



Robert Bobb
President & CEO
The Robert Bobb Group, LLC
1666 K Street, NW
Suite 440
Washington, DC 20006
Bob@robertbobbgroup.com
202.731.0006 (D)
202.688.4250 (O)
202-591-3200 (F)

Patrick Bobb
Principal
The Robert Bobb Group, LLC
1666 K Street, NW
Suite 440
Washington, DC 20006
Patrick@robertbobbgroup.com
510.289.4781 (D)
202-591-3200 (F)



TECHNICAL PROPOSAL

REQUEST FOR MONITOR APPLICATION

Consent Decree Entered April 7, 2017 Regarding the Police Department of Baltimore City

SUBMITTING ENTITY:	THE ROBERT BOBB GROUP
SUBMISSION DATE:	JUNE 8, 2017
RBG FEIN:	45-3322024
SUBMISSION TO:	Puneet Cheema Trial Attorney Civil Rights Division U.S. Department of Justice 601 D Street NW Washington, DC 20579

June 9, 2017

Puneet Cheema
Trial Attorney
Civil Rights Division
U.S. Department of Justice
601 D Street NW
Washington, DC 20579

Dear Mr. Cheema:

The Robert Bobb Group (RBG) respectfully submits this application to be the monitor for the consent decree entered into by the U.S. Department of Justice, the City of Baltimore, and the Police Department of the City of Baltimore (BPD). We are uniquely situated to monitor this consent decree and assist the City and the BPD in instituting procedures and protocols that safeguard the constitutional rights of the citizens of Baltimore and build vital bonds of trust between BPD officers and the members of the community they serve.

In collaboration with the Lawyers' Committee for Civil Rights Under Law ("Lawyers' Committee") we have convened a team whose experience and expertise makes us exceptionally able to review and recommend policies and procedures to ensure that they promote public safety while improving accountability and professionalism within the ranks of BPD. The judicial and law enforcement officials on our team have, collectively, nearly a century of proven experience between them, with training and experience at both federal and local levels of government. They are change makers who have pioneered reform in their respective agencies and models of professional excellence.

Our Engagement Executive is Robert C. Bobb, who helped pioneer the concept of community policing as a member of the Harvard Kennedy School of Government's Executive Sessions on Policing from 1985 to 1991. His executive management skills have garnered national renown. On multiple occasions, he has been entrusted with the delicate and difficult duty of turning around local government institutions in crisis. His familiarity with city budgeting and cost-effective reform make him well able to promote meaningful change under tough financial constraints.

Former United States District Court Judge Shira Scheindlin, whose expansive knowledge of constitutional law makes her an asset in this endeavor, will support Mr. Bobb. In her judicial position, she considered and decided the case that ended the unconstitutional practice of "stop and frisk" policing in New York City, making her an exceptional candidate to review existing and recommend new policies and procedures that promote the spirit and intent of the Consent Decree negotiated by the parties.

Joining Mr. Bobb and Judge Scheindlin as the principal leads of the monitoring team is James B. Golden, Jr. Mr. Golden was the first Police Director for the city of Trenton, New Jersey, where he set a new strategic direction for community-based policing, and worked in partnership with citizens to reduce the fear and incidence of crime.

In support of their leadership, the Lawyers' Committee for Civil Rights Under Law will offer its unrivaled expertise in capacity building within minority and underserved communities, as well as the experiences of two former federal civil rights prosecutors whose experience investigating police-training protocols and policing activity for consistency with the protections guaranteed by the Fourth Amendment is shared by only a select few individuals.

The Lawyers' Committee is perfectly situated to convene this team of experts to monitor the Consent Decree with RBG at the helm to provide technical assistance to BPD, the City, and the citizens of Baltimore that will promote the goals and requirements of the Consent Decree. Our work will empower citizens and officers alike to hold BPD accountable for building and maintaining an organization that holds public safety and public service in equal regard.

Combined with this cache of expertise is deep experience in effective project management, and community policing and organizing, we will robustly enforce and promote the provisions of the Consent Decree and help Baltimore turn the corner and usher in a new era of constitutional, community-oriented policing.

The key elements that differentiate the RBG team from competing organizations are:

Deep experience serving minority and underserved communities – Your RBG team has a long history of working in urban communities and serving underserved populations, whether through local government or local school districts. It has been particularly effective in confronting the inequities facing African Americans and other racial and ethnic minorities.

An informed approach – Your RBG team embraces innovation—in how we work and in the processes we recommend for achieving transparency, compliance, and change. We understand budgets and how to manage large-scale projects. We work with integrity, and we respect the goals of our clients. With a deep knowledge of change management, our work advances sustainable changes that produce robust, measurable results.

Ready to begin delivering on Day One – The RBG has robust local and regional resources that can contribute to the engagement, ensuring that that our team can respond swiftly and efficiently with a high level of expertise and knowledge of Baltimore on the first day of the engagement.

Through its many projects and beyond them, the RBG is engaged in critical matters such as economic and environmental justice, international and domestic human rights, immigrant rights, racial profiling and law enforcement disparities. Our team is exceptionally qualified to serve in the monitoring role and to rebuild the vital bonds of trust between BPD officers and the members of the Baltimore community.

Thank you for this opportunity to serve.

Robert C. Bobb
President & CEO
The Robert Bobb Group
Phone: (202) 731-0006
Email: bob@robertbobbgroup.com

ENGAGEMENT ORGANIZATION LEAD

The Robert Bobb Group, LLC
1666 K Street, NW
Suite: 440
Washington, DC 20006

Robertbobbgroup.com

FEIN: 45-3322024

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Disadvantaged Business Enterprise (DBE) Certification No. 15-06-34-N Metropolitan Washington Unified Certification Program (MWUCP)

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1.0 EXECUTIVE SUMMARY

This proposal is submitted by The Robert Bobb Group (RBG) to serve as the Monitor of the Consent Decree regarding the Police Department of Baltimore City (BPD), entered as a court-enforceable order by the Court on April 7, 2017, and agreed to between the United States, the Mayor, and City Council of Baltimore (City), as well as the BPD (collectively “the Parties”).

The Consent Decree calls for the appointment of a Monitor. The Monitor is charged with providing the BPD with technical assistance in meeting the requirements of the Consent Decree, to report to the Court, the City, and U.S. Department of Justice, and to the Baltimore community on the progress of the BPD in achieving compliance, and to certify in the future whether BPD has reached “full and effective compliance” with the Consent Decree.

The RBG will serve as the convener of a monitoring team comprised of individuals with expertise in executive management, policing, civil rights, program monitoring, data analysis, project management, and related areas, as well as local experience and expertise with the diverse communities of Baltimore, that will oversee the implementation of the Consent Decree designed to ensure lawful and effective policing in Baltimore.

Robert C. Bobb, Owner, President and CEO of The Robert Bobb Group, LLC (RBG), will lead the Team. Mr. Bobb has more than 40 years of executive management experience in both the private and public sectors. From 1985 to 1991, Mr. Bobb served as member of the Executive Session on Policing, jointly sponsored by the National Institute of Justice and the Harvard Kennedy School of Government. That seven-year session is widely held as having had the greatest impact on the field of policing and members included the U.S. Attorney General, the head of Scotland Yard, and police chiefs and mayors of several cities. The products of that Executive Session—a series of seventeen papers called Perspectives on Policing—became essential reading in thousands of departments and executive offices across the country and are regarded by many as the foundational documents of community policing.

Mr. Bobb has worked with law enforcement agencies to address a host of issues, including use of force, civilian complaints, internal investigations, and reviews of incidents. Mr. Bobb has also served on the Virginia State Crime Commission, the Virginia Commission on Parole Abolition and Sentencing Reform, the Virginia Criminal Sentencing Commission and the Board of Visitors of the Virginia Military Institute.

Through RBG, his private/public sector consulting firm, Mr. Bobb specializes in Public and Private Sector Turnaround Consulting and Advisory Services; Financial and Organizational Restructuring; Budget Management Services; Labor Relations; Public Safety and Policing, and contract negotiations. Throughout his career, Mr. Bobb has helped governments, schools and businesses find financial and operational solutions, greater efficiency and long-term viability. He is uniquely able to evaluate organizational change and institutional reform through analyses of progress, performance and outcomes. Mr. Bobb is an expert on the issues facing urban governments, including community and neighborhood development, municipal budgeting and finances, cultivating public/private partnerships and public safety. For example:

- Appointed by former Michigan Gov. Jennifer Granholm, Mr. Bobb served as Emergency Financial Manager of the 87,000-student Detroit Public Schools (DPS) from March 2009 through May 2011. DPS was a school district in crisis due to decades of mismanagement and corruption. As Financial Manager, Bobb immediately assembled a team of national turnaround experts to address the district’s legacy deficit and develop a Master Education Plan for 21st Century Teaching and Learning.
- Appointed by former Washington, D.C., Mayor Anthony Williams, Mr. Bobb is the former City Administrator and Deputy Mayor for Washington, D.C. and served as the District of Columbia’s Homeland Security Advisor. He managed a workforce of approximately 20,000 employees and an annual budget of \$8 billion dollars.
- Mr. Bobb served as the City Manager of Oakland California and Executive Director of the Oakland Redevelopment Agency; City Manager of Richmond, Virginia; City Manager of Santa Ana, California; and City Manager of Kalamazoo, Michigan. Mr. Bobb holds the distinction of having served on a continuous basis as the longest tenured African-American City Manager/City Administrator in the Nation.

Former United States District Court Judge Shira A. Scheindlin will assist in leading the Team. Judge Scheindlin presided over numerous criminal and civil cases during her 22-year tenure with the Southern District of New York, and previously served as an Assistant United States Attorney for the Eastern District of New York, a Magistrate Judge in the Eastern District of New York and General Counsel for the New York City Department of Investigation.

Judge Scheindlin has authored an article on race and policing and another article on that subject is forthcoming. Most importantly, as the Judge who handled the case of *Floyd v. City of New York*, which ended the unconstitutional practice of stop and frisk as practiced by the New York City Police Department (“NYPD”), she issued a remedial order that has been in effect for the last three years, including the appointment of a monitor and a facilitator and setting guidelines for reform of the NYPD. Her remedial order paid particular attention to training, monitoring and supervision of NYPD officers.

The third member of this monitoring leadership team is James B. Golden, Jr. Mr. Golden was the first Police Director for the city of Trenton, New Jersey, where he set a new strategic direction for community-based policing, and worked in partnership with citizens to reduce the fear and incidence of crime.

Mr. Golden re-engineered the department in a way that enabled police officers and citizens to identify and solve problems at the neighborhood level. This strategy led to a significant reduction in serious crime throughout the city of Trenton. Mr. Golden is currently a partner of the ADG Law Enforcement Training Group, LLP, and provides advice to communities and police departments seeking to build trust and strengthen the relationship between police officers and the citizens they are sworn to serve and protect. He is also a training consultant for Strategies for Youth, an organization focused on improving police/youth interactions, advancing the cause of

training public safety officers in the science of child and youth development and mental health, and supporting communities partnering to promote strong police/youth relationships.

In addition to his civilian service in Trenton, Mr. Golden has nearly 40 years of professional law enforcement experience. For example:

- In 2002, Mr. Golden was appointed to serve as the first Federal Security Director at Philadelphia International Airport by the U.S. Department of Homeland Security. Mr. Golden assembled and led a staff of more than 800 employees, and was directly responsible for a full range of federal aviation security, including passenger and baggage screening, regulatory compliance, and law enforcement.
- In 2005, he was appointed to the School District of Philadelphia as Chief Safety Executive. He led a staff of more than 700 employees responsible for creating and sustaining a safe learning environment for 200,000 students and staff. He retired from the School District in November 2010.
- Mr. Golden is a life member of the International Association of Chiefs of Police (IACP) and a Past President of the National Organization of Black Law Enforcement Executives (NOBLE).

Led by Mr. Bobb, Judge Scheindlin and Mr. Golden, the Lawyers' Committee for Civil Rights Under Law (Lawyers' Committee) will play a support role, bringing unparalleled experience, effectiveness, and efficiency to the critically important task of developing, in consultation with the Parties, a set of reforms for BPD's policies, training, supervision, auditing, and handling of complaints and discipline.

Though the Court will no doubt review proposals from numerous consulting firms, none will be able to match the unique expertise and broad-based knowledge of the team convened by the RBG. Moreover, the team is committed to working closely with BPD, the City, and the citizens they serve to establish a culture of policing that is grounded in constitutional policing principles and professional excellence.

As a result, the team will be best able to evaluate BPD's and the City's implementation of the Consent Decree and ensure that BPD's policies and practices prevent conduct that violates the Constitution and federal law, including: (1) making unconstitutional stops, searches, and arrests; (2) using enforcement strategies that produce severe and unjustified disparities in the rates of stops, searches and arrests of African Americans; (3) using excessive force; and (4) retaliating against people engaging in constitutionally-protected expression.

2.0 SCOPE OF WORK

To promote sustainable, constitutional, and effective policing and ensure that BPD delivers services in a manner that respects the rights of residents, increases trust between officers and the communities they serve, and promotes public and officer safety, the team will:

RFA - Paragraph 8: Conduct regular reviews, audits, and assessments to determine whether BPD and the City have obtained Full and Effective Compliance with the Material Requirements of the Consent Decree. These include reviewing BPD policies, observing training, meeting with police executives and rank and file, and examining BPD records and data. The team will also meet regularly with the parties and the Community Oversight Task Force, as established by the Consent Decree.

RFA - Paragraphs 9, 15 and 16: Assist in achieving compliance with the Consent Decree by offering technical assistance and recommendations for developing policies and procedures that govern BPD interactions with civilians and all uses of force, and will provide the Court and the Parties with biannual reports evaluating BPD and the City's implementation of the Consent Decree.

RFA - Paragraphs 10, 15 and 16: Work closely with BPD and its staff, in a cost-effective and fully collaborative manner, to ensure that BPD's policies and practices prohibit conduct that violates the Constitution and federal law, including: (1) making unconstitutional stops, searches, and arrests; (2) using enforcement strategies that produce severe and unjustified disparities in the rates of stops, searches and arrests of African Americans; (3) using excessive force; and (4) retaliating against people engaging in constitutionally-protected expression.

RFA - Paragraphs 11-13 and 15-17: Assist BPD and the City in realizing the objectives of Paragraph 443-488 of the Consent Decree and will submit Monitoring Plan that establishes the following duties and responsibilities for the team:

- Conduct Compliance Reviews, as specified in Paragraph 454 of the Consent Decree, to determine compliance with the Material Requirements of the Consent Decree.
- Conduct Outcome Assessments, as specified in Paragraphs 456-460 of the Consent Decree, 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. Specifically, these outcome measures will assess the development and implementation of policies and procedures which:
 - Reflect the philosophy that fighting crime and protecting civilians' Constitutional rights are equally important to BPD's mission.
 - Promote a culture of professionalism, performance and accountability within BPD's command structure.
 - Ensure that all BPD initiated stops, searches and arrests of civilians are conducted in a manner consistent with the Constitution, statutory authority and current legal standards; including standard procedures for collecting and retaining data on all uses of force, traffic and pedestrian stops, searches, and arrests and maintaining it

in a manner that can be analyzed regularly, through written reports and otherwise, to identify trends and issues that may lead to violations of law or policy.

- Include clear prohibitions of conduct that reflects or promotes implicit bias in policing, and outline procedures which ensure that officers do not improperly use race, gender, ethnicity, national origin, or sexual orientation as a factor in enforcement decisions; including standards for levels and types of supervision and support for personnel in the field and an accountability system for identification and control of police misconduct and civil rights violations.
- Mandate training on use of force that provides officers and supervisors with clear guidance on when force is appropriate in accordance with legal and constitutional policing, and which incentivize officers to use community policing and problem-solving techniques, including de-escalation and conflict resolution strategies, to decrease the need for officers to resort to force.
- Prohibit retaliation against individuals for exercising their First Amendment rights and ensure timely investigation and discipline of officers who retaliate against citizens for exercising their First Amendment rights.
- Ensure that law enforcement actions do not reflect explicit or implicit gender bias, including in cases involving reports of sexual assault or coercion of sexual acts by BPD officers, and ensure that all officers responsible for responding to and investigating sexual assault are provided with specialized training about sexual assault, including legal and constitutional standards for responding to and investigating reports of sexual assault, interviewing victims of sexual assault, and investigating reports of sexual assault or coercion of sexual acts by BPD officers.
- Establish and maintain a well-publicized and easily accessible complaint reporting system that allows civilians and officers to report claims of inappropriate law enforcement conduct.
- Establish and maintain a system that ensures appropriate discipline for officers who use excessive force or discriminatory policy practices, officers who observe such illegal actions but fail to report them, and supervisors who fail in their duty to detect and report such misconduct.
- Provide the parties with the underlying analysis, data, methods, and source of the information relied upon in the Compliance Reviews and Outcome Assessments and ensure that the Reviews and Assessments are conducted in a reliable manner based on accepted and trustworthy means and methods and in conformity with statistical techniques that are accepted in the relevant field.

RFA Paragraphs 14, 18, and 20-22: The team proposes to work collaboratively with the parties, the Community Oversight Task Force and others—e.g., advocacy groups, community members, police unions and individual officers—who have a stake in the successful implementation of these reforms and in building trust between BPD officers and the communities they serve. To ensure and promote transparency within this work, the team will develop and maintain a public website where it will publish its recommendations, reports, budget and accounting.

RFA Paragraph 19: In years 2 and 4 of the Consent Decree, the team shall conduct and submit a comprehensive re-assessment of BPD policies, procedures and practices to ensure compliance with and successful implementation of the Consent Decree.

RFA Paragraph 23 and 24: The team’s statements and testimony concerning the Consent Decree shall be limited to activities proposed by the Monitoring Plan and/or specifically authorized by the Court. At all times, the team shall maintain the highest ethical standards in order to ensure legitimacy and public trust of the Consent Decree process.

3.0 PERSONNEL, QUALIFICATIONS, EXPERIENCE, AND TIME COMMITMENTS

As described above, the team’s principal leads carry substantial expertise in evaluating agency performance, assessing legal sufficiency and compliance, and law enforcement practices. The team’s full complement of experts, including law enforcement leaders, lawyers, data analysts, and community organizing specialists, possesses the experience and knowledge necessary to monitor the Consent Decree and assist the City and BPD in establishing a policing culture that values civil rights and sound accountability measures that protect and promote constitutional policing. *(See Figure 1.)*

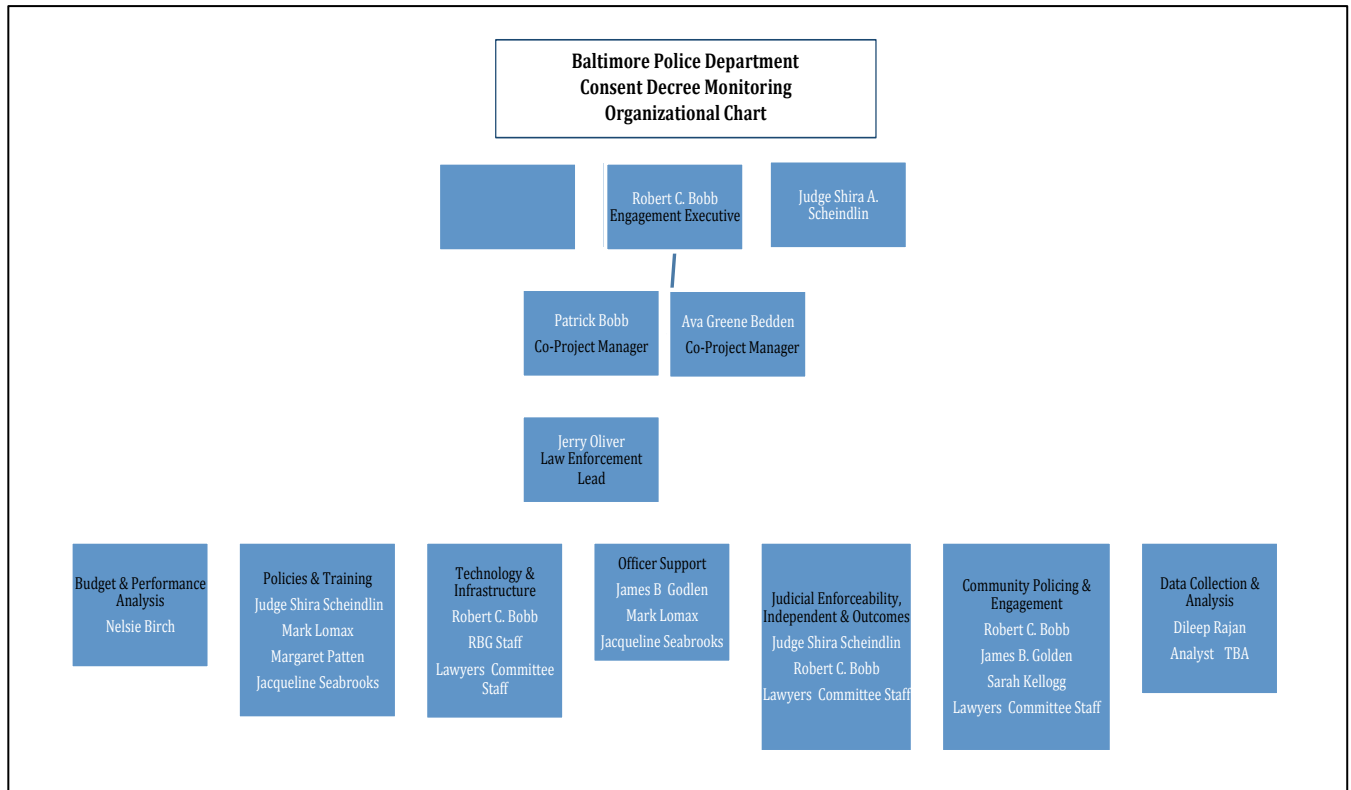


Figure 1: Baltimore Consent Decree Monitoring Org Chart

A. LAW ENFORCEMENT EXPERTS

- Retired Colonel **Margaret Patten** served in the Baltimore Police Department for more than 26 years. Colonel Patten was the first female officer in BPD to work in the

Criminal Investigation Division, where she investigated burglaries and sex offenses. She is the only woman in BPD's history to test for and be promoted to the rank of captain under the civil service system. As a captain, she started BPD's first domestic violence unit and upon her promotion to colonel, and she created domestic violence units in each policing district, mandated reporting for all domestic violence calls for service, and played an instrumental role in creating a statewide model domestic violence policy. Colonel Patten has a bachelor's degree from the University of Baltimore and two master's degrees from The Johns Hopkins University.

- Chief **Jacqueline Seabrooks** currently leads the Santa Monica Police Department and has announced her retirement, effective September 2017. Chief Seabrooks has more than three decades of progressively responsible municipal policing experience. She has been a police chief for the last nine years serving in both Santa Monica and the City of Inglewood. Upon her appointment to the chief executive position at the Inglewood Police Department, she became the first African-American woman to serve as a municipal police chief in the history of the State of California. In assuming the leadership role of a police department already under criticism for allegations of police misconduct, Seabrooks responded early with a number of changes in the police department including the dismissal of a number of officers and some policy changes. She was able to successfully navigate a "pattern and practices" investigation by the U.S. Department of Justice and avoid the need for a consent decree while maintaining the confidence of police officers, citizens and city leadership. As a result, she is in a unique position to provide advice and counsel about implementing organizational restructuring, team building, and staff development, while also being specifically attentive to fiscal conservatism, new and evolving crime trends, and building and strengthening community-police partnerships. Chief Seabrooks holds both Bachelor's and Master's degrees in Public Policy and Administration from CSU, Dominguez Hills and CSU, Long Beach respectively. She is a graduate of the 186th Session of the FBI's National Academy; the FBI Law Enforcement Executive Development Seminar, PERF's Senior Management Institute for Police, and the Harvard Kennedy School's Senior Executives in State and Local Government and Driving Government Performance certificate programs. Chief Seabrooks holds memberships in the International Association of Chiefs of Police (IACP), the Police Executive Research Forum (PERF), the California Police Chiefs Association, and the Los Angeles County Police Chiefs Association.
- **Mark E. Lomax** founded Lance Cobbs consulting, LLC, in June 2017 after five years as Executive Director of the National Tactical Officers Association (NCTOA). Prior to joining NCTOA, he served as Manager of the Center for Police Leadership and Training at the International Association of Chiefs of Police (IACP), and as a program manager for the United Nations Mission in Liberia, where he oversaw the Liberian National Police Emergency Response Unit and the Police Support Unit. Mr. Lomax also served in the Pennsylvania State Police for 27 years and retired as a major and Director of its Bureau of Training and Education. He has conducted strategic planning and management consultations for small and mid-sized businesses. Mr. Lomax holds a master's degree in Higher Education from Drexel University, a

master's degree in Business Administration from Eastern University and a Bachelor of Arts in Psychology from LaSalle University. He is also a graduate of the FBI National Academy 200th Session.

B. THE RBG OPERATIONAL STAFF

- **Ava Green Bedden**, SPHR, who will serve as co-project manager, is a senior attorney and certified human resources administrator with more than 20 years of experience in employment law, labor relations, HR management, conflict resolution, and professional development. She brings a wealth of knowledge about the leadership and management of human resources, including policy development, risk management, training, dispute resolution, professional staff development, human resources, labor and employment law, collective bargaining, and organizational development.
- **Patrick Bobb**, who will serve as co-project manager, brings more than nine years of experience in operations management, human resource management, technology management, business development and marketing, security management, quality assurance and business intelligence. Primarily his background is in Business Development, Business Intelligence, security management and Human Resources. As a Human Resources, security officer and quality assurance professional, Patrick has managed all HR and security related issues, recruiting, benefits, employee relations issues, physical and technological security and departmental processes for over 230 employees. Prior to that, Patrick served as an Analyst to various organizations and successfully audited and managed HR related financial accounting for vendor accounts. Patrick has experience in operational technology implementation and upgrade processes, as well as, technology strategic planning.
- **Jerry A. Oliver, Sr.**, who will serve as the law enforcement lead, was Richmond, Virginia's 13th Chief of Police and served there for more than 25 years before his retirement. The Chief holds a Master's Degree in Public Administration and a Bachelors of Science Degree in Criminal Justice, both from Arizona State University. He served in Vietnam aboard the U.S. Navy's USS Ranger Aircraft Carrier in the enlisted ranks as a jet mechanic, and was honorably discharged in 1969. From 1970 through 1990, he rose through the ranks to become Assistant Chief of Police in his hometown of Phoenix, Arizona. He served briefly as the Director of Drug Policy in Memphis, Tennessee and later became Chief of Police in Pasadena, California in June 1991.
- **Nelsie Birch**, who will lead the team's Budget & Performance Analysis, brings more than 10 years of expertise as a financial and budgetary turnaround expert for The Robert Bobb Group. She has experience working in a variety of local government financial positions, including for Washington, D.C., the City of Alexandria, Virginia, and the City of Petersburg, Virginia. She also served as a Senior Fellow with The George Washington University's Center for Excellence in Public Leadership, as part of the Global Leadership Program. Ms. Birch worked as an analyst in the Office of the Director of Finance for the

City of Baltimore.

- **Sarah Kellogg**, who will lead the team’s Community Engagement and production efforts, President of the Kellogg Consulting Group. One of her far-reaching engagements was to write and edit the Creative Economy Strategy for the District of Columbia. She also served as editor for the Economic Development Strategy for the District of Columbia. She was director of conceptual projects for the Office of the Dean at The George Washington University School of Business. She has more than 20 years of experience in communications and marketing strategy, research initiatives, and editorial development.
- **Dileep Rajan**, who will lead the team’s Data Collection & Analysis, is a strategy consultant and project manager with 10+ years expertise in technology, finance, and operations. His expertise at data analytics, database migrations, application and infrastructure architecture contributes to the successful completion of government and school projects. His consulting services include strategy design and PMO implementation, business process improvement, spending analysis, cost and pricing methodology, turnaround and transformation planning, and proposal development.

C. CONSTITUTIONAL LAW EXPERT

Judge Shira A. Scheindlin is known for her intellectual acumen, and expertise in mass torts, electronic discovery, civil rights, constitutional, and complex litigation. For example:

- During her tenure as a District Court Judge, Judge Scheindlin presided over a number of high profile and highly-publicized cases involving civil rights and public policy, including, *Floyd v. City of New York*, *Ligon v. City of New York*; *David v. New York City Housing Authority*, *Peoples v. Fischer*, *Casale v. Kelly* and *Brown v. Kelly*, *Finch v. New York State Office of Children and Family Services*, *Newton v. City of New York* and many others.
- On the subject of electronic records management, her opinions in *Zubulake v. UBS Warburg LLC*, and *Pension Committee v. Banc of America Securities*, have come to be recognized as case law landmarks. She is the recipient of many awards including the Fuld Award from the New York State Bar Association, the Weinfeld Award from the New York County Lawyers, and the Brennan Award from the National Association of Criminal Defense Lawyers.

Judge Scheindlin is a frequently published author and lecturer and has been an adjunct professor for more than 30 years, teaching at New York University School of Law, Brooklyn Law School, Cardozo Law School, and lecturing at many other law schools including the University of California Los Angeles, the University of California Irvine, Columbia University, University of Texas, and others. Topics on which she frequently lectures include: race and policing, complex

civil litigation, class actions, discovery of electronic data, ADR, the Sentencing Guidelines, and impact litigation.

D. LAWYERS' COMMITTEE STAFF

Kristen Clarke, President & Executive Director of the Lawyers' Committee and will engage the Lawyers' Committee employee and pro bono resources to assist the Team in assessing and reporting on implementation of the Consent Decree.

Myesha Braden is Director for the Lawyers' Committee's Criminal Justice Project. Braden joined the Lawyers' Committee after 16 years with the United States Department of Justice and service in the Obama Administration as a Senior Policy Advisor in the White House Domestic Policy Council & the Office of National Drug Control Policy. At the White House, she helped to coordinate and staff the White House's Review of Federal Support for Local Law Enforcement Equipment Acquisition, a precursor to development of the President's Task Force on 21st Century Policing. Braden has reviewed policies, procedures manuals and administrative orders concerning police officer training, law enforcement agency policies and procedures, and unlawful stops.

Diane Glauber is Co-Director, of the Lawyer's Committee's Fair Housing & Community Development Project. Prior to joining the Lawyers' Committee, Glauber served as director of Human Services for the City of Baltimore, where she oversaw programs designed to provide housing and services to Baltimore's most vulnerable populations.

Karen Miller is the Deputy Director and Chief Development Officer at the Lawyers' Committee for Civil Rights Under Law. Prior to joining the Lawyers' Committee, Miller served for nearly two decades at various levels of Baltimore city government ranging from the Public Relations and Marketing Director for the Mayor's office to the Budget and Human Resources Director for the Department of Planning. She is intimately familiar with community concerns and needs deeply knowledgeable about the community's character and its major stakeholders.

The Lawyers' Committee will provide support and convening staffing for the team. The Lawyers' Committee is a nonpartisan, nonprofit organization, formed in 1963 at the request of President John F. Kennedy, to enlist the private bar's leadership and resources in combating racial discrimination and the resulting inequality of opportunity—work that continues to be vital today.

Its principal mission is to secure equal justice for all through the rule of law by engaging in impact litigation, public education, programming, and policy advocacy. We maintain the largest pro bono civil rights network in the Nation and we are uniquely situated to support the team as it serves as Monitor for the Consent Decree. Maintaining partnerships with more than 200 law firms and 150 grassroots organizations across the nation, we leverage our partnerships to innovatively address both new and systemic barriers to equality, justice and opportunity or all.

Through the operation of its various projects and initiatives, the Lawyers' Committee houses the type of institutional knowledge and expertise that is critical to successful implementation of the Consent Decree. For example, our experience engaging effectively with diverse community

stakeholders to promote civic participation, strategic partnerships and community policing is unrivaled.

As convener of the Civil Rights Coalition on Police Reform, which includes more than two dozen national civil and human rights organizations, we engage in public policy development and advocacy to reform policing, while ensuring necessary accountability and creating better, more sustainable relationships between the community and police.

At the height of national protests against police misconduct and calls for reform, the Lawyers' Committee launched the Know Your Rights Initiative, a formalized partnership with the National Bar Association, which mobilizes members of the private bar to serve as legal observers and provide individual-level representation for peaceful protestors who are detained or arrested during mass demonstrations.

Additionally, its *Stop Hate Project* employs a team of attorneys and organizers who reach out to community leaders, local government leaders, and law enforcement to help communities work together to more effectively prevent and respond to hate crimes and hate incidents. This includes strategic partnerships with community organizations representing LGBT, Muslim, Jewish, immigrant, African American, and other communities, as well as with police leadership organizations.

The Lawyers' Committee also has a history of work and experience within Baltimore's diverse communities and the issues affecting those communities. For example, our Fair Housing and Community Development Project represented the South Baltimore Six (SB6) Coalition, an organization that represents the South Baltimore communities of Brooklyn, Cherry Hill, Curtis Bay, Lakeland, Mt. Winans and Westport, in the negotiation of a historic Community Benefits Agreement with Sagamore Development that will provide tens of millions of dollars and technical assistance to communities that will be impacted by the Port Covington Project. The Lawyers' Committee and its pro bono partners also represent the plaintiffs in *The Coalition for Equity and Excellence in Maryland Higher Education v. Maryland Higher Education Commission*, a case that alleges that Maryland has failed to dismantle the vestiges of segregation from its prior de jure system of higher education. Plaintiffs include prospective students, current students, and alumni of the state's Historically Black Colleges and Universities (HBCUs), including Baltimore's own Morgan State University and Coppin State University.

Together, the Team convened and staffed by the Lawyers' Committee will be well able to assist the Court and the Parties as an independent monitor and resource for technical assistance to ensure the successful implementation of the Consent Decree.

The members of the team bring with them a combination of varying work commitments, from full-time employees of the RBG, to independent consultants with flexible schedules, and retirees capable of setting any schedule. While some of us have more extensive time commitments, all will budget our time wisely so as to create the most productive, efficient and effective use of our time and resources. The vast majority of the Team's members live and work within an easy commute to each other and within an hour of Baltimore, which will provide a substantial savings of time and costs. Moreover, as experienced executive managers, legal and development

professionals, we are particularly adept at completing projects within anticipated deadlines and budgets.

	Staff Member	Time Commitment	Activities
Executive Sponsor	Robert Bobb	20-30 Hours/ week and as needed	<ul style="list-style-type: none"> Overall approval and guidance for the effort
Executive Consultants	Judge Shira Scheindlin	10-15 Hours/Week, and as needed	<ul style="list-style-type: none"> Judicial and legal consulting
	James B. Golden	10-15 Hours/Week, and as needed	<ul style="list-style-type: none"> Law enforcement consulting
Co-Project Managers	Ava Bedden / Patrick Bobb	25 Hours/ Week, and as needed	<ul style="list-style-type: none"> Day-to-day approval and guidance of the effort Overall coordination of resources
Data Collection & Analysis	Dileep Rajan	24-32 Hours/ Week, and as needed	<ul style="list-style-type: none"> Active project participation Current-state knowledge management
	Lawyers' Committee	15-20 Hours/Week, and as needed	
Budget & Finance	Nelsie Birch	24-32 Hours/ Week, and as needed	<ul style="list-style-type: none"> Active project participation Current-state knowledge management
Community Engagement & Production	Sarah Kellogg	5 Hours/Week, and as needed	<ul style="list-style-type: none"> Provides engagement strategy and publication support
	Lawyers' Committee	30-35 Hours/Week, and as needed	
Law Enforcement Lead	Jerry Oliver	20 Hours/Week, and as needed	<ul style="list-style-type: none"> Active project participation Current law enforcement activities
Law Enforcement Support	Mark Lomax	20 Hours/Week, and as needed	<ul style="list-style-type: none"> Police training, procedures, policies
	Margaret Patten	20 Hours/Week, and as needed	<ul style="list-style-type: none"> Police training, procedures, policies
	Jacqueline Seabrooks	20 Hours/Week, and as needed	<ul style="list-style-type: none"> Police training, procedures, policies
Steering Committee	Representatives from BPD, US DOJ, Mayor & City Council	1 Hour/ week and as needed	<ul style="list-style-type: none"> Project guidance Problem resolution

4.0 COLLABORATION AND COST EFFECTIVENESS

The RBG team understands that the development and implementation of police department reform helps rebuild trust between a community and its police, and ensures appropriate accountability and transparency. The team further recognizes that BPD officers and employees are BPD’s greatest resource and that the vast majority of officers are committed to upholding the Constitution with honor and distinction while carrying out their important duties to ensure public safety. The team recognizes that the process of reform is complex and requires continued sustained effort.

The team commits to work collaboratively, earnestly, and with necessary urgency to ensure compliance with the Consent Decree and to ensure that the Parties achieve their mutual goal of sustainable reform. The team also commits to implementing the Monitoring Plan in a cost-effective manner.

The RBG team’s management approach is designed to enhance efforts to effectively plan, manage, and execute monitoring projects. The management approach includes mechanisms that facilitate efforts to further effective governance, optimize engagements, and strengthen communication. The team’s management approach delivers a repeatable set of rules that enforce effectiveness and accountability. As *Figure 2* illustrates, the team management approach offers an integrated set of practices designed to keep the project on track and deliver the intended outcomes and benefits on time, within budget, and compliant with all of the requirements articulated by the client.



Figure 2: Monitoring Management Approach

Our team’s approach is to respect the history of the project and to foster a deeper understanding, transparency, and candor. The RBG team would carefully listen to the City and BPD perspectives before evaluating and prudently tailoring strategies that take into consideration current internal and external dynamics. Our assessments of challenges and opportunities are efficient and astute. They are delivered in a manner that can be owned by both management and staff.

The RBG team has a history of working effectively with local government leaders as they contemplate transformational activities. Savvy leadership and a commitment to employing the most effective methods and processes must drive organizational change, and the RBG team is exceptionally skilled at monitoring local activities on behalf of the citizens of Baltimore.

Our dedicated team of specialists is ready to participate in real-time discussions with the City, BPD, and the DOJ regarding our approach. Multiple team members have public sector experience and have keen understandings of how to monitor Consent Decrees.

Investment in Regular Outcome-Focused Communications

Too often, communication becomes a compliance concern where reports are provided but there is no meaningful impact on project success. There is simply too much at stake and issues are too complex to not invest in open and regular communication and engagement. The team's communication approach is designed to promote effective and continued engagement with the client. We will communicate on a weekly basis with the BPD and the City and make real-time adjustments to address needs. The team will have access to the contact information for the Engagement Executive so the team can address issues that require immediate attention or support. Sustained two-way communication will enhance the focus, success, and impact of each task order and the project as a whole.

Quality on Cost Optimization Efforts Achieves Results

The RBG's goal is not merely to produce work products within the specified time frame, but also to deliver value that extends beyond the life of a specific task and produces a positive impact. The team's Quality Management professionals (QMPs) are focused on full contractual compliance. They deliver a relentless commitment to continuous improvement and provide the support and outcomes clients require effectively preparing, initiating, and managing their efforts. On an ongoing basis, the team evaluates the effectiveness of its efforts in relation to the broader objectives of the project and specific tasks, identifying opportunities to enhance the value and impact its team delivers.

Not only does the team and its internal and external consulting members have extensive past experience undertaking Consent Decree and law enforcement engagements, they have also distinguished themselves by their sound and innovative approach to complex engagements and activities.

PROJECT MANAGEMENT APPROACH

The management of a project of this size and scope requires a laser-focused approach in order to provide the best possible outcome for the citizens of Baltimore. The RBG team believes the source of any project's success lies in critical early-stage planning and management. By using this approach to project management, the team is able to meet milestones and present deliverables in a timely and efficient manner.

Project Planning

The value of project management processes is evidenced by the fact that projects executed with proper planning and methodologies are most often successful. A systematic approach toward completing a project is essential for achieving good results.

The first stage of the team project management process includes: establishing a schedule for monitoring and milestones; detailing budgeting requirements; arranging project resources; analyzing manpower requirements; and setting up tools to mitigate risks. During this stage, the team is advised of its roles and responsibilities for the proposal cycle.

Project Management Office

The next stage of the project-planning process establishes an onsite Project Management Office (PMO) in Baltimore to centralize and coordinate these efforts. The PMO will be the chief location for weekly briefings and the venue where the consulting staff will work to resolve pertinent issues, explore and define opportunities for organizational efficiencies, and track project performance.

The PMO is at the heart of effective communication and coordination. It serves as the point for disseminating project findings and responding to all issues arising during the course of the proposed engagement.

The RBG Project Executives, who coordinate the work of the entire team and warrant that deliverables come in on time and on budget, will be available at the PMO for a certain percentage of their time. The PMO is the headquarters for ensuring that the team meets the requirements of the organizational efficiency study, expectations are affirmed, and schedules are confirmed.

An integral duty during this stage of the process is the creation of key tools to communicate the daily and landmark activities of the contracting team, as well as its progress. The team will employ Microsoft Project Management tools to task and track project activities. The team will set up a Dropbox account as a central repository for document storage. Dropbox will be available to all onsite personnel and the BPD’s Project Manager.

Additionally, the team’s communications/document/database management staff consultant will be located in the PMO office to sustain communication with BPD’s Project Manager, a critical factor in the success of this proposed project.

Project Execution

Once all the planning is completed, the next stage in the monitoring project life cycle is execution, wherein the deliverables are actually realized. This stage involves coordination of people and utilization of resources to achieve the targets established in the monitoring plan. The Project Executives determine whether methodologies are working and, if not, how to correct course to ensure the team meets established milestones.

The project execution stage includes:

- Management of daily project activities
- Performance of assigned tasks as per the project plan
- Achievement of milestones and deliverables
- Monitoring of performance of project staff
- Maintenance of communication with the BDP and City project managers

Area of Focus	Assigned Team Member(s)
Engagement Executive	Robert C. Bobb
Project Management Co-executives	Ava Bedden Patrick Bobb

<p>A. Policies and Training</p> <ol style="list-style-type: none"> 1. Stops, Searches, and Seizures 2. Discriminatory Policing 3. Use of Force 4. First Amendment 5. Response to Sexual Assaults 6. Supervision, Accountability, and Coordination 	<p>Judge Shira Scheindlin Mark Lomax Margaret Patten Jacqueline Seabrooks</p>
<p>B. Technology and Infrastructure</p>	<p>Robert C. Bobb The RBG Staff The Lawyers' Committee Staff</p>
<p>C. Officer Support</p>	<p>James B. Golden Mark Lomax Jacqueline Seabrooks</p>
<p>D. Judicial Enforceability, Independent Monitoring, and Outcome Measures</p>	<p>Shira Scheindlin Robert C. Bobb The Lawyers' Committee Staff</p>
<p>E. Community Policing and Engagement:</p> <ol style="list-style-type: none"> 1. Community Policing Strategies 2. Strengthen Community Oversight 3. Increase Transparency 4. Community Engagement in the Reform Process 	<p>Robert C. Bobb James B. Golden The Lawyers' Committee Staff</p>
<p>F. Database Collection & Analytics</p>	<p>Dileep Rajan Analyst TBA</p>
<p>G. Budget & Performance Analysis</p>	<p>Nelsie Birch</p>
<p>H. Business Intelligence & Quality Control</p>	<p>Patrick Bobb</p>
<p>I. Community Engagement and Communications Strategy</p>	<p>Sarah Kellogg</p>

Community Engagement

The team recognizes the key role of community engagement in accomplishing the task at hand, and it believes the best way to achieve its mission would be to develop a communications strategy that includes a Steering Committee and dashboard website that reflects the work the monitoring team.

The RBG team will create a Steering Committee made up of key stakeholders to provide oversight and guidance to the monitoring effort. The Steering Committee will include people with substantial law enforcement experience, as well as have deep ties to the City of Baltimore's many communities and neighborhoods.

On the website, the monitoring team would provide updates on the latest news and progress related to the Consent Decree. The website would house archives of the Monitor's reports, recommendations to the Court, key BPD policies, and the like. It also would provide members of

the Baltimore community with information on becoming involved with the process of implementing the Consent Decree.

Prospective additional government (City and Federal) engagement activities include:

- Create and share a monitoring plan during the initial phase of the engagement to set short-term and long-term goals
- Provide weekly updates through written and oral communications to City, BPD, and DOJ state contacts about the status of the monitoring
- Release quarterly reports tracking achievements and opportunities during the engagement
- On an annual basis, host a forum to discuss challenges and successes
- Measure and analyze improvements and provide a dashboard for government officials through the website

Program management strategy

The RBG team's management approach is designed to enhance efforts to effectively plan, manage, and execute change management operations and projects. Our approach delivers a repeatable set of best practices that enforce visibility and accountability, including mechanisms to promote effective governance, increase efficiency of engagements, and strengthen communication.

Our management approach offers an integrated set of practices designed to keep the project on track and deliver the intended outcomes and benefits on time, within budget, and compliant with all of the requirements articulated by you, our client. Our plan is designed to:

- Apply leading best practices consistent with project requirements
- Manage project scope, schedule, and cost, effectively and efficiently
- Use communications and risk management practices that promote project success
- Focus supporting processes on enhancing quality and achieving project objectives
- Transfer knowledge, and create operational capability and value.

Investment in regular outcome-focused communications

Too often, transferring information becomes a compliance concern where strategies and plans are provided, but there is no meaningful impact on monitoring success. There is simply too much at stake, and issues are too complex, not to invest in open and regular conversation. Sustained two-way contact will enhance the focus, success, and impact of each task order, and the project as a whole. Our approach to correspondence is designed to promote effective and continued engagement with you.

The team will connect with BPD and the City on a daily basis and is ready to make real-time adjustments to address your needs. BPD and the City will be provided with access to the contact information for the monitoring project manager and other team members to address issues as they arise and provide immediate support. Meetings involving team members will be documented and distributed to participants in accordance with proper project management principles.

A centralized web-based repository will be setup and maintained by the PMO to house project documentation, meeting minutes, reports, and formal correspondence.

Quality achieves results

The RBG team’s goal is not merely to produce deliverables on time, but also to deliver value and positive impacts that extend beyond the life of the engagement. The team’s Quality Management Lead is focused on full contractual compliance. We are committed to continuous improvement and providing the support and outcomes you require by effectively preparing, initiating, and managing their efforts.

On an ongoing basis, the team evaluates the effectiveness of its efforts in relation to the broader objectives of the project and specific tasks, identifying opportunities to enhance the value and impact our team delivers.

As a partner for this engagement, the team would begin by laying a foundation of mutual understanding with BPD and the City. Our experience has shown us that success hinges on a clear understanding of your objectives and expectations. To achieve this goal, we utilize diverse techniques that have been exceptionally successful in a variety of engagements, including both private and public appointments, including the following.

5.0 POTENTIAL CONFLICTS OF INTEREST

The RBG leadership team does not have any conflicts of interest related to the City, the BPD, or the Justice Department.

Mr. Golden is currently working with Strategies for Youth on a grant awarded by the State of Maryland to develop and implement a customized program to assess police/youth interactions in the City of Baltimore and develop a training curriculum for BPD using the “Policing the Teen Brain” course. If the Team is selected to monitor the Consent Decree Mr. Golden will withdraw from this work.

As part of the Lawyers’ Committee’s work to attack racial discrimination and promote racial justice, it engages in litigation. Sometimes the United States is a party to the litigation (both cases where the United States is on the same side of the litigation or on the opposing side), including cases where the lawyers from the Civil Rights Division represent the United States. The Lawyers’ Committee has not sued the Civil Rights Division in recent years, if ever. The cases it has been involved with where the United States was involved are:

- *Coalition for Equity and Excellence in Maryland Higher Education v. Maryland Higher Education Commission*: It is our belief that this case does not bar our selection because neither the City of Baltimore, its Police Department, or the United States are parties to the case. (*Coal. for Equity & Excellence in Maryland Higher Educ. v. Maryland Higher Educ. Comm’n*, 977 F. Supp. 2d 507, 511 (D. Md. 2013)).
- *Veasey v. Abbott*: It is our belief that this case does not bar our selection because the Lawyers’ Committee and the United States are not in opposition. (*Veasey v. Abbott*, 830 F.3d 216 (5th Cir. 2016), cert. denied, 137 S. Ct. 612 (2017)).

- *Shelby County, Alabama, v. Eric H. Holder*: It is our belief that this case does not bar our selection because the Lawyers’ Committee and the United States are not in opposition. (*Shelby County, Alabama v. Holder*, 43 F. Supp. 3d 47 (D.D.C. 2014)).
- *Northwest Austin Municipal Utility District Number One v. Eric H. Holder*: It is our belief that this case does not bar our selection because the Lawyers’ Committee and the United States are not in opposition. (*Nw. Austin Mun. Util. Dist. No. One v. Holder*, 129 S. Ct. 2504 (2009)).
- *Gonzalez v. Pritzker*: It is our belief that this case does not bar our selection because the officers of the Census Bureau were the defendants in this case, and they have no involvement in this case or matter. (*Gonzalez et al v. Pritzker*, S.D.N.Y., No. 1:10-cv-03105, settlement approved 9/20/16).
- *Common Cause New York et al. v. Board of Elections in the City of New York et al.*: It is our belief that this case does not bar our selection because the Lawyers’ Committee and the United States are not in opposition. (*Common Cause New York et al v. Bd. of Elections in the City of New York et al.*, E.D.N.Y., No. 16-06122 (2017)).
- *State of South Carolina v. Eric H. Holder*: It is our belief that this case does not bar our selection because the Lawyers’ Committee and the United States are not in opposition. (*South Carolina v. Holder*, D.D.C., No. 12-203 (2012)).
- *State of Georgia v. Eric H. Holder*: It is our belief that this case does not bar our selection because the Lawyers’ Committee and the United States are not in opposition. (*Georgia v. Holder*, 748 F. Supp. 2d 16 (D.D.C. 2010)).
- *Florida v. United States*: It is our belief that this case does not bar our selection because the Lawyers’ Committee and the United States are not in opposition. (*Florida v. U.S.*, 820 F.Supp.2d 85 (2011)).
- *League of Women Voters v. Newby*: No United States agency involved in this case would be involved in the consent decree. The defendants – the EAC and its officers – have no relationship to this consent agreement. (*League of Women Voters of United States v. Newby*, 838 F.3d 1 (D.C. Cir. 2016)).
- *Pars v. Trump*: It is our belief that this case does not bar our selection because the government agents who are defendants in the case will have no involvement in this case or matter. (*Pars v. Trump*, D.D.C., No. 17-cv-00255 (2017)).

6.0 BUDGET ESTIMATE

The RBG’s ability to leverage its assets as well as the pro bono assets of the Lawyers’ Committee creates a unique value for our services. (For example, although the Lawyers’ Committee’s 2016 budget was valued at \$8 million dollars, the value of the pro bono in support of its work was more than \$38 million dollars.) For work done by all members of the RBG team, we propose an hourly fee arrangement and payment of direct costs, including travel, technology, and publication expenses, capped at \$1.475 million per year.

Consent Decree Five-Year Project Budget Model

The following tables provide our annual budget for five (5) years. The first three (3) months of the project includes an anticipated staff ramp up, and then a steady state budget for the project duration. The

first month includes development of a dedicated website for the consent decree and then steady state hosting/maintenance for the project duration.

Year 1: 2017 – 2018

Fees Budget	Sep-17	Oct-17	17-Nov	17-Dec	18-Jan	18-Feb	18-Mar	18-Apr	18-May	18-Jun	18-Jul	18-Aug
Monthly Fees:	\$130,000	\$130,000	\$130,000	\$115,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
RBG Team (75%)	\$97,500	\$97,500	\$97,500	\$86,250	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500
Lawyers Committee (25%)	\$32,500	\$32,500	\$32,500	\$28,750	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Contingency	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Expenses Budget												
Monthly Expenses:	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
RBG (75%)	\$4,500	\$4,500	\$4,500	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Lawyers Committee (25%)	\$1,500	\$1,500	\$1,500	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Website (Development & Hosting / Maintenance)	\$7,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Fees & Expenses Budget	\$143,000	\$137,000	\$137,000	\$122,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000
Total Annual Fees & Expenses	\$1,475,000											

Year 2: 2018 – 2019

Fees Budget	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Monthly Fees:	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
RBG Team (75%)	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500
Lawyers Committee (25%)	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Contingency	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Expenses Budget												
Monthly Expenses:	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
RBG (75%)	\$4,500	\$4,500	\$4,500	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Lawyers Committee (25%)	\$1,500	\$1,500	\$1,500	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Website (Development & Hosting / Maintenance)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Fees & Expenses Budget	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000
Total Annual Fees & Expenses	\$1,404,000											

Year 3: 2019 – 2020

Fees Budget	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Monthly Fees:	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
RBG Team (75%)	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500
Lawyers Committee (25%)	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Contingency	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Expenses Budget												
Monthly Expenses:	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
RBG (75%)	\$4,500	\$4,500	\$4,500	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Lawyers Committee (25%)	\$1,500	\$1,500	\$1,500	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Website (Development & Hosting / Maintenance)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Fees & Expenses Budget	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000
Total Annual Fees & Expenses	\$1,404,000											

Year 4: 2020 – 2021

Fees Budget	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Monthly Fees:	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
RBG Team (75%)	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500
Lawyers Committee (25%)	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Contingency	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Expenses Budget												
Monthly Expenses:	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
RBG (75%)	\$4,500	\$4,500	\$4,500	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Lawyers Committee (25%)	\$1,500	\$1,500	\$1,500	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Website (Development & Hosting / Maintenance)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Fees & Expenses Budget	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000
Total Annual Fees & Expenses	\$1,404,000											

Year 5: 2021 – 2022

Fees Budget	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22
Monthly Fees:	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
RBG Team (75%)	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500	\$82,500
Lawyers Committee (25%)	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500
Contingency	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Expenses Budget	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22
Monthly Expenses:	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
RBG (75%)	\$4,500	\$4,500	\$4,500	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Lawyers Committee (25%)	\$1,500	\$1,500	\$1,500	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Website (Development & Hosting / Maintenance)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Fees & Expenses Budget	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000
Total Annual Fees & Expenses	\$1,404,000											

7.0 CLIENT REFERENCES

The following are the client references for The Robert Bobb Group:

The Honorable Douglas Wilder
Former Governor of the Commonwealth of Virginia
Wilder School of Public Policy, Virginia Commonwealth University
(804) 381-4383

The Honorable Anthony A. Williams
Former Mayor of Washington, D.C.
1156 15th Street, NW, Suite 600
Washington DC 20005
(202) 223-4560
awilliams@federalcitycouncil.org

Dr. Natwar Gandhi
Former CFO, Washington, D.C.
(202) 727-0064
ngandi@yahoo.com

Van Marsh
Former Inspector General
Detroit Public Schools
Retired FBI Executive
(303) 903-5728
vmarsh@aol.com

8.0 SELECTED KEY RESUMES

The Robert Bobb Group, LLC



ROBERT C. BOBB
President & CEO

The Robert Bobb Group, LLC
 555 13th Street, NW
 Suite 500-A West
 Washington, DC 20004

Email
bob@robertbobbgroup.com
www.robertbobbgroup.com

Education, Licenses & Certifications

- MS, Business, Western Michigan University, Kalamazoo, MI;
- BA, Political Science, Grambling State University, Grambling, LA;
 - Inductee, Grambling State Hall of Fame (2009)
- Honorary Doctor of Laws Degree, Walsh College;
- Fellow, Broad Foundation Urban Schools Superintendents Academy
- Certificate Program for Senior Executives in State and Local Governments, Harvard University's John F. Kennedy School of Government;

Background

Robert C. Bobb leverages more than 40 years of executive management experience in both the private and public sectors. He is the owner, President and CEO of The Robert Bobb Group, LLC (RBG), a multi-faceted private/public sector consulting firm specializing in: Public and Private Sector Turnaround Consulting and Advisory Services; Financial and Organizational Restructuring; Expert Witness Services; Budget Management Services; Labor Relations; Economic Development Advisory Services; Emergency Planning, Public Safety and Policing, Real Estate and Asset Management Services, Education, Local/State/Federal Government turnaround and contract negotiations. RBG primary objective is to help governments, schools and businesses find financial and operational solutions, greater efficiency and long-term viability.

Recently, Mr. Bobb served as Emergency Financial Manager of the 87,000-student Detroit Public Schools (DPS) from March 2009 through May 2011. Mr. Bobb is the former City Administrator and Deputy Mayor for Washington, D.C. and served as the District of Columbia's Homeland Security Advisor. He managed a workforce of approximately 20,000 employees and an annual budget of \$8 billion dollars. In November 2006 he was elected city-wide as the President of the Washington, D.C. Board of Education and served on the Washington, DC State Board of Education. Mr. Bobb also serves as a member of the Board of the DC Appleseed Center for Law & Justice.

In his first year as the Emergency Financial Manager of DPS he was named the Champion for Children by the Michigan Association of School Administrators, a statewide association which represents the superintendents and first-line administrators of Michigan's local and intermediate school districts. He was recognized as the Michigan Newsmaker of the Year by WXYZ-TV and along with Mayor Dave Bing as Newsmakers of the Year by Crain's Detroit Business. The Detroit Turnaround story has been covered nationally by Time magazine, the Wall Street Journal, the Washington Post, Bloomberg BusinessWeek, the Bond Buyer, the Associated Press, and Education Week. He has appeared on CNN, National Public Radio, and Meet the Press.

Prior to this, Mr. Bobb served as the City Manager of Oakland California and Executive Director of the Oakland Redevelopment Agency; City Manager of Richmond, Virginia; City Manager of Santa Ana, California; and City Manager of Kalamazoo, Michigan. Mr. Bobb holds the distinction of having served on a continuous basis as the longest tenured African-American City Manager/City Administrator in the Nation. He is an expert on issues facing urban government in the realms of education, economic development, community and neighborhood development, municipal budgeting and finances, contract negotiations, public/private economic development opportunities, libraries and recreation facilities, and public safety.

His career of such wide-ranging achievement earned him the prestigious International City/County Management Associations ICMA L.P. Cookingham Award for Career Development and was awarded four ICMA Innovation Awards. He also earned the National Forum for Black Public Administrators (NFBPA) Marks of Excellence Award and is a former President of the NFBPA. By proclamation, former

- Edward A. Wayne Medal in Public Service in Urban Management and Urban Programs for Others to Follow, Virginia Commonwealth University, 1998
- Certified Emergency Manager, State of Michigan

Professional Affiliations

- **DC Appleseed Center for + Law & Justice, Board & Member &**
- **Washington, DC Chamber of Commerce, Board Member**
- **Leadership Greater Washington, Member, Class of 2005**
- **Leadership Metro + Richmond, Class of 1994 &**
- **Oakland African American Chamber of Commerce, Founding President, Oakland, California**
- **National Forum for Black Public Administrators, National President (2001-2003), Member Washington, DC Chapter**
- **National Academy of Public Administration, Elected Fellow (1995), Washington, DC**
- **Thomas Jefferson Program in Public Policy, Former Member, Williamsburg, Virginia**
- **Turn Around Management Association, Member**
- **International City/County Management Association, Member**
- **Phi Beta Sigma Fraternity, Member, Sigma Man of the Year(2009), 100 Most Influential Men in Sigma**

California Governor Gray Davis declared April 11, 2001, "Robert C. Bobb Day" in that state. In September 1993, *City & State Magazine* (now *Governing Magazine*), a periodical for city and state government officials, named Robert Bobb as the "Most Valuable Public Official" among professional managers of the countries local governments. In addition, Mr. Bobb was one of the Grio.com's 100 most influential people in the year 2011 for his work in as the Emergency Financial Manager of the Detroit Public Schools.

Relevant Experience

- **Washington, DC Department of Health Care Finance, Consultant** – Provided medical records management and remediation services
- **Gary, Indiana Housing Authority, Consultant** – Teamed with Econometrica, Inc. to provide asset management and organizational management and restructuring services to the Housing Authority.
- **City of East Point, Georgia, Consultant** – Provided C-suite Interim Management (Interim City Manager, Interim Chief Financial Officer, and Interim Human Resources Director) services to the City of East Point, Georgia
- **State of Louisiana, Consultant** – Teamed with Alvarez & Marsal to conduct comprehensive analysis of State of Louisiana Department of Economic Development
- **Chicago Public Schools, Consultant** – Asset management analysis for the use and/or sale of Chicago Public Schools corporate headquarters. Performed processing of active student financial and business records.
- **State of California Fiscal Crisis & Management Assistance Team (FCMAT), Consultant** – Consulting services for the Inglewood Unified School District including a comprehensive academic and governance reviews.
- **Mammoth Lakes, California, Consultant** – Teamed with Alvarez & Marsal to provide advisory services for the city's Chapter 9 bankruptcy filing
- **Municipal Bankruptcy Financial Restructuring Financial Advisor, Expert Witness** Teamed with Alvarez & Marsal Public Sector Services on behalf of Assured Guarantee Municipal Corporation in the development of financial solvency and operation models, cost cutting recommendations and organizational improvements related to the City of Stockton, CA. Participated in due diligence financial review sessions and developed long term financial plans and models.
- **Expert Advisor to Legal Counsel in Detroit Chapter 9 Bankruptcy Proceeding** RBG was retained by Ballard Spahr, LLP to assist in its lawsuit against the City of Detroit on behalf of municipal bondholders. Specifically, RBG was asked to provide expert information, prepare studies/reports, and review materials related to the case.
- **City of Harrisburg, Pennsylvania, Consultant** – Engaged by Assured Guarantee Municipal Corporation to provide consulting services and advice to the company's Chief Surveillance Officer and Deputy General Counsel in connection with their efforts in seeking to evaluate the current financial state of the City of Harrisburg, PA.
- **City of Richmond Public Schools/Mayor's School Accountability and Efficiency Task Force, Consultant**- Provided consulting services to recommend alternative strategies to reduce the Richmond Public School's fiscal year 2012-2013 proposed budget gap of \$23 million.

- 1914 - 2014
- **The Harvard Club of Washington, DC, Member**
 - **DC Children and Youth Investment Trust Corporation, former Chairman of the Board**

- **Commonwealth of Puerto Rico, Consultant** – Teamed with Alvarez & Marsal to provide advisory services on police/corrections and educational programs.
- **Pittsburgh Public Schools, Consultant** – Teamed with Alvarez & Marsal Public Sector Services to provide budget restructuring initiative and budget and revenue expenditure projection analysis.
- **Government of South Carolina, Consultant** - Teamed with Alvarez & Marsal Public Sector Services to provide budget development for improving financial and operational processes relative to budget, forecasting, and reporting to the State Department of Health and Human Services.
- **City of Jacksonville, FL, Consultant** – co-partnered with Alvarez and Marsal Public Sector Services to review budget operations and organizational design for the new incoming Mayor.
- **Detroit Public Schools, Emergency Financial Manager**, *Detroit, MI. – 2009 – 2011*- Appointed by the Governor of Michigan to serve as the Emergency Financial Manager for Detroit Public Schools, with more than 85,000 students in 172 schools, Robert Bobb implemented a restructuring of the DPS's operations to eliminate a \$305 million legacy deficit and ongoing structural operating deficit, by cutting non-critical spending and creating a more agile system of schools with increased flexibility, creditability and accountability.
- **Public Financial Management, Director, Strategic Consulting Group**, *January 2008 – February 2009.*
- **Washington, D.C. Board of Education, President**, 2007 – 2009 - Elected city-wide as the President of the Washington, DC Board of Education in November 2006 and served as the President of both the Washington, D.C. Board of Education and the Washington, D.C. State Board of Education.
- **Washington, D.C. State Board of Education, President**, 2007 – 2009
- **McFarlane Partners, Consultant**, *October 2006 – May 2007.*
- **Government of the District of Columbia, Deputy Mayor, City Administrator, and District Homeland Security Advisor**, *Washington, D.C., 2003 – 2006.*
- **City of Oakland, City Manager and Executive Director, Oakland Redevelopment Agency, Oakland, California** 1997 – 2003.
- **City of Richmond, Virginia, City Manager**, *July 1986 – November 1997*
- **City of Santa Ana, California, City Manager**, *November 1984 – July 1986*
- **City of Kalamazoo, Michigan**
 - **City Manager, April 1976 – November 1984** %
 - **Acting City Manager, 1976** %
 - **Assistant City Manager, October 1974 – April 1976** %
 - **Assistant Director of Public Utilities, 1972 - 1974** %
- **Aetna Insurance Company, Administrative Manager, 1970-1972**
- **Aetna Insurance Company, Professional Administrative Management Program, 1968 – 1970**
- **Salvation Army North End Corps, Director, Educational Research Center, 1968 – 1969**

Mayoral/Gubernatorial Appointments

- **The Detroit Public School System**
Appointed by the Honorable Jennifer Granholm of Michigan (2009 – 2011)

- *Reappointed by the Honorable Rick Snider of Michigan (March 2011 – May 2011)*
- **Board of Visitors, Virginia Military Institute**
Appointed by the Honorable L. Douglas Wilder, Governor of Virginia (1990 – 1994)
 - *Reappointed by the Honorable George F. Allen, Governor of Virginia (1994 – 1997)*
- **The Virginia State Crime Commission**
Appointed by the Honorable Gerald L. Baliles, Governor of Virginia (1987 - 1990)
 - *Reappointed by the Honorable L. Douglas Wilder, Governor of Virginia (1990 – 1994)*
 - *Reappointed by the Honorable George F. Allen, Governor of Virginia (1994 – 1997)*
- **The Commission on Parole Abolition and Sentencing Reform**
Appointed by the Honorable George F. Allen, Governor of Virginia (1994 – 1997)
- **The Virginia Criminal Sentencing Commission**
Appointed by the Honorable George F. Allen, Governor of Virginia (1994 – 1997)
- **Harvard University John F. Kennedy School of Government: Executive Session on Policing and Public Safety, 1985 - 1991.**
- **State of Michigan Legislature House and Senate Concurrent Resolution No. 645 Tribute in "Resolution of Exemplary Services as Kalamazoo City Manager", 1984**
- **The Task Force on State Penitentiary Removal from the City of Richmond**
Appointed by the Honorable Gerald L. Baliles, Governor of Virginia (1987 - 1990)
- **The Commission on Prison Overcrowding Advisory Council**
Appointed by the Honorable Gerald L. Baliles, Governor of Virginia (1987 - 1990)
- **The Dillon Rule Study Commission**
Appointed by the Honorable L. Douglas Wilder, Governor of Virginia (1990 – 1994)
- **The Joint Subcommittee to Study Cost-Effective Measures**
Appointed by the Honorable L. Douglas Wilder, Governor of Virginia (1990 – 1994)

Mayoral/Gubernatorial Appointments

- **The Grios.com Top 100 Most Influential People in Education, 2011**
- **Phi Beta Sigma Social Action Award, Sigma Man of the Year**
- **Inducted into the Grambling State University Hall of Fame, 2009.**

- **Life Member of the National Association for the Advancement of Colored People.**
- **10 Most Influential African Americans in the Bay Area Public Service Award**
City Flight News Magazine, January, 2003
- **30 Years of Public Service Award**
International City/County Management Association, 2002
- **National Public Service Award**
Conference of Minority Public Administration, 2000
- **Neighborhood Teams Founder's Award, A Guiding Force Behind its Creation**
City of Richmond, 1999
- **Edward A. Wayne Medal in Public Service in Urban Management and Urban Programs for Others to Follow**
Virginia Commonwealth University, 1998
- **L.P. Cookingham Award for Career Development**
International City Management Association, 1997
- **Marks of Excellence Award**
National Forum for Black Public Administrators, 1997
- **The National Academy of Public Administration**
Elected Fellow, 1995
- **Most Valuable Public Official in the Nation Award**
City and State Newspaper, 1993
- **Innovation Award for Public Safety**
International Management Association, 1991
- **Innovation Award for Employee Excellence**
International City Management Association, 1990
- **Manager of the Year**
International Management Council, Richmond Chapter, 1987 – 1988
- **Legislative House and Senate Concurrent Resolution No. 645 Tribute "Recognition of Exemplary Services" as Kalamazoo City Manager**
State of Michigan Legislature, 1984

STROOCK

SHIRA A. SCHEINDLIN

OF COUNSEL, NEW YORK



Contact Information

Tel: (212) 806-5660
 Fax: (212) 806-6006
 sscheindlin@stroock.com

Practice Group

Litigation

Education

J.D., *cum laude*, Cornell Law School, 1975

M.A., Columbia University, 1969

B.A., University of Michigan, 1967

Former United States District Court Judge Shira A. Scheindlin is a member of the Litigation Practice Group and serves as an arbitrator/mediator under the auspices of JAMS.

Judge Scheindlin, who was appointed to the bench in 1994 by President Bill Clinton, has presided over numerous criminal and civil cases during her 22-year tenure with the Southern District of New York. Among many important cases, her opinions in electronic case management are recognized as case law landmarks, and she is the co-author of the first casebook on electronic discovery. Judge Scheindlin previously served as an Assistant United States Attorney for the Eastern District of New York, a Magistrate Judge in the Eastern District of New York and General Counsel for the New York City Department of Investigation. Earlier in her career she spent many years in private practice, including a stint as a litigation associate at Stroock.

Judge Scheindlin is a frequently published author and lecturer and has been an adjunct professor for more than 30 years, teaching at Brooklyn and Cardozo Law Schools. She has also served on several committees of the Association of the Bar of the City of New York and is a former chair of the Commercial and Federal Litigation Section of the New York State Bar Association.

Honors and Awards

- ! David G. Trager Award, Eastern District U.S. Attorney's Office, 2016
- ! Stanley Fuld Award for Contributions to Commercial Litigation, New York State Bar Association, 2014
- ! Jurist of the Year, New York Criminal Bar Association, 2014
- ! Judicial Recognition Award, National Association of Criminal Defense Lawyers, 2008
- ! William Nelson Cromwell Award for Outstanding Public Service, New York County Lawyers' Association, 2007
- ! Edward Weinfeld Award for Distinguished Contributions to the Administration of Justice, New York County Lawyers' Association, 2005
- ! William J. Brennan Award, New York State Bar Association, 2003

STROOCK '

SHIRA A. SCHEINDLIN

Memberships

- Member, Standing Committee on the American Judicial System, American Bar Association, 2012-present
- Member, Advisory Council, Cornell Law School
- Member, New York State Bar Association
- Member, Federal Bar Council
- Member, New York County Lawyers' Association
- Member, Council on Judicial Administration, Association of the Bar of the City of New York
- Board of Directors, Justice Resource Center (Mentor)
- President's Council, Good Shepherd Services
- Judicial Advisory Board, The Sedona Conference

Speeches and Events

Judge Scheindlin is a frequent lecturer at colleges, university law schools and bar associations:

- Columbia University Law School
- Cornell Law School
- Fordham Law School
- Georgetown Law School
- Princeton University
- Stanford Law School
- UCLA School of Law
- University of Chicago Law School
- University of Pennsylvania School of Law
- Yale Law School

Publications

- Co-author, "Electronic Discovery and Digital Evidence in a Nutshell," *West Academic Publishing*, 2009; Second Edition, 2016
- Co-author, "Electronic Discovery and Digital Evidence, Cases and Materials," American Casebook Series, *West Academic Publishing*, 2008; Second Edition, 2012; Third Edition, 2016

- "Random Thoughts of a Federal District Judge, Fourth Annual Institute for Investor Protection Conference: The New Landscape of Securities Fraud Class Actions," *Loyola University Chicago Law Journal*, Spring 2015, Vol. 46, No. 3
- "Big Data and Privacy: Finding the Balance," *New York Law Journal*, February 10, 2014
- Co-author, "Criminal Law Catches Up: New ESI Guidelines Issued," *New York Law Journal*, February 29, 2012
- "The Future of Litigation," *New York Law Journal*, February 5, 2010
- Co-author, "Sanctions in Electronic Discovery Cases: Views from the Judges," *78 Fordham L. Rev.* (2009)

Admitted to Practice

New York

Resume
JERRY ALTON OLIVER SR
May 2017

CONTACT DATA:

E-mail: jerry.oliver@asu.edu
Phone: 602 705 2551

EDUCATION:

Master's Degree in Public Administration (Public Finance Emphasis)
Arizona State University 1988

Bachelor of Science Degree
Arizona State University
Major: Criminal Justice
Minor: Sociology

Associate of Art Degree
Phoenix College

Additional Graduate Studies in Criminal Justice
Higher and Adult Education Ph.D.
Candidate at A.S.U.

CAREER EMPLOYMENT HISTORY:

Professor of Practice, Arizona State University, School of Public Programs -Current.
Policy Advisor- Center for Alcohol Policy, Alexandria, Virginia, 2006-Present
Principal-Ruckus Struckinson LLC Public Safety and Alcohol Policy Consulting
Governor's Appointment, Director, Arizona Department of Liquor Licenses and Control-2006
Governor's Appointment, Deputy Director, Arizona Department of Administration
Appointed Special Policy Advisor, Arizona Attorney General: June 6, 2004
Appointed Police Chief, Detroit Police Department: February 4, 2002 to January 2004
Appointed Police Chief, Richmond Police Department: May 1, 1995
Appointed Police Chief, City of Pasadena Police Department: July 1, 1991
Appointed Director of Drug Policy: April 30, 1990
Retired Phoenix Police Department, Assistant Chief: April 18, 1990

HONORS AND AWARDS:

- Paul Harris Fellow – Rotary International
- International Association of Chiefs of Police – **Motorola Webber Seavy Award for Policing Excellence**
- Criminal Justice Achievement Award
- The Quill & Badge Award for Excellence in Communication
- Alpha Kappa Alpha Sorority, Inc. – **Citizen of the Year Award**
- Richmond Style Magazine 1999 – **Richmonder of the Year Award**

RESUME (continued)
JERRY ALTON OLIVER, SR

- * Law Enforcement News – Person of the Year Award – 2000
- Medal of Meritorious Service – City of Richmond
- National Organization of Black Law Enforcement’s President Award 1998–99
- Administrator of the Year – City of Richmond - 1996-97
- Recipient of Veterans of Foreign Wars – J. Edgar Hoover Award – 1989
- Hall of Fame Inductee, A.S.U. College of Public Programs, Alumni Association – 1988
- National Association of Community Leadership
- Organization Distinguished Leader Award – 1987
- Pasadena NAACP Image Award-Community Service

PAST COMMUNITY MEMBERSHIPS:

- Phoenix Rotary 100 Centennial President, 2013-2014
- President PUHSAA Board 2014-Present
- Greater Phoenix YMCA Metro Executive Board- 2011
- Police Security Chair, Super Bowl XL Committee, Detroit Police Chief
- Virginia Community Policing Institute – Board of Directors
- Police Executive Research Forum- Board of Directors
- National Criminal Justice Association – Executive Board
- Sigma Pi Phi Fraternity – Honor Society
- Mountain Park Community Church Board of Servant Leaders

ARTICLES AND PUBLICATIONS:

Numerous published articles, Op-eds, news features in major professional journals, bulletins and daily newspapers on community policing, urban Governance and other police-public sector management issues of merit...Certainly available upon request.

PERSONAL DATA:

Military: Veteran – Honorable Discharge, U.S. Navy
 Marital Status: Married – Felicia M. Oliver
 Children: Joshua Oliver, Jacob Oliver, Jordan Oliver, Hope S. Lewis, Jerry A. Oliver, II

Jerry holds a Master’s Degree in Public Administration, emphasis on Public Finance and a Bachelor of Science Degree in Criminal Justice from Arizona State University. He is an honorably discharged veteran of the United States Navy.

Chief Oliver was inducted into the ASU College of Public Programs Distinguished Alumnus Hall of Fame ! in November 1988. !

Jerry is married to Felicia M. Oliver and has five children. !

James B. Golden, Jr. is a partner of the ADG Law Enforcement Training Group, LLP.

ADG offers a range of management consulting services to communities and police departments seeking to build trust and strengthen the relationship between police officers and the citizens they are sworn to serve and protect. With more than 100 years of police executive and leadership experience, the partners of ADG are uniquely qualified to assist communities across the country in shaping a new direction that engages citizens in a real partnership with their police departments to identify and solve problems at the neighborhood level. This community-oriented policing strategy has been highly effective in reducing crime and raising the level of public safety in cities where the ADG principals have served as chief police executives.

As a training consultant for Strategies for Youth, Inc. (SFY), a Cambridge, MA nonprofit organization devoted to improving police/youth interactions and advancing the cause of training public safety officers in the science of child and youth development and mental health, Mr. Golden has served as a presenter for SFY's 'Policing the Teen Brain' training program in cities across America, including Omaha, NE, Spokane, WA, Santa Ana, CA, San Francisco, CA and Baltimore.

Mr. Golden has worked in law enforcement for more than 40 years, and was appointed Trenton, New Jersey's first civilian Police Director in 2000. He began his career in the Philadelphia, PA Police Department where he held the ranks of police officer, corporal, sergeant, lieutenant and captain, and served as the department's Executive Officer from 1992 until his retirement in 1996. In Trenton, he set a new strategic direction for community-based policing, working in a true partnership with citizens to reduce the fear and incidence of crime. He re-engineered the department in a way that enabled police officers and citizens to identify and solve problems at the neighborhood level. This strategy led to a reduction in serious crime throughout the city. Prior to Trenton, he served as the first African-American chief of police for the City of Saginaw, Michigan.

In 2002, Mr. Golden was appointed by the U.S. Secretary of Transportation to serve as the first Federal Security Director at Philadelphia International Airport. In the roll-out of this brand new federal security agency, he hired and led a staff of more than 800 employees, and was directly responsible for a full range of federal aviation security, including passenger and baggage screening, regulatory compliance, and law enforcement.

In 2005, he was appointed to the School District of Philadelphia as the Chief Safety Executive, leading a staff of more than 700 employees who were responsible for creating and sustaining a safe learning environment for 200,000 students and staff. He retired from the School District in 2010.

In 2013-14, Mr. Golden led the Trenton Forward Election Committee as a candidate for Mayor in Trenton's municipal election. Despite never having run for political office, in a field of six candidates in the non-partisan election, he earned 1,500 of the 10,000 votes cast, missing the

runoff election by 600 votes. His extensive background in municipal government, and proven record of achievement in raising the level of public safety in several jurisdictions, including Trenton, were key pillars of his campaign.

Mr. Golden holds a Bachelor of Science degree in management from Philadelphia University and has completed graduate courses in management at the University of Virginia at Quantico. He is a graduate of the FBI National Academy, the Senior Management Institute for Police at the Police Executive Research Forum and Harvard University, and the Temple University Public Service Management Institute.

Mr. Golden is a life member of the International Association of Chiefs of Police (IACP), and a member and Past President of the National Organization of Black Law Enforcement Executives (NOBLE). He currently serves as vice-chairman of the board of trustees for Crime Stoppers of Greater Trenton, and is a former member of the Human Rights Committee of SERV Behavioral Health System, Inc. in Ewing, NJ, and a former member of Princeton Community Church where he previously served on the PCC Leadership Team.

Mr. Golden and his wife, Victoria, are natives of Philadelphia, PA, and have recently relocated to central Delaware. They have three daughters, two sons-in-law, and five grandchildren.

MARK E. LOMAX, MBA, M.S.

P.O. Box 356
Warrington, PA 18976
Office – 888-552-6237
Cell - 570-337-3497
mark.lomax@lancercobbs.com

QUALIFICATIONS

Law Enforcement ~ Business Management ~ Non-Profit Organizations ~ International Relations

Results-driven, internationally recognized professional with a unique background in law enforcement, international client relations, and business management. Currently, CEO of international business consulting firm. Previously, Executive Director/CEO of an international non-profit law enforcement association with over 40,000 members. Prior, served as a program manager for United Nations Mission in Liberia, West Africa. Managed training programs for 20,000-member international non-profit association. Directed Master of Business Administration program at *Eastern University*. Twenty-seven (27) years of law enforcement experience with the *Pennsylvania State Police*. Hands-on experience managing budgets, strategic business planning and team leadership. Strong communicator with ability to mediate groups and problem solve with precision.

PROFESSIONAL EXPERIENCE

LANCER COBBS

Warrington, Pennsylvania

2017 - present

CEO

- Provide consulting services for U.S. and international governments, businesses, and non-profit organizations.
- Specializing in leadership, business management, strategic planning, systems review, media/public relations, rule of law, tactical operations, use of force, law enforcement policies, and police training/education.
- Experienced with over 10,000 hours in employee assistance consultation, stress management training, and police support services.

NATIONAL TACTICAL OFFICERS ASSOCIATION (NTOA),

Doylestown, Pennsylvania

2011-2017

Executive Director/CEO

- Oversaw international nonprofit association representing over 40,000 members of the law enforcement special operations community.
- Reported to a Board of Directors, planned and directed the administrative, operational, and fiscal activities of ten (10) headquarters staff.
- Served as representative of the association during conferences, committee meetings, and coordinated efforts with other like organizations and government agencies.
- Principal liaison to the Department of Justice, Department of Homeland Security, Department of Treasury, Department of Defense, and White House.
- Served as Association's legislative advocate on Capitol Hill.
- Oversaw multi-million-dollar budget. Increased revenues by 50%.

PROFESSIONAL EXPERIENCE

(Continued)

UNITED NATIONS MISSION IN LIBERIA (UNMIL), Monrovia, Liberia 2010-2011

Program Manager – Emergency Response Unit (ERU) and Police Support Unit (PSU)

- Provided administrative and operational consultation to the ERU, Liberia’s special tactical unit, and the PSU, Liberia’s crowd control/security unit in preparation for the National Presidential Election.
- Advised and consulted with the Inspector General of the Liberian National Police, the United Nations (UNMIL) Police Commissioner, the US Embassy, and the U.S. State Departments’ Bureau of International Narcotics and Law Enforcement.
- Oversaw the selection, vetting, and training of persons selected for the ERU and PSU in accordance with the US Leahy Law.
- Managed and directed the United Nations ERU and PSU police advisors/trainers, consisting of three (3) team leaders and twenty-four (24) police advisors/trainers, representing fourteen (14) countries.
- Conducted briefings to senior visiting officials of US and international governments,
- Facilitate the acquisition over six million dollars in equipment and uniforms for units.

THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP),
Alexandria, Virginia

2009-2010

Manager, Center for Police Leadership and Training

- Managed \$1.5 million budget, directed training /leadership development programs, and provided international training consultation for organization with 20,000 members worldwide.
- Ran three-tiered training program for members covering tuition-based programs delivered onsite, a three-week executive leadership program, and newly launched distance learning program.
- Managed 40+ adjunct instructors.
- Consulted with and briefed international law enforcement executives and senior U.S. government officials on police training programs.
- Managed and directed e-learning program.
- Served as Staff Liaison to Civil Rights Committee and Diversity Coordinating Panel.
- Developed and introduced Association’s first online digital training catalog.

EASTERN UNIVERSITY, St. Davids, Pennsylvania

2003-2009

Interim MBA Management Program Director (2008-2009)

- Managed 60+ adjunct faculty members and oversaw more than 200 MBA graduate students within School of Management Studies.
- Facilitated adjunct faculty hiring and scheduling.
- Advised and supported enrollment management by developing and implementing enrollment strategies.

Senior Affiliate Faculty (2003-2009)

- Developed course curriculum and instructed undergraduate and graduate courses in business management, healthcare management, organizational leadership, business ethics, strategic marketing, human resource supervision, research design, strategic planning, and general business courses.
- Served as a New Venture Project Advisor for MBA students.

PROFESSIONAL EXPERIENCE

(Continued)

PENNSYLVANIA STATE POLICE, Hershey, Pennsylvania 1981-2008

Director, Bureau of Training and Education – Major (2006-2008)

- Directed Basic Training, Advanced/Regional Training, Employee Training, and Professional Development for more than 6,300 personnel.
- Directed Department's Community Services Program, Video Unit, Mounted Unit, & Ceremonial Unit.
- Coordinated construction of a \$7.6 million Police Driver Training Facility and construction of a \$500,000 state of the art police skills scenario training facility.
- Chaired committee to review and recommend recruiting, testing, and training procedures for troopers.

Commanding Officer – Captain (2003-2006)

- Led field operations of seven Stations and a Troop Headquarters operating in nine counties covering over 6,500 square miles.
- Commanded 296 personnel; worked with media, community, and state and federal organizations.

Administration Division Director– Captain (2002-2003)

- Managed administration division of the Bureau of Drug Law Enforcement, including human resources, budgeting, fleet management, acquisitions and inventory.
- Trained and monitored 145 undercover personnel; supervised a \$2 million forfeiture account.

Previous Experience from 1981 – 2002: Progressed through the ranks of Trooper to Lieutenant, specialized in undercover/covert operations.

PROFESSIONAL & VOLUNTEER ACTIVITIES

International Critical Incident Stress Foundation, **Member** (2017 – present)

Association for Comprehensive Energy Psychology, **Board of Directors** (2017 – present)

National Native American Law Enforcement Association, **Member** (2015 – present)

American Society of Association Executives, **Member** (2014 – present)

Police Executive Research Forum (PERF), **Member** (2013 – present)

Airborne Law Enforcement Association, **Member** (2013 – present)

Association for Unmanned Vehicle Systems International, **Member** (2013 – present)

New England Tactical Officers Association, **Member** (2013 – present)

International Association of Bomb Technicians & Investigators, **Member** (2012 – present)

California Association of Tactical Officers, **Member** (2012 – present)

Pennsylvania Tactical Officers Association, **Member** (2012 – present)

International Association of Emergency Managers, **Member** (2012 – present)

The National Drug Court Institute, Law Enforcement Advisory Committee, **Member** (2010)

National Institute of Justice, **Peer Reviewer** (2010 – present)

The National Sheriffs' Association, **Member** (2010 – present)

International Police Training and Consulting Services, **Certified Trainer** (2010 – present)

International Law Enforcement Educators and Trainers Association, **Member** (2010 – present)

National Association of Field Training Officers, **Member** (2010 – present)

Hispanic American Police Command Officers Association (HAPCOA) **Member** (2009 –present)

Vidocq Society (VSM), **Member** (2007 – present)

Mental Health Task Force of the Pennsylvania Commission for Justice Initiatives, **Co-Chair** (2006-2007)

PROFESSIONAL & VOLUNTEER ACTIVITIES

(Continued)

MADD, Pennsylvania/New Jersey Chapter, **Board Member** (2006-2007)
 Anti-Violence Partnership of Philadelphia (AVP), **Elected Officer – President** (2005-2007)
 Lycoming County (PA) Criminal Justice Advisory Board, **Board Member** (2003-2006)
 North Central (PA) Counter-Terrorism Task Force, **Member** (2004 – 2006)
 Little League World Series Joint Security Task Force, **Member** (2003 – 2006)
 Delta Mu Delta National Business Administration Honors Society, **Member** (2002-Present)
 Pennsylvania Chief of Police Association, **Member** (2002-2004)
 International Association of Chiefs of Police (IACP), **Member** (2002-Present)
 IACP Children of Arrested Parents Focus Group, Member (2013 – present)
 IACP Children Exposed to Violence Advisory Working Group, Member (20013 – present)
 National SWAT Study Advisory Board, Member (2013 – present)
 National Association of Blacks in Criminal Justice, **Member** (2001-2004)
 Association of Certified Fraud Examiners, **Member** (2001-2003)
 American Society for Industrial Security, **Member** (2001- present)
 FBI National Academy Associates, **Member** (2000-Present)
 Pennsylvania State Guardians, Inc., **Executive Director** (1998-2000) & **Member** (1982-2008)
 National Organization of Black Law Enforcement Executives (NOBLE) Member (1998 – present)
 Constitution/Bylaws Committee (2000-2002) & **Education and Training Committee** (2009-2011)
 Pennsylvania Narcotics Officers Association, **Member** (1997-2004)
 Psi Chi National Psychology Honors Society, **Member** (1991-Present)
 National Black State Troopers Coalition, **Member** (1985-2008)

PRESENTATIONS

Speaker: “Keeping our Schools and Communities Safe”, C.O.A.C.H. Hope Association Workshop, Morehead City, NC (September 17, 2016).

Speaker/Panelist: Special Weapons and Tactics Teams: Highlights of National SWAT Study, International Association of Chiefs of Police (IACP) 2015 Conference, Chicago, IL (October 26, 2015).

Speaker: “21st Century Leadership”, Utah Chiefs of Police Association 2015 Conference, St. George, Utah (March 25, 2015).

Speaker/Panelist: Safeguarding Children at the Time of Parental Arrest, International Association of Chiefs of Police (IACP) 2014 Conference, Orlando, FL (October 26, 2014).

Speaker/Panelist: Special Weapons and Tactics Teams: Perceptions versus Reality, International Association of Chiefs of Police (IACP) 2014 Conference, Orlando, FL (October 25, 2014).

Panelist: National Policy Summit on Police-Community Relations, International Association of Chiefs of Police, Orlando, FL (October 23, 2014).

Speaker/Panelist: Do American Police Departments Need Military Weapons from the Pentagon?, The Cato Institute, Washington, DC. (September 12, 2104).

“Oversight of Federal Programs for Equipping State and Local Law Enforcement,” written and oral testimony before US Senate Committee on Homeland Security and Government Affairs, (September 9, 2014).

“The Department of Defense Excess Property Program in Support of U.S. Law Enforcement Agencies: An Overview of DOD Authorities, Roles, Responsibilities, and Implementation of Section 1033 of the 1997 National Defense Authorization Act,” written and oral testimony before US House Armed Services Committee, Subcommittee on Oversight and Investigations, (November 13, 2014).

Speaker: “2011 Liberia Riot – Lessons Learned”, 2013 International Law Enforcement Forum Workshop, State College, PA (April 16, 2013).

Speaker/Presenter: “SWAT Standards”, 9th Annual International Symposium for Best Police Practices, Dubai, UAE (April 10, 2013).

Keynote Speaker: “Leading Specialized Units,” California Tactical Officers Association (CATO) 2012 Annual Conference, Santa Barbara, CA (November 26, 2012).

MYESHA K. BRADEN

EXPERIENCE:

THE LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW

Acting Director, Criminal Justice Project

April 2017 – Present

Lead the Committee's efforts to mobilize the private bar in the fight against mass incarceration and to secure equal justice and criminal justice reform through impact litigation, public education, programming, and policy advocacy. Oversee the Committee's strategic litigation designed to: 1) prevent the overuse of pretrial detention and the imposition of excessive bail without individualized hearings; 2) challenge jurisdictions which effectively deny indigent criminal defendants with their constitutionally protected right to counsel; 3) eliminate debtors' prisons and the unconstitutional jailing of indigent defendants; and 4) challenge chronic, inhumane, and degrading conditions in our nation's prisons. Collaborate with the Committee's Stop Hate Project to develop strategic partnerships with community organizations representing LGBT, Muslim, Jewish, immigrant, African American, and other communities, as well as with police leadership organizations, to prevent and respond to hate crimes and hate incidents. Support the efforts of the Committee's Public Policy Project to address and reform unconstitutional policing practices.

CIVIL RIGHTS DIVISION, UNITED STATES DEPARTMENT OF JUSTICE

Trial Attorney

Criminal Section

June 2008 - July 2012; August 2013 – May 2014; April 2015 – Present

Led teams of attorneys and Federal agents to investigate and prosecute criminal violations of federal civil rights laws; including hate crimes, police misconduct, interference with federally protected activities and human trafficking. Conducted federal grand jury investigations and represented the United States as lead counsel during federal jury trials, oral arguments and pre-trial hearings. Presented training to federal, state and local law enforcement agents concerning executive of federal criminal civil rights laws. Built prosecutorial capacity and strengthened relationships with the 93 U.S. Attorney's Offices by providing advice, technical assistance and case-based mentoring to federal prosecutors concerning human trafficking and related crimes. Participated in policy development and prepared special projects on behalf of the Human Trafficking Prosecution Unit (HTPU). Represented HTPU during intra-agency planning for development of the National Human Trafficking Strategy. Worked within the Concept Lab, the Division's innovation program, to develop a Trial Coaching Project. Served as an appointed member of the Attorney General's Advisory Committee on the Employment of Persons with Disabilities.

Attorney General's Distinguished Service Award – October 2011

Legislative and Policy Counsel Policy and Strategy Section August 2012 – August 2013

Detailed from the Criminal Section to assist in establishing the new Section. Collaborated with fellow policy counsels to create the Section’s inaugural Strategic Action Plan and developed performance work plans for future policy counsels, policy assistants and administrative assistants. Served as lead policy counsel for matters involving the Violence Against Women Reauthorization Act of 2013 (“VAWA”) and development of the Attorney General’s Smart on Crime Initiative. Served as Chair of the Federal Interagency Reentry Council’s Collateral Consequences Working Group. Developed and organized the Division’s Women’s Rights and LGBT outreach meetings. Prepared briefing memoranda and drafted testimony, speeches and talking points for senior leadership offices.

EXECUTIVE OFFICE OF THE PRESIDENT OF THE UNITED STATES

Senior Policy Advisor

White House Domestic Policy Council & Office of National Drug Control Policy

May 2014 – March 2015

Detailed from the Department of Justice to develop and promote implementation of a broad range of criminal justice reform and civil rights policies. Advanced development and expansion of the Curb Cuts to the Middle Class Initiative, a federal interagency initiative focused on increasing equal employment opportunities and financial independence for individuals with serious disabilities. Spearheaded planning for the 2015 White House Summit on Disability and Employment and the 2014 White House Conference on Children of Incarcerated Parents. Engaged academics, law enforcement officials and civil rights stakeholders to inform development of White House policy recommendations in the wake of unrest in Ferguson, Missouri. Coordinated the Administration’s multi-agency review of federal programs that provide equipment and weapons to law enforcement agencies, which culminated in President Obama’s signing of Executive Order 13688, “Federal Support for Local Law Enforcement Equipment Acquisition.” Collaborated with the Council on Women and Girls to develop a strategy and platform for promoting equity and empowerment for women and girls of color. Reviewed, edited and provided comments on all Congressional legislation and federal agency regulations involving the National Drug Control Strategy, juvenile justice, disability rights, criminal justice reform, voting rights, and environmental justice. Drafted briefing memos, speeches, talking points and blog posts for Senior Administration officials.

CRIMINAL DIVISION, UNITED STATES DEPARTMENT OF JUSTICE

Trial Attorney

Child Exploitation & Obscenity Section

April 2004-June 2006; November 2006-June 2008

Led teams of attorneys, Federal agents, legal support staff and victim services professionals to investigate and prosecute criminal violations of federal laws related to child pornography, the prostitution of children, extra-territorial sexual exploitation of children, international parental kidnapping and obscenity. Advanced expansion of the Department’s Innocence Lost Initiative by developing proposals for federal and local prosecution policies, legislation, and best practices for preventing domestic minor sex trafficking. Developed a successful proposal for establishing a

Child Exploitation Unit within the D.C. Metropolitan Police Department's (MPD) Youth and Family Services Division, which now operates as the Internet Crimes Against Children Unit. Collaborated with the United States Attorney's Office, MPD and the Polaris Project to establish the Washington D.C. Human Trafficking Task Force. Developed and implemented training protocols for state, federal and international prosecutors, investigators and government officials engaged in combating Internet crimes against children, commercial sexual exploitation of children, international sex tourism and human trafficking. Represented the United States and the Department of Justice as a panelist/presenter at several national and international conferences. Published an article, "Providing Victim-Centered Services to Prostituted Youth," United States Attorneys' USA Bulletin, Vol. 54 No. 7 (November 2006).

National Crime Victims' Rights Service Award - April 2007

**Intermittent Legal Advisor (ILA) for Human Trafficking - Indonesia Office of Overseas Prosecutorial Development, Assistance and Training
June 2006-November 2006**

Detailed to the Embassy of the United States to the Republic of Indonesia to coordinate United States Government efforts to increase the country's capacity to address human trafficking crimes. Executed a program budget of \$250,000 and managed three person staff focused on engaging Indonesian government officials and civil society stakeholders to increase political will and build public support for passage of the Law on the Eradication of Criminal Acts of Human Trafficking (PTPPO), the Republic of Indonesia's first comprehensive anti-trafficking legislation. Reviewed the Republic of Indonesia's existing child and labor exploitation statutes and analyzed proposed anti-trafficking legislation to suggest improvements and promote consistency with United States Government standards and international best practices. Coordinated with the Republic of Indonesia's State Ministry of Women's Empowerment to sponsor public hearings on the PTPPO, featuring testimony from representatives of the four basic sectors of Indonesian civil society. Established and implemented the ILA's Colloquium Series, an outreach and training program for prosecutors, judges and NGOs designed to expand the capacity of stakeholders to address human trafficking and child exploitation crimes and generate "buy-in" for forthcoming institutional changes.

**ENVIRONMENT & NATURAL RESOURCES DIVISION, UNITED STATES
DEPARTMENT OF JUSTICE**

Trial Attorney

Natural Resources Section

June 2001 – April 2004

Led defensive litigation against challenges to administrative decisions concerning federal land, resource, and ecosystem management projects. Conducted motions practice, oral arguments and depositions in litigation involving challenges to 5th Amendment takings of private property. Represented the United States as lead counsel during hearings on motions for preliminary injunctions and during trials on the merits of permanent injunctions. Assisted the Environmental Enforcement Section with document review, expert consultation and witness interviews during

consideration of an environmental justice complaint resulting from remediation efforts at a Superfund site.

**FAMILY SERVICES DIVISION, OFFICE OF THE CORPORATION COUNSEL FOR
THE DISTRICT OF COLUMBIA**

Assistant Corporation Counsel

Abuse and Neglect Section

July 1999 – June 2001

Prosecuted civil child abuse and neglect matters. Represented the District of Columbia's interests during mediations and hearings on permanency planning, educational placement, rehabilitative services and access to public benefits for children within the District's foster-care system. Provided advice and counsel to officials of the D.C. Child and Family Services Agency to ensure compliance with court orders, the Adoption and Safe Families Act and the Individuals with Disabilities Education Act. Created and implemented a protocol for management of a special case docket-providing resettlement and foster care services to non-U.S. citizen children through the Unaccompanied Refugee Minor Program. Published a chapter, "Child Abuse & Neglect," District of Columbia Practice Manual, 9th ed. (2000).

EDUCATION:

Tulane University School of Law, New Orleans, LA

Juris Doctor, Environmental Law Certificate, Order of Barristers May 1998

Southern University and A&M College, Baton Rouge, LA Bachelor of Science in Urban Forestry

December 1994