



**INDEPENDENT MONITOR CONSENT DECREE  
SUBMITTED REGARDING POLICE DEPARTMENT OF  
BALTIMORE CITY**

**Proposal Documents**

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## **A. Executive Summary**

Ness & Associates, LLC respectfully submits this proposal in response to the Request for Applications (RFA) dated April 7, 2017, for Independent Monitor of the Consent Decree Entered implementation of a Consent Decree regarding the Police Department of Baltimore City (“BPD”). The purpose of this effort is to provide the United States Department of Justice and Baltimore City the services of an independent monitor that includes an inter-disciplinary team, to assess and guide the implementation of the Consent Decree approved and entered on April 7, 2017. The selected Independent Monitor will assess implementation, provide technical assistance, and issue public reports on the implementation of a Consent Decree regarding the Police Department of Baltimore City (“BPD”) compliance with the Consent Decree.

Ness & Associates, LLC proposes to serve as the Independent Monitor and has assembled a highly-qualified team with extensive expertise and experience in monitoring, auditing, evaluating, and reviewing the performance of local law enforcement agencies, with particular focus areas that include community engagement and policing, critical incident response, and collaborative reform. The Ness & Associates, LLC Monitoring Team will be comprised of four executives which will be supported by subject matter experts and staff, working cooperatively to address all areas of the Consent Decree. Ness & Associates, LLC Monitoring Team members are: James J. Ness, Gerald Richard, Tim Hampton, Steve Castiglioni and consultants. Ness & Associates, LLC proposes a cost of \$5,602,848.00 over a projected five-year period.

## **B. Scope of Work**

As the Monitor, Ness & Associates, LLC will assist the Court and the Parties in evaluating BPD and the City’s implementation of the Consent Decree. The Monitor will provide thorough, objective assessments of whether BPD and the City have obtained Full and Effective Compliance with the Material Requirements of the Consent Decree. The Monitor will assist in achieving compliance with the Consent Decree by offering 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. The Monitor will work closely with BPD and its staff, in a cost-effective and collaborative manner, to ensure both Full and Effective Compliance under the Consent Decree and positive, constructive, and long-lasting change for BPD, and the community at large. As set forth in Paragraphs 442-488 of the Consent Decree, to realize these objectives, the Monitor must assume certain concrete responsibilities.

Ness & Associates, LLC will develop and implement annual monitoring plans for implementing the Consent Decree and develop a monitoring plan within 90 days of appointment by the Court. The Monitoring Plans will include the following:

- a. An overview for how BPD will reach Full and Effective Compliance with all Material Requirements of the Consent Decree within five years, including a schedule with specific deadlines for the upcoming year and a general schedule for successive years;

- b. A review and approval process for all BPD actions that are subject to review and approval by DOJ and or the Monitor;
- c. An explanation for how the Monitor will assess compliance with the material requirements of the Consent Decree;
- d. A description of outcome assessments and compliance reviews that will be used to assess compliance with the Consent Decree, including a general description of the methodologies used;
- e. A schedule for conducting all outcome assessments and compliance reviews, taking into account that the data and technology necessary to conduct the assessments or reviews may be currently unavailable;
- f. A process for sharing the results of all outcome assessments and compliance reviews with the parties, including all source data and information analysis, and a complete and detailed explanation of any conclusions;
- g. Delineation of the roles and responsibilities of the Monitor's team members, including identifying a Deputy Monitor with authority to act in the Monitor's absence, lead members who have primary responsibility for each section of the Consent Decree, and specifying whether the Monitor has delegated approval authority to a team member in their area of primary responsibility;
- h. A protocol for communication, engagement, and problem solving with BPD and DOJ;  
and
- i. Identification of any documents that must be preserved beyond the requirements of applicable retention policies.

Ness & Associates, LLC will develop a process to communicate with the public and receive public input, which shall include quarterly in-person meetings with different Baltimore neighborhoods. The Monitor shall also maintain a public website and will post its proposed budget and accounting to that website.

Ness & Associates, LLC will conduct outreach to and maintain open channels of communication with BPD officers and organizations representing officers and shall provide technical assistance to the City and BPD, including recommending strategies to ensure that the City and the BPD are effectively implementing the Consent Decree.

Ness & Associates, LLC shall make recommendations to the Parties regarding measures necessary to ensure Full and Effective Compliance with the Consent Decree, which may include recommendations to change, modify, or amend a provision of the Consent Decree, recommendations for additional training in an area unrelated to the Consent Decree, or a recommendation to seek technical assistance.

Ness & Associates, LLC will also formulate outcome measures and compliance assessments and conduct qualitative and quantitative assessments of progress under the Consent Decree.

As the Monitor, Ness & Associates, LLC shall regularly produce reports to the public and the Court. These reports shall include, but are not limited to:

- a. A description of the work conducted by the Monitor during the reporting period, including the extent to which the Monitor provided technical assistance;
- b. A projection of the work to be completed during the upcoming reporting period;
- c. BPD and the City's progress implementing the Consent Decree;
- d. Any obstacles to effective implementation;
- e. The methodology and specific findings for each outcome assessment conducted; and
- f. An appendix listing each requirement of the Consent Decree that the Monitor reviewed and stating whether the requirement has reached full and effective compliance, is in progress, or is not yet started.

Two years after the date the Consent Decree is entered by the District Court of Maryland, and every two years thereafter, the Monitor shall conduct a comprehensive reassessment to determine whether and to what extent the material requirements of the Consent Decree have been achieved. This re-assessment shall include areas of greatest achievement and areas of greatest concern, as well as strategies and technical assistance for achieving compliance.

Ness & Associates, LLC shall prepare and submit annual budgets for monitoring the Consent Decree and shall regularly communicate with the Parties regarding the status of the implementation of the Consent Decree.

The Monitor shall, on a regular basis, meet with community members and BPD officers to inform them about the Consent Decree implementation process and to listen to their questions, concerns, and suggestions regarding its implementation.

Ness & Associates, LLC shall make public statements only to the extent permitted by the terms of the Consent Decree, and shall testify in proceedings only as provided in the Consent Decree and shall maintain the highest ethical standards.

### **C. PERSONNEL QUALIFICATION AND CURRENT TIME COMMITMENTS**

This section outlines the members of Ness & Associates, LLC that will comprise the team and include a summary of the relevant background of each team member. The internal organization of the team, including the areas of responsibility for each member is included as well as a description of all other current employment, projects, or other professional undertakings for each team member, noting the team member's time commitments for each. Also included are any Team members' status, if any, as a small, local, woman-owned, or minority-owned business, and what percentage of the Monitor's total work for which they will be responsible. If any team members have received certification or official confirmation of such status, they should specify the agency or authority that has granted certification.

## I. Monitor - JAMES J. NESS, Ph.D. -

Dr. James J. Ness is a Law Enforcement professional with over forty years of experience. His versatile management experience is in providing organizational direction, leadership and control in the administration of law enforcement organizations and programs. Dr. Ness will be the Lead Monitor Executive that will oversee and support as well as monitor changes implemented related to the Baltimore City Police Department's activities, actions, policies, procedures, and training as addressed in the Consent Decree. Dr. Ness has overseen and managed hundreds of individuals, that included both national and multinational staff of senior law enforcement managers, educators, trainers and employees while ensuring timely completion of organizational goals all while remaining on or under budget. Dr. Ness has the talent to deal with decisions of significant international and national importance and has an exemplary and proven record of working with diverse populations and interest groups found within a major urban city, and of integrating community input into the planning and implementation of police services. He has outstanding skills in communicating and interacting in highly volatile and political environments.

For this Consent Decree Dr. Ness will be responsible for supervision of all Deputy Monitors, consultants, and all planning/administrative staff assigned to the monitoring team to ensure it is on schedule and within budget. Dr. Ness will be the Point of Contact for The United States Court, the Mayor and City Council of Baltimore City and the Police Department of Baltimore City. He will also outline the work plan to assign duties, responsibilities, and scope of authority. (Consent Decree III – XIX)

Dr. Ness's experience specific to this RFA includes:

- As founding Dean for the College of Criminal Justice and Security at the University of Phoenix managed the activities of six direct reports, 30 Campus Chairs, 200 faculty and student enrollment of over 24,000 students.
- As Dean directed and managed the human resources cost, development and growth functions. This included reviewing and approving personnel actions involving recruitment, selection or promotion of staff, evaluations, salary determinations, and disciplinary actions.
- As Dean developed and implemented budget of \$14.3 million in accordance with established university and corporate standards, goals, and objectives. Ensured budget goals are met on an annual basis.
- As Chief of Police for the City of Villa Grove, Illinois was responsible for managing the police function including budget preparation and oversight, personnel selection, training and leadership which include implementation of community policing practices.
- As Chief of The Specialized Training Division managed the training function for the OSCE Kosovo Police Service School including international staff of 75 training officers and 24 language assistants. Developed and implemented \$1 million budget strategy for the Kosovo Police Service School.
- As Station Commander, managed multinational staff of 150 police monitors and 50 interpreters for the UN International Police Task Force in an extremely volatile political arena in Bosnia. Negotiated peaceful agreements between Serbian and Muslim parties in area of operation enforced and monitored the Dayton Peace Agreement. Successfully

initiated and commanded new police station in area previously void of any legitimate law enforcement agency.

- As Dean of Academics, managed a multinational staff of 200 senior level managers, instructors and 100 interpreters for the Haitian National Police Training Center. The world's largest police training facility at the time.
- As Dean, Chief and Commander successfully designed and conducted media presentations, press briefings and political briefings for major international and national news agencies, senior UN and OSCE officials, IFOR/SFOR/KFOR officials and senior police and political officials. Wrote weekly column for local newspaper. Worked closely with internal and external groups to build partnerships with appropriate institutions worldwide.
- Reviewed processes and policies established by the police department and university and adapt as necessary for implementation within the organization.
- As the Consultant to various law enforcement agencies conducted training, curriculum development and assessment of training programs as well as developing partnerships with higher education institutions.
- Developed short term training programs for ICITAP Brcko, BH on Police Selection, and Police Response to Terrorism, Domestic Violence and Critical Thinking.
- Developed and taught Human Trafficking/Terrorism Course for Abu Dhabi Police.
- Developed and taught Leadership and Supervision for Savannah, GA PD, Paradise Valley, AZ PD, Maricopa County Sheriff's Dept., Glendale PD, Peoria PD, AZ FBINAA, NOBLE and teach graduate level Leadership course for NAU. Developed and taught Crisis Intervention Techniques for local Arizona police departments.
- Developed and taught Basic Human Rights, Community Policing, Terrorism, and Election Monitoring courses for Serbian, Federation, Haitian, Police.
- Lead Researcher and co-author of a major research project on "The Nature of The Police Executives Work" on a \$285,000 grant funded by LEAA.
- Designed and implemented assessment program to revise policies and curriculum that reflect current philosophy and practices in the field.
- Designed Job Task Analysis and Field Training Officers Evaluation research projects for the Memphis Police Department.
- As Chief of Police established policies and procedures for standards of police behavior.
- As Dean established student behavior and discipline as well as guidelines for faculty behavior.

#### **Selected Publications of James J. Ness, Ph.D.**

"The Importance of Higher Education for Law Enforcement" FBINAA Magazine, April 2011

"A Centralized Curriculum Gives Students a Level Playing Field" Campus View Points, The Chronicle of Higher Education. April 28, 2011

"Developing a Jail Operations Training Course: The Barton County Community College Experience," quoted in Kerle, Kenneth E., (1998). American Jails: Looking to the future: Woburn, MA: Butterworth-Heinemann.

"Model for Assessing Law Enforcement Training Programs" The ASLET Journal, Vol. 10/Number 2, March/ April 1995, pp.15-19.

"Physical Fitness Standards," The Encyclopedia of Police, 2nd Edition, 1993.

"Mandatory Physical Fitness Standards: Issues and Concerns," Police Chief, Vol. LIX/Number 8, August 1992, pp.74-78.

"Community Perspectives on Policing and Consolidation for Pawnee County and the City of Larned, Kansas," Final Report to the Pawnee County Board of Commissioners and Larned City Council, September 1991.

"The Relevance of Basic Law Enforcement Training - Does The Curriculum Prepare Recruits for Police Work: A Survey Study," Journal of Criminal Justice, Vol. 19/Number 2, May 1991, pp. 181-193.

"Reflections on Undercover Street Experiences" in Gilbert, James N., (1990). Criminal Investigations: Essays and Cases., Columbus, OH: Merrill Publishing Co.

"Reflections of Undercover Experiences: Stress, Problems and Concerns," Law and Order Vol. 37/Number 10, October 1989, pp. 106-111.

"In Defense of Fitness," Alternative Visions, August 1989.

"Graduate Police Officer Perceptions of the Illinois Minimum Standards Basic Law Enforcement Training Curriculum," Unpublished Doctoral Dissertation, Southern Illinois University at Carbondale, September, 1988

"Affirmative Action in Higher Education," in Moore, Malvin E. (Ed), (1986), Cultural Foundations of Education, College of Education, Southern Illinois University at Carbondale.

"Personnel Selection Process for the Small Police Department," Illinois Municipal Review, December 1981.

"Final Report: The Nature of a Police Executive's Work," National Institute of Law Enforcement and Criminal Justice, LEAA, U.S. Department of Justice, Washington, DC, February 1981.

"A Police Chief Executive's Work," NILECJ, LEAA, U.S. Department of Justice, Washington, DC, February 1981.

**Commitment:** Dr. Ness is a full-time employee of Ness & Associates, LLC and is the Lead Monitor Executive on the BPD Monitoring Team; he will dedicate approximately 100% (1.00 FTE) of his time to this effort.

## **II. Deputy Monitor - Community Engagement - GERALD RICHARD, Esq.**

Gerald P. Richard II, Esq., currently is a member of the Department of Justice, Institute for Intergovernmental Research (IIR) Collaborative Reform Initiative Team focusing on the Salinas, California police department. He recently served on the IIR After-Action Assessment Team for



Ferguson, Missouri. He retired after serving as Assistant to the Chief of Police of the Phoenix, Arizona Police Department. He was responsible for overseeing the Phoenix Police Training Academy and the Employment Services Bureau as well as department leadership development and training. He was also responsible for implementing recommendations submitted by the Community Engagement and Outreach Task Force and community advisory boards, overall police and community relations, and legislative issues. Previously, Mr. Richard served the Arizona Attorney General's Office as a Special Policy Advisor for Law Enforcement. His experience includes positive and proactive police/community development, negotiations, and resolutions; passive and large-scaled, highly charged controversial demonstrations; public safety and emergency management; local, regional, and federal planning; corporate communications; intra- and intergovernmental relations; grant oversight; community-oriented crime prevention and intervention services; and other core public services. Gerald is an experienced litigator, arbitrator, and legal advisor for local, state, federal, community, and faith-based organizations. He has extensive experience serving as adjunct faculty/guest lecturer. He is a member or past member of numerous professional associations, boards, and commissions. He is the pastor of Murph Community A.M.E. Church in Phoenix, Arizona.

Mr. Richard has worked in law enforcement for more thirty years. His experience includes developing and sustaining positive police and community relations, overseeing demonstrations and rallies involving various groups with myriad issues over 21 years with the Phoenix Police Department, including an April 2006 demonstration that had over 150,000 marchers without one incident or arrest. Mr. Richard utilized his legal background and police/community expertise in developing a sustainable relationship and dialogue between law enforcement and the numerous communities that are served.

For this consent decree, Mr. Richard will be responsible for monitoring community policing and engagement, stops, searches, arrests, and voluntary police-community interactions, impartial policing, interactions with youth, first amendment protected activities, coordination with Baltimore city school police force, and officer assistance and support. (Consent Decree III,IV, V,VIII, X, XV, XVIII)

Mr. Richard's experience specific to this RFA includes:

- As a consultant with the Institute for Intergovernmental Research (IIR) for the U.S. Department of Justice (DOJ)
  - Responsible for the legal and community relations segments of the Ferguson, Missouri After-Action Assessment Report (published)
  - Responsible for the community relations and internal/external communication segments for the Salinas, California Police Department's Collaborative Reform Initiative Report (published)
- As Special Assistant to the Chief for the Phoenix Police Department was the senior executive with oversight responsibility for Phoenix Police Training Academy and Employment Services Bureau, Department Leadership Development and Training, implementation of the recommendations submitted by the Community Engagement & Outreach Task Force, Community Advisory Boards and overall police and community relations.

- As Director of the Phoenix Police Department was the senior executive with oversight responsibility for police/community development/relations, criminal and civil legal issues, grants, evidence, hiring, recruit and in-service training, court security, accreditation, dignitary protection, community and youth programs, multi-million budget, city, state and federal grants, department policy, legal advice to internal and external stakeholders, department human relations and disciplinary issues, corporate communications and public affairs, and international relations.
- As Special Advisor for Law Enforcement/Assistant Attorney General for the Arizona Attorney General's Office:
  - Senior legal counsel/advisor on critical issues involving law enforcement, focusing on homeland security and redefining the role of law enforcement in counterterrorism and criminal investigations through emerging technologies and interoperability, fostering greater cooperation and innovation among Arizona's diverse law enforcement agencies, law enforcement legislative liaison and representing the Attorney General at specific meetings dealing with critical issues/roles in law enforcement and community events.
  - Law enforcement/community liaison establishing, developing and maintaining a positive working relationship regarding criminal justice issues and projects, with federal, state and local law enforcement agencies in Arizona, as well as other state Attorney General Offices throughout the nation; youth and substance abuse programs; training law enforcement officers on racial profiling, immigration (SB 1070) and border issues; prosecuting white-collar crimes and appearing in court on behalf of other attorneys; proactively working as a legislative law enforcement liaison; identifying funding resources and grant writer.
- As Special Assistant to the Chief was the senior legal counsel/advisor on critical issues involving law enforcement, focusing on homeland security and redefining the role of law enforcement in counterterrorism and criminal investigations through emerging technologies and interoperability, fostering greater cooperation and innovation among Arizona's diverse law enforcement agencies, law enforcement legislative liaison and representing the Attorney General at specific meetings dealing with critical issues/roles in law enforcement and community events.
- As adjunct faculty for Northern Arizona University was a graduate level instructor for Leadership Skills, Community Leadership and Multiculturalism in Education.
- As adjunct faculty for Mesa Community College was the entry and advanced level instructor for Introduction to Criminal Justice, Police and Community Relations and Current Issues in Criminal Justice courses.
- As a consultant and instructor for the Arizona Department of Education consulted with staff, developed curriculum and instructed courses for school administrators, school resource officers and juvenile probation officers on Education and the Law.
- As Arizona Maricopa County Attorney specialized in the vertical prosecution of street gangs and occult crimes, consisting of all aspects of the case, from investigation to sentencing, while assigned to the Organized Crime Bureau.

- As Arizona Deputy Public Defender evaluated police reports for potential defenses; filed motions and pre-trial responses; negotiated plea agreements; interviewed clients, victims and witnesses; conducted various criminal hearings.

### **Selected Publications of Gerald Richard**

Santos, Roberto, Rick Gregory, Leocadio Cordero, and Gerald Richard. (2016). *An Assessment of the Salinas Police Department. Collaborative Reform Initiative*. Washington, DC: Office of Community Oriented Policing Services.

Gerald Richard, Institute for Intergovernmental Research. (2015). *After-Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri*. COPS Office Critical Response Initiative. Washington, DC: Office of Community Oriented Policing Services

**Commitment:** Mr. Richard is a part-time employee of Ness & Associates, LLC and as a Deputy Monitor on the BPD Monitoring Team; he will dedicate approximately 75% (.75 FTE) of his time to this effort.

### **III. Deputy Monitor - Police Operations - TIM HAMPTON, DM**

Commander Tim Hampton, DM is currently the commanding officer of the Property Crimes and Major Offender Bureau for the City of Phoenix Police Department, and will retire June 14, 2017 after 27 years of service. As Maryvale Precinct commander from 2007 to 2010, Commander Hampton was awarded “Man of the Year” by members of the Maryvale Revitalization Organization, and in 2010 was placed on Grand Canyon University “Hall of Fame” for community based policing initiatives and programs resulting in reduced crime, increased substance abuse counselling, domestic violence awareness, juvenile education programs, leadership symposiums, and collaborative work with multi-housing properties.

Other police awards are Officer of the Year, Medal of Lifesaving, and City of Phoenix Employee Excellence Award. Tim Hampton has 32 years’ experience in law enforcement. During 2014, Commander Tim Hampton was appointed to the Faith Based and Neighborhood Partnership Advisory Council by Congressman Matt Salmon, and chaired the Mental Health Subcommittee.

Commander Hampton holds a B.S. in Behavioral Science from Grand Canyon University, a M.Ed. in Educational Leadership from Northern Arizona University, and awarded Doctor of Management from University of Phoenix on September 30, 2014. Publications include *Proactive Policing Leadership: Leading and Managing Proactive Police Organizations* (ISBN 978-1-938087-16-5), and was published by the International Police Executive Symposium for his article “Creating an Organizational Paradigm.” Hampton’s second book should be published during 2017, and is an introduction to criminology and research collegiate textbook.

For this Consent Decree, Dr. Hampton will be responsible for monitoring responding to and interacting with people with behavioral health disabilities or in crisis, use of force, transportation of persons in custody, handling of reports of sexual assault, technology,

supervision, misconduct investigations and discipline, recruitment, hiring and retention, staffing, performance evaluations, and promotions. (Consent Decree III, VI, VII, IX, XI, XII, XIII, XIV, XVI, XVII,)

Commander Hampton's experience specific to this RFA includes:

- As Property Crimes and Major Offender Bureau Commander is responsible for the investigation of all property crimes occurring in the City of Phoenix, which include white collar crimes, fraud, forgery, organized crime, embezzlements, vehicles, commercial and residential burglaries, thefts, pawnshops, metal theft, and economic based policing, etc. Property Crimes Bureau is comprised of four lieutenants, 26 sergeants, 151 detectives and 35 civilian staff.
- Reduced overtime spending by 27% since 2011.
- Creation of systems management process that increased efficiency and effectiveness within precincts and the investigative division.
- Supervise the Major Offender Unit – felony surveillance, all undercover operations, and apprehension unit for City of Phoenix.
- Responsible for the investigation of more than 100,000 cases annually.
- Pursue state and federal grants to supplement crime suppression programs and enhance technological capability.
- Collaborative investigations work with the FBI, Alcohol, Tobacco & Firearms (ATF), U.S. Marshalls Office, United States Secret Service, Federal Drug Administration, Federal Trade Administration, Internal Revenue Service, U.S. Postal Service, and Homeland Security Investigations (HSI).
- As Nighttime Operations Commander responsible for all nighttime operations for the City of Phoenix including supervision of Tactical Support Bureau (SWAT, K-9, and air-unit), Communications Bureau (911 operators and dispatch), eight precincts, inter-government operations and crisis management, Professional Standards Bureau call-out (Internal Affairs), and assume command in large scale crime scenes including officer shootings or officer murders.
- As Commander of Maryvale Precinct was responsible for all police operations for a geographical area populated by 300,000. Commanded 9 lieutenants, 37 sergeants, and 344 officers and detectives, with an annual budget of \$47 million. Calls for service exceeded 200,000 annually.
- Work performance increased by 44% and crime was reduced by 30% from 2007 to 2009.
- Met regularly with City Councilmen to discuss problems, strategies, and concerns.
- Worked weekly with multiple City departments to improve quality of life issues.
- Implemented crime suppression and social programs, which promote enforcement, education, and treatment interventions and diversion programs to address systemic root causes for crime and disorder.
- As Commander Assignments Outside of Operations oversaw the Discipline Review Board, Use of Force Board, Driving Analysis Committee, Policy and Budget Committee, Kidnapping Review Committee, Information Technology Committee, Tactical Response Unit Commander and Police Union and Management Arbitration Committee.

### **Selected Publications of Dr. T.D. Hampton**

- Hampton, T. D. (2016). Proactive policing leadership: Leading and managing proactive police organizations. San Diego, CA: Channel Custom Publishing.
- Hampton, T. (2011, January). Creating an organizational paradigm. International Police Executive Symposium, 28, 1-26.
- *A Quantitative Study to Determine to What Degree Tasers Reduce Injuries to Officers and Civilians When Compared to Three Less Lethal Force Options*, Unpublished Doctoral Dissertation, University of Phoenix, July 2014.

**Commitment:** Dr. Hampton is a part-time employee of Ness & Associates, LLC and as a Deputy Monitor on the BPD Monitoring Team; he will dedicate approximately 75% (.75 FTE) of his time to this effort

### **IV. Deputy Monitor - Project Management - STEVEN L. CASTIGLIONI, DPA**

Dr. Steven L. Castiglioni is a law enforcement professional with over 40 years of experience in police service, organizational effectiveness, and trading/consulting. His leadership and management experience includes organizational innovation, organizational change management, executive level leadership, recruitment and selection, training, professional standards, accreditation, and city police management and leadership consulting/training. He is a lifetime member of the International Association of Chiefs of Police.

Dr. Castiglioni has directed hundreds of city public safety personnel, led two city public safety organizations, negotiated collective bargaining agreements with three classes of city employees (police, fire, city), developed innovative police management information systems, recruitment strategies, and organizational models. Additionally, he has developed and implemented a major public safety strategic plan and been engaged in the development of the current national Criminal Justice Information System (CJIS), and engaged with multiple municipal, state, and federal inter-agency and government-business venture operations, bond issues, and projects. He has a record of making decisions of significant importance and of working with diverse interest groups found within an urban city, and of integrating community input into the planning and implementation of police services. He has outstanding communication skills and experience in communicating and leading in highly volatile and city political environments.

For this Consent Decree, Dr. Castiglioni will ensure that the scope and direction of the Consent Decree monitoring is on schedule, effective, and efficient. He will accomplish all project human resource objectives including orientation, training, assigning, scheduling, coaching, counseling, consultants; communicating job expectations; planning, coordinating, monitoring, appraising, quality control review, and reviewing job contributions; planning and; enforcing policies and procedures. He will work with the Monitor to develop and meet financial objectives by forecasting requirements; preparing an annual budget; scheduling expenditures; analyzing variances; and initiating corrective actions. (Consent Decree IV-XIV, XVI-XIX))

Dr. Castiglioni's experience specific to this RFA includes:

- Currently serving in 8th year as the Executive Director of Institutional Effectiveness at the University of Phoenix, the nation's largest private institution of higher education. In this role, responsible for ensuring compliance with all internal and external standards and institutional risk management.
- As Executive Director, directed and managed the deployment of 9 teams of evaluators so as to evaluate the extent of compliance with state regulations and accreditation criteria of 86 campuses across the nation, resulting in hundreds of evaluative reports and thousands of findings and verified corrective actions.
- As a police official, holding multiple certifications in the full range of police services; including as a Rhode Island Municipal Police Training Academy Instructor.
- As Operations Bureau - Major, implemented community policing practices and deployment.
- As Deputy Chief of Police for the City of Warwick, RI responsible for budget preparation and management, personnel selection, internal affairs/inspections/professional standards, training.
- As the Deputy Chief of Police, developed a strategy for the City of Warwick, RI Police to achieve CALEA national accreditation.
- As the Deputy Chief of Police for the City of Warwick, RI responsible for budget preparation and management, personnel selection, internal affairs/inspections/professional standards, training.
- As the Public Safety Commissioner, successfully designed and implemented an innovation police recruitment approach.
- As the Public Safety Commissioner, successfully designed and implemented a 11 point – 3-year Public Safety Strategic Plan.
- As the Public Safety Commissioner, successfully replaced the Chiefs, reorganized, and ushered them through major changes.
- As a consultant, developed a strategy for the City of Central Falls, RI Police to achieve CALEA national accreditation.
- As a consultant, developed and taught Police Supervision for the City of Tampa, FL Police.
- For over 25 years, developed and taught college level courses in police service management.
- As a police official, participated in the design of a Job Task Analysis and fiscal planning for the Rhode Island P.O.S.T. Municipal Police Training Academy.

**Commitment:** Dr. Castiglioni is a part-time employee of Ness & Associates, LLC and as a Monitor Executive on the BPD Monitoring Team; he will dedicate approximately 75% (.75 FTE) of his time to this effort.

## **V. Consultant - Community Engagement & Police Operations - John Meza, MS**

John Meza is a proven reformer in police and community engagement strategies with over 30 years of police experience, and over eleven years as a police executive. He recently retired as the Chief of Police of the Mesa, Arizona Police Department the 38<sup>th</sup> largest municipality in the United States, and now serves as the Executive Director of Student Affairs and Safety for the Tempe Union High School District. In addition, Chief Meza currently holds the position of President of the Arizona Anti-Trafficking Network and the Co-Chair for the National Tactical Officers Association's Officer Wellness Committee.

From his early years as a gang detective conducting gang prevention, intervention, and enforcement projects to his recent retirement as the Chief of Police, John Meza's leadership was instrumental in the advancements of the Mesa Police Department's community engagement efforts illustrated by the highly acclaimed "Mesa Police Department in the 21<sup>st</sup> Century, A Response to the President's Task Force Report". Chief Meza received a Bachelor's of Science degree in Business Management from the University of Phoenix and a Master's Degree in Human Relations/Counseling from Northern Arizona University.

During his tenure, Chief Meza reformed the department by creating the department's first Community Engagement and Employee Wellness Bureau which focused on the importance of community trust and partnership as well as the interests and wellbeing of department members. Chief Meza was instrumental in the development and implementation of various innovative programs, particularly the Compstat approach to data-driven policing. The Mesa model of Compstat has quickly become a model for other police departments throughout the state of Arizona and has been a key aspect of reducing crime in Mesa. The City of Mesa is the 7th safest city in the nation and in 2016 the city saw the lowest crime rate per thousand in recorded history.

Chief Meza has been involved in various service and diversity programs such as Chairperson for the Mesa Police Department Hispanic Community Forum and Liaison to the Mesa Police Department's Community Engagement and Diversity Team. He also proudly served as the 2017 Grand Marshal for the Mesa Dr. Martin Luther King Jr. Parade. Furthermore, Chief Meza is currently the Past Board President for Community Bridges Incorporated, a nonprofit organization with a mission to providing comprehensive, medically integrated behavioral health programs.

Chief Meza's dedicated service over the last 30 years has given him a deep understanding of the culture and diversity of the community's needs. Through his active involvement over the years, he is viewed as a committed leader who has a sincere desire for the well-being and safety of the community. He has molded his leadership approach to serve the public and deliver the best public safety service possible.

For this Consent Decree, Mr. Meza will be responsible for assisting with the review and monitoring of community policing and engagement, stops, searches, arrests, and voluntary police-community interactions, impartial policing, interactions with youth, first amendment protected activities, coordination with Baltimore city school police force, and officer assistance and support.

John Meza's experience specific to this RFA includes:

- Command and lead 1,210 sworn and civilian person police department, overseeing and responsibility of all department functions. Liaison with community leaders ensuring comprehensive community engagement efforts are accomplished while building trust and legitimacy in all aspects of community and police relations. Partner with various local, state and federal law enforcement agencies through the use of joint task forces, East Valley Fusion Center and multi-jurisdictional operations. Work in conjunction with Mesa City Management and City Council in various aspects of municipal government.
- Oversight of all emergency management, security and district safety for the Tempe Union High School District, which comprises of seven high schools and a district office. In addition, oversight of the district Crisis Team and school supported drug prevention and student and employee social and emotional wellness initiatives.
- Command and manage all department functions relating to Police Operations including, Patrol, Criminal Investigations, Street Crime Investigations, Crime Prevention, Special Weapons and Tactics, Organized Crime, Career Criminal Unit, various multi-agency task forces and the Violent Offender Unit. Command and run all aspects of Compstat functions in relations to the Office of Operations. Manage a departmental budget of approximately 141 million dollars and responsible for 639 sworn and civilian employees.
- Recipient of the 2017 Arizona Gang Investigators Associations' Life Time Achievement Award.
- Honorary Grand Marshall for the 2017 Mesa, Martin Luther King Jr. Parade.
- Recipient of the East Valley NAACP Judicial Equality and Law Enforcement Leadership Award.
- Recipient of the Maricopa Community Colleges, "College Hero" leadership award, 2016.
- Recipient of Mesa Latino Town Hall, Leader of the Year award, 2016.
- Recipient of the Code 9 Project, outstanding achievement award for raising PTSD awareness in Law Enforcement.
- Recipient of the East Valley Hispanic Leadership Institute, 2014 Public Service Award.
- Recipient of the Mesa Community College Phi Theta Kappa Honor Society, 2013 Mentor of the Year award.
- 2009 Excellence in Border Initiatives, Southwest Security Summit, Phoenix, for the East Valley Gang and Criminal Information Fusion Center.
- The Maricopa Association of Governments, 2008 Desert Peaks Regional Partnership Award for the East Valley Gang and Criminal Information Fusion Center.
- The Arizona Automobile Theft Authority, 2002 Public Awareness and Community Education Unit of the Year Award.

**Commitment:** John Meza is a part-time employee of Ness & Associates, LLC and as a consultant for the BPD Monitoring Team; he will dedicate approximately 50% (.50 FTE) of his time to this effort.



## **VI. Consultant - Analyst - Will Davis**

Will Davis will be the key analyst focused on advancing policing through implementation of evidence based and data driven initiatives and implementation of innovative methods and solutions not always common in law enforcement. Will brings 30 years' experience in many facets of law enforcement administration and management as well as extensive knowledge of public safety policy, procedures, and practices. His experiences cover a broad range of knowledge regarding law enforcement research, grants, data analysis, project management, and program implementation. Will brings vast knowledge of performance measurement, accreditation monitoring and compliance. He has audited over a dozen agencies involved in accreditation assessments, providing insight and guidance toward their eventual on-site assessments.

Will is currently the command level Civilian position of Director of Planning, Research and Accreditation at the Scottsdale Police Department where he directs a diverse team of analytical and technical staff responsible for a wide variety of projects and programs including organizational-wide initiatives such as strategic planning, accreditation compliance and policy development. His Leadership responsibility includes providing: strategic planning; best practices research; ad-hoc analysis; process mapping; policy development; administrative reporting; web page update and maintenance; accreditation compliance; performance measurement; benchmarking; Uniform Crime Reporting (UCR), and patrol allocation analysis.

His main concentration is facilitating organizational change and delivering intelligence based solutions and services for managers of complex system of government involving multiple stakeholders.

Will has a BA in Broadcast Journalism from Eastern Kentucky University and holds professional certificates in Process Mapping and Improvement Analyst Certificate (PMIAC) through Value Creation Partners, International Association of Law Enforcement Planners (IALEP), Certified Law Enforcement Planner (CLEP), Advanced Certified Law Enforcement Planner (ACLEP), Project Management Institute (PMI), Project Management Professional (PMP) certification and is a Graduate of the International Association of Chiefs of Police (IACP) Leading Police Organizations (LPO) course.

Will is an inaugural member of the International Association of Crime Analysts (IACA), current Treasurer for the International Association of Law Enforcement Planners (IALEP), Past President of the Arizona Police Accreditation Coalition (AZPAC), former Vice-President of the Law Enforcement Organization of Planning and Research Directors (LEOPRD), and is currently participating in the National Institute of Justice (NIJ) Law Enforcement Advancing Data and Science (LEADS) Agency program.

For this Consent Decree, Mr. Davis will be responsible for assisting in the areas of data analysis, project management, program implementation, analytical and technical activities, strategic planning, policy development and compliance, administrative reporting, performance measurement, benchmarking, and patrol allocation analysis.

**Commitment:** Will Davis is a part-time employee of Ness & Associates, LLC and as a consultant for the BPD Monitoring Team; he will dedicate approximately 33% (.33 FTE) of his time to this effort.

## **VII. Consultant - Statistics and Research - Robert W. Olding, Ph.D.**

Dr. Rob Olding has almost 40 years of work experience in designing research and conducting data analysis with public and private criminal justice agencies, human services agencies and institutions of higher education. For the last 13 years he has held faculty, chair, associate dean and dean's positions with the University of Phoenix and Western International University. In the 22 years prior to that he worked with the Arizona Department of Corrections serving multiple positions including Operations Officer conducting evaluations and data analyses relating to institutional performance, and as Assistant Director making frequent appearances before legislative bodies, Arizona Governor's cabinet and staff, and Federal personnel from the U.S. Department of Justice and U.S. Department of Education. Prior to that as a young man he served in law enforcement.

Dr. Olding holds a Ph.D. in Educational Psychology from Arizona State University, a Master's degree in Education from the University of Notre Dame and a double major Bachelor's degree from Western Michigan University. He has presented and published consistently over the past decades and has served as a research and statistical consultant on various projects both practical and academic.

For this Consent Decree, Dr. Olding will be responsible for designing and managing research tools for the monitoring effort, conducting data analysis relating to institutional (BPD) performance, and research and statistical activities.

**Commitment:** Rob Olding is a part-time employee of Ness & Associates, LLC and as a consultant for the BPD Monitoring Team; he will dedicate approximately 25% (.25 FTE) of his time to this effort.

## **VIII. Consultant - Legal and Community Engagement - Paul F. Dutra, JD**

Paul has over 35 years of experience in city policing, city police legal advising, litigation of allegations of civil rights violations and police practices misconduct, as City Solicitor criminal prosecutor, and as a state Attorney General criminal prosecutor. Additionally, he has engaged in state-wide police model policy development, police liability in-service trainings, and consultation with police managers on matters of civil liability and risk management strategies.

He has lead Investigations and evaluation of police liability claims and lawsuits brought against Rhode Island municipal entities, including allegations of police practice wrongdoing, adverse employment actions, civil rights violations, as well as complex constitutional and civil tort actions. Paul has assisted in the development of uniform police use-of-force, pursuit and tactical team policies for municipal police departments and in-service training relative to police liability issues.

He is engaged with The Rhode Island Inter local Risk Management Trust (the "Trust") on matters of risk management, risk reduction, and various civil claims filed against city police departments.

Paul served as a city police patrol officer and as President and on the Executive Board of the Directors for the a city police Fraternal Order of Police Lodge, overseeing collective bargaining and grievance arbitrations as well as the operations of the police union.

He has instructed college classes in police science and criminal procedure, served as a guest lecturer in police civil liability risk management strategies at seminars hosted on behalf of the New England Police Chiefs Association, is a Rhode Island POST Certified Instructor in Police Civil Liability, and served on a Rhode Island POST Job Task Analysis workgroup that revamped civil liability training. He also served on the Rhode Island Police Chiefs Association's committee to study safety issues at municipal police department detention facilities. In 2014 he represented the Trust's perspective of police liability exposure on the Governor's Committee on Heroin Overdose Crisis; in 2014 and 2017 he presented a risk management perspective to address the state statute related to police officers' authority to take people in mental crisis into protective custody to the Rhode Island Police Chiefs Association, and in 2016 he served on the Rhode Island Police Chiefs Association - Committee on police body-worn cameras. He holds a *Juris Doctor and a Masters of Science in Administration of Justice* and is a member of the National District Attorneys Association, the Federal Bar, Rhode Island Bar, and the Rhode Island In-State Police Accreditation Commission - Standards Committee.

For this Consent Decree, Mr. Dutra will be responsible for legal assistance and consultation regarding police liability claims, allegations of police practice wrongdoing, adverse employment actions, alleged civil rights violations, constitutional and civil tort actions, police use-of-force policies, training relative to police liability issues, risk management, risk reduction, detention facilities, body-worn cameras, and collective bargaining/union relations.

**Commitment:** Paul Dutra is a part-time employee of Ness & Associates, LLC and as a consultant for the BPD Monitoring Team; he will dedicate approximately 25% (.25 FTE) of his time to this effort.

## **IX. Consultant - Police Operations & Use of Force - Dan Olson, MS, CLEA**

Dan Olson has served with the Phoenix Police Department for over thirty-four years. He has held various assignments from patrol officer, internal affairs investigator/sergeant, risk management unit lieutenant and project manager for the development and implementation of the Phoenix Police Department Early Interventions system. Mr. Olson was also on the management team for the recent implementation of a new Phoenix Police Department Records Management System (RMS). Mr. Olson is the President of LD Consulting LLC, which he founded in 2008. LD Consulting has trained hundreds of law enforcement professionals from the US and abroad in law enforcement audits and inspections. The firm has completed a number of consulting engagements with law enforcement agencies.

Mr. Olson's experience has provided direction, leadership and control in the administration of law enforcement organizations and programs. Mr. Olson will monitor changes implemented

related to the Baltimore City Police Department's activities, actions, policies, procedures, and training as addressed in the Consent Decree as related to; Misconduct Investigations, Inspections, Risk Management and Early Intervention. Mr. Olson has experience in these areas as an investigator, staff member and project manager. In addition to working locally with the Phoenix Police Department he also led an international board while president of the International Law Enforcement Auditors Association. As the Phoenix Police Department Inspections Lieutenant and the president of LD Consulting Mr. Olson has completed a number of law enforcement audits and assessments ensuring timely completion of organizational goals all while remaining on or under budget.

He is a founding member of the International Law Enforcement Auditors Association (ILEAA) and served as the president of that organization for two years. He is a member in good standing with the International Law Enforcement Auditors Association (ILEAA), the Institute of Internal Auditors (IIA), is a Certified Law Enforcement Auditor (CLEA) and has a Master's degree from Northern Arizona University.

Mr. Olson currently oversees the Forensic Digital Investigations Unit and the Forensic Imaging Unit. He will retire from the Phoenix Police Department in July of 2017.

For this Consent Decree, Mr. Olson will be responsible for assisting in the review and monitoring of the Baltimore City Police Department's activities, actions, policies, procedures, and training as addressed in the Consent Decree as related to the Office of Professional Responsibility, Misconduct Investigations, Inspections, Risk Management and Early Intervention.

Mr. Olson's experience specific to this RFA includes:

- Liaison with the City Auditor for all City audits of the police department
- Operation of the Police Department Risk Management Unit
  - Worked with City Risk Management and Legal counsel on litigation involving the police department.
- Project development manager for Phoenix Police Department Early Intervention System (EIS) known as the Personnel Assessment System (PAS)
  - The PAS project was a large project taking several years to complete
  - This involved working with a number of stakeholders and developing focus groups and department wide training as well as working with vendors and other agencies to include the Department of Justice (DOJ)
  - The system earned a reputation for one of the most comprehensive Early Intervention Systems
  - The system has been recognized internationally with over 100 agencies visiting to learn about PAS
  - Spoken on PAS nationally and in 2004 over 120 law enforcement professionals from around the world attended a conference hosted by the Phoenix Police Department
  - Served on several committees on EIS for the Department of Justice as well as taught nationally for the DOJ on EIS
  - Worked closely with the Mayor and his office and other city officials
- Oversight for the PSB Administrative Staff
  - Administrative oversight of Phoenix PD EIS

- Oversight of PSB administrative staff, and their duties
  - Reviewed and approved public records request related to PSB investigations
- Founding member of the International Law Enforcement Association
- Founded LD Consulting LLC in 2011
- Developed and implemented inspections and law enforcement training for law enforcement professionals
  - Introduction to Law Enforcement Inspections and Auditing 24-hour course
  - Law Enforcement Inspections and Auditing Certificate (LEAIC) 32-hour certification course.
  - Courses have been attended by hundreds of law enforcement professionals from the US and abroad.
  - Directed and managed the human resources cost, development and growth functions. This included reviewing and approving personnel actions involving recruitment, selection or promotion of staff, evaluations, salary determinations, and disciplinary actions.
- Conducted various compliance/performance audits and assessments in the following law enforcement organizations.

**Commitment:** As of July 2017, Mr. Olson will retire from the Phoenix Police Department and be available to devote approximately 75% (.75 FTE) resources and efforts towards this project.

#### **X. Consultant – Policy Oversight and Local Contact – Rick Ferrell, MS**

Rick R. Ferrell is an experienced policy oversight professional with real-world application. His assignments include The United States Department of the Treasury, Bureau of the Fiscal Service, (Office of Policy and Oversight), Department of Veterans Affairs, Office of the Inspector General (Special Agent), United States Department of the Treasury (Office of the Inspector General (Special Agent). As a retired military officer, Rick also comes with over 20 years' experience assisting foreign governments in planning, developing and implementing military/police tactics and training, operational policies, and fusion operations. Rick has a Master's Degree in Strategic Intelligence from National Intelligence University, a MS in Public Administration and a MS in Business and Organizational Security Management from Webster University, and a BA from the University of New York Albany.

For this Consent Decree, Mr. Ferrell will be responsible for assisting in gap analysis, process review, evaluation of internal controls deficiencies, and compliance review. As a Maryland resident, he will consult the Monitoring Team regarding the BPD relationship with the U.S. Attorney, Maryland States Attorney, joint investigations with federal law enforcement, and establish and maintain liaison and participatory relationships with the various Baltimore city and community stakeholders throughout the life of the monitoring effort.

**Commitment:** Rick Ferrell is a part-time employee of Ness & Associates, LLC and as a consultant for the BPD Monitoring Team; he will dedicate approximately 25% (.25 FTE) of his time to this effort.

## **XI. Consultant - Sexual & Special Crimes Investigation - Mary O'Connor, MBA**

Ms. O'Connor has over 20 years of experience as an urban city police official. She rose through the ranks from Officer to Deputy/Assistant Chief of Police of the Tampa, Florida Police Department. She has commanded Police Operations, the Mapping and Analytical Unit, and the Criminal Investigations Division. As such, she directed/managed sex crimes and child abuse investigations, fugitive apprehension, career criminal tracking, firearms investigations and narcotics. Additional responsibility included the supervision and direction of the department's communications and forensics units.

Additionally, Ms. O'Connor led the department's Criminal Intelligence Bureau, which encompassed numerous functionalities including the Urban Area Security Initiative (UASI), white collar fraud, construction fraud, and electronic support. She was responsible for investigation of criminal employee conduct. Participation in FBI Joint Terrorism Task Force, joint investigative functions with both the United States Secret Service and Internal Revenue Service. Supervised large-scale tax fraud and other organized fraud and economic crime investigations. Maintained liaison with federal, state and local agencies for the exchange of classified and critical intelligence.

Finally, Ms. O'Connor commanded a Patrol Sector; requiring strong community engagement to assist in crime reduction and citizen partnerships, including one of the largest public housing areas in the city. Instrumental in opening the R.I.C.H. (Resources In Community Hope) House, Robles Park, which is a non-profit after school program for children in the community.

For this Consent Decree, Ms. O'Connor will be responsible for assistance with all sexual and special criminal investigative activities as articulated in the Consent Decree.

**Commitment:** Mary O'Connor is a part-time employee of Ness & Associates, LLC and as a Consultant on the BPD Monitoring Team; she will dedicate approximately 25% (.25 FTE) of her time to this effort.

## **XII. Consultant - Technology and Web Design - Craig Fernandez**

Craig Fernandez is a high-energy technology expert with demonstrated success in corporate decision-making roles including P&L responsibility, strategic planning, IT and operations within diverse environments from startup to dot-com to nationwide industry leader. He has led critical strategies that propelled company from \$1 billion to \$2 billion revenues. He is a visionary business strategist who excels at monitoring and exceeding corporate objectives. He currently is a High-tech Management Consultant/Business Owner who carries out high-concept, high-risk business plans through contract engagements with several companies, as well as management of a base organization serving multiple SMB-sector clients. He worked with multiple government agencies to develop high quality low cost training programs. He is also President & CEO, RALLY POINT ALPHA which developed a new business model to work on private/public partnerships to improve Law enforcement/military /CRC training nationwide. He designed web based software, sites, and applications to centralize and drive down costs

and understand the issues facing law enforcement agencies in this high-tech world we live in today. Currently he runs multiple websites for law enforcement related companies and associations. He has partnered with law enforcement associations to develop new business and marketing strategies.

For this Consent Decree, Mr. Fernandez will be responsible for assistance with all BPD technology, management information systems, technology based reporting systems, and related technology assessment activities. He will provide ongoing technology support to the Monitoring Team and its internal technology support needs.

**Commitment:** Craig Fernandez is a part-time employee of Ness & Associates, LLC and a consultant for the BPD Monitoring Team; he will dedicate approximately 50% (.50 FTE) of his time to this effort.

### **XIII. Administrative Assistant - Bea Brouillard**

Bea Brouillard is an Executive Assistant/Administrative Professional with over 35 years of experience, the last 20 years in law enforcement. She has been responsible for the supervision of administrative support and office management duties in a variety of work environments. Bea retired in October 2016 as the Executive Assistant to the Mesa Police Department Chief of Police. She worked directly for 6 Police Chiefs and 2 Interim Chiefs. She provided highly skilled and confidential independent administrative support and office management responsibilities in furtherance of the Mesa Police Department's goals and objectives. In support of the Executive Staff (Chief and 3 Assistant Chiefs) and Command Staff comprised of sworn (ten) and civilian equivalent (3) Commanders she coordinated weekly staff meetings, calendars, schedules, travel and special events. Bea also supervised the Administrative Staff in Police Administration/Chief's office. In her tenure with the Mesa Police Department she held previous assignments in Patrol and the Special Investigations Division. She provided Administrative Support to the Mesa PD Gang Intervention Project, a collaborative effort with local law enforcement agencies, Maricopa County Attorney's Office, Adult Probation, Faith-based community and local community members.

For this Consent Decree, Ms. Brouillard will be responsible for all project administrative staff support, monitoring support, reporting systems, and official correspondence.

## **D. PRIOR EXPERIENCE AND REFERENCES**

Ness & Associates, LLC and its proposed Monitoring Team has experience monitoring, auditing, evaluating, and reviewing law enforcement departments to assess alignment with best practices in management, operations, and community policing, including critical issues such as use of force, internal investigations, community engagement, officer recruitment and training, and crime data analysis. In addition, we have provided comprehensive workload studies and organizational assessments to numerous local law enforcement agencies across the country, including staffing analyses, policy and processes reviews and alignment with best practices, and

strategic planning processes, with departments located in geographically diverse areas across the country, including rural, suburban, and urban settings.

Recent relevant Project Members project descriptions and references are provided below. In addition, individual references for proposed Monitoring Team Members are provided with Team resumes in Appendix A.

**GERALD RICHARD**

**AFTER-ACTION ASSESSMENT OF THE POLICE RESPONSE TO THE AUGUST 2014 DEMONSTRATIONS IN FERGUSON, MISSOURI**

U.S. DEPARTMENT OF JUSTICE

OFFICE OF COMMUNITY ORIENTED POLICING SERVICES

CRITICAL RESPONSE INITIATIVE

Point of Contact: Rick Gregory, President/Chief Executive Officer, Institute for Intergovernmental Research

Email/Phone: [RGregory@iir.com](mailto:RGregory@iir.com) 850-422-3529

Funding Level: DOJ Standard

Dates: January-November 2015

Published Report: Institute for Intergovernmental Research. 2015. After-Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri. COPS Office Response Initiative. Washington, DC: Office of Community Oriented Policing Services.

**COLLABORATIVE REFORM INITIATIVE: AN ASSESSMENT REPORT ON THE SALINAS POLICE DEPARTMENT**

*U.S. DEPARTMENT OF JUSTICE*

OFFICE OF COMMUNITY ORIENTED POLICING SERVICES

CRITICAL RESPONSE INITIATIVE

Point of Contact: Rick Gregory, President/Chief Executive Officer

Email/Phone: [RGregory@iir.com](mailto:RGregory@iir.com) 850-422-3529

Funding Level: DOJ Standard

Dates: May 2015 – Present

Published Report: Santos, Roberto, Rick Gregory, Leocadio Cordero, and Gerald Richard. 2016. An Assessment of the Salinas Police Department. Collaborative Reform Initiative. Washington, DC: Office of Community Oriented Policing Services. *Collaborative Reform Initiative: An Assessment Report on the Salinas Police Department*, <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0799>. The Institute for Intergovernmental Research and the Department of Justice are currently continuing to provide technical assistance and working with the Salinas Police Department in addressing the recommendations noted in the report.



**JAMES J. NESS**

**AN ANALYSIS OF RESIDENTIAL AND VEHICULAR BURGLARIES IN PARADISE VALLEY BETWEEN 2014 AND 2016 - TECHNICAL ASSISTANCE PROJECT**

**PARADISE VALLEY, ARIZONA POLICE DEPARTMENT**

Point of Contact: Peter Wingert, Chief of Police

Email/Phone: [PWingert@ParadiseValleyAZ.gov](mailto:PWingert@ParadiseValleyAZ.gov) 480-948-7418

Funding Level: \$4000.00

Dates: April-June 2017

Ness & Associates, LLC is currently analyzing crime data and intelligence for the last three years' (2014, 2015, 2016) on burglaries and vehicle burglaries and provide crime analysis, trends, and suggestions for determining a course of action to deal with such burglaries.

**FUNDAMENTALS OF SUPERVISION FOR MCSO DETENTION SUPERVISORS**

**MANDATED CONSENT DECREE TRAINING**

Maricopa County Sheriff's Department

Point of Contact: Lt. Kiel Sauter, Detention Advanced Officer Training Commander

Email/Phone: [k\\_sauter@MCSO.maricopa.gov](mailto:k_sauter@MCSO.maricopa.gov) 602-876-4463

Funding Level: \$4900.00

Date: September-December 2016

As part of the Mandated Consent Decree of the MCSO, all Detention Supervisors were required to have 8 hours of Detention Supervision Training. Ness & Associates, LLC was awarded the contract to develop and train 250 Detention supervisors. The 8 hour customized program was designed for the first line detention supervisor and provided a unique opportunity for detention professionals to develop and refine their supervision and leadership skills. Research shows there are core skills essential to supervisory and agency success. This program focused on these core elements, delivering the information in a manner that is clearly understood, effectively illustrated, and easy to apply in the workplace.

**STEVE CASTIGLIONI**

**ORGANIZATIONAL ASSESSMENTS AND MONITORING**

University of Phoenix: Institutional Evaluation and Improvement

*Point of Contact:* Jon Sowers, Director of Operations

*Email/Phone:* [Jon.sowers@phoenix.edu](mailto:Jon.sowers@phoenix.edu) / [208-598-1717](tel:208-598-1717)

*Funding Level:* Ongoing organizational budget

*Dates:* 2009-present

Steve Castiglioni as Executive Director, the position is charged with all institutional evaluation and improvement operations for the largest private higher educational institution in the nation. The operation involves a self-evaluation stage in which the organizational units identify their strengths and weaknesses in terms of compliance with internal and external standards and regulations. Following this stage, on-site and information system inspection of facilities, processes, and documentation to evaluate the level of compliance with internal, accreditation, and state regulatory requirements by five-eight teams occurs. The evaluative teams are deployed nationwide to conduct the inspections and staff interviews, use specific criteria and tools to produce comprehensive and detailed reports that document findings, performance ratings, and prescribed specific corrective action, with mandatory completion dates. Following

the evaluation reports, there is a period of verification of completion of all mandatory corrective action items. The scope and scale of this operation involves ongoing and continuous annual deployment to 35-86 organizational units nationwide, thousands of findings, ratings, and required corrective actions, and hundreds improvement action plans and verifications of completion. Inspection, interview, evaluation, action items, and verification are conducted that involve 10 broad categories that include hundreds of specific standards and requirements. The operation involves process, policy, procedure, facility, systems, reporting, performance, and personnel aspects of organizational operations. The operation is engaged at the executive level of organizational risk management, compliance, verification, and completion of corrective actions. The operation produces annual and semi-annual analytical and statistical reports that are compiled and distributed for individual organizational unit and organization-wide continuous improvement planning, execution, and verification.

**DAN OLSON**

**PROPERTY AND EVIDENCE ASSESSMENT**

GILA RIVER INDIAN COMMUNITY POLICE DEPARTMENT

Point of Contact: Kathleen Elliott, Police Chief

Email: [Kathleen.Elliott@gric.nsn.us](mailto:Kathleen.Elliott@gric.nsn.us)

Dates: May 2017 – Present

Published Report: To be published in August 2017

**PROPERTY AND EVIDENCE ASSESSMENT**

GOODYEAR, AZ POLICE DEPARTMENT

Point of Contact: Jerry Geier, Police Chief

Email: [jgeier@goodyearaz.gov](mailto:jgeier@goodyearaz.gov), (623) 932-1220

Dates: April 2017 – June 2017

Published Report: To be published in June, 2017

**PROPERTY AND EVIDENCE ASSESSMENT**

HIGHLAND PARK, TX. DEPARTMENT OF PUBLIC SAFETY

Point of Contact: Steve Alexander, Director of Administrative Services & CFO

Email: [salexander@hptx.org](mailto:salexander@hptx.org)

Dates: February 2017 – May 2017

Published Report: May, 2017

**ASSESSMENT OF INTERNAL AFFAIRS AND USE OF FORCE POLICIES AND PROCEDURES**

WATSONVILLE, CA. POLICE DEPARTMENT

Point of Contact: David Honda, Police Chief

E-mail: [david.honda@cityofwatsonville.org](mailto:david.honda@cityofwatsonville.org)

Published report: November, 2016

**POLICE OVERTIME AUDIT**

CITY OF PUEBLO CO.

Point of Contact: Sam Azad, City Manager

E-mail: [sazad@pueblo.us](mailto:sazad@pueblo.us), Ph: 719-553-2655

Published report: October, 2016

**PROPERTY AND EVIDENCE ASSESSMENT**

COTTONWOOD, AZ POLICE DEPARTMENT

Point of Contact: Steve Gesell, Chief of Police / Commander Gary Eisenga

Email: [geisenga@cottonwoodaz.gov](mailto:geisenga@cottonwoodaz.gov)

Published report: October, 2016

**PROPERTY AND EVIDENCE ASSESSMENT**

SEDONA, AZ POLICE DEPARTMENT

Point of Contact: Ron Wheeler, Interim Police Chief

Email: [RWheeler@sedonaaz.gov](mailto:RWheeler@sedonaaz.gov), (928) 282-3102

Published report: August, 2016

**COMMUNICATIONS ASSESSMENT TO INCLUDE STAFFING LEVELS AND OVERTIME USE**

HUNTINGTON BEACH, CA POLICE DEPARTMENT

Point of Contact: Rob Handy, Police Chief

Email: [Robert.Handy@hbpd.org](mailto:Robert.Handy@hbpd.org), (714) 960-8843

Published report: November, 2015

**CASE MANAGEMENT ASSESSMENT TO INCLUDE STAFFING LEVELS AND CASE LOADS**

HUNTINGTON BEACH, CA POLICE DEPARTMENT

Point of Contact: Rob Handy, Police Chief

Email: [Robert.Handy@hbpd.org](mailto:Robert.Handy@hbpd.org), (714) 960-8843

Published report: November, 2015

**PROPERTY AND EVIDENCE ASSESSMENT**

LITTLE ROCK, ARKANSAS POLICE DEPARTMENT

Point of Contact: Mary Cook, Lieutenant

Email: [MCook@littlerock.org](mailto:MCook@littlerock.org), (501) 918-4283

Published report: April, 2015

**CASE MANAGEMENT ASSESSMENT**

NAVAJO NATION CRIMINAL INVESTIGATIONS DIVISION

Point of Contact: Harry Sombrero, Captain

Phone: (928) 871-6390/6152

Published report: December, 2014

**SEXUAL ASSAULT INVESTIGATIONS ASSESSMENT**

CASA GRANDE, AZ POLICE DEPARTMENT

Point of Contact: Johnny Cervantes, Police Chief

Phone: (520) 421-8700

Published report: May, 2014

**PROPERTY AND EVIDENCE ASSESSMENT**

HUNTINGTON BEACH, CA POLICE DEPARTMENT

Point of Contact: Rob Handy, Police Chief

Email: [Robert.Handy@hbpd.org](mailto:Robert.Handy@hbpd.org), (714) 960-8843

Published report: December, 2014

## **ORGANIZATIONAL ASSESSMENT TO INCLUDE STAFFING ANALYSIS**

CITY OF HAYDEN, AZ

Point of Contact: Bill Leister, Town Manager

Email: (520) 356-7801

Published report: May, 2013

## **CASE MANAGEMENT ASSESSMENT**

CASA GRANDE, AZ POLICE DEPARTMENT

Point of Contact: Johnny Cervantes, Police Chief

Phone: (520) 421-8700

Published report: December, 2013

## **PROPERTY AND EVIDENCE ASSESSMENT**

GOODYEAR AZ POLICE DEPARTMENT

Point of Contact: Jerry Geier, Police Chief

Email: [jgeier@goodyearaz.gov](mailto:jgeier@goodyearaz.gov), (623) 932-1220

Published Report: November, 2012

## **E. BUDGET**

**SEE APPENDIX A**

## **F. COLLABORATION AND COST EFFECTIVENESS**

In accordance with Paragraph 27 of the RFA, Ness & Associates, LLC proposes the following plan to work collaboratively with the parties to achieve Full and Effective Compliance under the Consent Decree.

Meeting the goals and requirements of the Consent Decree requires a comprehensive review of the BPD's current policies, practices and systems; performing a "gap analysis" to understand how those current policies, practices and systems differ from the Consent Decree's requirements and best practices; revising policies, practices and systems to incorporate the Consent Decree's requirements and best practices; training BPD personnel so they can fulfill their responsibilities under the Consent Decree's requirements; and implementing the Consent Decree's requirements into practice. The Critical Path will lay out the steps the City and BPD must take to successfully achieve full and effective compliance with the Consent Decree, and how the Monitor will assess the compliance.

For example, the BPD has Origination Responsibility for creating revised Use of Force policies because it will be the primary drafter of those policies. The City, DOJ, and Monitor have Review Responsibility for this achievement because these entities will review the draft policies and propose revisions to the BPD. Although not listed as having "Review Responsibility," community members will also give their input and feedback on the policies during the drafting process.

These tasks are divided into four broad phases: (1) conducting a "current assessment" and "gap analysis" of the BPD and City's current state of affairs; (2) revising or creating policies; (3) training and implementation; and (4) the Monitor's audit. During the current assessment and gap analysis phase, the BPD, Monitor, and DOJ will collaborate to assess the BPD's current

practices, policies, and procedures that relate to a particular Consent Decree requirement and determine how the practice, policy, or procedure needs to be revised and implemented in order to comply with the Consent Decree.

During the policy creation/revision phase, the BPD, Parties, Monitor and Baltimore community members will work together in creating the new policies envisioned by the Consent Decree. The BPD is responsible for preparing a first draft of new or revised policies after obtaining input from the Monitor, Parties, and community members. The draft then goes through an extensive review and revision process that culminates with the Monitor and DOJ approving the policy.

During the training and implementation phase, the BPD is responsible for developing a training curriculum and schedule for its personnel on the new/revised policy or Consent Decree requirement. The Monitor and DOJ will be responsible for reviewing and revising training curricula and lesson plans, and the Monitor will observe training sessions.

During phase four, the Monitor will audit the BPD and City to see whether they are complying with the Consent Decree requirement.

The Consent Decree requires the City and BPD to achieve Full and Effective compliance as determined by the Court. For the City and BPD to be in compliance with a Consent Decree requirement, the requirement must be: (1) incorporated into implemented policy; (2) the subject of sufficient training for all relevant BPD officers and employees; (3) reviewed or audited by the Monitor to determine whether the requirement has been fully implemented in actual practice; and (4) found by the Monitor to have been fully implemented in practice. The Monitor recognizes that the City and BPD may therefore take significant steps to comply with a Consent Decree requirement without achieving “compliance” with the requirement, as the Consent Decree defines that term. Therefore, to better track the City and BPD’s progress on the Consent Decree requirements, the Compliance Methodology provides seven separate categories of compliance: (1) pending, (2) initial development, (3) preliminary compliance, (4) administrative compliance, (5) operational compliance, (6) full compliance, and (7) non-compliance. The Monitor will use these categories when assessing the BPD and City’s compliance in its quarterly reports.

The Monitor’s primary goal for the first year of the monitorship will be to work with the BPD, Parties, and Baltimore community members to review and revise the BPD’s policies so that they incorporate the Consent Decree’s requirements and begin training BPD personnel on the new policies. To that end, the Monitor anticipates that the BPD will review and revise its current policies and General Orders by May 1, 2018.

To be cost effective the prevailing definition is to produce good results without costing a lot of money. To meet this concept Ness & Associates, LLC proposes to conduct a cost effectiveness analysis which will indicate that there may be room to improve current practices. We will look at four core areas where a review of processes that can yield substantial results to overall cost effectiveness strategies:

1. Strategic cost management
2. Materials management techniques
3. Labor infrastructure
4. Process automation

We have an effective organization and we want to eliminate misdirected momentum that leads to waste. To decrease waste the above process will increase productivity and eliminate waste. We do not carry a lot of “dead weight” on our staff. We maintain an efficient, motivated staff that consists only of necessary personnel which helps to keep the monitoring process efficient and productive.

## **G. POTENTIAL CONFLICTS OF INTEREST**

To address any potential conflict of interests Ness & Associates, LLC in response to Paragraph 39 acknowledges that there are no 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).

Ness & Associates, LLC affirms that we do not have or ever had:

- a. Any 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; and
- d. Any member of the monitoring team who has been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct.

Ness & Associates, LLC also acknowledges that to the extent a conflict or potential bias might exist, the application must explain why it does not bar the individual’s or the team’s selection, including any legal or ethical opinions or waivers upon which the candidate relies. We also acknowledge that for the duration of the monitorship, neither the Monitor nor any member of the monitoring team shall be permitted to enter into any contract with the City, BPD, or the United States unless the Monitor first discloses the potential contract to the Parties and the Parties agree in writing to waive any conflict. If a member of the monitoring team resigns, the member may not enter into any contract with the City, BPD, or the United States on a matter related to the Consent Decree without the written consent of the Parties while the Decree remains in effect.

Members of the Ness & Associates, LLC monitoring team will not represent or work for any individual or organization in any criminal, civil, or administrative matter adverse to the City, BPD, or the United States Department of Justice, Civil Rights Division, including any individual or organization designated as a witness, consultant, victim, defendant, subject, target, or person of interest, for the duration of the monitorship.

Ness & Associates, LLC and all team members have read and understood the RFA, and are willing to be bound thereby and they have also read and understand the Consent Decree, and are willing to be bound thereby.

## **H. PUBLIC DISCLOSURE**

Ness & Associates, LLC agrees that information in this application will be open to public scrutiny.

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**APPENDIX A**

**BUDGET**

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**APPENDIX B**

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RESUMES



# CURRICULUM VITAE

## ***JAMES J. NESS, Ph.D.***

### **I. PERSONAL**

#### **A. Present Home Address:**

9241 E. Grandview St.  
Mesa, AZ 85207  
Home: (480) 641-8834 Cell (602)284-9123  
Personal Email [jness23@cox.net](mailto:jness23@cox.net)  
Business Email: [jamesness@nessassociates.com](mailto:jamesness@nessassociates.com)

#### **B. Present Position:**

President – Ness & Associates, LLC (Ness Worldwide Law Enforcement Training and Consulting)  
Adjunct Professor – Northern Arizona University, Department of Public Administration and Justice Studies

#### **C. Summary of Experience**

Law Enforcement professional with over forty years of experience. Versatile management experience in providing organizational direction, leadership and control in the administration of law enforcement organizations and programs. Ability to oversee and manage hundreds of individuals, both national and multinational staff of senior law enforcement managers, educators, trainers and employees while ensuring timely completion of organizational goal all while remaining on or under budget. Ability to deal with decisions of significant international and national importance. An exemplary and proven record of working with diverse populations and interest groups found within a major urban city, and of integrating community input into the planning and implementation of police services. Outstanding communication skills in communicating and interacting in highly volatile and political environments.

#### **D. Major Accomplishments**

- As founding Dean managed the activities of six direct reports, 30 Campus Chairs, 200 faculty and student enrollment of over 24,000 students.
- As Chief of Police for the City of Villa Grove, Illinois was responsible for managing the police function including budget preparation and oversight, personnel selection, training and leadership.
- As Chief of The Specialized Training Division managed the training function for the OSCE Kosovo Police Service School including international staff of 75 training officers and 24 language assistants.

- As Station Commander, managed multinational staff of 150 police monitors and 50 interpreters for the UN International Police Task Force in an extremely volatile political arena in Bosnia.
- As Dean of Academics, managed a multinational staff of 200 senior level managers, instructors and 100 interpreters for the Haitian National Police Training Center. World's largest police training facility at the time.
- Directed and managed the human resources cost, development and growth functions. This included reviewing and approving personnel actions involving recruitment, selection or promotion of staff, evaluations, salary determinations, and disciplinary actions.
- Developed and implemented budget, of \$14.3 million in accordance with established university and corporate standards, goals, and objectives. Ensured budget goals are met on an annual basis.
- Developed and implemented \$1 million budget strategy for the Kosovo Police Service School.
- Negotiated peaceful agreements between Serbian and Muslim parties in area of operation enforced and monitored the Dayton Peace Agreement.
- Successfully initiated and commanded new police station in area previously void of any legitimate law enforcement agency.
- Successfully designed and conducted media presentations, press briefings and political briefings for major international and national news agencies, senior UN and OSCE officials, IFOR/SFOR/KFOR officials and senior police and political officials. Wrote weekly column for local newspaper.
- Worked closely with internal and external groups to build partnerships with appropriate institutions worldwide.
- Reviewed processes and policies established by the police department and university and adapt as necessary for implementation within the organization.
- As the Consultant to various law enforcement agencies conducted training, curriculum development and assessment of training programs as well as developing partnerships with higher education institutions
- Developed short term training programs for ICITAP Brcko, BH on Police Selection, and Police Response to Terrorism, Domestic Violence and Critical Thinking.
- Developed and taught Human Trafficking/Terrorism Course for Abu Dhabi Police.

- Developed and taught Leadership for Savannah, GA PD; Paradise Valley, AZ PD; Maricopa County Sheriff's Dept.; AZ FBINAA; NOBLE and various other agencies.
- Developed and taught Basic Human Rights, Community Policing, Terrorism, and Election Monitoring courses for Serbian, Federation, Haitian Police.
- Lead Researcher and co-author of a major research project on Police Executives funded by LEAA.
- Designed cost reduction programs for Haiti, City of Villa Grove, and Barton County Community College.
- Developed computerized Jail Management tracking program for correctional facilities.
- IPTF Liaison Officer to IFOR/SFOR Task Force Eagle Command in Bosnia.
- Revised curriculum to reflect the milieu and political reality of Haitian and Kosovo culture. Entire curriculum revised within 60 days.
- Designed and implemented assessment program to revise curriculum to reflect current philosophy and practices in the field.
- Designed Job Task Analysis and Field Training Officers Evaluation research projects.
- Developed concept of Police College in Haiti to train future law enforcement executives.
- Developed college level and adult training courses for business and local government.
- Increased enrollments of Administration of Justice students, police and correctional personnel at Barton County Community College.
- Chair of Research Committee for North Central Accreditation Study at Barton County Community College.
- Chair of Strategic Planning Committee for Barton County Community College.
- Conducted research and presented findings at numerous professional meetings.
- Developed articulation agreements with other colleges, high schools and local governmental agencies.
- Established policies and procedures for standards of student behavior and discipline as well as guidelines for faculty behavior.
- Candidate for Office of Sheriff, Jackson County, Illinois.
- Published extensively.

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## II. EDUCATION

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### A. Formal:

Ph.D., Educational Administration, Southern Illinois University at Carbondale, Carbondale, Illinois

**Dissertation Title:** *Graduate Police Officer Perceptions of the Illinois Minimum Standards Basic Law Enforcement Training Curriculum*

MS, Administration of Justice/ Law Enforcement, Southern Illinois University at Carbondale, Carbondale, Illinois

**Thesis Title:** *Campus Law Enforcement: An Analysis of the Operational Role & Role Perceptions of Campus Law Enforcement Executives and Officers at Selected Public Universities*

BA, Liberal Arts, Northeastern Illinois University, Chicago, Illinois

### B. Continuing Education:

Completed numerous Continuing Education courses sponsored by various universities and law enforcement groups. Courses included:

International Mediation Techniques	Media Relations Seminar
Sexual Harassment in the Workplace	Law and Legal Seminar
Information Security	Code of Ethics
Experiential Learning	Facilitator Training
Classroom Management	Quality Imperative Management Series
Police Management	International Human Rights Workshop
Police Executive Development Seminar	Police Executive Senior Command Course
Planning and Management Workshop	Police Community Relations
Terrorism Seminar	Hazardous Materials
Cults and Gangs Seminar	Records Management
Police Trainers Symposium	Laws of Evidence
Police Weapons Training	IPTF Monitor Course
Criminal Investigations	Advanced Criminal Investigations
Management/Human Motivation	Legal Information for Law Enforcement
Narcotics and Dangerous Drugs	Civil Liability for Police Officers
Basic Law Enforcement	Campus Law Enforcement
Report Writing	Organized Crime Seminar
Domestic Violence Seminar	Investigation and Prosecution of Drug Cases
Certified Semi-Automatic Pistol Instructor	Basic Special Weapons and Tactics
Tactical Operations Course	Certified Chemical Munitions Instructor
Certified Distraction Devices Instructor	Blood Borne Pathogens
Management of the Small Police Agencies	Certified International Police Trainer
Managing Covert Investigations	Officer Survival
Advanced Driving and Pursuit Technique Instructor	

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### III. PROFESSIONAL EXPERIENCE

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7/05 – Present      President, Ness & Associates, LLC, and Adjunct Professor Northern Arizona University.

9/10-7/14      Founding Dean of the College of Criminal Justice and Security, University of Phoenix

9/95-9/10      Adjunct Faculty, University of Phoenix, Western International University, Colorado Technical University, American Public/Military University. Excelsior College and Consultant to various Law Enforcement Agencies.

08/02-05/07      Vice President of Marketing and Business Development, Inmate Placement International LLC Corp.

Faculty for Administration of Justice Program at Mesa Community College

Chief, Specialized Training Division, (Senior Police Trainer), for the OSCE Mission in Kosovo, Kosovo Police Service School

Academic Dean- Education America – Mesa Campus.

Station Commander, International Police Task Force, Bosnia Herzegovina

Dean of Academics - DOJ Project Haitian National Police Training Center, Port au Prince, Haiti

Director, Administration of Justice Programs, Barton County Community College, Great Bend, Kansas. Reserve Deputy Sheriff – Training Coordinator for Sheriff’s Office and Great Bend Police Department.

Adjunct Associate Professor, Administration of Justice Wichita State University, Wichita, Kansas

Assistant Professor (Tenured), Law Enforcement, Southern Illinois University at Carbondale, Carbondale, Illinois

Under Cover Investigator for Southern Illinois Drug Enforcement Group

Chief of Police, City of Villa Grove, Villa Grove, Illinois

Project Director, Police Executive Study, College of Business and Administration, Southern Illinois University at Carbondale, Carbondale, Illinois

Research Assistant, Center for the Study of Crime, Delinquency and Corrections, Southern Illinois University at Carbondale, Carbondale, Illinois

Special Investigator, Special Prosecutors Office, Juneau County, Wisconsin

Lieutenant, Sergeant, Patrol Officer, Triton College Police Department, River Grove, Illinois

Patrol Officer, Drake University Security Department, Des Moines, Iowa

Patrol Officer, Wisconsin Dells Police Department, Wisconsin Dells, Wisconsin

Air Policeman, United States Air Force

#### **IV. COMMUNITY SERVICE**

Parish Council – All Saints Catholic Church, Mesa, AZ

Speaker – National Sheriff’s Association, Ft. Worth, TX

Speaker – National Latino Police Officer Association, Las Vegas, NV

Speaker – National Organization of Black Law Enforcement Executives, Grand Rapids, MI

Speaker – National Organization of Black Prosecutors, Phoenix, AZ

Speaker – ASIS Conference, Chicago, IL

Speaker – FBINAA Conference, Long Beach, CA

Speaker – IDALEST Conference, Nashville, TN

Speaker – FBINAA Regional Conference, Tunica, MS

Guest Speaker, Mesa West Rotary Club

Guest Speaker, East Mesa Rotary Club

Facilitator, “Organizational Review Session,” Kosovo Police Service School

Facilitator, “Budget Strategy,” Kosovo Police Service School

President and Board of Directors, Brookfield West I Homeowners Association

Commencement Speaker, Commonwealth International University

Speaker, Community Concerns of the Criminal Justice System, Arizona Criminal Justice Commission

Board of Directors and Training Coordinator, Kansas Association of Law Enforcement Planners

President and Board of Directors, Central Kansas Community Corrections Board

President and Board of Directors, Central Kansas CASA

Guest Speaker, Phi Theta Kappa Forum, Criminal Justice & Technology

Facilitator, "Current Affairs," Great Bend, Kansas 50's Plus Group

Guest Speaker, "Gangs in our Community," Norton, Kansas Lions Club

Guest Speaker, "Law Enforcement as a Profession," Stafford, Kansas Optimist Club

Guest Speaker, "Home Security," Claflin, Kansas Lions Club

Guest Speaker, "The Criminal Justice System - How It Works," New Beginnings Single Group, Great Bend

Guest Speaker, "Education and Law Enforcement," First Evangelical Lutheran Church, Murphysboro, Illinois  
Community Service Award, Murphysboro Business Association  
Guest Speaker, "Law Enforcement as a Career," Jackson County Lincoln Day Dinner  
Chair, Cystic Fibrosis Fund Raising Drive, City of Villa Grove  
Editor - Illinois Association of College and University Security Directors Journal

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## V. TEACHING EXPERIENCE

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Founding Dean of the College of Criminal Justice and Security and tenured faculty at the University of Phoenix. Tenured faculty at Southern Illinois University at Carbondale, tenured faculty and Program Director at Barton County Community College. Full time appointment as Academic Dean for Mesa Campus of Education America. Full time appointment as Chief Specialized Training Division, Kosovo Police Service School, Dean of Academics for Haitian National Police Training Center. Adjunct appointments to Northern Arizona University, Glendale Community College, Mesa Community College, Pratt Community College, Wichita State University, New Hampshire College, Western International University, Colorado Technical University and Excelsior College.

### A. Teaching Specialties:

Creative and Critical Thinking	Intellectual Inquiry
Interpersonal Communications	State and Local Political Process
Ethics in Management	Professional Ethics and Social Responsibility
Managerial Ethics (Graduate)	Ethics in the Workplace (Graduate)
US Constitution	Curriculum Development
Law Enforcement Management	Principles of Supervision
Instructor Development	Intro to Law Enforcement
Politics, Local, State and Federal Government	Intro to Criminal Justice
Criminal Investigations	Personnel Supervision
Jail Operations	Recruitment and Selection
Tactical Training	Emergency Vehicle Operations
Firearms	Narcotics Investigations
Patrol Procedures	Criminal Law
Distraction Devices	Chemical Munitions
Officer Survival	Law Enforcement Research
Team Building	Assessment of Curriculum
Stress Management	Leadership
Community Policing	Problem Solving and Decision Making
Executive Development	Criminology
Graduate Research Methods	Domestic Terrorism
International Terrorism	Counter Terrorism
Personal Security and Protection	Security Planning
Human Trafficking	

## **B. Supervising Faculty**

Supervised numerous internships, practicums and independent study. Faculty advisor and mentor for Master's thesis students and Doctoral Candidates

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## **VI. COLLEGE AND UNIVERSITY SERVICE**

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### **A. College and University Committees:**

University of Phoenix – Academic Council  
University of Phoenix – Research Council  
University of Phoenix – Dean's Council  
University of Phoenix – Assessment Committee  
University Of Phoenix - Chair Criminal Justice Academic Program Council  
BCC -Student Academic Success  
BCC - Chair, Assessment Committee for Academic Effectiveness  
BCC - Chair, North Central Accreditation Self Study Committee for  
Institutional Planning and Research  
BCC - Chair, Lee Turner Advisory Board  
BCC - Chair, Law Enforcement Advisory Board  
BCC - Chair, Strategic Planning Committee  
SIU - Academic Advisor for Administration of Justice Students  
SIU - Continuing Education Council  
SIU - Mentor, Project MAGIC  
SIU - Facilitator, Early Warning Systems, Student Retention Program  
SIU - Faculty Advisor/Coach SIU-C Intercollegiate Equestrian Team  
SIU - College of Technical Careers Scholarship Committee

### **B. Honors**

Associate Fellow, Post-Doctoral Academy of Higher Education, SIU

## **VII. PROFESSIONAL SERVICE**

### **A. Membership in Professional Associations**

Police Executive Research Forum (PERF)  
International Association of Chiefs of Police (IACP)  
National Organization of Black Law Enforcement Executives (NOBLE)  
Academy of Criminal Justice Sciences (ACJS)  
American Correctional Association (ACA)  
American Society of Criminology (ASC)  
American Jail Association (AJA)  
American Society of Law Enforcement Trainers (ASLET)  
National Social Science Association (NSSA)  
National Sheriff's Association (NSA)



## **B. Consultantships**

Rally Point Alpha, Curriculum Development and training assessment  
International Police Training Consultants, Curriculum development and training in Abu Dhabi  
Colorado Technical University, Student Assessment and Curriculum Development  
American Public University System, Advisory Board  
USDOJ/ICITAP, Police Training, Brcko BIH  
Excelsior College, Criminal Justice Training Assessment  
US State Department, OSCE, International Elections Monitor  
Arizona Police Corps, Curriculum Review Project  
IntelX Corp, Development of Jail Management Software  
Mesa Community College, On-Line Course Development  
University of Phoenix, Development of Criminal Justice Marketing  
Maricopa County Sheriff's Office, Instructor Development Training  
Arizona Fair Housing Center, Minority Recruitment for special project  
Integrated Information Systems, Corrections software development  
Apache Junction, AZ Police Department, Supervisor Problem Solving  
Apache Junction, AZ Police Department, Instructor Development Training  
Arab Republic of Egypt, Counter Terrorism Training Development  
Commonwealth International University, Curriculum Development POST Academy  
Tuzla Prison, Tuzla Bosnia Hercegovina, Staff Development and Training  
Arizona POST, Instructor Development  
Northwestern University Traffic Institute, Senior Police Command Course  
University of Delaware, Problem Solving and Leadership  
Maricopa County AZ Sheriff's Office, Executive Development & Supervision  
Missouri Southern State College, Police Supervision  
Kansas Department of Corrections, Tactical Operations, Basic Officer Training  
Leavenworth County Sheriff's Department, Jail Operations  
Russell PD & Russell County SO, OC Spray Certification  
Pratt County SO, OC Spray Certification, Jail Operations, EVOC Training  
Stockton Police Department, Officer Survival  
Norton Police Department, Officer Survival  
Dodge City Police Department, Tactical Team Formation, EVOC Training  
Great Bend Police Department, Personnel Promotion Selection  
DuPont Corporation, Chicago, IL Advanced Driving  
LaCrosse, KS Police Department, Covert Investigations  
Saline County, KS Sheriff's Posse, Law Enforcement Training  
City of Larned and Pawnee County, Consolidation Study  
Law Offices of John H. Hustava, P.C., Collinsville, IL, Police Procedure  
DeSoto, IL Police Department, Employment of Law Enforcement Students  
Marion, IL Police Department, Standard Operating Procedures and Policy,  
Harrisburg, IL Police Department, Traffic Survey  
State of Nebraska, Commission on Criminal Justice, Homicide Study  
Illinois Local Governmental Law Enforcement Officers Training Board,  
Various Projects  
Harlan Heller Law Offices, Mattoon, IL, Police Selection and Procedures

Carmi, IL Educational Incentive Plan for Police Officers  
Desoto, IL Police Department, Patrol Operations  
Cairo, IL Police Department, Covert Investigations  
Memphis, TN Police Department, Homicide Study, Patrol Task Analysis Study,  
Call Priority Analysis

**C. Papers and Presentations at Professional Meetings:**

“Planning and participating in the New ACJS section on Teaching, Learning and Scholarship,”  
ACJS Conference, February 2014

“Ghosts and Law Enforcement,” ACJS Conference, February 2014

“The ASIS International Foundation — Beyond the Golf Course,” ASIS Conference, September  
2013

“Security Leadership in the 21st Century,” ASIS Conference, September 2013

“The Value of a Criminal Justice Degree,” NOBLE Conference, August 2013

“Leadership in the 21<sup>st</sup> Century,” NOBLE Conference, August 2013

“Teaching as a Second Career,” FBI National Academy Associates Conference, July 2013

“Exploring the Need for Nationally Credentialing Criminal Justice Career Candidates,” Academy  
of Criminal Justice Sciences, March 2013

“The Value of Criminal Justice and Security Degree,” Academy of Criminal Justice Sciences,  
March 2013

“Life after Retirement: So you Want to Teach,” IACP, September 2012

“The value of a Security Degree.” ASIS, September 2012

“Life after Retirement: So you Want to Teach.” NOBLE Conference, August 2012

“Leadership and Ethics.” Training Session for Savannah Chatham Metropolitan Police  
Department, June 2012

“How to become Published.” Academy of Criminal Justice Sciences, March 2012

“Pracademics and Academics in CJ Education.” American Society of Criminology, November  
2011

“The Value of Education.” FBINAA Conference, August 2011

“Does the University Curriculum Prepare Criminal Justice Students to Join the Workforce?”  
Academy of Criminal Justice Sciences, March 2011

"Criminal Justice Students Perceptions of Practitioner Faculty vs. Traditional Academic Tenure Track Faculty: A Pilot Study," Academy of Criminal Justice Sciences, February 2010

Panel Chair - "Philosophical Issues in Teaching," Academy of Criminal Justice Sciences, February 2010

Discussant – "Teaching Social Sciences" National Social Science Association, Las Vegas, NV, April 2003

Discussant – "Effects of 9/11/01 on Education" teleconference with Columbia University NY and the University of Phoenix, Phoenix, AZ, January 2002

Discussant – "Workshop on International Mediation Techniques" OSCE/UNITAR, Vienna, Austria, October 1999

"The Bosnian Diary," Academy of Criminal Justice Sciences, March 1998

"Report from Bosnia-Herzegovina: The Tuzla Prison," Academy of Criminal Justice Sciences, March 1998

"The Significance of the Police Corps College Scholarship Program and Its Relevance for Community Colleges," Academy of Criminal Justice Sciences, March 1998

"Operation Uphold Democracy: Building the New Haitian National Police," Academy of Criminal Justice Sciences, March 1996

"Promises Made, Promises Broken: The Haiti Experience," Academy of Criminal Justice Sciences, March 1996

"Training the Trainers," Kansas Association of Law Enforcement Planners, Olathe, KS, August 1994

"Criminal Justice Programs at Community Colleges: Issues and Concerns," Academy of Criminal Justice Sciences, March 1994

"Effectiveness of Two Year Administration of Justice Programs and Using the Two Year Administration of Justice Programs as Training Centers," Academy of Criminal Justice Sciences, March, 1993

"The Los Angeles Gang Experience," Midwestern Criminal Justice Association, October, 1992

"Rehabilitation and Correctional Process," Midwestern Criminal Justice Association, October, 1992

"Why Should I Write? I'm Gonna Be A Cop!" Midwestern Criminal Justice Association, October 1991

"Why Should I Write? I'm Gonna Be A Cop!" NISOD, University of Texas at Austin, May 1991

"Developing a Jail Operations Training Curriculum: Meeting the Needs of Local Confinement Facilities," Academy of Criminal Justice Sciences, March 1991

"The War of Drugs: An Analysis of Meg Units," Academy of Criminal Justice Sciences, March 1991

"Problems in Police Administration," Academy of Criminal Justice Sciences, March 1990

"The Need for Mandatory Physical Fitness Standards: Issues and Concerns," International Association of Chiefs of Police, November 1989

"Officer Perceptions of Basic Police Training: Does It Prepare Them for the Street?" Academy of Criminal Justice Sciences, March 1989

"Private Security Education Issues," Academy of Criminal Justice Sciences, March 1989

"Police Investigations: Problems and Policy Concerns, Reflections of Undercover Street Experiences," Academy of Criminal Justice Sciences, April 1988

"Use of Force by Police," Academy of Criminal Justice Sciences, March 1987

"Police Community Relations," John A. Logan College, February, 1987

"Law Enforcement Training in Illinois," Midwest Criminal Justice Educators, May, 1986

"Career Counseling Model for Law Enforcement Students," Academy of Criminal Justice Sciences, March 1986

"Pre-Service Law Enforcement Training: 400 Hour Minimum Standards Course," Academy of Criminal Justice Sciences, March 1985

"The Multi-Jurisdictional Youth Officer: A Cooperative Effort," International Association of Chiefs of Police, June 1983

"Campus Law Enforcement: Profile of Illinois," Illinois Association of College and University Security Directors, April 1980

"Nonparticipant Observation as a Research Approach: Problems and Issues," Academy of Criminal Justice Sciences, March 1980

"The Nature of a Police Executive's Work," Academy of Criminal Justice Sciences, March 1980

"Trends in Campus Law Enforcement," Illinois Association of College and University Security Directors, January 1978

"Campus Law Enforcement Training in Illinois," International Association of College and University Security Directors, June 1973

"Campus Security," Illinois Association of College Business Managers, February, 1970

**D. Manuscript Evaluation:**

"American Policing" Text review for Glencoe/McGraw Hill, March

"Narc in the Dark" reviewed novel for Sierra West Books

"Introduction to Law Enforcement," Test Review for Educational Testing Service

"For the Record: Report Writing in Law Enforcement," Text review for West Publishing

"Current State of Education in Police Agencies," Journal of Crime & Justice

"Staffing a State Police Agency for Service and Patrol," Journal of Crime & Justice

**VIII. RESEARCH AND CREATIVE ACTIVITIES**

**A. Research Grants Received:**

Perkins Grant for Law Enforcement related equipment, (\$25,000)

Two squad cars for Emergency Vehicle Operations Course, (\$4000)

Video Film Library, Kansas Association of Law Enforcement Planners, (\$100)

Vocational Instruction Practicum with the Illinois State Police, (\$250)

"Graduate Police Officer Perceptions of the Illinois Minimum Standards Basic Law Enforcement Training Curriculum," Illinois Law Enforcement Training Board, (\$1000)

"The Nature of a Police Executive's Work," National Institute of Law Enforcement and Criminal Justice, (\$285,000)

"The Nature of a Coal Mine Manager's Work: A Pilot Study," The Coal Research Center, SIU-C, (\$5000)

"Campus Law Enforcement Officers Basic Training Course: A Pilot Project," Illinois Law Enforcement Commission, (\$3000)

## IX. PUBLICATIONS

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“EXPERT: SIGNS CHANDLER TERROR SUSPECT WAS RADICALIZED BY HER HUSBAND” INTERVIEW WITH ABC 15 NEWS

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=9MUSXWBCAEY](https://www.youtube.com/watch?v=9MUSXWBCAEY), OCTOBER, 2016

“MORE THAN 800 IMMIGRANTS MISTAKENLY GRANTED CITIZENSHIP” INTERVIEW WITH ABC 15 NEWS

[HTTP://WWW.ABC15.COM/NEWS/NATIONAL/MORE-THAN-800-IMMIGRANTS-MISTAKENLY-GRANTED-CITIZENSHIP](http://www.abc15.com/news/national/more-than-800-immigrants-mistakenly-granted-citizenship)

**SEPTEMBER, 2016**

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“Man who led police on East Valley pursuit was wanted in Marana” interview with ABC15 News <http://www.abc15.com/.../man-who-led-police-on-east-valley-pu...> March 2016

“Terror experts talk safety at Sky Harbor International Airport” Interview with ABC 15 News, <http://www.abc15.com/news/region-phoenix-metro/central-phoenix/terror-experts-talk-safety-at-sky-harbor-international-airport> , March 2016

“The Essence and Necessity of Education and Training for Effective Communication’ Criminal Justice Bulletin, <http://cjbuletin.com/2015/01/the-essence-and-necessity-of-education-and-training-for-effective-communication/> , February 2015

“Enterprise Security Risks and Workforce Competencies: Findings from an Industry Roundtable on Security Talent Development,” University of Phoenix, September 2013

“Building a Better Law Enforcement Workforce: Findings from the Arizona Law Enforcement Leadership Roundtable on Training and Education,” University of Phoenix, May 2013

“The Importance of Higher Education for Law Enforcement” FBINAA Magazine, April 2011

“A Centralized Curriculum Gives Students a Level Playing Field” Campus View Points, The Chronicle of Higher Education. April 28, 2011

“Evaluation of Scenario Based Training of the AZ Police Corps,” Research Report to the Arizona Police Corps, November 2002

“International Police Experiences,” WIU Link, Vol. 4/Issue 5, March 15, 2002, pp. 2-3.

“Developing a Jail Operations Training Course: The Barton County Community College Experience,” quoted in Kerle, Kenneth E., (1998). American Jails: Looking to the future: Woburn, MA: Butterworth-Heinemann.

"Report from Bosnia-Herzegovina: The Tuzla Prison," American Jails, Vol. XI/Number 6, Winter 97-98, pp.90-94.

"Preparing and Training for Jail Emergencies," American Jails, Vol. IX/Number 6, January/February 1996, pp. 37-42.

"Career Development and Returning to College", Jail Operations Bulletin, American Jail Association, August 1995

"Model for Assessing Law Enforcement Training Programs" The ASLET Journal., Vol. 10/Number 2, March/April 1995, pp.15-19.

"New Horizons in Kansas Law Enforcement Training - Air Operations: A Cooperative Effort," Kansas Sheriff, Vol. 17/Number 2, Spring 1994, pp. 16-19.

"Tactical Training in Kansas: Partnership for Quality," Tactical Edge, Vol. 12/Number 1, Winter/Spring 1994, pp. 55-57.

"Physical Fitness Standards," The Encyclopedia of Police, 2nd Edition, 1993.

"Mandatory Physical Fitness Standards: Issues and Concerns," Police Chief, Vol. LIX/Number 8, August 1992, pp.74-78.

"Community Perspectives on Policing and Consolidation for Pawnee County and the City of Larned, Kansas," Final Report to the Pawnee County Board of Commissioners and Larned City Council, September 1991.

"The Relevance of Basic Law Enforcement Training - Does The Curriculum Prepare Recruits for Police Work: A Survey Study," Journal of Criminal Justice, Vol. 19/Number 2, May 1991, pp. 181-193.

"Jail Training: Barton County's Experience," Kansas Sheriff, Vol. 13/Number 4, Autumn 1990, pp. 476-51.

"Developing a Jail Operations Training Course: The Barton County Community College Experience," American Jails, Vol. IV/Number 2, July/August 1990, pp. 40-44.

"Reflections on Undercover Street Experiences" in Gilbert, James N., (1990). Criminal Investigations: Essays and Cases., Columbus, OH: Merrill Publishing Co.

"Reflections of Undercover Experiences: Stress, Problems and Concerns," Law and Order Vol. 37/Number 10, October 1989, pp. 106-111.

"In Defense of Fitness," Alternative Visions, August 1989.

"Graduate Police Officer Perceptions of the Illinois Minimum Standards Basic Law Enforcement Training Curriculum," Unpublished Doctoral Dissertation, Southern Illinois University at Carbondale, September, 1988

"Affirmative Action in Higher Education," in Moore, Malvin E. (Ed), (1986), Cultural Foundations of Education, College of Education, Southern Illinois University at Carbondale.

"Multi-Jurisdictional Youth Officer: A Critical Review," Police Chief, Vol. LI/Number 2, February 1984, pp. 58-60.

"Cooperation: The Key to Effective Rural Law Enforcement," Law and Order, Vol. 30/Number 10, October 1982.

"Personnel Selection Process for the Small Police Department," Illinois Municipal Review, December 1981.

"Final Report: The Nature of a Police Executive's Work," National Institute of Law Enforcement and Criminal Justice, LEAA, U.S. Department of Justice, Washington, DC, February 1981.

"A Police Chief Executive's Work," NILECJ, LEAA, U.S. Department of Justice, Washington, DC, February 1981.

"The Nature of a Police Executive's Work; Report to the Chiefs," NILECJ, LEAA, U.S. Department of Justice, Washington, DC, October 1980.

"Perceptions of Campus Law Enforcement: Security or Police," Campus Law Enforcement Journal, Vol. 10/Number 5, September 1980.

"Campus Law Enforcement: Profile of Illinois," IACUSD News Journal, June 1980.

"The Nature of a Police Executive's Work: Coding Manual," NILECJ, LEAA, U.S. Department of Justice, Washington, DC, April 1980.

"The Nature of a Police Executive's Work: A Selected Bibliography," NILECJ, LEAA, U.S. Department of Justice, Washington, DC, March 1979.

"The Nature of a Police Executive's Work: Research Design," NILECJ, LEAA, U.S. Department of Justice, Washington, DC, March 1979.

"An Analysis of the Operational Role and Role Perceptions of Campus Law Enforcement Executives and Officers at Selected Public Universities," Unpublished Master's Thesis, Southern Illinois University at Carbondale, Carbondale, IL, December 1978.

"Call Priority System for the Memphis Police Department," Report to the Chief of Police, Memphis Police Department, Memphis, TN, June 1978.

Saluki Patrol Manual, SIU-C Police Department, Carbondale, IL, May 1978.

Introduction to Law Enforcement - An Overview of Enforcement Services, Law Enforcement Monograph Series, Southern Illinois University at Carbondale, Carbondale, IL, December 1977.



"Performance Evaluation Guides," Police Chief, January 1977.

"The Dilemma of Being a Campus Cop," Campus Law Enforcement Journal, Fall, 1975.

"The Equestrian Unit on Campus," Feasibility Report to the Triton College Board of Trustees, Fall, 1974.

"Campus Law Enforcement Training in Illinois," IACUSD Journal, Fall 1973

## **GERALD P. RICHARD II, Esq.**

4003 East Agave Rd.

Phoenix, Arizona 85044

(602) 600-5833 Office (602) 380-3309 Cell

[grichard8159@gmail.com](mailto:grichard8159@gmail.com)

### **LEADERSHIP PROFILE**

- Consultant with the Institute for Intergovernmental Research for the U.S. Department of Justice: Ferguson, Missouri After-Action Assessment (Report Published) and Salinas, California Collaborative Reform Initiative (Report Published)
- Chief operating officer, senior executive, management and professional experience for significant community based, local, state and federal organizations; responsible for multi-million dollar budgets and grants; and planning and implementing long range hiring, training and supervising hundreds of employees
- Extensive adjunct faculty/guest lecturer experience at accredited public universities, community colleges, secondary and elementary schools, charter schools; conference, community and political speaking engagements; and career development programs for emerging leaders across the nation
- Experienced litigator, arbitrator and legal advisor for local, state, federal, community and faith based organizations
- Responsible for positive and proactive police/community development, negotiations and resolutions; passive and large scaled highly charged controversial demonstrations, public safety and emergency management, local, regional and federal planning, corporate communications, intra and intergovernmental relations, grant oversight, community oriented, crime prevention and intervention services and other core public services
- Responsible for resourceful direction of the strategic, operational, financial, budgeting and human resource aspects of complex organizations frequently subjected to intense public, policy, board and media scrutiny

### **SUMMARY OF PROFESSIONAL EXPERIENCE**

#### **GERALD RICHARD CONSULTING, LLC.**

**Owner**

**November 2014 to Present**

Independent consultant for public agencies and private institutions on issues involving police/community relations, racial profiling, improving organizational internal/external communication, diversity and leadership.

#### **PHOENIX POLICE DEPARTMENT, ARIZONA**

**Assistant to the Chief of Police**

**April 2012 to December 2014**

Senior executive with oversight responsibility for Phoenix Police Training Academy and Employment Services Bureau, Department Leadership Development and Training, implementation of the recommendations submitted by the Community Engagement & Outreach Task Force, Community Advisory Boards, overall police and community relations and legislative issues.

**ARIZONA ATTORNEY GENERAL'S OFFICE****December 2008 to April 2012****Special Policy Advisor for Law Enforcement**

Senior legal counsel/advisor on critical issues involving law enforcement, focusing on homeland security and redefining the role of law enforcement in counterterrorism and criminal investigations through emerging technologies and interoperability, fostering greater cooperation and innovation among Arizona's diverse law enforcement agencies, law enforcement legislative liaison and representing the Attorney General at specific meetings dealing with critical issues/roles in law enforcement and community events. Experienced grant writer and international law enforcement training coordinator.

**PHOENIX POLICE DEPARTMENT, ARIZONA****Director****July 1993 to March 2008**

Senior executive with oversight responsibility for police/community development/relations, criminal and civil legal issues, grants, evidence, hiring, recruit and in-service training, court security, accreditation, dignitary protection, community and youth programs, multi-million budget, city, state and federal grants, department policy, legal advice to internal and external stakeholders, department human relations and disciplinary issues, corporate communications and public affairs, and international relations.

**Special Assistant to the Chief****November 1991 to July 1993**

Lead responsibility for resolving critical police/community issues, instructing local, state, federal and military law enforcement, school, civic and community leaders on local and national gang, occult criminal activity and youth prevention and intervention programs. Legal advisor to internal and external stakeholders.

**Police Law Specialist****August 1989 to November 1991**

General Counsel to executive staff and department employees on legislative, civil issues and all levels of criminal matters. Legal instructor for law enforcement personnel, legal counsel for court appearances and complex criminal investigations, and intergovernmental legal representative for the establishment of legal directives for law enforcement.

**NORTHERN ARIZONA UNIVERSITY****January 2000 to 2014****Adjunct Faculty – College of Social and Behavioral Sciences**

Develop lesson plans for the critical role of systematic planning and evaluation to develop programs as well as solve program problems and improve program performance.

**Adjunct Faculty - Departments of Business and Administration and Public Programs**

Develop graduate level lesson plans for Program Planning and Evaluation for public and private organizations.

**Adjunct Faculty – College of Education**

Graduate level instructor for Leadership Skills, Education and the Law, Community Leadership, Multiculturalism in Education, and Business and Administration courses. Responsible for drafting graduate level syllabus, instruction, administered examinations and evaluated students' performance.

**MESA COMMUNITY COLLEGE**                      **January 1995 to December 1999**

**Adjunct Faculty – College of Administration of Justice Studies**

Entry level and advanced level instructor for Introduction to Criminal Justice, Police and Community Relations and Current Issues in Criminal Justice courses. Responsible for drafting community college level syllabus, instruction, administered examinations and evaluated students' performance.

**ARIZONA DEPARTMENT OF EDUCATION**                      **October 2009 to March 2010**

**Consultant and Instructor**

Consulted with staff, developed curriculum and instructed courses for school administrators, school resource officers and juvenile probation officers on Education and the Law.

### **EDUCATION & SELECT PROFESSIONAL DEVELOPMENT ACTIVITIES**

Doctoral Candidate – Educational Leadership – Educational Leadership – Northern Arizona University

Juris Doctorate – Arizona State University

Master of Education – Educational Leadership – Northern Arizona University

Bachelor of Science – Arizona State University

Public Programs Graduate College (36 credits) – Arizona State University

### **PUBLICATIONS**

Santos, Roberto, Rick Gregory, Leocadio Cordero, and Gerald Richard. 2016. An Assessment of the Salinas Police Department. Collaborative Reform Initiative. Washington, DC: Office of Community Oriented Policing Services.

Institute for Intergovernmental Research. 2015. After-Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri. COPS Office Critical Response Initiative. Washington, DC: Office of Community Oriented Policing Services.

### **PROFESSIONAL CONSULTATION & TRAININGS**

Ferguson, Missouri Police Department After-Action Assessment, Department of Justice

Salinas, California Police Department Collaborative Reform Initiative, Department of Justice

McCarthy Construction Company, Women in Leadership

Arizona Department of Economic Security, Division of Child Support Services, Supervisor and Manager Leadership Seminar

Xavier College Preparatory, Gator Town Diversity and Leadership Program

### **PROFESSIONAL AFFILIATIONS & COMMUNITY SERVICE**

- Arizona Black Bar – Past President
- Arizona State Bar – Continuing Legal Education Instructor

- International Association of Chiefs Association - Member
- Alpha Phi Alpha Fraternity, Inc. – Member
- Gang Resistance Education And Training Foundation, Inc. – Member - Past Chair
- Xavier College Preparatory Gator Town Program - Leadership & Diversity Consultant
- Murph Community A.M.E. Church, Phoenix, Arizona – Pastor

### **BAR ADMISSIONS - LEGAL ASSOCIATIONS**

**Arizona State Bar Association** – Bar Leadership Institute Instructor and Selection Panelist

**U.S. District Court of Arizona**

**U.S. Ninth Circuit Court of Appeals**

**Arizona Black Bar** – Past President

**Horace Rumpole Inn of Court** – Past Member

**Arizona State University, Law School Alumni Board** - Past Member

**Arizona Summit Law School** – Advisory Board

### **GOVERNMENT**

**International Association of Chiefs of Police**

Member

Legal Officers Section

**Gang Resistance Education And Training National Policy Board**

Chair – Designated by Phoenix Police Chief

**Arizona Association of Chiefs of Police**

Member

**Arizona Law Enforcement Legal Advisors Association**

Member

Past Chair

**Arizona Peace Officers Memorial Board**

Member - Public at Large

Past Chair – Designated by Arizona Attorney General Designated Chair

**Phoenix Police Department, Training Needs Committee**

Past Chair

**Gang Resistance Education and Training Program Foundation, Inc.**

Vice Chair

**Arizona Prosecuting Attorneys’ Advisory Council Legislative Committee**

Past Arizona Attorney General’s Designee

**Arizona Peace Officer Standard and Training Board**

Past Executive Board Representative for the Arizona Attorney General Rules and Revisions Committee – Past Chair

Past Executive Board Representative for the Phoenix Police Chief

Past Finance Committee Member

**Arizona Criminal Justice Council**

Past Arizona Attorney General’s Designee

Executive Committee

Policy Committee

Information Committee

**National Organization of Black Law Enforcement Executives, Doeg Nelson Chapter**

Past Arizona Chapter Parliamentarian

**Gang Resistance Education and Training (G.R.E.A.T.)**

National Policy Board - Past Member

National Training Committee - Past Chair

Past National Gang Instructor

**Arizona Black Law Enforcement Organization**

Past Member

**CIVIC**

**Arizona Black Bar**

President

**Murph Community A.M.E., Phoenix, Arizona**

Pastor

**Harbert Chapel A.M.E., Flagstaff, Arizona**

Pastor

**Concerns of Police Survivors, Inc.**

Past Advisory Board Member

**Pilgrim Rest Baptist Church Legal Advocacy Ministry**

Former Volunteer Attorney

**African Methodist Episcopal 5<sup>th</sup> District**

Former State of the Nation Committee Chair

Former Legal Ministry Chair

Former Sexual Misconduct Instructor

**Alpha Phi Alpha Fraternity, Inc.**

Delta Tau Lambda (Alumni Chapter)

Member

Past Chapter President

Mu Eta (College Chapter)

Founder and Past President

**Arizona African American Legislative Conference Justice Committee**

Member

Past Chair

**Gang Resistance Education and Training (G.R.E.A.T.) Foundation, Inc.**

Past Chair

Past Vice Chair

Past Board Member

**Xavier College Preparatory Academy - Gator Town**

Co-Director

**Arizona Flames Track Club**

Former Volunteer Track Coach

**Valley Leadership**

Past Member

**Valley Teen Leadership**

Presenter

**Valley of the Sun Kiwanis**

Past Member

**Suns Nite Hoops Board of Directors**

Past Chair

**Association of Arizona Food Banks Board**

Past Member

**Anytown - National Conference of Christian and Jews**

Past Co-Director

**YMCA Board**

Past Member

**National Council on Alcoholism and Drug Dependence, Inc. Board**

Past Member

**Arizona Federal Credit Union Board –**

Past Member

**PERSONAL DATA**

Born in Chicago, Illinois

Married - two children

Good health

**REFERENCES AND FURTHER DATA**

**AVAILABLE UPON REQUEST**

# TIM HAMPTON, COMMANDER

PHOENIX POLICE DEPARTMENT

4724 S. Star Canyon Drive  
Gilbert, AZ 85297  
Home: (602) 908-5081  
Personal Email [hampton5289@gmail.com](mailto:hampton5289@gmail.com)

## EDUCATION

DOCTOR OF MANAGEMENT IN ORGANIZATIONAL LEADERSHIP, UNIVERSITY OF PHOENIX AT PHOENIX, ARIZONA. **DISSERTATION TITLE:** *A QUANTITATIVE STUDY TO DETERMINE TO WHAT DEGREE TASERS REDUCE INJURIES TO OFFICERS AND CIVILIANS WHEN COMPARED TO THREE LESS LETHAL FORCE OPTIONS*

M.ED., EDUCATIONAL LEADERSHIP, NORTHERN ARIZONA UNIVERSITY AT PHOENIX, ARIZONA.

BS, BEHAVIORAL SCIENCE, GRAND CANYON UNIVERSITY, PHOENIX, ARIZONA

## AWARDS AND CERTIFICATES

MEDIA RELATIONS SEMINAR	MANAGING COVERT INVESTIGATIONS
SEXUAL HARASSMENT IN THE WORKPLACE	LAW AND LEGAL SEMINAR
INFORMATION SECURITY	CODE OF ETHICS
EXPERIENTIAL LEARNING	FACILITATOR TRAINING
CLASSROOM MANAGEMENT	QUALITY IMPERATIVE MANAGEMENT SERIES
POLICE MANAGEMENT	HUMAN RIGHTS WORKSHOP
POLICE EXECUTIVE DEVELOPMENT SEMINAR	
COMMUNITY BASED POLICING PLANNING AND MANAGEMENT WORKSHOP	
POLICE COMMUNITY RELATIONS	
TERRORISM SEMINAR	HAZARDOUS MATERIALS
CULTS AND GANGS SEMINAR	RECORDS MANAGEMENT
POLICE TRAINERS SYMPOSIUM	LAWS OF EVIDENCE
POLICE WEAPONS TRAINING	CRIMINAL INVESTIGATIONS
ADVANCED CRIMINAL INVESTIGATIONS	OFFICER SURVIVAL
MANAGEMENT/HUMAN MOTIVATION	
LEGAL INFORMATION FOR LAW ENFORCEMENT	
NARCOTICS AND DANGEROUS DRUGS	CIVIL LIABILITY FOR POLICE OFFICERS
BASIC LAW ENFORCEMENT	CAMPUS LAW ENFORCEMENT
REPORT WRITING	ORGANIZED CRIME SEMINAR
DOMESTIC VIOLENCE SEMINAR	
INVESTIGATION AND PROSECUTION OF DRUG CASES	
CERTIFIED SEMI-AUTOMATIC PISTOL	BASIC SPECIAL WEAPONS AND TACTICS
TACTICAL OPERATIONS COURSE	ASSET FORFEITURE
BLOOD BORNE PATHOGENS	
ADVANCED DRIVING AND PURSUIT TECHNIQUE	



SEARCH WARRANT PROCEDURES  
COUNTERFEIT CRIMES  
ICS FOR EXECUTIVE STAFF

WHITE COLLAR CRIME SEMINAR  
HOMELAND SECURITY EXECUTIVE SEMINAR

“MAN OF THE YEAR” - AWARDED BY MEMBERS OF THE MARYVALE COMMUNITY AND MARYVALE REVITALIZATION ORGANIZATION, 2009

GRAND CANYON UNIVERSITY “HALL OF FAME” FOR ACTIONS AND RESULTS OF COMMUNITY BASED POLICING IN MARYVALE PRECINCT, 2010

EXECUTIVE APPOINTMENT BY CONGRESSMAN MATT SALMON TO FAITH BASED AND NEIGHBORHOOD PARTNERSHIP ADVISORY COUNCIL, 2014

### **TEACHING EXPERIENCE**

Speaker – Mayors Youth Leadership Summit, Gilbert, 2014

Speaker and Facilitator – Metal Theft Symposium, 2014

Speaker – Faith Based and Neighborhood Partnership Advisory Council, 2014

Speaker – City of Phoenix Public Safety City Council Committee, 2012 - 2014

Speaker – Arizona State House of Representatives – Metal Theft, 2013

Speaker – Think Twice Pre-diversion Program, Phoenix, 2013

Speaker – Channel 11, City of Phoenix – Animal Cruelty, 2012, and 2013

Adjunct Professor for Northern Arizona University 2014 – present

### **RELATED EXPERIENCE**

- Currently working with State Representative Forese on Metal Theft House Bill (HB 2268).
- Initiated Metal Theft cooperative with multiple law enforcement agencies, scrap metal industries, and lobbyist to address multiple issues in 2013 – 2014.
- Created Metal Theft Liaison Program.
- Created Animal Cruelty Liaison Program.
- Working with Arizona State University to address social and crime concerns relating to convenience stores.
- Created Phoenix Police – Circle K coalition to address crime concerns in 2012 – ongoing. Results is 30% decrease in crime and \$1.7 million reduction in monetary and inventory loss for Circle K Stores.
- Working with ASU and EPPS Forensics on two DOJ grants specific to economic crimes investigations.
- Established the Maryvale Association of Churches.
- In 2009, created juvenile pre-diversion program “Think Twice” in Maryvale Precinct, in collaboration with Maryvale Revitalization Organization, through Superior Court, which continues to operate today.
- Established an ongoing leadership program for Maryvale community.
- Creation and implementation of Economic Impact Squad to address Shadow Economy – counterfeits, organized retail theft, return fraud, etc.

- Creation of systems management process that increased efficiency and effectiveness within precincts and the investigative division.
- Integrated detectives within bureau with the FBI Mortgage Fraud Task Force, U.S. Postal Service Investigators, and Secret Service Computer Fraud Taskforce.
- Supervise the only undercover unit in PPD – Career Criminal Squad. This operation includes weekly work with Alcohol Tobacco & Firearms (ATF) agents and other federal and state police agencies.
- Completed an efficiency study for patrol and investigative divisions recommending solutions to equally distribute workload, and involve patrol in investigative procedures.
- Responsible for all police operations for a geographical area populated by 300,000. My command included 8 lieutenants, 36 sergeants, and 344 officers and detectives, with an annual budget of \$44 million. Calls for service exceeded 200,000 annually.
- At Maryvale, implemented proactive crime suppression programs at individual, squad, and sector levels resulting in a 30% reduction in total crimes from 2007-2009 (\*500 less crimes per month).
- As Maryvale Precinct commander, I addressed 85% of all human and drug smuggling crimes occurring within the city by working with internal and federal agencies weekly.
- Created Target Enforcement Squad to address parties in Maryvale Precinct, which grew to encompass city-wide enforcement. This proactive squad targeted violent behavior associated with parties with the mission to close the parties before violence occurs.
- Conducted multiple operations regarding illegal sales of weapons, auto theft schemes, drug interdiction, prostitution, armed robbery, burglary, fraudulent schemes, document crimes, and human and drug smuggling. These investigations were short to long term resulting in thousands of arrests, hundreds of search warrants, and the recovery of millions of dollars in contraband.
- I created the Hotel/Motel Interdiction program in 2003, which resulted in thousands of arrests, search warrants, and seizure of millions of dollars in contraband. This program continues today achieving constant success.

## **PUBLICATIONS AND PAPERS**

*LEADING AND MANAGING PROACTIVE POLICE ORGANIZATIONS* BOOK – CURRENTLY WORKING WITH PUBLISHER

“PAY FOR PERFORMANCE” PAPER FOR CITY OF PHOENIX TO DETERMINE LONGEVITY PAY V. PERFORMANCE PAY, 2013.

“THE SHADOW ECONOMY AND POLICE INTERVENTION,” SUBMITTED FOR PUBLICATION TO CEPS IN 2013.

“PROPERTY AND ECONOMIC CRIMES: A MATTER OF NATIONAL CONCERN,” SUBMITTED FOR PUBLICATION TO THE POLICE CHIEF IN 2014

“MICRO V. MACRO APPROACH TO COMMUNITY BUILDING,” TRAINING SESSION FOR FAITH BASED AND NEIGHBORHOOD PARTNERSHIP ADVISORY COUNCIL

“SYSTEM DESIGN AND MANAGEMENT ANALYSIS” PAPER IN 2013, WHICH BECAME THE MODEL FOR PPD’S DECENTRALIZATION OF BURGLARY DETECTIVES INTO PRECINCTS.

“NEIGHBORHOOD ENFORCEMENT TEAM PHILOSOPHY AND OPERATIONAL PROCEDURES” MANUAL ADOPTED BY EXECUTIVE STAFF AND DISTRIBUTED TO PHOENIX POLICE PRECINCT COMMANDERS AND RESOURCE LIEUTENANTS.

**LANGUAGES**

**MEMBERSHIPS**

POLICE EXECUTIVE RESEARCH FORUM

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

<b>Steven L. Castiglioni</b>
1 Wayland Avenue, Unit 313N
Providence, RI 02906
Cell: 813-625-8398

**EDUCATION**

Degree	Year	Institution	Major
Bachelors	1972	University of New Haven	BS Law Enforcement Administration
Masters	1976	University of Rhode Island	Master of Public Administration
Doctorate	1984	Nova Southeastern University	Doctor of Public Administration

**PROFESSIONAL CERTIFICATIONS/LICENSES, MEMBERSHIPS**

International Association of Chiefs of Police, Lifetime Member, since 1997 State of Rhode Island P.O.S.T. , Police Official Certification, 1972
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**PROFESSIONAL EXPERIENCE**

Selected relevant chronological listing
<p><b><u>Executive Management Consultant</u></b>  <i>Executive Strategies Group, Tampa, FL 1999-Present</i>          CEO for a public safety management consultant group engaged in a full range of solution based approaches to local government challenges ranging from institutional performance assessment to structural, behavioral, and process design so as to achieve established organizational goals.</p> <p><b><u>Public Safety Management Trainer</u></b>  <i>Northwestern University - Center for Public Safety, Evanston, IL 2010-Present</i>          Provide management level training for police and fire services across the nation.</p>
<p><b>University of Phoenix</b></p> <p><b>Executive Director - Office of Institutional Effectiveness</b></p> <p><i>University of Phoenix - Academic Operations 2009 - Present</i></p>

Supervision of nine (9) teams deployed nationwide to assess all the university's 62 campuses and online center for compliance with university, accreditation, and state regulatory requirements.

**Regional Director of Academic Affairs**

*University of Phoenix-Southeast Region 2007-2009*

**Director of Academic Affairs**

*University of Phoenix-West Florida Campus 2000-2007*

**Campus College Chair**

*College of Graduate Business and Management, University of Phoenix-Tampa Campus. 1999 – 2000.*

**Police Official**

**City of Warwick, RI 1972-1997**

***Public Safety Commissioner; 1995-1997***

Chief executive officer of a 440 person public safety group consisting of police and fire departments. Strategic planning, policy development, institutional review and assessment, contractual negotiations with three (3) employee collective bargaining groups, staffing, and budgeting. Developed the city's first comprehensive public safety strategic plan; resulting in the reorganization and re-staffing of the city police and fire departments, the largest governmental-corporate joint venture in the city's history (a multi-million dollar public safety communications system enhancement), a complete redesign of the fire recruitment and selection process, redeployment of resources, and resolved major internal organizational conflicts in both agencies through a strategy of institutional change.

***Deputy Chief 1993-1995***

Leadership and management of a 210 person police department. Command of all organizational elements, *all federal, state, and special grant administration*, municipal bond issue management, inspections and internal affairs, *collective bargaining grievance administration*, staffing, all capital and operational procurement, and agency budgeting. *Created the agency's first Inspection Services Division that addressed police professional standards.*

***Major 1991-1993***

Commander of Administrative Bureau - consisting of four divisions (Administrative Services, Community Services, Inspection Services, Automotive Services)

Commander of Operations Bureau - consisting of four divisions (Patrol, Investigative, Traffic, Animal Control) including SWAT and Special Operations (organized crime & drug control)

*Designed a content valid, outreach based police recruitment and selection process.*

***Captain 1987-1991***

Commander of Patrol Shift

Commander of Administrative Services Division

***Lieutenant 1985-1987***

Assistant Commander of Patrol Shift

Project Manager for the implementation of a \$750,000 computerized police information system

**Sergeant** 1980-1985

Patrol supervisor

Tactical Patrol Force supervisor

**Officer** 1972-1980

Patrol, Tactical Patrol Force, Communications, Prosecution, Victim Restitution, Community Services

**Career assignments:**

City of Warwick Public Safety Strategic Plan, 1995

Developed a blueprint plan for the future needs of the fire and police service based on analytical research that included crime analysis, call for services, agency wide manpower allocation, NSO fire standards employee staffing classifications, multi-contractual, legal, and fiscal constraints, and technological capabilities. The 11-point plan resulted in a successful (3 year) organizational restructuring, staffing changes, fire station relocation, vehicle and equipment management system, and communication system upgrading.

NCIC 2000 Project- Northeast Regional Working Group, Northeast City Police Representative, 1988-1991

Member of a working group consisting of local, state, and federal law enforcement officials tasked with developing the working protocols and capabilities of the new national Criminal Justice Information System (CJIS). Reviewed, revised, analyzed, and finalized hundreds of action items. This project resulted in the largest criminal justice information system enhancement in American history.

City of Warwick Police Department Computer Information System, Project Manager, 1987-1988

Responsible for *research*, specification design, RFP development, RFP publication, bid review, bid selection, and bond issue implementation of a computerized information system that included a communications center, mobile and portable radios, ID system, multi-frequencies, locator system, multi capability RMS, CAD system, and the first computerized dictation police reporting system in New England.

City of Warwick Mayor's Police Manpower Allocation Committee, Organizational Analyst, 1987

Developed a blueprint plan for the future manpower needs of the police agency based on analytical research that included crime analysis, call for services, agency wide manpower allocation, employee staffing classifications, multi-contractual, legal, and fiscal constraints, and technological capabilities. The plan resulted in a successful (3 year) restructuring and re-staffing of the agency.

Rhode Island Municipal Police Training Academy, Instructor 1986-1988

Contracted to develop and deliver several content valid training sessions for state and local police trainees in community services, public relations, and first line supervisory responsibilities.

Rhode Island Municipal Police Training Academy, Advisory Committee Co-Chair 1986-1987

Provided advisory role to a job task analysis consultant in *developing valid state-wide police training surveys, construction of essential tasks, validation of data, and data analysis*. Project goal resulted in the *establishment of a revised content valid police recruit training process*.

City of Warwick Mayor's Family Crisis Intervention Task Force, Police Representative 1977

Designed the State of Rhode Island's first fully staffed Family Crisis Intervention program. Developed and administered a U.S. LEAA grant that funded the state's first fully staffed Victim Restitution Unit as part of a larger Community Services Division. This service was delivered by a police unit that was staffed by police and human services counselors and was developed into a local-state multi-agency operational agreement that resulted in closing gaps in the child protective system.

***Professional Certificates –***

Police Stress Management, University of New Haven, 1981

Dignitary Executive Protection, United States Secret Service, 1991

Highway Safety Administration, United States Highway Safety Traffic Administration, 1991

Criminal Justice Planning, Northeastern University, 1978

Criminal Justice Planning, University of Rhode Island, 1978

Victim-Witness Services, U.S. Department of Justice,

Executive Training Program in Advanced Criminal Justice Practices, 1977

**OTHER RELEVANT EXPERIENCE**

**City of Tampa Police Department, Tampa FL**

June-July 2003

Provided intensive staff training and development for approximately 40 police officials preparing for imminent promotion or who were recently promoted to the rank of Sergeant and Lieutenant in this 1,300 person agency. Staff development sessions entailed a comprehensive presentation of the transition of role responsibilities from the respective current rank to the new rank; including supervision, accountability, performance assessment, ethics and integrity, formal and informal relationships, mentoring, discipline, command, organizational responsibility, professional standards, and career development.

Services were delivered through Hillsborough Community College, Police Academy and in conjunction with Human Resource Performance Consultant of Brandon, FL.

AGENCY CONTACT: John Meeks

**City of Central Falls Police Department, Central Falls, RI**

May-October 2003

Provided a full statistical workload analysis for patrol and departmental resource allocation in this 45 person agency. Application of analytical and quantitative methodology for all staffing plans, fiscal analysis, job task analysis, workload analysis, legal and contractual controls, required agency policy documentation, and implementation planning.

Consulting deliverable was in conjunction with a Commission on Accreditation of Law Enforcement Agencies, Inc (CALEA) accreditation effort by the agency. The documentation addressed several CALEA accreditation standards.

AGENCY CONTACT: Chief Thomas K. Wilson (ret)

**REFERENCES**

Available upon request

# Robert W. Olding

6385 West Barbara Avenue  
Glendale, Arizona 85302

Telephone: (602) 557-3073 (Work)

Cellular Phone: (480) 454-9763

Email: Rob.Olding@phoenix.edu or rwolding@msn.com

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## EDUCATION

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**ARIZONA STATE UNIVERSITY, TEMPE, AZ ■ 1994**

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**Ph.D.** Educational Psychology – Division of Psychology in Education - Concentrations in Social Cognitive Development and Quantitative Research Methods; Psycho-educational Assessment and Evaluation.  
Dissertation: “Personality, Appraisal, Coping, and Adaptation among Novice Male Prison Commitments.”  
Completed work recognized by Degree Granting Department as “Superior Research” using “Structural Equation Modeling” method applied to field research data.

**University of Notre Dame**, Notre Dame, IN ■ 1975

**Master of Arts** – Counseling Psychology – Graduate Studies in Education

Research: “Test Anxiety Desensitization with Upward Bound Students.”

**Western Michigan University**, Kalamazoo, MI ■ 1974

**Bachelor of Science** - Psychology and Sociology (double major) with additional studies in Education.

Dean’s list for academic excellence.

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## EXPERIENCE

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**University of Phoenix**, Phoenix, AZ:

08/01/2014 to Present: Dean, Student Learning Assessment, School of Advanced Studies

- Provide oversight to learning assessment operations within the School of Advanced Studies working with curriculum team and instructional faculty to design and execute measurements of doctoral learning. Collect and analyze data from multiple sources to assess student progress, areas of curriculum needing improvement and instructional effectiveness.
- Committee Member (Reviewer) – University of Phoenix - Committee on Research (COR) and review all research requests involving university personnel, students, resources and/or academic information.
- Committee Member (Reviewer) – University of Phoenix – Institutional Review Board (IRB) for human subjects protection and research ethics. Serve on full board reviews relating to research proposals involving human participants pursuant to Federal requirements.
- 2010 – 2017: Member – University of Phoenix Scholarship Committee – Reviewing and updating the definitions of faculty scholarship and basic criteria for recognition, honorarium and grants consideration.



- 2010 – Present: Member – University of Phoenix Assessment Council, reviewing and deciding upon appropriate actions for learning assessment requests and proposals for learning assessment activities from colleges and instructional development.
- 2010 – 2017: Serve on Criminal Justice/Security Academic Faculty Council and advise Associate Dean for Criminal Justice and Security degree programs.
- Serve as teaching faculty for the Online and Phoenix local campuses teaching courses in, research as well as courses for human services, counseling, and psychology.

06/01/2010 to 07/31/2014: Associate Dean, School of Advanced Studies/Dissertation Research Quality

- Provided direction and oversight to the external review of doctoral dissertation proposals and completed dissertation drafts prior to final approval and progression through to graduation.
- Performed analyses and constructed reports regarding dissertation quality and completion for school and university leadership.

06/08/2008 to 2010: Associate Dean, College of Social Sciences.

- Oversaw central curriculum design and development for Human Services and Psychology degree programs encompassing 120 courses with university enrollments in excess of 17,000 students. Manage accreditation requirements for programs including institutional change documents for new programs with regional accreditation entity (Higher Learning Commission), programmatic assessment and accreditation efforts for specific programs and overall academic quality. Conducted academic quality reviews at multiple campus delivery sites nationwide.
- Managed College response to student appeals and student disciplinary issues related to the specific programs under my supervision.
- Committee chair – University of Phoenix - Committee on Research (COR) reviewing all research requests involving university personnel, students, resources and/or academic information.
- Member – University of Phoenix Assessment Council, representing College, reviewing and deciding upon appropriate actions for assessment requests and proposals for learning assessment activities from colleges and instructional development. Served as assessment representative for the College of Social Sciences.
- University of Phoenix *Institute for Cognition and Learning* - charter member. Participated in the original “Data Mining Group” that evolved to become the institute dedicated to research with higher order cognition associated with post-secondary education.
- Served on Criminal Justice/Security Academic Faculty Council and advise Associate Dean for Criminal Justice and Security degree programs.
- Represent the university to regulatory entities and accrediting bodies involved with counseling, human services, criminal justice and security degree programs.
- Review, process and provide decisions on faculty approvals, student appeals, and multiple academic administrative issues.

- Serve as **teaching faculty** for the Online and Phoenix local campuses teaching doctoral, masters and bachelorette level courses in research (including chairing dissertations), human services and psychology, research design and statistics.

09/07/2004 to 06/08/2008: Associate Dean, College of Health and Human Services

- Responsible for Criminal Justice Administration and Organizational Security Management programs. Worked with Subject Matter Experts in the Development of bachelor and master's degree program curriculum. Completed development of Master's Degree program in Justice and Security Management. Provided oversight to program delivery at campuses. Conducted Academic Quality Reviews at campus sites and represented the program to accreditation and state regulatory personnel. Provided oversight to programmatic assessment efforts.
- Provided advisement and tutorial consulting on multiple dissertation research projects and served on multiple committees as methodological thought leader.

**State of Arizona - Department of Corrections, Phoenix, AZ.**

12/2000 to 12/2003: Assistant Director

- Provided executive oversight to the Division of Programs and Services. Scope of responsibility and authority encompassed department operations and budget for education programs of "functional literacy" and adult basic education, GED preparation, special education services, post-secondary vocational programs and post-secondary distance learning and correspondence education to the bachelor degree level. Curriculum design and delivery involved 200 state funded teachers and educational supervisors, an Education Program Administrator, a special education coordinator, twenty librarians, service contracts with seven Arizona community college districts, satellite and cable based distance learning resources. Served as executive in charge of program assessment and evaluation with reporting responsibilities to Arizona State Legislature.
- Provided executive oversight for statewide substance abuse treatment programs, pastoral programs, family assistance programs and specialized programs for female offenders, and supervised program managers in each of these areas.
- Provided oversight for preparation of Federal education and program grants as well as formula funding reports for the Arizona Department of Education. Duties included contract negotiations and monitoring, interactions with Community College Presidents, Community College and University Deans, in office interactions with Arizona Legislators and formal testimony before legislative committees.
- The Assistant Director's office maintained the department's statistical reporting system utilized for reports to the Arizona Governor's Office, Legislative Committees and Arizona Department of Education. Daily attendance to all education classes and programs was in excess of 17,000 service recipients state wide.
- Prepared grant requests for federal funding sources including education, treatment and state criminal alien assistance program.

- Evaluated and recommended action on research requests submitted to the Department of Corrections by academic researchers. Coordinated and monitored outside agency research projects approved by agency director.
- Provided oversight to the collection and reporting of institutional performance data for Arizona Department of Corrections to Arizona Governor's Office and Arizona State Legislature. These duties included both written reports and "real time" testimony to Legislative Committees.
- Frequently represented the Department in media coverage regarding programmatic issues.

04/1996 to 12/2000: Operations Officer for Programs

- Reporting to the Assistant Director, provided operational oversight for the department inmate education system and treatment programs. Assigned duties included directing the development and integration of inmate education curriculum and treatment programs with security operations statewide. I prepared statistical analysis reports of attendance, participation and achievement for service population, oversight of intake diagnostic assessment.
- Duties also involved formal testimony before legislative committees concerning functional literacy, work, substance abuse and pastoral programs, program evaluations and funding requirements. Also served as a liaison with outside agency education and transitional services.

10/1992 to 04/1996: Administrator, Bureau of Management Information Services

- Served as department's Chief Information Officer with responsibility for operations of information technology resources and telecommunications systems that served the department and interfaced with other state agencies. Served as liaison with the Government Information Technology Agency (GITA) and the Department of Administration legacy mainframe resources.
- Provided administrative oversight for the development and maintenance of critical data systems and networks.
- Coordinated research activities involving archival data analysis and department database access, programmatic evaluation and administrative reporting to the Arizona Governor's Office, State Legislature and federal oversight agencies.

12/1990 to 06/1992: Administrator, Bureau of Offender Services

- Administrative oversight of all bureau operations inclusive of the offender diagnostic testing system, custody classification and placement, offender records, victim services and interstate corrections compact placements and Federal Foreign Treaty operations. Maintained reporting to the Assistant Director for Adult Institutions. Supervised the department education administrator.
- Coordinated movement of offenders between state facilities and served as the contact for external agencies for the transfer of offenders to other states, federal and foreign jurisdictions. Provided testimony to the Arizona State Legislature concerning department

operations and proposed statutory changes. Represented the agency as a public speaker for various groups within the general community and the greater criminal justice system.

10/1989 to 12/1990:

- Deputy Warden, Alhambra Reception and Treatment Center and Flamenco Mental Health Center. Position served as executive administrator for diagnostic and psychiatric treatment centers for 600 adult male and female offenders. Overall responsibility for security operations, inmate programming, liaison with health services programs in psychiatric diagnostic and treatment services.

09/1987 to 10/1989:

- Alhambra Reception/Diagnostic Center Administrator. In this position, I was responsible for planning and operations of the primary diagnostic center where psycho-educational testing and evaluation of newly received offenders was performed. Worked with security, treatment and medical specialty staff to ensure diagnostic screening prior to placement was accurately and efficiently accomplished in a time sensitive manner.

02/1986 to 09/1987:

- Psychology Associate. Under the supervision of the chief psychologist and staff psychiatrist, conducted psychological evaluations, crisis intervention, individual and group counseling with adult male offenders.

03/1984 to 02/1986:

- Associate Warden, Phoenix Prison Complex: Included Alhambra Reception and Treatment Center, Flamenco Mental Health Center, Aspen DWI Center and the Arizona Center for Women. Performed administrative oversight duties in budget preparation, educational programming, support services, statistical reporting and strategic planning.

11/1982 to 03/1984:

- Correctional Program Supervisor – Supervised casework and counseling activities of ten correctional program staff. Inmate population assigned to the institution consisted of adult male offenders in an minimum custody setting.

11/1981 to 11/1982:

- Correctional Program Officer/Counselor – Performed individual counseling and casework activity with a caseload of 120 adult male offenders in a corrections institution setting.

**United Counseling Services – Atlanta, Michigan**

07/1979 to 08/1981:

- Program Director – Performed administrative oversight and clinical supervision duties for day to day operations of a community based counseling agency. Programs involved outpatient counseling, community education and outreach in areas of substance abuse issues, family, child development and area Big Brothers/Big Sisters program.

### **Creative Learning Systems – Tucson, Arizona**

08/1977 to 06/1979:

- Supervisor/Counselor – Creative Learning Systems – Community Alternative School and Residential Treatment Center serving adolescents with emotional handicaps. In this position, I supervised staff of 16, consisting of special education teachers, counselors and educational aides providing a therapeutic education structure for 35 adolescent boys. I was responsible for leading curriculum development and delivery, discipline and discharge planning.

### **Prehab of Mesa, Inc. – Mesa, Arizona**

03/1976 to 08/1977:

- Alternative Secondary School – Supervisor/Counselor. Serving emotionally handicapped students referred through the Mesa Public School system. Supervised special education and counseling staff and activities for students in a structured day school format.

### **Western International University, Phoenix, AZ:**

09/1997 to 10/2013: Adjunct Professor (Professor Rank) – Research, Behavioral Sciences and Management.

- Adjunct Program Chair – Arts and Sciences 1999/2000
- Adjunct Program Chair – Research 2001/2002
- Thesis Advisement – Served as thesis chair/advisor for over 80 successful master's level students 1997 to 2008.
- Faculty Assessment Committee – As senior faculty, interviewed and assessed credentials of university faculty applicants – 2000 to 2006.
- Curriculum Review Committee – Research, Statistics and Behavioral Sciences – 2005.
- Text Book Selection Committee Chair – Criminal Justice, Research Methods and Statistics – 2004 to 2008.
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### **Bridgepoint Education, Phoenix, AZ.:**

02/2004 to 12/2004: Adjunct Instructor – Research and Statistics.

### **Rio Salado College, Phoenix, AZ.**

03/1986 to 11/1990: Adjunct Instructor – Vocational and Employability Skills Instructor.

### **Arizona State University, Tempe, AZ.**

09/1977 to 05/1978: Adjunct Instructor University Extension Services – Personal Development and Inter-Personal Communications courses.

### **Post-Secondary Courses Taught:**

- Cognitive Psychology (Graduate Level Course – Asynchronous Online and Classroom)
- Critical Analysis in Research (Graduate Research in Counseling Program)

- Graduate Research Methods (500 Level Introductory Graduate Course)
- Independent Research Seminar (Graduate Thesis Tract – On ground and Synchronous Online)
- Quantitative Analysis in Decision Making (Introductory Statistics)
- Behavioral Research, Tests and Measurements (On ground and Synchronous Online)
- Research and Statistics for the Social Sciences
- Biological Basis of Behavior
- Life Span Human Development
- Learning and Cognition
- Social Psychology
- Statistical Reasoning in Psychology
- Cultural Diversity
- Justice and Security Program Design and Evaluation
- Strategic Planning and Implementation in the Public Sector
- Psychological Assessment and Testing
- Research Methods in Criminal Justice
- Juvenile Justice Procedures
- Social Psychology of Public Institutions

### **Educational Consulting**

Course Writer and Developer: As an independent contractor have written and developed multiple courses for undergraduate and graduate level curriculum.

#### Major Research Consulting

- Job Core Chicago Center Data Analysis – Management Training Corporation (2011)
- Survey research consulting – Ed Map, Inc. (2009).
- Management Training Corporation, Inc. – 360 Degree Feedback Data Analysis Project for Correctional Managers (2007).
- Youthful Offenders Research Project – Arizona State University West (2004).
- Offender Intake Assessment Procedures – Diagnostic Reception Center, Colorado Department of Corrections (1997)

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## **GRANT WRITING AND CONSULTING**

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Grant writing and consulting: Major grant writing for both non-profit and government agencies. Multiple awards in areas of education, treatment programs and criminal justice.

- 2007 to Present: Tutorial consulting on dissertation research work in terms of design and methods of analysis.
- Recognized by the Arizona Department of Corrections for procurement in excess of \$100,000,000 in Federal Grant funds from 1992 through 2002.
- Recognized by the Arizona Governor's Office for successfully procuring in excess of \$20,000,000 in Federal Grant funds from the State Criminal Alien Assistance Program as a first time developer of this grant process in 1994.
- Served as grant and evaluation consultant for multiple non-profit agencies 1994 to Present.

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### COMMUNITY AND PROFESSIONAL SERVICE

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11/2010 to 10/01/2013: President, National Organization for Human Services. As President of the organization, lead the national executive board, promote human services education and service across the country. Help formulate and implement national strategies to strengthen human services response to issues on a national and global level.

6/2008 to 10/2013: Member of Examination Committee for National Board Certified Human Services Professional certification exam. Involvement included item development, data evaluation and exam revision. Center for Credentialing and Education, Greensboro, North Carolina.

06/2010 to 12/2011: Grant Evaluator SAMHSA funded youth substance abuse prevention, Community Coalition Grant for Central Arizona. Scholarship of service in performing required process and outcome evaluation of multi-year grant performance as required by funder regulations.

11/2008 to 11/2010: Vice President for Regional Development, National Organization for Human Services. As VP on national executive board, promoted human services education and services across the country (six national regions). Helped to formulate and implement national strategies.

01/2004 to 5/2012: Board of Directors, Greater Phoenix Family Services Agency. Board member for one of Arizona's oldest private non-profit social service agencies, providing counseling, substance abuse, mental health and children services to families and individuals in the greater Phoenix metropolitan area.

03/2003 to 03/2004: Arizona Prevention Resource Center Advisory Committee Member. Sponsored through Arizona State University, the center provides outreach, information and research services to Arizona communities, primary and secondary public school districts.

03/1998 to 12/2003: Executive Board Trustee – Social Services Contractor's Indemnity Pool (SSCIP). Trustee providing oversight for legislatively created Insurance Trust serving human services and other not-for-profit community agencies contracting with the State of Arizona and political subdivisions thereof. During tenure on board, I served on Nominations, Marketing and Claims Management Committees.

1997/1998: Arizona Hate Crime Advisory Committee: Interacting with and providing citizen advisement to Arizona Law Enforcement Agencies, monitored hate related criminal activities and served as a community resource for education and prevention efforts. I Chaired the Bylaws Committee to establish organizational structure in 1997.

04/1996 to 12/2003: Agency representative with Arizona Food Bank programs, providing oversight to Arizona Department of Corrections' support for annual gleaning programs producing food resources to Arizona's hungry.

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### **AWARDS AND RECOGNITIONS**

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- Center for Credentialing and Education – Recognition for key role in developing the Human Service – Board Certified Professional National Certification.
- Cambridge Who's Who Among American Executives and Professionals Recognition 2008.
- "Outstanding Faculty of the Year" Award, Western International University 2004.
- Recognition of Service to the State of Arizona – Arizona Governor Janet Napolitano, 2003.
- Service Excellence Recognition Award, Social Services Contractors' Indemnity Pool (SSCIP) for work as a State Trustee on the Board of Trustees 1998/2003.
- Who's Who Among American Teachers Recognition 2002.
- Recognition Award – Arizona Food Banks for gleaning program developed using inmate work crews and adding tons of food to needy Arizona families (2002).
- Arizona Governor's Team Award for Excellence in Government (Team Leader Legal Services Access Project) 1997.
- Meritorious Service Award, Arizona Department of Corrections (Educational Assessment System and Curriculum Development – Functional Literacy Education) 1997.
- Arizona Governor's Individual Recognition Award for Excellence in Government (Federal Grants Development) 1994.
- Meritorious Service Award, Arizona Department of Corrections (Classification System Redevelopment) 1992.
- Recognition Award, U.S. Department of Justice, FBP Classification Forum 1991.
- Recognition Award for Service, Rio Salado College (Vocational Training and Employability Development Project) 1990.

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### **PAPERS AND PRESENTATIONS**

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- Lipschuetz, A. & Olding, R. (2016). Authentic assessment practices with practitioner doctorate degree programs. Presentation at the University of Phoenix Assessment Conference, Chicago, Illinois.
- Coe, A. & Olding, R., (March 2016). Emerging university research centers: Establishing structure, purpose and means of assessment. Presentation at the University of Phoenix Assessment Conference, Chicago, Illinois.



- Olding, R. & Valadez, M. (December 2014). Career path analysis in assessment of scholarship to work focus for practitioner doctorates. Annual Assessment Conference, University of Phoenix, Scottsdale, Arizona.
- Olding, R. (December 2014). A comprehensive assessment approach for the School of Advanced Studies. Annual Assessment Conference, University of Phoenix, Scottsdale, Arizona
- The application of portfolio assessment in doctoral education. Poster session, Annual Assessment Conference, University of Phoenix, Scottsdale, Arizona.
- Coe, A. & Olding, R. (November 2013). *Developing a scholarly culture among adjunct and associate faculty*. Presentation at Arizona Educational Research Organization 26<sup>th</sup> Annual Conference, Tempe, AZ.
- Love, George W., Sherman, Kenneth and Olding, Rob (December 2012). *Will they stay or will they go? A study of volunteer retention at film/music festivals in the southwest United States*. Event Management, Vol. 16, Pgs. 269-281.
- Walsh, F. & Olding, R. (January 2012). *Generational Issues are becoming more Prominent in the Correctional Workplace*. American Correctional Association Winter Conference, Phoenix, AZ.
- Kerstner, P., Olding, R., Mosher, C., & Outlaw, J. (2011). *Counselor identity: A five-year review of dissertation content as indicators of counselor educators*. Paper presented at the meeting of the Association for Counselor Education and Supervision, Nashville, TN.
- O'Brien, S., Olding, R. & Hinkle, S. (October 2010). *An Analysis of the Human Services – Board Certified Professional National Examination Data*. National Organization for Human Services Annual Conference, Portland, Me.
- Olding, R. (September 2010). Mental Health Disability Overview: Hidden Disabilities among Higher Education Students. Apollo Ethics and Compliance Conference, Phoenix, AZ.
- Bell, M., Olding, R. & Walsh, F. (August 2010). *Programs that help inmates stay out of prison*. 140<sup>th</sup> Conference of Correction Workshops, American Correctional Association, Chicago, IL.
- Ness, J., Olding, R. & Walsh, F. (March 2010). *Criminal Justice Student Perceptions of Practitioner versus Traditional Tenure Track Faculty: A Pilot Study*. Annual National Conference of the Academy of Criminal Justice Sciences, San Diego, Ca.
- O'Brien, S., Hinkle, S. & Olding, R. (November 2009). *Development of the Board Certified Human Services Practitioner Certification: Analysis of Normative Data*. National Organization for Human Services Annual Conference, Portland, OR.
- Nink, C, Olding, R., Jorgenson, J., & Gilbert, M. (2009). *Expanding Distance Learning Access in Prisons: A Growing Need*. Corrections Today, Vol. 71, No. 4, 40-44.
- Olding, R. (January 2008). *Enhancing Critical Thinking through E-Learning Methods*: Poster Session, WCET 20<sup>th</sup> Annual Conference, Phoenix, AZ.
- Olding, R. (October 2008). Human Services Curriculum: *The Development and Assessment of Future Practitioners' Advocacy Skills and Values of Client Dignity*. National Organization for Human Services Annual Conference, Tucson, AZ.

- MacDonald, S., Nink, C., Olding, R. & Flanagan, C. (2008). *Maximizing Offender Learning Opportunities through Partnerships*. Corrections Today, Vol. 70, No. 2, 64-67.
- Nink, C. and Olding, R. (January 2008). *Panel Discussion: Succession Planning in Corrections Organizations*. American Corrections Association Winter Conference, Dallas Texas.
- Olding, R. (November 2007). *Myth Busters: The Truth about Time Requirements for Teaching Online*, with Lee Freeman University of Michigan – Dearborn, WCET 19<sup>th</sup> Annual Conference Atlanta GA.
- Olding, R. (November 2007). Assessing the designed and delivered curriculums in human services education: Alignment, evaluation and mapping for optimum outcomes in practitioner preparation. National Organization for Human Services Annual Conference, Atlanta, GA.
- Nink, C. and Olding, R. (January 2005). *Success factors in correctional academic and vocational education*. American Correctional Association Winter Conference, Phoenix, AZ.
- Nink, C. & Olding, R. (2004). *Rehabilitate or Recycle? Growing Public Expectations*. Corrections Compendium, Vol. 29, No. 2, 6, 28-30.
- Olding, R. (2003). *Individual Change: Building on the Prochaska Model*. Southwest Schools for Behavioral Health Studies, Tucson, Arizona.
- Olding, R. (2003). *Co-occurring disorders in prison populations: An epidemiological perspective*. Southwest Schools for Behavioral Health Studies, Tucson, Arizona.
- Olding, R. (2003). *Change and Adaptation: From Client to Organization*. Arizona Department of Corrections Annual Substance Abuse Treatment Conference, Phoenix, AZ.
- Olding, R. (2003). *Systematic Research Method*. LINK: International Student Newsletter, Western International University, Vol. 5, No. 7, 2-3.
- Olding, R. (2002). *Open Entry Placement and Special Education Needs of Offender Populations*. Arizona Correctional Education Association Annual Conference, Mesa, AZ.
- Olding, R. (2002). *Transference and Counter Transference in Substance Abuse Treatment*. Arizona Department of Corrections Annual Substance Abuse Treatment Conference, Tucson, AZ.
- Olding, R. (2002). *Offender Diagnostic Intake and Program Placement*. Northern Arizona Public Defenders' Association Conference, Flagstaff, AZ.
- Olding, R. (2001). *Special Needs Population in Correctional Institutions*. Southwest Schools for Behavioral Health Studies, Tucson, Arizona.
- Olding, R. (1999). *Substance Abuse Treatment Programming for Offenders*. Northern Arizona Public Defenders' Association Conference, Show Low, AZ.
- Olding, R. (1997). *Offender Classification Systems in Adult Corrections*. Northern Arizona Public Defenders' Association Conference, Flagstaff, AZ.

- Olding, R. (1995). *ASAP Failure a Wake-up for Schools?* The Phoenix Gazette, February 2, 1995 (Special for the Phoenix Gazette – In Reference to the Arizona Public Schools Achievement Testing Programs).
- Olding, R. (1994). *Personality, Appraisal, Coping and Adaptation among Novice Male Prison Commitments*. ProQuest Digital Dissertations.
- Olding, R. (1994). *The Correctional Management Information System*. Interface, Arizona Department of Corrections, Vol. 1, No. 3, 3-4.
- Olding, R. & Okun, M. (1992). *Coping Among Novice Male Inmates*. Paper presented at the annual convention of the Western Psychological Association, Portland, Oregon.
- Okun, M., Olding, R. & Cohn, C. (1990). *A Meta-Analysis of Subjective Well-Being Interventions among Elders*. Psychological Bulletin, 108, 257-265.
- Okun, M., Olding, R. & Cohn, C. (1988). *Enhancement of Well-Being Among Older Adults: A Meta-Analysis*. Paper presented at the annual convention of the American Psychological Association, Atlanta, Georgia.

# ***Paul F. Dutra, MS, JD***

## **CURRICULUM VITAE**

### **EXPERIENCE**

Rhode Island Interlocal Risk Management Trust (The Trust), East Providence, RI.

The Trust is a Municipal-Member owned insurance entity providing risk management and insurance coverage to the majority of municipal entities in the State of Rhode Island.

*Liability/Property Claims Manager*

2012 - Present

Liability/Property Claims Manager at The Trust. Oversee the investigation and adjusting of various claims and lawsuits instituted against our member municipal entities, including allegation of civil rights violations and police practices misconduct; coordinate state-wide police model policy development; provide police liability in-service trainings, and consultation with police managers on matters of civil liability and risk management strategies.

*Claims Specialist/Supervisor*

2007 - 2012

Investigation and evaluation of high-exposure police liability claims and lawsuits brought against our Member municipal entities while supervising junior claims adjusters and providing police risk management training and policy development.

*Senior Claims Representative*

2002 - 2007

Investigation and evaluation of claims and lawsuits brought against member municipal entities involving allegation of police practice wrongdoing, adverse employment actions, civil rights violation as well as complex constitutional and civil tort actions, assisted in the development of uniform police use-of-force, pursuit and tactical team policies for member municipal police departments and in-service training relative to police liability issues for member departments.

State of Rhode Island Department of Attorney General, Providence, RI

*Special Assistant Attorney General/Criminal Division.*

2000 - 2002

Criminal prosecutor assigned first to the Pre-Arrestment Conference Calendar and lead prosecutor on the Daily Criminal Calendar in Superior Court overseeing the prosecution of felony criminal cases against probation and parole violators.

City of Warwick Police Department, Warwick, RI

*Inspector/Department Legal Counsel*

1993 - 2000

Provision of legal counsel to the Chief of Police relative to criminal investigations and policy development, evaluation and recommendation of minor civil actions (\$2,500 and less) filed against the police, and liaison for the police department with The Rhode Island Interlocal Risk

Management Trust on matters of risk management, risk reduction, and various civil claims filed against the police department.

*Assistant City Solicitor/Criminal Prosecutor*

1993 - 2000

Inspector/Legal Counsel bifurcated to providing the legal counsel as outlined above and serving as a City Criminal Prosecutor in Rhode Island District Court for misdemeanor criminal matters on behalf of the City of Warwick.

*Police Patrol Officer*

City of Warwick Police Department

1980 - 1992

Fraternal Order of Police Lodge 7

*President*

1986 - 1988

Executive Board of the Directors for the FOP Lodge 7,  
Oversight of employment-related collective bargaining and grievance arbitrations as well as the day-to-day business operations of the Lodge.

**FACULTY POSITIONS**

Community College of Rhode Island - Law Department, Warwick, RI

*Adjunct Faculty*

1995-2015

Instruction of classes in police science and criminal procedure.

Roger Williams University – Criminal Justice Studies, Portsmouth, RI

*Guest Lecturer*

2008 - Present

Police civil liability risk management strategies

At two annual seminars hosted by on behalf of the New England Police Chiefs Association: The Command Training Series – Executive Development

The Police Internal Affairs Investigations

Rhode Island Municipal Police Academy, Lincoln, RI

*POST Certified Instructor/Police Civil Liability*

2009

Job-Task Analysis - resulted in a revamping of curriculum and the addition of a course in police civil liability.

POST Instructor Certification - Police Civil Liability.

**EDUCATION**

1992

Suffolk University Law School, Boston, MA.

*Juris Doctor*

1988

Salve Regina College, Newport, RI.  
*Masters of Science in Administration of Justice*

1984

Salve Regina College, Newport, RI.  
*Bachelors of Science in Criminal Justice – Cum Laude*

### **PROFESSIONAL AFFILIATIONS**

1995 – 2000

Board of Directors, Warwick Municipal Credit Union, Warwick, RI.

1993 – 2002

Member: National District Attorneys Association, Washington, DC.

1993 - Present

Member: Federal Bar.

1993 - Present

Member: Rhode Island Bar.

### **PROFESSIONAL APPOINTMENTS:**

2011 - Present

Rhode Island In-State Police Accreditation Commission - Standards Committee.

2013

Rhode Island Police Chiefs Association's committee to study safety issues at municipal police department detention facilities.

2014

Represented the Trust's perspective of police liability exposure on the Governor's Committee on Heroin Overdose Crisis.

2014, 2017

Risk management perspective to address the shortfall in the state statute related to police officers' authority to take people in mental crisis into protective custody and presentation to the Rhode Island Police Chiefs Association on this topic in an effort to affect legislative change.

2016

Rhode Island Police Chiefs Association - Committee on police body-worn cameras.

## **Rick Riveira Ferrell**

13324 Dovedale Way  
Germantown, MD 20874 US  
Email: rickrferrell@msn.com

US Department of the Treasury  
401 14th Street SW  
Washington DC, 20227

### **Senior Policy and Oversight Analyst**

Duties, Accomplishments and Related Skills:

- Directly responsible for creating and writing policy that impacted the national financial structure for payments to every government entity as well as those external entities who are responsible to and or doing business with the US Treasury.
- Identified trends and applicable findings related to reporting of performance, customer, and workforce data and interpretation of data specifications and recommends corrective actions.
- Conducted strategic and tactical business operations planning and continuous improvement studies (Lean Six Sigma) and serving as an analytic team leader responsible for examining a specific business function or process of the agency. Developing plans and methodologies, collecting and analyzing data, reviewing, and making recommendations to agency management regarding specific improvements having agency-wide, government-wide and external stakeholder impacts.
- Lead efforts to develop and implement a variety of strategic plans designed to bring the organization forward and establish an organizational leadership role in the national payments community
- Collaborated with senior staff members to develop authoritative information, advice, and policy guidance to internal and external Treasury stakeholders on strategic planning, re-engineering activities, compliance, and performance evaluation.
- Serve on and lead intra-agency committees and task forces designed to review, report on, and recommend changes to Payment Management business processes.
- Directly responsible for evaluating and reporting internal controls deficiencies as they are related to OMB Circular A-123. Solely responsible for designing and implementing necessary compliance changes to current operational modalities.
- Solely responsible for conducting special projects designed to further professionalize the field of Certifying Officers within the Treasury Department and sister agencies.
- Assists with implementation of the Government Performance and Results Modernization Act (GPRMA) as it pertains to Payment Management operations. Collaborating with internal and external stakeholders, developing annual performance plans, assisting with strategic operational plans, monitoring results, preparing internal and external stakeholder performance reports, and assisting Payment Management convey performance results to internal and external stakeholders.

DHHS, Health Resources Services Administration  
5600 Fishers Lane  
Rockville, MD 20857 United States

04/2014 - Present

Salary: 98,305.00 USD Per Year

Hours per week: 40

Series: 0343 Pay Plan: GS Grade: 12

### **Management and Program Analyst**

Duties, Accomplishments and Related Skills:

- Assisted in developing policies, guidelines, instructions, and procedures for administrative and management requirements as they pertain to the National Health Service Corps and Nurse Corps programs via independent research.
- Consistently evaluate management practices and methods, identifying gaps, and presenting solutions to effect change in business processes promoting efficiency and program integrity.
- Conduct independent research to identify best practices and advise management on how they could be adopted throughout the organizational unit, thus supporting overall organizational strategic goals. Assisted my organization in establishing division level strategic goals and ensured they were nested with bureau and administration goals.
- Compile data and prepare complex administrative and management reports designed to streamline processes, improve customer service, and ultimately support strategic goals.
- Conduct independent compliance reviews of program cases to ensure compliance with program policies, guidelines, and the parameters outlined in OMB circular- A123. Independently analyze the efficiency of internal administrative data gathering and reporting processes to ensure program requirements are met, ultimately supporting compliance requirements and program integrity.
- Identify program process gaps and apply analytical techniques to resolve them. Present findings to senior management officials and discuss courses of action.
- Solely responsible for conceptualizing, developing, presenting to management, and implementing a smartphone application designed to assist both stakeholders and customers. The concept was lauded by senior management for its innovation and purpose driven end state. The application has a direct, strategic impact on how the organization conducts business day to day. The mobility of the application reduced overall analyst workload by reducing the number of overdue verifications required from the field.

Defense Intelligence Agency//DoD//USA  
200 MacDill Blvd  
Washington DC, DC 20001 United States

07/2008 - 04/2014

### **Counterterrorism HUMINT Targeting Officer (DoD Asset-Military)**

Duties, Accomplishments and Related Skills:

- Routinely performed multi-platform intelligence collection and provide subsequent analysis in support of national foreign policy objectives. Prepared written reports detailing the conclusions of my analysis and offer alternative solutions and or courses of action that drive potential responses to national level threats and issues.



- Directly responsible for analysis, assessment, and evaluation of various levels of intelligence programs and operations designed to target national level threats. Functioning subject matter expert for associated foreign (Latin America) intelligence program evaluations.
- Provided direct support to national security and U.S. economic interests via strategic debriefing (interviewing) of private sector industry leaders and affiliates and conducting strategic analysis of findings to determine intelligence value. Prepared and communicate complex, finished intelligence products for review at the highest executive levels.
- Extensive experience in applying advanced analytical skills toward identifying intelligence gaps and mitigation requirements as they relate to foreign terrorist and illicit financial networks in Latin America. Routinely collaborated with counter threat finance counterparts throughout the intelligence community to plan design, and implement major collection and analytical programs designed to fuse or reconcile total output and develop a common operating picture.
- Routinely applied knowledge of collections and operations by assisting Latin American host nation governments with fusion of their intelligence, law enforcement and military operations. I evaluate their current operations and programs and upon completion of my analysis, make recommendations regarding improving procedures and operational tasks. Regularly briefed those recommendations to high-ranking host nation officials (in Spanish), and provided progress briefs (written and verbal) to high-ranking U.S. personnel.
- Extensive experience participating in and developing task forces designed to assist host nation governments with new intelligence and operational fusion programs. As a program manager, I was directly responsible for setting goals and objectives, assigning duties and responsibilities and ensuring program requirements (compliance) were met. Additionally, solely responsible for conducting post-action analysis and developing best practices for future deploying officers. Solely responsible for evaluating new host nation laws regarding intelligence gathering and dissemination and applying those laws to the newly developed programs.
- Handpicked to assist the Department of State, International Narcotics & Law Enforcement (INL), in developing a law enforcement specific intelligence program. Specifically assisted them in developing policies and procedures for host nation law enforcement designed to streamline the organization and make it more operationally efficient and effective. Developed benchmarks for success and created a method for analyzing organizational effectiveness (metrics), which drove the overall operational tempo. Directly responsible for performing management and program analysis in order to enhance program support and post development evaluation operations.
- Breadth of experience working in joint environment conducting analysis of insurgent groups in Latin America. Routinely provided security analysis of high threat areas and assist in planning, coordinating, and implementing security measures.
- Often deployed as the single expert representative for DIA to Latin American host nation countries assisting them in full spectrum intelligence program operations as well as achieving operational objectives with a strategic U.S. national interest. Established operational requirements, implementing technical standards, develop metrics for evaluation, and evaluate the output.

Department of Veterans Affairs (OIG)  
 7700 North Military Trail  
 West Palm Beach, FL 33410 United States

### **Criminal Investigator**

Duties, Accomplishments and Related Skills:

- Conducted complex criminal investigations involving fraud against the government, false claims and statements, bribery, conversion, embezzlement, conflicts of interest, collusion, and kickbacks.
- Directly responsible for conducting VA program evaluations, analysis, and ensuring compliance with established federal and the Joint Commission on the Accreditation of Health Care Organizations (JCAHO) standards.
- Extensive experience testifying in open and closed court sessions, applying, swearing for and obtaining search and arrest warrants, and participating in depositions and grand jury proceedings.
- Participated in numerous joint investigations with federal and state investigators as well as task force operations across multiple jurisdictions leading to successful prosecutions in those jurisdictions.
- Considered an expert in conducting complex criminal investigations involving fraud, false claims and statements, bribery, conversion, embezzlement, conflicts of interest, collusion, and kickbacks with a breadth of experience conducting corruption investigations, and other activities affecting departmental programs, contracts, and operations. Extensive experience conducting program reviews for efficiency and potential fraud.
- Specialized interrogator and interviewer training from both the law enforcement and intelligence communities with successful field experience interviewing both criminal suspects and suspected terrorists to obtain statements of fact and confessions leading to successful prosecutions and actionable intelligence.
- Extensive field experience conducting joint investigations with VA police as well as assisting VA police chiefs in matters such as threats against VA personnel, physical security operations, and continuity of operations during emergency situations
- Routinely applied, for and swear for search and arrest warrants, as well as participating in depositions and grand jury proceedings.
- Regularly attended meetings with U.S. Attorneys, States Attorney's and Magistrates to discuss probable cause, evidence and case direction.
- Expert skills in preparing reports of investigation (ROIs) for presentation to management, U.S. Attorneys and States Attorney's and Magistrates.
- Extensive field experience conducting numerous joint investigations with federal and state investigators as well as task force operations across multiple jurisdictions leading to successful prosecutions in those jurisdictions.
- Participated in and led sensitive internal investigations requiring specialized investigative techniques to obtain evidence and statements. Lauded for actions during sensitive investigations where I demonstrated discretion and tact in dealing with the individuals or situations concerned as well as subsequent reports development.

Department of the Treasury (OIG)  
 510 15th Street NW  
 Washington, DC 20001 United States

### **Criminal Investigator**

Duties, Accomplishments and Related Skills:

- Directly responsible for conducting investigations involving employee misconduct, fraud against the government, false claims and statements, bribery, conversion, embezzlement, conflicts of interest, collusion, and kickbacks.

- Presidential Council on Integrity and Efficiency (PCIE) Award winner for program integrity, compliance and evaluation efforts.
- Considered an expert in interpreting and adapting agency guidelines and policies, conducting independent audits, and agency program reviews.
- Extensive experience conducting departmental level program evaluation and compliance reviews. I routinely worked hand in hand with OIG auditors while conducting program evaluations and compliance reviews designed to adhere to OMB A-123 guidance for establishing and assessing controls.
- Directly responsible for conducting bureau level briefings on fraud awareness and Federal Manager's Financial Integrity Act of 1982.
- Routinely drafted affidavits in support of search and arrest warrants at both the state and federal levels, across the country, with high success.
- Planned and executed low to high-risk search and arrest warrants as the lead investigator and as a member of a task force.
- My reports of investigation (ROIs), presentations to management, and case presentation to US and State's Attorneys were impeccable and considered among the best.
- Specific to the OIG community, I have applied for and served IG subpoenas, conducted interviews in the presence of union representatives and served as a liaison for other federal organizations. I have also seized evidence within the scope of agency guidelines and administered both Garrity and Kalkines warnings to interviewees.
- Breadth of experience using advanced investigative techniques including participating in undercover operations, recruiting and conducting operations using confidential informants, and processing intelligence to develop investigative leads.
- Conducted complex investigations involving public corruption, fraudulent and other criminal activities affecting departmental programs, contracts, and operations.
- Extensive experience in using a myriad of techniques including interpreting and adapting agency guidelines and policies, conducting independent audits, planning and conducting surveillance operations, participating in consensual monitoring operations, and conducting in depth structured interviews.
- Routinely drafted affidavits in support of search and arrest warrants at both the state and federal levels with high success.
- Extensive experience using advanced investigative techniques including undercover operations, recruiting and conducting operations using confidential informants, and processing intelligence to develop investigative leads.
- Selected as Continuity of Operations Planning (COOP) lead for The Office of the Inspector General. Led planning sessions and developed reports on Department of the Treasury COOP issues including transportation and security lines for designated Treasury Departmental Office (DO) officials, joint security evaluations of lines of communication (LOCs), lines of operations (LOO), and security threats to major modes of transportation.
- As a part of my COOP responsibilities, I inspected, evaluated and made recommendations for improvement to passive and active security measures at satellite facilities. Made upgrade recommendations to electronic surveillance systems and was the first to recommend biometric security devices for highly sensitive areas.
- Participated in roundtable discussions with other executive branch departments for planning sessions, scenarios-based war-gaming, and policy reviews.
- Assisted in developing and implementing Treasury Department level COOP policy and standard operating procedures.

**Education:**

National Intelligence University Washington, DC United States  
Master's Degree Strategic Intelligence

Webster University St. Louis, MO United States  
Master's Degree Public Administration

Webster University St. Louis, MO United States  
Master's Degree Business and Organizational Security Management

University of the State of New York Albany, NY United States  
Bachelor's Degree Liberal Arts

**Job Related Training:****Related Training:**

Defense Strategic Debriefing Course, 2012

Counterterrorism Human Intelligence (HUMINT) Targeting Course, 2012

Counterterrorism Analysis Course, 2012

Joint Counterterrorism Action Officer Course, Joint Special Operations Command, 2011

Strategic Intelligence Officer Course, Ft. Huachuca, AZ, 2010

Surveillance and Security Operations Course (4 weeks), Blackbird Technologies, 2009

Interviewing and Interrogation (Basic & Advanced), John E. Reid and Assoc., 2006

Electronic Evidence Recognition and Handling Program, 2006

Federal Law Enforcement Training Center (FLETC-CITP), 2005

US Army UH-60L Blackhawk Qualification Course, Fort Rucker, AL, 2002

Special Forces Operations and Intelligence Course, Fort Bragg, NC, 2000

Protective Service Operations, ITI, 1999

Security Clearance: Top Secret SCI (PR-SSBI-February 2013)

Polygraph January 2013

**Professional Publications:**

1. Fundamentals of Strategic Intelligence,  
Harcourt Publishing, 2014

2. (Professional Journal Paper) Proactive Intervention: Strategies  
for National Security Decisions and Policy Formulation,  
International Journal of Humanities and Social Sciences, 2011

3. The Somalia Phenomenon: Peace Making Theory, Asymmetric Policy,  
Restorative Justice, and Paradigm Paralysis when Combating  
Lawlessness in a Fragmented Nation, Pakistan Journal of  
Criminology, 2011

# John M. Meza

913 W. Grand Canyon Drive, Chandler Arizona 85248  
Cell: (480)246-6224

## Executive Profile

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I have over 30 years of experience in public safety with the Mesa Police Department and possess the skills required for a position as a consultant with Ness & Associates, LLC. I am currently the Executive Director of Student Affairs and District Safety for the Tempe Union High School District and the retired Chief of Police in Mesa. I bring a dynamic combination of proven leadership, diverse upper management experience, and the ability to foster strong partnerships with federal and local agencies. I have extensive experience in policy development, internal investigations and directing the mission of the Mesa Police Department in ensuring the safety and security of the community. I am regarded as a leader in community engagement and diversity strategies and have received several awards for my committed efforts including the 2016 East Valley NAACP Judicial Equality and Law Enforcement Leader Award.

## Project Management

- Lead developer on the Mesa Police Department's Response to the President's Task Force on 21<sup>st</sup> Century Policing report.
- Lead developer with the Police Executive Research Forum (PERF) in developing protocols and direction for data-driven policing strategies which resulted in the highly-acclaimed Mesa Compstat model.
- Successful implementation of various technological advancements for the police department including CopLink inter-agency data sharing, Morpho field fingerprint identification, and Axon body worn cameras.
- Development Team board member for the creation of the governance document for the Topaz Regional Wireless Cooperative / Regional Wireless Cooperative AZ, authority.
- While assigned as the Interim Assistant to the City Manager, spearheaded a comprehensive marketing plan to market city owned Neighborhood Stabilization Program (NSP) rehabilitated housing. Resulting in a reduction of inventoried NSP homes. In addition, secured a contingency request for the Mesa Arts Center for over \$800,000.00.

## Operations Management

- Managed and fostered partnerships with local and federal agencies in order to develop public safety programs such as the award-winning East Valley Gang and Criminal Information Fusion Center and other various multi-agency task forces.
- Implementation of intelligent led policing strategies resulting in a 10-year continual impressive reduction of Part I Crimes within the City of Mesa.
- Development of city wide basic staffing protocols resulting in the reduction of overtime expenditures by 66% (4 million dollars).
- Mesa Police Department's first gang detective and instrumental in the development of the current gang unit and operations.

## **Human Resources**

- Successful reorganization of the Human Resources Division including enhancements in Peer Support functions, FMLA and Workers Compensation protocols.
- Development and implementation of the police department's first Crisis Intervention Team resulting in a sustained training program for police officers.
- Increased diversity hiring over the last 2 years to greater than 40%.
- Initiated police department youth programs including the Making Every Student Accountable program, Mesa Police Explorers and Summer Youth Athletic program.

## **Skill Highlights**

- Ten years' executive management experience
- Technical advancement in public safety
- Budget Management
- Creating and fostering partnerships with local and federal agencies
- Policy Development and Grant Management
- Implementation of data sharing strategies
- Community Engagement and Diversity Strategies
- Spanish Speaker

## **Education**

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- Masters of Education: Human Relations/Counseling, 2003  
Northern Arizona University - Mesa, Arizona
  - Bachelor of Science: Business Management, 2000  
University of Phoenix - Phoenix, Arizona
  - Graduate of the Northwestern University Center for Public Safety Police Staff and Command School 2004 - Gilbert, Arizona

## **Professional Experience**

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### **Executive Director of Student Affairs and District Safety**

#### **Tempe Union High School District**

January 2017 to Current

- Oversight of all emergency management, security and district safety for the Tempe Union High School District, which comprises of seven high schools and a district office. In addition, oversight of the district Crisis Team and school supported drug prevention and student and employee social and emotional wellness initiatives.

### **Chief of Police**

#### **Mesa Police Department**

February 2015 to January 2017

- Command and lead 1,210 sworn and civilian person police department, overseeing and responsibility of all department functions. Liaison with community leaders ensuring comprehensive community engagement efforts are accomplished while building trust

and legitimacy in all aspects of community and police relations. Partner with various local, state and federal law enforcement agencies through the use of joint task forces, East Valley Fusion Center and multi-jurisdictional operations. Work in conjunction with Mesa City Management and City Council in various aspects of municipal government.

**Assistant Chief of Police/Chief of Operations**

September 2013 to February 2015

- Act as Chief of Police for 1,210 person department in the absence of the police chief; command and manage all department functions relating to Police Operations including, Patrol, Criminal Investigations, Street Crime Investigations, Crime Prevention, Special Weapons and Tactics, Organized Crime, Career Criminal Unit, various multi-agency task forces and the Violent Offender Unit. Command and run all aspects of Compstat functions in relations to the Office of Operations. Manage a departmental budget of approximately 141 million dollars and currently responsible for 639 sworn and civilian employees.

**Assistant Chief of Police/Executive Officer**

July 2010 to September 2013

- Act as Chief of Police for 1,210 person department in the absence of the police chief; command and manage all department functions relating to the Executive Officer Bureau including, Human Resources, Employee Relations, Community Partnership, Professional Standards, Internal Affairs, Police Department Information and Technology, and serve as the department's City Council Liaison, interacting with city councilmembers and conducting city council presentations. Manage a departmental budget of approximately 141 million dollars and responsible for 333 sworn and civilian employees, along with planning and managing department capital improvement projects.

**Assistant to the City Manager**

**City of Mesa - Mesa, Arizona**

October 2012 to January 2013

- Command and manage all functions relating to the position of Assistant to the City Manager including, Arts and Cultural Department, Library Services, Fleet Services, and the City of Mesa Housing Department, with an overall staff of 547 employees. Received various accolades for leadership and emphasis on team building. Successful implementation of a comprehensive strategic and marketing plan for the City of Mesa Housing Department. Successful management of an \$800,000.00 contingency request and various grant projects for the Mesa Arts Center.

**Assistant Chief of Police/Chief of Operations**

July 2007 to July 2010

- Act as Chief of Police for 1,210 person department in the absence of the police chief; command and manage all department functions relating to Police Operations including, Patrol, Criminal Investigations, Street Crime Investigations, Crime Prevention, Special Weapons and Tactics, Organized Crime, Center Against Family Violence, Computer

Forensics, Traffic Unit, East Valley Gang and Criminal Information Fusion Center, various multi-agency task forces and the Major Felony Unit. Command and run all aspects of Compstat functions in relations to the Office of Operations. Manage a departmental budget of approximately 141 million dollars with a staff of 639.

### **Police Commander**

March 2004 to July 2007

- Command and manage all aspects of crime prevention and law enforcement operations occurring in the Superstition and Central Division in the furtherance of the goals of the Mesa Police Department. Coordinate law enforcement efforts through the use of Compstat system and a manage budget of approximately 16 million dollars.

### **Police Lieutenant**

July 2000 to March 2004

- Served as the Training Section Lieutenant overseeing all operations of the Basic Academy, Advanced officer training and continual officer training. Served as the Crime Prevention Section Lieutenant, overseeing and directing all department crime prevention programs and activities. Served as Shift Commander for patrol operations. Developed solutions to crime problems, ensured proper staffing, recommended and coordinated training and ensured employee safety and adherence to departmental policy. Served as Chairman of the Process Improvement Team and the city-wide Gang Liaison Officers (GLO).

### **Police Sergeant**

July 1993 to July 2000

- Supervised the Special Investigations Division, Intelligence Unit, identifying crime trends and dissemination of criminal intelligence information. Investigation of organized crime groups and supervised the use of court ordered intercepts of electronic communications. Supervised the Special Investigations Division, Night Gang Squad, responsible for the criminal investigations of organized criminal street gangs. Directed undercover operations, covert surveillance, and the preparation and execution of search warrants. Directed and developed various prevention, intervention and gang enforcement operations. Worked with various community groups and the Mesa Public Schools to reduce gang activity throughout the East Valley. Supervised all aspects of patrol field operations to include emergency response, investigations and patrol resource allocations. Assigned as a Mesa Police Department Field Training Sergeant, overseeing all aspects of Officers in Training.

### **Police Detective**

September 1989 to July 1993

- Gang Detective, responsible for the investigation of highly complex gang investigations. Implementation of various gang prevention, intervention, and enforcement projects. Responsible for the education of gang issues to various law enforcement agencies,



public schools and community groups. Received the 1991, American Legion Post 26, Law Enforcement Officer of the Year award.

### **Police Officer**

September 1986 to September 1989

- Patrol Operations, responsible for various patrol duties to include but not limited to, emergency response, investigations, prevention of criminal activity and public service.

### **Interests**

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#### **Diversity**

- Chairperson of the Mesa Police Hispanic Community Forum
- Chief Liaison for the Mesa Police Department Diversity Team
- Member, Latino Advisory Council for Mesa Public Schools & Mesa Community College
- Former Chairperson for the Town of Gilbert Humans Relations Commission
- Former Vice Chairperson and Commissioner for the Town of Gilbert Human Relations Commission
- Former Vice Chairperson for the City of Chandler, Improving Chandler Area Neighborhoods (ICAN)
- Former Chairperson for the City of Mesa Advisory Committee of Employee and Minority Affairs (two terms)

#### **Community Interests**

- Board of Directors President of Community Bridges Inc.
- Board Member of Mesa MARC Center
- Fiesta Bowl, Committee member
- Adjunct Instructor, Maricopa Community College District, 20 years
- Mesa Rotary Club Member
- 2016, Keynote Speaker South Mountain Community College Commencement Ceremony

#### **Professional Membership**

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- International Association of Chiefs of Police, Member
- Major Cities Chiefs Association, Member
- Police Executive Research Forum, Member
- Arizona Association of Chiefs of Police, Member
- East Valley Chiefs of Police Association, Member
- National Tactical Officers Association Wellness Committee, Chairperson

#### **Professional Recognition**

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- Honorary Grand Marshall for the 2017 Mesa, Martin Luther King Jr. Parade
- Recipient of the East Valley NAACP Judicial Equality and Law Enforcement Leadership Award

- Recipient of the Maricopa Community Colleges, “College Hero” leadership award, 2016
- Recipient of Mesa Latino Town Hall, Leader of the Year award, 2016
- Recipient of the Code 9 Project, outstanding achievement award for raising PTSD awareness in Law Enforcement
- Recipient of the East Valley Hispanic Leadership Institute, 2014 Public Service Award.
- Recipient of the Mesa Community College Phi Theta Kappa Honor Society, 2013 Mentor of the Year award.
- 2009 Excellence in Border Initiatives, Southwest Security Summit, Phoenix, for the East Valley Gang and Criminal Information Fusion Center.
- The Maricopa Association of Governments, 2008 Desert Peaks Regional Partnership Award for the East Valley Gang and Criminal Information Fusion Center.
- The Arizona Automobile Theft Authority, 2002 Public Awareness and Community Education Unit of the Year Award.
- Maricopa County Latino Peace Officers Association, 1997 Recognition for Community Service Award.
- Mesa Police Department's, Employee of the Quarter Award, 1996.
- American Legion Post 26, Law Enforcement Officer of the Year Award, 1991.

## References

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Ed. D. Michael B. Cowan, Superintendent  
 Mesa Public Schools  
 63 E. Main Street  
 Mesa, Arizona 85201  
 Telephone: (480) 472-0299  
 E-Mail: [mbcowan@mpsaz.org](mailto:mbcowan@mpsaz.org)

Deanna Villanueva Saucedo, Director of Public Outreach  
 Mesa Community College  
 1833 W. Southern Avenue  
 Mesa, Arizona 85292  
 E-Mail: [villasauced@gmail.com](mailto:villasauced@gmail.com)

Chris Brady, City Manager  
 City of Mesa  
 20 E. Main Street  
 Mesa, Arizona 85201  
 Telephone: (480) 644-2066  
 E-Mail: [Chris.Brady@mesaz.gov](mailto:Chris.Brady@mesaz.gov)

George Gascon, City and County of San Francisco District Attorney  
 California Hall of Justice 850 Bryant Street, Room 322  
 San Francisco, CA 94103  
 Telephone: (415) 553-1742  
 E-Mail: [districtattorney@sfgov.org](mailto:districtattorney@sfgov.org)

## Mr. Dan Olson, CLEA

Dan Olson has served with the Phoenix Police Department for over thirty-four years. He has held various assignments from patrol officer, internal affairs investigator/sergeant, risk management unit lieutenant and project manager for the development and implementation of the Phoenix Police Department Early Interventions system. Mr. Olson was also on the management team for the recent implementation of a new Phoenix Police Department Records Management System (RMS). Mr. Olson is the President of LD Consulting LLC, which he founded in 2008. LD Consulting has trained hundreds of law enforcement professionals from the US and abroad in law enforcement audits and inspections. The firm has completed a number of consulting engagements with law enforcement agencies.

Mr. Olson's experience has provided direction, leadership and control in the administration of law enforcement organizations and programs. Mr. Olson will monitor changes implemented related to the Baltimore City Police Department's activities, actions, policies, procedures, and training as addressed in the Consent Decree as related to; Misconduct Investigations, Inspections, Risk Management and Early Intervention. Mr. Olson has experience in these areas as an investigator, staff member and project manager. In addition to working locally with the Phoenix Police Department he also led an international board while the president of the International Law Enforcement Auditors Association. As the Phoenix Police Department Inspections Lieutenant and the president of LD Consulting Mr. Olson has completed a number of law enforcement audits and assessments ensuring timely completion of organizational goals all while remaining on or under budget.

He is a founding member of the International Law Enforcement Auditors Association (ILEAA) and served as the president of that organization for two years. He is a member in good standing with the International Law Enforcement Auditors Association (ILEAA), the Institute of Internal Auditors (IIA), is a Certified Law Enforcement Auditor (CLEA) and has a Master's degree from Northern Arizona University.

Mr. Olson currently oversees the Forensic Digital Investigations Unit and the Forensic Imaging Unit. He will retire from the Phoenix Police Department in July of 2017.

For this Consent Decree Mr. Olson will be responsible for monitoring the Office of Professional Responsibility, Early Intervention System, and Inspections related components of the consent decree.

Mr. Olson's experience specific to this RFA includes:

- Phoenix Police Department Patrol Officer 1982-1987
  - Experience in street level law enforcement
- Phoenix Police Department Community Relations Bureau 1987-1989

- Worked with the City Parks and Recreation Department conducting community activities / events as well as enforcement in all the City Park.
- Phoenix Police Department Sergeant 1989-1993
  - Patrol Sergeant in the Maryvale Precinct.
  - One of the busiest precincts in the City.
  - One of the most racially diverse precincts in the City.
- Professional Standards Bureau 1993-1997-
  - Conducted over 30 use of force cases/police shootings, several of which were very high profile in the community.
  - Completed the largest Administrative Investigation, to date, in Department history, involving over 35 officers and a concurrent criminal investigation.
- Promoted to Lieutenant 1997-1998
  - Remained in the Professional Standards Bureau (PSB) as an Investigations Lieutenant
  - Supervised sergeants in the investigation of misconduct investigations, use of force and completed a large investigation initiated as a sergeant in PSB.
- Patrol shift Commander/Lieutenant 1998-1999
  - Assigned to the Desert Horizon Precinct, one of the largest precincts in the city with over 100,000 residents.
  - Responsible for all field operations in the precinct during his shift.
- Professional Standards Bureau Inspections Lieutenant 1999-2011
  - Responsible for completing all internal police audits
    - Internal police audits were completed in accordance with the Commission on Accreditation for Law Enforcement (CALEA) schedule for police department audits.
    - These standards require an audit of all major department components every three years, at the time the department had 28 major components.
    - As a part of the CALEA audit schedule, Lieutenant Olson and his staff completed numerous audits of all major operations of the Phoenix Police Department.
  - Liaison with the City Auditor for all City audits of the police department
  - Operation of the Police Department Risk Management Unit
    - Worked with City Risk Management and Legal counsel on litigation involving the police department.
  - Project development manager for Phoenix Police Department Early Intervention System (EIS) known as the Personnel Assessment System (PAS)
    - The PAS project was a large project taking several years to complete

- This involved working with a number of stakeholders and developing focus groups and department wide training as well as working with vendors and other agencies to include the Department of Justice (DOJ)
  - The system earned a reputation for one of the most comprehensive Early Intervention Systems
  - The system has been recognized internationally with over 100 agencies visiting to learn about PAS
  - Spoken on PAS nationally and in 2004 over 120 law enforcement professionals from around the world attended a conference hosted by the Phoenix Police Department
  - Served on several committees on EIS for the Department of Justice as well as taught nationally for the DOJ on EIS
- Operations of the Mayor's Security Detail, 1999-2009
  - Oversaw a sergeant and several detectives as well as assisted when needed
  - Worked closely with the Mayor and his office and other city officials
- Oversight for the PSB Administrative Staff
  - Administrative oversight of Phoenix PD EIS
  - Oversight of PSB administrative staff, and their duties
  - Reviewed and approved public records request related to PSB investigations
- Founding member of the International Law Enforcement Association
- President of the association for two years 2008-2010
- As the ILEAA President
  - Directed a board with members from the Los Angeles Police Department, San Jose Police Department, Royal Canadian Mounted Police (RCMP), and the Ottawa Police Department as well as members from the private sector.
  - Sponsored audit related conferences and training attended by law enforcement professionals from around the world.
- Founded LD Consulting LLC in 2011
  - Developed and implemented inspections and law enforcement training for law enforcement professionals
    - Introduction to Law Enforcement Inspections and Auditing 24-hour course
    - Law Enforcement Inspections and Auditing Certificate (LEAIC) 32-hour certification course.
    - Courses have been attended by hundreds of law enforcement professionals from the US and abroad.
    - directed and managed the human resources cost, development and growth functions. This included reviewing and approving

personnel actions involving recruitment, selection or promotion of staff, evaluations, salary determinations, and disciplinary actions.

- Conducted various compliance / performance audits and assessments in the following law enforcement organizations.

<i>Date</i>	<i>Company Name &amp; Location</i>	<i>Contact Person</i>	<i>Description of Services Provided</i>
2017	Gila River Indian Community, AZ. Dept. of Public Safety	Kathleen Elliot, Police Chief, <a href="mailto:Kathleen.Elliott@gric.nsn.us">Kathleen.Elliott@gric.nsn.us</a> Gila River Indian Community Police Department Address: P.O. Box 2186 Sacaton, AZ 85247	Property and Evidence assessment, to include staffing assessment
2017	Goodyear, AZ PD	Jerry Geier Police Chief (623) 932-1220 <a href="mailto:jgeier@goodyearaz.gov">jgeier@goodyearaz.gov</a>	Property and Evidence assessment, to include staffing assessment
2017	Highland Park, TX. Dept. of Public Safety	Steve Alexander, Director of Administrative Services & CFO Town of Highland Park 4700 Drexel Drive Highland Park, Texas 75205 <a href="mailto:salexander@hptx.org">salexander@hptx.org</a>	
2016	Watsonville, CA PD	David Honda, Police Chief Watsonville Police Department 215 Union St. Watsonville, CA 95076 831-471-1151 <a href="mailto:david.honda@cityofwatsonville.org">david.honda@cityofwatsonville.org</a>	Assessment of Internal Affairs and Use of Force Policies and Procedures

<i>Date</i>	<i>Company Name &amp; Location</i>	<i>Contact Person</i>	<i>Description of Services Provided</i>
2016	Pueblo, CO PD	Sam Azad, City Manager City of Pueblo, Colorado 1 City Hall Pl 2nd Floor Pueblo, CO 81003 Ph: 719-553-2655 <a href="mailto:sazad@pueblo.us">sazad@pueblo.us</a>	Police Overtime Audit
2016	Cottonwood AZ PD	Steve Gesell, Chief of Police Attn: Commander Gary Eisenga Cottonwood Police Department 199 S 6th Street Cottonwood, AZ 86326 928-634-4246 <a href="mailto:geisenga@cottonwoodaz.gov">geisenga@cottonwoodaz.gov</a>	Property and Evidence assessment, to include staffing assessment
2016	Sedona, AZ PD	Ron Wheeler, Interim Police Chief 100 Roadrunner Dr. Sedona, AZ 86336 (928) 282-3102 <a href="mailto:RWheeler@sedonaaz.gov">RWheeler@sedonaaz.gov</a>	Property and Evidence assessment, to include staffing assessment
2015	Huntington Beach, CA PD	<i>Rob Handy, Police Chief</i> Huntington Beach Police Department 2000 Main Street Huntington Beach, CA 92648 (714) 960-8843 <a href="mailto:Robert.Handy@hbgpd.org">Robert.Handy@hbgpd.org</a>	Communications assessment to include staffing levels and overtime use.
2015	Huntington Beach, CA PD	Rob Handy, Police Chief Huntington Beach Police Department 2000 Main Street Huntington Beach, CA 92648 (714) 960-8843 <a href="mailto:Robert.Handy@hbgpd.org">Robert.Handy@hbgpd.org</a>	Case management assessment to include staffing levels and case loads

<i>Date</i>	<i>Company Name &amp; Location</i>	<i>Contact Person</i>	<i>Description of Services Provided</i>
2015	Little Rock, Arkansas PD	Mary Cook, Lieutenant Project Coordinator (501) 918-4283 <a href="mailto:MCook@littlerock.org">MCook@littlerock.org</a>	Property and Evidence assessment, to include staffing assessment
2014	Navajo Nation Criminal Investigations Division	Harry Sombrero, Capt. Navajo Nation Criminal Investigations Division (928) 871-6390/6152 (No longer the Acting Director)	Assessment of Case Management in all 7 districts in the Navajo Nation, to include staffing levels.
2014	Casa Grande, AZ PD	Johnny Cervantes, Police Chief 373 E. Val Vista Blvd Casa Grande, AZ. 85122 (520) 421-8700 (No longer the Chief)	Case management assessment to include staffing levels and caseloads /follow up 2013 assessment
2014	Huntington Beach, CA PD	Rob Handy, Police Chief Huntington Beach Police Department 2000 Main Street Huntington Beach, CA 92648 (714) 960-8843 <a href="mailto:Robert.Handy@hbpd.org">Robert.Handy@hbpd.org</a>	Property and Evidence assessment, to include staffing assessment
2013	Hayden, AZ PD	Bill Leister, Town Manager Town of Hayden, AZ (520) 356-7801 (No longer the Town Manager)	Organizational Assessment to include staffing analysis
2013	Casa Grande, AZ PD	Johnny Cervantes, Police Chief 373 E. Val Vista Blvd Casa Grande, AZ. 85122 (520) 421-8700 (No longer the Chief)	Sex Crimes Case management assessment to include staffing levels and caseloads



<i>Date</i>	<i>Company Name &amp; Location</i>	<i>Contact Person</i>	<i>Description of Services Provided</i>
2012	Goodyear, AZ PD	Jerry Geier Police Chief (623) 932-1220 <a href="mailto:jgeier@goodyearaz.gov">jgeier@goodyearaz.gov</a>	Property and Evidence assessment, to include staffing assessment

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### **EDUCATION**

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- 1999 - M.S. Educational Leadership, Northern Arizona University
- 1979 - B.S. Police Administration, Northern Arizona University

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### **PROFESSIONAL DEVELOPMENT**

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- Attended training at Royal Canadian Mounted Police (RCMP) academy for management review training 2010.
- Certified Law Enforcement Auditor (CLEA) 2008
- Completed Department of Justice Early Intervention System “train the trainer” training
- Leadership development program Arizona State University
- Graduate of peer support and critical incident response training
- Enlightened leadership training, Phoenix PD

### **AWARDS AND ACHIEVEMENTS**

Commendations:

- May 2009 served on the budget reduction committee. As a result the Inspections Unit completed several reports recommending over two million dollars in budget savings. Several recommendations were implemented immediately resulting in a cost savings of over \$535,000.
- January 2009: Audit completed regarding Property Management Bureau (PMB) and a local vendor for the disposal of vehicles. Solicited the assistance of the City Auditor and working in conjunction with their office as well as PMB and identified numerous problems with the process as well as identified approximately \$100,000 owed PMB by the involved vendor. As a result of the audit nearly all of the money was recovered by the Department.

- September 2008: Worked with the Mayor's Security Detail regarding staffing and scheduling to reduce overtime from an average of 150 hours a month to 50 hours, resulting in significant savings for the Department.
- April 2008: Off Duty Report. Partnered with Arizona State University to complete an off-duty work report requested by the Police Chief. Solicited and incorporated input from the Phoenix Law Enforcement Association and Phoenix Police Sergeant and Lieutenants Association regarding the report.

Achievements:

- Guest Speaker for Canadian Association of Chiefs of Police regarding quality assurance, 2010
- Past President of the International Law Enforcement Auditors Association 2008-2010
- Created and implemented the safety poster project for the Police Department
- Developed and implemented the "DO NOT STAND BETWEEN VEHICLES" bumper sticker program department wide, increasing officer awareness and safety. In completing the project I worked with the AZ. Governor' Office of Highway Safety, who provided funding for the project.

## Qualification Summary

Highly skilled and organized law enforcement professional with extensive experience leading organization-wide initiatives involving complex and detailed director level responsibilities, including leading people and high performance teams and supervising professional and administrative staff. Highly accomplished at leading initiatives, delivering creative solutions, and developing organizations for the future. Experienced in performing and leading processes for accreditation compliance, contract administration, grant administration, policy development, research, management reporting, strategic planning, UCR and crime analysis, performance measurement, process mapping, technology procurement and implementation, and patrol allocation.

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## PROFESSIONAL EXPERIENCE

### **Scottsdale Police Department**

(A progressive Law enforcement agency serving a jurisdiction of 184 square miles, a population of 227,000, with 402 sworn and 229 civilian staff.)

#### **Police Planning, Research and Accreditation Director**

**02/07/03 - Present**

*Leadership responsibility for the Planning, Research and Accreditation Division providing: strategic planning; best practices research; ad-hoc analysis; process mapping; policy development; administrative reporting; web page update and maintenance; accreditation compliance; performance measurement; benchmarking; Uniform Crime Reporting (UCR), and patrol allocation analysis.*

- ✓ Led the organization through annual strategic planning processes and monthly follow up reporting.
- ✓ Led the organization through five highly successful triennial accreditation assessments and accreditation awards and served as Host Agency Conference Chairperson for the 2012 CALEA conference in Scottsdale Arizona.
- ✓ Developed annual division budgets and participated in department grant and capital improvement project decisions.
- ✓ As a member of top Command Staff, provided direction and expertise in the formulation of policy decisions and led key strategic initiatives.
- ✓ Led a multi-year initiative to streamline and improve department wide policy development and deliver a current set of general orders and field orders in an improved format.
- ✓ Led the web page redesign initiative to convert outdated web content into a visually improved format and created processes to ensure updated content with reliable information.
- ✓ Envisioned and implemented a department wide process for communication delivery.
- ✓ Established and developed sustainability and accountability processes incorporating Project Management Institute (PMI) principles in strategic planning processes.
- ✓ Led the Police Department in performance measures initiatives and represent the PD in a city-wide performance measures task force responsible for city-wide refinements for integration and training programs, including the development of a city-wide process mapping initiative.

#### **Police Planning and Technology Manager**

**03/29/98 - 02/07/03**

*Led the Planning, Research and Technology Division, including the Planning and Research Section, the Crime Analysis Section, and the Information Technology Section, providing: best practices research; administrative reporting and support, crime analysis services; patrol allocation analysis; grants and contract administration; procurement and implementation of technology; researching emerging technology issues and directions; and Federal, State, and local initiatives involving technology, information systems, integration and governance structures.*

- ✓ Participated on Department of Justice sponsored governance project for integration of criminal justice systems.
- ✓ Contributed to development of a Department of Justice guidebook on governance structures.

- ✓ Developed annual division budgets and participated in grant and capital improvement project decisions.
- ✓ Led comprehensive mobile solutions project providing integration and access to criminal justice data sources.
- ✓ Led implementation of large scale infrastructure replacements for enhanced integration and security.
- ✓ Created a five year strategic technology plan.
- ✓ Led completion of annual deployment analysis for patrol staffing.
- ✓ Led procurement and implementation of comprehensive integrated Records Management System.
- ✓ Member of Arizona Criminal Justice Governance Technical Team.
- ✓ Participated in department-wide accreditation compliance.
- ✓ Implemented an integrated tracking process for initiatives involving enhanced accountability and improved efficiencies.
- ✓ Led organization through Y2K technology preparedness, including disaster plan development, compliance audit, and multiple system replacements.

### **Police Planning Manager**

**04/15/96 - 03/29/98**

*Led the operations of the Planning and Research Section providing; performance measurement; administrative reporting; Capital Improvement Project (CIP) development; grant and contract administration; RFP development; crime analysis; patrol allocation analysis; and the procurement and implementation of technology solutions.*

- ✓ Attained approval of technology Capital Improvement Projects (CIP) totaling over \$5,000,000 and performed budget and contract management.
- ✓ Received grant approval for mobile reporting software and laptops totaling over \$600,000.
- ✓ Expanded the Crime Analysis capabilities and staff.
- ✓ Established the Planning, Research and Technology Division through justification for increased funding and staffing.

### **Police Technical Analyst**

**09/16/91 - 04/15/96**

*Researched, procured, and implemented technology to improve the effectiveness and efficiency of the Police department.*

- ✓ Developed a five year strategic plan for technology, facilities and other capital improvements.
- ✓ Developed the Scottsdale Police Department's first five year strategic plan and wrote the Police Department's General Order on Strategic Planning.
- ✓ Police representative on the City's Imaging Task Force and the Geographical Information System (GIS) task force.
- ✓ Wrote Scottsdale Police Department's first Arizona Criminal Justice Commission grant award for the procurement of the GIS for crime analysis.
- ✓ Participated in Scottsdale achieving CALEA accreditation in 1994 and continued CALEA accreditation compliance efforts.
- ✓ Created a Volunteer Crime Analysis function and justified the creation and staffing of a full time Crime Analysis Unit.
- ✓ Served as project manager for numerous technical projects.

**Maricopa County Sheriff's Office** (One of the nation's largest Sheriff's Offices with over 3,000 employees serving a jurisdiction of 9,224 square miles and a population over 4,000,000 residents.)

### **Administrative Coordinator II**

**03/90 - 09/91**

*Accreditation/Planning and Research Division. Researched and developed policy and procedure documents and operational orders for the Sheriff's Office. Researched and implemented technology solutions.*

- ✓ Served as Accreditation Manager for compliance with Commission on Accreditation for Law Enforcement Agencies (CALEA) and American Correctional Association (ACA) standards.
- ✓ Selected as MCSO's first Crime Analyst responsible for implementing the Geographical Information (GIS) system, the evaluation of new technologies to improve data collection and crime analysis activities of the Sheriff's Office.
- ✓ Served as LAN Administrator and backup CAD administrator.

## Detention Officer II

10/87 - 3/90

*Accreditation/Planning and Research Division. Researched and developed Sheriff's Office Policy and Procedure. Implemented programs meeting Commission on Accreditation for Law Enforcement Agencies (CALEA) and American Correctional Association (ACA) standards.*

- ✓ Maintained accreditation files and proofs of compliance.
- ✓ Developed operational manuals for specific organizational components.
- ✓ Coordinated with command staff, supervisory personnel, enforcement personnel, county attorneys and other agency personnel in the development of policy and procedures.
- ✓ Selected as only Detention Officer authorized to assist on extradition trips.

## Detention Officer I

07/85 - 10/87

*Central Intake. Booked and processed inmates into the Maricopa County Jail System. Maintained inmate commitment files and related court documents. Took fingerprints and mug-shots of prisoners. Verified release status and processed inmates for release. Scheduled and assigned working inmates to job assignments. Calculated inmate release dates based on current court decisions. Worked primarily with the Arizona Criminal Justice Information System and the ACIC/NCIC systems.*

- ✓ Selected as Valedictorian of Detention Officer Academy class and assigned to Madison Jail Intake.
- ✓ Selected as "Workbox Coordinator" responsible for assignments and sentences of all MCSO working inmates.
- ✓ Selected to develop and implement a "Central Release" function to standardize on sentence calculation and releases and provide quality control.

## Education and Certifications

- Process Mapping and Improvement Analyst Certificate (PMIAC) through Value Creation Partners.
- Graduate of the International Association of Chiefs of Police (IACP) Leading Police Organizations (LPO) course.
- Project Management Institute (PMI), Project Management Professional (PMP) certification.
- International Association of Law Enforcement Planners (IALEP), Certified Law Enforcement Planner (CLEP), Advanced Certified Law Enforcement Planner (ACLEP).
- Eastern Kentucky University, Richmond, Kentucky, BA in Broadcast Communications.

## Professional Memberships

- International Association of Law Enforcement Planners (IALEP), current Executive Board ,Treasurer.
- Law Enforcement Organization of Planning and Research Directors (LEOPRD), Inaugural Advisory Board member,
- International Association of Crime Analysts (IACA), inaugural member (1991).
- Arizona Police Accreditation Coalition (AZPAC), several President and Vice President roles (2003 -2011)
- International Association of Chiefs of Police, Law Enforcement Information Management Section (IACP LEIM), (1993 - 2001).
- Project Management Institute (PMI).

## Key Career Accomplishments

- Facilitated Strategic Planning sessions and served as strategic planning consultant for the International Association of Law Enforcement Planners (IALEP), the Montgomery County Maryland Police Department, and the Glendale Arizona Police Department (2014).
- Served as CALEA Accreditation Manager on five consecutive triannual on-site assessments (latest in 2015) and served as Conference Chairperson for 2012 Summer CALEA Conference in Scottsdale, Arizona.
- Served on Executive Boards for the International Association of Law Enforcement Planners (IALEP), Arizona Police Accreditation Coalition (AZPAC), and the Law Enforcement Organization of Planning and Research Directors (LEOPRD).
- Awarded City of Scottsdale, "Plan and Innovate for the Future" Katsina Award 2007.
- "Strategic Planning as a Management Philosophy" received IALEP "Project of the Year" award in 2007.
- Published author in several publications including: "Get Organized," Law and Order Magazine, 1993; "Mobile Computing 101," Law and Order Magazine, 1995; Contributor, Bureau of Justice Assistance (BJA) Guidebook "Mission Possible: Strong

Governance Structures for the Integration of Justice Information Systems," 2002; "Strategic Planning as a Management Philosophy," Police Chief Magazine, 2006.

- Presented topics at a variety of conferences and symposiums.

References Available Upon Request

# Craig Fernandez

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35420 N. Belgian Blue Ct. • San Tan Valley, AZ 85242 • 480-276-8825 • craig.a.fernandez@gmail.com

**High-energy executive** with demonstrated success in corporate decision-making roles including P&L responsibility, strategic planning, IT and operations within diverse environments from startup to dot-com to nationwide industry leader. Led critical strategies that propelled company from \$1 billion to \$2 billion revenues. Key role in displacing largest competitor and achieving market dominance.

**Visionary business strategist** who excels at monitoring and exceeding corporate objectives.

- Saved \$3.3 million through early completion of complex, multidiscipline project requiring optimal resource allocation.
- Built successful business around unique idea and reached profitability with 12 corporate customers in 8 months.
- Achieved unprecedented competitive advantage and 150% jump in revenues through sales force automation.

**Outstanding technology background** and strong measure of trust among boardroom decision makers.

**Team builder and leader** who elicits top performance and commitment from employees.

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## PROFESSIONAL EXPERIENCE

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**High-tech Management Consultant / Business Owner**, 2001-Present. Carried out high-concept, high-risk business plans through contract engagements with several companies, as well as management of a base organization serving multiple SMB-sector clients. Worked with multiple government agencies to develop high quality low cost training programs. Partnered with law enforcement associations to develop new business and marketing strategies.

**President & CEO**, RALLY POINT ALPHA- 2011 – present Developed a new business to work private/public partnerships to improve LE/MIL/CRC training nationwide. Designed web based software, sites, and applications to centralize and drive down costs. Understands the issues facing law enforcement agencies in this high-tech world we live in today. Currently runs multiple websites for law enforcement related companies and associations.

**President**, REFERENCEPOINTE TECHNOLOGIES– 2000 – 2011 Created unique product and business approach appealing to small-budget companies in need of IT management. Built sophisticated turnkey system to transform their technical functions and provide competitive edge. Developed further enhancements to marketing efforts in the form of guaranteed fixed contract costs for 2 years.

**Strategic Technology Advisor**, SAN JOSE JOINT VENTURE (city library and state university library) – Signed on as architect of this major systems integration project with abundant input by government officials. Determined needs, limitations and budgetary feasibility. Presented comprehensive action plan and \$6 million 1<sup>st</sup>-year budget, projecting ROI within 2 years.

**CTO** (interim appointment), SYMPHONIX, INC. – Laid foundation for 3-year controlled growth of this \$6 million medical device company. Recognized new market potential and established solid IT strategy to

align with business goals. Determined optimal products for ERP, MRP, Sales Force Automation, CRM and compliance with FDA regulations.

**CTO** (interim appointment), @HOSPITAL – Orchestrated timely completion of critical software version for \$12 million company on short deadline due to its acquisition of a competitor's technology, which then had to be integrated into the product. Coordinated activities of more than 75 professionals on engineering, QA, implementation and hardware support teams working with video-on-demand (VOD) technology, set-top box browser emulation (WebTV), Internet applications, educational content and VPN connections from customer to multiple control centers.

**CTO**, 2000, LOCALITY.COM

- Developed strategy and built a large-scale team to carry out core operations for this VC-funded enterprise.
- Established key relationships and negotiated favorable agreements with Cisco, NEC and other technology vendors.
- In addition to infrastructure, developed online sales and business management tools for remote sales force of 3,500+.

**Vice President Operations**, 1999, SPECIALRESERVE.COM

- As employee #1 at this B2C and B2B community, worked with founders to establish business model, including tiered support, sales automation, supply chain management. Led 40+ Web developers and project managers in Europe.
- Created unique cross-industry network of business relationships to strengthen market position.
- Traveled extensively to learn and to influence legal guidelines for interstate trade in alcoholic beverages.
- Developed systems to manage international inventory and delivery facilities.
- Created key retailer relationships in major markets to increase visibility and product breadth.

**Executive Director of Technology**, 1994-1998, and **Applications Manager/Engineer**, 1988-1994, SOUTHERN WINE & SPIRITS

- Converted mainframe system to client/server environment for Fortune 50 industry leader, saving \$6 million annually.
- Led \$3 million project building sales automation systems from scratch; hired, trained and managed IT staff.
- Interfaced with top management and finance department to facilitate strategic goals.
- Boosted annual revenue on store display merchandise from \$1.1 million to \$3 million.
- Regained \$1 million annually in lost profit via single innovation establishing audit trail for online price changes.



# MARY ELIZABETH O'CONNOR

1971 Muirfield Way, OLDSMAR, FL 34677

727.481.2806

MEOCONNOR23@OUTLOOK.COM

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## COMMAND AND MANAGEMENT

- **Recently retired law enforcement professional** with 22 + years of progressively responsible experience in directing and leading law enforcement goals and objectives.
- **Manager** with 10 years of supervisory experience overseeing personnel, equipment, scheduling and budget.
- **Leader** experienced in organizing, directing, and motivating a diverse work force.
- **Skillful communicator** with excellent interpersonal, oral and written presentation skills.
- **Critical thinker** with strong analytical and problem solving skills.

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## **PROFESSIONAL EXPERIENCE – TAMPA POLICE DEPARTMENT (1994 – 2016)**

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### **Deputy/Assistant Chief of Police (Operations) November 2014 – May 2016**

Exercise direct control and supervision of the three Patrol District's Majors and the Mapping and Analytical Unit. Operations personnel included 700 employees. Provide guidance and assistance in the formulation and implementation of policies and program objectives relative to the operational aspects of the department. Assist the Chief of Police in the management and control of department members and employees, ensuring proper discipline, efficiency and enforcement of policies and procedures of the department. Large conference and public /media speaking experience on crime strategies and other topics.

### **Major and Division Commander 2013 –2014**

2014 (Major): Led the department's Criminal Investigations Division, which encompassed various investigative functions including homicide, sex crimes and child abuse, fugitive apprehension, career criminal tracking, firearms investigations and narcotics. Additional responsibility included the supervision and direction of the department's communications and forensics units.

2013 – 2014 (Captain): Led the department's Criminal Intelligence Bureau, which encompassed numerous functionalities including the Urban Area Security Initiative (UASI), white collar fraud, construction fraud, and electronic support. Unit was responsible for investigation of criminal employee conduct. Participation in FBI Joint Terrorism Task Force, joint investigative functions with both the United States Secret Service and Internal Revenue Service. Supervised large-scale tax fraud and other organized fraud and economic crime investigations. Maintained liaison with federal, state and local agencies for the exchange of classified and critical intelligence.

**MANAGEMENT:**

2012- 2013 (Captain): Patrol Division. Commander of Sector E, one of Tampa’s most crime challenged geographical areas. Strong community engagement to assist in crime reduction and citizen partnerships, including one of the largest public housing areas in the city. Instrumental in opening the R.I.C.H. (Resources In Community Hope) House, Robles Park, which is a non-profit after school program for children in the community run by the Tampa Police Department. Assisted in the department’s goal of reducing crime by developing strategies and operational plans to identify and implement plans of action to address trends and patterns.

2011-2012 (Lieutenant): Patrol Division. Dual role of senior field commander and administrator. Maintained proficiency in procedures involving operations, discipline, deployment, and research-reporting methods. Responsible for adverse, weekend and as-needed basis of Public Information Officer duties. Supervised numerous high-profile investigations.

**SUPERVISORY:**

2006- 2011 (Sergeant): District Latent Investigative Unit. Supervised diverse group of detectives that underwent tremendous departmental change during this time frame. Decentralization of many units transferred to this squad. Unit investigated auto theft, auto burglary, robbery, and economic crime. Assisted in department goals of reducing crime by developing weekly crime meeting that focused on timely information sharing. Supervised numerous large-scale successful investigations.

**INVESTIGATIVE:**

2003-2006 (Detective): Assigned to the department’s economic crime unit. Managed a significant caseload of fraud cases that included credit card, check, cyber-crime and other schemes to defraud. Worked closely with local banking partners to achieve goals of successful case resolution and prosecution.

**PATROL:**

1994-2003 (Officer): Worked various patrol functions including community oriented policing, field training officer, QUAD (quick uniform attack on drugs), and temporary duty assignments to district detective squads.

**EDUCATION**

**SAINT LEO UNIVERSITY**

*Master of Business Administration, 2001*

**University of South Florida**

*Bachelor of Arts, Criminology, 1992*

**INTERESTS**

Special advisor to the board of NAWLEE (National Association of Women Law Enforcement Executives).

**Professional Affiliations**

Member of TBACPA (Tampa Bay Area Chiefs of Police Association)

***References and Supporting Documentation Furnished Upon Request***

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# **BEA BROUILLARD**

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**9753 E. Irwin Avenue  
Mesa, Arizona 85209  
480/981-8236**

**SUMMARY:** Extensive (35+years) full time work experience as an Administrative Assistant/ Executive Secretary. Responsible for the supervision of administrative support and office management duties in a variety of work environments including: City of Mesa, AZ Police Department; City of Mesa, AZ Personnel Division; Yamazen – a Tempe based Machine Tool Company; CBS Investment Realty – a Scottsdale based Real Estate Company; and Metropolitan Life Insurance Company New England Head Office in Warwick, R.I.

**EDUCATION:** RIO SALADO COMMUNITY COLLEGE, Mesa, AZ  
Personnel & Human Resource Management Courses  
1992-1993

**TRAINING:** AGTS Supervisor Academy - Graduated April 1997  
Over 1,000 hours of Mesa PD and City sponsored training

## **EMPLOYMENT OVERVIEW:**

### **CITY OF MESA, AZ – POLICE DEPARTMENT 1996 – 2016 (Retired)**

#### *Executive Secretary/Administrative Assistant – Police Administration*

Report directly to the Chief of Police. Provide highly skilled and confidential independent administrative support and office management responsibilities in furtherance of the Mesa Police Department's goals and objectives. Supervise clerical staff. Coordinate all office activities and resolution of daily problems. Establish and implement office procedures and goals, compile data, prepare reports, resolve operational and procedural problems. Process all Department personnel changes (new hires, resignations, terminations, promotions, transfers, etc.).

#### Other Mesa Police Department assignments include:

Executive Secretary – Administration	2000 - 2016
Senior Secretary – Falcon Patrol Division	1999 – 2000
Senior Secretary – Mesa Gang Intervention Project	1996 – 1999

### **CITY OF MESA, AZ – PERSONNEL DIVISION 1995 - 1996**

#### *Human Resource Specialist*

Variety of secretarial/clerical duties related to the City's Personnel activities. Extensive public contact and problem solving. Assist with recruitment and classification. Prepare

documents to support the Personnel Analysts. Verify employment. Coordinate temporary personnel for various City departments

**ASSOCIATIONS:** Member – Mesa Police Department Peer Support Team (1999 to 2012)  
Member – Mesa Police Department Career Advisor Team (2002 to 2008)  
Member – Mesa Police Benevolent Fund (2004 to 2010)  
Volunteer – Mesa Police Department Victim Assistance (1995 – 2002)

**CBS INVESTMENT REALTY, INC.      1994 – 1995**

*Administrative Assistant*

Provide a variety of clerical support to twelve real estate brokers in this Scottsdale, Arizona sales office. Typed memos, correspondence, proposals, and spreadsheets. Prepare sales packages, leases and mailings for sales properties. Maintain sales data base. Trained new hires and supervised clerical staff in Manager's absence.

**YAMAZEN MACHINE TOOL, INC.                      1986 - 1993**

*Secretary/Office Manager*

Provide administrative support to this Tempe, Arizona sales and service branch office. Daily communication with headquarters based in Los Angeles, California. Process orders from customers for parts and service. Prepare reports and maintain customer records. Publish and distribute monthly newsletter to approximately 1700 customers. One girl office with 4 sales and 2 service personnel.

**METROPOLITAN LIFE INSURANCE COMPANY                      1979 - 1985**

*Receptionist/Secretary*

Provide administrative support to the Building Manager of this Met Life New England Head Office with approximately 1100 employees in Warwick, Rhode Island. Managed the building access of vendors, service personnel and customers. Prepared logs and reports for Security and maintenance. Screened calls and assigned work for maintenance and service repairs within the building. Maintained file system for all contractors and was the liaison with contractors during all aspects of special projects within the building.