

June 8, 2017

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Re: Independent Monitor for Baltimore Police Department

Mr. Cheema and Ms. Smyth:

We write to express our interest in serving as the Monitor under the Consent Decree entered into by the Baltimore Police Department (“BPD”) as filed on January 12, 2017 in the U.S. District Court for the District of Maryland. Please find below our response to the Request for Monitor Applications (“RFA”), as set forth in paragraphs 31 through 40 of the RFA.

The Pallas Team’s breadth of experience as monitors, former federal prosecutors, former chiefs of police and career police officers in major metropolitan areas, including Baltimore, coupled with the auditing expertise of BDO and Mitchell Titus, brings seasoned and diverse expertise to address the specific requirements of this Consent Decree.

Executive Summary (RFA ¶32)

The Pallas Team (“Monitoring Team” or “Pallas Global”) brings leaders from both the private and public sector to oversee the implementation of reforms mandated in the Consent Decree and to independently test their effectiveness. The Pallas Team includes professionals with deep experience in law enforcement, monitoring organizations, and data analysis. Our team is comprised of four former federal prosecutors, including a former United States Attorney from the Southern District of New York (“SDNY”), each of whom has monitorship experience from the private sector, government, or law enforcement, and a former federal prosecutor from the District of Maryland with a private practice in Baltimore who has expertise in local and federal laws relating to policing. Our team is also comprised of prominent policing professionals, including police chiefs of major metropolitan areas, and senior veteran police officers with decades of policing experience and expertise both in Baltimore and other major metropolitan areas struggling to combat violent crime. BDO, a leading accounting and consulting firm, and BDO Alliance Firm Mitchell Titus, a minority-owned accounting and auditing firm with offices in Baltimore, will conduct vigorous and independent testing, sampling, and data analysis to ensure compliance with the agreed-upon reforms. BDO’s stellar reputation and deep experience overseeing compliance in other large and high profile monitorships will enhance the Monitoring Team’s assessment of compliance with the Consent Decree. BDO will be assisted by an accomplished professor of statistics and criminology from the University of Pennsylvania.

The overarching purpose of the Consent Decree is to strengthen the relationship between BPD and the diverse communities it serves. The role of the Monitor is well defined in the Consent Decree, as it tasks the Monitor with measuring compliance with a detailed reform plan. We believe a successful monitorship depends on (i) obtaining input from all key stakeholders as the reforms are developed and implemented; and (ii) gaining community trust in the assessment of compliance with those reforms. Ultimately, the goal of the monitorship is to leave BPD with the ability to demonstrate its continued compliance with the terms of the Consent Decree.

Key members of our team (see also biographies in Appendix II):

Tiffany Erwin Moller – Monitor

A co-founder of Pallas Global, Ms. Moller served as an Assistant United States Attorney (“AUSA”) for the SDNY where she investigated and prosecuted a wide range of cases, including narcotics cases and significant white collar crime and securities fraud cases. From 2014 to 2016, Ms. Moller served as the first-ever Chief of Compliance and Oversight for the New York City Police Department (“NYPD”) where she was responsible for developing, implementing, and overseeing Department programs to comply with federal, state and local laws, and recently-created oversight bodies, and advising the NYPD generally on high profile legal matters. Ms. Moller’s responsibilities included coordinating the NYPD’s response to a monitor overseeing the reform of NYPD’s stop, question and frisk practices.

Bonnie Jonas – Deputy Monitor

Ms. Jonas is a co-founder of Pallas Global. Ms. Jonas served for 18 years as an AUSA in the SDNY until February 2016, ending her tenure as Deputy Chief of the Criminal Division. She also served as the SDNY’s Financial Fraud Coordinator for President Obama’s Financial Fraud Enforcement Task Force and as Co-Chief of the General Crimes Unit. As detailed below, during her tenure in the SDNY, Ms. Jonas investigated and prosecuted many of the Department of Justice’s (“DOJ”) most historic and complex matters, including WorldCom, Aurora Foods, Commerzbank, Deutsche Bank, Toyota Motor Corporation, and General Motors. Ms. Jonas has significant experience reviewing, evaluating, and analyzing the conduct of organizations, including compliance policies, procedures, and internal controls. Ms. Jonas was responsible for selecting and overseeing monitors in several high profile prosecutions.

David N. Kelley – Senior Advisor

Mr. Kelley, a partner and co-leader of the white collar and securities litigation practice of Dechert LLP, is a former United States Attorney for the SDNY and has more than three decades of experience spanning a diverse range of sensitive investigations, prosecutions, and congressional inquiries. Mr. Kelley currently serves as the federal monitor overseeing reforms at Toyota Motor Corporation. Mr. Kelley was appointed in 2011 by the New York City Police Commissioner to chair the Crime Reporting Review Committee, where he investigated the

integrity of the NYPD's crime statistics reporting processes. Mr. Kelley served as the U.S. Attorney for the SDNY from 2003 to 2005, and prior to that, Deputy U.S. Attorney from 2002 to 2003. During his more than 17 years with the SDNY, he oversaw the investigation and prosecution of cases involving an array of federal crimes, including white collar crime, securities fraud, terrorism, and national security issues. His previous experience also includes serving as co-chair of DOJ's nationwide investigation into the 9/11 attacks, in which capacity he prosecuted John Walker Lindh. Furthermore, Mr. Kelley, who served as Chief of the Organized Crime and Terrorism Unit of the SDNY from 1995 to 2002, is noted for leading the investigations of the 2000 Millennium bombing plots, the 2000 attack of the U.S.S. Cole in Yemen, the 1997 bombings of the U.S. embassies in Kenya and Tanzania, and for prosecuting Ramzi Yousef for his role in the 1993 bombing of the World Trade Center.

Robert J. McGuire – Senior Advisor

Mr. McGuire is the former New York City Police Commissioner, former Chairman and Chief Executive Officer of Pinkerton's Inc., and former President of Kroll Associates, Inc., an international corporate investigations and security consulting firm. Mr. McGuire is a lawyer with a broad range of government and private sector experience. As an AUSA in the SDNY for four years, he prosecuted a wide range of criminal cases after which he established his own law firm specializing in white collar investigations. Mr. McGuire was appointed New York City Police Commissioner in 1978, becoming the youngest Police Commissioner in New York City history. Mr. McGuire has served on numerous boards and commissions relating to policing and municipal government issues. Mr. McGuire was appointed by New York City Mayor Michael Bloomberg to chair the 2002 City Charter Revision Commission. Currently, Mr. McGuire is the Vice Chairman of the Police Athletic League, New York City's largest youth organization, and also serves on the board of Mutual of America. Mr. McGuire formerly served on the boards and the audit committees of Six Flags, Inc., Artio Global Investment Funds, Inc., and Protection One.

Richard Berk – Senior Advisor

Richard Berk is a professor in the Department of Statistics and the Department of Criminology (a Chair) at the University of Pennsylvania ("Penn"). Before coming to Penn, he was a Distinguished Professor of Statistics at UCLA. Professor Berk is an elected fellow of the American Association for the Advancement of Science and the American Statistical Association. He is the author of 15 books and nearly 200 peer-reviewed papers and book chapters.

Professor Berk specializes in applied statistics with applications largely in criminal justice. He has done research on such topics as police responses to domestic violence, proper ways to measure crime, law enforcement responses to homelessness, the role of race in capital charging decisions, and risk assessment tools for police, courts, prisons, and probation/parole. His most recent work focuses on potential race and gender bias in modern risk assessment tools increasingly being used by criminal justice agencies. Professor Berk has worked with a large number of law enforcement organizations including the Philadelphia Police Department, the Los

Angeles Police Department, the Los Angeles Sheriff's Department, the Mesa (Arizona) Police Department, the Colorado Springs Police Department, the California Department of Corrections and Rehabilitation, the Maryland Department of Corrections, the Philadelphia Adult Department of Probation and Parole, the Pennsylvania Board of Probation and Parole, and the Philadelphia Administrative Office of the Courts.

Anthony Lendez, BDO – Monitorship Consultant and Administrator

Mr. Lendez, a Certified Public Accountant, a Certified Fraud Examiner, and Certified in Financial Forensics, is a partner with BDO Consulting, a division of BDO USA, LLP. He will lead a team of professionals from BDO and Mitchell Titus, overseeing all aspects of monitorship management and administration, in conjunction with the Monitor, including, but not limited to, drafting the Monitoring Plan and testing templates, recordkeeping, sampling, testing, data analysis, and semi-annual report drafting. Mr. Lendez is currently the lead partner assisting monitors for various settlement agreements, including the historic \$25 billion National Mortgage Settlement, where BDO is overseeing implementation of new servicing standards and the provision of consumer relief to distressed borrowers by the nation's largest mortgage servicers. He is also leading teams working with monitors of several other settlements, including the team monitoring Western Union's compliance with a settlement agreement related to its anti-money laundering efforts. Mr. Lendez also led the teams that conducted the independent evaluations of the Gulf Coast Claims Facility and the American Red Cross, and the independent examinations of New Century Financial Corporation and AOL Time Warner.

Ty Kelly Cronin– Team Member

Ms. Kelly is a co-founder and partner in Biran Kelly, a law firm in Baltimore, which represents corporations and individuals in a broad range of criminal and civil matters. Prior to forming Biran Kelly, Ms. Kelly served eight years in the United States Attorney's Office in Maryland, trying some of the Office's most high profile and challenging cases. During her tenure, she prosecuted a wide variety of cases ranging from violent crime and drug cases to significant white collar and public corruption cases, routinely working with BPD officers in investigations and prosecutions. Ms. Kelly spent her last three years in the Fraud and Public Corruption Unit investigating public corruption offenses, investment fraud, procurement fraud, mortgage fraud, securities fraud, and other economic crimes.

Ms. Kelly was a Trial Attorney in the DOJ Attorney General's Honors Program and a law clerk for Chief Judge Frederic N. Smalkin of the United States District Court for the District of Maryland and Judge Richard D. Bennett of the United States District Court for the District of Maryland.

Henry DeGeneste – Team Member

Mr. DeGeneste served for 23 years as the Director of Public Safety and Superintendent of Police for the Port Authority of New York and New Jersey (“Port Authority”), and later served for 15 years as the Senior Vice President of Global Security at Prudential Financial, where he was Vice Chairman of the firm’s Crisis Management Committee. He is currently the President of HDG Consulting, Inc., which provides advice and assistance to clients on a broad range of domestic and international issues involving operational risk, crisis management, criminal justice management, and public policy administration. Mr. DeGeneste served as National President of the National Organization of Black Law Enforcement Executives (“NOBLE”) from 1982 to 1983. During his tenure, Mr. DeGeneste focused on bias in the administration of justice, recruitment and promotion of black police officers, and the special problems faced by black police executives. Mr. DeGeneste served as an adjunct Professor at the John Jay College of Criminal Justice in New York for over fifteen years and taught courses titled, among other things, Use of Force Policy Development and Criminal Justice Ethics, Police Leadership, and Crisis Intervention.

Chief Clarence Edwards – Team Member

Chief Edwards has 38 years of extensive law enforcement experience. He served as the Chief of Police for Montgomery County, Maryland’s largest and most racially diverse jurisdiction, from 1991 to 1994. During his tenure, Chief Edwards formulated numerous successful initiatives, including developing recruiting strategies that significantly increased the number of minority and female officers. He also initiated the successful Community Policing and Engagement Program involving all sworn officers and civilian personnel, officials from the Montgomery County Public Schools, officials from the Montgomery County Department of Corrections, and minority activist groups throughout the county. Chief Edwards served as National President of NOBLE from 2004 to 2005, during which time he was NOBLE’s primary spokesperson for effective, transformative police recruiting and training. In that role, Mr. Edwards also advocated for transparent and accountable management practices in order to foster community trust between the police and the diverse populations they serve.

After leaving the Montgomery County Police Department, Chief Edwards served as the Assistant Commissioner in charge of the General Services Administration’s (“GSA”) national law enforcement and security program for more than 8,500 federal facilities with an annual budget of \$350 million. Chief Edwards subsequently served as a senior advisor to the Commissioner of the GSA / Public Buildings Service and acted as the agency’s primary representative on the Interagency Security Committee, evaluating and initiating agency-wide anti-terrorism preventive measures based on classified threat assessment information. Chief Edwards was a member of the GSA’s senior management team that promulgated federal government security policies and protocols for critical incident response at federal facilities.

Ronald Wilhelmy – Team Member

Mr. Wilhelmy is a recently retired Assistant Commissioner of the NYPD, Office of Management Analysis and Planning (“OMAP”). He led the NYPD’s policy, analysis, and strategic planning office with direct oversight for 85 people and a \$9 million budget, and was responsible for ensuring an analytical and evidence-based approach to organizational decision making. He also served as Lieutenant/Aide to Chief of Staff, Office of the Police Commissioner, during Commissioner William Bratton’s transition in 2013. Mr. Wilhelmy was the project manager for the NYPD organizational review undertaken by the new administration, a program that ultimately distilled data from 30,000 surveys, 350 focus groups and 1,500 interviews to create themes and actionable recommendations for the NYPD. Mr. Wilhelmy has significant patrol and investigative experience in a major metropolitan area, having started his career as a police officer in the Bronx’s 52nd Precinct serving as, among other things, a detective and a sergeant; a Detective Sergeant Supervisor in Internal Affairs, the Organized Crime Control Bureau, and the Narcotics Division; and a Special Projects Lieutenant in Staten Island and Queens, where he acted as senior advisor to the Chief.

Professor Marcellus Boles – Team Member

Professor Boles served for 32 years in BPD, retiring as a Lieutenant Colonel. Professor Boles served as Deputy Chief of the Patrol Division, Western District Commander, Personnel Director, and Community Policing Implementation Coordinator. Currently, he serves as the Interim Co-Chair of the Criminal Justice and Applied Social and Political Sciences Department in the College of Behavioral and Social Sciences at Coppin State University (“CSU”), located in Baltimore. Professor Boles taught community-oriented policing courses at BPD (entrance and in-service training) and at CSU for over ten years.

Professor Boles served as National President of NOBLE from 1989-1990.

Alicia Parker – Team Member

Ms. Parker retired from the NYPD as a Lieutenant Detective Commander in 1995 after 22 years of service as a commander of the Personal Security Unit of the NYPD Intelligence Division. After retirement from the NYPD, Ms. Parker was a Director of Security for the National Basketball Association (“NBA”) where she managed security for the Women’s National Basketball Association (“WNBA”) and the National Basketball Developmental League (“NBDL”). Ms. Parker managed events and conducted investigations for the NBA, WNBA and NBDL. In 2002, she became the first Senior Director of Security for ESPN worldwide. She and her team were responsible for implementing security internationally for all ESPN facilities and events and for conducting investigations. Ms. Parker retired from ESPN in 2009 and is currently working with various organizations providing services focused on youth interaction with the police. She is the Vice-Chair of the Advisory Board for the High School for Enterprise, Business

and Technology located in Brooklyn, New York and is a Co-Chair for Dedication to Community/Choose2Live, a not-for profit organization that seeks to bring together police departments and the communities they serve. She is also a member of NOBLE and the NYC Police Council of Retired Guardians.

Lorie Fridell – Team Member

Ms. Fridell is a nationally recognized leader and trainer in the area of biased policing. She is an Associate Professor at the Fair and Impartial Policing Institute. Ms. Fridell is the former Director of Research at the Police Executive Research Forum (“PERF”). She has authored and co-authored a number of chapters and books on policing. While at PERF, she co-authored Racially Biased Policing: A Principled Response, which guides law enforcement officials on how to respond to the issues of racially biased policing and the perceptions of its practice. Concerned about the very high expectations that stakeholders had with regard to the data collected on police stops, Ms. Fridell wrote By the Numbers: A Guide for Analyzing Race Data from Vehicle Stops and the companion book, Understanding Race Data from Vehicle Stops: A Stakeholders’ Guide. She has trained, and/or consulted with, a number of agencies and entities including the Chicago PD, San Francisco PD, Los Angeles PD, Toronto Police Services, Austin PD, Seattle PD, Massachusetts Chiefs Association, Piedmont PD, Oakland PD, Berkeley PD, La Crosse PD, Madison PD, Prince William County PD, Kansas Racial Profiling Task Force, Wisconsin Bureau of Justice Assistance, Institute for Law and Justice, Rhode Island Chiefs’ Association, Wisconsin Chiefs’ Association, and RAND Inc.

I. SCOPE OF WORK (RFA ¶33)

The duties and responsibilities of the Monitoring Team are well defined in ¶442-488 of the Consent Decree. The Consent Decree directs the Monitoring Team to conduct “Compliance Reviews” to determine compliance with the Material Requirements of the Agreement.” (Consent Decree ¶454). In addition to Compliance Reviews, the Monitoring Team is tasked with conducting particularized “Outcome Assessments” to “measure whether BPD’s revised practices and procedures are achieving the purposes of this Agreement and are having an overall beneficial effect on policing in Baltimore.” (Consent Decree ¶456). Our approach to completing the Compliance Reviews and the Outcome Assessments is discussed below.

A. Compliance Reviews

Our team will conduct Compliance Reviews by assigning a Team Leader as described above to each of 16 core topics addressed in the Consent Decree.¹ The Team Leaders will report

¹ 1 – Community Policing & Engagement; 2 – Stops, Searches, Arrests and Voluntary Police-Community Interactions; 3 – Impartial Policing; 4 – Responding to and Interacting with People with Behavioral Health Disabilities or in Crisis; 5 – Use of Force; 6 – Interactions with Youth; 7

to the Deputy Monitor and Monitor. Given the deep expertise of the Pallas Team Leaders, the Monitor will delegate primary authority to the Team Leaders pursuant to ¶461g of the Consent Decree. Because the Consent Decree establishes specific policies and procedures to be implemented, the primary responsibility of the Monitoring Team in completing these Compliance Reviews is to ensure implementation and make recommendations, where necessary.

B. Outcome Assessments

The Monitoring Team is tasked with conducting clearly delineated Outcome Assessments at specified intervals. (Consent Decree ¶459a-n). Because many of these Outcome Assessments are primarily quantitative in nature, BDO will bring its auditing expertise to lead the outcome assessment process, in conjunction with assigned Team Leaders, as appropriate. Pursuant to the terms of the Consent Decree, and in order to assure a cost-effective process, BDO will use relevant data collected and maintained by BPD to the greatest extent possible. BDO will “provide the City, BPD and DOJ with its methodology, underlying analysis and the source of the information relied upon.” (Consent Decree ¶460). To the extent that data is maintained in a readily accessible, electronic format, BDO will maximize the use of data analytical techniques to assess the entire population. To the extent that data is maintained in a hard-copy format or a combination of hard-copy and electronic format, BDO will analyze the data by using statistical sampling techniques with appropriately chosen parameters. In all cases, the overall analysis and interpretation of the assessed data will be performed in consultation with the applicable Team Leader.

C. Community Survey

Pursuant to ¶23 and 459a of the Consent Decree, the Monitor must retain a firm to conduct an annual Community Survey that assesses the satisfaction of the community with BPD’s services. Pallas Global has spoken with several survey organizations, which have offered differing methodologies for conducting the mandated surveys. Because the various methodologies inherently involve a degree of subjectivity, and as the surveys are an essential metric for assessing compliance, Pallas Global will seek input from the City, BPD, and DOJ before selecting the survey firm. Our budget includes the estimated cost of the survey work.

We note that one of our Team Leaders, Mr. Wilhelmy, gained experience with community surveys during his tenure at the NYPD. Since retirement, Mr. Wilhelmy has partnered with Accenture to devise a text-based customer satisfaction survey capable of

– Transportation of Persons in Custody; 8 – First Amendment Protected Activities; 9 – Handling of Reports of Sexual Assault; 10 – Technology; 11 – Supervision; 12 – Misconduct Investigations & Discipline; 13 – Coordination with Baltimore City School Police Force; 14 – Recruitment, Hiring and Retention; 15 – Staffing, Performance Evaluations, and Promotions; 16 – Office Assistance & Support.

distribution to any 911 caller who has requested police services using a mobile phone (estimated 75% of all 911 callers).

D. Workplan: The Pallas Approach

Our approach is characterized by establishing productive, collaborative working relationships with all key stakeholders early in the process to secure a thorough understanding of the community’s concerns, BPD’s current policies and practices, both at the command level and in the field, and any remediation already undertaken. The objective is to create a Monitoring Plan that is effective and establishes goals and timelines that are reasonable and attainable.

In our experience, soliciting input from stakeholders during the development of a Monitoring Plan, as well as continued communication throughout the process, leads to successful implementation and long term, sustainable practices. Our Monitoring Plan is divided into four phases, as detailed below.

1. Initial Phase: Establishing a Baseline

a. Establishing Working Relationships with Key Stakeholders

In Phase I, the Monitoring Team’s goal is to establish productive working relationships with all key stakeholders early in the process. Our team will meet with stakeholders including BPD’s officers, BPD unions, elected officials in Baltimore, DOJ representatives, community organizations, community leaders, and members of the general public. Community engagement will be a top priority during the initial phase. The Monitoring Team will reach out to key community groups, engaging in listening sessions to understand the community priorities, concerns and views with respect to the issues addressed in the Consent Decree. The Monitoring Team will meet extensively with, and actively solicit input from, command staff and rank-and-file officers about the issues addressed in the Consent Decree, as well as resource or training concerns that affect day-to-day operations. The Monitoring Team will also meet with union leadership to solicit input on implementation of the Consent Decree.

b. Reviewing Policies and Procedures, Training, Systems

Team Leaders and their respective Team Members will review existing policies, procedures, training, and systems relevant to their particular subject matter. Teams will engage in extensive fact gathering, by obtaining required data from BPD pursuant to document and data requests that will be tracked in a database maintained by BDO. During this phase, each Team Leader will conduct interviews of officers and supervisors to understand BPD’s policies and how officers interpret the policies, identify any weaknesses or deficiencies, and review remediation that has been undertaken. All our team members will be hands on, talking to BPD officers and command staff, participating in “ride-alongs,” and shadowing commanding officers during shifts to understand how the policies and procedures are actually implemented in the field. The

Monitoring Team will work to understand BPD’s internal procedures related to the investigation, review, and supervision of incidents as set forth in the Consent Decree.

c. GAP Analysis

Based on the fact gathering conducted by the Monitoring Team, each Team Leader, in conjunction with BDO, will conduct a gap analysis to determine the extent to which BPD has implemented the terms of the Consent Decree, and what work needs to be done. The Team Leader and BDO will perform an exhaustive comparison of each individual requirement of the Consent Decree to our assessment of what BPD has implemented to date, and will report on what, if any, progress has been made and what, if anything, remains to be done. Any requirements that the Monitor has deemed to be fully implemented will continue to be assessed in future periods of the Monitorship to ensure continued compliance.

2. Phase Two: Development of the Monitoring Plan

At the conclusion of the initial assessment period, the Monitoring Team, in consultation with stakeholders, will formalize a Monitoring Plan, as required by ¶461 of the Consent Decree. This document will function as a structured work plan – clearly delineating “how BPD will reach Full and Effective Compliance with all Material Requirements of the Agreement within five years.” (¶461a). The Plan will set forth a review and approval process for all BPD actions. (¶461b). This will be accomplished by the Monitoring Team working transparently and collaboratively with BPD and other stakeholders to ensure that tasks and timetables are mutually agreed upon and reasonable, with sufficient time built in for every layer of the process. While the Monitoring Plan will provide a mechanism for extending deadlines and consequences for failing to meet deadlines, it is the goal of the Monitoring Team to stay on target and avoid delay. By establishing productive working relationships up front, and gaining a deep understanding of BPD operations, both at the command level and in the field, significant extensions should be avoidable.

The Monitoring Plan will describe in detail the requirements for BPD to demonstrate compliance with each of the substantive provisions of the Consent Decree. Each Team Leader, in consultation with the Monitor and Deputy Monitor, will create a compliance plan for each compliance assessment, detailing tasks and required data. This document will be shared with BPD and DOJ to ensure clear communication about what steps BPD must take in order to demonstrate compliance with the Consent Decree.

3. Phase Three: Implementation of the Monitoring Plan

After a Monitoring Plan is finalized, the Monitoring Team will provide ongoing oversight of BPD’s efforts to implement the updates, reforms, and new policies and procedures necessary to comply with the Consent Decree, including ongoing technical assistance. We will work closely with the City, DOJ and BPD during this phase of the process. In addition to formal

reports, the Monitoring Team will continue to focus on community engagement to ensure the community's participation in each step of the process.

4. Phase Four: Reviews and Audits, Correcting Any Deficiencies

During each reporting period, Team Leaders, in conjunction with BDO, will assess the extent to which BPD has complied with each of the Consent Decree requirements within that Team Leader's purview—those areas collectively making up the Material Requirements of the Agreement. The assessment will be based on a combination of inquiry, observation, and (primarily) data provided by BPD. Each Team Leader, in conjunction with BDO, will perform an initial assessment of the data needed as compared to the data available from BPD, identify any gaps, and, if needed, request that BPD take whatever measures are necessary to provide the additional information required in order to assess compliance. To the extent that those assessments identify deficiencies in compliance with the Material Requirements, the Team Leader will work with the appropriate BPD individuals to develop corrective action plans. Each reporting period the Team Leaders and BDO will assess the extent to which those corrective action plans have brought about the necessary changes in policies and procedures as set forth in the Consent Decree.

II. QUALIFICATIONS (RFA ¶25-27)

1. (RFA ¶26a) Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders

The Monitorship Team has extensive experience acting as monitors of settlements, consent decrees, and court orders, including oversight of a monitorship of a law enforcement agency. Many Team Members have spent their careers auditing and reviewing the performance of complex organizations in high profile matters.

Tiffany Erwin Moller

As the first-ever Chief of Compliance and Oversight for the NYPD, Ms. Moller has direct, recent experience overseeing the responses provided from a major metropolitan police department to a monitor. Ms. Moller's unique experience working with the NYPD as it was under the supervision of a monitor will provide the Monitoring Team with insights about effective collaboration, program implementation, and remediation. In addition, Ms. Moller routinely evaluated the performance of the NYPD in the ordinary course of her duties as the NYPD's Chief of Compliance and Oversight.

Bonnie Jonas

Serving more than 18 years as an AUSA and former Deputy Chief of the Criminal Division in the SDNY, Ms. Jonas has extensive experience monitoring, evaluating and analyzing the conduct of large, multi-national organizations in high profile investigations.

- 1) *United States v. Commerzbank AG New York Branch*: Ms. Jonas led the SDNY’s investigation and prosecution of Commerzbank AG New York Branch related to the willful violation of the Currency and Foreign Transactions Reporting Act of 1970, as amended (commonly known as the Bank Secrecy Act, or “BSA”). The 2015 resolution resulted in a deferred prosecution agreement (“DPA”) and financial penalty of approximately \$300 million related to the BSA/AML crimes.
- 2) *Deutsche Bank AG*: Ms. Jonas led the investigation and negotiated the resolution with Deutsche Bank AG, arising out of Deutsche Bank’s involvement in a \$29.3 billion fraudulent tax shelter scheme. This prosecution resulted in a financial penalty of \$554 million.
- 3) *United States v. Toyota Motor Corporation*: Ms. Jonas led the investigation and first-ever federal prosecution of an automotive company. Toyota was charged with making misleading public statements to its consumers and concealing from its regulator a lethal safety-related issue (a problem with accelerators getting stuck at partially depressed levels). The resolution resulted in a forfeiture of approximately \$1.2 billion and an independent monitor was appointed, whom Ms. Jonas supervised.
- 4) *United States v. General Motors Company*: Ms. Jonas led the investigation and prosecution of the second federal criminal prosecution of an automotive company. General Motors was charged with engaging in a scheme to conceal a deadly safety defect from its U.S. regulator and committing wire fraud. The resolution resulted in a financial penalty of approximately \$900 million and an independent monitor was appointed, whom Ms. Jonas supervised.
- 5) *Prosecution of WorldCom Executives*: Ms. Jonas investigated and prosecuted the CEO, CFO and other executives of WorldCom with securities fraud in connection with their participation in a scheme to inflate artificially the price of WorldCom common stock by hiding from investors the company’s true operating performance.

David N. Kelley

As former U.S. Attorney for the SDNY, Mr. Kelley oversaw all of the Office’s investigations and prosecutions, as well as all of its civil litigation. During his tenure, the Office handled several prominent investigations against corporations, including the prosecution of KPMG, which involved the imposition of a monitor pursuant to a DPA. Mr. Kelley also served on the President's Corporate Fraud Task Force and the Attorney General’s Advisory Committee for White Collar Crime and served as Co-Chair of the nationwide investigation by DOJ into the

9/11 attacks. Prior to becoming the U.S. Attorney for the SDNY, Mr. Kelley spent 15 years as an AUSA, Unit Chief, and Deputy U.S. Attorney in the SDNY.

Since joining private practice in 2005, Mr. Kelley has served as a senior advisor to public companies, boards of directors, audit committees, and officers and directors in significant matters involving business crime and investigations by government prosecutors and regulators.

Mr. Kelley previously served as Special Counsel to former Governor of New York George Pataki to investigate corruption allegations against former New York State Comptroller Alan Hevesi. From 2011 to 2013, he served as Chair of the Crime Reporting Review Committee, an appointment by then-New York City Police Commissioner Raymond W. Kelly to investigate claims concerning the filing and reporting of crime complaints in New York City.

Mr. Kelley has served twice as an independent monitor of a large company pursuant to a DPA. He served as the Independent Monitor to Biomet from September 2007 to March 2009 in connection with the company's DPA with the United States Attorney's Office for the District of New Jersey related to alleged violations of U.S. anti-kickback laws. In this capacity, Mr. Kelley's team developed a detailed understanding of Biomet's corporate structure, policies and personnel, and oversaw the company's compliance with the DPA over its 18-month period. Mr. Kelley is currently the Independent Monitor to Toyota Motor Corporation in connection with the company's DPA with DOJ related to alleged violations of U.S. fraud laws. In this capacity, he oversees the Company's enhancements of its compliance function, particularly as it relates to recalls, safety issues, and the accuracy of its public statements. The Monitorship is scheduled to conclude in August 2017.

Anthony Lendez

Mr. Lendez is currently the lead partner assisting monitors for various settlement agreements, including the historic \$25 billion National Mortgage Settlement, where BDO is overseeing implementation of new servicing standards and the provision of consumer relief to distressed borrowers by the nation's largest mortgage servicers. He is also leading teams working with monitors of several other settlements, including the team monitoring Western Union's compliance with a settlement agreement related to its anti-money laundering efforts. Mr. Lendez also led the teams that conducted the independent evaluations of the Gulf Coast Claims Facility and the American Red Cross, and the independent examinations of New Century Financial Corporation and AOL Time Warner.

- 2. (RFA ¶26b) Law enforcement practices, including community policing and engagement; use of force and force investigations; practices for conducting and reviewing pedestrian and vehicle stops, frisks, searches, and seizures; practices for conducting and reviewing arrests; crisis intervention and de-escalation techniques; bias-free policing, First Amendment protected speech and public assembly and related rights; intake, investigation, and adjudication of complaints of officer**

misconduct; civilian oversight; police-youth interactions; and policy development and officer and staff training

Beyond its monitoring experience, the Pallas Team has extensive expertise in these policing and related practices. As former federal prosecutors, Ms. Jonas, Ms. Moller, Mr. Kelley and Ms. Kelly are well versed in the rules governing search and seizure. Whether reviewing cases for possible grand jury presentation or litigating at trial, these Team Members have regularly dealt with search and seizure practices, as well as the constitutionality of police conduct. In addition, Ms. Kelly’s practice frequently involves issues surrounding law enforcement conduct and practices. As the first-ever Chief of Compliance and Oversight at the NYPD, Ms. Moller has regularly reviewed policies, practices, and procedures relating to many of these topics, most notably search and seizure practices in her oversight of the NYPD monitorship related to stop, question and frisk. In addition, Ms. Moller has authored reports related to the use of force, investigation and adjudication of complaints of officer misconduct, civilian oversight, and officer and staff training. Ms. Moller has participated in meetings and provided advice related to police misconduct and constitutional policing.

Our policing professionals have deep expertise in each of the specific categories enumerated above. We highlight below some of our Team Members’ particular areas of expertise in the areas set forth in the RFA.

a. Community Policing and Engagement (Consent Decree ¶15-26)

During his career with the NYPD, Mr. Wilhelmy gained extensive experience with community policing and engagement. Mr. Wilhelmy was a member of the NYPD Executive Team working on the NYPD’s Neighborhood-Based Policing model, which emphasizes increasing connectivity between police and the community. The core element of the model involves neighborhood coordination officers (“NCO”) who are consistently assigned to, and accountable for, a given geographic area. Designed to allow NCOs to spend substantial amounts of “off-radio” time proactively engaging with the community to build relationships, the program permits NCOs to become familiar with residents, community leaders, and local problems through constructive engagements such as “walk-and-talks,” neighborhood meetings, and community events. Mr. Wilhelmy co-authored a department strategy report outlining the negative consequences of aggressive policing tactics and recommended several reforms to increase community trust while also maintaining historically low crime rates. Mr. Wilhelmy led the design and implementation of new processes in the borough of Staten Island to capture the quality of police officers’ enforcement efforts instead of solely measuring quantity of efforts.

As Chief of Montgomery County Police, Chief Edwards initiated a successful Community Policing and Engagement Program involving all sworn officers and civilian personnel, officials from the Montgomery County Public Schools, officials from the Montgomery County Department of Corrections, and minority activist groups throughout the county.

Professor Boles served as Deputy Chief of Patrol Division, Western District Commander, Personnel Director, and Community Policing Implementation Coordinator during his tenure at BPD. He also served as the Interim Director/Assistant Director of the Mid-Atlantic Regional Community Policing Institute (“MARCPI”) at Johns Hopkins University for three years, which is funded by the DOJ, Office of Community Oriented Policing Services and serves Maryland, Delaware, District of Columbia, and several counties in Virginia, Pennsylvania and West Virginia. While at MARCPI, he assisted an Inter-jurisdictional Problem Solving Assessment Team in evaluating community policing. Professor Boles taught community-oriented policing courses at BPD (entrance and in-service training) and at CSU for over ten years.

As a former police officer on patrol in the NYPD, Ms. Parker participated in NYPD’s community policing program. Currently, Ms. Parker serves as the co-chair of Dedication to Community, a not-for-profit organization dedicated to empowering individuals and communities to achieve their business and societal goals through the spirit of entrepreneurial enterprise and community advocacy. Ms. Parker is the leader of the Choose2Live initiative, which focuses on providing a platform for young people in communities with high rates of crime and poverty and law enforcement personnel to interact and discuss police/community relations.

b. Use of Force and Force Investigations (Consent Decree ¶123-217)

In addition to his oversight of use of force policies as the Superintendent of Police for the Port Authority, Mr. DeGeneste served as an adjunct Professor at the John Jay College of Criminal Justice in New York for over fifteen years and taught courses on, among other things, Use of Force Policy Development and Criminal Justice Ethics, Police Leadership, and Crisis Intervention. As the Superintendent of Police for the Port Authority, he developed use of force and vehicle pursuit policies, ensuring that when force is used, officers must provide details on the use of force, articulate the nature and level of resistance that was encountered, and describe alternative measures that were evaluated. As a Commissioner of the Commission for Accreditation for Law Enforcement Agencies for 10 years, Mr. DeGeneste oversaw use of force development standards.

Mr. Wilhelmy was a member of the NYPD Executive Team tasked with a department-wide revision of use of force policy reforms, focusing on the sanctity of human life and de-escalation. In that capacity, Mr. Wilhelmy:

- Consulted extensively on policy language, administrative and investigative implementation, and data collection requirements;
- Led executive-level managers authoring substantive sections of new policies related to use of force;
- Consulted on revised use of force training curriculum, oversaw the team tasked with use of force statistical reporting and special data analyses; and

- Led the study of non-lethal force options, made guideline recommendations and promulgated policy, in addition to overseeing use of force investigations.

As Chief of Police, Chief Edwards has taught use of force policies and protocols as an instructor with the Federal Law Enforcement Training Center (“FLETC”) and had oversight responsibility for use of force investigations for the United States Park Police, Maryland-National Capital Park Police, Montgomery County Department of Police and the Federal Protective Service. During his tenure at the United States Park Police, Chief Edwards was assigned to the Internal Affairs Unit as an investigator on an investigative team with responsibility for the investigation of all force involved shootings.

Professor Boles taught use of force at the Maryland Police Training Commission and the Mid-Atlantic Regional Community Policing Institute (“MARCPI”), as well as while serving in the BPD Police Academy and as a professor at CSU. He has investigated and overseen investigations regarding the use of force while serving in supervisory and managerial capacities at BPD. Professor Boles also taught courses at the BPD Police Academy relating to stop & frisk, field interviews, and vehicle stops. In addition, Professor Boles has facilitated and reviewed training for the Maryland Police Training Commission and MARCPI.

c. Practices for conducting and reviewing arrests (Consent Decree ¶27-86)

Professor Boles taught arrest protocols at the Maryland Police Training Commission and MARCPI, as well as while serving as an instructor in the BPD Police Academy and as a professor at CSU. Professor Boles also reviewed these protocols while serving in supervisory and managerial capacities at BPD.

d. Crisis intervention and de-escalation techniques (Consent Decree ¶96-122)

Professor Boles taught and reviewed segments of crisis intervention and de-escalation tactics at the Maryland Police Training Commission and MARCPI, as well as while serving in the BPD Police Academy and as a professor at CSU. Professor Boles also reviewed these procedures while serving in supervisory and managerial capacities at BPD.

Mr. DeGeneste served as an adjunct Professor at the John Jay College of Criminal Justice, in New York, for over fifteen years and taught courses on, among other things, Use of Force Policy Development and Criminal Justice Ethics, Police Leadership, and Crisis Intervention.

Mr. Wilhelmy was a member of the executive team tasked with creating and implementing NYPD’s Crisis Intervention Team (“CIT”) program. Mr. Wilhelmy led the development of proposed evaluation process for NYPD’s Crisis Intervention Team program to effectively gauge impact of CIT training on event outcomes.

Ms. Parker teaches de-escalation techniques to students, focusing on how to interact safely with law enforcement officers, especially during vehicle stops, in her work with Dedication to Community. Ms. Parker also engages law enforcement officers in these conversations and discusses de-escalation techniques with the officers.

As a law enforcement consultant, Chief Edwards provided advice and assisted the Maryland Transportation Authority Police (“MTAP”) in reviewing and updating its non-bias policing policies, and subsequently he participated in the training of all sworn MTAP officers with respect to these policies, including effective de-escalation techniques. Chief Edwards was retained by MTAP to review the Department’s operational policies related to de-escalation.

e. First Amendment protected speech and public assembly and related rights (Consent Decree ¶239-256)

As former federal prosecutors, Ms. Moller, Ms. Jonas, Mr. Kelley and Ms. Kelly are familiar with First Amendment protected speech, public assembly, and related rights. First Amendment protected speech issues often arise in threat cases, terrorist investigations and encounters with law enforcement. These former federal prosecutors are well versed in the relevant legal issues surrounding these circumstances.

f. Transportation of People in Custody (Consent Decree ¶222-238)

Mr. Wilhelmy led an assessment of NYPD’s policies and procedures relating to prisoner transportation processes in New York City in 2015 and also led the department’s internal analysis and survey response to a Major City Chiefs Association’s query related to prisoner transport best practices. Mr. Wilhelmy’s responsibilities also entailed management and promulgation of all NYPD policies and procedures related to prisoner transportation.

Professor Boles has taught arrest and transportation tactics of arrestees in numerous capacities, including while serving as an instructor in the BPD Police Academy, the Maryland Police Training Commission, MARCPI, and while at CSU. Professor Boles reviewed these procedures while serving in supervisory and managerial capacities at BPD.

g. Sexual Assault Claims (Consent Decree ¶257-266)

Mr. Wilhelmy has extensive experience handling sexual assault claims for the NYPD. He served as a domestic violence prevention officer in a majority-minority community of 140,000 people, investigated domestic violence crimes as a precinct detective, and oversaw domestic violence initiatives in various supervisory roles. Some of Mr. Wilhelmy’s specific experiences include:

- Implemented domestic violence prevention best practices;

- Conducted investigations of misdemeanor-level domestic crimes and apprehended offenders;
- Served in a precinct detective squad as the primary investigator for various criminal offenses, including serious domestic violence offenses involving homicide, aggravated assault, and stalking;
- Conducted preliminary investigation of sexual offenses suited for referral to Special Victims Squad, including rape, sodomy, and child abuse crimes;
- As Special Projects Lieutenant, oversaw borough of Staten Island’s domestic violence prevention efforts; and
- As Assistant Commissioner, spearheaded development of domestic violence risk assessment tool in collaboration with the University of Chicago’s Crime Laboratory.

As part of the Attorney General’s Honors Program, Ms. Kelly spent 6 months as a Special Assistant United States Attorney on the Domestic Violence Misdemeanor Docket in the District of Columbia, regularly interacting with domestic violence victims and MPD officers in the prosecution of domestic violence matters.

h. Supervision (Consent Decree ¶¶279-328)

During his career at the NYPD, Mr. Wilhelmy gained experience in several areas of supervision of officers. He had supervisory roles in patrol, mid-management, and at the executive level. In his capacity as Assistant Commissioner of NYPD’s OMAP unit, Mr. Wilhelmy was responsible for staffing allocation analyses to ensure proper supervision ratios. He also managed attrition projections and new-hire allocations, consulted extensively on proposed early intervention systems, and spearheaded the use of advanced analytics to proactively flag potential problematic officers.

i. Intake, investigation and adjudication of complaints of officer misconduct (Consent Decree ¶¶329-415)

Mr. Wilhelmy spent five years in a supervisory capacity working exclusively in Internal Affairs and Inspectional Services. As a Detective Sergeant Supervisor in the NYPD Internal Affairs Bureau, Mr. Wilhelmy supervised several high-profile corruption and serious misconduct cases and collaborated with the Corruption Unit of the Manhattan District Attorney’s Office to successfully prosecute offending police officers. As Detective Sergeant Supervisor in the Organized Crime Control Bureau’s Investigations Unit, Mr. Wilhelmy worked exclusively on officer misconduct allegations. In this capacity, Mr. Wilhelmy managed intake, investigation, and adjudication of misconduct, minor crimes, policy violations, and ethical transgressions committed by officers assigned to the Organized Crime Control Bureau. He was also tasked with recommending risk controls to obviate future policy violations and handling labor relations during departmental hearings.

Professor Boles has overseen and reviewed complaints of officer misconduct while serving in supervisory and managerial capacities. Additionally, he has chaired department trial boards designed to adjudicate complaints and misconduct of police personnel.

j. Civilian oversight (Consent Decree ¶10-14)

As Chief of Compliance and Oversight of the NYPD, Ms. Moller worked with the civilian oversight board for the NYPD, the Civilian Complaint Review Board (“CCRB”), in the ordinary course of her duties. Ms. Moller analyzed complaints made to the CCRB and data collected by the CCRB both for internal purposes and to respond to inquiries and reports made by the Inspector General for the NYPD on various issues.

k. Police/youth interactions (Consent Decree ¶16a, 19-20, 131, 218-221, 297, 395m, 421b)

Professor Boles taught community engagement, which includes police/youth interactions, at the Maryland Police Training Commission and MARCPI, and while serving in the BPD Police Academy and as a professor at CSU.

Ms. Parker currently spends the majority of her time developing and fostering positive police/youth interactions. As the leader of the Choose2Live initiative, which focuses on fostering communication between young people and law enforcement personnel, she trains law enforcement and youth regularly on improving interactions. In addition, as a member of the New York Chapter of NOBLE, Ms. Parker spent 5 years as a mentor at the High School for Law Enforcement in Queens, New York.

l. Policy development

Mr. DeGeneste, Chief Edwards, and Professor Boles have been integrally involved in policy development in policing for decades. As former Chairmen of NOBLE, which is committed to ensuring equity in the administration of justice in the provision of public service to all communities and to “serve as the conscience of law enforcement by being committed to justice by action,” Mr. DeGeneste, Chief Edwards and Professor Boles worked on policy recommendations for the policing community nationwide.

In addition, while serving as the Director of Public Safety and Superintendent of Police for eight years at the Port Authority, which is the largest transportation police agency in the U.S., Mr. DeGeneste was responsible for providing leadership in policy development to ensure that effective levels of public safety were maintained at Port Authority facilities in New York and New Jersey. In conjunction with the John Jay College of Criminal Justice and West Point Military Academy, Mr. DeGeneste established a Police Command College for leadership training for police managers and supervisors. As a life member of the Criminal Justice Educators

Association of New York State, Mr. DeGeneste has lectured at Atlanta University, Bunker Hill Community College, Florida International University, William Paterson University, and several international locations on police leadership, ethics, building public trust, transparency, and police culture vs. community culture.

Professor Boles was involved in developing policy and procedures while serving in various supervisory and command positions within BPD.

m. Officer recruitment and training (Consent Decree ¶¶291-302, 419-427)

During his tenure as Director of Public Safety and Superintendent of Police for the Port Authority, Mr. DeGeneste was responsible for the development of a performance evaluation system aimed at reducing inherent bias. Mr. DeGeneste also developed a broad-based officer Wellness and Safety program within the department during his tenure. Mr. DeGeneste has consulted for the Metropolitan Police/Scotland Yard on the hiring and retention of ethnic minorities, which included developing policies and training programs for policing strategies in multi-ethnic communities.

Chief Edwards developed several successful recruiting strategies that significantly increased the number of minority and female officers while serving as Police Chief of Montgomery County. Chief Edwards was retained as a consultant by the MTAP to evaluate the non-bias policing policies and protocols, and to provide recommendations on enhancing these policies. Chief Edwards taught a course in non-bias policing to all sworn members of the MTAP, which emphasized developing effective de-escalation techniques in police/citizen street interactions.

Professor Boles taught police tactics, strategies, and procedures at the Maryland Police Training Commission and MARCPI, and while serving at the BPD Police Academy and as a professor at CSU. Professor Boles also regularly reviewed these tactics, strategies, and procedures while serving in supervisory and managerial capacities during his tenure at BPD. Additionally, Professor Boles served for three years as the Personnel Director for BPD, where he was responsible for the recruitment, screening, and selection of personnel.

3. (RFA ¶26c) Assessing legal sufficiency and compliance with constitutional and other legal requirements

As former federal prosecutors, Ms. Moller, Ms. Jonas, Mr. Kelley and Ms. Kelly are familiar with assessing legal sufficiency and compliance with constitutional and other legal requirements. In addition, Ms. Jonas, in her role as Co-Chief of General Crimes and as Deputy Chief of the Criminal Division, routinely assessed legal sufficiency from the intake stage through the grand jury process, including the filing and resolution of criminal charges. As Chief of Compliance and Oversight, Ms. Moller’s job was to assess compliance with constitutional and other legal requirements for the NYPD. While serving as an AUSA in Baltimore, in addition to

working directly with BPD officers in the investigation and prosecution of individuals and regularly assessing the constitutionality of BPD officer arrests, Ms. Kelly was among several AUSAs who periodically provided U.S. Attorney’s Office (“USAO”) training to BPD officers in preparation for cases being prosecuted in federal court.

4. (RFA ¶26d) Familiarity and understanding of local issues and conditions, including local experience and expertise with Baltimore’s diverse communities, and issues and challenges facing those communities

Ms. Kelly’s law practice is located in Baltimore. Her involvement in local civic organizations, local law and bar associations, and her participation on the Criminal Justice Act panel serving indigent citizens of Baltimore, provide her with the local experience necessary to ensure compliance with the Consent Decree in a manner that will enhance the Monitoring Team’s understanding of Baltimore’s diverse communities and the issues and challenges facing those communities.

In her early years as an AUSA, Ms. Kelly worked closely with BPD in implementing joint efforts between BPD, the State’s Attorney’s Office for Baltimore City, and the USAO in identifying Violent Repeat Offenders for investigation and prosecution. In connection with this work, various law enforcement personnel, broken down by the various districts of the city, worked together to identify appropriate targets. This effort allowed Ms. Kelly to work closely with law enforcement in various parts of Baltimore and to gain an understanding and appreciation of the issues that affect various parts of the city.

During his 32-year tenure with BPD, Professor Boles had the opportunity to engage with the community at town hall meetings, community relations forums, and other related venues. Additionally, Professor Boles has designed and served on several panels while at CSU that addressed the relationships between law enforcement, the criminal justice system, and community members. The Criminal Justice Department at CSU has presented criminal justice workshops and symposiums designed to engage the community, police, and other entities. Professor Boles, while serving as Chair of the Criminal Justice Department at CSU, has spearheaded and moderated the last four initiatives.

5. (RFA ¶26e) Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods

BDO, which includes actuaries as well as individuals with Masters Degrees in statistics among its staff, has made extensive use of statistical sampling and analysis throughout its monitorship engagements including the National Mortgage Settlement, Western Union, Residential Mortgage-Backed Securities (“RMBS”) Settlements for five major financial institutions, DOJ’s U.S. Trustee Program, Medicare billings and other fraud investigations, and many other engagements spanning multiple industries and governmental agencies.

Mr. Wilhelmy has extensive experience with internal and external benchmarking techniques and other relevant statistical methods. Mr. Wilhelmy's undergraduate education in Community and Human Services with a concentration in Criminology was significantly focused on social science research methods. His post-graduate studies in Harvard University's Master in Public Administration program further enhanced his formal knowledge of research methods. As the Assistant Commissioner of OMAP for NYPD, Mr. Wilhelmy was responsible for the analysis and evaluation of NYPD goals, priorities, policies, programs, structure, and resources to ensure optimal organizational efficiency. In that role, Mr. Wilhelmy conducted routine and special audits and analyses of crime data to ensure accuracy; oversaw data collection and conducted data analyses across numerous NYPD initiatives; devised and led the NYPD's first crime statistics benchmarking effort by collecting comparative penal law data from the next five largest cities in New York State; created the NYPD's Operations Research Section to facilitate data-driven decision making through the use of advanced statistical analysis (regression, forecasting, etc.); and hired a team of data scientists to form NYPD's seminal Data Analytics Team to leverage cutting edge techniques such as machine learning, predictive policing, data mining, and Online Analytical Processing.

As Assistant Commissioner of OMAP, Mr. Wilhelmy was recruited for, and remains a member of, the National Advisory Board for John Jay College's Misdemeanor Justice Project, where he provides broad guidance on matters related to data collection, analysis, and benchmarking. Mr. Wilhelmy is currently consulting for John Jay College, providing expert advice regarding the collection and analysis of program data. He is also consulting for the Vera Institute of Justice ("Vera"), where he provides strategic, planning, writing, and programmatic consulting services to Vera's newly established Policing Program.

Professor Berk has done research on a wide variety of advanced statistical procedures including model selection, the generalized linear and generalized additive models, resampling methods, randomized field experiments, and machine learning. Professor Berk has applied all of these tools and others to criminal justice topics. At the University of Pennsylvania, Professor Berk teaches in both the Department of Criminology and the Department of Statistics at undergraduate and graduate levels. Professor Berk has worked with a large number of law enforcement organizations such as the Philadelphia Police Department, the Los Angeles Police Department, the Los Angeles Sheriff's Department, the Mesa (Arizona) Police Department, the Colorado Springs Police Department, the California Department of Corrections and Rehabilitation, the Maryland Department of Corrections, the Philadelphia Adult Department of Probation and Parole, the Pennsylvania Board of Probation and Parole, and the Philadelphia Administrative Office of the Courts. Professor Berk is currently involved in a project developing machine-learning risk assessment instruments to help inform arraignment decisions in Philadelphia.

6. (RFA ¶26f) Familiarity with federal, state and local laws

As former federal prosecutors, Ms. Moller, Ms. Jonas, Ms. Kelly and Mr. Kelley are familiar with assessing legal sufficiency and compliance with constitutional and other legal requirements in the ordinary course of their duties as prosecutors. In addition, Ms. Jonas, in her role as Co-Chief of General Crimes and as Deputy Chief of the Criminal Division routinely assessed legal sufficiency from the intake stage through the grand jury process, including the filing and resolution of criminal charges. As a former AUSA in Maryland, and as a practicing lawyer in Baltimore specializing in criminal defense cases, she regularly litigates issues arising under the Fourth Amendment.

Professor Boles taught courses while serving in the BPD Police Academy, Maryland Police Training Commission, and MARCPI relating to arrest, probable cause, and other Fourth Amendment topics. While at CSU, he taught numerous courses related to criminal procedure, constitutional law, civil rights, and civil liberties.

7. (RFA ¶26g) Evaluating organizational change and institutional reform, including by applying qualitative and quantitative analyses to assess progress, performance, and outcomes

Mr. Kelley has served as the monitor of Toyota Motor Corporation and Biomet, two large, multinational companies, pursuant to deferred prosecution agreements with DOJ. In each instance, Mr. Kelley’s role, and that of his team, was to evaluate each organization’s business operations, identify areas of improvement, make recommendations, and ensure that the company’s compliance policies and procedures adhered to the terms of the agreement. This in-depth evaluation led to the implementation of institutional reforms that were based on extensive employee and management interviews, document review, quantitative and qualitative analyses that included, among other things, risk assessments, fair market value analyses, and the consideration of various business models in order to assess progress, performance, and outcomes.

Mr. Wilhelmy developed outcome-based performance metrics for patrol officers and evaluated officer performance through the use of both quantitative and qualitative analyses during his time as an officer in the NYPD Patrol Bureau. Specifically, Mr. Wilhelmy evaluated program progress by comparing the number of stops and misdemeanor arrests, types of calls for service (as a proxy for community problems), and types of stops and arrests (as a proxy for enforcement impact or outcome). To reduce recidivism, Mr. Wilhelmy devised and implemented a recidivist monitoring program and measured performance of assigned officers according to new metrics based on the number and seriousness of new offenses committed by recidivists. Mr. Wilhelmy’s analytical acumen also led to the development of new processes to improve response times, reduce radio backlogs, and identify inefficiencies using both qualitative and quantitative methods. In addition, he created employee feedback programs using survey tools to assess managerial progress and performance.

As part of Police Commissioner Bratton’s transition team, Mr. Wilhelmy was tasked with leading the process design and launch of Reengineering 2014 – a comprehensive review and improvement initiative spanning the entire organization. The initiative created 94 “improvement” teams led by mid- to upper-level field managers. Mr. Wilhelmy’s efforts included distribution of 61 employee surveys with 30,000 responses, coordination of 350+ focus groups with over 3,500 employees, and 1,500 interviews. In total, the program processed 5,000 recommendations, identified 750 areas of concern, and submitted 1,100 recommendations to the Police Commissioner for approval.

Mr. Wilhelmy was subsequently appointed to the position of Assistant Commissioner of Management Analysis and Planning, where he was responsible for the analysis and evaluation of NYPD goals, priorities, policies, programs, structure, and resources to ensure optimal organizational efficiency.

Many of BDO’s assignments have had an objective of institutional change and reform, including the National Mortgage Settlement, the Gulf Coast Claims Facility, and Western Union, among others. As another example, BDO was engaged by a major Midwestern bank in connection with a Consent Order issued by the Consumer Financial Protection Bureau (“CFPB”). The bank was alleged to be violating CFPB rules for mortgage servicing. BDO performed a gap analysis by comparing the CFPB mortgage servicing rules with the bank’s policies and procedures and identified, rule-by-rule, where the bank needed to either add or modify a rule. BDO issued a Compliance Review Report identifying the gaps and indicating the actions the bank needed to take in order to address those deficiencies. For two years thereafter, BDO assisted a Monitor in testing (using a statistical sampling methodology) and reporting on compliance with provisions of the Consent Order. Over that two-year period, the bank modified its policies, procedures, and practices in response, and as needed, thereby demonstrating improvements in compliance.

8. (RFA ¶26h) Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and other stakeholders interested in policing issues

As the United States Attorney for the SDNY, Mr. Kelley has significant experience working with government agencies, including the NYPD, elected officials, and other stakeholders. Mr. Kelley also has had extensive experience working with numerous stakeholders interested in policing, including the New York City Council, when he served as the Chair of the New York City Police Commissioner’s Crime Reporting Review Committee. Under Mr. Kelley’s direction, this committee investigated the integrity of the NYPD’s crime statistics reporting processes and issued a public report.

As the New York City Police Commissioner over a six-year period, Mr. McGuire worked closely with various federal and local governmental agencies including the U.S. Attorney’s

Office, the FBI, the New York City Council and local community boards. Commissioner McGuire was the founder (along with FBI Director, Judge William Webster) of the first Joint (NYPD-FBI) Bank Robbery Task Force and Terrorist Task Force, which have served as models for local police and federal law enforcement cooperation. In the years after his service as Police Commissioner, Mr. McGuire also served as a member of the Mayoral Task Force on Police/Community Relations and as the Chair of the 2002 New York City Charter Revision Commission.

As Chief of Police for the Montgomery County Department of Police, Chief Edwards has significant experience working with stakeholders interested in policing issues. Chief Edwards oversaw the completion of the department’s accreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc. During this process, Chief Edwards obtained input from elected officials, the department's collective bargaining unit, and minority groups concerned about policing issues. Throughout his tenure as National President of NOBLE from 2004 to 2005, Chief Edwards was NOBLE’s primary spokesperson for effective transformative police recruiting, training, transparency and accountability management practices that are critical to harmonious community interactions between the police and members of minority communities. Chief Edwards also made NOBLE presentations in collaboration with the Center for Research Actions on Race Relations in Toronto and Montreal, Canada.

9. (RFA ¶26i) Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing

Throughout his extensive law enforcement and security career, Chief Edwards worked collaboratively with numerous government agencies, elected public officials, civilian funding and oversight bodies. On three occasions, Chief Edwards served as a member of the department's police/labor negotiations team during contract negotiations.

Mr. DeGeneste currently chairs the Marion County Florida Sheriff’s Advisory Committee, which was formed after the indictment of the incumbent Sheriff. The mission of this Committee is to rebuild trust in the agency by making it more accountable and transparent to the community. In the course of this engagement, Mr. DeGeneste regularly engages with diverse community stakeholders to promote sound policing practices.

Mr. Wilhelmy has led efforts to partner with many stakeholders to address community problems as part of the NYPD’s overall community policing approach. Mr. Wilhelmy spearheaded a collaborative relationship with several community groups to combat the growing opioid epidemic in Staten Island. His strategic relationship with the non-profit group Tackling Youth Substance Abuse led to a proposal for a pilot program to equip all NYPD officers with the opioid overdose counteragent drug Naloxone. His partnership with another non-profit organization, Community Health Action of Staten Island, enabled participating officers to be trained in the use of Naloxene free of charge. The program has since been mandated for all officers throughout the five boroughs of New York City.

10. (RFA ¶26j) Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation

Professor Boles has served on mediation panels between citizens and the police and has chaired police trial boards on numerous occasions. While serving in a leadership capacity at MARCPI, Boles had several collaborative meetings and subsequent workshops with Citizens Planning and Housing Association (“CPHA”), one of the 17 MARCPI partners, and subsequently several communities throughout Baltimore designed to address issues and concerns in communities and/or neighborhoods. CPHA assists Baltimore’s foundations and not-for-profit organizations by conducting targeted training and outreach

11. (RFA ¶26k) Use of technology and information systems, including data collection and management, and analytical tools, to support and enhance law enforcement practices

As Assistant Commissioner of OMAP for the NYPD, Mr. Wilhelmy has extensive experience with the use of technology and information systems to support law enforcement. Mr. Wilhelmy was appointed by Commissioner William Bratton to lead the development of the NYPD’s enhanced analytical capabilities with direct oversight of 85 people and a \$9 million budget. Mr. Wilhelmy was responsible for ensuring an analytical and evidence-based approach to organizational decision-making through six work streams: operations research, statistical reporting, management analysis, policy and planning, data analytics, and resource planning. Mr. Wilhelmy also served as a Lieutenant/Aide to Chief of Staff, Office of the Police Commissioner, during Commissioner Bratton’s transition in 2013.

Mr. Wilhelmy was the project manager for the NYPD organizational review undertaken by the new administration—a program that ultimately distilled data from 30,000 surveys, 350 focus groups and 1,500 interviews to create themes and actionable recommendations for the NYPD. Mr. Wilhelmy developed the methodology for geospatial analytics and the collection of historical and real-time information from disparate information sources. Mr. Wilhelmy formed the Open Data Council to advise department decision makers on best practices for the fair and transparent collection, analysis, and public sharing of incident-level crime data. In addition, Mr. Wilhelmy:

- Created and oversaw the NYPD’s first-ever Data Analytics Team;
- Implemented machine learning processes for pattern recognition;
- Led expert teams writing queries to extract information from the data warehouse;
- Completed design of a public web-based system to report minor crimes;
- Consulted on numerous information technology initiatives;
- Spearheaded and oversaw the development of consolidated officer performance reports merging information from disparate data sources;

- Was responsible for querying department IT systems and extracting data pursuant to internal requests and Freedom of Information Act inquiries;
- Consulted extensively on proposed early intervention system and spearheaded use of advanced analytics to proactively flag emerging problematic officers;
- Was a member of executive-level team tasked with coordinating body-worn camera evaluation and performance programs with Federal monitor team;
- Consulted on and promulgated directives for NYPD Body Worn Camera pilot program;
- Had direct oversight for the NYPD Science and Technology Group within OMAP, tasked with researching emerging technologies such as shot spotter systems, drones, less lethal weapons, and surveillance systems;
- Maintained strong collaboration with Department of Defense Technical Support Working Group (“TSWG”) requiring national Top Secret security clearance; TSWG is a clearinghouse for new technology advances relevant to military and law enforcement applications;
- Spearheaded data transparency by creating a Transparency Workgroup of all-external stakeholders;
- Devised and implemented the release of first-ever incident-based crime data; and
- Maintained overall responsibility for liaising with state and federal entities on all issues related to collection, analysis, and dissemination of NYPD data.

12. (RFA ¶26l) Appearing in court as a judge, monitor, counsel or expert witness, or providing other types of testimony

The Pallas Team is comprised of four seasoned federal prosecutors with decades of experience appearing in federal court in the SDNY and the District of Maryland on behalf of the United States. Ms. Kelly regularly appears in federal and state courts in Maryland on behalf of individual clients. Mr. Kelley has 10 years of experience as a partner in two large international law firms appearing on behalf of clients as counsel in state and federal courts. In addition, Mr. Kelley has appeared in court as a monitor in the following engagements:

- Served as the Independent Monitor to Biomet from September 2007 to March 2009 in connection with the company's DPA with the USAO for the District of New Jersey related to alleged violations of U.S. anti-kickback laws. In this capacity, Mr. Kelley’s team developed a detailed understanding of Biomet's corporate structure, policies and personnel, and oversaw the company's compliance with the DPA over its 18-month period.
- Currently the Independent Monitor to Toyota Motor Corporation in connection with the company’s DPA with DOJ related to alleged violations of U.S. fraud laws. In this capacity, Mr. Kelley oversees the Company’s enhancements of its

compliance function, particularly as it relates to recalls, safety issues, and the accuracy of its public statements. The Monitorship is scheduled to conclude in August 2017.

13. (RFA ¶26m) Writing complex reports for dissemination to diverse audiences

Each member of the Pallas Team is adept at report writing, having written reports in the ordinary course of their duties as counsel, monitors and seasoned law enforcement professionals. In particular:

Ms. Moller authored reports during her tenure at the NYPD related to the use of force, investigation and adjudication of complaints of officer misconduct, civilian oversight, and officer and staff training that were widely distributed, including some which were publicly disseminated.

In connection with his role as the Monitor of Biomet and Toyota Motor Corporation, Mr. Kelley provided periodic reports as outlined in the agreements and, in the case of Biomet, a final report to the USAO for the District of New Jersey. In these reports, Mr. Kelley addressed the companies’ compliance with their DPAs and made a number of specific recommendations designed to prevent the recurrence of the conduct to which the DPA was directed, all of which were accepted and implemented by the company. Mr. Kelley will continue to provide such reports in his role as the Monitor of Toyota Motor Corporation. As the Chair of the New York City Police Commissioner’s Crime Reporting Review Committee, Mr. Kelley oversaw the committee’s public report on the integrity of the NYPD’s crime statistics reporting processes. Ms. Kelly is often engaged by companies to conduct internal investigations, which typically result in written findings submitted to various audiences, depending on the engagement. Such audiences have ranged from the General Counsel and Chief of Compliance Officer of a public company to the Chief Operations Officer of a local not-for-profit organization. At times, such reports have been prepared in anticipation of submission to government agencies for review and action.

14. (RFA ¶26n) Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies

During his tenure at the NYPD, Mr. Wilhelmy routinely provided formal and informal feedback along with providing technical assistance to the NYPD. He was responsible for Department-wide organizational data analysis and statistical reporting as well as the proper design of data collection systems. Mr. Wilhelmy has sophisticated knowledge of cutting edge technologies to enhance policing. During his tenure at the NYPD, Mr. Wilhemy had direct oversight of the NYPD Science and Technology Group within OMAP, tasked with researching emerging technologies such as shot spotter systems, drones, less lethal weapons, and surveillance systems. In his capacity as Assistant Commissioner for OMAP, he maintained strong collaboration with TSWG, the clearinghouse for new technology advances relevant to military and law enforcement applications, requiring national Top Secret security clearance. Mr.

Wilhelmy spearheaded data transparency by creating a Transparency Workgroup of all-external stakeholders. He devised and implemented the release of the first-ever incident-based crime data and maintained overall responsibility for liaising with state and federal entities on all issues related to the collection, analysis, and dissemination of NYPD data.

15. (RFA ¶26o) Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices;

Chief Edwards has extensive experience reviewing policies, procedures, and other administrative orders, directives, and training programs in the ordinary course of his duties as Chief of Police. As a consultant, Chief Edwards taught a course in criminal investigations training at the International Law Enforcement Academy in Gaborone, Botswana; and provided critical incident management training to senior police officials for the U.S. State Department's Bureau of Diplomatic Security Anti-terrorism Assistance Program in Kampala, Uganda, Athens, Port of Spain, and the Republic of Trinidad and Tobago. Other international presentations have included interactive presentations with top police and security officials in Cape Town, Republic of South Africa and command law enforcement officials in Nassau, Bahamas and the Association of Caribbean Commissioners of Police in St. Thomas, U.S. Virgin Islands.

As a Commissioner of the Commission for Accreditation for Law Enforcement Agencies (“CALEA”) for 10 years, Mr. DeGeneste oversaw the development of policies and procedures and standards for policing to improve the delivery of services covering a broad range of current public safety initiatives, including establishing and administering an accreditation process, and recognizing professional excellence. The CALEA accreditation process is a proven modern management model. Once implemented, it presents leadership with a blueprint that promotes the efficient use of resources and improves service delivery, regardless of size, geographic location, or functional responsibility of the agency.

As Assistant Commissioner of OMAP for the NYPD, Mr. Wilhelmy had final oversight of all policies and procedures maintained in the official department manual, known as the Patrol Guide. His responsibilities included authoring, reviewing, revising, recommending, assessing, and promulgating new and existing policies and executive orders. He routinely coordinated multiple stakeholders to evaluate proposed policies and made recommendations to the Police Commissioner regarding administrative orders.

16. (RFA ¶26p) Municipal budgets and budgeting processes

Mr. McGuire managed the NYPD’s more than \$1 billion budget during his six-year tenure as Commissioner. He personally participated in the creation of the budget and testified before the New York City Council concerning its details.

In advance of engagements, BDO routinely leads the budgeting process and prepares detailed budgets to properly allocate resources, and then fastidiously monitors those budgets throughout the course of the engagement.

17. (RFA ¶26q) Completing projects within anticipated deadlines and budgets

Pallas Team Members are seasoned, accomplished professionals who have spent all, or a significant part, of their careers completing projects within anticipated deadlines and meeting budgets. BDO will lead the project management component of this assignment. BDO, which has itself previously served in a Monitor role, has more typically served in the role of assistant to the Monitor and, in that role, has provided dedicated project management support to ensure deadlines are met, projects are completed within budget, and any potential time-related or cost-related issues are identified and highlighted as early as possible.

18. (RFA ¶26r) Any other qualifications the Monitor candidates believe are pertinent to fulfilling the duties of Monitor under the Consent Decree

The Pallas Team brings together leading experts from the private sector, law enforcement, and academia to address the terms of the Consent Decree. Pallas has partnered with BDO, a top consulting and auditing firm that works with large, multinational companies in independently auditing, processing and analyzing data. BDO has deep experience working with sophisticated institutions for over 100 years, making recommendations and managing large-scale document analysis, and auditing. In addition to our credentialed law enforcement team, we believe that the combination of BDO’s independent auditing skills, combined with Professor Berk’s statistical expertise in criminology, and Ms. Moller’s unique experience serving in an oversight role during the course of the NYPD monitorship will provide the Pallas Team with insight and expertise that will meaningfully assist BPD as it reviews its policies and procedures and makes the required changes as set forth in the Consent Decree.

19. Collaboration and Cost-Effectiveness (RFA ¶38)

As described in detail in our responses, the Monitoring Team has extensive experience collaborating and working with other stakeholders on multiple assignments. We have set forth below previously described examples of their collaboration:

Ms. Kelly worked closely with BPD in implementing joint efforts between BPD, the State’s Attorney’s Office for Baltimore City, and the USAO in identifying Violent Repeat Offenders for investigation and prosecution. As part of that work, various law enforcement personnel, broken down by the various districts of the city, worked together to identify appropriate targets. This effort allowed Ms. Kelly to work closely with law enforcement in various parts of Baltimore and to gain an understanding and appreciation of the issues that affect various parts of the city.

As the New York City Police Commissioner over a six-year period, Mr. McGuire worked closely with various federal and local governmental agencies including the USAO for the SDNY, the FBI, the New York City Council and local community boards. Commissioner McGuire was the founder (along with FBI Director, Judge William Webster) of the first Joint (NYPD-FBI) Bank Robbery Task Force and Terrorist Task Force, which have served as models for local

police and federal law enforcement cooperation. In the years after his service as Police Commissioner, Mr. McGuire also served as a member of the Mayoral Task Force on Police/Community Relations and as the Chair of the 2002 New York City Charter Revision Commission. Each of these assignments required extensive collaboration with relevant stakeholders.

In his capacity as Assistant Commissioner of OMAP for the NYPD, Mr. Wilhemy maintained strong collaboration with TSWG, the clearinghouse for new technology advances relevant to military and law enforcement applications, requiring national Top Secret security clearance. Mr. Wilhemy spearheaded data transparency by creating a Transparency Workgroup of all-external stakeholders. Mr. Wilhemy has led efforts to partner with many stakeholders to address community problems as part of the NYPD's overall community policing approach. Mr. Wilhemy spearheaded a collaborative relationship with several community groups to combat the growing opioid epidemic in Staten Island.

Throughout his extensive law enforcement and security career, Chief Edwards worked collaboratively with numerous government agencies, elected public officials, civilian funding and oversight bodies. On three occasions, Chief Edwards served as a member of the department's police/labor negotiations team during contract negotiations.

Mr. DeGeneste currently chairs the Marion County Florida Sheriff's Advisory Committee, which was formed after the indictment of the incumbent Sheriff. The mission of this Committee is to rebuild trust in the agency by making it more accountable and transparent to the community. In the course of this engagement, Mr. DeGeneste regularly engages with diverse community stakeholders to promote sound policing practices.

Professor Boles has served on labor negotiation teams between BPD, labor unions, and the City on numerous occasions.

III. BUDGET (RFA ¶28-29, 37)

Year of Engagement	Total Team Hours	Less: Pro-Bono Hours	Team Hours for Budget, Excluding Pro Bono Hours	Team Budgeted Dollars, Excluding Pro Bono	Costs: Annual Survey, Travel & Expenses	Total Budgeted Dollars, Excluding Pro Bono and Including Costs
Year 1	6,687	(2,044)	4,643	\$1,186,129 *	\$288,871	\$1,475,000
Year 2	5,625	(433)	5,191	\$1,226,716 *	\$248,284	\$1,475,000
Year 3	5,135	-	5,135	\$1,228,975	\$232,898	\$1,461,873
Year 4 (if necessary)	4,132	-	4,132	\$1,018,578	\$211,858	\$1,230,435
Year 5 (if necessary)	3,729	-	3,729	\$932,000	\$203,200	\$1,135,200

* Year 1 and Year 2 Team Budgeted Dollars reflect both the reduction for pro bono hours in order to meet annual budget cap and the higher survey costs and travel and expenses in those two years.

The above budget translates to a blended hourly rate of \$245 over a five-year engagement.

The Pallas Team is comprised of leaders from the private sector who are committed to pro bono work in the critical area of police/community relations. These Team Members are providing a discounted hourly rate and are donating a significant number of hours, particularly in the first year, to this assignment to meet the BPD budget.

IV. Personnel and Current Time Commitments (RFA ¶34)

A. Names of the individuals and/or subcontractors on the team

- a. Tiffany Moller
- b. Bonnie Jonas
- c. David N. Kelley
- d. BDO Team Members: Anthony Lendez, Marc Simon, Nicole Sliger
- e. Mitchell Titus Team Members: Alexander Reyes
- f. Richard Berk
- g. Ty Kelly Cronin

- h. Henry DeGeneste
- i. Chief Clarence Edwards
- j. Ronald Wilhelmy
- k. Marcellus Boles
- l. Alicia Parker
- m. Lorie Fridell

B. Summary of the relevant background of each Team Member

See: Executive Summary – key members of our team; Team Organizational Chart, Appendix I; Biographies, Appendix III.

C. Internal organization of the team (See also Team Organization Chart at Appendix I)

The team is comprised of accomplished professionals who have experience working with each other and collaboratively on teams. The Monitorship Team will be led by the Monitor, Tiffany Erwin Moller, and the Deputy Monitor, Bonnie Jonas, who worked together for years at the US Attorney’s Office in the SDNY and who are co-founders of Pallas Global. BDO will be acting as the Monitor’s consultant responsible for data collection and analysis as well as project management. BDO has deep experience serving in this role for numerous Monitors overseeing large, complex monitorships. The team will be advised by two Senior Advisors, David Kelley, the former United States Attorney for the SDNY, and Robert McGuire, the former Commissioner of the NYPD, both of whom have run leading law enforcement agencies. Mr. Kelley and Mr. McGuire will be present in Baltimore for key meetings and court appearances, but will otherwise provide advice and guidance from New York.

The Monitoring Team consists of diverse and seasoned leaders, who were selected based on their experience, connection to the Baltimore community, and demonstrated ability to work collaboratively to assist BPD in achieving compliance with the Consent Decree. Our team will conduct the Compliance Reviews set forth in the Consent Decree by assigning a Team Leader to each of 16 core topics addressed in the Consent Decree.² The Team Leaders will report to the Deputy Monitor and Monitor. Given the deep expertise of the Pallas Team Leaders, the Monitor will delegate primary authority to the Team Leaders pursuant to ¶461g of the Consent Decree. In

² 1 – Community Policing & Engagement; 2 – Stops, Searches, Arrests and Voluntary Police-Community Interactions; 3 – Impartial Policing; 4 – Responding to and Interacting with People with Behavioral Health Disabilities or in Crisis; 5 – Use of Force; 6 – Interactions with Youth; 7 – Transportation of Persons in Custody; 8 – First Amendment Protected Activities; 9 – Handling of Reports of Sexual Assault; 10 – Technology; 11 – Supervision; 12 – Misconduct Investigations & Discipline; 13 – Coordination with Baltimore City School Police Force; 14 – Recruitment, Hiring and Retention; 15 – Staffing, Performance Evaluations, and Promotions; 16 – Office Assistance & Support.

addition to Compliance Reviews, the Monitoring Team is tasked with conducting particularized Outcome Assessments at specified intervals. (Consent Decree ¶459a-n). Because many of these Outcome Assessments are primarily quantitative in nature, BDO will bring its auditing expertise to lead the outcome assessment process, in conjunction with assigned Team Leaders, as appropriate.

D. Other current employment, projects, or other professional undertakings for each Team Member are as follows, including time commitments:

Each member of the Pallas Team is committed to dedicate the time needed to ensure the success of the monitorship and was selected in part based on his or her availability, and commitment to work within the allotted budget at significantly discounted rates. The Monitor, Deputy Monitor, the Team Leaders and Team Members will be in Baltimore on a regular basis, particularly during the crucial initial phase. The Senior Advisors will spend time reviewing materials and giving advice remotely, but will be present in Baltimore for important meetings, court appearances, and community forums, as appropriate. The Monitoring Team members are all seasoned professionals with expertise in the law enforcement and/or monitorships. Based on our experience, we have estimated the number of hours we anticipate that it will take to achieve a successful outcome. Our Team Members are willing to donate a significant number of hours in order to ensure our team performs and brings the necessary resources to bear for this important engagement. (See Budget in Section III of this application, above.) In the first year, which is always the most intensive time period for any monitorship, we estimate spending 6,687 hours on the engagement, with our Team Members donating 2,044 hours. Each subsequent year, we anticipate that the number of hours necessary will decline as BPD begins and continues to implement the mandated reforms. Below is an overview of current assignments and time commitments for each member of the Pallas Team:

Tiffany Erwin Moller – Monitor

Ms. Moller is the co-founder of Pallas Global, a consultancy firm that advises corporations on, among other things, ethics and governance issues. Ms. Moller is also a partner of Jonas & Moller, LLP, a law firm that represents individuals in a variety of litigation matters. Ms. Moller is prepared to devote 50% of her time to this engagement.

Bonnie Jonas – Deputy Monitor

Ms. Moller is the co-founder of Pallas Global, a consultancy firm that advises corporations on, among other things, ethics and governance issues. Ms. Moller is also a partner of Jonas & Moller, LLP, a law firm that represents individuals in a variety of litigation matters. Ms. Jonas is prepared to devote 40% of her time to this engagement.

David N. Kelley – Senior Advisor

Mr. Kelley is a partner at Dechert, LLP and represents an array of institutional clients. Currently he is serving at the Monitor for Toyota Motor Corporation, which takes up a significant portion of his time. Mr. Kelley is prepared to dedicate 15% of his time to this engagement.

Robert McGuire – Senior Advisor

Mr. McGuire currently serves as Ombudsman for Con Edison, the New York City utility. He is also Counsel to the Board of Trustees of St. John's University and he serves on the Board of Directors of Mutual of America Life Insurance Company. Additionally, Mr. McGuire serves as the Vice Chair of the Police Athletic League, the City's largest non-profit youth organization. Mr. McGuire represents that his present professional commitments consume thirty hours a week. He has committed to spending the remainder of his time on this engagement.

Richard Berk – Senior Advisor

Mr. Berk is a full time faculty member at the University of Pennsylvania and Chair of the Department of Criminology, which takes the majority of his time. Mr. Berk is prepared to commit 5% of his time to this engagement.

BDO Team Members – Consultant to Monitor

Depending on their staff level (including partner) and role on the engagement, BDO team members are prepared to commit between 5% and 75% of their time to this engagement, with the majority of the team members dedicating 75% of their time to this engagement.

Mitchell Titus Team Members – Consultant to Monitor

Depending on their staff level (including partner) and role on the engagement, Mitchell Titus team members are prepared to commit between 5% and 75% of their time to this engagement, with the bulk of the team members dedicating 75% of their to this engagement.

Ty Kelly Cronin – Team Member

Ms. Kelly currently represents an array of companies and individuals in various stages of criminal and civil litigation. Ms. Kelly is one of the founding partners of her own boutique firm, which provides her with control over decisions with respect to new matters. If selected, Ms. Kelly would prioritize hours necessary for the monitorship and accept new matters only to the extent those matters do not interfere with her commitment to this engagement.

Henry DeGeneste – Team Member

Mr. DeGeneste is currently consulting on a part-time basis. Mr. DeGeneste is prepared to dedicate up to 50% of his time to this engagement.

Clarence Edwards – Team Member

Chief Edwards is currently consulting on a part-time basis. Mr. Edwards is prepared to dedicate up to 50% of his time to this engagement.

Ron Wilhelmy – Team Member

Mr. Wilhelmy is currently the owner of a start-up advisory firm, Applied Concepts International. Mr. Wilhelmy is also a consultant for the Vera Institute for Justice as well as John Jay College. Mr. Wilhelmy has committed to commit as much as 60% of his time to this engagement.

Alicia Parker – Team Member

Ms. Parker is the Vice-Chair of the Advisory Board for the High School for Enterprise, Business and Technology located in Brooklyn, New York and is a Co-Chair for Dedication to Community/Choose2Live, a not-for profit organization that seeks to bring together police departments and the communities they serve. She is retired and spends her time working with various not-for-profit organizations, focusing on engaging with underserved youth population, which takes a majority of her time. She is prepared to dedicate 15% of her time to this engagement.

Marcellus Boles – Team Member

Professor Boles is currently the Chair of the Criminal Justice Department at Coppin State University, from which he will retire within the month. He is prepared to devote as much time as needed to this engagement.



Lorie Fridell – Team Member

Ms. Fridell is a nationally recognized leader and trainer in implicit biased policing. She spends approximately 40% of her time on duties associated with her role as an Associate Professor at the Fair and Impartial Policing Institute. Ms. Fridell is also a Professor at the University of South Florida, which takes approximately 40% of her time. Her consulting work comprises the remaining 20% of her time, 5% of which she has committed to devote to this engagement.

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 Monitor and Deputy Monitor lead the Pallas Global Group, LLC, a woman-owned business, and they will be responsible for approximately 30% of the Monitoring Team’s total work. Mitchell Titus is a certified minority-owned business, and they will be responsible for approximately 35% of the Monitoring Team’s total work. The agency that granted such certification to Mitchell Titus is the National Minority Supplier Development Council (“NMSDC”).

Potential Conflicts of Interest (RFA ¶39-42)

No one on our team has any conflict of interest, potential or perceived, or any potential bias as discussed in paragraphs 39 and 40 of the RFA, items (a) through (d), or in any other capacity, and we will comply with the proscriptions in paragraphs 41 and 42 of the RFA for the duration of the monitorship.

Prior Experiences and References (RFA ¶36) (See Appendix II)

Thank you for your consideration of our application. Please call me should you have any further questions.

Very truly yours,

A handwritten signature in cursive script that reads "Tiffany Erwin Moller".

Tiffany Erwin Moller

**APPENDIX I -
TEAM ORGANIZATION CHART**

Monitoring Team Overview

Leadership

Monitor

Tiffany Erwin Moller

- Co-founder of Pallas Group
- Served as an Assistant US Attorney for the SDNY
- From 2014 to 2016, Ms. Moller served as the first-ever Chief of Compliance and Oversight for NYPD
- Responsibilities included coordinating the NYPD's response to a monitor overseeing the reform of NYPD's stop, questions and frisk practices

Deputy Monitor

Bonnie Jonas

- Co-founder of Pallas Group
- Served for 18 years as an Assistant US Attorney in the SDNY
- Served as the SDNY's Financial Fraud Coordinator for President Obama's Financial Fraud Enforcement Task Force and as Co-Chief of the General Crimes Unit.
- Experience reviewing, evaluating and analyzing the conduct of organizations, including compliance policies, procedures and internal controls

Consultant/Administrator

Anthony Lendez [BDO/Mitchell Titus]

- Currently the lead partner assisting monitors for various settlement agreements, including the historic \$25 billion National Mortgage Settlement, where BDO is overseeing implementation of new servicing standards and the provision of consumer relief to distressed borrowers by the nation's largest mortgage servicers
- Has led the teams that conducted the independent evaluations of the Gulf Coast Claims Facility and the American Red Cross, and the independent examinations of New Century Financial Corporation and AOL Time Warner.

Senior Advisors

David N. Kelly

- Partner and co-leader of the white collar and securities litigation practice of Dechert LLP
- Former United States Attorney for the SDNY and has more than three decades of experience spanning a diverse range of sensitive investigations, prosecutions and congressional inquiries
- Served as Chief of the Organized Crime and Terrorism Unit of the SDNY from 1995 to 2002

Robert J. McGuire

- Former New York City Police Commissioner, former Chairman and Chief Executive Officer of Pinkerton's Inc., and former President of Kroll Associates, Inc
- Vice Chairman of the Police Athletic League, New York City's largest youth organization, and also serves on the board of Mutual of America.
- As an Assistant United States Attorney in the SDNY for four years, he prosecuted a wide range of criminal cases after which he established his own law firm specializing in white collar investigations.

Richard Berk

- Professor in the Department of Statistics and the Department of Criminology (a Chair) at the UPenn
- specializes in applied statistics with applications largely in criminal justice
- Recent work focuses on potential race and gender bias in modern risk assessment tools increasingly being use by criminal justice agencies.

Monitoring Team Overview (cont'd)

Monitoring Team

Ty Kelly Cronin

- Co-founder and partner in Biran Kelly
- Formerly a Trial Attorney in the Department of Justice Attorney General's Honors Program
- Spent her last three years in the Fraud and Public Corruption Unit investigating public corruption offenses, investment fraud, procurement fraud, mortgage fraud, securities fraud, and other economic crimes

Henry DeGeneste

- President of HDG Consulting, Inc., which provides advice and assistance to clients on issues involving operational risk, crisis management, criminal justice management, and public policy administration
- Served as National President of the National Organization of Black Law Enforcement Executives ("NOBLE")
- Focused on bias in the administration of justice, recruitment and promotion of black police officers and the special problems faced by black police executives

Chief Clarence Edwards

- Served as the Chief of Police for Montgomery County, Maryland's largest and most racially diverse jurisdiction, from 1991 - 1994
- Developed recruiting strategies that significantly increased the number of minority and female officers
- Initiated a successful Community Policing and Engagement Program

Ronald Wilhelmy

- Retired Assistant Commissioner of the NYPD, Office of Management Analysis and Planning
- Led the NYPD's policy, analysis, and strategic planning office with direct oversight for 85 people and a \$9 million budget
- Formerly the project manager for the NYPD organizational review, a program which ultimately distilled data from 30,000 surveys, 350 focus groups and 1,500 interviews to create themes and actionable recommendations for the NYPD

Marcellus Boles

- Currently, he serves as the Interim Co-Chair of the Criminal Justice and Applied Social and Political Sciences Department in the College of Behavioral and Social Sciences at Coppin State University, Baltimore, Maryland
- Served for 32 years in the BPD, retiring as a Lieutenant Colonel
- Served as National President of NOBLE from 1989-1990

Alicia Parker

- Retired from the NYPD as a Lieutenant Detective Commander in 1995 after 22 years of service as a commander of the Personal Security Unit of the NYPD Intelligence Division
- Formerly the Director of Security for the NBA where she managed security for the WNBA and the NBDL
- Is a member of NOBLE and the NYC Police Council of Retired Guardians

Lorie Fridell

- Currently an Associate Professor at the Fair and Impartial Policing Institute
- Nationally recognized leader and trainer in the area of biased policing
- Ms. Fridell is the former Director of Research at the Police Executive Research Forum ("PERF"). She has authored and co-authored a number of chapters and books on policing.

APPENDIX II - REFERENCES

REFERENCES FOR TIFFANY MOLLER

Lawrence Byrne, Esq.
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Deputy Commissioner Legal Matters
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(RFA ¶¶26a, b, c, f, l, m, q)

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(RFA ¶¶26a, b, c, f, g, h, l, m)

REFERENCES FOR ROBERT McGUIRE

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Mayor Richard Dinkins
Former Mayor, New York City
(Contact information available upon request)

REFERENCES FOR RICHARD BERK

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Executive Director of Pennsylvania Commission on Sentencing
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Charles Hoyt
Chief Probation and Parole Officer
Philadelphia Adult Probation and Parole Department
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Altovise Love-Craighead
Inspector
Philadelphia Police Department
Altovise.Love-Craighead@phila.gov

Leo Dunn
Chairman of the Pennsylvania Board of Probation and Parole
leodunn@state.pa.us

(RFA ¶26e, r)

REFERENCES FOR ANTHONY LENDEZ AND BDO

For National Mortgage Settlement engagement:
Joseph A. Smith, Partner, Poyner Spruill LLP
301 Fayetteville Street, Suite 1900, Raleigh, NC 27601
P.O. Box 1801, Raleigh, NC 27602-1801
jsmith@poynerspruill.com
919-783-1064
(RFA ¶26a, e, g, q, r)

Sample Reports:
Initial Compliance Report dated June 18, 2013 for Bank of America:
<https://www.jasmithmonitoring.com/omso/wp-content/uploads/sites/4/2014/05/compliancebankofamerica.pdf>

Second Compliance Report dated December 4, 2013 for JPMorgan Chase:
https://www.jasmithmonitoring.com/omso/wp-content/uploads/sites/4/2014/05/Chase_Filing_oversight-update.pdf

For Gulf Coast Claims Facility engagement:
Thomas J. Perrelli, Partner, Jenner & Block LLP
(Former U.S. Associate Attorney General)
1099 New York Avenue, NW, Suite 900
Washington, DC 20001-4412
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202-639-6004
(RFA ¶26a, e, g, q, r)

Sample Reports:
Executive Summary Report dated April 19, 2012:
<https://www.justice.gov/iso/opa/resources/697201241917226179477.pdf>

Report of Findings and Observations dated June 5, 2012:
<https://www.justice.gov/iso/opa/resources/66520126611210351178.pdf>

For Western Union Engagement:

D. Matthew Conti, Esq.
Arizona Attorney General's Office
Drug and Racketeering Enforcement Section
1275 West Washington
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(RFA ¶¶26a, e, g, q, r)

Sample Report: Confidential

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Professor Ralph Hughes
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(RFA ¶¶26b, d, f, j)

REFERENCES FOR TY KELLY CRORIN

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Larry Allen Nathans
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REFERENCES FOR HENRY DEGENESTE

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Dean Esserman
Former Chief, New Haven, CT Police Department
401-595-3908

(RFA ¶26b, i, o, q)

REFERENCES FOR CLARENCE EDWARDS

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Mr. Wyndell C. Watkins
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301-856-1971

William Jordan
Colonel USAF (Retired)
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540-226-2104

(RFA ¶26b, h, i, o)

REFERENCES FOR LORIE FRIDELL

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Assistant Chief Wade
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Tacoma Police Department
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APPENDIX III - BIOGRAPHIES OF KEY TEAM MEMBERS

Tiffany Moller

Tiffany Moller served as an Assistant United States Attorney in the Southern District of New York (“SDNY”) where she served in the Securities Fraud Unit. During her tenure, Ms. Moller investigated and prosecuted significant white collar crime and securities fraud cases and briefed and argued cases before the U. S. Court of Appeals for the Second Circuit. Prior to her tenure in the SDNY, Ms. Moller worked as an associate at Sullivan and Cromwell, the New York law firm.

Most recently, from 2014-2016 Ms. Moller served as an Assistant Deputy Commissioner and the first ever Chief of Compliance and Oversight for the New York City Police Department. Ms. Moller was responsible for coordinating NYPD’s response to recently created oversight bodies, including the largest municipal monitorship in the country. Ms. Moller’s responsibilities included developing, implementing and overseeing Department programs to comply with federal, state and local laws, and advising the Department generally on high profile legal matters.

Ms. Moller is a graduate of Vanderbilt University and a summa cum laude graduate of the Washington College of Law at American University, where she was the executive editor of the Law Review and the recipient of the Outstanding Graduate Award.

Ms. Moller began her career with a federal court clerkship, serving as a law clerk for the Chief Judge of the United States District Court for the Eastern District of Virginia.

Ms. Moller currently serves on the board of trustees for the Practising Law Institute, the boards of directors of the Southampton Arts Center, the Boys Club of New York, which nurtures and mentors young boys, and the 876 Park Avenue Corporation as well as the Council of Advisors for Weil Cornell Medical Center. She previously served as a director of the Children’s Cancer and Blood Foundation.

Bonnie Jonas

Bonnie Jonas served for 18 years as an Assistant United States Attorney in the U.S. Attorney's Office for the Southern District of New York (the "SDNY"). Ms. Jonas's most recent position with the SDNY was as Deputy Chief of the Criminal Division, from 2013 to 2016. She also served as the SDNY's Financial Fraud Coordinator for President Obama's Financial Fraud Enforcement Task Force and as Co-Chief of the General Crimes Unit.

During her tenure in the SDNY, Ms. Jonas investigated and prosecuted many of the Department of Justice's most historic and complex matters. Ms. Jonas investigated and prosecuted individuals at WorldCom, Royal Ahold, Aurora Foods, and Commerzbank and prosecuted and oversaw reforms through corporate monitorships of Deutsche Bank, Toyota, and General Motors.

Ms. Jonas was an attorney with the law firm Paul, Weiss, Rifkind, Wharton & Garrison and a law clerk for the Honorable Reena Raggi of the U.S. District Court in the Eastern District of New York. Earlier in her career, Ms. Jonas worked as a consultant at Peterson Consulting, where she evaluated settlement amounts in connection with pending asbestos litigation.

Ms. Jonas is a graduate of the Wharton School at the University of Pennsylvania and Columbia University School of Law. She has been the keynote speaker, lecturer and panelist for investment professionals, lawyers, business school students, and law enforcement officials on corporate governance, corporate culture, and enforcement trends in the financial industry.

Over the course of her career, she has been recognized with prestigious national awards, including the Director's Award for Superior Performance by a Litigative Team for WorldCom case; Council of the Inspectors General on Integrity and Efficiency Gaston L. Gianni, Jr. Better Government Award for the Toyota Prosecution; 2014 Recipient of The National Association of Former United States Attorneys' Exceptional Service Award; 2015 Recipient of New York County Lawyers' Association award for Outstanding Public Service.

David N. Kelley

Mr. Kelley, a partner and co-leader of the white collar and securities litigation practice of Dechert LLP, is a former United States Attorney for the SDNY and has more than three decades of experience spanning a diverse range of sensitive investigations, prosecutions and congressional inquiries. Mr. Kelley currently serves as the federal monitor overseeing reforms at Toyota Motor Corporation. Mr. Kelley was appointed by the New York City Police Commissioner to chair the Crime Reporting Review Committee, where he investigated the integrity of the NYPD's crime statistics reporting processes. Mr. Kelley served as the U.S. Attorney for the SDNY from 2003 to 2005, and prior to that, Deputy U.S. Attorney from 2002 to 2003. During his more than 17 years with the SDNY, he oversaw the investigation and prosecution of cases involving an array of federal crimes, including white collar crime, securities fraud, terrorism, and national security issues. His previous experience also includes serving as co-chair of the Justice Department's nationwide investigation into the 9/11 attacks, in which capacity he prosecuted John Walker Lindh. Furthermore, Mr. Kelley, who served as Chief of the Organized Crime and Terrorism Unit of the SDNY from 1995 to 2002, is noted for leading the investigations of the 2000 Millennium bombing plots, the 2000 attack of the U.S.S. Cole in Yemen, the 1997 bombings of the U.S. embassies in Kenya and Tanzania, and for prosecuting Ramzi Yousef for his role in the 1993 bombing of the World Trade Center.

Robert J. McGuire

Mr. McGuire is the former New York City Police Commissioner, former Chairman and Chief Executive Officer of Pinkerton's Inc., and former President of Kroll Associates, Inc., an international corporate investigations and security consulting firm. Mr. McGuire is a lawyer with a broad range of government and private sector experience. As an Assistant United States Attorney in the SDNY for four years, he prosecuted a wide range of criminal cases after which he established his own law firm specializing in white collar investigations. Mr. McGuire was appointed New York City Police Commissioner in 1978, becoming the youngest Police Commissioner in New York City history. Mr. McGuire has served on numerous boards and commissions relating to policing and municipal government issues. Mr. McGuire was appointed by New York City Mayor Michael Bloomberg to chair the 2002 City Charter Revision Commission. Currently, Mr. McGuire is the Vice Chairman of the Police Athletic League, New York City's largest youth organization, and also serves on the board of Mutual of America. Mr. McGuire formerly served on the boards and the audit committees of Six Flags, Inc., Artio Global Investment Funds, Inc. and Protection One.

Anthony M. Lendez, CPA, CFE, CFF

Anthony M. Lendez has over 30 years of experience assisting clients with monitorships, securities litigation, accountants' professional liability, corporate internal investigations, and white collar criminal defense matters involving alleged financial statement irregularities, compliance issues, and management fraud. He has testified before the International Court of Arbitration, American Arbitration Association, U.S. district courts, and the Ontario Superior Court of Justice. He has also served as an arbitrator and presented investigation findings to the U.S. Securities and Exchange Commission (SEC), the U.S. Department of Justice, the Consumer Financial Protection Bureau, state attorneys general, and numerous committees.

Mr. Lendez is currently the lead partner assisting Monitors for various settlement agreements, including the historic \$25 billion National Mortgage Settlement, where BDO is overseeing implementation of the new servicing standards and the provision of consumer relief to distressed borrowers by the nation's largest mortgage servicers. He also is leading teams working with Monitors of several other settlements, and the team monitoring Western Union's compliance with a settlement agreement related to its anti-money laundering efforts. Mr. Lendez also led the teams that conducted the independent evaluations of the Gulf Coast Claims Facility and the American Red Cross, and the independent examinations of New Century Financial Corporation and AOL Time Warner.

Mr. Lendez is a Certified Public Accountant, a Certified Fraud Examiner and Certified in Financial Forensics. Prior to joining BDO Consulting, he was a Partner in BDO's National Assurance Department and served as a Technical Manager for the SEC Practice Section of the AICPA, where he investigated alleged audit failures. Prior to the AICPA, he was a manager at a Big Four accounting firm.

Marc Simon, CPA, CFE, MBA

Marc Simon, a Certified Public Accountant, is a Managing Director in BDO's Litigation and Fraud Investigation practice. He is part of the leadership team in BDO's engagements assisting the Monitors of the National Mortgage, Citi RMBS, and Flagstar settlements in evaluating compliance with those settlements, including compliance with consumer relief provisions involving various forms of loss mitigation and servicing standards—under both the National Mortgage settlement and the CFPB standards. Among other things, Mr. Simon has been responsible for addressing all issues related to sampling and the statistical validity of various sampling methodologies. He has also conducted training sessions on both servicing standards and consumer relief, including related sampling.

Previously, Mr. Simon was the Technical Director of Global Audit Training for BDO International. In this position, he was responsible for the development of global audit training courses, primarily e-Learning courses, which are available to all member firms throughout the BDO network. From 2005 to 2010 Mr. Simon was a Senior Manager and then Director in BDO USA LLP's National Assurance Services Group. In that capacity he responded to numerous technical questions from engagement teams and Alliance firms relating to a variety of issues involving auditing, generally accepted accounting principles (GAAP), and International Financial Reporting Standards (IFRS). He was also extensively involved in firm training—both its preparation and delivery—with a focus on audit sampling, fair value, business combinations, and goodwill and intangibles. Mr. Simon was a member of the Firm's Editorial Board and participated in writing as well as reviewing many of the Firm's internal communications and external comment letters. He was also the U.S. representative on BDO LLP's IFRS Working Party.

From 1998 to 2005, Mr. Simon was a Technical Manager in Accounting Standards at the AICPA, where he worked with AICPA's Accounting Standards Executive Committee on a variety of accounting standards setting projects and practice aids. Mr. Simon was the AICPA's assistant controller from 1995 to 1998 and began his accounting career as an auditor at Price Waterhouse, where one of his clients was the Council for Financial Aid to Education. He is the author of *Your Intuition is Wrong!*, a book that explores some of the counterintuitive aspects of probability in both gambling and everyday life.

Nicole Sliger, CPA, CFE, CFF

Nicole Sliger, a Managing Director in BDO Consulting, is a Certified Public Accountant and Certified Fraud Examiner with over 15 years of experience in accounting for private and publicly traded businesses. She is also Certified in Financial Forensics. Ms. Sliger assists organizations and their counsel with matters involving alleged financial statement irregularities, management fraud and compliance issues, as well as investigating fraud perpetrated by rogue employees. She also provides monitoring and oversight services to companies required to comply with settlement terms and corporate compliance programs.

Ms. Sliger is currently the primary project leader for the historic National Mortgage Settlement engagement assisting the Monitor in evaluating several large financial institutions' compliance with new mortgage servicing rules and other settlement terms. Ms. Sliger has been involved in a number of high-profile securities litigation matters, monitorships, investigations and financial statement fraud cases, helping counsel evaluate and interpret auditing, accounting, financial reporting, and compliance issues. She has also testified on matters regarding data analysis and accounting methods for certain Medicare costs.

Ms. Sliger has managed significant corporate investigations for Fortune 500 companies across various industries, including manufacturing, professional services, telecommunications, and biotechnology. She supervises electronic document reviews and drafts reports used in filings with the U.S. Securities and Exchange Commission and cases related to accountants' professional liability matters. She has also led a number of internal and shadow investigations and matters involving whistleblower allegations. Prior to joining BDO, Ms. Sliger was a Manager at Ernst & Young's Fraud and Investigative Dispute Services practice.

Alexander Reyes

Alexander Reyes, Partner, has over 19 years of Assurance and Advisory experience, providing a broad range of services for the firm's financial services, federal, state and local government agencies and asset management clients. He leads our Internal Audit Services and Compliance Risk Services practices. Alex works closely with government agencies and large corporate entities to provide audit services, compliance monitoring, controls and risk assessments and process improvement recommendations.

Prior to Mitchell Titus, Alex spent 11 years in the Ernst & Young Financial Services Office. Alex has extensive experience with financial statement assurance, accounting advisory, business performance improvement and regulatory compliance for both large and middle-market companies. He supervises, coaches and evaluates engagement teams and serves as a trusted business advisor to his clients.

Alex earned a BS in Accounting from Fordham University. He serves on the board of the Latino Networks Coalition and is a member of the AICPA, NYSSCPA, IIA and the Association of Latino Professionals for America. He is a certified public accountant that is licensed to perform services in several states.

Ty Kelly Cronin

Ms. Kelly is a co-founder and partner in Biran Kelly, a law firm in Baltimore, which represents corporations and individuals in a broad range of criminal and civil matters. Ms. Kelly moved to Baltimore in 1999 to attend law school. After graduating from law school, and finishing her federal clerkship in Baltimore, Ms. Kelly was a Trial Attorney in the Department of Justice Attorney General's Honors Program. Just prior to forming Biran Kelly, Ms. Kelly served eight years in the United States Attorney's Office in Maryland, trying some of the Office's most high-profile and challenging cases. She prosecuted a wide variety of cases ranging from violent crime and drug cases to significant white collar and public corruption cases, routinely working with BPD officers in investigations and prosecutions. Ms. Kelly spent her last three years in the Fraud and Public Corruption Unit investigating public corruption offenses, investment fraud, procurement fraud, mortgage fraud, securities fraud, and other economic crimes.

Henry DeGeneste

Henry DeGeneste is the President of his own security consulting organization after holding senior executive positions in the public and private sectors. His firm, HDG Consulting, Inc. provides advice and assistance to clients on a broad range of domestic and international issues involving operational risk, crisis management, criminal justice management and public policy administration. With over thirty years of experience in senior leadership roles, he is currently focused on providing strategic advice to corporations and institutions of higher education to manage risk and develop emergency and security programs. Prior to establishing HDG Consulting, Inc. he was a Managing Partner at Security Directors Advisory Group. He is presently a member of the Advisory Board for iJET Integrated Risk Management. He has also served as an Advisory Board member for KeyPoint Government Solutions. Previously he served for fifteen years as Senior Vice President of Global Security at Prudential Financial, and was the Vice Chair of the firm's Crisis Management Committee. Prior to his tenure at Prudential he had a distinguished twenty-three year career at the Port Authority of New York & New Jersey serving as the Director of Public Safety and Superintendent of Police.

Henry is a published author, and guest lecturer at many colleges and universities on crisis and risk management, emergency preparedness, international terrorism, transportation policing, aviation, rail and seaport security and law enforcement management and ethics. He served for over fifteen years on the faculty of the John Jay College of Criminal Justice in New York. A trusted voice in risk management and law enforcement, Henry is actively involved in a wide variety of civic and public policy organizations, such as being a member of the Leadership Council of The Southern Poverty Law Center, and the International Association of Chiefs of Police as a life member.

He is also the former Chair of the New York City Chapter of the American Society for Industrial Security, a former Commissioner of the Commission on Accreditation for Law Enforcement Agencies and a former Commissioner on the N.J. State Department of Corrections. He also served as the President of the National Organization of Black Law Enforcement Executives. He is a sustaining member of the Police Executive Research Forum.

DeGeneste is active in the community through volunteer work and his service on several non-profit boards including but not limited to, the World Trade Center Foundation, Police Foundation, Washington, D.C., New York City Law Enforcement Explorers, Boys Choir of Harlem, Corporation for Justice and Opportunities, Inc., Newark, N.J., Essex County New Jersey Offender Aid and Restoration organization, Chair of the Greater Ocala Community Development Corporation, Ocala, Fl., Chair of the Marion County Florida Sheriff's Citizen Advisory Committee, Public Policy Institute of Marion County, Inc., Ocala, Fl., and Marion's United for Public Education, Ocala, Fl.

He has received numerous awards for his volunteer and charitable work including the "Pride of New Jersey" award from Governor Thomas Kean, "Volunteer of the Year" from New Jersey Special Olympics, the "Whitney M. Young" award from the National Urban League and the "Distinguished Service Medallion" from the John Jay College of Criminal Justice. Henry earned his B.A. in Business Management from Adelphi University, Garden City, New York. He is also a David Rockefeller Fellow, a Leadership New Jersey Fellow and a graduate of the Federal Bureau of Investigation National Executive Institute. He is a Certified Fraud Examiner, is Certified in Homeland Security-Level III and is a life member of the Criminal Justice Educators Association of New York State.

Clarence Edwards

Chief Edwards is a senior executive with considerable bi-county, county and national experience building, restructuring, directing and leading high-performance collaborative teams focused on strategic law enforcement and security planning and execution as well as budget formulation and management; basic police training, community policing, non-bias policing strategies and training, criminal and internal investigations, emergency response planning, crisis management, business continuity and international anti-terrorism assistance training for the Department of State's Bureau of Diplomatic Security.

Chief Edwards has 38 years of extensive law enforcement experience. Chief Edwards served as the Chief of Police for Montgomery County, Maryland's largest and most racially diverse jurisdiction, from 1991 to 1994. During his tenure, Chief Edwards formulated numerous successful initiatives, including developing recruiting strategies that significantly increased the number of minority and female officers. Chief Edwards also initiated the successful Community Policing and Engagement Program involving all sworn officers and civilian personnel, officials from the Montgomery County Public Schools, officials from the Montgomery County Department of Corrections, and minority activist groups throughout the county. Chief Edwards served as National President of NOBLE from 2004 to 2005, during which time he was NOBLE's primary spokesperson for effective, transformative police recruiting and training. In that role, Mr. Edwards also advocated for transparent and accountable management practices in order to foster community trust between the police and the diverse populations they serve.

After leaving the Montgomery County Police Department, Chief Edwards served as the Assistant Commissioner in charge of the General Services Administration's ("GSA") national law enforcement and security program for more than 8,500 federal facilities with an annual budget of \$350 million dollars. Chief Edwards subsequently served as a Senior Advisor to the Commissioner of the General Services Administration/Public Buildings Service and acted as the agency's primary representative on the Interagency Security Committee, evaluating and initiating agency-wide anti-terrorism preventive measures based on classified threat assessment information. Chief Edwards was a member of the GSA's senior management team that promulgated federal government security policies and protocols for critical incident response at federal facilities.

As a consultant, Chief Edwards has provided crisis management and anti-terrorism training to top security officials in Cape Town, Republic of South Africa; commanded law enforcement officials of the Royal Bahamas Police, in Nassau, Bahamas; The Association of Caribbean Commissioners of Police, St. Thomas, US Virgin Islands; and effective police community relations training to the Center for Research Actions on Race Relations in Toronto and Montreal, Canada. Chief Edwards has served as a guest lecturer at the International Law Enforcement Academy in Gaborone, Botswana. Chief Edwards has also provided critical incident management training to the Ugandan National Police in Kampala, Uganda; the Greek and Cyprus Police Forces in Athens, Greece; and to the Trinidad and Tobago Police Service in Port of Spain, Trinidad and Tobago.

Chief Edwards has conducted a complete collaborative policy review of all operation protocols and made recommendations to enhance these policies for The Maryland Transit Police in consultation with that agency's senior officials. Also, Chief Edwards reviewed and made recommendations to The Maryland Authority Police on its written Non-Bias Policing Policy. Assisted in the development of an agency-wide non-bias police training program and provided training on this subject to all sworn personnel.

Robert J. Wilhelmy

Mr. Wilhelmy is a recently retired Assistant Commissioner of the NYPD, Office of Management Analysis and Planning. Mr. Wilhelmy led the NYPD's policy, analysis, and strategic planning office with direct oversight for 85 people and a \$9 million budget. Mr. Wilhelmy was responsible for ensuring an analytical and evidence-based approach to organizational decision-making. As Assistant Commissioner, Mr. Wilhelmy rebranded analytics for the NYPD and created capacity for predictive and descriptive analytics to inform and evaluate decision-making, performance measurement, policy analysis, financial impact, outcomes, staffing levels, allocation of human capital, and ROI.

Mr. Wilhelmy also served as Lieutenant/Aide to Chief of Staff, Office of the Police Commissioner, during Commissioner William Bratton's transition in 2013. Mr. Wilhelmy spearheaded the design and launch of *Reengineering 2014*, an enterprise-wide strategic planning and process improvement initiative that consisted of 94 cross functional teams. Mr. Wilhelmy was the project manager for the NYPD organizational review undertaken by the new administration, a program that ultimately distilled data from 30,000 surveys, 350 focus groups and 1,500 interviews to create themes and actionable recommendations for the NYPD.

Mr. Wilhelmy has significant patrol and investigative experience in a major metropolitan area, having started his career as a police officer in the Bronx's 52nd Precinct serving as, among other things, a detective and a sergeant in the Bronx; a Detective Sergeant Supervisor in Internal Affairs, the Organized Crime Control Bureau, and the Narcotics Division; and a Special Projects Lieutenant in Staten Island and Queens where he acted as senior advisor to the Chief.

Mr. Wilhelmy's current affiliations include: Director at the Harvard Club of New York Foundation, National Advisory Board – Misdemeanor Justice Project at John Jay College, Member of Police Executive Research Forum, and International Association of Chiefs of Police.

Marcellus Boles

Marcellus Boles served 32 years in various capacities with BPD before retiring as a lieutenant colonel. He served as Deputy Chief of Patrol Division, Western District Commander, Personnel Director, and Community Policing Implementation Coordinator. Prior to joining BPD he was honorably discharged from the United States Marine Corps after serving in the Dominican Republic and Vietnam Conflicts. Currently, he is the Interim Co-Chair of the Criminal Justice and Applied Social and Political Sciences Department in the College of Behavioral and Social Sciences at Coppin State University, Baltimore, Maryland.

He served as the initial and interim Director of the Mid-Atlantic Regional Community Policing Institute located at Johns Hopkins University [grantee]. The Institute was a collaborative agreement, funded by the Department of Justice, Community Policing Services Office. The Institute provided training to law enforcement and civilians and conducted Interjurisdictional Problem Solving initiatives throughout the Mid-Atlantic area. Additionally he served as National President of the National Organization of Black Law Enforcement Executives (NOBLE).

Professor Boles is a graduate of the University of Baltimore Master of Science in Criminal Justice and Bachelor of Sciences in Social Science programs. He is a graduate of the Federal Bureau of Investigation, National Academy and the Drug Enforcement Administration [DEA] Academy.

He served as instructor/facilitator for the Maryland Police Training Commission, Baltimore Police Department, Baltimore City Community College, Johns Hopkins University, and Coppin State University. He participated on various work study and research projects such as Police Stress and Domestic Violence in Police Families in Baltimore, Maryland [1997-1999] Johns Hopkins University [producer], and Identifying Characteristics of Exemplary Baltimore Police Department First Line Supervisors [1995] Johns Hopkins University [producer], [Restructuring the Position of Police Sergeant Based on Quality, Character, and Integrity]. He has facilitated subject matter regarding "The Crack Decade: Research Perspectives and Lessons Learned" workshop at JHU, Domestic Violence: Community Oriented Policing Perspective, presentation at George Washington University, Center of Professional Development, [participants consisted of 20 women practitioners and educators from Greece and Turkey], National Policy Summit: Building Private Security/Public Policing Partnerships to Prevent and Respond to Terrorism and Public Disorder, and National Summit on Campus Public Safety: "Strategies for Colleges and Universities in a Homeland Security Environment." He has presented at various workshops regarding law enforcement and community policing throughout the country.

Alicia C. Parker

Alicia Parker retired from the New York City Police Department as a Lieutenant Detective Commander in 1995 after 22 years of service. She commanded the Personal Security Unit at the NYPD Intelligence Division where she worked with Mayor David Dinkins while he was mayor of NYC. After retirement, she became a Director of Security for the National Basketball Association and managed security for the Women's National Basketball Association and The National Basketball Developmental League. She managed events and conducted investigations for the NBA, WNBA and NBDL. In 2002 she left the NBA and she was hired as the first Senior Director of Security for ESPN worldwide. She and her team were responsible for and implemented security internationally for all facilities and events for the company. They also conducted numerous successful investigations. She was instrumental in implementing many programs that made ESPN a safer workplace. She retired from ESPN in 2009 and is currently working with various organizations providing service to many communities throughout the country. She is the Vice-Chair of the Advisory Board for the High School for Enterprise, Business and Technology located in Brooklyn, N.Y. and is Co-Chair for Dedication To Community / Choose2Live, a not-for profit organization that seeks to bring together police departments and the communities they serve. She is a member of NOBLE and the NYC Police Council of Retired Guardians. Alicia attended New York University and graduated in 1972 with a BA in Psychology. She has two children and five grandchildren.

Lorie Fridell

Ms. Fridell is a nationally recognized leader and trainer in the area of biased policing. She is an Associate Professor at the Fair and Impartial Policing Institute. Ms. Fridell is the former Director of Research at the Police Executive Research Forum (“PERF”). She has authored and co-authored a number of chapters and books on policing. While at PERF, she co-authored *Racially Biased Policing: A Principled Response*, which guides law enforcement officials on how to respond to the issues of racially biased policing and the perceptions of its practice. Concerned about the very high expectations that stakeholders had with regard to the data collected on police stops, Ms. Fridell wrote *By the Numbers: A Guide for Analyzing Race Data from Vehicle Stops* and the companion book, *Understanding Race Data from Vehicle Stops: A Stakeholders’ Guide*. She has trained, and/or consulted with, a number of agencies and entities including the Chicago PD, San Francisco PD, Los Angeles PD, Toronto Police Services, Austin PD, Seattle PD, Massachusetts Chiefs Association, Piedmont PD, Oakland PD, Berkeley PD, La Crosse PD, Madison PD, Prince William County PD, Kansas Racial Profiling Task Force, Wisconsin Bureau of Justice Assistance, Institute for Law and Justice, Rhode Island Chiefs’ Association, Wisconsin Chiefs’ Association, and RAND Inc.

Richard Berk

Richard Berk is a professor in the Department of Statistics and the Department of Criminology (a Chair) at the University of Pennsylvania. Before coming to Penn, he was a Distinguished Professor of Statistics at UCLA. He is an elected fellow of the American Association for the Advancement of Science and the American Statistical Association. He is the author of 15 books and nearly 200 peer reviewed papers and book chapters. Professor Berk specializes in applied statistics with applications largely in criminal justice. He has done research on such topics and police responses to domestic violence, proper ways to measure crime, law enforcement responses to homelessness, the role of race in capital charging, and risk assessment tools for police, courts, prisons, and probation/parole. His most recent work focuses on potential race and gender bias in modern risk assessment tools increasingly being used by criminal justice agencies.

Professor Berk has done research on a wide variety of advanced statistical procedures including model selection, the generalized linear and generalized additive models, resampling methods, randomized field experiments, and machine learning. He has applied all of these tools and others to criminal justice topics. At the University of Pennsylvania he teaches in both the Department of Criminology and the Department of Statistics at undergraduate and graduate levels. Professor Berk has worked with a large number of law enforcement organizations such as the Philadelphia Police Department, the Los Angeles Police Department, The Los Angeles Sheriff's Department, The Mesa (Arizona) Police Department, the Colorado Springs Police Department, the California Department of Corrections and Rehabilitation, the Maryland Department of Corrections, the Philadelphia Adult Department of Probation and Parole, the Pennsylvania Board of Probation and Parole, and the Philadelphia Administrative Office of the Courts. A current project is developing machine learning risk assessment instruments to help inform arraignment decisions in Philadelphia.

Professor Berk has a BA in psychology from Yale University, and Ph.D. in Sociology from The Johns Hopkins University. He has been a faculty member at Northwestern University, The University of California Santa Barbara, The University of California Los Angeles, and the University of Pennsylvania. He has also been a visiting faculty member at the Los Alamos National Laboratory as member of the statistics group and in a visiting chair at the Ecole Normale Supérieure, Paris, France. Professor Berk has served on the Social Science Research Council and the National Research Council Committee on Applied and Theoretical Statistics.