certified Coach; Certified Restorative Justice Practitioner; Certified Family Group Conferencing Facilitator; TRHT Racial Healing Circle Certified Facilitator; Certified Equity Impact Analysis Practitioner

**Resume not inclusive of all consulting and work experience*

Marcia K. Thompson is a highly accomplished global executive with over 25 years of extensive experience in the justice space, specializing in civil rights, diversity, inclusion, and community engagement. As an attorney, certified mediator, neutral fact finder, and hearing officer, she brings a unique blend of legal, academic, and practical expertise to her work. Her approach is consistently rooted in collaborative problem-solving, procedural justice, peace practices, and a commitment to fairness, equity, and constitutional principles, always emphasizing community insights and data-driven solutions.

Thompson has a demonstrated history of engaging communities on critical issues, from public safety reform to natural disaster recovery, and fostering youth problem-solving. She excels at facilitating large-scale community conversations, often using innovative models to empower community voice and set up frameworks for co-governance.

Experience Engaging Community on Critical Issues:

Public Safety and Police Reform: Thompson has dedicated over 20 years to advising municipal, federal agencies and law enforcement organizations on civil rights and police practices, providing guidance on topics such as **bias-free policing, use of force, constitutional policing, and procedural justice**. Her work involves conducting **comprehensive assessments of police departments**, offering objective feedback, technical assistance, and direction on best practices in areas like internal affairs, community-oriented policing, training, and accountability. She has spearheaded many **large, facilitated dialogues with community members** on police and public services in various cities.

- **Chicago, IL:**
 - Thompson was the **architect of the City of Chicago's Police Citizen Mediation program**; a pilot initiative launched in **Fall 2021**. She researched national best practices to advise the city on developing this community-based mediation model, designed to resolve select police misconduct complaints—particularly those related to perceived bias or service failures—through one-on-one dialogue between complainants and officers. This program aims to improve police-community relations by fostering efficiency, transparency, procedural justice, and restorative justice, and continuously incorporates community involvement.
 - In **June 2020**, she served as a **Technical Advisor** for the Chicago Police Department's (CPD) **Community Working Group**, a 20-member group of community leaders, activists, and police officers tasked with reviewing and recommending revisions to CPD's Use of Force policies. This initiative sought to ensure policies uphold the sanctity of life, officer safety, and de-escalation techniques, fulfilling requirements of a federal consent decree.
 - She contributed to discussions on police best practices at the "Moving Beyond Ferguson" symposium in Elgin, IL, in **May 2015**, which focused on building trust and communication between police and communities.
 - In an executive role at the University of Chicago Police Department from **2018 to 2019**, Thompson oversaw professional standards, compliance, and **community engagement**, contributing to the department's broader transparency and inclusion efforts, including **youth outreach**. She also took part in a virtual forum on behalf of the University in **June 2020** addressing racism and its implications for communities.
 - As a facilitator for a non-profit organization (America Speaks), she was one of the facilitators to land the **Chicago Jazz Town Hall in August 2009**, bringing together nearly 100 jazz musicians and community members to discuss their collective vision and priorities for the future of Chicago jazz.

- **Arlington, VA:**
 - Starting in **July 2020**, Thompson led an **external assessment of the Arlington County Police Department's (ACPD) policies and practices**, focusing on areas like use of force, training, recruitment, and internal affairs. Her findings were shared with the 15-member Police Practices Group (PPG), a citizen group that used this assessment to develop recommendations on topics such as establishing a **civilian review board**, the police department's role in mental health services and traffic enforcement, and the use of **alternative dispute resolution**, including restorative justice and mediation. This work empowered community voice by providing a structured mechanism for citizen input to directly influence police policy recommendations.
 - In **June 2021**, she served as a **subject matter expert** for the Arlington Public Schools' (APS) **School Resource Officers (SRO) Work Group**. This group evaluated the partnership between APS and ACPD on the presence of SROs in schools. The primary recommendation was to revise SRO roles to focus solely on functions requiring law enforcement, suggesting that non-law enforcement roles be filled by other trained staff. The group also recommended investing in mental health support, implementing robust restorative justice programs in schools, and educating students and families on their rights in police interactions.
- **Baltimore, MD (Collaborative Reform):** Between **2014 and 2016**, in her role as a Vice President at a law enforcement consulting firm, Thompson was a subject matter expert and co-lead for an organizational assessments and technical assistance in Baltimore. Crucially, the work later helped establish the more expansive **Collaborative Reform Initiative (CRI-TAC) program** with the U.S. Department of Justice's COPS Office. This significant work provided objective recommendations on various police and public safety issues, infused with a civil rights and social justice lens, showing a commitment to **collaborative reform efforts with the community and public safety** prior to the formal "pattern or practice" investigation.
- **Fort Worth, TX:** As part of a Chicago-based consulting firm, Thompson was integral to a **top-to-bottom review of the Fort Worth Police Department** starting in **October 2019**. She was individually selected by the city to be a part of the team, her role emphasized fairness, professionalism, and factual analysis, conducting extensive interviews with officers and community members to assess departmental policies, practices, and procedures.
- **Boulder, CO:** As a Vice President, she led **law enforcement assessments and provided technical assistance** for police departments to include Boulder, CO, which included a comparative analysis of civilian oversight mechanisms in more than 10 comparable locations to show best practices recommendations, along with community sentiment.
- **Martha's Vineyard, MA:** In **Fall 2020**, Thompson and her team conducted **diversity training** for police departments, a joint effort with a local diversity coalition. This training focused on recognizing, naming, and eliminating unconscious bias and improving interactions between law enforcement and the community, with plans for ongoing evaluation through community feedback.
- **Washington D.C.:** She has conducted **large, facilitated dialogues** with community members on police and public services. From **2006 to 2011**, as a facilitator for a non-profit organization (AmericaSpeaks), she was involved in "21st Century Town Hall meetings," including the "DC Citizen Summit – Ward 8," which addressed issues of youth, crime, and violence, aiming to rebuild trust and empower citizens in governance.

Natural Disasters and Community Recovery:

- **New Orleans, LA (Post-Hurricane Katrina):** In **December 2006 and January 2007**, Thompson served as a facilitator for the "Unified New Orleans Plan Community Congresses," following Hurricane Katrina. This massive undertaking engaged **4,000 citizens across the country**, including many displaced residents, to collaboratively develop and prioritize recovery plans for New Orleans, using interactive TV and satellite to connect participants across multiple cities.

Youth Problem-Solving: Thompson has actively worked to engage and empower youth in addressing community challenges.

- In **November 2000**, through her work as a facilitator, she helped alongside others guide a "**Youth Summit**" in **Washington D.C.** that brought together over **1400 young people aged 14 to 21**. These youth articulated their views on major city problems and established priorities, leading to recommendations that influenced significant budget allocations for after-school opportunities and school improvements.
- In her executive role at the University of Chicago Police Department (2018-2019), she oversaw **youth outreach** initiatives. Additionally, her academic background includes teaching on juvenile analysis, and her professional affiliations include the Juvenile Justice & Child Maltreatment Committee for the International Association of Chiefs of Police (IACP), demonstrating a sustained commitment to issues affecting young people.

Leadership Roles in Corporate and Organizational Arenas:

Thompson has applied her expertise in facilitation, peacebuilding, and community engagement in various executive and leadership roles, focusing on organizational justice, diversity, and building bridges.

- As **Founder and President of Creer Un Espace, LLC (2021-Present)**, she leads a firm specializing in creating equitable and inclusive spaces for organizational change, human resources consulting, leadership development, and fostering meaningful community involvement.
- In her role as **Director, Community Innovation at a global technology company (2022-2023)**, she led a cross-functional team focused on leveraging data and evidence-based practices to create transparent and equitable tools and processes, enhancing trust, and strengthening relationships within communities and organizations globally.
- As **Chief Diversity, Equity + Inclusion Officer (CDEIO) for an international company (2020-2021)**, she provided executive leadership for enterprise-wide diversity and inclusion strategy, training, and recruitment, with a focus on building relationships with diverse and BIPOC-owned businesses.
- During her tenure as **Ombudsman for a federal agency (2010-2013)**, she served as a neutral problem-solver and facilitator, addressing workplace concerns, preventing conflicts, and coaching leadership on fostering a diverse and respectful work environment.
- She has also served as **General Counsel for an international organization for Black Law Enforcement Executives (2009-2011)**, advising on bias, diversity, inclusion, and community engagement programs.

Timeline of Key Community Engagement and Leadership Events:

- **1992-1998:** Engaged in **diverse recruitment initiatives** as an Intelligence Research Specialist for a federal agency.
- **November 2000:** Served as a facilitator for a **Youth Summit in Washington D.C.**, bringing together over 1400 young people to discuss critical city issues and influence budget priorities.

- **2001-2013:** As **Owner/Facilitator/Mediator/Attorney** of her own firm, she provided legal consulting, training, and collaborative problem-solving services, community engagement, and developing ethics and civil rights curriculum for law enforcement.
- **December 2006 - January 2007:** Served as a facilitator for the **Unified New Orleans Plan Community Congresses**, mobilizing 4,000 citizens nationwide to establish recovery priorities following Hurricane Katrina.
- **August 2009:** Served as a facilitator for the **Chicago Jazz Town Hall**, guiding nearly 100 community members in envisioning the future of Chicago jazz.
- **2010-2013:** Served as an **Ombudsman for a federal agency** on Capitol Hill, handling workplace concerns, conflict resolution, and promoting diversity and inclusion.
- **2014-2016:** Held a leadership role in a law enforcement consulting firm, leading **police department assessments** (e.g., Baltimore, Boulder, Denver) and helping extensively on projects that led to a substantial contract and work on the **Collaborative Reform Initiative (CRI-TAC)** with a federal office, focusing on civil rights and social justice.
- **May 2015:** Presented on **police best practices** at the "Moving Beyond Ferguson" symposium in Kane County, IL, fostering dialogue between police and the community.
- **February 2016:** Participated in a "**Black Lives Matter**" **community dialogue** in Elgin, IL, discussing perceptions of racial value and calling for action.
- **2018-2019:** Served as **Director of Support Services for a university police department**, overseeing community engagement and youth outreach.
- **June 2020:** Acted as a **Technical Advisor for the Chicago Police Department's Community Working Group** reviewing Use of Force policies. Also spoke at a university forum, "Taking a Stand Against Racism".
- **July 2020 - December 2020:** Led the **external assessment for Arlington County's Police Practices Review and Reform Initiative**, informing a citizen group's recommendations on police policies, including civilian oversight and alternative dispute resolution.
- **Fall 2020:** Led **diversity training** for Martha's Vineyard police, targeting unconscious bias and improved community interactions.
- **2020-2021:** Served as **Chief Diversity, Equity + Inclusion Officer** for an international company, driving internal diversity strategies and fostering external relationships with diverse businesses.
- **June 2021:** Served as a **subject matter expert for the Arlington Public Schools' School Resource Officers Work Group**, contributing to recommendations on police presence in schools, restorative justice, and student rights.
- **September 2021:** Advised the City of Chicago as the **expert in developing its Police-Community Mediation Pilot Program**.
- **October 2020:** Contributed to a **comprehensive review of a major city police department (Louisville, KY)** conducting interviews and assessing policies, practices, procedures, and conducted many community meetings to create recommendations on reform and community healing.
- **2021-Present:** Established **Creer Un Espace, LLC**, focusing on organizational justice, equity, and community engagement.
- **2022-2023:** Held a global executive role as **Director, Community Innovation** at a major technology company, leading data-driven initiatives to build trust and fair practices within the community.
- **March 2025:** Spoke at the Oliver F. Clarke Memorial Lecture on Civilian Oversight of Law Enforcement in Jamaica, sharing expertise on strengthening oversight mechanisms to enhance community police relations and public trust.