



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

PROPOSAL FOR INDEPENDENT EVALUATOR

CITY OF MINNEAPOLIS

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INTRODUCTORY LETTER

To The City of Minneapolis, the Minnesota Department of Human Rights, the Minneapolis Police Department and the Minneapolis Community,

Effective Law Enforcement For All (“ELEFA”) is proud and excited to submit this proposal to serve as Independent Evaluator (Evaluator) of implementation and compliance with the requirements of the Settlement Agreement and Order between plaintiffs the State of Minnesota and the Minnesota Department of Human Rights and defendant City of Minneapolis (“the Agreement”). 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. More information concerning our mission and our work can be found on our website, www.ele4a.org.

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 (NOPD’s) policies, training, practices, supervision, and accountability concerning the same issues as are addressed in the Agreement. In the course of our work we came to appreciate that the elements of safe and effective policing are not a mystery—they are embodied in consent decree requirements—but they are too often a secret to the public. We recognize by bringing transparency to policing practices, consent decrees can create the conditions for collaborative reform between the public and their police departments. See Douglass, D., “Department of Justice Consent Decrees as the Foundation for Community Initiated Collaborative Police Reform.” *Police Quarterly*, 0() 1-15 (2017) (available at [Consent Decrees as Foundation for Community-Initiated Police Reform.pdf \(sheppardmullin.com\)](https://sheppardmullin.com/wp-content/uploads/2017/01/Consent-Decrees-as-Foundation-for-Community-Initiated-Police-Reform.pdf))).



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As described in this proposal we have partnered successfully with Orlando, Florida, and Montgomery County, Maryland on voluntary, collaborative initiatives to reimagine policing in their respective communities. We are currently developing a platform that will empower individuals nationwide to initiate collaborative police reform. In October, convened a national conference dedicated to collaborative police reform. See [ELEFA Collaborative Reform Agenda](#).

It would be a privilege to partner with the Minneapolis community, its police department, and the State of Minnesota to reimagine law enforcement for all the members of the Minneapolis community. We believe our mission honors the legacy of George Floyd, whose preventable murder ignited a nationwide movement to reform law enforcement culture, policies, and practices to increase public safety by replacing a warrior culture with a guardian culture, de-center violence as a practice, recognizes and uplifts each individual's humanity and values proactive community participation to prevent crime. We would dedicate our efforts to supporting the Parties' and the Minneapolis community's commitment to achieving police services that are safe, effective, and procedurally just, as expressed in the Agreement. Consistent with our mission we will be accessible to the community, uplift its voice, and ensure it has meaningful involvement in the Agreement's implementation

We appreciate the time you will take reviewing our proposal. Of course, we will be happy to address any questions you may have or provide additional information you need. We recognize this submission is just the beginning of the selection process.

On behalf of our team we wish you well as you begin this exciting and promising undertaking. Sincerely,

David L. Douglass
President,
Effective Law Enforcement For All



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I. Executive Summary

A. Introduction

We submit this proposal to assist the Minneapolis community work together to achieve an agreed upon system of policing by the Minneapolis Police Department that reflects the priorities, expectations and values of the Minneapolis community, which includes the police and the public, as reflected in the parties Minnesota Department of Human Rights v. City of Minneapolis Settlement Agreement and Order (the Agreement). We understand that the Agreement reflects approaches adopted in previous consent decrees and the concerns of the public and the police, which are reflected in the MDHR reports on [Community Engagement](#) and [Themes from MPD Officer Focus Groups, respectively](#).

As set forth in this proposal we offer an experienced, multi-disciplinary, diverse team that has worked with law enforcement agencies and communities nationwide under consent decrees and through self-initiated reform initiatives to implement meaningful change. When it comes to police reform and consent decrees our team has “walked the talk” as consent decree monitors and as leaders of police departments under consent decrees. We have experienced and successfully navigated the challenges presented by consent decrees and community led collaborative reform initiatives.

Our team will be led by **David Douglass** and **Michael Harrison**. Since 2013 David has served as Deputy Monitor for the Consent Decree between the Department of Justice and the city of New Orleans calling for reform of the New Orleans Police Department (the NOLA Consent Decree), and co-founder and President of [Effective Law Enforcement for All](#), a 501(c)(3) non-profit whose mission is to promote collaborative reform between police and the public. Michael most recently served as Commissioner, Baltimore Police Department and prior to that Superintendent of the New Orleans Police Department. Michael is the only police chief in the nation that has led two police departments under Consent Decrees. He is widely acknowledged to have led the transformation of those departments. Together Michael and David represent and appreciate the roles, perspective, and challenges of the monitored department and the monitor. David and Michael reflect ELEFA’s philosophy: Shared, sustainable policing practices that are safe, effective, respectful and procedurally just are best achieved when the public and law

enforcement partner as equals. We have assembled a team with the demonstrated ability to achieve this goal. In short, we have walked this path before.

The Agreement makes clear the parties' recognition that community trust in its police department is essential to safe, effective, and procedurally just law enforcement. We have experience engaging the community in the reform process. As monitors for the New Orleans Consent decree, we convened public meetings to explain and update the community concerning the Consent Decree's requirements, the NOPD's progress toward achieving compliance, receiving the community's input and answering their questions. Additionally, as explained in this proposal, we partnered with communities in Orlando, Florida and Montgomery County, Maryland to reimagine the delivery of police and public safety services in their communities through a collaborative process in which the public and the police were given equal voice to articulate a vision for safe and effective Public safety services in their respective communities. That same approach will characterize our work with the Parties, the MPD, and the Minneapolis community.

It is our experience that the fastest and most cost efficient path for change is for the parties to own the process. Our role is to follow their lead, providing review, approval, and, where appropriate, recommendations to facilitate implementation of the Agreement. The role of the Independent Evaluator ("IE") is an important but limited one. It is to serve as an honest broker and coach, responsible for holding the Parties accountable for meeting their obligations under the Agreement and ensuring that the public is given voice and agency in the process. It is not our role, however, to substitute our judgment, opinions, or preferences for the Agreement's requirements.

B. Summary of Proposal

1. Methodology

As explained below, we adopt a program management approach that clearly delineates the Agreement's requirements, the Parties' responsibilities, the applicable elements, the criteria for measuring compliance, and agreed-upon deadlines. We will meet regularly with the Parties to track their progress toward compliance (RFP, ¶ 21. c.). Our approach to evaluating compliance consists of (1) evaluating policies and training against the Agreement's requirements and generally accepted practices, (2) measuring compliance against quantitative and qualitative

measures, including, as appropriate, interviews, document review, data analysis, and statistical sampling. We will ensure the Parties are informed in advance of our criteria for measuring compliance. Through regular meetings, our website and report, we will keep the public apprised of the Parties' progress toward implementation (RFP, ¶ 21. c., f.).

2. Collaboration.

Collaboration is core to our mission and our model. The Agreement and Consent Decree are simply a means to achieving and sustaining police services that promote public safety through lawful, professional, effective, and procedurally just practices. We believe that to achieve and sustain meaningful reform all constituencies are entitled to a seat at the reform table. Through the practices described below, we will strive to ensure that the Minneapolis community is part of the Implementation process and we will work to strengthen the ties between the police and the communities they serve.

3. Scope of Services.

Our team possesses the expertise and ability to fulfill all the requirements of the Agreement. We propose to provide the full range of services set forth for the IE in the RFP, including; (1) review and approval of policies and training; (2) evaluating the MPD's practices to ensure they are lawful, safe, effective, non-discriminatory, and procedurally just; (3) evaluating compliance according to established criteria; and (4) promoting community engagement through regular community meetings, meetings with community groups and individuals as requested, disseminating our reports and updates on our website and through other communication channels as approved by the Parties.

4. Experience and Capacity. (RFP, ¶ 22.)

Our IE and key members of our team have served as monitors for the New Orleans Consent Decree, one of the most wide-ranging DOJ pattern and practice consent decrees entered to date. In that capacity, we reviewed and approved policies. At NOPD's request, we provided extensive technical assistance to its efforts to draft policies that provided clear guidance to its members concerning permissible and prohibited conduct. We have deep and demonstrative

experience evaluating, supporting and guiding policing reform efforts in each of the subjects addressed in the Agreement.

5. References

We offer two references, are prepared to offer more, and encourage the evaluators to contact others with whom our team and its members have worked.

6. Personnel Listing.

Our team members' breadth of experience will allow us to use a cross-functional approach, often pairing a law enforcement perspective with public perspective. This approach will also promote efficiency, cost-effectiveness. Thus, while we expect to assign tasks and responsibilities based on the results of our 90 day evaluation period and specific tasks and needs as they arise, the following table summarizes our initial designation of Team Leads along with additional subject matter expertise they will contribute to our work. Below, find a table outlining personnel and their respective roles is provided at Section VII. See Appendix 2. for more information on team members.

7. Budget.

As noted below, we agree that our services will not exceed \$1.5 million/year (RFP, ¶ 23.) subject to the limitations set forth below. Find a detailed breakdown of the first year's budget estimate and forecasts for subsequent years:

	Detailed Budget, Year 1												Totals by Category
	Year 1 Month 1	Year 1 Month 2	Year 1 Month 3	Year 1 Month 4	Year 1 Month 5	Year 1 Month 6	Year 1 Month 7	Year 1 Month 8	Year 1 Month 9	Year 1 Month 10	Year 1 Month 11	Year 1 Month 12	
Senior Team Lead Trips	4	3	2	3	1	3	0	0	2	0	0	4	22
Senior Team Lead Days on Site	15	12	7	12	4	12	0	0	8	0	0	15	85
Senior Team Lead Hours (On site & remote)	160	110	130	135	115	145	90	90	130	60	70	140	1375
Team Member Trips	1	1	0	8	2	4	0	1	2	0	1	2	22
Team Member Days on Site	4	4	0	32	7	14	0	4	8	0	4	8	85
Team Member Hours (On site & remote)	156	126	128	330	190	230	160	210	220	150	200	250	2350
Project Manager Trips	0	0	0	1	0	0	0	0	0	0	0	0	1
Project Manager Days on Site	0	0	0	3	0	0	0	0	0	0	0	0	3
Project Manager Hours (On site & remote)	70	70	70	70	70	70	70	70	70	70	70	70	840
Travel Cost	\$ 2,500	\$ 2,000	\$ 1,000	\$ 6,000	\$ 1,500	\$ 3,500	\$ -	\$ 500	\$ 2,000	\$ -	\$ 500	\$ 3,000	\$ 22,500
Lodging, Meals, Local Transport	\$ 6,080	\$ 5,120	\$ 2,240	\$ 15,040	\$ 3,520	\$ 8,320	\$ -	\$ 1,280	\$ 5,120	\$ -	\$ 1,280	\$ 7,360	\$ 55,360
Hourly Cost	\$ 106,680	\$ 80,780	\$ 88,340	\$ 146,650	\$ 100,450	\$ 122,150	\$ 83,300	\$ 97,300	\$ 114,100	\$ 70,000	\$ 87,500	\$ 126,000	\$ 1,223,250
Web Design & Revisions			\$ 5,000										\$ 5,000
Website Maintenance			\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,000
Marketing (Apparel, promo items for public)			\$ 1,200			\$ 600			\$ 200			\$ 200	\$ 2,200
Annual public survey									\$ 50,000				\$ 50,000
Annual MPD Survey									\$ 10,000				\$ 10,000
Community meeting cost for 3 sites, 3 times per year (rental, refreshments)				\$ 4,500				\$ 4,500				\$ 4,500	\$ 13,500
Total Non-Professional Supplies & Services	\$ -	\$ -	\$ 6,400	\$ 4,700	\$ 200	\$ 800	\$ 200	\$ 4,700	\$ 60,400	\$ 200	\$ 200	\$ 4,900	\$ 82,700
Total Monthly Cost	\$ 115,260	\$ 87,900	\$ 97,980	\$ 172,390	\$ 105,670	\$ 134,770	\$ 83,500	\$ 103,780	\$ 181,620	\$ 70,200	\$ 89,480	\$ 141,260	\$ 1,383,810
Summary Budget, All Year	Year 1	Year 2	Year 3	Year 4	Total Cost by Category								
Travel Cost	\$ 22,500	\$ 8,500	\$ 6,500	\$ 9,500	\$ 47,000								
Lodging, Meals, Local Transport	\$ 55,360	\$ 24,960	\$ 15,680	\$ 22,720	\$ 118,720								
Hourly Cost	\$ 1,223,250	\$ 1,299,480	\$ 985,600	\$ 897,260	\$ 4,405,590								
Total Non-Professional Supplies & Services	\$ 82,700	\$ 77,700	\$ 77,700	\$ 77,700	\$ 315,800								
Total Cost by Year	\$ 1,383,810	\$ 1,410,640	\$ 1,085,480	\$ 1,007,180	\$ 4,887,110								
Total Cost to City of Minneapolis for 4 Years	\$ 4,887,110												

See Year 1 detailed budget at Appendix 1.

8. Conflict of Interest/Code of Ethics.

We agree to abide by the City's Conflict of Interest Ordinance.

II. Methodology

A. Project Management.

Our experience has led us to appreciate that disciplined, consistent, and transparent project management is essential to efficient and effective implementation of a consent decree, perhaps second only to the parties sincere commitment and dedication to reform. Consent Decree implementation necessarily entails tracking and managing numerous tasks that are competing for necessarily limited resources and coordinating the work of many individuals representing separate and independent participants.

John Salomone will serve as ELEFA’s Project Manager (PM) for the Agreement. John L. Salomone, Jr. is a graduate of Georgetown University (B.A., 1990) and North Carolina State University (M.A., 2000). He was commissioned in the United States Army in 1990 and served 21 years on active duty, nearly half of it overseas. He served combat tours in Somalia (1993) and Iraq (2005-2006), deployed to Guantanamo Bay, Cuba (1992), served on the Korean Demilitarized Zone (1996), in Germany (2004, 2007), and in England as an exchange officer to the British Army (2007-2010). He taught for three years as an Assistant Professor at the United States Military Academy at West Point. His final army assignment was as Chief of Plans and Operations for the 377th Theater Sustainment Command, where he led a team managing over 38,000 soldiers providing logistical support to all contingency operations conducted by the US military across Central America and the Caribbean. John retired as a Lieutenant Colonel in 2011. In 2012, he was hired by Mayor Mitch Landrieu of New Orleans to startup and lead a new city department to manage police secondary employment, which the Department of Justice called “the aorta of corruption” in the New Orleans Police Department. The federal judge overseeing the New Orleans Consent Decree subsequently called the program John established and led “the first success” of New Orleans police reform.

We will employ a compliance tracker (the “Tracker”) to track the City’s and MPD’s progress toward compliance that will include at least the following:

- Agreement Paragraph
- Agreement requirement
- Criteria to determine compliance with the requirement
- Compliance status for each requirement
- Next Task
- Individual responsible for tasks
- Target Completion Date
- Documents or other materials relevant to demonstrating compliance
- Notes

The parties will meet weekly, through their designated representative(s) to review the Tracker, update progress, adjust, and align on next steps.

Because the actions of police can deprive individuals of life and liberty, we believe they should be held to a high level of performance. Accordingly, consistent with other Consent Decrees, we propose that the baseline standard for measuring compliance should be 95%, as determined by the criteria shared with the Parties, and that the City/MPD has an effective plan for identifying and correcting the non-compliant 5 percent. We recognize, however, that the 95% standard may not be appropriate in all circumstances, including for example, where there are a small number of occurrences or observations, the non-compliance is not material to the core objectives of the Agreement, where the requirement occurs infrequently. In those circumstances, in determining compliance we will also consider

- The number of non-compliant occurrences
- The materiality of the non-compliance
- The time period corrective action will require
- When corrective action can be audited
- The overall compliance trend for the specified requirement.

Subject to the Parties' agreement, we propose to use the methodology we have successfully employed to measure compliance, as follows: (1) full and effective compliance, (2) partial compliance, (3) progressing toward compliance, (4) non-compliant. For each element of the Agreement, we will describe to the parties and the public and document the criteria by which compliance will be measured.

Because compliance with the Agreement is a means to a larger end it cannot be a mere "check the box" exercise. Rather, compliance must be determined by quantitative and qualitative measures. It will be our responsibility to ensure that the Parties and the public have a clear understanding of what those measure are and how compliance is determined. In the final analysis, however, our role is to assess and report. Whether the Agreement's requirements have been met is ultimately a legal determination reserved for the court. In our experience, provided the Parties work closely and in good faith according to the process we outlined, we believe the risk of disagreement requiring a judicial interpretation is more theoretical than real.

B. Information and data acquisition, collection, analysis, and reporting.

Information necessary to Agreement Implementation generally comes in the form of information from the MPD, individual interviews, paper and electronic documents, and data. Each of our subject matter leads will be responsible for identifying and collecting the information relevant to their respective subject matters. Requests for information will be communicated during the monthly implementation meetings. Information will be collected and maintained by us but will be made available to the Parties and to the public consistent with the Agreement's terms. All information will be inventoried and listed in a public database, except as necessary and appropriate to safeguard sensitive law enforcement information, propriety information, privacy and other appropriate limitations and considerations. This process will generate a public record of the information collected, reviewed and evaluated as part of the implementation and assessment process. Our team will meet weekly to coordinate evaluation activities and to share evaluation issues and findings.

We propose monthly implementation coordination meetings between the Parties' principals or their designees and such other individuals as each Party and we identify. Additional meetings to gather information or to provide technical assistance will be scheduled as mutually agreed by the parties.

We will designate an Implementation Coordinator to schedule, coordinate, and arrange visits, on-site reviews, and interviews. The Implementation Coordinator will also be responsible for scheduling, coordinating and arranging meetings between the Parties and with the public. To the extent feasible, we will strive to coordinate on-site activities to maximize efficiency and contain costs. All meetings with MPD officers or other city employees will be scheduled through their chain of command or appropriate supervisors, as appropriate. At the conclusion of the weekly on-site reviews, or reasonably thereafter as feasible, on-site reviewers will meet with the Parties' designees to summarize the work conducted, findings, if any, and to outline next steps.

C. Personnel Responsible and Hours

See our budget appendix for a detailed breakdown of our team hours.

III. Collaboration

Collaboration is the cornerstone of ELEFA’s work. The pillars of our collaborative reform model are (1) education, (2) empowerment, and (3) engagement. The elements of safe, effective, and procedurally just law enforcement are not a mystery—indeed they are embodied in Consent Decrees and other authoritative sources—but they are too often a secret kept from the public and police departments. Thus, it is necessary to educate the public, as well as its police, concerning generally accepted practices for safe and effective law enforcement. Education empowers and enables constructive engagement. Once the parties have established a mutual understanding of law enforcement’s mission, goals, challenges, and techniques, they can begin to dialogue as equals to achieve a shared vision that promotes public safety in their communities. This approach has resulted in successful collaborative reform initiatives in Orlando, Florida, and Montgomery County Maryland.

Review of the Orlando, Florida Police Department

In 2021 ELEFA and the Bowman Group partnered to support the City’s Community Trust & Equity Initiative, “to further community policing and reform in an effort to address racial inequity in the Orland community.” Our 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. In general, our assessments for each of the areas under review included rigorous document review including policies, standard operating procedures (SOPs), procedures and practices, training materials, systems and department files; interviews of members of the department, the community, and city government ride-alongs with officers and direct observation of officer engagement with community members; and an analysis and review of data and documents, either in full or through representative sampling. Our report can be viewed at [TBG OPD Final Report August 23 2021.docx \(orlando.gov\)](#).

Montgomery County, Maryland, Reimagining Public Safety Initiative (RPSI).

ELEFA has partnered with the County’s RPSI to guide the police aspect of its Reimagining Public Safety Task Force, which was composed of members of the public, elected officials, Montgomery County Police Department (MCPD) leaders, and other County agencies involved in law enforcement and public safety. ELEFA, through Dr. Burns and others, guided

the Task Force’s work. That Task Force made a number of recommendations to improve public safety policing in the County. ELEFA then conducted an audit of the MCPD practices and made a series of recommendations for change that reflected ELEFA’s assessment and the Task Force’s recommendations. Those recommendations were largely accepted by the MCPD, which is now in the process of implementing them and accounting to the public for its progress toward implementation through a public dashboard it created. See Montgomery County Reimagining Public Safety Dashboard, available at [Dashboard - Reimagining Public Safety](https://montgomerycountymd.gov/Dashboard-Reimagining-Public-Safety) (montgomerycountymd.gov).

ELEFA’s approach to collaborative reform aligns with the MPD’s agreement to “engage in officer, supervisor, and community engagement with the goal of gathering feedback to incorporate and inform policy changes” (RFP, Appendix B ¶27). Accordingly, with the Parties’ Agreement, we will coordinate and support, as necessary and appropriate, the MPD’s implementation of its agreement to hold public meetings, dedicated to the substantive reform subjects in the Agreement; non-discriminatory and impartial (procedurally just) policing, use of force, and stops, searches, and arrests.” We will work to ensure that those meetings are informative, constructive, and facilitate engagement representative of the views, concerns, and expectations of Minneapolis’ diverse communities. Importantly, we will ensure that the communities’ input is collected and made publicly available (subject to appropriate privacy considerations) and considered in the process of implementing the Agreement. We will also inform the public as to how public input was considered and the extent to which its recommendations were accepted and implemented.

IV. Scope of Services

Our proposed plan for each month of the first 90 days is set forth below. The plan is subject to revision based on the status of the parties’ progress toward implementation, feedback from the parties and the public, and other developments subsequent to the submission of this proposal. Additionally, the tasks identified for each month may overlap.

A. First 30 Days

Based on our experience, the key to successful reform is an initial, comprehensive assessment of (a) the City’s progress toward meeting the deadlines set forth in the Agreement;

and its plans and target completion dates for further progress, and (c) the community's understanding, opinion and expectations concerning the police department and the consent decree implementation process. Accordingly, in the first 30 days we will meet with the Parties to understand and assess (1) the status of the Parties' progress toward their respective responsibilities under the Agreement (2) the status of and plans for Agreement implementation, (3) MPD's organizational structure; (3) interested community groups and individuals concerning their views of the goals and objectives for the Agreement, their assessment of the parties' efforts to date, and any concerns they have. We will also establish a schedule for regular meetings with the parties and the community and provide an overview of our systems for project management, communication and coordination with the parties and the public (RFP, ¶ 18. e, f, g.).

B. Thirty to Sixty Days

We will establish a mutually agreeable project management plan and platform that will allow all parties and the IE to monitor and manage compliance, (2) establish the schedule of provisions to be evaluated during the first two years of the agreement, including those not immediately due, but for which ongoing effort will be required to meet the terms of the Agreement, and (3) establish mutually agreed upon target deadlines for those provisions for which no deadline is established (RFP, 18. ¶ a, c.). The forecasted deadlines will be reviewed and, if warranted, adjusted as mutually agreed by the parties and approved by the IE, during the Parties' regular implementation meetings. We will review with the parties our proposed methodology for evaluating compliance with each provision, the information and data we will rely upon in evaluating compliance, including any statistical or other analytical methodologies the IE proposes to rely upon (RFP, 18. ¶ b).

Because we believe that community engagement must be community led during our first 90 days we will identify local groups that reflect a cross-section of the Minneapolis community to ensure that the needs of the community are represented (RFP, ¶ 18. h.).

C. Sixty to Ninety Days

We will identify the specific roles and responsibility of its team members based on the information provided by the parties. We will establish a protocol for communication, engagement, and problem solving (RFP, ¶ 18. g, h.). We will establish the methods for

communicating with the public, including receiving public input, in-person and through other forms of communication (RFP, ¶ g.). We will establish a schedule for quarterly, in-person neighborhood meetings. By the conclusion of the 90 day period, the IE will issue its Implementation Progress Evaluation Plan that will address the elements set forth in Section two of the RFP, including deadlines and personnel assignments and responsibilities.

D. Assessment of Implementation Progress. (RFP, ¶ 19.)

Our approach will be characterized by continuous feedback concerning implementation progress through monthly meetings with the parties that will focus on implementation status and progress. This process will provide the parties close to real time feedback concerning implementation progress. The parties will also have the opportunity to question us concerning our assessments, address issues and challenges that have arisen, and adjust the implementation plan and completion target dates as appropriate. At least quarterly, we will review the implementation status of the Agreement as a whole and provide its assessment to the parties and the public. This process will allow issues to be addressed and resolved as they arise.

We anticipate that the agenda for the monthly meetings will include the following topics:

1. Implementation status report, including review of the implementation status dashboard, variances from projected completion dates, updates, and changes to be made.
2. Summary of activity and progress since last meeting.
3. A forecast of projected activities by week, month, and quarter.
4. A report on the status and target completion dates for deliverables.
5. Report on Community Engagement, including a discussion of feedback from the Minneapolis community, meetings schedules and topics.
6. Budget report, including an assessment of performance against projections.
7. New issues, if any.

E. Progress Reviews. (RFP, ¶ 20.)

We will issue semi-annual progress reviews issued in a standard format that will address concisely and specifically the elements set forth in the RFP in Section II, Progress Reviews, including at least the following:

- The progress made by MPD under the Implementation Progress Evaluation Plan and an overall evaluation of MPD's progress toward Agreement compliance
- A description of the work we conducted during the reporting period, including a summary of the annual community evaluation;
- The methodology and specific findings for each review conducted, redacted as necessary for privacy concerns and legal compliance;
- A projection of the work to be completed during the upcoming reporting period and any anticipated challenges or concerns related to implementation of the Agreement;
- The extent to which the requirements of the Agreement have been: (i) incorporated into implemented policy; (ii) trained at the levels set forth in the Agreement for all relevant MPD officers, (iii) reviewed or audited by us in determining whether MPD has reached Full and Effective Compliance, including the date of the review or audit and the data and materials relied upon for the review or audit; and (iv) found by the Independent Evaluator to have reached Full and Effective Compliance, and the date of the finding;
- Our recommendations concerning necessary steps to achieve Full and Effective Compliance;
- The extent to which our team has provided technical assistance and the nature of that assistance; and
- Additional information we consider relevant to assessing or advancing the City's and MPD's progress or lack thereof toward full and Effective Compliance. Recent NOPD quarterly reports could serve as a model for providing frequent, robust progress reviews.

F. Annual Community Evaluations. (RFP, ¶ 21.)

We will conduct surveys of the public and police designed to capture the attitudes of a generally representative cross-section of the Minneapolis community and police department. We have performed similar surveys under the New Orleans Consent Decree. The survey results were evaluated by a statistician. Copies of the resulting reports can be found www.consentdecreemonitor.com/reports. The evaluations will assess the respondents' satisfaction with MPD's services, trustworthiness, integrity of disciplinary systems, bias, and community engagement. These evaluations will be tailored in to measure the factors set forth in the RFP, both quantitatively and qualitatively. The evaluation methodology, including the extent

to which the evaluations will be conducted face to face versus by other means, such as telephonic, will be developed in conjunction with the Parties and community's input and will be constructed to assess attitudes through an intersectional lens. The data will be disaggregated and reported to the extent possible by the factors identified in the RFP; namely, race ethnicity, disability, religion, sex gender identity expression, housing status, sexual orientation page, immigration status, and precincts. We will publish the survey, its methodology and results.

G. Review and Comment (RFP, ¶ 21. a.)

The process described in the RFP for Review and Comment of Policy and Plan Review and Approval and Training Review and Approval is similar to the process we have used in our work as NOLA consent decree monitors. Ms. Fink who drafted policies for the Baltimore Police Department under its Consent Decree will serve as our team lead. She will be supported by Mr. Douglass who oversaw the policy review and approval process for the NOLA consent Decree. He worked closely with Ms. Westbrook as his NOPD counterpart. A list of the policies reviewed and approved by the NOLA monitoring Team and the DOJ can be found at [NOPD - Policies - City of New Orleans \(nola.gov\)](https://nola.gov/nopd-policies). Chief Murphy worked closely with the NOPD to revise its education and training material. Beyond our work in New Orleans, our team members offer expertise evaluating policies, plans, and training against constitutional and legal standards, effective drafting, and practical law enforcement considerations. Based on our collective experience, we will bring to our work in connection with the Agreement broad and deep experience concerning generally accepted policies, plans, and training with respect to the topics within the Agreement. This knowledge will facilitate an efficient review and approval process.

Upon receipt of any draft policy, plan or training material covered by the Agreement, we will assign the policy to the designated subject matter team leader. The assigned team leader will confer with other members of our team, as appropriate, with MPD and the Parties. Upon the agreement of the Parties we may also consult with independent experts and or other third-parties, including members of the public.

We will use our best reasonable efforts to provide our comments as promptly as reasonably feasible and in no event more than 30 days after receipt, except upon the agreement of the Parties. In our experience, achieving the Parties' aspiration to draft policies in "sufficient detail such that the policies provide officers with clear guidance about what conduct is permitted

and prohibited, how to apply discretion, and how supervisors and others may effectively assess compliance with the policies,” Agreement, Appendix B at 7, can be a time-consuming iterative process, as feedback from multiple constituents may be required to achieve the Parties’ goals. Accordingly, in our view the Parties would be well advised to allow some flexibility with respect to the review and approval deadline on a case-by-case basis.

H. Technical Assistance (RFP, ¶ 21. b.)

Our team possesses the range of expertise necessary to provide technical assistance concerning the subject matters described in the Agreement. We will make recommendations for technical assistance in writing and will not provide such assistance except upon approval of the Parties. Upon request of the Parties, we will also provide or arrange for technical assistance consistent with our responsibilities under the Agreement.

We note that the Community Engagement reported related community members' interest in learning about policing policies and practices and promoting reciprocal understanding between the public and the police. These goals are core to ELEFA’s mission. For example, at our Inaugural Collaborative Reform Conference we organized a discussion of the pressures and challenges faced by young people and police officers, respectively, based on [Ten Seconds](#), a film that powerfully illustrates the pressures that affect the interactions between young people and the police. We would be excited to convene similar discussions in Minneapolis neighborhoods.

I. Communication with the Parties (RFP, ¶ 21. c.)

We believe that close communication is essential to collaborative reform. For that reason we are committed to establishing and maintaining regular contact with and between the parties to ensure thorough implementation of the Agreement. As noted above, we propose regular monthly meetings with the parties. We expect there will be additional subject-matter specific meetings. But beyond formal meetings, we will ensure the parties have access to our team as needed.

J. Communication with Community Members (RFP, ¶ 21. d.)

Because community engagement is core to ELEFA’s mission and central to the successful implementation of the Agreement, Mr. Douglass will serve as our Team Lead for community engagement. He convened public meetings under the New Orleans consent decree. He has prior experience as a community organizer and has worked with a diverse array of groups

over the course of his career. We believe collaborative reform requires community engagement. Accordingly, we will convene regular public meetings, no less than quarterly. As described above, we will update the public concerning implementation progress. We also commit to meeting with community groups and individuals upon request. To facilitate the community's ability to meet with us, we will post contact information on our website and other social media as agreed-upon by the parties.

K. Communication with MPD Officers (RFP, ¶ 21. e.)

Collaborative reform equally requires that officers trust the process and our team. Trust requires transparency and open communication. Our chiefs have walked the talk. They have the credibility to garner the MPD members' trust. Chief Harrison will serve as Team Lead for our communications with MPD officers. We are confident they will be able to establish open and effective lines of communication. We will build on that trust by routinely convening meetings with MPD officers to inform them about the Agreement implementation progress, receive their input, answer their questions and address their concerns. Consistent with applicable laws and our obligations to the parties we will honor requests for anonymity.

L. Publicly Posted Information (RFP, ¶ 21. f.)

We agree to establish and maintain a public website and to post, at a minimum, our Evaluation Plan, reports, the Parties Court filings, if any, schedules of community meetings and briefings, and proposed budget and accounting. The website will also provide information concerning how individuals can contact our team. Our reports will be concise and written in plain language so that they are easily understood by the general public.

Additionally, with the Parties' agreement, we will use social media to disseminate information concerning our progress, including our reports and other deliverables, meeting times, dates and locations, and similar information. We agree that any public communications including website and social media statements, if any, will be made only to the extent permitted by the Agreement. We will testify only before the court with jurisdiction over the Agreement or as required pursuant to a court order or other lawful compulsory process, such as a subpoena. In the event we receive a subpoena or similar compulsory process, we will notify the parties and cooperate with the Parties response, if any, to the subpoena. We reserve the right to make an

independent determination concerning whether and how we respond to any subpoena or similar compulsory. We will notify the Parties of our determination prior to filing any response. We also reserve the right to seek indemnification for any costs arising from receipt of a subpoena or other compulsory process.

M. Termination Evaluation. (RFP, ¶ 21. g.)

We will comply with the termination evaluation requirements of the RFP, including submission to the parties for review and comment on its Termination Evaluation as described in the RFP.

V. Experience and Capacity

As described above, our leadership and key members of our team have served as monitors for the New Orleans Consent Decree, one of the most wide-ranging DOJ pattern and practice consent decrees entered to date. In that capacity, we reviewed and approved policies. At NOPD's request, we provided extensive technical assistance to its efforts to draft policies that provided clear guidance to its members concerning permissible and prohibited conduct. We stand ready to provide similar technical assistance to the parties policy review and revision process, but, and we emphasize, *only* to the extent requested by MPD.

Additionally, Nelson Mullins a national law firm with a deep commitment to community services, and an office at 1600 Utica Avenue South, Suite 750, Minneapolis, MN 55416 has agreed to partner with us to provide 20 hours per month *pro bono* support for our work, which reflects a value of \$120,000 hours per year.

It is our experience that a closely-knit team of experts with complementary areas of expertise promotes collaboration, objectivity, efficiency, and cost-effectiveness. A small team avoids the limitations and pitfalls that can occur when experts operate in a silo, which is often a consequence of larger teams. Accordingly, although we have designated a Team Lead for each Part under the Agreement, each Team Lead will work closely with and be supported by other team members with relevant expertise. For each of the subject matters described in parts two through 10 of the agreement we have successfully employed a methodology for reviewing policies and training, supervision, accountability, and transparency. That methodology begins with a review of the department's policies and the training on those policies. To ensure that those

policies and that training translated to the streets, we have conducted statistical analyses of reports and data. We have interviewed officers and supervisors concerning their understanding of the department's policies and training, how they implemented those policies and training in practice or, alternatively, what obstacles prevented them from doing so. We did this not to penalize individual officers for deficient performance, but to understand whether the department's policies and training were translating to effective institutional reform.

We have reviewed policies, training, supervision, officer, conduct, and discipline and transparency with respect to (1) nondiscriminatory policing ("Bias-Free Policing" and "Policing Free of Gender Bias" in the New Orleans Consent decree), including the responsibility of supervisors closely with the NOPD to develop an audit process to identify discriminatory or biased policing.

We have deep and demonstrative experience evaluating, supporting and guiding policing reform efforts in each of the subjects addressed in the Agreement, summarized as follows:

Part 2: Policy Framework and Outreach. Our team has worked with the NOPD, BPD and other departments to draft policies governing all the subjects covered in the Agreement, including, non-discriminatory (bias-free) policing, use of force, stops, searches and arrests, body worn cameras, oversight and transparency. We have evaluated the policies to assess whether they were lawful, complied with procedural justice standards, and provided clear guidance to the department's members, and reviewed policy changes with the public through our reports and in our public meetings. **Lisa Fink will serve as our team lead.**

Part 3: Non-Discriminatory Policing. (RFP, ¶ 22. i.) We have extensive experience in New Orleans, Baltimore and with other communities and law enforcement agencies evaluating whether their policies, training, supervision, and disciplinary systems promote non-discriminatory policing and prohibit biased policing regarding race, ethnicity, gender, gender identification, sexual preference, language proficiency, and other historically disadvantaged attributes or characteristics. Additionally, we and the DOJ worked closely with the NOPD to develop and conduct an audit designed to detect bias. We audited policies, training, and practices to determine whether limited English proficiency individuals were receiving police services equitably. We evaluated the

NOPD's policies, training, responses to and investigations of sexual assault and domestic violence calls for service. **Arlinda Westbrook will serve as our Team Leads for non-discriminatory policing.**

Part 4: Use Of Force. We have evaluated law enforcement agencies' policies and training, including the NOPD's, concerning use of force, including de-escalation and peer intervention to prevent inappropriate use of force. We also have reviewed and evaluated use of force reporting, investigations, and discipline. We have audited all use of force levels. We also worked with the NOPD to develop a critical incident disclosure policy and evaluated the Department's compliance with that policy. We evaluated NOPD's use of force data collection, analysis, and reporting. **Jerry Clayton will serve as our Team Lead.**

Part 5: Stops, Searches and Arrests. We reviewed the NOPD's policies, training, supervision, investigations and discipline, concerning stop searches, and arrests. We have audited stops, searches, and arrests for compliance with NOPD policy and for bias. We have audited and evaluated police reports, including comparing what was reported to what we observed on body-worn and in-car cameras, to determine whether the officer's actions satisfied constitutional standards and NOPD policy. We reviewed police reports for the impermissible use of "boiler plate" and other insufficient documentation. We audited and evaluated whether supervisors were identifying signs of potentially discriminatory policing and responding appropriately. We evaluated the Department's recruit, Field Officer, and in-service training to determine whether it was accurately and effectively educating the Department's members concerning constitutional protections, NOPD policy, and procedural justice principles. **Mary Ann Viverette will serve as our Team Lead.**

Part 6: Body Worn Cameras (BWC) and In-Car Cameras. We have reviewed NOPD's BWC and in-car camera policy and evaluated implementation of its camera policy. **Eric Melancon will serve as our Team Lead.**

Part 7: Training. We worked closely with NOPD to completely transform its recruit Academy. We have also evaluated its FTO and in-service training. We worked closely

with the NOPD to develop and implement a problem-based, adult learning pedagogy. **Bill Murphy will serve as our Team Lead.**

Part 8: Officer Support and Wellness. We monitored NOPD's development and implementation of its Officer Assistance Program. **Julie Solomon will serve as our Team Lead.**

Part 9: Mental and Behavioral Health Crisis Support in the Field. We evaluated and supported NOPD's implementation of its Crisis Intervention Team. **Julie Solomon will serve as our Team Lead.**

Part 10: Accountability and Oversight. We worked closely with the NOPD to fundamentally remake its policies and procedures for receiving, investigating, and adjudicating misconduct complaints. We closely monitored its implementation of these policies and procedures and held it accountable for deviations from its policies. **Former NOPD Deputy Chief Arlinda Westbrook will serve as our Team Lead.**

VI. References

A. Hon. Jame K. Bredar,
Chief District Court Judge
U.S. District Court for the District of Maryland
101 West Lombard Street, Chambers 5A
Baltimore, MD 21201
(410) 962-0950 (office)
(443) 463-0096 (cell)

Judge Breda oversaw the Baltimore Consent Decree. In that capacity he worked closely with Commissioner Harrison.

B. Dr. Earl Stoddard
Assistant Chief Administrative Officer
Montgomery County, Maryland.
Earl.stoddard@montgomerycountymd.gov

Dr. Stoddard oversees ELEFA's work in support of Montgomery County's Reimagining Public Safety Initiative.

VII. Personnel Listing

See below for a table describing our team members, their roles, and any additional areas of expertise. For a detailed breakdown of expected hours, see our APPENDIX I. Budget.

Team Member	Team Lead	Additional Subject Matter Expertise
Team Leadership		
David Douglass	Independent Evaluator Community Engagement	Policies
Michael Harrison	Co Monitoring Team Lead	Training Use of Force Stops, Searches, Citations, and Arrests Community Engagement
Barbara Harding	Deputy Monitor	Policies Constitutional Policing
Mary Ann Viverette	Deputy Monitor Stops, Searches, Citations and Arrests	Mental Health Crisis Response Officer Assistance and Wellness
John Salomone	Project Management	
Team Members		
Jerry Clayton	Use of Force	Community Engagement
Lisa Fink	Policies	Project Management Sexual Assault Community Engagement Language Assistance
Eric Melancon	Data Analysis Early Intervention System	
William (Bill) Murphy	Education and Training	Policies
Julie Solomon	Mental Health and Behavioral Crisis Support Officer Assistance and Wellness	Policies
Arlinda Westbrook	Accountability and Oversight	Community Engagement

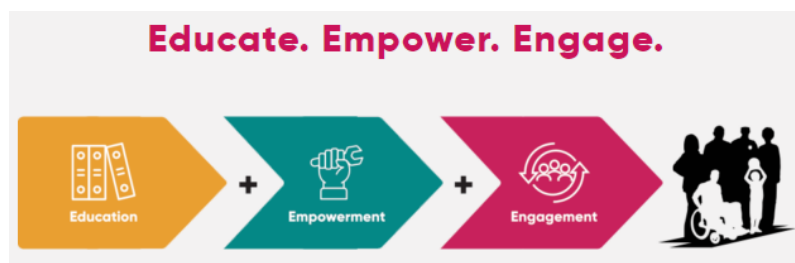
Leadership Team:

Independent Evaluator

David L. Douglass. Over the course of his career David has established a reputation for excellence and accomplishment in public service, private practice and advancing diversity, equity and inclusion (DEI).

Since 2014, David has served as Deputy Consent Decree Monitor for the New Orleans Department of Justice Consent Decree ordering the reform of the New Orleans Police Department. In that capacity, David oversaw a team of law enforcement experts, academics and others to oversee and manage the Consent Decree implementation process. He also worked closely with the NOPD personnel responsible for implementing the consent decree and the DOJ team representing the United States interests in ensuring compliance with the Consent Decree. He worked closely with the NOPD and DOJ (the Parties) to review, revise, and approve NOPD's policies, as required by the Consent Decree. He oversaw and approved audits conducted by the monitoring team and those conducted by the NOPD. He convened public meetings concerning the implementation process and met with community groups and individuals interested in the implementation process. He oversaw preparation of the monitoring team's reports and represented the monitoring team in judicial hearings.

His experience as Deputy Monitor led David to co-found [Effective Law Enforcement for All](http://www.ele4a.org), a 501(c)(3) non-profit whose mission is to educate and empower the public to engage with their police departments and municipal leaders to implement law enforcement practices that are safe and effective for police and the communities they serve.



Additional information concerning Effective Law Enforcement for All can be found on the organization's website, www.ele4a.org.

David's career has been distinguished by community and public service. After graduating from law school in 1985, David and his wife, Sheila F. Maith moved to Boston's

South End where while in private practice, they also became active in community organizing. They fought to preserve and create affordable housing in that rapidly gentrifying community. David co-founded and served as a Vice-President of the Four Corners Development Corporation, a non-profit organization, that developed Langham Court, a 90 unit mixed housing development comprised of units one-third of which were reserved for low income residents, one-third for moderate income residents, and one-third for market rate residents. Ms. Maith served on the Board of Director of the 269 unit Tent City mixed income housing complex.

David currently serves as Vice-Chair of the American Bar Associations DEI Council. In that capacity, based on a serves or articles he authored concerning a lawyer's ethical responsibility to promote equality, he successfully led an effort that resulted in the ABA adopting Resolution 102, which for the first time recognized a lawyer's ethical obligation to promote DEI and encouraged lawyers to devote 20 hours per year to promoting DEI.

David possesses extensive skills and experience leading large, interdisciplinary teams. In addition to serving as Deputy Monitor of the NOPD consent Decree, for which he is primarily responsible for managing the monitoring team's work and coordinating with the NOPD and the DOJ, David has conducted two high-profile government investigations. He served as Deputy Director of the Treasury Department's Review of the Bureau of Alcohol, Tobacco and Firearms' failed raid on the Branch Davidian compound in Waco, Texas. He later served as Executive Director of the White House Security Review. In that capacity he led a team assigned to evaluate security at the White House in the wake of a small plane crash on the White House Lawn.

David is currently a partner in Sheppard Mullin, an AmLaw 50 firm with over 1,000 lawyers. David is also recognized as a leading trial lawyer. He is a fellow of the American College of Trial Attorneys. Fellowship is extended by invitation only and only to those who have demonstrated the very highest standards of trial advocacy, ethical conduct, integrity, professionalism and collegiality. David is a former Assistant United States Attorney and former Trial Attorney in the DOJ's Civil Rights Division, Criminal Section where he prosecuted police misconduct and hate crimes. He received his law degree from Harvard Law School, *cum laude*, in 1985 and his B.A., Political Science, from Yale College in 1981. Additional information about David's career can be found at [David Douglass | Sheppard Mullin](#).

Co-Lead

Michael Harrison, is a two-time police commissioner, having led the two most troubled police departments in America through federally-mandated consent decrees. As a subject matter expert and the only police chief in the country to lead two departments in adopting mandated reforms, Harrison is uniquely equipped to teach and train in the areas of constitutional policing, professional development, executive mentoring and coaching, organizational behavior and cultural transformation, law enforcement discipline, police use-of-force, strategic planning, team building, and general management for law enforcement agencies.

Michael's specialty is building community trust and police legitimacy through the creation and delivery of policy, training, supervision, management and discipline. A leader in coaching, mentoring and teaching, he has instructed organizational leaders on how to bring about community trust of police personnel by building bridges between policing organizations that don't exist or were broken and in need of repair. His teaching process focuses on establishing and leveraging relationships with key stakeholders within government and community and the appropriate navigation of conflicting and competing interests.

Barbara Harding (Deputy Monitor. Team Member Policies; Stops, Searches, Citations, and Arrests), is a former DOJ Civil Rights Division, Criminal Section prosecutor. She formerly served as Deputy Executive Director of the White House Security Review working closely with Mr. Douglass. She is currently a partner in Nelson Mullins where her practice focuses on litigation, trials and legal strategies. In addition to serving as Team Lead on Policies, She will provide overall team management. Additionally, Nelson Mullins has offered to provide pro bono legal support to ELEFA, as requested and mutually agreed.

Eric Melancon (Team Lead EIS; Data). Eric Melancon has been providing direct assistance and leadership on managing federal consent decree compliance matters for the past six years at both the New Orleans Police Department (NOPD) and the Baltimore Police Department (BPD). At NOPD Mr. Melancon served as Deputy Chief of Staff from 2017-2019 and managed several projects that were tied to consent decree compliance efforts to include: false alarm management, burden reduction, enhancements to technology, implementation of Early Intervention System upgrades, and civil service issues.

At BPD Mr Melancon served as Chief of Staff from 2019-2022 and provided direct support for the implementation of several departmental improvements including: Records Management System upgrades, promotional process improvements, overhaul of overtime and fiscal management policies, development of executive compensation planning documents, and oversight over government affairs and public information and communications sections.

Mr. Melancon was promoted to Deputy Commissioner of Compliance and served from 2022-2023. In this role, he provided leadership and direction to the following functions at BPD: performance standards, audit and inspections, policy development, equity & diversity, education & training, and information technology. He led the effort to procure a new Early Intervention System, created a third party traffic accident management diversion program, implemented a methodology to track the status of compliance of all consent decree provisions, and led the performance review board that reviewed all significant uses of force. As Deputy Commissioner, he served as the liaison between the BPD and the federal consent decree monitors and led monthly and quarterly presentations to the court on behalf of the Department.

Chief MaryAnn Viverette (Deputy Monitor. Team Lead: Stops, Searches, Citations and Arrests. Team Member: Mental Health Crisis Response, Officer Assistance and Wellness) Chief Viverette was sworn in as the first woman President of the IACP in its 113-year history in 2006. She retired in 2007 from the Gaithersburg Police Department (MD) after serving the city for 28 years, with twenty-one of those years as the Chief of Police. Chief Viverette holds a Bachelor of Science degree in Law Enforcement/Criminology from the University of Maryland (1986) and a Master's Degree in Human Resource Management from the University of Maryland (1998). She has over a decade of experience on numerous Boards and Committees; including: the IACP Civil Rights Committee and Diversity Coordinating Panel, three of CALEA's Standards Review Committees, and the Maryland Chiefs of Police Training Committee. Chief Viverette has over twenty-two years of experience as an Assessor and Team Leader with the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Team Leads and Members

Lisa Fink (Team Lead Policies. Team Member Training Community Engagement Language Assistance). Lisa has worked on the Baltimore Police Department (BPD) Consent Decree since 2017, performing significant policy and procedure, training curricula, and

assessment report drafting and collaboration, as well as managing other BPD projects. Ms. Fink currently supports multiple police departments with reform-focused technical assistance and policy creation. Prior to 2017, Ms. Fink served for over a decade in community-based work in Baltimore, MD. Ms. Fink worked as an advocate for Spanish-speaking crime victims, as the founding Director of a child visitation center for families affected by domestic violence, as a paralegal for immigration cases, and as a facilitator of restorative justice interventions with youths being diverted from the criminal justice system. Ms. Fink has a Master's Degree in Intercultural Communication from the University of Maryland Baltimore County and a Bachelor's Degree in Spanish and Anthropology from Washington University in St. Louis. Ms. Fink served as a Peace Corps Volunteer in El Salvador.

Deputy Chief William Murphy. (Team Lead Education and Training) has over 30 years of experience in law enforcement. Murphy was the former Deputy Chief and Commanding Officer of Personnel and Training Bureau. Personnel and Training Bureau (PTB) was comprised of Personnel Group, Personnel Division, Recruitment and Employment Division, Police Training and Education, and Training Division of the Los Angeles Police Department (LAPD). Murphy has a Bachelor of Arts degree in Economics from the University of Massachusetts at Boston, and a Master of Public Administration degree from California State University at Long Beach. He also attended the Faculty Development Workshop at the United States Military Academy at West Point, where he studied Behavioral Science and Leadership. Murphy has authored articles on law enforcement in The Police Chief magazine and The Homeland Defense Journal. He was an adjunct professor in the Extended Education Programs at the University of California, Los Angeles and California State University at Los Angeles.

Julie Solomon (Team Lead Mental Health Crisis; Officer Assistance and Wellness). Julie is a licensed clinical social worker by training. She's spent over ten years overseeing services at the intersection of criminal justice and behavioral health. This includes police training, jail diversion programs, specialty courts, like mental health courts, drug courts, and 24/7/365 crisis centers that offer law enforcement an alternative drop-off response rather than arresting people experiencing mental health crisis. Julie currently serves as ELEFA's lead for mental health crisis response for our Montgomery County project. She also currently serves as Associate Monitor responsible for Crisis Intervention as a member of the monitoring team for the

Chicago Police Department Consent Decree. She formerly served as a Team Supervisor for Crisis System Solutions, and Senior Vice President, Community Health, for the YMCA of Great Kansas City.

Arlinda Westbrook (Accountability and Oversight Team Lead); Community Engagement. Arlinda served as Deputy Superintendent of the New Orleans Police Department and the Deputy Chief of the Public Integrity Bureau (PIB) for over 12 years. Arlinda was the first civilian director of the PIB appointed in May 2010, making her one of only three civilians in the country serving in that position. As Deputy Superintendent, she oversaw and was responsible for the impartial and consistent management of the disciplinary process: including the assignment, supervision and review of all disciplinary investigations and hearings, maintenance of disciplinary records, and coordination with outside agencies such as the Federal Bureau of Investigations (FBI) and the Independent Police Monitor (IPM). Arlinda is an experienced senior attorney with an in-depth knowledge of Municipal Law, contracting and procurement procedures, labor relations, and civil litigation. is currently a City of New Orleans Project Manager for the New Orleans Police Department Consent Decree. Subsequent to serving as Deputy Superintendent, Arlinda the Mayor as the liaison between the City of New Orleans, the New Orleans Police Department, the Consent Decree Monitors, and Judge Susie Morgan. She served in this capacity until she retired in September 2022.

Arlinda is a wife and a mother of three young men. She received her B.A. in Political Science from Howard University and her Juris Doctorate in 1994 from Loyola University's School of Law.

VIII. Budget (RFP, ¶ 23.)

The detailed budget for the scope of work set forth in the RFP is attached as Appendix 1. Please note the following:

- . Minimum billing increment: 15 min
- . Billing schedule: Monthly, upon completion of each month
- . Costs were determined based on the experience of the team members' work on at least two federal consent decrees. Estimates were based on the time needed to:
 - adequately understand the existing policies, procedures, practices, training, data systems, leadership environment, supervision model,

communication norms, and culture of the police department and the community;

- review specific revised policies;
- evaluate how those policies are trained and implemented;
- gather quantitative data on the implementations for analysis;
- and report on the effectiveness of the change process and make recommendations for further development

- Schedule of fees: \$350 for Team Leads, \$280 for Team Members, and \$100 for

Project Management.

Our proposed budget reflects the following assumptions:

- That the Parties will meet the deadlines set forth in the RFP and the Agreement.
- While the proposed budget allows for and anticipates technical assistance within the established budget cap, the Parties will not seek technical assistance in an amount that may exceed the cap.
- While the proposed budget is our best reasonable forecast based on the information available to us, we may modify the forecast in response to new information received subsequent to this submission. Additionally, if selected, we may revise the budget based on the findings of the initial 90 day evaluation. Any revisions, however, will be reviewed with the Parties and in no circumstance will exceed the budget cap.
- We further reserve the right to reassign personnel and reallocate budgeted amounts for specific tasks in the interest of efficiency and cost saving.

As a measure of its commitment to supporting the Minneapolis community, Nelson Mullins has agreed to provide the services of Ms. Harding, a member of our leadership team, on a pro bono basis. We estimate the value of that contribution over the 4 year period at the Senior Team Leader rate to be at least \$444,500.00 Nelson Mullins is also willing to provide additional pro bono support on a case by case basis as mutually agreed between ELEFA and Nelson Mullins. Similarly Sheppard Mullin, which has provided substantial pro bono services in support of the New Orleans Consent Decree is also amenable to providing pro bono services to ELEFA on a case by case basis as mutually agreed.

IX. Conflict of Interest/Code of Ethics

Our team agrees to comply with the City's Code of Ordinances regarding conflict of interests.

X. Conclusion

ELEFA appreciates the opportunity to submit this proposal. We thank you for taking the time to consider it. We look forward to answering your questions.

On behalf of:

Effective Law Enforcement For All

David L. Douglass

President

Appendices:

Appendix 1: Budget.

Below, find budget spreadsheets including a detailed year 1 budget, a summary budget for 4 years, and a separated budget for Policy & Training and Data Collection

[To view the budget in spreadsheet format, please use this link.](#)

	Detailed Budget , Year 1												Totals by Category
	Year 1 Month 1	Year 1 Month 2	Year 1 Month 3	Year 1 Month 4	Year 1 Month 5	Year 1 Month 6	Year 1 Month 7	Year 1 Month 8	Year 1 Month 9	Year 1 Month 10	Year 1 Month 11	Year 1 Month 12	
		4	3	2	3	1	3	0	0	2	0	0	4
		15	12	7	12	4	12	0	0	8	0	0	15
		160	110	130	135	115	145	90	90	130	60	70	140
		1	1	0	8	2	4	0	1	2	0	1	2
		4	4	0	32	7	14	0	4	8	0	4	8
		156	126	128	330	190	230	160	210	220	150	200	250
		0	0	0	1	0	0	0	0	0	0	0	1
		0	0	0	3	0	0	0	0	0	0	0	3
		70	70	70	70	70	70	70	70	70	70	70	840
		\$ 2,500	\$ 2,000	\$ 1,000	\$ 6,000	\$ 1,500	\$ 3,500	\$ -	\$ 500	\$ 2,000	\$ -	\$ 500	\$ 3,000
		\$ 6,080	\$ 5,120	\$ 2,240	\$ 15,040	\$ 3,520	\$ 8,320	\$ -	\$ 1,280	\$ 5,120	\$ -	\$ 1,280	\$ 7,360
		\$ 106,680	\$ 80,780	\$ 88,340	\$ 146,650	\$ 100,450	\$ 122,150	\$ 83,300	\$ 97,300	\$ 114,100	\$ 70,000	\$ 87,500	\$ 126,000
				\$ 5,000									\$ 5,000
				\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,000
				\$ 1,200			\$ 600			\$ 200		\$ 200	\$ 2,200
									\$ 50,000				\$ 50,000
									\$ 10,000				\$ 10,000
				\$ 4,500				\$ 4,500				\$ 4,500	\$ 13,500
		\$ -	\$ -	\$ 6,400	\$ 4,700	\$ 200	\$ 800	\$ 200	\$ 4,700	\$ 60,400	\$ 200	\$ 200	\$ 4,900
		\$ 115,260	\$ 87,900	\$ 97,980	\$ 172,390	\$ 105,670	\$ 134,770	\$ 83,500	\$ 103,780	\$ 181,620	\$ 70,200	\$ 89,480	\$ 141,260
													\$ 1,383,810

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1																		
2																		
3																		
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9																		
10																		
11																		
	Data Evaluation Budget																	
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15																		
16																		

Training & Policy Review Budget																		
	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1	Y2Q2	Y2Q3	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1	Y4Q2	Y4Q3	Y4Q4	Total Cost by Category	
Travel Cost	\$ 6,864	\$ 13,792	\$ 2,136	\$ 5,212	\$ 2,884	\$ 1,296	\$ 2,172	\$ 2,848	\$ 2,172	\$ 2,136	\$ 1,424	\$ 3,724	\$ 712	\$ 3,596	\$ 712	\$ 4,272	\$ 55,952	
Hourly Cost	\$ 109,648	\$ 147,420	\$ 122,920	\$ 125,160	\$ 127,288	\$ 116,984	\$ 99,792	\$ 112,784	\$ 94,920	\$ 100,240	\$ 84,840	\$ 94,920	\$ 80,360	\$ 87,640	\$ 80,360	\$ 96,320	\$ 1,681,596	
Total Non-Professional																		
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ 1,800	\$ -	\$ -	\$ -	\$ 1,800	\$ 24,000	\$ -	\$ -	\$ 1,800	\$ -	\$ -	\$ -	\$ 29,400	
Total Cost by Quart	\$ 116,512	\$ 161,212	\$ 125,056	\$ 130,372	\$ 131,972	\$ 118,280	\$ 101,964	\$ 115,632	\$ 98,892	\$ 126,376	\$ 86,264	\$ 98,644	\$ 82,872	\$ 91,236	\$ 81,072	\$ 100,592	\$ 1,766,948	

Data Evaluation Budget																		
	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1	Y2Q2	Y2Q3	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1	Y4Q2	Y4Q3	Y4Q4	Total Cost by Category	
Travel Cost	\$ 591	\$ 4,182	\$ 88	\$ 273	\$ 1,504	\$ 87	\$ 1,504	\$ 231	\$ 1,504	\$ 88	\$ 1,504	\$ 231	\$ 44	\$ 1,868	\$ 44	\$ 2,098	\$ 15,842	
Hourly Cost	\$ 16,115	\$ 30,380	\$ 21,220	\$ 23,710	\$ 23,710	\$ 23,420	\$ 23,970	\$ 20,920	\$ 37,392	\$ 37,430	\$ 37,410	\$ 38,000	\$ 20,320	\$ 20,350	\$ 20,320	\$ 21,790	\$ 416,457	
Total Non-Professional																		
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Cost by Quart	\$ 16,706	\$ 34,562	\$ 21,308	\$ 23,983	\$ 25,214	\$ 23,507	\$ 25,474	\$ 21,151	\$ 38,896	\$ 37,518	\$ 38,914	\$ 38,231	\$ 20,364	\$ 22,218	\$ 20,364	\$ 23,888	\$ 432,299	

Appendix 2: CVs/Resumes.

Below, find CVs and Resumes for members of our team.

JERRY L. CLAYTON

- » 35 years of experience as a criminal justice professional, providing service in both corrections and police services. 30 years serving in a formal leadership capacity, the last 15 as the elected County Sheriff.
- » Involved in several US Department of Justice “police and corrections accountability” agreements. Serving in an independent contractor capacity and as a member court appointed monitor team.

PROFESSIONAL EXPERIENCE

- | | |
|---|-------------------------------|
| Sheriff -Washtenaw County Sheriff Office | 2009 – Present; Ann Arbor, MI |
| <ul style="list-style-type: none">▪ Elected CEO of a full-service criminal justice agency▪ Lead approx. 450 full and part-time, seasonal employees▪ Geographic area of responsibility- 720sq miles▪ County population 370,000▪ Agency budget- Approximately 65 million dollars | |
| First Lieutenant- Washtenaw County Sheriff’s Office | 2001-2006; Ann Arbor, MI |
| <ul style="list-style-type: none">▪ Coordinate and conduct internal investigations▪ Coordinate and deliver staff trainings▪ Manage special projects | |
| Commander of Police Services- Washtenaw County Sheriff Office | 1999-2001; Ann Arbor, MI |
| <ul style="list-style-type: none">▪ An appointed member of the Sheriff’s Executive Team▪ Administrative responsibility for 25 upper-level management / 100-125 sworn officers▪ Responsible for the delivery of the following services: Dispatch, Marine Safety, Traffic Enforcement, Criminal Investigation, Community Policing, and Law Enforcement▪ Generate administrative operation plans and budgets▪ Collaborate and develop partnerships with Township Officials▪ Commander of the Special Weapons and Tactics Team | |
| Commander of Corrections- Washtenaw County Sheriff Office | 1998-1999; Ann Arbor, MI |
| <ul style="list-style-type: none">▪ An appointed member of the Sheriff’s Executive Team▪ Administrative responsibility for 11 upper-level management/ 90-100 front-line staff▪ Administrative responsibility for service delivery: Corrections Operations, County Court Security, Inmate population management▪ Generate administrative operation plans and budgets▪ Coordination of Divisional training plan, equipment, and personnel | |
| First Lieutenant - Washtenaw County Sheriff Office | 1992-1998; Ann Arbor, MI |
| <ul style="list-style-type: none">▪ Manage daily operations Corrections Division: Facility Security Prisoner Transportation, County Court Security, Community Work Program, Inmate Classification▪ Personnel Issues: Internal Investigations, Corrective Sanctions, Criminal Investigations, Training, Customer service▪ Service Liaison: Food Service, Medical, Mental Health | |

- Sergeant** - Washtenaw County Sheriff Office 1991-1992; Ann Arbor, MI
- Shift Commander
 - Staff scheduling and Post assignments
 - Manage complaint process
- Deputy Sheriff** - Washtenaw County Sheriff Office 1990-1991; Ann Arbor, MI
- Respond to citizen calls for service
 - Criminal Investigations
 - Traffic enforcement
 - Community policing contacts
- Corrections Officer** - Washtenaw County Sheriff Office 1986-1990; Ann Arbor, MI
- Supervise inmates in housing units
 - Process newly admitted inmates
 - Transport inmates to court
- Community Work Program Supervisor** - Washtenaw County Sheriff Office 1985-1986; Ann Arbor, M
- Supervise sentenced offenders performing community work
 - Schedule participant attendance in program
 - Coordinate and schedule client service activities

CONCURRENT EXPERIENCE

- Subcontractor** - DOJ/ Kroll Worldwide/ Saul Ewing/ Venable/Independent Contractor 2006-Present
- Evaluate law enforcement agency compliance with court-mandated improvements related to agency policy and procedures, staff training, and supervision.
 - Specific areas of concentration including; training curriculum development, policy development, conditions of incarceration, and use of force
- Partner/ Vice President** - Lamberth Consulting 2001-2017
- Design, coordinate, and deliver training course; law enforcement, corrections, basic and advance management/supervision, leadership, coordinating and enhancing customer service efforts
 - Project management- Traffic stop study
 - Coordinate/conduct Focus Group activities
 - Provide consulting services focused on addressing bias-based police practices
- Technical Resource Provider/Training Consultant** - National Institute of Corrections/DOJ 1996-present
- Contracted consultant for local, state, federal Corrections agencies
 - Provide technical assistance
 - Provide training services
- In-service/ Pre-service Instructor- Police, Corrections, DNR** -Training Consultation Service 1991-present
- Classroom Instruction; Cultural Diversity, Interpersonal Communications, Filed Training and Evaluation, Front-line Supervision, Biased based policing, Leadership and management practices.
 - Practical Instruction; Firearms, Defensive Tactics, Chemical spray
 - Facilitate Job Task Analysis process
- SWAT Team Member** - Washtenaw County Sheriff's Office 1991-2001
- Squad leader, SWAT Training Instructor, Team Commander (1998-2001)

Chief Use of Force Instructor - Washtenaw County Sheriff's Office

1994-2001

- Coordinate all use of force training, evaluation of staff use of force actions, policy development
- Use of Force incident review

Investigator - Michigan Sheriff's Association

1993-2002

- Member of a group of specially trained investigators throughout the state of Michigan assigned at the request of any Michigan Sheriff to investigate internal and criminal complaints filed against representatives of their agency.

EDUCATION

School of Police Staff and Command - Eastern Michigan University, Ypsilanti, MI**Criminal Justice- Police Academy** - Washtenaw Community College, Ann Arbor, MI**Major-Public Safety Administration** - Eastern Michigan University, Ypsilanti, MI

PROJECT WORK

Commissioner- Michigan Commission on Law Enforcement Standards

2012-2017

- Appointed by the Governor of the State of Michigan to represent the Michigan Sheriff's Association. The Commission prepares and publishes mandatory minimum recruitment, selection and training standards for entry-level law enforcement officers in the state of Michigan, and in-service training standards for veteran law enforcement officers. Establishing standards for traditional, municipal, county, and state agencies, as well as a variety of specialized agencies, such as tribal, railroad, airport, and park police. Served as Chair of the Commission.

CEO- The Cardinal Group II- Policing/Corrections Training Consultants

2015-present

- Public Safety (Policing, Corrections, Dispatch) consulting and training group. Primary area of focus; Leadership and Management, Direct Supervision/Inmate Behavior Management, Strategic Inmate Management, Leading Change/Change Management, Managing Interpersonal Interactions Series- (Procedural Justice, Cultural Competency, Implicit Bias, Verbal De-escalation, Tactical Decision-making)

Contracted Police Practices Expert for the National Office of the ACLU

2015-2019

- Consult with ACLU national staff and affiliates regarding rapid response or litigation related to policing issues regarding police shooting incidents, policy changes, training, discipline, use of force, militarized equipment, and other topics related to policing in America.
- Work with ACLU staff and with ACLU affiliate staff to develop an ACLU affirmative vision of policing for the 21st century.

Steering Committee Member- Vera Institute of Justice-Policing Program

2016-2021

- Goal- Police reform resulting in the reduction of the footprint of American policing and furthering racial equity.
- Steering Committee Member role- Provide counsel and professional perspective to Vera Policing Program staff.

Advisory Board Member- NYU School of Law-Policing Project

2017-present

- Mission- Partner with communities and police to promote public safety through transparency, equity, and democratic engagement.
- Advisory Board Member role- Provide advice and counsel to Policing Project staff and Leadership team

Founding Member- Council on Criminal Justice

2020-present

- Independent and nonpartisan, invitational membership organization and think tank.
- Mission- Advance understanding of the criminal justice policy choices facing the nation and build consensus for solutions that enhance safety and justice for all.
- CCJ Members role- Do not endorse a specific policy agenda but share a commitment to grounding policy in facts, evidence and fundamental principles of justice.

Governor Appointed Member- Black Leadership Advisory Council

2020-present

- Council serves in an advisory capacity to the Governor focused on developing, reviewing, and recommending policies designed to eradicate and prevent discrimination and racial inequity in Michigan.

Governor Appointed Member- Michigan Jail Reform Advisory Council

2021-present

- Council serves in an advisory capacity to the Governor responsible for facilitating, assisting with monitoring and evaluating the successful implementation of jail reform legislation throughout the State of Michigan.

LISA G. FINK

(443) 418-1106 ♦ lisafink@gmail.com

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 full member of the Monitoring Team (MT) for the Cleveland Police Consent Decree (since October 2020). Tasks include project managing deadlines and workflows for MT members internally and with the U.S. DOJ, Cleveland Police, and the City of Cleveland; 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.
- Support the Puerto Rico Police Bureau in implementing extensive police reforms mandated by its Consent Decree. This work entails providing guidance and support on policies and procedures, training, audits, organizational accountability and change management strategies, and conducting much of this work in Spanish.
- Research, write and edit policies for Johns Hopkins University's soon-to-be established sworn police department.

Baltimore Police Department (BPD)

September 2017-present

Policy Specialist: January 2020-present

Provide professional writing, technical expertise, and support to BPD on Consent Decree topic areas, as well as on all policy and procedure development and special projects as assigned. Continue serving as BPD's Language Access Coordinator.

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

Wrote internal policies and other written directives, with a focus on topics in BPD's federal Consent Decree.

- Drafted, edited, and finalized written directives on a broad range of topics, including these areas: 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 in the planning and piloting of trainings pertaining to the Consent Decree mandates.

Manage BPD's Language Access Program (LAP).

- Created and launched the Qualified Bilingual Member program, including organizing language testing, creating and facilitating training, and drafting policy, agreements, guidance, and reporting requirements.
- 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 immigration attorneys on legal cases for over 100 unaccompanied children in immigration proceedings.

Responsibilities 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.
- 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.

LISA G. FINK

(443) 418-1106 ♦ lisafink@gmail.com

Program Assistant: July 2015-November 2015

Ensured smooth operation of the pro bono program. Performed similar functions to those outlined 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 community conferencing services, a structured restorative justice approach that engages all individuals affected by an incident or crime in resolving a conflict on their own, 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:

- Created and revised the Center's policies and procedures, drafted security Standard Operating Procedures, and launched Center programming in November of 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 almost all Center communication with clients, including referral calls, in-person client intakes, safety planning with victims, and addressing other 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, following up 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 procedures 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 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 Baltimore Police Department on immigrant communities
- Co-managing Baltimore's summer Juvenile 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

Advocated on behalf of 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 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)

Barb Harding

Partner

101 Constitution Avenue, NW T 443.392.9485

Suite 900

Washington, D.C., 20001

barbara.harding@nelsonmullins.com



Barbara Mack Harding is a trial lawyer, former federal prosecutor, and legal strategist. Her practice focuses on complex multi-jurisdictional, class action and mass tort litigation, as well as commercial and business disputes. She represents U.S. and international corporations in the chemical, energy, life sciences, manufacturing, and technology industries.

In addition to her national litigation practice, Barb advises corporations on risk mitigation, risk preparedness and crisis response. She responds on site to transportation, energy, and manufacturing crisis events. She assists companies with all legal aspects of response, including internal and government investigations and liability defense strategy.

Barb previously served as Deputy Director of the Treasury Department's White House Security Review. At DOJ, she was responsible for the first federal prosecution of crimes involving violence toward Muslims. She maintains an active pro bono practice, representing individuals and organizations targeted by extremist hate groups.

Experience

Following is a selected sampling of matters and is provided for informational purposes only. Past success does not indicate the likelihood of success in any future matter.

Representative Experience

- Product Liability and Mass Torts

Education

Georgetown University, JD (1988)

- Magna Cum Laude
- Dean's Award of Merit
- Notes and Comment Editor, Georgetown University Law Journal

The University of Alabama, BA (1985)

- Magna Cum Laude
- Phi Beta Kappa
- Rhodes Scholar finalist
- NCAA All American - Gymnastics
- NCAA Post Graduate Scholarship

Admissions

District of Columbia

Virginia

Practice Areas

[Litigation](#)

[Class Action & Multi-Claim Litigation](#)

[Products Liability](#)

- Lead trial counsel in three NPM Adjustment arbitration trials
- Trial counsel for W.R. Grace in federal bankruptcy court in matter involving estimation of aggregate asbestos liability
- Represented large renewable energy manufacturer in arbitration dispute
- Represented chemical manufacturer in multi-district mass tort litigation involving chemical exposures
- Represented numerous chemical manufacturers in mass tort litigation involving asbestos and talc
- Served as national outside counsel for automotive companies in asbestos litigation
- Represented numerous corporations in connection with assessment and estimation of mass tort liabilities
- In connection with acquisitions and sales of numerous public and private companies, led liability estimations and investigations
- **Crisis Litigation and Representation**
 - Lead counsel for CSXT in class action lawsuits involving Baltimore train derailment and allegations concerning environmental contamination
 - Lead counsel for CSXT in multi-plaintiff lawsuits involving collapse of city block
 - Represented BP in connection with Deepwater Horizon litigation
 - Strategic advice and counsel regarding risk mitigation, preparation, and response to numerous public and private companies
- **Environmental and Criminal**
 - Represented W.R. Grace in Clean Air Act criminal prosecution, obtaining acquittal of all defendants on all counts. Led Daubert hearings resulting in government appeals and postponement of trial
 - Represented defendant in federal bribery trial involving allegations relating to environmental contamination
 - Represented numerous defendants in federal grand jury investigations
- **Government Experience and Pro Bono**
 - Represented Charlottesville City Council members in litigation seeking to impose personal liability regarding the Council's vote to remove Confederate statues

Toxic Torts/Asbestos

Products Liability - Consumer & Mechanical

Commercial Litigation & Business Torts

State Attorneys General Actions

White Collar Defense & Government Investigations

Environmental, Health & Safety

Construction and Construction Transactions

Industries

Manufacturing

Consumer Products & Retail

Energy

Railroads

Life Sciences, Pharmaceuticals & Medical Devices

Automobiles & Other Motor Vehicles

Technology

Construction and Construction Transactions

- Represented gun safety advocates in litigation involving ATF ghost gun rules
- Supervised representation of transgender victim of a brutal hate crime, securing \$350,000 award
- Supervised civil jury trial on behalf of plaintiff awarded \$2 million in compensatory damages for malicious prosecution by Baltimore Police Officer
- While at DOJ, led investigations and successful prosecutions of defendants associated with far-right extremist organizations
- While at DOJ, led investigations and successful prosecutions of law enforcement involved in corruption and civil rights violations
- Deputy Director for White House Security Review, resulting in closure of Pennsylvania Avenue and other classified security enhancements intended for the protection of the President at the White House

Previous Work Experience

- Partner, Washington, D.C. based law firm (2012 – 2023)
- Partner, Washington, D.C. based law firm (1995 – 2011)
- Deputy Director, US Treasury Department, White House Security Review (1994-1995)
- Prosecutor, United States Department of Justice, Criminal Section of the Civil Rights Division, (1991-1994)
- Associate, Williams & Connolly (1988-1991)

Recognitions

The bar rules of some states require that the standards for an attorney's inclusion in certain public accolades or recognitions be provided. When such accolades or recognitions are listed, a hyperlink is provided that leads to a description of the respective selection methodology.

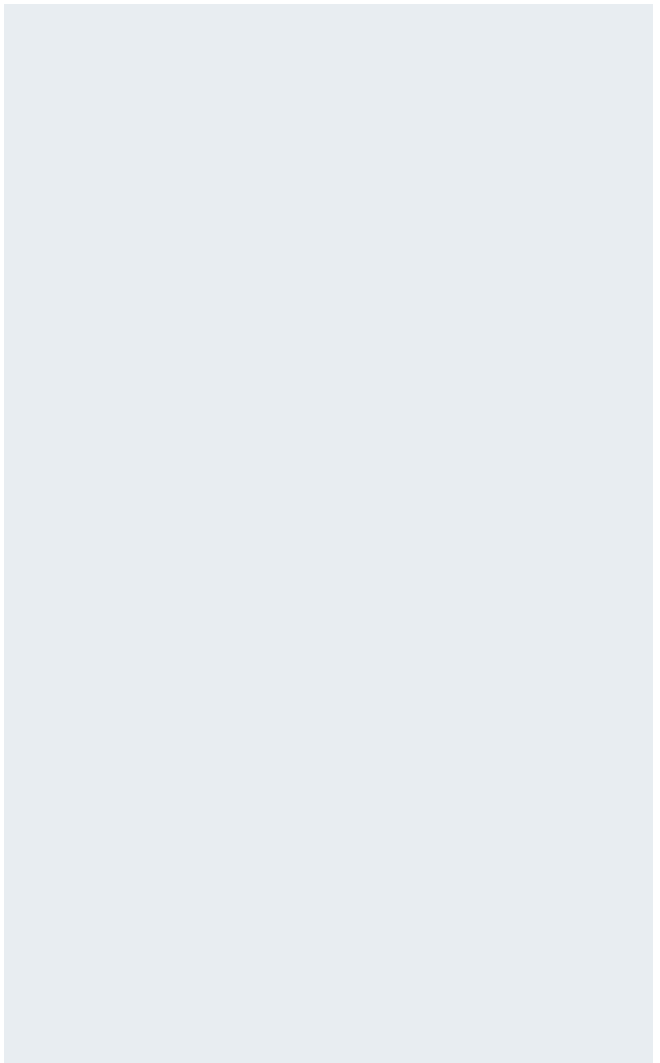
- First woman to receive the distinguished Paul W. Bryant Alumni-Athlete Award from the University of Alabama
- Featured in the SEC's "Stories of Character" radio and television ads celebrating 75th the Anniversary of the Southeastern Conference
- Captain, University of Alabama Gymnastics, 1982-1985

Professional Activities

- Lifetime Fellow, American Bar Foundation
- International Association of Defense Counsel (IADC)
- Complex Science Issues in Negotiation, Mediation and Settlement of Mass and Class Actions, ABA Section of Dispute Resolution Conference
- Women in the Courtroom: National and Science Counsel in Mass Tort Litigation, ABA Section of Litigation Regional Meeting

Community

- Represented individuals and families seeking asylum in the United States, including travel to Laredo, Texas for interviews and trials
- Served on non-profit boards involving education, legal aid and the arts
- During 2020 election cycle, worked with Institute for Constitutional Advocacy and Protection to educate law enforcement, local civic organizations and the media concerning the rise in domestic militia activity and potential election interference
- Work with the American Defamation League (ADL) to combat extremism and represent victims of hate inspired violence





EJM Advisory Firm, LLC is owned and operated by **Eric J. Melancon**, who has more than 13 years of experience in consulting and government service, with a focus on providing advice and counsel to law enforcement and public safety agencies on a variety of management topics.

Mr. Melancon served as Deputy Commissioner of Compliance in the **Baltimore Police Department (BPD)** from August 2022 - October 2023. As Deputy Commissioner, he served as the Department's lead in managing **consent decree compliance efforts**, and provided monthly and quarterly presentations to the Federal Court, US Department of Justice, and the Court monitoring team. Deputy Commissioner Melancon also led the BPD's efforts to **completely redraw its police district boundaries**, a task that had not been completed by the BPD in nearly 60 years.

Prior to his promotion to Deputy Commissioner, Mr. Melancon served as the Chief of Staff to the BPD Police Commissioner from April 2019 - August 2022.. Mr. Melancon was responsible **for maintaining and updating the agency's Staffing Plan** in coordination with court appointed experts. The model utilizes a **workload-based** approach to estimate the number of officers needed to handle calls for service, community engagement activities, caseload management, and close and effective supervision of detective units and proactive units. Mr. Melancon was also responsible for developing and implementing agency-wide plans for **civilianization of several administrative functions** throughout the BPD, to include the creation of civilian investigator positions to perform functions that historically were only staffed with sworn personnel. Mr. Melancon also led the BPD management's negotiation team in 2021 for **collective bargaining** of the union agreement between the BPD and the Fraternal Order of Police. This agreement introduced several targeted initiatives that not only increased starting pay to the highest in the state of Maryland, but also incentivized college education of officers, granted greater flexibility in the Police



Mr. Melancon's prior work experience includes serving as the Deputy Chief of Staff at the **New Orleans Police Department (NOPD)** from 2017-2019, where he created and implemented a **comprehensive pay plan proposal** for sworn personnel that led to 20% decrease in officer attrition in 2018. He was responsible for developing and maintaining the staffing plan for NOPD to ensure personnel resources were optimally assigned throughout the agency. Mr. Melancon also managed several special projects related to 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, and improving the agency's promotional process.

Prior to his work at the NOPD, Mr. Melancon also 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) in 2016. This included development of **staffing plans, pay structures, job descriptions, organizational charts, budgetary analysis, and the cooperative endeavor agreement** between the City and the OPCD.

Mr. Melancon also 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. This effort required the **reorganization of all jail personnel costs and redevelopment of the agency's budget** to ensure expenditures were being managed within the authorized budget provided by the City.

Prior to his public service in the City of New Orleans, Mr. Melancon was an associate at TMG Consulting where supported the **financial management planning** of the Regional Transit Authority and the New Orleans Aviation Board from 2013-2015. Mr. Melancon was also previously a Senior Consultant for Booz Allen Hamilton from 2010-2012 where he provided support for Marine Corps Systems Command as a **cost estimator** on the MRAP Vehicle Program.

Mr. Melancon is a graduate of the Princeton University School of Public & International Affairs where he earned his **Master's Degree in Public and International Affairs** in 2010 and a graduate of Louisiana State University where he earned his **Bachelor's Degrees in Economics and Political Science** in 2006.



William A. Murphy

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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, 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 enter 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:

- Currently, work 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 and 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 and 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 (ELE4A):

- ELE4A is a consulting agency that is made up of current Federal Consent Decree Monitors and other consultants with expertise in all 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. County Executive has approved ELE4A to provide technical assistance to implement the recommendations.

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.

VI. Training Certificates:

- Police Academy Director Certificate
- LAPD Command Officer School Graduate & Certificate
- POST Management School Graduate
- 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.

VII. Professional designations and associations:

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

VIII. 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

IX. 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.

X. 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

William A. Murphy
Consent Decree and Consulting Experience
October 23, 2023

I. 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 Monitor (OCDM).
- Responsible for achieving 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, personnel, supervision, community policing and engagement, stop/search & arrest, use of force, and bias-free policing.

II. Professional experience as a Police Practice Expert for the US-Department of Justice (DOJ) on the Portland Police Bureau (PPB):

- Currently, work as a Police Practice Expert assisting the US-DOJ in reviewing PPB actions responding to the numerous protests that resulted from the tragic George Floyd incident.
- 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.

III. Professional experience as a Police Practice Expert for the US-Department of Justice (DOJ) on the Phoenix Police Department (PPD):

- Currently, work as a Police Practice Expert assisting US-DOJ in conducting a Pattern and Practice investigation of the PPD.
- Conducted numerous ride alongs with field patrol officers and supervisors.

- Conducted numerous meetings with PPD command and field staff to determine how and why PPD conducts operations.
- Conducted extensive reviews of PPD training, policies, and procedures.
- Conducted extensive reviews of PPD use of force and officer-involved shootings.

IV. Professional experience as a consultant for Effective Law Enforcement for All (ELE4A):

- ELE4A is a consulting agency that is made up of current Federal Consent Decree Monitors and other consultants with expertise in all police operations.
- Conducted performance audits for the Orlando Police Department (OPD) and the Montgomery County Police Department (MCPD).
- Both performance audits focus on Academy, In-service, and specialized training with an emphasis on human relations training and specifically: procedural justice, de-escalation, bias-free, cultural awareness and sensitivity.
- At the conclusion of the audits, ELE4A provided a detailed findings and recommendations report to the agencies to improve their police operations.

IV. Professional experience as a law enforcement consultant:

- Worked 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.
- Acted as police expert on protest dynamics and operations. Also, offered technical assistance in all police operations including training and community policing and engagement.
- The Quatrone Center authored a report of recommendations to improve MPD protest operations and build stronger community relations.

Note: Retired Deputy Chief of Police, Los Angeles Police Department (LAPD), approximately 33 years of law enforcement experience. LAPD was under a federal consent decree for twelve years during my career (ranks of Lieutenant, Captain, and Commander). I was involved with creating many programs to achieve substantial compliance during this time. See Resume and CV for details.

LIEUTENANT COLONEL (RETIRED) JOHN L. SALOMONE, JR.

(504) 307-4645 • john.salomone@gmail.com • <http://www.linkedin.com/in/johnsalomone>

SKILLS

Change management • Policy development & program compliance • Executive presence • Leader development • Operational logistics • Strategy • Intergovernmental relations • Outstanding oral and written persuasive communications skills • Highly proficient in Microsoft Word, PowerPoint, Excel, Outlook, Intuit QuickBooks

PROFESSIONAL EXPERIENCE

CITY OF NEW ORLEANS OFFICE OF POLICE SECONDARY EMPLOYMENT

NEW ORLEANS, LA

Founding Executive Director

5/2012 – 5/2018

Design, stand up, and lead a new city department responsible for a key element of comprehensive police reform in New Orleans, managing all business and compliance oversight for police officers' off-duty security employment, generating over \$12 million of sales annually from hundreds of private and business customers.

- Accepted New Orleans Mayor Mitch Landrieu's offer to take sole responsibility for the complete redesign and reform of police officers' off-duty security work. Centralized a previously largely unregulated system that was a key source of corruption in the New Orleans Police Department. Conceptualized a plan of reform; created a new city department; established strategic and operational objectives; hired the right team; created, procured, and customized the necessary financial and operations automation systems; developed policy and control measures; managed community engagement with both the police rank and file and community advocacy groups; managed the associated political and communications tasks; drove professional development and performance improvement; and implemented operations.
- Led a cross-functional team of ten operations, communications, information technology, and finance staff in running what amounts to an autonomous business unit within city government, generating over \$12 million in gross revenues per year from the off-duty security work of over 800 police officers while enacting the requirements of a federal court order under the watch of the US Department of Justice and the US District Court of Eastern Louisiana. Within a year of startup, was recognized by the US Department of Justice and the federal court as the most successful element of the city's police reform program.

377TH THEATER SUSTAINMENT COMMAND, US ARMY

NAVAL AIR STATION NEW ORLEANS

Chief, Plans and Operations

8/2010 - 6/2011

Lead planner and chief of operations for the largest command in the US Army Reserve and one of only five theater-level logistics commands in the Army, encompassing six major subordinate commands and 39,000 soldiers and civilian employees in 38 states.

- As chief planner, led an integrated planning team in conducting operational-strategic contingency logistics planning for US military operations in Central and South America and the Caribbean. Developed operations plans and exercise plans and coordinated them across the US Defense community. Served as principal strategic logistics planning advisor to the commander, a two-star general.
- Selected to simultaneously serve as chief of operations to "fix" a broken department. Within 90 days, changed the team culture to one of accountability, consistency, and quality, transforming the 20-person operations section from a dysfunctional organization to the single most-trusted team in the command.
- Appointed chief of the command's organizational inspection program. Wrote governing policy and procedures and led a team of 35 subject matter experts in four week-long comprehensive inspections and evaluations of subordinate major commands across the country. Integrated the inspection result reports, oversaw the creation of final reports, conducted presentation of final results to senior leaders, and produced comprehensive inspection reports.

Served approximately 30% of every month as chief of staff or director of operations/plans/training in the absence of either or both of these senior staff principals. Led daily staff update meetings for the headquarters and weekly full staff meetings via teleconference for the 60+ staff principals at six subordinate commands across the country. Assigned and monitored work of each staff section in line with the commander's priorities.

- Led the command's Early Entry Command Post (EECP) team, preparing 30 logistics technicians and leaders and the supporting equipment to deploy within 48 hours of a military or civil emergency in Central or South America or the Caribbean. This team enabled the command to have logistics survey teams rapidly assess infrastructure,

communications, host nation transportation nodes, and life support assets so that logistics plans can be formulated and executed early in support of United States Government and/or multinational force operational response plans.

UNITED KINGDOM DEFENCE LOGISTICS SCHOOL

SURREY, UNITED KINGDOM

Chief Instructor

7/2007 - 7/2010

As one of only 33 US Army officers assigned to work inside the British Army, led a team of British Army officers responsible for designing and delivering foundational career training for all senior Royal Logistic Corps leaders, a full 16% of the British Army. Advanced diplomatic objectives and built relationships in the UK Ministry of Defence.

- Led the training squadron and four training divisions, including 24 instructors and seven support staff, continuously delivering 12 courses to British military logistics leaders. Oversaw all aspects of the organization's education mission, including the development of curriculum and exercises, course accreditation, running of the courses, instructor training and certification, and life support and discipline for all enrolled resident students.
- Served as a representative of the United States in diplomatic events and with the British Army and local civilian communities. Served as proxy for the US Ambassador to the United Kingdom during ceremonial events in Surrey.
- Represented the British Army as the exercise director and primary instructor for three annual Peace Support Operations (PSO) Logistics Courses at the International Peace Support Training Centre in Nairobi, Kenya. Wrote and directed the course's culminating exercise, now used by peace support training institutions across the African continent as a principal PSO logistics training tool for African Union forces.

16TH CORPS SUPPORT GROUP, US ARMY

IRAQ AND HANAU, GERMANY

Brigade Logistics Officer

5/2006 - 6/2007

Led the team providing day-to-day logistical support for a 3000-soldier brigade, including equipment maintenance, supply and services, property accountability, food services, contracts administration, and financial management.

- Served as the manager of public works and installation infrastructure at Logistic Support Area Adder (An Nasiriyah, Iraq) for a US and coalition military, US Government, and contractor customer wartime population of over 10,000 personnel. Managed contracts for local labor, security, construction materiel, materiel handling, technology repair and installation, and general acquisitions.

485TH CORPS SUPPORT BATTALION, US ARMY

HANAU, GERMANY AND IRAQ

SUPPORT OPERATIONS OFFICER

5/2005–5/2006

Led team of 13 logisticians directing wholesale-level logistics support for US and coalition troops in central and southern Iraq during the height of the Iraq War, including food, water, fuel, ammunition, repair parts, equipment service and repair, and transportation management. Coordinated national-strategic logistics assets from the Defense Logistics Agency, the Army Materiel Command, and other theater logistics assets in support of operational customer units. Managed engagement of Iraqi National Army and civilian community stakeholders for satellite area of operations south of Baghdad.

16TH CORPS SUPPORT GROUP, US ARMY

HANAU, GERMANY

PLANS OFFICER

6/2004 - 5/2005

Directed exercise and deployment planning for a logistics brigade supporting over 20,000 US Army troops stationed in Germany.

- Managed the brigade operations center, including the 24/7 management of all logistics support to hundreds of customer Army units across central and southern Germany.

UNITED STATES MILITARY ACADEMY

WEST POINT, NEW YORK

ASSISTANT PROFESSOR OF ENGLISH

7/2000 – 6/2003

Each semester, taught over 100 first- and third-year university students and future Army officers to think critically, write clearly, speak confidently, lead effectively, and act morally.

JOHN SALOMONE

Education

NORTH CAROLINA STATE UNIVERSITY
MASTER OF ARTS, ENGLISH

RALEIGH, NORTH CAROLINA
2000

GEORGETOWN UNIVERSITY
BACHELOR OF ARTS, ENGLISH

WASHINGTON, D.C.
1990

CONTINUING EDUCATION

- Deveney Engagement's Executive Communications Workshop for City Leaders
- Racial Equity Seminar for City Leaders
- United Kingdom Ministry of Defence Joint Logistics Officer Course
- US Army Command and General Staff Officer Course (competitively selected 1-year, graduate-level resident course to prepare Army officers for senior leadership roles)

INTERESTS

- Community radio. 2012-2018 deejay for WWOZ-FM, New Orleans Community Radio.
- Promotion of and participation in local cultural events
- Veteran advocacy. Lifetime member, Veterans of Foreign Wars Post 8973.
- Poetry reading and writing

JULIE SOLOMON, LSCSW, MSW, MBA

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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

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

- o 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.
- o Prioritize policy, training and operational compliance with Consent Decree requirements related to Crisis Intervention
- o Analysis of data supporting outcomes and strategy
- o 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.
- o 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.).
- o 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.

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

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

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

- o Lead on Crisis Intervention, Response to persons in behavioral health crisis, and Alternatives to law enforcement response to persons in crisis
- o Policy, training, and operational assessment
- o Community eco-system engagement and recommendations, inclusive of the police department, county government, community stabilization resources, advocacy groups and community stakeholders
- o Evaluation and assessment of police call for service data
- o Body worn camera review and analysis
- o Develop recommendations on Crisis Intervention Teams (CIT); mobile crisis response teams; crisis stabilization services; telecommunications protocol; data collection and evaluation
- o After-Action Review of officer involved fatality

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

- o 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)
- o 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, VT Police Department

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

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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

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

CHIEF STRATEGIC MANAGEMENT OFFICER, CIT International

- o Execute board approved strategic plan
- o Coordinate support strategies to 2300 CIT programs around the country
- o Create and execute work plans to meet changing needs and funding realities
- o Ensure contract compliance and recommend changes to improve/expand service delivery
- o Develop strong working relationships with state and national stakeholders
- o Assist with marketing strategies including effective use of website, membership communication, and branding
- o Develop and oversee implementation of deliverables on federal grants
- o Define project scope, track project timelines and outcomes
- o Grow business relationships and financial opportunities
- o Preparation of organizational budget and responsible oversight of the budget
- o Participate in the planning/coordination of the annual conference hosting ~1000 participants.

VICE PRESIDENT, Wyandot Community Behavioral Health Center

- o Principal driver in the implementation of best practices for justice and behavioral health initiatives in Wyandotte County, Kansas City, KS
- o 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
- o Served as strategic boundary spanner between criminal justice, mental health, and advocacy stakeholders, improving system-wide coordination and outcomes
- o Leader on the Metro Wide CIT Council and Kansas State CIT Council
- o Former CIT International Board Member
- o Negotiated contracts to diversify revenue streams
- o 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
- o 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.

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Chief Strategic Management Officer, Emergency Stabilization Services, Wyandot Community Behavioral Health Center

- o 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
- o 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
- o 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.
- o Implemented procedures to track pertinent police call for service data
- o 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.
- o 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 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.
- o 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.
- o Researched, developed, and provided oversight to the probate court mental health coordination team, collaborating on system integration while reducing gaps in care.
- o Researched, developed, and provided oversight to the mental health misdemeanor and felony specialty court programs.
- o Facilitator, Strategic planning: State of Missouri CIT.

HIGHER EDUCATION SECTOR

St. Ambrose University, Executive Director, Institute for Person Centered Care

- o 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.
- o Provided continuing education opportunities to regional healthcare providers on integrated health and person-centered care.
- o Integrated Trauma Informed Practices into the work of the Institute.
- o 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

- o Instructor, Master Level Course, Supervision in Social Work (SW 864)
- o Developed curriculum taught to foster care employees and supervisors regarding outcomes based, family centered case planning

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- o Evaluated and supported field practicum placements for over 200 students annually (BSW/MSW).
- o Strengthened the continuing education program for field instructors
- o Developed and facilitated the annual student orientation
- o Facilitated strong stakeholder relationships with faculty, dean, students, and community partners
- o Lead effort to digitize the department's materials to create a more efficient streamlined process
- o Developed an annual digitized evaluation tool for students to provide feedback on the performance of the Field Education Office.

Smith College, Clinical Internship, Mt. Holyoke College

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

Western Michigan University, Peer Educator

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

HEALTH AND WELLNESS SECTOR INNOVATION

YMCA, Senior Vice President, Community Health

- o 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
- o 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
- o Fidelity to Evidence Based Programs
- o Utilization of technology platforms to improve user engagement, communication and improve overall health outcomes
- o Implement health strategies to support the advancement of Chronic Disease prevention
- o Partner on Brain Research Studies measuring the role of exercise on brain health
- o Monitor national healthcare trends including the Quadruple AIM, Value Based Payment Models, Benefits supporting employee health, job satisfaction, recruitment, and retention
- o Utilization of innovative technology providing real-time feedback and opportunity for intervention before more expensive care is required

CREDENTIALS AND HONORS

- o Federal Bureau of Investigation (FBI) 40-hour Basic Crisis Negotiators Course
- o Licensed Clinical Social Worker (LSCSW)
- o 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.
- o Author, white paper, "A community guide to best practices for alternative responses to people in mental and behavioral health crisis".

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- o Presenter- "Addressing the Unmet Social and Functional Needs of Older Adults: Innovation in Medicare"-Annual National Summit, The Root Cause Coalition
- o Presenter-One Mind Campaign, International Association of Chiefs of Police
- o Presenter- "Criminal Justice-Behavioral Health Partnerships: Promoting Integrated Healthcare"-Institute for Behavioral Healthcare Improvement (IBHI) San Antonio, TX
- o Presenter- "Designing Effective Law Enforcement: Behavioral Health Partnerships for People with Mental Illness"-International Association of Chiefs of Police, San Diego, CA
- o Presenter- "Changing State Laws to improve CIT and Client Care: Emergency Observation and Treatment"-CIT International Conference, Chicago IL
- o 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
- o Presenter- "Creating Collaborative Partners with Law Enforcement and Mental Health" Justice Center-Council of State Government, New York City.

EMPLOYMENT HISTORY

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

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

INDEPENDENT CONSULTANT (2019-Present)-Various Contractors (see pages 1-3 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.

JULIE SOLOMON, LSCSW, MSW, MBA

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Mary Ann Viverette
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Millsboro, Delaware 19966
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Professional Experience:

Municipal Government/Gaithersburg, MD Police Department – 1979/2007

Over 28 years of in-depth experience in municipal government, holding all ranks in the Gaithersburg Police Department until my appointment as Chief of Police in 1986. Serving as Chief of Police for 21 years, was responsible for providing service to a diverse and challenging city of 60,000 residents. Responsible for major organizational transformation by instituting significant personnel, operational, and service-related initiatives, improving training curriculums, building regional coalitions, maintaining national accreditation awards, and developing and enhancing a successful city-wide community policing philosophy and programs.

Commission on Accreditation for Law Enforcement Agencies, Inc. – 1988-2013

As a certified Assessor and Team Leader, conducted in-depth assessments of all size police agencies to determine their ability to meet a national body of police standards. Authored formal assessment reports to the CALEA Commissioners to verify compliance and make recommendations for the reviewed agency's accreditation. Served as a CALEA Commissioner for five years (2002-2007) and was elected as Vice-Chair of the Commission, 2005-2007.

Technical Advisor- Fields Consulting Group – 2007-2013

Provided technical assistance and law enforcement management expertise during the development of promotional examinations for small and large municipal police agencies. Technical advisor in the development and implementation of promotional exams for command-level members of the Memphis (TN) Police Department (2008-2011).

Subject Matter Expert – U.S. Department of Justice – 2008-2009

Served as a Subject Matter Expert in the U.S. Department of Justice investigation in Lorain, Ohio, focusing on determining if there were systematic violations of the U.S. Constitution in the use of force by members of the Lorain Police Department.

Subject Matter Expert – U.S. Department of Justice – 2015-2016

Served as a Subject Matter Expert in the U.S. Department of Justice investigation in Baltimore, Maryland, focusing on whether the Baltimore Police Department engaged in a pattern and practice of conduct in violation of the Constitution. Attended community meetings, conducted interviews, and reviewed and assessed hundreds of Use of Force reports submitted by officers.

Subject Matter Expert – U.S. Department of Justice – April 2023 - present

Serves as a Subject Matter Expert in the U.S. Department of Justice investigation into the Louisiana State Police, focusing on whether the agency engaged in a pattern and practice of

conduct in violation of the Constitution. Conducted on-site assessment and participating in reviews of Use of Force reports.

Court Appointed Federal Monitor – August 2013 – present.

Serves as a Court-Appointed Federal Monitor, working with the Sheppard, Mullin, Richter, and Hampton law firm overseeing the January 2013 New Orleans Police Department Consent Decree. As a Monitor, team members assess progress toward compliance with the Consent Decree in broad areas, including use of force, training, bias-free policing, constitutional practices, and Public Integrity Bureau investigations and supervisory practices. Chief Viverette is specifically assigned to monitor Domestic Violence, Sexual Assault and Child Abuse investigations, Public Integrity Bureau Administrative investigations, Crisis Intervention Programs, Officer Assistance and Recruitment Programs, Promotions and Performance Evaluations and Audit Protocols.

Effective Law Enforcement for All (ELE4A) - present

Serves as a Police Practices Expert with ELE4A, a non-profit organization formed in 2020 to help police, civic and community leaders' partner to re-invent law enforcement in their communities to achieve policing that is effective, respectful, restrained, and safe for the public and police. ELE4A services include educating, empowering, and leading the reinvention of law enforcement by developing safe and effective policies, training, supervision, disciplinary systems, data analytics, and other tools that promote public accountability and oversight.

- Served as Co-Lead in the review of the Montgomery County Police Department (MD). 2020-2022 – focusing on a broad review of strategic organizational functions.
- Served as a Police Practices Expert in the review of the Orlando Police Department (FL). 2020-2021- focusing on Recruitment and Crisis Intervention Programs.

Professional Accomplishments:

International Association of Chiefs of Police – IACP, President (2005-2006).

Elected by the membership and served in a leadership position on the Board of Officers from 1999 - 2007. The IACP is the oldest and largest law enforcement leadership organization in the world with over 25,000 members. IACP Civil Rights Committee member, 1998-2007.

Maryland Chiefs of Police Association - Executive Committee member and Maryland Police Training Committee member (1993- 2006). Assisted the Maryland Police Training Commission with the development and approval of state-wide training requirements for all agencies in the State of Maryland.

Commission on Accreditation for Law Enforcement Agencies (CALEA) – (2002-2007)

Chief Viverette served as a Commissioner and Chairperson of the Standards Review and Interpretation Committee (SRIC) for five years. Assisted in developing the international body of standards throughout a fifteen-year period as a Commissioner and SRIC Committee Chair. As an Assessor, Team Leader and Commissioner, reviewed hundreds of agencies for accreditation over a twenty-five-year period. CALEA is the gold standard accrediting body for professional law enforcement agencies and strives to improve delivery of police services by review and revision of law enforcement standards reflective of best practices in the profession.

Education:

University of Maryland, University College, College Park, MD.

Master of Science, Human Resource Management, 1998 (Summa Cum Laude)

Bachelor of Science, Law Enforcement/Criminology, 1986 (Magna Cum Laude)

FBI National Academy, 1988, Session 155, Quantico, VA.

Active Bystandership for Law Enforcement (ABLE) – November, 2020

Certified Train-the-Trainer – teaching and preparing police officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer-intervention. Project ABLE, a partnership with Georgetown Law and Sheppard Mullin law firm, focuses on prevention, building trust with the community, and culture change within police departments.

Presentations/Keynote Speaker/Panelist –

- Spoke with the President and Vice-President of the United States releasing police grants for an additional 100,000 community policing officers.
- Testified before the United States Senate and United States Congress on national issues related to identity theft and the national assault weapons ban.
- Represented the International Association of Chiefs of Police (IACP) at the Million Mom March (May 2000), speaking on the impact of gun violence in communities.
- Appeared several times on “Good Morning America,” and at the National Press Club addressing topical issues in law enforcement and personal and traffic safety.
- Keynote speaker on Recruitment, CALEA Accreditation and Women in Policing for numerous state-wide Police Chief’s Associations (1999-2007)

Professional Associations:

- International Association of Chiefs of Police, 1993-present.
- IACP Civil Rights Committee Member 1998-2007.
- Maryland Chiefs of Police Association, 1986-2007.
- FBI National Academy Associates – Session 155
- National Association of Women Law Enforcement Executives, 1995-present.
- Leadership Montgomery, Class of 1995.
- Victim Services Advisory Board, IACP, 2003-2006.
- Fight Crime Invest in Kids, Maryland Advisory Board, 2000-2007.
- D.A.R.E. America Law Enforcement National Advisory Board, 1999-2003.
- Gaithersburg Kiwanis Club, 1994-1999 Vice-President
- Heroes Board of Directors – Guardian ad Litem 2010-2016.

Awards/Honors:

- Named to 25 Outstanding Businesswomen of Montgomery County, MD 2005
- Distinguished Alumni Award - Academy of the Holy Cross (Kensington, MD) 2005
- Elected 1st Female President of the International Association of Chief of Police 2005
- Woman Law Enforcement Officer of the Year – 2006 NAWLEE
- U. S. Conference of Mayors - Livability Award – Community Policing, 1995
- Gaithersburg Police Station named after Chief Mary Ann Viverette – 2007

References:

Upon Request

SUMMARY OF EXPERIENCE:

In the 2010 reorganization of the New Orleans Police Department (NOPD) I was appointed the first civilian Deputy Superintendent of the Public Integrity Bureau. Serving in this capacity, I was responsible for the overall authority and management of high-profile, sensitive administrative and criminal investigations of alleged misconduct violations involving NOPD personnel. To ensure that discipline of personnel was administered fairly throughout the Department I instituted and implemented the newly designed Disciplinary Matrix.

In addition, I established effective communication at all levels internally and externally. I effectively communicated with the Superintendent of Police and his Executive Staff. I attentively represented the New Orleans Police Department's Public Integrity Bureau at Federal Consent Decree public hearings, private hearings, and various multi-agency peer meetings. On an annual basis, I reported on the disciplinary and Use of Force investigations. To maintain transparency, reports were made public on the NOPD's website.

Prior to my appointment as Deputy Superintendent of Police, I served three Mayoral administrations spanning nearly 14 years. I served in various capacities in the City of New Orleans Law Department, including Senior Chief Deputy and Assistant Executive Council to the Mayor. As an experienced senior attorney, I gained in-depth knowledge of municipal law, contracting and procurement procedures, labor relations, and civil litigation. Additionally, I was tasked with implementing an emergency preparedness plan for the City of New Orleans Law Department. I was then tapped to serve as Continuity of Operations Plan (COOP) Coordinator and City Attorney for the remote City Hall mobilization during emergency evacuations. Also, I managed labor related procurement issues and provided advice and counsel to senior government officials and department heads.

PROFESSIONAL EXPERIENCE:

City of New Orleans, Chief Administrative Office, *Senior Project Manager*, 2022-2023

- Served as the liaison between the City of New Orleans, the New Orleans Police Department, the Consent Decree Monitors, and the Department of Justice
- Assisted the New Orleans Police Department in moving toward the self-monitoring phase by ensuring constitutional policing reforms are sustained
- Assisted the New Orleans Police Department and other City Agencies with Deputization Enforcement efforts to enhance concerted efforts to improve Quality of Life issues for the citizens of New Orleans
- Contributed significantly in implementing Civilianization incentives as a force multiplier for the increased policing efforts to combat reduced police response times

Arlinda Pierce Westbrook

New Orleans Police Department, Public Integrity Bureau, *Deputy Superintendent*, 2010 – 2023

- Day to day management and supervision of the Public Integrity Bureau's specialized units, namely Intake, Administrative, Criminal, and Force Investigation Team (FIT)
- Oversaw the impartial and consistent management of the disciplinary process including assignment, supervision, and review of all disciplinary investigations and hearings
- Led the effort in creating NOPD's 1st Force Investigation Team (FIT)
- Created the Critical Incident Video Release Protocols and Families Impacted by Officer Involved Shootings
- Managed and revised Critical Incidents presentations for the Federal Court and Use of Force Review Board
- Served as a member of the initial NOPD's Ethical Policing Is Courageous (EPIC) program working group
- Maintained strict compliance with NOPD's policies, procedures, and directives in investigating all reported complaints of misconduct
- Maintained disciplinary records through the use of systematic computer-based program, i.e. IaPro
- Assisted in the implementation of several multi-agency Memorandums of Understanding (MOUs) relating to critical incident police involved shootings
- Encouraged strong working relationships with outside agencies such as the Federal Bureau of Investigations, Office of Consent Decree Monitors, Office of Inspector General, and the Independent Police Monitor

City Attorney's Office, New Orleans, LA, *Senior Chief Deputy City Attorney*, 2003 – 2010

- *Emergency Management* – Served on the Emergency Preparedness Team for hurricanes Katrina, Rita, Ike and Gustav including overseeing the processing of emergency contracts and procurement related documents;
- *COOP*– Functioned as the lead Attorney assigned to the remote City Hall Emergency deployment team during a disaster;
- *Recovery Management* - Served on the Recovery Board which provided monitoring and oversight for the City of New Orleans Recovery Program;
- *Litigation* – Participated in the assessment and the development of legal strategies in the areas of technology, document retention, and public records requests;
- *Advice & Counsel* – Managed labor related (i.e. EEOC and terminations, etc.), and Disadvantaged Business Enterprise (DBE) procurement issues. Provided advice and counsel to senior government officials and department heads on various matters;
- *City Council Consultation* – Functioned as the advisory attorney interfacing with the City Council on legal issues pertaining to the budget, open meetings, and ordinance approval;
- *Contract Administration* – Managed and administered external professional services contracts for the Law Department;
- *Board Meetings* – Represented the Mayor and City Attorney's office in meetings of/ with the Sewerage and Water Board and Louis Armstrong Airport Board;
- *Senior Chief Deputy City Attorney* – Functioned as the interim City Attorney during the absence of the City Attorney;
- *Transaction Unit* – Developed, directly managed, and reviewed all contracts, procurements, and cooperative endeavor agreements;

Arlinda Pierce Westbrook

- *Risk Management Unit* – Managed and supervised all insurance programs, Workmen's Compensation Claims, and claims management;
- *Budget and Fiscal Management* – Assisted in the development of the annual budget and oversight of the day-to-day administration of resource expenditures;
- *Audits/Investigations* – Represented the City of New Orleans in legal matters regarding investigations and audits by the Office of Inspector General, FBI, and Louisiana Auditors

Deputy City Attorney; 2002 – 2003

- Provided oversight for the management and operations of the Sewerage and Water Board; Managed the re-drafting of the City's DBE Plan
- Defended civil actions against the City of New Orleans pertaining to the Departments of Public Works, Health and other City agencies
- Prepared and conducted cases before state and federal courts of appeal
- Handled all labor law cases in federal and state court

Assistant Executive Counsel to the Mayor; 1999 - 2002

- Negotiated the Open Access Plans of Major Economic Development Projects for the City of New Orleans
Assisted in drafting the Privatization Proposal of the Sewerage and Water Board
- Drafted the City's Disadvantaged Business Enterprise Plan
- Provided support to the Mayor and the Executive Counsel at Sewerage and Water Board monthly meetings
- Briefed Council members on Economic Development Projects

Assistant City Attorney; 1997 – 1999

- Defended 1983 Civil Rights Actions Against the New Orleans Police Department
- Handled over 100 Labor law cases
- Handled over 200 Civil Service Commission Cases

CONSULTANT

Louisiana Commission on Human Rights, Office of the Governor, Baton Rouge, LA;
Provided consulting services relative to the investigation of claims of discrimination in employment, banking and lending practices, and public accommodations. 2001-2010

Active Bystandership for Law Enforcement (ABLE), Board Advisor

EDUCATION:

Loyola University, School of Law, New Orleans, LA Juris Doctorate, December 1994
Howard University, Washington, D.C.; B.A. Political Science, May 1991

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PRESENTATIONS/SPEAKING ENGAGEMENTS:

2018-2022 Security and Law Enforcement Exchange Program - yearly visits to PIB from at least 20 Mexican Law Enforcement participants to discuss various disciplinary issues and reforms

National Association for Civilian Oversight of Law Enforcement (NACOLE) Conference – Panel Member

- 2019: Addressing Use of Force Reform in the New Orleans Police Department

Annual Consent Decree Conferences - Panel Member

- 2018: Institutionalizing Reform Beyond the Consent Decree
- 2019: Managing and Sustaining Reform
- 2022: Working on Compliance: Lessons Learned
- 2022: The ABLE Project
- 2023: Consent Decrees, Community Engagement, and Collaborative Reform Effective Law Enforcement 4 All (ELE4A)
- 2023: The Imperatives and Challenges of Police Reform
5th Annual IA Conference Mexico City Executive

CIVIC ACTIVITIES MEMBERSHIPS & AWARDS:

Vice President, Board of Directors, YWCA Greater New Orleans

Secretary, Board of Directors, Cabrini High School

Member, Board of Directors, St. Andrew's Episcopal School

Member, Louisiana State Bar Association

Member, Louis A. Martinet Legal Society

Member, Delta Sigma Theta Sorority, Inc.

Member, Crescent City (LA) Chapter of the Links, Inc.

Fellow, Metropolitan Area Committee Leadership Forum

Past Member, United Way Agency Relations Committee

YWCA Role Model Award

Vice Chair, Greater St. Stephens Full Gospel Baptist Church Board of Directors