



# APPLICATION

CONSENT DECREE MONITORING–  
CITY OF BALTIMORE [2017]

## ABSTRACT

The Learning Solutions Team combines expertise of a Project Director, Specialists, subcontractor and community ambassadors. Team members assigned to five organizational duties: Compliance-Assessment-Training-Engagement-Technology, will work collaboratively within the team's infrastructure, with city officials, with the community and with police administration moving toward the goal of legitimacy, to validate procedural justice approaches promoting sustainability that benefits the community.

SUBMITTED BY:

E. Beverly Young, PhD.  
*EbevyYG Learning Solutions, LLC*

***EBEVYYG LEARNING SOLUTIONS LLC***  
HARRISBURG, PENNSYLVANIA

## EXECUTIVE SUMMARY

### Company Description

EbevyYG Learning Solutions, LLC, a minority woman-owned business in Harrisburg, Pennsylvania, was created in 2014 by its Executive Director, Dr. E. Beverly Young. Its formation embodies three specific concerns, the need for technical writing services chiefly to research and develop instructional content used in police and law enforcement training and finally to make knowledge transferable to policing environments. The third concern encompasses identifying practical approaches to stimulating and sustaining commitment to discussion between police and community leaders, not limited to changing opinion but inclusive of changing the relationship between the two stakeholders. The final goal is to identify practical approaches to sustain and to return legitimacy to policing within our communities, regardless of race, ethnicity, religious beliefs or socioeconomic status of residents receiving police services.

### Team Staffing

Team members are independent contractors and subcontractors, diversified by experience and ethnicity, prepared to provide professional services and conduct monitoring-related travel. Team members will perform specific monitoring responsibilities organized by categories inferred from Consent Decree provisions. Hourly billing rates will apply for on-site and off-site work completed by each team member. Specific monitoring-related activities will govern frequency of travel to Baltimore, Maryland for each team member.

### Budget

Proposed budgeted costs reflecting salary, travel and supplies for the first three years of the project:

**Year 1** - \$1, 433, 143. 00

**Year 2** - \$1, 307, 658. 00

**Year 3** - \$1, 113, 943. 00

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## Background

“The United States, the Mayor and City Council of Baltimore (“City”) and the Police Department of Baltimore City (“BPD” or “the Department”), collectively the “Parties,” are committed to effective, constitutional law enforcement. The purpose of this Agreement is to ensure that the City and BPD protect individuals’ statutory and constitutional rights, treat individuals with dignity and respect, and promote public safety in a manner that is fiscally responsible and responsive to community priorities. This Agreement reflects the broad input received by the Parties from the diverse communities that make up the City of Baltimore. The Parties are committed to ongoing engagement with community stakeholders to foster continued participation and long-term sustainability of the reforms created by this Agreement.”  
(<https://www.justice.gov/opa/file/925056/download>)

### 1.0. Scope of Work

Founded in 2014, EbevyYG Learning Solutions is an independent consulting organization with specific expertise in (1) reviewing, researching and developing policies to comply with regulatory and statutory standards and (2) technical writing focused on building instructional content for police and law enforcement training. Consultants selected to work as a team have conducted program audits for quality assurance, monitored settlement agreements, developed training programs for police, created job task analyses, worked with diverse communities, engaged in community programs to improve the perception of police with area residents and served as mentors to youth.

The Learning Solutions Team is prepared to monitor implementation of each Decree provision that includes reviewing and updating policies guiding police procedures and practices, remaining accessible and transparent to all parties in reporting progress and matters temporarily delaying implementation of each Decree provision by preparing written reports, meeting periodically with members of the community to include integration of an assessment process to evaluate progress toward sustainability. Additionally, the Learning Solutions Team will:

- 1.1** Designate a Project Director to serve as the primary point of contact to the City of Baltimore and Department of Justice. The Project Director will also be responsible for promptly notifying the City of Baltimore and Department of Justice of any changes in management procedures and/or personnel related to the project. Provide monthly written progress reports about work completed and coordinate meetings at least once per month with City of Baltimore, City of Baltimore Police Department and Department of Justice, or more



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frequently upon request, to discuss project status. (See **Section 3.0** for key staff members and consultants.)

**1.2** Communicate with the public and receive public input, meeting monthly on a quarterly rotation in different Baltimore neighborhoods. Conduct outreach and maintain open channels of communication with BPD officers and organizations representing officers.

**1.3** Maintain a public website and post a proposed budget and accounting to that website.

**1.4** Develop and conduct qualitative and quantitative assessments of progress under the Consent Decree

**1.5** Provide technical assistance, issuing recommendations, soliciting information from and providing information to members of the public, and preparing public reports on the Consent Decree's implementation.

## 2.0. Phases of Work

The overall agreement is for sixty (60) months or five-years with the potential for early termination after three years or thirty-six months based on performance. (See paragraph #446 of the negotiated Consent Decree.) Through assembling a sufficient cadre of professionals based on needs identified in the Request for Application and Consent Decree documents, some activities will occur simultaneously as the City of Baltimore and Baltimore City Police Department with guidance provided by the Learning Solutions Team transition through each phase of the contract toward the ultimate destination-changing perception, partnership, legitimacy and sustainability.

### 2.0.a METHODOLOGY

We will use a standard problem analysis/decision making model to identify our assumptions about what we expect has already or should have been done. In the pedestrian approach, we begin with a quantitative statement of the problem, what tells us/them we/they have a problem, e.g. complaints, community attitudes, etc. Then we expect Baltimore Police Department administration to define the causes, identify whom we/they can affect and define strategies and action plans, all of which must have measurable outcomes. Then they (the Baltimore Police Department) can implement, monitor, evaluate and modify.



Team Specialists will meet with representatives from each stakeholder group to obtain responses to questions using either focus group meetings, or a think aloud technique, or in-person interviews or paper/pencil questionnaires for data collection. Findings will represent aggregation of several data sources collected qualitatively for comparison to identify similarities and differences. Responses (data) will be organized using themes for analysis to report findings for discussion and follow-up. Evidence of quality will include confirmability, bracketing and reflexivity to limit contamination when reporting the findings.

## 2.1 Monitoring Plan Overview

*(A complete monitoring plan to include a timetable for the first year, meeting provisions of Section XIX-E in the Consent Decree will be made available within 90-days of appointment and following approval by all parties, posted to the Learning Solutions website. Information written within this Application is an overview and preview.)*

### **S-T-E-P (Stakeholder (partnership)-Training-Evaluation-Partnership)**

#### 2.1. a Phase I - Establishing Relationships -Identifying Stakeholders -Partnership

(Monitoring staff will conduct meetings with representatives from each stakeholder group named. To accommodate for the size of the city, meetings will be scheduled geographically to ensure representatives from each stakeholder group have an opportunity to participate and provide feedback about community issues.)

- Meet with Community Leaders and Police Administration to create an agenda of partnership
- Meet with youth (12-17) to determine availability of programs to mature them academically, spiritually, emotionally, socially and physically for future leadership paths
- Meet with police department training staff
- Meet with organization and bargaining unit councils representing Baltimore Police officers

*(simultaneous start with some activities that remain ongoing through **each** Phase of STEP)*

1. Youth mentoring
2. Reviewing policies, procedures, manuals relating to police procedures and practices



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*(Reviewing training must conclude within one-year of implementation of the Consent Decree and training will be placed on an annual schedule.)*

3. Reviewing instructional content included in current courses for police officers, suggest and guide, as needed, police instructional staff through development of training courses to supplement instruction currently being provided, assess the quality of instruction using an evaluation instrument designed by Learning Solutions team members.
4. Reviewing daily crime reports

#### 2.1. b Phase II Training

*(Activities occurring in this phase include auditing courses already available for instruction by the Baltimore Police Department training staff. Monitoring Team staff will obtain the in-service training schedule for the upcoming calendar year to include location, name of instructor and certification information. Additionally, team staff will meet with Maryland Police Training Commission staff to obtain schedules for basic training classes being attended by Baltimore Police Department recruits. In instances where a team specialist identifies training needs, Baltimore Police Department staff will receive notification and the deficiency will be annotated in the Monitor's report.)*

- Supervisory Development Training
- Instructor Development
- Police Officer In-Service Training
- Academy training
- Civilian Training relating to civilian oversight of the police/law enforcement

*(Team Specialists when auditing class instruction and reviewing lesson plans will be looking for the presence of varying instructional methods in the teaching-learning process deemed effective for how adults learn and transfer knowledge from the classroom to reality. Adults learn audibly, visually and kinestically; therefore, effective instruction must include opportunities for all learners to absorb instruction.)*

#### 2.1.c Phase III Evaluation

*(Monitoring staff will evaluate progress and identify needs by conducting a written assessment disseminated electronically. Other assessment activities outlined for this phase will be*





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*accomplished using qualitative approaches such as focus groups, observations, action research, or interviews.)*

- Accomplishments, adult success storytelling, youth success storytelling
- Meet with Community Leaders and Police Administration
- Meet with youth (12-17)
- Meet with police department training staff

#### 2.1.d Phase IV Planning for the Future - Continuing the Partnership

*(Monitoring staff will build on notable accomplishments and guide community stakeholder group members for moving forward using mind mapping techniques.)*

- Community Leaders
- Police Administration
- Youth (12-17)
- Police department training staff

*Using the same stakeholder group membership identified in Phase I, representatives from each group will work collaboratively, not separately, for the mind mapping exercise. Group exercises will be scheduled geographically to allow participation and input of ideas.*

#### **S-T-E-P (Stakeholder partnership-Training-Evaluation-Partnership)**

### 3.0 KEY TEAM SPECIALISTS

#### A Summary (paragraphs 25 – 27)

*(Dr. E. Beverly Young will serve as Monitor. However, in her absence, Jon Blum will assume leadership responsibilities as Deputy Monitor. Jon will have the authority to guide team members through their assigned duties within the context of this Consent Decree and make decisions benefiting stakeholders and team members.)*



<b>DR. E. BEVERLY YOUNG (Project Director/Monitor)</b>	
<b>Summary of Qualifications</b>	Former Pennsylvania certified municipal police officer and instructor. Administrative leadership responsibilities included policy review, research and development, training, staff services. Later employed by the Pennsylvania State Police as a Police Training Education Specialist to develop basic and in-service curriculum for municipal police officers. Compliance related duties included program audits, facility inspections, evaluating instructor quality and integrity. Promoted to Administrative Officer to oversee the administrative operation assigned to ensure regulatory compliance for police, academy director, instructor certification and training, Right-to-Know Law, and EEO standards. Monitored settlement agreements relating to academy operations to include budgeting for on-site monitoring.
<b>Area of Responsibility within the Team Organization</b>	<b>A, M, N, Q</b>
<b>Description</b>	(a) <b>Monitoring, auditing, evaluating</b> , or otherwise <b>reviewing</b> performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders; (m) <b>Writing</b> complex reports; (n) providing formal and informal <b>feedback, technical assistance, training and guidance</b> to law enforcement agencies; (q) <b>completing</b> projects within anticipated deadlines and budgets.
<b>Consent Decree reference</b>	XIX -C, D, E, F, G, H, I,

<b>3.1 JON B. BLUM, MPA, Police Administration</b>	
<b>Summary of Qualifications</b>	Administer job task analyses to develop valid training programs and accountability instruments. Develop government mandated curriculums for licensing, continued employment or advanced in-service training. Trial consultant and expert witness on law enforcement best practices. Provide consulting, instructional design, and training services for law enforcement agencies throughout the United States. Areas of expertise include use of force, personnel development, <u>recruitment</u> , and <u>report writing</u> .
<b>Area of Responsibility within the Team Organization</b>	<b>B, L</b>
<b>Description</b>	(b) Law enforcement practices, including community policing and engagement; use of force and force investigations; practices for conducting and reviewing pedestrian and vehicle stops, frisks, searches, and seizures; practices for conducting and reviewing arrests; crisis intervention and de-escalation techniques; bias-free policing, First Amendment protected speech and public assembly and related rights; intake, investigation, and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and policy development



	and officer and staff training; (l) <b>Appearing</b> in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony
<b><u>Consent Decree reference</u></b>	VII A, B, C; IX- A, B, C X – A, B, C, E

<b>3.2 ELLIOTT S. TAYLOR JR, J. D</b>	
<b>Summary of Qualifications</b>	Licensed attorney and law enforcement professional with over 20 years of experience in law enforcement management, supervision, training and operations, and investigations. Effectively managed police personnel and resources; determined physical and personnel security needs for three government facilities. Established the city’s crime prevention goals and objectives; set the department’s policing philosophy and method. Networked and coordinated activities with other agencies on both the local and state level; negotiated mutual aid agreements; instituted a reserve officer’s program, the Citizen Public Safety Advisory Board, and a Neighborhood Watch Program; established an officer professional development program geared toward team building and law enforcement professionalism training.
<b>Area of Responsibility within the Team Organization</b>	<b>C, F, P</b>
<b><u>Description</u></b>	(c) Assessing legal sufficiency and compliance with constitutional and other legal requirements; (f) Familiarity with federal, state, and local laws; (p) Municipal budgets and budgeting processes
<b><u>Consent Decree reference</u></b>	IV #27 thru #30

<b>3.3 VALDIS A. LUBANS, DBA</b>	
<b>Summary of Qualifications</b>	In 1980, Lubans founded the Systems Design Group, an independent consulting consortium that specializes in conducting validation studies for public and private organizations. These include Job Analysis; Compensation and Classification, Selection, Medical, Psychological and Physical Standards; Testing, Evaluation, and Training. The Systems Design Group had conducted many job task analysis studies in law enforcement agencies for developing valid training content, selection, testing and evaluation standards. The Group developed and uses a proprietary internet-based secure, real time job task analysis methodology to collect data from very large populations to ensure entities have the technical basis for creating a content valid recruit curriculum.
<b>Area of Responsibility within the Team Organization</b>	<b>E, G</b>
<b><u>Description</u></b>	(e) Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical



	methods; (g) Evaluating organizational change and institutional reform, including by applying qualitative and quantitative analyses to assess progress, performance, and outcomes.
<b>Consent Decree reference</b>	III- C XIX - D

<b>3.4 (Captain) KRISTAL TURNER-CHILDS. M.S., Organizational Leadership</b>	
<b>Summary of Qualifications</b>	Veteran of the Pennsylvania State Police. Has served in various field command capacities requiring engagement with community leaders. Career highlights include, developed press releases, print and electronic media for public relations use; served as Director, EEO reviewing policies and practices for compliance with federal and state laws relating to EEO. In the field, ensured personnel in the Patrol function of the Troop are made aware of new regulations and laws, changes in laws and regulations, and issues of interest; retained overall responsibility for systems and process reviews; budget and contract management. Served under the Deputy Commissioner of Administration of Professional Responsibility.
<b>Area of Responsibility within the Team Organization</b>	<b>H, I</b>
<b>Description</b>	(h) Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and other stakeholders interested in policing issues; (i) Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing
<b>Consent Decree reference</b>	II- #10 thru 14 III- A. #15 thru #18; B. #19 thru 21 VIII, XV

<b>3.5 (Sergeant) ALFREDO J. LOPEZ, M.S., Organizational and Strategic Leadership</b>	
<b>Summary of Qualifications</b>	A police officer for over twenty-five years. One of the original bike patrol officers assigned to the Community Policing effort called “Weed & Seed Project”, Alfredo worked closely with community residents, business leaders and government officials in successfully addressing crime and quality of life issues.
<b>Area of Responsibility within the Team Organization</b>	<b>J</b>
<b>Description</b>	(j) Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation
<b>Consent Decree reference</b>	XIV - I



<b>3.6 KIMBERLY L. SHAW, M. ED, Adult &amp; Organizational Development</b>	
<b>Summary of Qualifications</b>	Experienced criminal research specialist and intelligence analyst. Has researched and obtained data from state-wide and national databases to provide the police and law enforcement community with investigative and intelligence data. Analyzed intelligence data to predict capabilities, intentions, and vulnerabilities of organized crime and criminal groups. Summarized, disseminated and/or exchanged investigative information to authorized personnel, law enforcement agencies and criminal information networks. Investigated violations of administrative state law by collecting evidence, conducting interviews, writing comprehensive investigative reports, testified at administrative hearings. Communicated with agencies and officials from other states to aid on training programs or other mutual needs.
<b>Area of Responsibility within the Team Organization</b>	<b>K</b>
<b>Description</b>	(k) Use of technology and information systems, including data collection and management, and analytical tools, to support and enhance law enforcement practices
<b>Consent Decree reference</b>	IV -I VI B VII -E

<b>3.7 (Lieutenant) MINERVA CRUZ, Ed. D, Educational Leadership and Administration</b>	
<b>Summary of Qualifications</b>	Veteran police officer currently assigned to the police academy as an Instructor and Recruit Training Section instructing courses instructed in Law, Ethics, Human Relations, Defensive Tactics and Community Interaction Holds certification as a municipal police instructor, Defensive Tactics Instructor, and Weapons of Mass Destruction Certification. Language proficiency in English and Spanish.
<b>Area of Responsibility within the Team Organization</b>	<b>I, J</b>
<b>Description</b>	(i) Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing; (j) mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation. <b>[WILL SERVE AS TRANSLATOR &amp; INTERPRETER]</b> also assisting with translating community surveys into Spanish.
<b>Consent Decree reference</b>	III-B



<b>3.8 TIMOTHY BONADIES, M.S. Negotiation and Dispute Resolution</b>	
<b>Summary of Qualifications</b>	Oversees website design, strategic partnerships, and daily operations for police-specific online learning platform. Manages 3,000+ content creators, conducts curriculum assessments, and designs online courses for officer and department consumption.
<b>Area of responsibility within the Team Organization</b>	<b>K</b>
<b>Description</b>	Technical Assistance
<b>Consent Decree reference</b>	XII (in its entirety)

<b>3.9 M. REBECCA DOWNING, M.S., Criminal Justice</b>	
<b>Summary of Qualifications</b>	Former Chief of Police for the York County Detectives, York, County, PA. Provided specialized expertise to 35 police agencies in York County, PA. Authored numerous department policies, testified in local, state and Federal courts regarding police use of force, administrative and criminal proceedings, and achieved Pa. Accreditation in the York Co. Detectives Agency. Subject matter expert in the areas of police ethics, perception of human behavior, ethnic intimidation, community oriented and problem oriented policing. Previously employed as an instructor for the U.S. Department of Justice (DOJ) teaching Hate Crimes Investigations to Pennsylvania police officers alongside U.S. DOJ attorneys.
<b>Area of responsibility within the Team Organization</b>	<b>O, B</b>
<b>Description</b>	Oversee, develop and/or provide training; (b) policy development (o) reviewing policies, procedures, manuals and other administrative order or directives
<b>Consent Decree reference</b>	IV. G. #67, #73; VII-C, X-D XIII-C, D; XIV-M

## 4.0 SUB-CONTRACTOR

<b>Rudy M. Grubesky, M.A. Administration of Justice</b>	
<b>Summary of Qualifications</b>	Initially hired by the Pennsylvania State Police as a municipal police consultant, promoted to Police Education Training Specialist and later promoted to Police Training Curriculum Specialist, Director of Training and Curriculum Development. One of the initial developers of the Mandatory In-Service Training Program for the Municipal Police Officer's Education and Training Commission and the coordinator





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## 4.1 QUALIFICATIONS AND CERTIFICATIONS

- a. Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders.
- m. Writing complex reports for dissemination to diverse audiences
- o. Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices
- q. Completing projects within anticipated deadlines and budgets

### 4.1. a **E. Beverly Young - LEADERSHIP**

- ❖ Monitor, Settlement Agreements
  - Lackawanna College Municipal Police Academy 2012-2013
  - Community College of Beaver County Municipal Police Academy 2003-2006
- ❖ Hiring and Promotional Board, Critical Incident Review experience.
- ❖ Certified Police Instructor (former) for General Police and Law Enforcement subjects under the Pennsylvania Municipal Police Education & Training Act (Act 120) and Lethal Weapons Training Act (Act 235)
- ❖ Prepared responses to Right-to-Know Law requests within deadlines established by Pennsylvania State Police Right-to-Know Law directives
- ❖ Collected information and prepared an Annual Report required by statute (Municipal Police Education and Training Act) for dissemination to Commission members and posting on the Commission's website for viewers to read.
- ❖ Assisted with identifying assessment standards that would guide training vendors applying for equivalency credit from the Commission for training courses they developed.
- ❖ Served on Advisory Boards
- ❖ Certified Reviewer-National Certification Program  
(International Association for Directors of Law Enforcement Standards and Training)
- ❖ Achieved accreditation through the Eastern University School of Management Studies (SMS) 2014 Discipline: Education
  - The Accreditation Council for Business Schools and Programs (ACBSP)
  - OL 310: Leadership Formation & Development
  - OL 320: Research in Organizations
- ❖ Author of a training series written specifically for police, law enforcement, and the community
  - Social Change through Training and Education**
  - Volume 1 – Human Relations Tips for Effective 21st Century Policing
  - Volume 2 – Understanding the Humanity of Policing
  - Volume 3 – The 'Clothing' for Effective Policing: Cultural Competency, Spirituality and Ethics (Cultural Competency Self-Assessment Tool Included)





- b. Law enforcement practices, including community policing and engagement; use of force and force investigations; practices for conducting and reviewing pedestrian and vehicle stops, frisks, searches, and seizures; practices for conducting and reviewing arrests; crisis intervention and de-escalation techniques; bias-free policing, First Amendment protected speech and public assembly and related rights; intake, investigation, and adjudication of complaints of officer misconduct**
- c. Assessing legal sufficiency and compliance with constitutional and other legal requirements;**
- f. Familiarity with federal, state, and local laws**
- l. Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony**
- p. Municipal budgets and budgeting processes**

4.1. b **Jon Blum** - **COMPLIANCE**

Achievements: Documenting Force curriculum is certified by the International Association of Directors of Law Enforcement Standards and Training and 28 state Peace Officers Standards and Training Commissions. Delivers state-mandated use of force and physical fitness train-the-trainer certification courses. Overhauled job applicant selection process with quantifiable cognitive and physical skill tests. Created social media and electronic platforms for cohesive messaging, timeliness, and efficiency. Managed all media requests (Town of Garner) for nationally publicized and unsolved death of 17-year old resident.

**CASE VITAE**

Case	#	Issues	Notes
Jones v. City of Durham, et. al	02CVS-2620	Vehicle Operations; Training	R; D
Hastings Massasoit v. Sheriff Lane Carter	04CV-0151	Use of Force; Training; Policy	
Denton v. Franklin County Sheriff's Dept.	05CVS-0298	Use of Force; Training; Policy	
Blair v. County of Davidson	05CV-0011	Use of Force; Training; Policy	R; D
Gentry v. Goforth & Davidson County Sheriff	07CVS-1586	Deadly Force; Training; Policy	R
McCloud v. Hildebrand & City of Hickory	07CVS-2544	Deadly Force; Training; Policy	R; D
Absher v. Wilkes County Sheriff, et al.	08CV-0107	Use of Force; Training; Policy	R; D
Cook v. County of Bladen	08CVS-0303	Deadly Force; Training; Policy	R
Lunsford v. Franklinton Police Department	08CVS-0567	Vehicle Operations; Training	R
Lyons v. Kings Mountain Police Department	08CVS-1373	Use of Force; Training; Policy	R
Barber v. City of Concord	09CVS-16400	Vehicle Operations; Training	R
Robinson v. Bladen County Sheriff's Office	7:10 CV146	Use of Force; Training; Policy	R
Catoe v. City of Columbia, SC	09CP4005132	Deadly Force; Training; Policy	R; P
Michael Pyrtle v. Rockingham County Sheriff	1:10 CV-0683	Use of Force; Training; Policy	R; P; D
Patricia Jackson v. Wal-Mart	CP-26-02175	Unlawful Restraint; Training	R; P; D; T
Ramsey v. Marion County	19407	Use of Force; Training; Policy	R
Wallace vs. City of Spring Lake	10-CVS-6793	Search & Seizure; Training	R; D
Ballentine v. Town of Coats	5:11-CV-524	Use of Force; Training; Policy	R



Strickland v. Town of Coats	5:12-CV-630	Use of Force; Training; Policy	R
Foster v. Bradley County Tennessee	1:12-CV-00179	Deadly Force; Training; Policy	R
Truhan v. Walston	12: CVS-450	Vehicle Operations; Policy	R
Booth v. Town of Weldon	4:12-CV-117-D	Use of Force; Training; Policy	
Smith v. Phillip Redmond, et al.	5:12-CV-153	Arrest; Training; Retention	R; D
Lucas v. Brake	5:12-CV-735-FL	Use of Force; Training; Policy	R
Johnson v. City of Fayetteville	5:12-CV-00456-F	Negligent Retention	R
Carpenter v. Statesville Police Department	5:14-CV-16	False Arrest; Training	R
Stafford v. Guilford County Sheriff	1:14-CV-267	Use of Force; Training; Policy	R
Suba v. City of Johns Creek	1:14: EV-001901	Use of Force; Training; Policy	
Jarrell v. Department of Public Safety	IC# TA-24434	Emergency Vehicle Operations	R; P
Harrison v. City of Greenville, NC	4:15-cv-00017	Use of Force; Training; Policy	R; P
Batchelor v. Geske, Holt, Newland & Hammond	5:15-CV-00122	Use of Force; Training; Policy	R
Iandolo v. City of Hickory Police Department	14 CVS 1160	Use of Force; Training; Policy	R
Anderson v. City of Greenville, SC	6:15-cv-3259	Use of Force; Training; Policy	R
Swilling v. City of Greenville, SC	14-CP-23 03013	Deadly Force; Training; Policy	R
Laba v. City of Charlotte	3:15-CV-316	False Arrest; Training; Policy	R
Sierad v. Greenville County Sheriff (SC)	6:16-cv-02840	Use of Force	R
Christian v. Anderson County Sheriff (SC)	8:16-cv-02338	Use of Force; Training; Policy	R
Smith v. Town of Lillington	5:15-CV-296	Emergency Vehicle Operations	R; P

Notes column: **R**=Report/Affidavit submitted; **D**=Deposition taken; **T**=Trial testimony; **P** = retained by Plaintiff

#### 4.1. c **Elliott S. Taylor, Jr. - COMPLIANCE**

- ❖ Maryland and District of Columbia Bar Licensed
- ❖ Federal Bar License (U.S. District Court for the Eastern District of Maryland) Former
- ❖ Maryland Law Enforcement General Instructor

Examined, analyzed, interpreted, and audited business operations, practices, records, and computer databases to determine if criminal activity had occurred or was occurring. Conducted detailed forensic automated and hardcopy record reviews to identify, collect, and preserve physical, documentary, and computer evidence.

- ❖ Chief Executive Officer of a municipal police department

Set the department's policing philosophy and method; Networked and coordinated activities with other agencies on both the local and state level; Negotiated mutual aid agreements; instituted a reserve officer's program, the Citizen Public Safety Advisory



Board, and a Neighborhood Watch Program; established an officer professional development program geared toward team building and law enforcement professionalism training.

Designed public safety and policing programs, identified funding sources, and wrote grants for over \$300,000; effectively managed grant programs obtaining maximum benefit of grant funds; reported department activities under grant funded programs.

**e. Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods; g. Evaluating organizational change and institutional reform, including by applying qualitative and quantitative analyses to assess progress, performance, and outcomes; l. Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony**

#### 4.1. d **Valdis Lubans – ASSESSMENT**

- ❖ Director and Lead Analyst of numerous task analysis studies of major law enforcement/criminal justice agencies such as:
  - Pennsylvania Municipal Police Officers’ Education & Training Commission – Job Task Analysis, Reading Standards, Medical Screening Guidelines, Physical Fitness Standards, Curriculum Validation
  - North Dakota Highway Patrol – Job Descriptions and Physical Testing
  - Washington, D.C. Metropolitan Police – Job Analysis and Selection Standards
  - New York City Police – Curriculum Validation
  - Seattle Police – Medical guidelines
  - Lincoln, Nebraska – Personnel Selection and Training
  - Portland, Oregon Police – Selection Standards
  - State of North Carolina Office of Juvenile Justice – Training Development
  - State of Washington Corrections – Curriculum Validation and Medical Screening
  - State of Maryland Corrections – Curriculum Validation and Medical Screening
  - State of New York Parole and Probation – Curriculum Development
  - New York City Housing Authority and Transit Authority Police – Training Development
  - State of Connecticut POST – Supervisor Training Development
  - City of Bridgeport – Job Analysis
- ❖ Director and Principal Analyst of Personnel Evaluation, Selection and Training Projects in Lincoln, NE; Portsmouth, VA; East Hartford, CT; Connecticut State Police; and the Clallam and Thurston Counties, WA and Larimer Country, CO. Sheriff’s Departments.
- ❖ Expert witness in several ADA-related cases in Federal and State Courts.



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4.1. e **Kimberly Shaw** - **ASSESSMENT**

- ❖ Researches and obtains data and information from automated and manual resources and networked databases in direct support of investigations
- ❖ Summarizes, disseminates, and/or exchanges investigative information to authorized personnel, law enforcement agencies, and criminal information networks
- ❖ Maintains proper security and confidentiality of all information
- ❖ Testifies in Superior Court
- ❖ Receives and analyzes confidential information to formulate and pursue hypotheses of relevant developments, trends, and patterns of organized crime and criminal groups
- ❖ Analyzes and evaluates a variety of intelligence data to predict the capabilities, intentions, and vulnerabilities of organized crime and criminal groups
- ❖ Researches and obtains data from various state-wide and national databases to provide the law enforcement community with public source information, investigative data, and intelligence information
- ❖ Investigates criminal and non-criminal incidents by collecting and analyzing information from various federal, state, local and public sources; conduct extensive interviews and interrogations; write investigative reports; and manage case files and develop action plans
- ❖ Plans and conducts multiple complex investigations involving Financial Fraud
  
- ❖ Top Secret Clearance obtained from the Federal Bureau of Investigation in 2011

<p><b>o. Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices</b></p>
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4.1. f **M Rebecca Downing** - **TRAINING**

- ❖ Pennsylvania law enforcement certified under the Municipal Police Education and Training Act (Act 120) Achieved Police Instructor certification status, under the Municipal Police Education and Training Act. Taught police academy and in- service training as well as professional development courses to personnel representing various ranks and positions within the organizational hierarchy. Member of course development committees tasked to develop instructional content for in-service and basic training courses.
  
- ❖ Delivers law enforcement training in several subjects to include use of force, ethics, and Field Training Officer certification.
  
- ❖ Authored five courses approved and certified for delivery by the Pennsylvania Municipal Police Officers' Education and Training Commission.



- ❖ Part time course content reviewer for the International Association of Directors of Law Enforcement Standards and Training for the National Certification Project

4.1. g **Rudy M Grubesky- TRAINING**

- ❖ Certified Course Content Reviewer
- ❖ Taught in the Municipal Police Education and Training Act Basic Training Program at the Indiana University of Pennsylvania Police Academy.
- ❖ While serving in the Training Division (Texas) Mr. Grubesky held varied positions including in-service training coordinator, field training and evaluation program coordinator and was one of the department’s firearms instructors.
- ❖ Spearheaded the development of Equivalency In-Service Training Credit Guidelines and a Test-Item Development Manual for Instructors.
- ❖ Earned a Master’s degree in Administration of Justice from the University of Pittsburgh that included a semester at the University College of the University of London. While working on his master’s thesis, a comparative study of American and British Police around police discretion, he completed an internship with the London Metropolitan Police Department.

<p>d. Familiarity and understanding of local issues and conditions, including local experience and expertise with Baltimore’s diverse communities, and issues and challenges facing those communities</p> <p>h. Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and other stakeholders interested in policing issues;</p> <p>i. Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing;</p> <p>j. Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation</p>
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4.1.h **Kristal Turner-Childs ENGAGEMENT**

❖ **PENNSYLVANIA STATE POLICE  
Recruitment Section Supervisor**

Responsible for supervision of six full time recruiters and 16 part-time recruiters when activated. Coordinate and conduct training seminars. Coordinate advertising for recruitment of qualified persons for the position of Cadet, LEO, PCO, MCO into the Pennsylvania State Police.



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## **Troop H - Harrisburg, Public Information Officer**

Responsible for developing and implementing public relations/communications information for Pennsylvania State Police Troop H; i.e. press releases, print and electronic media.

### **4.1.j Minerva Cruz**

### **ENGAGEMENT**

- ❖ Instructed various courses: law, ethics, human relations, defensive tactics and community interaction.

### **4.1.k Alfredo Lopez**

### **ENGAGEMENT**

- ❖ Worked closely with community residents, business leaders and government officials in addressing crime and quality of life issues focusing on Community Policing, Community Involvement & Interaction, Community Surveys, Community Meetings and Problem-Solving Skills.
- ❖ Worked for the Commanding Officer in Community Outreach and Organizing; attended numerous meetings with business leaders, school officials, community grass root organizations, civic groups, volunteers, and community residents. We created continuous open lines of communications with all stakeholders within our community, and we worked together to create a better relationship of understanding and cooperation.
- ❖ Conflict Resolution Certified
- ❖ Certified by the Crisis Prevention Institute in Non-violent Crisis Intervention.
- ❖ Responsible for developing the Philadelphia Police Department's Defensive Tactics Manual, Police Bike Training Manual & Lesson Plan and created a Defusing and De-Escalation class.



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4.1. L **Keesha L. Wallace**

**ENGAGEMENT**

- ❖ Volunteer Mediator and Mediation Outreach Chairwoman
- ❖ Life Skills Coach
- ❖ District Court Commissioner (FORMER)
- ❖ Specialized Training - Basic Mediation Training

**k. Use of technology and information systems, including data collection and management, and analytical tools, to support and enhance law enforcement practices**  
**n. Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies**

4.1.L. **Timothy Bonadies** -

**TECHNOLOGY**

- ❖ *Founder and Chief*
- ❖ Designed and launched first online learning community for law enforcement and security officers
- ❖ Developed new learning technologies & formed strategic alliances with users from 108+ countries
- ❖ Built, tested, and launched new online technology and grew company to profitability in under 20 months
- ❖ Critical Thinking and Analytic Methods Instructor Certification, Federal Law Enforcement Training Center

## 5.0 PERSONNEL

### 5.1 Organizational Structure

(See Appendix A)

The Learning Solutions Team combines expertise of a Project Director, Specialists, subcontractor and community ambassadors. For this Project, Team members assigned to organizational responsibilities: Compliance-Assessment-Training-Engagement-Technology, will work collaboratively within the team's infrastructure, with city officials, with the community and with police department administration moving toward the goal of legitimacy, to validate procedural justice approaches and for a better working



relationship between police and citizens for sustainability sought by the community through this Decree.

### 5.1.1 Compliance

Staff assigned in this category based on personal knowledge and professional experience will assess “*legal sufficiency and compliance with constitutional and other legal requirements*”. Staff will focus on First and Fourth Amendment protections, such as Search and Seizure, Use of Force. Additionally, staff will evaluate compliance with department policy, training and law enforcement practices relating to use of force options, search and seizure, transporting of prisoners, nonbiased-based policing practices and demonstrate working knowledge of municipal budgeting processes. They will also make recommendations to remove ambiguity apparent in policies and training.

#### 5.1.1. a **Staff Assigned**

Blum, Jon B  
Taylor, Elliott S. Jr., J.D.  
Wallace, Keesha

### 5.1.2 Assessment

Staff tasked with Assessment are responsible for outcome assessments using mixed methods for data collection. Staff will design measurement tools, make surveys available for web-based completion or paper and pencil completion to members of the public, establish deadlines for completion, collect, evaluate and interpret data using appropriate research methods to assess organizational change and institutional reform. Next, staff will assess data collected from focus groups and incorporate findings with data collected using other quantitative or qualitative research approaches. Additionally, staff will collect and analyze data from police activity, such as arrests and vehicle stops to ensure bias-free policing practices.

#### 5.1.2. a **Staff Assigned**

Lubans, Valdis  
Shaw, Kimberly

### 5.1.3 Training

Staff assigned to the Training category will review instructional content currently taught to City of Baltimore Police Department officers and leaders during in-service training. Review includes suggesting updates to current instructional content, building





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instructional content to replace previous content, auditing in-service training classes, reviewing the field training officer program and developing an instructor development course to train new instructor staff and to update skills of current staff. Staff will contact and coordinate with the Maryland Police and Correctional Training Commissions on reviewing basic police academy curriculum for training new police hires.

5.1.3. a      **Staff Assigned**

Downing, M. Rebecca  
Grubsky, Rudy M

5.1.4    Engagement

Staff assigned to Engagement will convene monthly meetings with stakeholders to engage parties in discussion about perceived obstacles to moving forward in partnership.

5.1.4. a      **Staff Assigned**

Cruz, Minerva  
Lopez, Alfredo  
Turner-Childs, Kristal  
Wallace, Keesha L.

5.1.5    Technology

Staff assigned responsibilities in this category will review and assist as necessary with identifying objectives and specifications for technology needed for data collection. Staff will provide technical assistance to the Baltimore Police Department that includes reviewing database systems currently being used for collecting data relating to vehicle stops, maintaining training records by sworn police personnel, call history, etc. to ensure current or proposed technology is sufficient for complying with provisions delineated in the Decree. (#267 thru #270, Consent Decree)

5.1.5. a      **Staff Assigned**

Bonadies, Timothy.



## 5.2 Current Time Commitment

### 5.2.1 (a) **YOUNG, E. Beverly**

Dr. Young is currently connected to the following two projects.

1. Dr. Young is one of two project team leaders contracted to build instructional content for recruit courses taught by the Massachusetts Police Training Committee. Time commitment for the recruit training project (that concludes in August 2017) includes literature research, oversight of subject matter experts writing course content, occasional travel to the work site to meet with subject matter experts, academy directors and Committee members. Curriculum Rewrite Project for review and approval by the Massachusetts Police Training Committee (see BD-15-1015-MPTCQ-HQ-00000003140)
2. For the second project, through contract with the Major Ben Consulting Agency, Beverly, serving in a part-time status, reviews departmental policies relating to police and community engagement with the Lower Merion Township (Pennsylvania) community. Contract concludes in June 2017 with minimal travel to a local job site.

### (b) **BLUM, Jon B**

Currently Jon serves part-time as Project Director/Team Leader contracted by the Commonwealth of Massachusetts to oversee the project and construct course content for recruit courses taught by the Massachusetts Police Training Committee. Time commitment for the recruit training project (that concludes in August 2017) includes literature research, oversight of subject matter experts writing course content, occasional travel to the work site to meet academy directors, Committee members and subject matter experts. Curriculum Rewrite Project for review and approval by the Massachusetts Police Training Committee (see BD-15-1015-MPTCQ-HQ-00000003140)

### (c) **BONADIES, Timothy**

Tim is currently involved in four projects:

1. Leading online content development for Law Enforcement Learning. Time commitment involves analyzing law enforcement training content, developing suitable distance learning syllabi, and assisting with content development. Time commitment also includes supervising engineers responsible for website maintenance and feature improvement.



2. Acting as a Team Leader contracted by the Commonwealth of Massachusetts to construct course content for recruit courses taught by the Massachusetts Police Training Committee. Time commitment for the recruit training project includes literature research, oversight of subject matter experts writing course content, occasional travel to the work site to meet with content writers.
3. Serving as reserve officer (Major) in the Air Force Office of Special Investigations. Time commitment includes 24 duty days each year, with at least 10 days performed at Hickam AFB, Hawaii.
4. Functioning as a technical instructor for US military training exercises. Time commitment varies between 15 and 40 days each year.

(d) **CRUZ, Minerva**

Dr. Cruz currently in her administrative capacity of Police Lieutenant, serves as the Computer Technology Initiatives Coordinator for the Philadelphia Police Department. She teaches in an adjunct capacity for the Villanova University and Rosemont College. Tasks directly related to consent decree implementation and monitoring will occur outside these commitments.

(e) **DOWNING, M. Rebecca**

Currently Ms. Downing accepts courses she selects from Penn State University Justice and Training Center and regular academy and specialized courses through Harrisburg Area Community College. These courses represent approximately 30 days annually, in addition to accepting course content development contracts.

(f) **GRUBESKY, Rudy M**

Mr. Grubesky completes projects through Cardinal Associates, LLC on an as needed basis. His primary focus is coaching soccer. He is a part-time coach at the Hershey Soccer Club.

(g) **LOPEZ, Alfredo J.**

Sergeant Lopez currently works for the Philadelphia Police Department assigned to the Recruit Training Unit at the Philadelphia Police Academy. He additionally teaches in an adjunct capacity for Rosemont College and the Delaware Valley



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Security Center. Tasks directly related to consent decree implementation and monitoring will occur outside these commitments.

(h) **LUBANS, Valdis A**

Dr. Lubans will on the behalf of the Department of Justice be working the Republic of Mali Police Department from June to September 2017. Dr. Lubans was asked to assess the needs for conducting a Job Task Analysis of ranks and jobs in the police and establish valid HR systems.

(i) **SHAW, Kimberly L.**

Investigator Shaw currently serves full time as a Criminal Investigator with the District of Columbia Office of the Inspector General. Time commitment includes investigating criminal and administrative cases involving allegations of fraud, waste, abuse, and misconduct within District government. Tasks directly related to consent decree implementation and monitoring will occur during off hours.

(j) **TAYLOR, Elliott S., Jr.**

Investigator Taylor currently serves full time as Team Lead Criminal Investigator for the District of Columbia office of the Inspector General. He oversees investigative planning and organization; managed criminal and administrative investigations assigned to the team. Tasks directly related to consent decree implementation and monitoring will occur during off hours.

(k) **TURNER-CHILDS, Kristal**

Captain Turner-Childs currently serves as a Troop Commander for the Pennsylvania State Police. She supervises and manages the administrative responsibilities of the Troop; including budget and contract management, approvals and authorizations, facility and equipment management, documentation and record keeping by conferring with subordinates, making assignments, ensuring assignments are completed, responding to requests, solving problems and making decisions.

Tasks directly related to consent decree implementation and monitoring will occur during off hours and have been approved by the Pennsylvania State Police for supplemental employment.



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## 6.0 POTENTIAL CONFLICTS OF INTEREST

**“Monitor applicants should disclose any potential or perceived conflicts of interest involving any members of the monitoring team, associated firms or organizations, and any employee(s) assigned to the project, or proposed subcontractor(s). Such conflicts may include, but are not limited to:**

- a. **Current or former employment contracts or grants with the City of Baltimore, BPD, the State of Maryland, or the United States**
- b. **Any involvement in the last ten years with a claim or lawsuit by or against the City of Baltimore or BPD, the State of Maryland, the United States, or any of their officers, agents, or employees**
- c. **Any close, familial, or business relationship with any of the mentioned entities**
- d. **Any member of the monitoring team who has been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct.”**

Team Specialist Kimberly Shaw reports that she is related indirectly to Mayor Catherine E. Pugh through the Mayor’s brother, Ardell Crump, who is Kim’s daughter’s (Adele Crump Harris) father.

## 7.0 COLLABORATION AND COST EFFECTIVENESS

**Candidates should also respond directly to Paragraph 27 of the RFA, and provide concrete examples as to how they plan to work collaboratively with the parties to achieve Full and Effective Compliance under the Consent Decree, and how they plan to do so in a cost-effective manner.**

**27. Monitor candidates shall demonstrate an ability to work collaboratively with the City, BPD, and DOJ to enable BPD to reach compliance with the Consent Decree, and the ability to do so in a cost-effective manner.**

Achieving objectives is a process when undertaken collaboratively becomes a cost-effective initiative for everyone because each stakeholder becomes invested in the process and accepts responsibility for either success or creating limitations that impede final achievement. To experience fulfillment of goals designed through the Consent Decree and to help the City of Baltimore community understand the global need and importance of creating sustainability that legitimizes policing, each stakeholder must understand his or her role in the process. Understanding means knowing what it means to have and to use their voice responsibly and effectively to speak for and to believe that change is achievable.

Acknowledging that each stakeholder brings distinct needs, it is important for each stakeholder to remain active participants and to experience inclusivity during the process. The monitor and points of contact from within the Learning Solutions Team infrastructure will work collaboratively using a consensus-oriented decision-making



model to achieve the goal, sustainable procedural justice, and companion objectives, to be able to identify and to define what sustainability looks like. A consensus-oriented decision-making approach is a seven-step process.

- |        |   |
|--------|---|
| Step 1 | Identifying the topic   |
| Step 2 | Open discussion   |
| Step 3 | What are the underlying concerns?                                     |
| Step 4 | Stakeholder collaboration to build a proposal for attacking the issue |
| Step 5 | Deciding the direction  |
| Step 6 | Synthesizing a final proposal   |
| Step 7 | Closure   |

(See diagram of proposed consensus-oriented decision-making model found in Appendix C)

To help participants experience inclusion and hence more willingness to remain actively involved, participants must speak to be heard. The Quaker model of decision making encourages each participant to speak once. Once that participant has spoken, he or she cannot speak again until all other participants have spoken. This minimizes domination of the conversation or excluding expression of every viewpoint. Additionally, being encouraged to give input also requires participants to prepare before the meeting so that his or her comments to the group offer either new insight into an issue or specific reason using evidence to explain the need to consider an alternative direction.

The first several meetings with City of Baltimore stakeholders, the Monitor will combine features of the Quaker Model with beginning stages of the consensus decision-making model. Stakeholders adhere to the same guidelines through each stage, every participant gives input. Minutes will be recorded and attendance will be taken at each meeting.

After the monitoring team and City of Baltimore stakeholders identify a plan of action, subsequent meetings will follow an agenda presenting progress reports and identifying needs from each stakeholder and the monitor.



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## 8.0 BUDGET

Based on organizational design, Learning Solutions team members are assigned specific units by specialty and project demands, Compliance-Assessment-Training-Engagement-Technology:

The monitor (Young) will make monthly trips to the City of Baltimore for the duration of the project to assist with community meetings, to meet with city and police officials, to assist with assessments, to discuss recruitment and hiring, and to complete all required reports.

- A. Team Members (Blum and Taylor) will assess legal sufficiency and compliance with First and Fourth Amendment rights relating to use of force, search and seizure, arrests, etc. Travel for Blum will occur quarterly. Travel for Taylor will occur bi-weekly.
- B. Team Member (Lubans) will design quantitative and qualitative assessments primarily off-site, administer assessments electronically and on-site, analyze data off-site. Team Member (Shaw) will retrieve data relating to law enforcement practices and procedures such as traffic stops, arrests, etc. Travel for Lubans will occur quarterly. Travel for Shaw will occur weekly.
- C. Team Members (Downing and Grubesky) will focus on policy review, training curriculum review, and instructional audits. Downing will travel to Baltimore three times annually for performance audits, to inspect curriculum materials and facilities.
- D. Team Members (Turner-Childs, Cruz and Lopez) will travel to Baltimore biweekly to meet with members of the clergy, community leaders and other representatives to conduct focus groups and similar engagement activities organized to gather feedback on four main issues to be identified in the monitoring plan. Separate focus groups to be conducted with police leadership. Separate events for youth, ages 12-17 years old, will be scheduled.
- E. Team Member (Bonadies) will focus on technology, reviewing and providing technical assistance to Baltimore Police Department staff identifying specifications for records and data management systems to bring the department in compliance with several requirements delineated throughout the Consent Decree. Bonadies will travel to Baltimore quarterly to provide on-site technical assistance, to assess progress and compliance with Decree provisions.
- F. Team Member (Wallace) is the community ambassador speaking about active concerns relating to policing, engagement and oversight. Within the team's organizational structure, their expertise is best suited in the areas of compliance and



engagement. Each will receive a stipend (honorarium) for their participation. Participation consists of checking crime reports twice weekly, attending community engagement activities twice monthly, accessing court dockets to determine status of arrests being processed through the criminal justice system.

## 8.1 Budget Calculations

(See Appendix B – Budget Overview)

**28. The Monitor shall be responsible for proposing and maintaining a budget for the work to be performed under the Consent Decree. As described in Paragraphs 28-29 of the RFA, and Paragraph 443 of the Consent Decree, Monitor applicants must provide, for at least 5 years, proposed annual budgets for the project based on the above Scope of Work and the requirements of the Consent Decree.**

**37. Responses to the RFA shall include annual breakdowns of forecasted costs for fulfilling the Monitor’s responsibilities as described in Section I, and for achieving Full and Effective Compliance under the Consent Decree. Forecasted costs and proposed annual budgets will be broken down in detail to the extent practicable.**

Based on the scope of work, projected time commitment to this project, each members’ expertise and other costs, we budget,

- \$1, 433, 143 - year **one**
- \$1, 307, 658 - year **two**
- \$1, 113, 943 - year **three**
- \$ 685, 375 - year **four**
- \$ 450, 858 - year **five**

The project budget is presented by percentages.

BUDGET ITEM	Compliance Assessment Phase			Sustainability Assessment Phase	
	PROJECT YEAR				
	1	2	3	4	5
<b>SALARIES<sup>+</sup></b>	70%	70%	70%	<b>70%</b>	<b>70%</b>
<b>TRAVEL</b>	15%	15%	15%	<b>15%</b>	<b>15%</b>
<b>HOUSING</b>	10%	10%	10%	<b>10%</b>	<b>10%</b>
<b>ADMINISTRATIVE</b>	5%	5%	5%	<b>5%</b>	<b>5%</b>

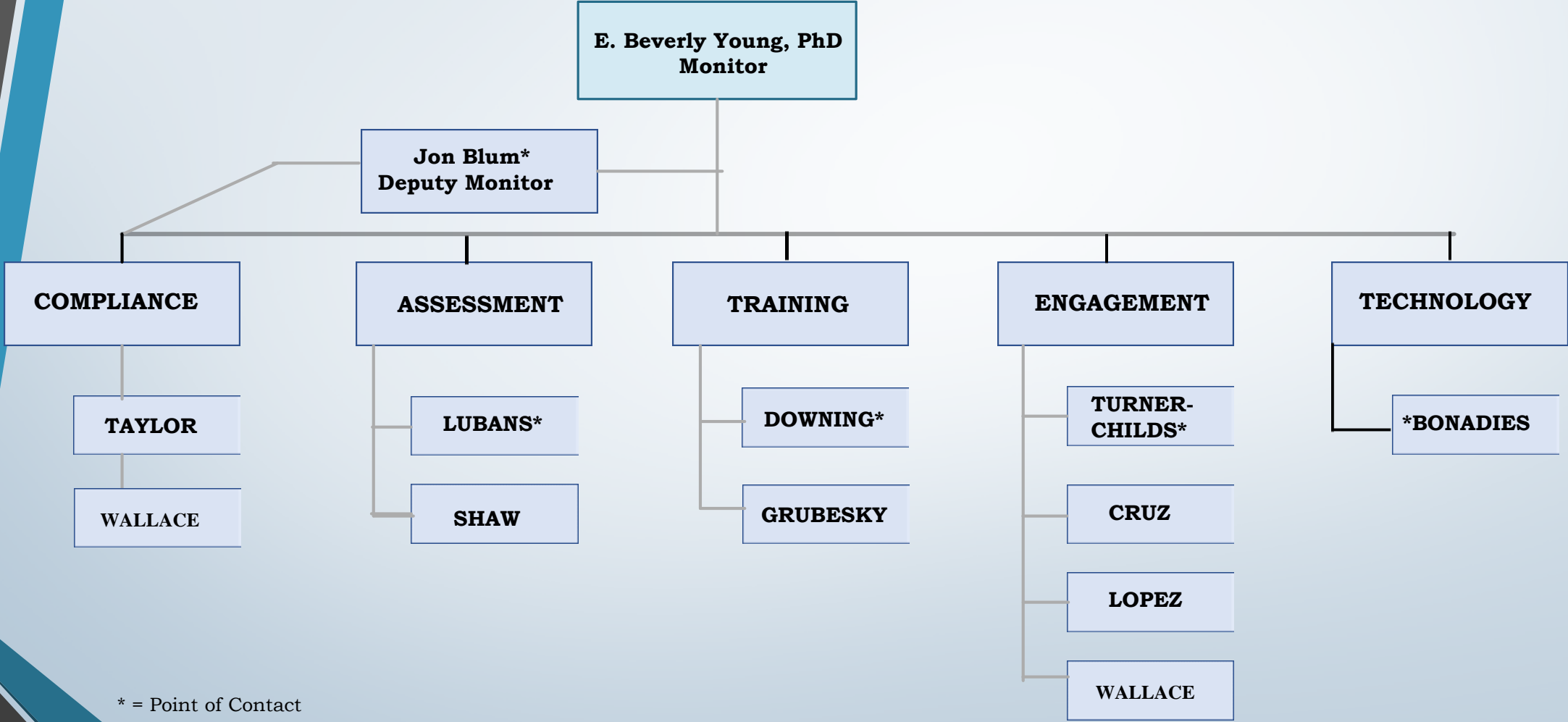
<sup>+</sup>Hourly rates used to calculate salaries do not exceed the average expert witness fees paid in the Law Enforcement/ Criminal Justice or Police Practices and Procedures categories identified in a report compiled by SEAK (Skills, Education, Achievement and Knowledge), Inc from 2014 survey data.



# APPENDIX A

# LEARNING SOLUTIONS TEAM

[CITY OF BALTIMORE-MONITORING PROJECT, 2017-2022]



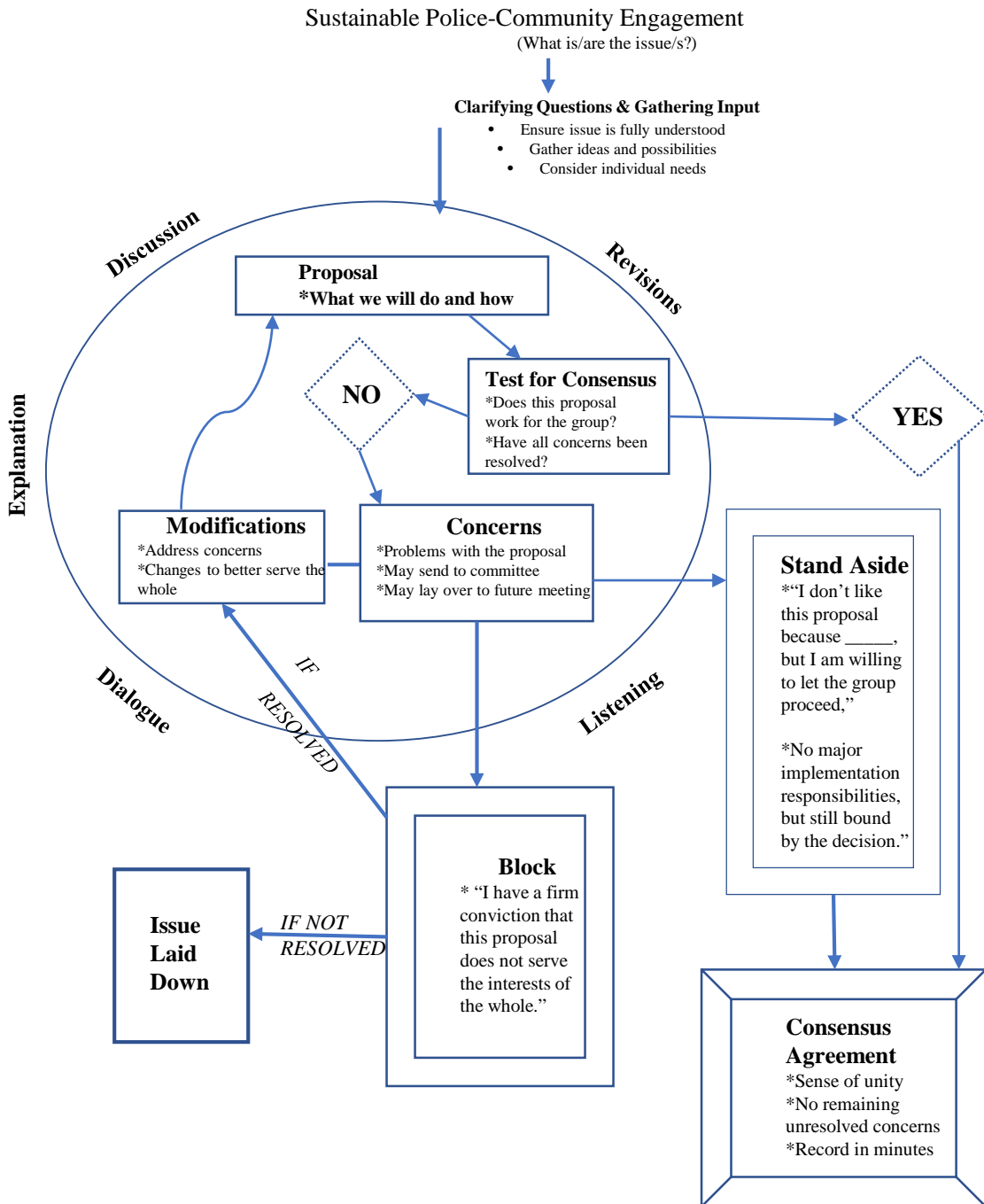
# APPENDIX B

**MONITORING PROJECT**

Name	Hourly Rate	#Hrs/mo/ yr 1	Monthly salary	Annual	#Hrs/mo/ yr 2	Monthly salary	Annual	#Hours- year 3	Monthly salary	Annual
Young, E. Beverly	\$ 250.00	80	\$ 20,000.00	\$ 240,000.00	72	\$ 18,000.00	\$ 237,600.00	64	\$ 16,000.00	\$ 192,000.00
Blum, Jon	\$ 220.00	60	\$ 13,200.00	\$ 158,400.00	54	\$ 11,880.00	\$ 142,560.00	40	\$ 8,800.00	\$ 108,000.00
Bonadies, Tim	\$ 220.00	40	\$ 8,800.00	\$ 105,600.00	40	\$ 8,800.00	\$ 105,600.00	40	\$ 8,800.00	\$ 96,000.00
Cruz, Minerva (Dr.)	\$ 220.00	8	\$ 1,760.00	\$ 21,120.00	8	\$ 1,760.00	\$ 21,120.00	8	\$ 1,760.00	\$ 19,200.00
Downing, M. Rebecca	\$ 220.00	60	\$ 13,200.00	\$ 158,400.00	45	\$ 9,900.00	\$ 118,800.00	32	\$ 7,040.00	\$ 84,480.00
Lopez, Alfredo J	\$ 220.00	8	\$ 1,760.00	\$ 21,120.00	8	\$ 1,760.00	\$ 21,120.00	8	\$ 1,760.00	\$ 21,120.00
Lubans, Valdis A	\$ 220.00	50	\$ 11,000.00	\$ 132,000.00	45	\$ 9,900.00	\$ 118,800.00	45	\$ 9,900.00	\$ 118,800.00
Shaw, Kimberly	\$ 220.00	16	\$ 3,520.00	\$ 42,240.00	16	\$ 3,520.00	\$ 42,240.00	16	\$ 3,520.00	\$ 42,240.00
Taylor, Elliott S. Jr.	\$ 220.00	16	\$ 3,520.00	\$ 42,240.00	16	\$ 3,520.00	\$ 42,240.00	16	\$ 3,520.00	\$ 42,240.00
Turner-Childs, Kristal	\$ 220.00	12	\$ 2,640.00	\$ 31,680.00	12	\$ 2,640.00	\$ 31,680.00	12	\$ 2,640.00	\$ 31,680.00
Grubesky, Rudy M	\$ 175.00	20	\$ 3,500.00	\$ 42,000.00	12	\$ 2,100.00	\$ 25,200.00	8	\$ 1,400.00	\$ 16,800.00
Wallace, Keesha L.	\$ -	8	\$ 350.00	\$ 4,200.00	8	\$ 350.00	\$ 4,200.00	8	\$ 350.00	\$ 3,600.00
		<b>378</b>	<b>TOTAL=</b>	<b>\$ 999,000.00</b>	<b>336</b>		<b>\$ 911,160.00</b>	<b>297</b>		<b>\$ 776,160.00</b>
	Hourly Rate	#Hrs/mo/ yr 4	Monthly salary	Annual	#Hrs/mo/ yr 5	Monthly salary	Annual			
Young, E. Beverly	\$ 250.00	48	\$ 12,000.00	\$ 144,000.00	32	\$ 8,000.00	\$ 96,000.00			
Blum, Jon	\$ 220.00	36	\$ 7,920.00	\$ 95,040.00	24	\$ 5,280.00	\$ 63,360.00			
Bonadies, Tim	\$ 220.00	16	\$ 3,520.00	\$ 42,240.00	8	\$ 1,760.00	\$ 21,120.00			
Cruz, Minerva (Dr.)	\$ 220.00	8	\$ 1,760.00	\$ 21,120.00	4	\$ 880.00	\$ 10,560.00			
Downing, M. Rebecca	\$ 220.00	12	\$ 2,640.00	\$ 31,680.00	8	\$ 1,760.00	\$ 21,120.00			
Lopez, Alfredo J	\$ 220.00	8	\$ 1,760.00	\$ 21,120.00	4	\$ 880.00	\$ 10,560.00			
Lubans, Valdis A	\$ 220.00	24	\$ 5,280.00	\$ 63,360.00	20	\$ 4,400.00	\$ 52,800.00			
Shaw, Kimberly	\$ 220.00	4	\$ 880.00	\$ 10,560.00						
Taylor, Elliott S. Jr.	\$ 220.00	4	\$ 880.00	\$ 10,560.00						
Turner-Childs, Kristal	\$ 220.00	12	\$ 2,640.00	\$ 31,680.00	12	\$ 2,640.00	\$ 31,680.00			
Grubesky, Rudy M	\$ 175.00									
Wallace, Keesha L.	\$ -	8	\$ 350.00	\$ 4,200.00	8	\$ 350.00	\$ 4,200.00			
		<b>180</b>	<b>TOTAL=</b>	<b>\$ 475,560.00</b>	<b>120</b>		<b>\$ 311,400.00</b>			

# APPENDIX C

# Consensus-Oriented Decision-Making



# APPENDIX D

**E. BEVERLY  
YOUNG, PhD**

**D-U-N-S Number 080369326**

(717) 545-2567

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<http://ebevyg-learning-solutions.com>

<https://www.linkedin.com/in/dr-e-beverly-young-a28750129>

### PROFESSIONAL PROFILE

◆Diversified career in policing and administration:

1. **Administration** (reviewing, developing and amending promulgated regulatory provisions; providing sworn testimony at administrative proceedings)
2. **Consulting** (founder of a LLC that promotes police training and community engagement)
3. **Leadership** (Right-to-Know Law Liaison, EEO Liaison, Subpoena Coordinator, Police Lieutenant, Police Sergeant)
4. **Policy Writing** (Supervisor, Research and Development, Staff Services)
5. **Quality Control** (oversight of settlement agreements, compliance audits of police academies and training schools)
6. **Regulatory Compliance** (police officer and police instructor certification standards, Credential Assessment, Evaluating Transferable Training and Experience )
7. **Reporting** (Annual Reports, Settlement Agreement Progress Summaries)
8. **Training** (curriculum development, course content reviews, curriculum content rewriting)

### SYNOPSIS

- Commission staff Administrator and advisor on rules and regulations promulgated from three statutes that establish certification and training standards for municipal police officers, retired law enforcement officers, and security agents.
- Processed appeals for administrative review in accordance with the Administrative Code, received hearing records and briefs for review and distribution to Commission members for review to decide the final disposition based on statutes, regulations, and recommendation from a hearing officer.
- Provided sworn testimony in criminal and administrative proceedings, at the federal and state level, attesting to the accuracy of records and instructional content collected under subpoena.
- Conducted periodic review of policies and management directives prohibiting sexual discrimination, discrimination, and hostile work environments in accordance with federal and state laws, and department directives. Reviewed and approved interview questions for job applicants to include completing an Equal Employment Review Certificate subsequent to the selection of a candidate.

**Regulatory  
Compliance,  
Administration,  
Leadership,  
Reporting,  
Policy Writing**



**Regulatory  
Compliance,  
Administration,  
Leadership,  
Reporting,  
Policy Writing**

- Served as Right-to-Know Law Liaison to identify, collect, catalogue and submit records responsive to open records' request for further review by the Right-to-Know Law Officer for the Pennsylvania State Police.
- Served as Patrol operations Commander, Training Commander, Supervisor in Research & Development, Staff services and Communications, supervised commissioned supervisors and police officers, as well as civilian personnel.
- Scheduled commissioned and civilian staff, tracked budgetary costs of contracted security services, billing and cost center expenditures.
- Reviewed and authored Directives and Standard Operating Procedures.
- Served on critical incident review panels, reviewed reports and prepared written recommendations and findings following major campus events or incidents.
- Served on interview panels for promotion and hiring.

**Quality  
Control**

- Point of contact for complaints alleging improprieties at police academies certified by the Commission. Monitored implementation and compliance with settlement agreement provisions.
- Evaluated training and police experience completed in other states to determine eligibility and to recommend applicants for certification based on reciprocity certification standards.
- Audited police academy classes for performance and inspected facilities for compliance with regulatory standards.
- Represented the Commission as on-site supervisor during piloting of new police academy curriculum.

**Higher  
Education**

- Adjunct faculty experience amassed facilitating instruction for elective and required courses in sociology, criminal justice, and organizational leadership disciplines. Courses presented in classroom, blended and online modalities to nontraditional adult learners. Online facilitation includes Blackboard course management technology incorporating interactive forums for asynchronous and synchronous discussion.

**Training**

- Course development, content editing, and test item development as a subject matter expert and as an independent consultant.
- Certification as a law enforcement instructor of general subjects, facilitating instructor development and train-the-trainer courses for new and seasoned instructors seeking certification.
- Supervised subject matter experts developing content for in-service training courses.
- Validated test items based on item analysis

**WORK HISTORY**

**Regulatory  
Compliance,  
Administration,  
Leadership,  
Reporting,  
Policy Writing,  
Quality Control**

Administrative Officer 3	2001-2014
<b>Municipal Police Officers' Education &amp; Training Commission</b>	
Harrisburg, PA	
Police Lieutenant and Commander	1985-1999
<b>Temple University Police Department</b>	Philadelphia, PA





## PRESENTATIONS

Winter 2010 Research Symposium, Walden University  
January 21, 2010 [Dallas, TX]  
Poster Presentation: Positioning a conduit for learning understood  
through adult transitional residents.

## PUBLICATIONS

### Books

Social change Through Training and Education Series 2017  
Volume 1 – Human Relations Tips for Effective 21<sup>st</sup> Century Policing  
Volume 2 – Understanding the Humanity of Policing  
Volume 3 – The ‘Clothing’ for Effective Policing: Cultural Competency,  
Spirituality and Ethics  
(Cultural Competency Self-Assessment Tool Included)  
Self within Society (Epilogue- Can God Still Get an Amen?)

Positioning in the Context of Adult Learning and Participation: An  
Interpretive Biographical Study. *SAGE Open* 2012, 2 doi:  
2158244012444113

Teach learners to engage with learning. The evoLLLution. February  
2012. [http://www.evolllution.com/curriculum\\_planning/teach-learner-to-engage-with-learning/](http://www.evolllution.com/curriculum_planning/teach-learner-to-engage-with-learning/)

### Articles

Motivation to learn when No One is looking. *Municipal Police Officers’  
Education & Training Commission Newsletter*, Volume 35 (2).  
[http://www.mpoetc.state.pa.us/portal/server.pt/document/1260377/mpoetc\\_newsletter\\_06\\_2012\\_pdf](http://www.mpoetc.state.pa.us/portal/server.pt/document/1260377/mpoetc_newsletter_06_2012_pdf)The Police Officer-the Adult Learner.  
*Municipal Police Officers’ Education & Training Commission  
Newsletter*, Volume 29 (2).

Roll Call Training Tips  
<http://www.ebevyyg-learningolutions.com/roll-call-training-tips.html>

## RESEARCH ACTIVITIES

White Paper: *Establishing a Sustainably Trained Police Culture*  
September 2016

(Response based on Findings and Recommendations presented by the President's Task Force on 21<sup>st</sup> Century Policing Task Force. White Paper awaiting publication through the National Organization of Black Law Enforcement Executives publications office.)

### Workshop Proposal Reviews:

American Association for Adult and Continuing Education  
Commission for Workforce and Professional Development (CWPD)  
Human Resources Development (HRD)

65<sup>th</sup> Annual Conference- "Celebrating the Rich Landscape of Adult Learning"  
(2016)

63rd Annual Conference – "Adult Educators: Making a Difference!" (2014)

62nd Annual Conference - "Building Sustainable Futures through Learning and Partnerships" (2013)

61st Annual Conference – "Developing and Sustaining Adult Learners in the 21<sup>st</sup> Century" (2012)

## JON B. BLUM

Jon.Blum@force-concepts.com • 919.524.2191 • [LinkedIn](#)  
PO Box 1088 • Angier • NC • 27501

### Areas of Expertise

Law enforcement best practices with specific expertise on training, certification curriculum development, use of force and emergency vehicle response.

### Professional Experience

#### **FORCE CONCEPTS, Inc.**

Vice President of Training & Development (2005-Present): Privately held company provides consulting services for law enforcement and other public safety professionals. Administer job task analyses to develop valid training programs and accountability instruments. Develop government mandated curriculums for licensing, continued employment or advanced in-service training. Trial consultant and expert witness on law enforcement best practices. Achievements: Documenting Force curriculum is certified by IADLEST and 28 state POSTs. More than 250K *Documenting Force* publications sold in US & Canada. Awarded \$1M contract to overhaul Commonwealth of Massachusetts law enforcement certification curriculum.

#### **NC Department of Justice**

Adjunct Instructor (2002-Present): Deliver state-mandated use of force and physical fitness train-the-trainer certification courses.

#### **Public Agency Training Council**

Instructor (2013-Present): Provide consulting, instructional design, and training services for law enforcement agencies throughout the United States. Areas of expertise include use of force, personnel development, recruitment, and report writing.

#### **NC Department of Health & Human Services**

Sr. Technical Writer (2011-2012): State government agency responsible for providing health, nutrition, and related financial services for residents in need. Lead a blended team of 25+ to develop and deliver new NC FAST software training program to 15k end users in 100 counties. Collaborate with 3rd party consulting (Accenture) and software architect (IBM) vendors to publish training materials using ILT, e-learning and LMS platforms. Create functional designs, process flows, test scripts, and other document templates for team members. Perform on-going research and job task analyses to determine how software functionality will be used to complete business processes. Achievements: Completed conversion of ILT lessons to eLearning platforms on time while software functionality was still in development.

#### **Town of Garner Police Department**

Personnel Manager & PIO (2001-2005): Internationally accredited agency with 68 full-time employees protecting and serving 26,000 residents. Responsible for all agency recruitment, personnel development, training and related compliance record systems. Implement comprehensive short and long-term strategies to enhance community relations, manage department's overall image and create agency brand. Authored and distributed press releases in a Top 20 market. Grant print, previously recorded, and live television interview request from media. Achievements: Overhauled job applicant selection process with quantifiable cognitive and physical skill tests. Created social media and electronic platforms for cohesive messaging, timeliness, and efficiency. Managed all media requests for nationally publicized and unsolved death of 17-year old resident.

# JON B. BLUM

## **NC Department of Justice**

Director of Training (1999-2002): Internationally accredited agency responsible for State's certification curriculums and training approximately 23K criminal justice personnel annually throughout North Carolina and United States. Responsible for all development aspects of state-mandated 17-week Basic Law Enforcement Training (BLET or POST) certification curriculum. Collaborate with 300+ SMEs and practitioners for 33 individual lessons. Develop practical skill exercise scripts and testing instruments. Provide technical assistance to all 70+ training academies throughout the State. Chair 16-member committee, establish agendas and use consensus building skills to secure agreements. Report research findings and make recommendations to NC Criminal Justice Education & Training Commission. Achievements: Engineered state-wide electronic distribution systems for training materials; Delivered Academy's first distance learning course; NC Attorney General's Award for BLET leadership.

## **Winston-Salem Police Department**

Corporal/Police Officer (1991-1999): Internationally accredited agency with 720 full-time employees protecting and serving 198K residents. Enforce criminal laws, investigate violations and arrest offenders. Conduct interviews, complete official reports and testify in both state and federal courts. First-line supervisor for 10 patrol division officers. Other duty assignments included *SWAT, Planning & Research Unit, Field Training Officer, Academy Instructor, and Accreditation Coordinator*. Achievements: Recruit Class XXIX Colleague/Tise Award; Promotion to Corporal in 1995; DWI Enforcement Award; Citizen Satisfaction Award.

## **International Association of Chiefs of Police**

Adjunct Instructor (2000-2007): A nonprofit R&D organization with 20K members serving law enforcement executives in 100+ countries. Provide technical assistance, curriculum development and delivery for law enforcement executives on *Use of Force, Report Writing, Media Relations and Wellness Programs*.

## **Education**

**Master of Public Administration - MPA**  
University of North Carolina at Greensboro (1998)

**Bachelor of Science - Criminal Justice**  
University of North Carolina at Charlotte (1991)

## **Memberships**

- IADLEST  
International Association of Directors of Law Enforcement Standards and Training
- IALEFI  
International Association of Law Enforcement Firearms Instructors
- ILEETA  
International Law Enforcement Educators & Trainers

# JON B. BLUM

## Certifications & Training

### **Basic Law Enforcement Training (BLET)**

North Carolina Department of Justice

### **Advanced Law Enforcement Certificate**

North Carolina Department of Justice

### **General Instructor (BLET)**

North Carolina Department of Justice

### **Specialized Subject Control Instructor**

North Carolina Department of Justice

### **Specialized Physical Fitness Instructor**

North Carolina Department of Justice

### **Public Safety Fitness Specialist**

Cooper Institute for Aerobics Research

### **Oleoresin Capsicum Spray Instructor**

Federal Laboratories

### **RedMan Simulator Instructor**

H&K Industries

### **Taser Instructor**

Taser International

### **Baton Instructor**

ASP International

## Featured Presentations (last 10 years)

- *Suicide by Cop*  
International Association of Law Enforcement Firearms Instructor ATC; West Palm Beach, Florida
- *Investigative Reports on the Use of Force*  
North Carolina Internal Affairs Investigator's Association ATC; Raleigh, North Carolina
- *Police/Sheriff Liability in North Carolina*  
Lorman's Seminars; Raleigh, North Carolina
- *Developing Control Option Policies*  
International Association of Law Enforcement Firearms Instructor ATC; Reno, Nevada
- *Documenting the Use of Force*  
International Association of Law Enforcement Firearms Instructor ATC; Orlando, FL & San Diego, CA  
New Mexico Sheriff's Association; Annual Training Conference; Albuquerque, NM



# JON B. BLUM

## Publications

- *Handguns: Ownership & Safety*  
ISBN# 0-9786592-1-X
- *Domestic Violence Investigations*  
ISBN# 1-932990-16-X
- *Documenting the Use of Force: Corrections*  
ISBN# 1-932990-60-7
- *Documenting the Use of Force: Police*  
ISBN# 1-932990-15-1
- *Image is Everything*  
Trainer Magazine
- *Using Force*  
Firearms Instructor; Volume 34
- *Motor Skill Performance*  
Firearms Instructor Volume 31
- *Physical Training for Law Enforcement*  
Trainer Magazine

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**Business owner, military officer, and federal law enforcement agent with professional experience in investigations, operations, and instruction in the U.S. and abroad.**

**Extensive background in law enforcement and operations curriculum development, distance learning course creation and instruction, and in-person course design and facilitation.**

**Advanced case management aptitude with experience supervising, directing, and assessing time-sensitive criminal, counterintelligence, and fraud investigations.**

**Expert communication skills – excellent writer and speaker, good active listener, adept at developing consultative partnerships with colleagues and external constituencies.**

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## Career Narrative

LAW ENFORCEMENT LEARNING, LLC ▪ 2013—Present  
*Online learning community for law enforcement and security professionals*

**Founder and Chief** ▪ *September 2013 to Present*

Oversee website design, strategic partnerships, and daily operations for police-specific online learning platform. Manage 3,000+ content creators, conduct curriculum assessments, and design online courses for officer and department consumption. Develop and execute marketing strategies and manage team of company assets.

### Highlights:

- Designed and launched first online learning community for law enforcement and security officers
- Developed new learning technologies & formed strategic alliances with users from 108+ countries
- Built, tested, and launched new online technology and grew company to profitability in under 20 months

INDEPENDENT CONSULTING ▪ 2013—Present  
*Technical consulting for US state government agencies and Department of Defense entities*

**Massachusetts Municipal Police Training Committee** *April 2015 to Present*

Part of a 4-person team selected to develop new State of Massachusetts' Recruit Officer Course, a 20+-week basic training program for municipal, University of Massachusetts, and Environmental Police officers. Responsible for job task analysis, learning objective development, content creation, testing, and implementation.

**US Department of Defense** *October 2013 to Present*

Provides technical instruction, curriculum design, and content delivery to Department of Defense clients. Partners with Department of Defense contractors on sensitive mentoring and selection exercises.

### Highlights:

- Designed and delivered 5-day ID Management & Travel Security courses to US Marine Corps Forces Special Operations Command (MARSOC) operators

U.S AIR FORCE OFFICE OF SPECIAL INVESTIGATIONS ▪ 2004—Present  
*Law enforcement agency chartered to identify, exploit, and neutralize criminal, intelligence, and terrorist threats to Air Force, Department of Defense, and U.S. government*

**Director of Criminal Investigations, 6th Field Investigations Region** ▪ Hickam Air Force Base, HI ▪ *October 2016- Present*

*Reservist.* Direct criminal investigations involving Air Force interests in Japan, Korea, Hawaii, Alaska, Guam, and various territories in the Pacific. Provides operational guidance to 100+ special agents at 15+ locations.

**Director of Operations, 5th Field Investigations Squadron** ▪ Osan Air Base, Korea ▪ *May 2014- October 2016*

*Reservist.* Direct criminal, fraud, and counterintelligence investigations involving Air Force interests in Korea. Responsible for managing 50+ special agents and operations at 5+ permanent and temporary locations.

**Director of Operations, 8th Field Investigations Region** ▪ Peterson Air Force Base, CO ▪ *September 2013-May 2014*

*Reservist.* Directed criminal, fraud, and counterintelligence investigations involving Air Force Space Command installations. Provided operational guidance to 100+ special agents at 10+ permanent locations.

**Commander, Detachment 217** ▪ Davis-Monthan Air Force Base, Tucson, AZ ▪ *June 2012—September 2013*

Directed criminal, fraud, and counterintelligence investigations involving Air Force interests in Southern Arizona. Managed over \$3M in resources and led 19-member team of federal law enforcement agents and Joint Terrorism Task Force representative. Planned and executed antiterrorism, counter-drug, and fraud programs.

**Commander, Detachment 523** ▪ Izmir Air Station, Izmir, Turkey ▪ *June 2011—June 2012*

Directed U.S. Department of Defense investigations and personal protective service missions in Western Turkey. Managed over \$1M in resources and led 7-member multi-national law enforcement team. Created and maintained liaison relationships with senior Turkish National Police officials. Served as senior security adviser to Commander, North Atlantic Treaty Organization-Air Izmir, and local base commander.

**Chief, In-Service Training Branch** ▪ AF Special Investigations Academy, Brunswick, GA ▪ *June 2009-May 2011*

Headed 4-member team accountable for redesigning training program. Spearheaded distance learning implementation. Led design and delivery teams for advanced informant handling and interviewing courses.

**Special Agent** ▪ Sembach Air Base, Sembach, Germany ▪ *May 2006—May 2009*

Managed intelligence operations to neutralize hostile intelligence and terrorist groups. Provided expert counterintelligence assistance and guidance to DoD entities throughout Europe and Middle East.

**Chief, Criminal Investigations Branch** ▪ Anderson Air Force, Guam ▪ *June 2004—May 2006*

Conducted felony-level criminal and fraud investigations leading 8-member team. Identified priorities, allocated resources, managed and evaluated employees, drafted and produced reports of investigations.

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### **Education & Training**

**Ed.D.** - Leadership, (In Progress, Degree Expected, 2017), Creighton University, Omaha, NE

**M.S.**- Negotiation and Dispute Resolution, Creighton University, Omaha, NE, 2010

**B.A.** - History, University of Notre Dame, Notre Dame, IN, 2004

**The Effective Facilitator Certificate**, Leadership Strategies, Brunswick, GA, 2010

**Military Training, U.S. Joint Counterintelligence Training Academy**, Linthicum, MD, 2005; 2006

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### **Professional Credentials**

**Law Enforcement Instructor Training Program**, Federal Law Enforcement Training Center, #LEITP-007

**Criminal Investigator Training Program**, Federal Law Enforcement Training Center, #CITP-503

**Everything DISC Trainer Certification**, Inscape Publishing

**Basic Special Investigators Course**, Air Force Office of Special Investigations, #5T5ALO7S031-005

**Critical Thinking and Analytic Methods Instructor Certification**, Federal Law Enforcement Training Center

**Dr. Minerva Cruz**  
**Philadelphia, PA 19115**  
**(267) 250-7089**  
**Bestet527@aol.com**

**Academic Experience**

May 2012 Delaware State University  
Doctorate of Education in Educational Leadership

June 2011 Northwestern University  
School of Police Staff and Command – Degree

May 2008 Philadelphia University  
Masters of Disaster Medicine and Management

August 1989 Penn State University  
Bachelor of Science; Life Science

*Certifications* City of Philadelphia Police Department  
November 2012 Municipal Police Officers 2013 Instructor Certification  
September 2010 Defensive Tactics Instruction Certification  
April 2006 Weapons of Mass Destruction Certification

July 2010 Maritime Academy Charter School  
Elected Board Member

**Professional Experience**

January 2003 – Present City of Philadelphia Police Department Philadelphia, PA

**Police Lieutenant/Computer Technology Initiatives Coordinator**

- Currently assigned to the Philadelphia Police Academy as an Instructor and Computer Technology Initiatives Coordinator.
- Assist in the development and implementation of technological advances in computer initiatives and training curriculum that address emerging advances that impact members of the Philadelphia Police Department and the community at large.
- Instruct various courses: law, crimes code, ethics, human relations, defensive tactics and community interaction.

November 2015 – Present Villanova University Villanova, PA

**Adjunct Professor/Academic Advisor**

- Instructing various courses in the College of Professional Studies- Continuing Education Area: Strategic Organizational Leadership, Ethical and Behavioral Leadership, Education, and Professional Development.
- As an academic advisor, I assist students with course planning, registration, and academic counseling. I further direct students to college resources such as the Learning Centers or Career Services.

February 2015 – Present Rosemont College Rosemont, PA

**Adjunct Professor**

- Instructing various courses in the Criminal Justice and Educational Area: Introduction to Criminal Justice, Ethics, Statistics, and Learning Strategies.
- Devised lectures, course curriculums, examinations and power point presentations.
- Devised New Curriculum for The School of Graduate and Professional Studies.

September 2012 – December 2015 Immaculata University Immaculata, PA

**Adjunct Professor**

- Instructing various courses in Emergency Planning and Management: Principles of Emergency Management, Risk Analysis and Threat Assessment, and Group and Organizational Behavior.
- Devised New Curriculum for Personnel Management and Development Course, lesson plans, and examinations.

December 2009 – April 2016

ITT-Technical Institute

Levittown, PA

**Adjunct Professor**

- Instructing various courses in the Criminal Justice and General Studies Area: Introduction to Criminal Justice, Emergency Preparedness, Report Writing, Ethics, Transportation and Security, Cybercrime, Forensics, and Professional Procedures and Portfolio.
- Devised lectures, lesson plans, syllabus, examinations and power point presentations.

August 2008 – October 2015

Gwynedd-Mercy College

Gwynedd Valley, PA

**Adjunct Professor**

- Instructing various courses in the Criminal Justice Area: Introduction to Criminal Justice, Ethics, and Forensics.
- Devised lectures, course curriculums, examinations and power point presentations.

October 2004 – May 2009

Katharine Gibbs School

Norristown, PA

**Adjunct Professor**

- Instructing various courses in the Criminal Justice Area: Ethics, Criminology, Forensics and Court Systems.
- Devised lectures, lesson plans, examinations and syllabus for students.

**Languages: English, Spanish**

**References upon request**

# M. Rebecca Downing

D.U.N.S. Number 83-142-1859  
Sanford, FL 32771 Phone (407) 321-9767 Cell (407) 792-9252  
Email: [MRDowning@aol.com](mailto:MRDowning@aol.com)

## Objective

To continue to write and deliver instruction in a challenging position in an environment offering advancement based on performance, or where my experience and expertise can be utilized and further developed.

## Experience

Thirty-one years' experience as a sworn York City Police Officer; Twenty-seven years as a patrol officer, sergeant and lieutenant in the York City Police Department, with diversified assignments, progressive promotions and responsibilities. Twenty-three years of service in supervisory / command assignments; Four years as Chief of Police in a highly specialized criminal investigation agency, York County Detectives. Presently involved in private consultation services and instruction for HACC and Penn State University. I still maintain Basic General Course certification with M.P.O.E.T.C. (PA- Municipal Police Officers Education and Training Commission) on all courses except where NRA, Def. Tactics and where Attorney certifications are required.

### Dec. 2004 – Present Police Instructor

Continued to deliver law enforcement training since retirement, in use of force, ethics, patrol subjects, legal subjects, police liability, employee wellness, police suicide awareness, critical incident stress debriefing, vehicle operation courses, criminal investigations, DUI and FST, internal affairs investigations, Field Training Officer certifications, and any similar requested training suited to the customer's needs. Have delivered consultation services and trainings to several private industry customers since inception. Instruction currently being presented as a member of HACC Adjunct faculty, Penn State Justice and Safety Institute, and as a private consultant. Trained hundreds of US Border Patrol Agents in stress awareness identification and police suicide. Areas of expertise include police ethics, history and principles of law enforcement, community oriented and problem oriented policing, behavior management and crisis intervention, traumatic brain injuries and post-traumatic stress disorder. Actively involved in co-writing new, updated Pennsylvania Basic Police Recruit curriculum for police ethics and community policing under authority of PA Municipal Police Offices Education and Training Commission (MPOETC). Complete all scheduling for current police academies conducted at HACC.

### Jan 2001- Dec. 2004 Chief, York County Detective Bureau

York County Detectives, York County District Attorney's Office, 45 N. George Street, York, Pa. As the Chief, totally revitalized and re-organized this agency. This agency exists through the District Attorney's office, offering police services and specialized investigations to assist the approximate 25 municipal police departments in York Co. PA. Brought York Co. Detectives into MPOETC compliance, hired additional detectives, created 4 additional specialized investigative units, vastly increased training for the Detectives, and the training that they deliver, county-wide; Updated equipment, expanded enforcement tenfold, and achieved agency Accreditation by the Pa. Chiefs of Police in June 2003. The York County Detective Bureau was only the second county detective agency in the U.S. known to have achieved law enforcement accreditation status.

### 1997- 2001 Platoon Commander 5PM - 5AM Patrol Platoon

Uniformed Lieutenant for the York City Police field operations of the evening shift, which consisted of 44 Patrol Officers, 4 Sergeants and civilian personnel. This responsibility included overseeing the entire platoon operation, and extended to all police related emergency, public safety decisions regarding the City of York PA. and it's approximately 55,000 residents. Oversaw deployment of services, managed all platoon personnel and their equipment, commander of three platoon Sergeants on squad organized and delivered all normal and specialized

patrol enforcement activities.

### **1993-1996 Commanding Officer- Records / Professional Development**

Responsibilities included being Police Training Coordinator, organizing and scheduling all police training; conducted all agency police recruiting, employment applications, testing and hiring of all new officers; commander of Police Records Division overseeing all arrest and report data entry; directed all police computer operations; trained entire agency in electronic mail and related computer operations; brought live scan fingerprinting to the agency and trained entire department in it's use; liaison with York County Court and District Attorney's Office, Judges and District Magistrates; authored and disseminated police policy and guidelines ; Designed and conducted first York City Police Citizen Police Academy

### **1991-1993 Commanding Officer - Lieutenant- Operations/Patrol Division**

Uniformed commander of police operations for one of two uniformed patrol shifts within the agency. Officers under command were approximately 45 subordinate officers. Same as assignment above 1997-2001.

### **1990 – 1991 Sergeant, Traffic Safety and Special Events**

Coordinated arrangements for all City special events including organization of all logistics to schedule and allow for City parades, foot races, conventions, concerts, block parties and community celebrations. Involved in traffic planning for City improvements, accident and engineering analysis, liaison with Penn Dot in City Economic expansion projects; authored City ordinance to monitor false burglar alarms and administered enforcement of same.

### **1979-1991 Sergeant, Field Operations, Internal Affairs, Detective Division, Mounted**

Patrol Sergeant on 11PM-7AM shift for 12 years with intervals served in a supervisory capacity in the Detective Division, Juvenile Division, Drug Interdiction Unit, Internal Affairs Division and Mounted Patrol Unit.

### **1974 - 1979 Police Officer - Field Operations**

Patrol officer on evening shifts with occasional assignments as an investigator in Internal Affairs Division.

### **ACADEMIC EDUCATION AND SPECIALIZED TRAINING**

M.S, Criminal Justice, Villanova University — May 2002

B.S., Administration of Justice, York College of Pennsylvania - December 1976

AA, Law Enforcement, York College of Pennsylvania - December 1976

Harrisburg Area Community College 10<sup>th</sup> Police Academy - Highest Scholastic Average; Class Vice President -earning Pennsylvania Act 120 Municipal Police Certification November 1974

Penn State University - P.O.S.I.T. May 1981

Penn State University - P.O.L.E.X. May 1996

Penn State University - Advanced P.O.L.E.X. April 1997

Police Hostage Negotiator 1978-2000; Commander of York City Police SWAT and Negotiation Team 1988-1999

Interim Commander of Quick Response Team 1997-1998

Pa. Coalition on Domestic Violence – State certified as domestic violence trainer May 1991

South Central Critical Incident Stress Debriefing Team – certified as peer debriefer June 91 Master Debriefeer May 2010

Indiana University of Pennsylvania –PA State Instructor Development Course – May 1993

Municipal Police Officers Education and Training Commission - Certified as State Municipal Police Instructor, June 1993  
 Digital Biometrics - Live Scan Fingerprinting Instructor Training Certification July 1993  
 Mace Security International - Oleoresin Capsicum (Pepper Mace) Instructor Certification April 1994  
 Harrisburg Area Community College Police Recruit Academy - State certified instructor of new police officers since 1991  
 Police Consultants, Inc – Certified as a Judge for Multiple Interview assessments for police entry level hiring and promotions – March 1996  
 Instructor - PA. Commission on Crime & Delinquency – May 1996-2010  
 Instructor - PA. State Constables Academy and Constables Updates September 1996-2010  
 Instructor - Penn State University P.O.L.E.X. and Advanced P.O.L.E.X. Program September 1996-2002  
 Instructor – Command Institute of Police Executives – Pa. Chiefs of Police April 1997-2004  
 Instructor – Federal Hate Crimes Trainer – U.S. Department of Justice April 1998  
 Adjunct Faculty – York College of Pennsylvania – instruct Criminal Justice classes 2001-2005  
 Adjunct Faculty – Harrisburg Area Community College 1990 to present, teaching a myriad of law enforcement courses – current Part Time Coordinator for police scheduling for Harrisburg Area Community College  
 Adjunct Faculty- Penn State University Justice and Training Institute, 19990-2005, 2013 to present  
 Instructor - National P.O.L.I.C.E. Officer Suicide Foundation, Inc 2000 to 2011 Board of Directors- 2004-2012  
 Maintain current certification in CISM  
 Course Reviewer for IADLEST  
 Consultant- Force Concepts.  
 Consultant – EbevyYG Learning Solutions, LLC.

## ORGANIZATIONS AND COMMUNITY SERVICE ENDEAVORS

Charter Member - York Area Rape Crisis- Trained legal advocates 1985 - 2005  
 Life Member - International Association of Chiefs of Police (IACP)  
 Life Member -Pennsylvania Chiefs of Police Association (PCPA); past committee's member  
 Life Member - Central Pennsylvania Chiefs of Police Association – Secretary 2001-2006  
 Member - Concerns of Police Survivors (COPS)  
 Past Member - York Area Access - Domestic Violence Awareness and Responsibilities 1985-2005  
     Spokesperson on community awareness of domestic violence throughout PA  
 Past Member - York City Speaker's Bureau  
 Past Member – Board of Directors – York Technical Institute  
 Past Member - Pennsylvania Live Scan Fingerprinting Users Group  
 Past Member - American Society of Law Enforcement Trainers (ASLET)  
 Past Member - International Association of Law Enforcement Planners (IALEP)  
 Past Member - Hostage Negotiators of America (HNA)  
 Past Member - South Central Critical Incident Stress Management Team (CISM)  
 Past Member – York County Chiefs of Police Association – Past Treasurer, Secretary, Vice President - President  
 Past Member – Pennsylvania County Detectives Association  
 Past Member – Board of Directors of the National P.O.L.I.C.E. Officer Suicide Foundation, Inc.  
 Past Member - International Law Enforcement Educators & Trainers Association - ILEETA



# Rudy M. Grubesky

## WORK EXPERIENCE

*Pennsylvania State Police  
Municipal Police Officers' Education  
& Training Commission*  
8002 Bretz Drive Harrisburg, PA 17112  
Director of Training  
2007 – 2015  
Police Training Education Specialist  
1992 – 2007  
Municipal Police Consultant  
1990 – 1992

*Department of the Auditor General  
Office of Special Investigations*  
Finance Building Harrisburg, PA 17120  
Special Agent II  
1987 - 1990

*University of Houston Police Department*  
4800 Calhoun Houston, TX 77204  
Corporal – Training Officer  
1983 – 1986

*Clarion Borough Police Department*  
101 South Second Street Clarion, PA 16214  
Patrolman  
1976 - 1978

## EDUCATION

*University of Pittsburgh*  
Administration of Justice  
Master of Arts Degree  
1979 - 1981

*Clarion State University*  
Secondary Education-History  
Bachelor of Science Degree  
1972 - 1976

*Pennsylvania State Police Academy*  
29<sup>th</sup> Municipal Police Training Class  
Diploma  
October – December 1977

## PROFESSIONAL TRAINING

*Master Instructor Development Program Training Conference*  
California Commission on Peace Officer Standards and Training  
June, 2006

*Developing a Legally Defensible Curriculum*  
International Association of Chiefs of Police  
August, 1999

## AWARDS

*University of Houston Police Department*  
*Employee of the Month - Three Times*

*Nominated for PA State Police Employee of the Year for 1996*

## REFERENCES - Available Upon Request

## **Alfredo J. Lopez**

(215) 275-5739 (cell)

[Allopez8618@aol.com](mailto:Allopez8618@aol.com)

### **PROFESSIONAL SUMMARY**

I have been in law enforcement for over twenty-seven years and have gained a significant amount of knowledge in all areas of the criminal justice system and in the leadership of others. As a police officer in a high crime area I was able to make a positive difference in the lives of the residents of the City of Philadelphia. I have made numerous arrests for narcotics and violent crimes, in addition to being one of the original bike patrol officers assigned to the Community Policing “Weed & Seed Project.” I worked closely with community residents, business leaders and government officials in addressing crime and quality of life issues focusing on Community Policing, Community Involvement & Interaction, Community Surveys, Community Meetings and Problem Solving Skills. Our program was highly successful and was recognized by then United States Attorney General, Janet Reno.

I was promoted to sergeant within five years of joining the police department, and have constantly supervised 10-15 officers daily for nine years. During that time, I directly worked for the Commanding Officer in Community Outreach and Organizing. In that position, I attended numerous meetings with business leaders, school officials, community grass root organizations, civic groups, volunteers, and community residents. During that time, we were able to have constant open lines of communications with all the stakeholders within our community, and we worked together to create a better relationship of understanding and cooperation.

I was eventually transferred to the Philadelphia Police Academy and I was immediately placed as section head for all Patrol Classes taught at the academy. I am Conflict Resolution Certified and certified by the Crisis Prevention Institute in Non-violent Crisis Intervention. I use my experience and knowledge to tutor recruits in academics, defensive tactics and physical fitness. I have become a developer and administrator of new curriculum for recruits and in service personnel. As a patrol and defensive tactics expert I have become a lead representative for the Philadelphia Police Department in testifying at the local and federal level for litigation concerning “Use of Force” and “Officer Tactics” issues. While being an active member of the Police Academy, I achieved my B.S. & M.S. in Organizational and Strategic Leadership from Mountain State University.

While assigned to the Philadelphia Police Training Bureau, I have been responsible for the development of the Philadelphia Police Department’s Defensive Tactics Manual, Police Bike Training Manual & Lesson Plan and created our Defusing and De-Escalation class. I have also been active in the Instructor Development Course and the Instructor Refresher Course.

Rosemont College selected me as Professor of the Year in 2015 for my work in the Criminal Justice Program and in volunteering and working with my students to help them succeed. In that capacity, I developed and taught a Use of Force in Law Enforcement class and have been requested to teach Multiculturalism and the Criminal Justice System class. Both classes are designed to teach cultural awareness and the differences in communication skills needed to effectively police various communities.

I have the ability and expertise to work with any organization to review current policies and procedures to determine a specific training program to fit the needs of the organization. Once the training program is developed, I also have the expert ability to teach the classes or train others in effectively delivering the material to a targeted audience of law enforcement or civilian personnel.

### **ACADEMIC QUALIFICATIONS**

M.S., Strategic Leadership, 2012 Mountain State University, Berkley, West Virginia

B.S., Organizational Leadership, 2009, Mountain State University, Berkley, West Virginia

Justice and Safety Institute Police In-Service Training, June 1997, Pennsylvania State University, University Park, PA

### **EXPERIENCE**

Philadelphia Police Department

- Sergeant, Instructor, Philadelphia Police Academy June 2004 to Present
- Sergeant, Patrol 1995-2004
- Patrol Officer 1990-1995

Southeastern Pennsylvania Transportation Authority Police Department

- Patrol Officer 1987-1990

USMC

- Radio Communications 1983-1987

### **TEACHING EXPERIENCE**

Philadelphia Police Department, Philadelphia, PA 2000-Present  
Sergeant / Certified Advanced Instructor,

Rosemont College, Rosemont, PA 2014 - Present  
Adjunct Instructor

Delaware Valley Security Center, Philadelphia, PA  
Lethal Weapons Training Act (Act 235)  
Academic, Defensive Tactics and Firearms Instructor

March 2013-Present

ITT Technical Institute, School of Criminal Justice, Levittown, PA  
Adjunct Instructor  
Cyber Crimes

March 2013-2014

**ACADEMIC / TRAINING COURSES TAUGHT**

ASP Expandable Tactical Baton  
Behavior Management and Crisis Intervention  
Case Preparation  
Civil Complaints and Service Calls  
Clandestine Methamphetamine Laboratories  
Communications  
Community Policing  
Courtroom Testimony and Demeanor  
Crime Prevention and Fear Reduction  
Crimes against People and Property  
Crimes in Progress  
Criminalistics: The Art & Science Behind C.S.I.  
Criminology  
Crisis Intervention  
Crowd Control and Civil Disorder  
Cultural Diversity  
Custody of the Mentally Ill  
Defensive Tactics  
Defusing & De-Escalation Techniques  
Dispute Intervention / Conflict Management  
Drugs, Crime and Society  
DUI Enforcement and Occupant Safety  
Emergency Vehicle Operations Course  
Emotional Health and Stress Management  
Ethics and Moral Issues  
Ethics Training Workshop  
Ethnic Intimidation / Bias Crimes  
Gang Awareness / Identification  
History of Law Enforcement  
Incident Command System  
Injury and Death Cases  
Instructor Development  
Introduction to Cybercrimes  
Introduction to Law Enforcement  
Laws of Arrest  
Legal Updates

## **ACADEMIC / TRAINING COURSES TAUGHT** continued

Mechanics of Arrest, Restraint and Control  
Monitoring and Controlling Vehicular and Pedestrian Traffic  
Motor Vehicle Collisions and Investigations  
Motor Vehicle Law Enforcement  
Officer as First Responder  
Officer Safety  
Oral Presentation Skills  
Patrol Activities and Incidents  
Patrol Procedures  
Perceptions of Human Behavior  
Physical Fitness  
Recognizing Explosive Materials and Components  
Recruit Financial Responsibility  
Report Writing  
Roadblocks and Barricades  
Role of Patrol in Policing  
Rules of Evidence  
Securing the Crime Scene  
Special Problems – Gangs and Terrorism  
Special Topics in Criminal Justice: Use of Force Issues  
Suicide, Barricaded Person Hostage Situations  
Transporting Prisoners  
Use of Force in Law Enforcement  
Vehicle Stop Techniques

## **SKILLS TRAINING**

PA Municipal Police Officers' Mandatory In-Service Training Instructor  
PA Municipal Police Officer Advanced Instructor  
PA Municipal Police Officer Basic Instructor  
Emergency Vehicle Operators Course Instructor  
Defensive Tactics Instructor  
ASP Expandable Tactical Baton Instructor  
Law Enforcement Krav Maga Certified Instructor  
Law Enforcement Physical Fitness Instructor  
Force Science Institute Certified  
Firearms Instructor  
First Aid Instructor  
Police Mountain Bike Instructor  
Act 235-Armed Security Instructor  
Textbook Review Criminal Justice Specialist- Pearson Publishing

## **RELATED INTERESTS**

- Founder Philadelphia Police Academy Running Club, a motivational club for self-improvement
- Volunteer tutor of recruits in academics, defensive tactics and physical fitness after regular academy hours and on weekends
- Private tutor for promotional exam to the rank of sergeant
- Responsible for supervising attending recruit classes for seven months at a time. Ensuring accountability from the recruits, and that the recruits receive the proper training, guidance through to graduation.

## **COURSE DEVELOPER**

- **Philadelphia Police Bike Training** program, author of the Philadelphia Police Department's lesson plan and student manual. to date two hundred and fifteen (315) officers have been trained.
- **Philadelphia Police Defensive Tactics Manual** author
- **Police Communications** Co-developer emphasizing proper techniques for officers in addressing the concerns of the public while de-escalating and defusing crisis situations, assisted in the training of this course to the 6,000 officers in their annual mandatory training.
- **Recruit Ethics Workshop** Co-developer, a two-day course designed to strengthen the recruits' basic ethical decision making process in preparation for a career in law enforcement. Currently 2000 recruits have been trained in the course.
- **Recruit Financial Responsibility** Co-developer, a one day course designed to assist recruits organize and maintain a healthy financial base, currently 2000 recruits have been trained in the course.
- **ASP In-Service Training** Author, an introductory course for officers in the use of the ASP Tactical Expandable Baton. Assisted in training over 6,000 officers.
- **Instructor Development Course** Co-developer, trainer of law enforcement instructors, to date I have helped train over 120 law enforcement personnel become certified instructors.
- **Leadership in Law Enforcement** Author College Course Syllabus
- **Use of Force in Law Enforcement** Author College Course Syllabus
- **Cybercrimes** Author College Course Syllabus

## **ORGANIZATIONS AND AFFILIATIONS**

Criminal Justice Association RHO CHI Advisor, Rosemont College  
Criminal Justice Academic Advisory Board, Rosemont College  
Ethics in Law Enforcement  
Fraternal Order of Police Lodge #5  
Global Police Trainers  
Law Enforcement Leadership & Morale Group

Law Enforcement Training  
Law Officer: Tactics, Technology, Training  
Member of "Food for Friends" delivering food for elderly shut-ins on a weekly basis.  
Public Safety Professionals  
Spanish American Law Enforcement Association  
The Society of Police Futurists International

### **HONOR AND AWARDS**

Professor of the Year for Rosemont College- 2015  
Philadelphia's Fishtown Community "Police Officer of the Year Award-2003"  
Recipient of the Philadelphia Police Department's Bravery Commendation  
Southeastern Pennsylvania Transportation Authority's Merit Citation  
Meritoriously Promoted to Corporal while in the United States Marine Corps

**VALDIS A. LUBANS**  
**Project Director**  
**Systems Design Group**

Val Lubans is Director of the Systems Design Group, an independent consulting consortium established in 1980, specializing in developing programs for law enforcement standards and training agencies in the United States. These include Job Analysis, Training/Curriculum Development, Selection, Medical, Psychological and Physical Standards, Testing and Evaluation. From 1972 to 1980, Lubans was Vice President of the Social Development Corporation of Bethesda, MD and the Director of its Criminal Justice Personnel Institute. In the more than 40 years he has worked with public and private organizations in the United States and the United Kingdom, Lubans has directed many significant studies, some of which follow:

- ❖ Director and Lead Analyst of state-wide task analysis studies to evaluate and/or develop Entry-Level Public Safety Curricula for the following state law enforcement/public safety standards commissions:

New York*+	Kansas	North Dakota*
Connecticut*	Kentucky*	Maine*
Maryland*+	Massachusetts (Current)	Mississippi
Missouri	New Mexico*	North Carolina*+
Oregon*+	Pennsylvania	Rhode Island*
Vermont	Washington*	West Virginia
Indiana*	Louisiana	Nebraska
New Hampshire	Washington, DC*	Ohio
Wyoming (Current)	Idaho*+	Iowa

- ❖ Director and Lead Analyst of Projects to conduct Job Task Analysis Studies and evaluate and/or develop Physical Agility Entrance and/or Exit Testing Programs for the following state law enforcement training commissions:

Maryland	Connecticut	Washington
Mississippi	New Mexico	Rhode Island
West Virginia	Maine	Pennsylvania
New Hampshire	Kentucky	Kansas
District of Columbia	North Dakota	Wyoming
	Idaho	

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\* Multiple studies of law enforcement law enforcement, law enforcement supervisors and/or other public safety related job titles.



**VALDIS A. LUBANS**

- ❖ Director and Lead Analyst of Projects to develop Adult/Juvenile Corrections/Parole and Probation Recruit Programs for the following states or state public safety standards commissions:

Washington	North Carolina	Maryland
Rhode Island	New York	Washington, DC
	Idaho	

- ❖ Director and Lead Analyst of state-wide task analysis studies to develop Medical and/or Psychological Screening Guidelines for the following state public safety standards commissions:

New York	Maryland	Missouri
Connecticut	Oregon	Mississippi
North Carolina	West Virginia	New Mexico
Pennsylvania	Washington	New Hampshire
Idaho	Kentucky	

- ❖ Director of Projects to develop Law Enforcement Certification Tests for the following state public safety standards commissions:

Missouri	Rhode Island	Connecticut
Pennsylvania	Maine	Kansas

- ❖ Director and Lead Analyst of numerous task analysis studies of major law enforcement/criminal justice agencies such as:

Maryland, Department of Juvenile Services - Custody/Residential classes  
North Dakota Highway Patrol – Job Descriptions and Physical Testing  
Washington, D.C. Metropolitan Police – Job Analysis and Selection Standards  
New York City Police – Curriculum Validation  
Seattle Police – Medical Screening Guidelines  
Lincoln, Nebraska – Personnel Selection and Training  
Portland, Oregon Police – Selection Standards  
State of North Carolina Office of Juvenile Justice – Training Development  
State of Washington Corrections – Curriculum Validation and Medical Screening  
State of Maryland Corrections – Curriculum Validation and Medical Screening  
State of New York Parole and Probation – Curriculum Development  
New York City Housing Authority and Transit Authority Police – Training Development

## VALDIS A. LUBANS

State of Connecticut POST – Supervisor Training Development  
City of Bridgeport, CT – Job Analysis  
Hillsborough County, FL. S.O-Job Analysis/Physical Standards

- ❖ Expert witness in several ADA-related public safety cases in Federal and State Courts.
- ❖ Director and Principal Analyst of Personnel Evaluation, Selection and Training Projects in Lincoln, NE; Portsmouth, VA; East Hartford, CT; Connecticut State Police; and the Clallam and Thurston Counties, WA and Larimer Country, CO. Sheriff's Departments.
- ❖ Senior Staff on Police Officer Performance Evaluation Projects in Dayton, OH; Montgomery County, OH; Multnomah County, OR; Portland, OR; Freemont, CA; and, Nashville, TN.
- ❖ Trainer in management skills for many public safety agencies, including: Fresno, CA; Hartford, CT and Connecticut State Police; Boca Raton, FL; University of Virginia; Anne Arundel County, MD; and Fresno County, CA Sheriff's Department. Also provided training/consulting services related to organizational change and objective based policing for seven different police forces (including the London Metropolitan) in England. Moreover, served as an advisor and trainer to the British Home Office for the national implementation of "Policing by Objectives" (co-authored by Lubans) and served as an Adjunct Instructor at the Police Staff College, Bramshill, England. Most recently (2013) Lubans has worked with the State of Lagos, Nigeria to develop law enforcement training programs and standards.

From 1970 to 1972, Lubans was Director of Criminal Justice Planning for the 29 cities and towns surrounding and including Hartford, CT and, as such, provided planning and program assistance to these police agencies. Prior to that, he worked for the New Haven, CT Police Department and New Haven Housing Authority on projects related to Team Policing, Resource Allocation and Community Policing.

### **Education**

Undergraduate: Trinity College – Political Science and English, Honors Program

Graduate: Rensselaer Polytechnic Institute – Training and Organizational Development

### **Additional Professional Education**

Northwestern University – Operations Research

**Relevant Training**

ADA Impact on Training and Selection  
Curriculum Development and Evaluation  
Job Analysis Methods  
Policies and Procedures in Law Enforcement Agencies  
Budgeting  
Compensation Planning  
MIS Design  
Systems Analysis  
Management by Objectives  
Group Interaction Techniques  
Performance Measurement  
Test Development and Analysis

**SELECTED PUBLICATIONS/PROFESSIONAL REPORTS**

A Task Analysis Study of Law Enforcement in the State of Idaho to Develop a Content-Valid Recruit Curriculum, 2013.

A Task Analysis Study of Police in the City of New York to Develop a Content-Valid Recruit Curriculum, 1988.

A Project to Develop a Physical Exit Test for Law Enforcement Officers in the State of Rhode Island, 2006, 2012.

A Task Analysis Study of Troopers, Sergeants and Captains in the North Dakota Highway Patrol to Identify Essential Tasks and Develop a Physical Exit Test, 2005.

A Task Analysis Study of Law Enforcement Personnel in the State of Maine to Develop a Content-Valid Recruit Curriculum and Certification Test, 1990, 2005.

A Task Analysis Study of Law Enforcement Personnel in the State of Washington to Develop a Content-Valid Recruit Curriculum, Medical Screening Guidelines and Physical Selection Guidelines, 1992.

A Task Analysis Study of Law Enforcement Personnel in the Commonwealth of Kentucky to Develop a Content-Valid Recruit Curriculum, Medical Screening Guidelines and Physical Selection Guidelines, 1997, 2006.

A Task Analysis Study of Law Enforcement Personnel in the State of Connecticut to Develop a Content-Valid Recruit Curriculum, Medical Screening Guidelines and Physical Selection Guidelines, 1996, 2006, 2012.

A Task Analysis Study of Law Enforcement Personnel in the Commonwealth of Pennsylvania to Develop a Content-Valid Recruit Curriculum, Medical Screening Guidelines and Physical Selection Guidelines, 1998 and 2013.

A Task Analysis Study of Police in the City of Seattle to Define Essential Tasks, 1993.

A Task Analysis Study of Law Enforcement in the State of New Mexico to Develop a Content-Valid Recruit Curriculum, Medical Screening guidelines, and Physical Selection Standards, 1993, 2004.

A Task Analysis Study of Law Enforcement in the State of North Carolina to Validate the Recruit Curriculum and Develop Medical Screening guidelines, 1994, 2006, 2009.

## VALDIS A. LUBANS

A Study of State-Level Law Enforcement in the State of North Carolina for the North Carolina Legislature, 1992.

A Task Analysis Study of Law Enforcement in the State of West Virginia to Develop a Content-Valid Recruit Curriculum, Medical Screening Guidelines, and Physical Selection Standards, 1993.

A Task Analysis Study of Law Enforcement in the State of New York to Develop Medical and Physical Screening Guidelines, 1992.

A Task Analysis Study of Law Enforcement in the State of Oregon to Develop a Content-Valid Recruit Curriculum and Medical Screening Guidelines, 1995.

A Task Analysis Study of Law Enforcement Conducted for the Maryland Chiefs of Police Association to Develop Medical and Physical Screening Guidelines, 1995.

A Task Analysis Study of Law Enforcement in the State of Connecticut to Identify Essential Tasks, 1994.

A Task Analysis Study of Law Enforcement in the State of Mississippi to Develop a Recruit Curriculum and Medical and Physical Screening Guidelines, 1994.

A Task Analysis Study of Law Enforcement in the State of Vermont to Develop a Content-Valid Recruit Curriculum, 1993 and 2013.

A Project to Develop Psychological Screening Guidelines for Correctional Personnel in the State of Maryland, 1994.

A Task Analysis Study of Corrections Personnel in the State of Washington, 1993.

A Task Analysis Study of Corrections Personnel in the State of Maryland, 1987-1990.

A Task Analysis Study of Parole and Probation Personnel in the State of New York, 1988.

A Task Analysis Study of Law Enforcement Dispatch Personnel for the State of Rhode Island, 1990.

A Task Analysis Study of Law Enforcement Dispatch Personnel for the State of New Mexico, 1994.

A Task Analysis Study of Law Enforcement Dispatch Personnel for the State of Maine, 1995, 2006.

## VALDIS A. LUBANS

Studies of Various State and Local Law Enforcement Agencies to Improve their Efficiency and Organization:

- Connecticut State Police
- Thurston County, Washington
- Clallam County, Washington
- Lincoln, Nebraska
- Maine State Police
- Fresno, California
- Fresno County, California
- Portland, Oregon
- Portsmouth, Virginia
- U.S. Navy Police, Norfolk, Virginia
- London Metropolitan Constabulary
- West Midlands, England Constabulary
- Northamptonshire, England Constabulary
- Oregon Department of Transportation, Motor Carrier Enforcement
- Security Personnel at Sandia National Lab

Books:

Policing by Objectives, A Handbook to Improve Police Management, Social Development Corporation, 1985.

# **KIMBERLY SHAW**

Landover, Maryland 20785  
(267) 238-7484 (C)  
E-mail: Shawkl@outlook.com

## **Objective**

To obtain a position as an Investigator

## **Education**

- May 2002, M.Ed., Adult & Organizational Development, Temple University, Philadelphia, PA
- June 1981, BA, Criminal Justice, Temple University, Philadelphia, PA

## **Work Experience**

Special Agent, July 2014-present

*Office of the Inspector General, Washington, DC*

- Detect, investigate, and deter mismanagement, fraud, waste, and abuse in the District government
- Investigate allegations of misconduct by DC government employees, contractors, and financial assistance recipients
- Arrest for felony violations within DC
- Apply for and execute search warrants
- Develop investigative plans
- Conduct interviews of subjects, complainants, and witnesses
- Report writing
- Conduct new employee orientations
- Liaison with other law enforcement agencies

Criminal Research Specialist, August 2013- July 2014

*Metropolitan Police Department-Investigative Services Bureau, Washington, DC*

- Research and obtain data and information from automated and manual resources and networked databases in direct support of investigations
- Receive, prioritize, and validate requests for investigative assistance, and determine the appropriate procedure and protocols in order to initiate the collection and dissemination of the investigative information in a timely manner and designated format
- Summarize, disseminate, and/or exchange investigative information to authorized personnel, law enforcement agencies, and criminal information networks
- Maintain proper security and confidentiality of all information
- Review information from surveillance video tapes and audio records
- Operate technologically advanced video systems and computer applications
- Prepare written reports and other documents for detectives and investigators
- Develop PowerPoint and present information on Investigative Support Unit to investigator class
- Testify in Superior Court

Intelligence Analyst, January 2011-August 2013

*PA State Police-Bureau of Criminal Investigation, Harrisburg, PA*

- Receive and analyze confidential information to formulate and pursue hypotheses of relevant developments, trends, and patterns of organized crime and criminal groups
- Analyze and evaluate a variety of intelligence data to predict the capabilities, intentions, and vulnerabilities of organized crime and criminal groups
- Develop, write, and disseminate intelligence products to support law enforcement in their goal of detecting, preventing, investigating, and responding to crime and terrorism
- Research and obtain data from various state-wide and national databases to provide the law enforcement community with public source information, investigative data, and intelligence information
- Develop, write, and present educational programs
- Communicate effectively orally with executive management, internal employees, state and federal officials/employees, and local law enforcement representatives
- Top Secret Clearance obtained from the Federal Bureau of Investigation in 2011

Police Training & Education Specialist, September 2003-January 2011

*PA State Police-Municipal Police Officers' Education & Training Commission, Harrisburg, PA*

- Inspect municipal police and lethal weapons training facilities, applications, and lesson plans to ensure compliance with state regulations and standards
- Investigate violations of administrative state law by collecting evidence, conducting interviews, writing comprehensive investigative reports, and testifying at administrative hearings
- Orally brief senior level management and legal counsel of findings and recommendations outlined in investigations
- Develop, implement, and evaluate police training programs targeting over 23,000 police officers in PA; review, edit, and revise related course and test materials
- Manage and coordinate subject matter experts during six month periods to develop lesson plan material and teaching techniques for state certified police instructors
- Communicate orally with other state, local and federal law enforcement agencies officials/ employees/ members of the public, in order to provide assistance, standardization, and cooperation on training programs of mutual need

Adjunct Professor, January 2005-December 2009

*Alvernia University, Reading, PA*

- Develop curriculums for *Introduction to Criminal Investigation; Victimology; Modern Policing in America; and Introduction to Criminal Justice* undergraduate courses
- Teach students in the Continuing Education Program by utilizing the virtual classroom format; Blend E-learning and face-to-face classroom interaction techniques

Police Officer/ Detective, July 1985-September 2003



*Temple University Police Department, Philadelphia, PA*

- Investigate criminal and non-criminal incidents by collecting and analyzing information from various federal, state, local and public sources; conduct extensive interviews and interrogations; write investigative reports; and manage case files and develop action plans
- Plan and conduct multiple complex investigations involving Financial Fraud
- Orally brief senior level management within the police department, legal counsel, executive management within the university, and officials from outside agencies of findings and recommendations outlined in investigations
- Conduct preliminary investigations of all crimes; Enforce the PA Crimes Code and apprehend perpetrators of criminal incidents
- Effectively communicate orally with executive management, employees, students, staff, outside local, state, and federal law enforcement agency officials/employees, and the general public
- Present Crime Prevention orientations for incoming faculty, students, staff
- Testify in criminal court, civil court, and University administrative hearings; Police liaison at the Philadelphia Traffic Court
- Disseminate officer safety briefs and intelligence summaries; Coordinate investigative efforts with other federal, state and local agencies
- Supervise, photograph, measure, sketch and fingerprint crime scenes; Conduct background checks on suspects and candidates applying for police and security positions
- Taught accredited course *Rape Aggression Defense (RAD)*
- Acting Communication Room Sergeant supervising dispatchers and student workers
- Acting Detective Lieutenant supervising detectives and civilian employees

**References**

- Trooper Kelly Pearson; PA State Police (Retired); Bureau of Criminal Investigation, Organized Crime (610) 960-7069
- Mr. Charles Leone; Deputy Director; Temple University Police Department; (215) 204-1234
- Mr. John Livingood; Deputy Chief; Abington Township Police Department; MAGLOLEN Board Member; (717) 346-7755
- Adelle Harris; Special Agent; US Department of Health & Human Services; (215) 416-2156

**ELLIOTT S. TAYLOR JR.**

(301) 266-7272 • [elliottstaylorjr@verizon.net](mailto:elliottstaylorjr@verizon.net)

**OBJECTIVE**

**Broaden executive-level experience and knowledge of legal and government administration**

**PROFILE**

Licensed attorney and law enforcement professional with over 20 years of experience in law enforcement management and supervision, training and operations, and investigations.

**PROFESSIONAL EXPERIENCE**

**Criminal Investigator-Team Lead**

11/08-pres

Government of the District of Columbia

Office of the Inspector General

717 14<sup>th</sup> Street NW, 2<sup>nd</sup> Floor, Washington, D.C. 20005

**Team Lead**

Led a six-person investigative team. Assigned investigative matters and designate case agents. Oversaw investigative planning and organization; managed criminal and administrative investigations assigned to the team. Reviewed team members' investigative work product.

Briefed and discussed team's investigative activities and ideas with various internal and external entities including other supervisors and managers, and the agency executive staff. Authored and produced various documents that memorialize investigative activities, findings, conclusions, and recommendations.

Fostered a sense of cooperation and idea sharing among team members. Spearheaded and cultivated the use of technology in investigative process to simplify and increase efficiency in productivity. Identified and recommended solutions to process inefficiencies. Drafted and recommended policies and procedures that impact multiple divisions within the OIG. Advised and assisted with developing the division's strategic plan, goals, and objectives, as well as, operational reorganization.

Served as an advisor and contributor to the Investigations Division's business process management team (using IBM's Blue Works Live), and iSight case management development and implementation group. Facilitated the revision and digitizing of the Investigation Division Policy Manual.

Serve as the agency firearms coordinator/instructor. Developed investigative training program delivered to investigative staff from various District government agencies. Served on the agency's Organizational Cultural Assessment Team.

40 hours per week

Supervisor: Derek Savoy, Director

**Chief of Police**

07/04-11/08

City of Seat Pleasant

City Hall

6301 Addison Road, Seat Pleasant, Maryland 20743

Chief Executive Officer of a municipal police department

**Administrative Experience**

Established the Department's vision, mission, strategic goals, objectives, and initiatives; Instituted change within the department, both in organization and core values, designed to meet departmental goals; Developed and formalized the standard of performance and required inherent abilities for the department's junior leaders. Established a climate that fostered employee development, and facilitated cooperation and teamwork; Compartmentalized the department's functions into programs and created the Department's first programmatic budget of over one million dollars. Prioritized financial expenditures and monitor budget line item accounts to ensure a balanced budget; Negotiated the procurement of goods and services.

**Operational Experience**

Effectively managed police personnel and resource; Set shift and manpower allocation guidelines; Determined physical and personnel security needs for three government facilities; Established the city's crime prevention goals and objectives; Set the department's policing philosophy and method; Networked and coordinate activities with other agencies on both the local and state level; Negotiated mutual aid agreements; Instituted a reserve officer's program, the Citizen Public Safety Advisory Board, and a Neighborhood Watch Program; Established an officer professional development program geared toward team building and law enforcement professionalism training.

**Program Management Experience**

Designed public safety and policing programs, identified funding sources, and wrote grants for over \$300,000; Effectively managed grant programs obtaining maximum benefit of grant funds; Reported department activities under grant funded programs.

40+ hours per week

Direct Report: Sandra Yates, City Administrator (301) 336-2600

**Senior Special Agent,**

11/01-07/04

Virginia Department of Motor Vehicles, Office of the Inspector General, Special Investigations Unit

14950 Northridge Drive, Chantilly, Virginia 22021

Conducted complex criminal and administrative investigations relating to alleged or suspected violations of the Virginia Criminal, Tax, and Motor Vehicle Codes with an emphasis on Department of Motor Vehicles internal matters. Participated and represented the agency in joint investigations with the Joint Terrorism Taskforce and the Federal Bureau of Investigations, Washington Field Office's public corruption squad. Established networks and liaised with

ELLIOTT S. TAYLOR JR.

investigators at the Maryland Motor Vehicle Administration and District of Columbia Department of Motor Vehicles. Established and maintained relations with prosecutors at both the Commonwealth Attorney's Office and the United States Attorney's Office for the Eastern District of Virginia.

- Examined, analyzed, interpreted, and audited business operations, practices, records, and computer databases to determine if criminal activity had occurred or was occurring. Conducted detailed forensic automated and hardcopy record reviews to identify, collect, and preserve physical, documentary, and computer evidence.
- Conducted interviews/interrogations of suspects and witnesses, thoroughly documenting results in narrative format. Conduct physical and electronic surveillance. Prepared legal affidavits to procure arrest and search warrants.
- Made arrests and/or initiated appropriate administrative action. Testified in hearings, grand juries, and state/federal court on criminal matters.
- Identified systemic weak-points in agency procedures, policies, and practices. Delivered crime prevention and educational presentations.

40 hours per week

Supervisor: Ralph Gay, Special Agent-in-Charge (703) 803-0070

**Patrol Service Area Sergeant,**

12/95-8/98

Metropolitan Police Department of Washington, D.C.

Sixth District 100 42<sup>nd</sup> Street NE, Washington, D.C. 20021

Managed a patrol team comprised of nineteen officers, one vice investigator, and one detective assigned to patrol the Benning Terrace area of the Sixth Police District (PSA 607). Fostered a cooperative Community Policing based effort between patrol team members and community leaders.

- Planned the day-to-day patrol operations for designated area including manpower deployment, and patrol objectives and goals.
- Supervised critical incidents; reviewed incident and arrest reports; investigated use of deadly and non-deadly force, citizen's complaints, and officer injuries and motor vehicle accidents; supervised field training of probationary officers.
- Liaised with housing police concerning joint police services efforts for the Benning Terrace Public Housing Complex. Coordinated all interdepartmental and inter-agency interactions by team.
- Coordinated all training, professional development, and performance evaluations.
  - Supervised the maintenance of all departmental equipment issued to team, including three computer-equipped vehicles and two motorcycles. Represented the agency at community/civic group and grass-root organizations meetings.

40 hours per week

Supervisor: Lieutenant Rodney Parks (202) 727-4520

ELLIOTT S. TAYLOR JR.

**Patrol Officer,**

10/90-12/95

Metropolitan Police Department of Washington, D.C. Second District 3320 Idaho Avenue NW,  
Washington, D.C.

Enforced federal and municipal laws and regulations; answered calls for police services;  
investigated crimes and motor vehicle accidents; effected arrest and initiated criminal  
prosecutions; assisted in field training probationary officers.

40 hours per week

Supervisor: Sergeant Erwin Baylor (202) 282-0070

**PROFESSIONAL LICENSES AND MEMBERSHIPS**

Maryland and District of Columbia Bar License

Federal Bar License (United States District Court for the Eastern District of Maryland) Former  
Maryland Law Enforcement General Instructor

Former NRA Law Enforcement Firearms Instructor (Handgun, Shotgun, Patrol Rifle) Certified  
Glock Armorer

**EDUCATION**

**Juris Doctorate**

Howard University School of Law, Washington, D.C. May 2001/89 credits

Activities: Vice Magistrate Phi Delta Phi Legal Fraternity, Business and  
Entrepreneurship Law Association, Entertainment Law and Sports  
Association

Honors: University Academic Merit Scholarship 1998-2001

**Bachelor of Art** (Administration of Justice)

Howard University, Washington, D.C.

May 1997/140 credits

Activities: U.S. Army Reserve Officer's Training Corp.

Honors: U.S. Army 4-Year ROTC Scholarship; Distinguished Military Graduate

**High School Diploma**

Theodore Roosevelt SHS, Washington, D.C.

June 1986

**MILITARY SERVICE**

Second Lieutenant, U.S. Army Reserves

Cadet/SMP, Howard Univ. Army ROTC/D.C. Nat. Guard

ELLIOTT S. TAYLOR JR.

### **LAW ENFORCEMENT TRAINING**

D.C. Inspector General Training Program – Inspector General Criminal Investigator Academy

Firearms Instructor Refresher Training Program-Federal Law Enforcement Training Center

Glock Armorer's Course: Glock

Law Enforcement Intelligence-Basic: Northeast Counterdrug Training Center

Law Enforcement Handgun/Shotgun/Patrol Rifle Instructor Courses-National Rifle Association

Enhanced Instructor Course- Prince George's Community College Municipal Police Academy

Reid Technique of Interviewing and Interrogation

Virginia Basic Law Enforcement Certification: Rappahannock Regional Crim. Justice Academy

First line Supervisor Program: MPDC

Clear Writing for Successful Prosecution: MPDC Recruit Officer Training Program: MPDC

### **TEACHING EXPERIENCE**

Adjunct Associate Professor: University of Maryland University College

(Computer Security, Criminal Justice)

Adjunct Professor: Prince George's Community College

(Security and Loss Prevention Management)

Adjunct Instructor: Prince George's Municipal Police Academy

Kristal Turner-Childs  
Harrisburg, PA. 17109

## EDUCATION

CENTRAL PENN COLLEGE  
Master of Organizational Leadership degree candidate  
Anticipated completion July 2017

NORTHWESTERN UNIVERSITY CENTER FOR PUBLIC SAFETY  
School of Police Staff and Command #278  
June 2009

LEADERSHIP DEVELOPMENT INSTITUTE FOR  
WOMEN IN STATE GOVERNMENT, Class of 2009

ELIZABETHTOWN COLLEGE  
Bachelor of Professional Studies, Criminal Justice, 2005

PENNSYLVANIA STATE POLICE ACADEMY  
Pennsylvania State Trooper, 1998

## EMPLOYMENT

PENNSYLVANIA STATE POLICE CAPTAIN  
Troop Commander, Troop L, Reading  
February 2016-Present

Supervises and manages the administrative responsibilities of the Troop; including budget and contract management, approvals and authorizations, facility and equipment management, documentation and record keeping by conferring with subordinates, making assignments, ensuring assignments are completed, responding to requests, solving problems and making decisions.

PENNSYLVANIA STATE POLICE CAPTAIN  
Director, Systems Process and Review Section  
Bureau of Integrity and Professional Standards  
March 2015 to February 2016

Ensure systems and process reviews are conducted in a thorough, impartial, and professional manner. Retain overall responsibility for systems and process reviews. Determine whether a Department organizational segment may be excluded from a systems and process review.

PENNSYLVANIA STATE POLICE LIEUTENANT  
Patrol Section Commander  
Troop H, Harrisburg January 2013 to March 2015

Supervise the Patrol Sergeant(s) in Headquarters and review the work of the Section by assigning work, developing and communicating expectations for work assignments and duties, monitoring work, providing feedback, documenting performance, holding meetings, completing performance evaluations, and holding evaluation interviews. Ensure personnel in the Patrol function of the Troop are made aware of new regulations and laws, changes in laws and regulations, and issues of interest.

PENNSYLVANIA STATE POLICE LIEUTENANT  
Executive Officer, Deputy Commissioner of Administration and  
Professional Responsibility August 2011 to January 2013

Serve directly under the command of the Deputy Commissioner of Administration of Professional Responsibility (DCAPR). Duty assignments and work responsibilities vary depending on changing demands and priorities. Review, prioritize, and route in-coming correspondence and documents addressed to the DCAPR for appropriate action and response.

PENNSYLVANIA STATE POLICE LIEUTENANT/SERGEANT  
Director, Equal Employment Opportunity Office  
September 2008 to August 2011

Analyze employment policies, practices, and procedures to ensure equal employment opportunity for all Department personnel and makes recommendations to enhance same. Monitor the work environment to ensure compliance with federal statutes and Commonwealth and Department policies pertaining to non-discriminatory employment practices. Develop and ensure dissemination of the Department's state and federal Equal Employment Opportunity Plans.

PENNSYLVANIA STATE POLICE SERGEANT/CORPORAL  
Recruitment and Special Services Office  
Recruitment Section Supervisor  
May 2005 to 2008

Responsible for supervision of six full time recruiters and 16 part-time recruiters when activated. Coordinate and conduct training seminars. Approve leave requests in accordance with applicable labor agreements. Coordinate advertising for recruitment of qualified persons for the position of Cadet, LEO, PCO, MCO into the Pennsylvania State Police.



PENNSYLVANIA STATE POLICE TROOPER  
Troop H - Harrisburg, Public Information Officer  
March 2001 to May 2005

Responsible for developing and implementing public relations/communications information for Pennsylvania State Police Troop H; i.e. press releases, print and electronic media.

PENNSYLVANIA STATE POLICE TROOPER  
Troop J- Avondale, Patrol Section, Troop H- York Patrol Section, Troop H- Harrisburg, Patrol Section  
August 1998 to January 2001

**DAUPHIN COUNTY PRISON CORRECTIONAL OFFICER**  
May 1990-February 1998

#### OTHER EDUCATION/TRAINING

President's Commission on 21 <sup>st</sup> Century Policing	June 2016
Gathering, Handling, Exploiting Cyber Evidence	January 2015
Protect & Serve in the 21 <sup>st</sup> Century: Building Bridges with Diverse Communities	2014
Department-Command Adjudication Training	October 2012
Commonwealth Mentoring Program	2010-2011
Foundations: Powerful Leadership and Character	July 2009
Advanced Certificate in Conducting Workplace Investigations	June 2009
Diversity Recruiting Training	September 2008
Law Enforcement Examiner	March 2008
Leadership in Police Organizations	August 2007
Domestic Terrorism	September 2003
Hidden Compartment Detection	March 2003
Bulletproof Mind	November 7, 2002
Police and Minority Community Relations	April 2002
Instructor Development	February 2002
Criminal Street Gang Identification	January 2000
Community Services Officer Conference	August 2001

#### COMMENDATIONS

Central Penn Business Journal's Women of Influence Award-2016  
Commissioner's Significant Operation Service Award Governor's Inauguration-2015  
Blooming Grove Service Award-September-October 2015

# **Keesha L. Wallace**

Keeshab7@msn.com

Objective: A position that involves and requires an intricate knowledge of the criminal justice and human service field with the opportunity to apply my leadership abilities.

## **Education**

**M.S.**, Human Service Administration with a Concentration in Negotiations and Conflict Management, May 2009, University of Baltimore

**B.S.**, Criminal Justice, May 1997, University of Maryland Eastern Shore

## **Specialized Training**

Basic Mediation Training	50 hours
Parenting Plan Mediation Training	20 hours
Parent/Teen Mediation Training	15 hours

## **Professional Experience**

Maryland Division of Public Safety and Corrections, Essex, MD      10/16- Present  
*Parole and Probation Agent 1*

- Counsel persons on parole and probation concerning personal problems
- Interview clients and explains the rules and requirements of a community supervision program
- Prepare investigational reports, case records and progress summaries
- Recommend action to be taken with respect to technical violation of the rules of parole and probation; Initiate confidential investigations and conducts surveillances, and search for absconded parolees and probationers
- Testify in support of specific recommendations resulting from investigations of the conduct of clients

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## **Volunteer Experience**

2005-2014 The Greater Baltimore Leadership Association, Baltimore, MD.

*Member and Past Secretary*

- Support the leadership with improving the quality of life for African-Americans and other minorities through political involvement, financial literacy, social activism, education and professional development.
- Facilitated educational activities for youth
- Developed and executed programs for youth
- Assisted with Annual Fundraising Event
- Chaired annual Toy Drive

2008-2010 Jewel House, Inc.

*Life Skills Coach*

- Mentored pregnant and parenting teens
- Solicited funding for healthy foods
- Conducted Interview for girls applying to the program
- Solicited community volunteers

2004-2006 Community Mediation Program, Baltimore, MD.

*Volunteer Mediator and Mediation Outreach Chairwoman*

- Empowered individuals to find win-win solutions conflict
- Guided participants in the mediation process
- Encouraged open communication between people in conflict
- Utilized reflective listening skills to gain a better understanding of the situation