Whiteford, Taylor & Preston LLP

Response to

Request for Monitor Applications

Pursuant to Consent Decree Entered April 7, 2017

Regarding the Police Department of Baltimore City

Submitted by: Thurman W. Zollicoffer, Jr., Partner
Whiteford, Taylor & Preston LLP
7 Saint Paul Street
Baltimore, MD 21202-1636
Phone: 410.347.9453
tzollicoffer@wtplaw.com

I. Executive Summary

"The Parties recognize that constitutional and effective policing are interdependent, and rely on a strong partnership between the police department and the communities that it serves."
- Consent Decree, ¶6

The Baltimore Police Department Consent Decree presents a once in a generation opportunity to institutionalize lawful and effective policing for the benefit of all who live in, work in and visit Baltimore. The terms of the Consent Decree require BPD to engage the diverse community with strategies and practices that build upon a foundation of constitutional values and requirements to reduce unprecedented levels of crime in Baltimore. To achieve anything less than successful implementation is to risk wasting not only time and money but a hard-won opportunity for lasting change.

Whiteford Taylor Preston proposes a locally-based, nationally experienced Monitoring Team.

Our proposed Monitor Thurman Zollicoffer, Jr., and attorney team members have decades of legal and community service to the people, neighborhoods, communities and leading organizations of Baltimore.

Our policing and subject matter experts have earned national recognition solving – and empowering others to solve – problem sets similar to those identified in the Consent Decree, while reducing crime in large and diverse jurisdictions.

Our strategy is designed to help BPD achieve compliance with the Consent Decree in the shortest amount of time and for the least amount of money possible.

Our work plan is predicated on automating the production of evidence and intelligence*;* applying clear and consistent methods, metrics and standards; and offering constructive technical assistance.

Our experience in criminal justice generally, and in Baltimore specifically, makes us uniquely qualified for, and committed to, the work required to achieve a vision for lawful and effective policing in Baltimore.

As long-term stakeholders in Baltimore and practitioners in the field of criminal justice, we are especially well-suited and motivated to deliver the compliance reviews, outcome assessments, reporting and communications that the Consent Decree requires. We are especially sensitive to the twin urgencies of this assignment: the need for measurable progress as soon as is practically possible and the need to avoid the costly, non-productive and stubborn administrative burdens that have weighed down similar initiatives in other jurisdictions.

OUR MONITORING TEAM

MANAGEMENT TEAM		
Role	**Member**	**Distinguishing Qualifications**
Monitor	Thurman Zollicoffer, Esq.	Former City Solicitor and counsel for the Mayor & City Council for the City of Baltimore, managing a staff of 110 and a budget of $14 million. Responsible for overseeing and directing the City of Baltimore's legal work, including legislative counsel, litigation, and giving legal advice and counsel to City departments, agencies, boards and commissions. Served as member and counsel to the Board of Estimates, the body that deliberates all contracts and financial operations for the City. Former Assistant Baltimore City State's Attorney tried hundreds of criminal cases ranging from misdemeanors to high profile felonies.
Deputy Monitor + Lead Section XIII. Supervision & XIV.Discipline	Charles Campisi	Chief of Internal Affairs Bureau of the New York Police Department from 1996 – 2014, responsible for monitoring over 41,000 sworn and 7,000 civilian employees as IAB grew from 150 decentralized to over 750 professionals employing advanced practices to counter violations of law and department policy. Diverse career includes innovative community engagement practices & crime reduction as Commander of the 6th Precinct (Greenwich Village), Deputy Inspector for the Police Cadet Corps, and work on behalf of Interpol, the US State Department and Interpol to establish and strengthen internal controls.
Communications & Outreach Lead	Erek Barron, Esq.	Former federal prosecutor, US DOJ, Criminal Division. Former assistant state's attorney, Baltimore City State's Attorney's Office. Former Counsel and Policy Advisor, US Senate Judiciary Committee, Subcommittee on Crime and Drugs. Member, Maryland General Assembly, House of Delegates Former member, Justice Reinvestment Coordinating Council. Leadership roles with Maryland Legal Aid Bureau, the Maryland Pro Bono Resource Center, the American Bar Association, the National Bar Association, the Maryland State Bar Association, and the J. Franklyn Bourne Bar Association. Recently led the pro bono appeal of a capital case in which the Delaware Supreme Court unanimously reversed the client's convictions and death sentence based on judicial error and prosecutorial misconduct.
Metrics Assessment & Standards Lead	Karen Amendola, PhD	Chief Behavioral Scientist of the Police Foundation. 25 years of experience in public safety research, testing, training, technology, and assessment. Has worked with dozens of local, state, and federal agencies. Authored or co-authored

		numerous publications including "*Promoting Officer Integrity Through Early Engagements and Procedural Justice in the Seattle Police Department*" (2016) and "*Can you Build a Better Cop? Experimental Evidence on Supervision, Training, and Policing in the Community*" (in press). Served as Associate Editor for Psychology and Law for the ten-volume Encyclopedia of Criminology and Criminal Justice published by Springer Verlag, New York (2014). Served as Chair of the National Partnership for Careers in Law, Public Safety, Corrections, and Security, the Innocence Project's Research Advisory Board, and is currently an appointee to the Third Circuit Court of Appeals Task Force on Eyewitness Identification.
IT & Systems Development Lead	Sean Bair	BAIR Analytics Inc., President, 1995-2015; Developed analytical software used by hundreds of law enforcement, public safety, defense intelligence agencies and academia; Provide pattern analyst subject matter expert and intelligence analyst services (including tactical, operational, administrative and strategic analysis) to Department of Defense (TS/SCI level) and local law enforcement in support of critical missions National Law Enforcement and Corrections Technology Center, Program Manager, 2000-2007; Tempe Police Department, Police Officer, 1997-2000; Tempe Police Department, Crime Analyst, 1992-1997
Jim Burch, Training Development Lead	Jim Burch	Former Senior Executive of the U.S. Department of Justice, including service as the Deputy Assistant Attorney General in the Office of Justice Programs (2011-2014), as Acting Director of the Bureau of Justice Assistance (2009-2011) and Acting Assistant Director in the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) (2014-2015), and service in a variety of roles that required close support and cooperation with many local law enforcement agencies and often involved coordination with DOJ's Office of Civil Rights.
Research Lead + Section Lead for XVII. Staffing… + XVIII. Officer Assistance & Support	Frank Dwyer	New York City Civilian Complaint Review Board—Board Member (May 2016 – Present); NYPD (1983-2012) Deputy Inspector, Commanding Officer, Deputy Commissioner Operations' office, the unit responsible for the Citywide CompStat program and crime reduction strategies. Captain, Commanding Officer of the 7th Police Precinct in Manhattan; Executive Officer 77 precinct; 79 Precinct; Public Service Area 3, Brooklyn. Authored major department crime strategies and reengineering reports; Extensive experience teaching and lecturing both in the United States and Europe at the university level and in police training institutions regarding criminology, policing, and leadership.
Policy Development	Phil Lynn	Served as Director of the IACP's National Law Enforcement Policy Center, developing more than 100 model policies on

Lead		topics of vital importance to the policing community including policies relevant to each operative section of the Consent Decree, some of which were cited as relevant standards in DOJ's Investigation of BPD. The Policy Center's mission is to assist the association's 22,000+ members in performing their jobs effectively, efficiently and safely.
Legal & Quality Assurance + Lead, X. First Amendment Protected Activities	Harry Johnson, Esq.	First African American Partner at Major Baltimore Majority Law Firm; First African American President of the Maryland State Bar Association; Member, Maryland Court of Appeals Standing Committee on Rules of Practice and Procedure, 1986-2013; Member, ABA House of Delegates, 2003-Present; Member, ABA Standing Committee on the Federal Judiciary, 2007-2010; Chair, ABA Standing Committee on Public Education, 2015-Present; Chair, GBMC Healthcare, Inc., 2011-2014; Board member 2002-2015;Baltimore Community Foundation Trustee 2004-2017(Chair, Race, Equity and Inclusion Committee, 2011-2017); National trial counsel for major automotive company; Represented City of Baltimore in Thompson v. HUD, including negotiation of consent decree; Represented Baltimore City Council during redistricting; Trial counsel for major manufacturer in asbestos consolidated trial involving 8,500 plaintiffs. Member, Fourth Circuit Judicial Conference
CONSENT DECREE SECTION LEADS		
Role	**Team Member**	**Distinguishing Qualifications**
II. Community Oversight Task Force **III. Community Policing & Engagement**	Jesse Lee, PhD	International Association of Chiefs of Police (IACP): Manager of Police Services, 2011 - 2014. National Organization of Black Law Enforcement Executives: Executive Director, 2002 - 2011 and Deputy Director, 2001 – 2002; Community Policing Consortium Management: Manager, 2001-2002. Delaware River Port Authority for Pennsylvania/New Jersey, Lieutenant Commander, total years of service 1980-2001. Chaired committees and boards including the Disciplinary Hearings Board, the Public Safety Committee on Management and Labor, the Contract Negotiations Team, the Transportation and Communication Committee, the Policy and Procedure Review Team, Redeployment Committee, and the Interview Board; Past Board Member, Commission on Accreditation for Law Enforcement Agencies (CALEA), Mothers Against Drunk Driving (MADD), and the National Center for Missing and Exploited Children (NCMEC)

IV. Stops, Searches, Arrests, and Voluntary Police-Community Interactions **V. Impartial Policing**	Sidney Butcher, Esq.	Former Assistant State's Attorney in Baltimore City, Maryland; Prosecuted cases in multiple jurisdictions; Coordinated investigations with local, state and federal law enforcement agencies; Led investigations to root out corruption by correctional officers; Co-Chair, Maryland State Bar Judicial Appointments Committee; President, Public Justice Center
VI. Responding To and Interacting With People With Behavioral Health Disabilities Or in Crisis **VII. Use of Force**	Frank Straub, PhD	As Chief of Police of White Plains, NY (2002 – 2010) reduced serious crimes by 40%, data-driven enforcement and community policing strategies and created the first police/mental health practitioner response team and the first Prisoner Reentry Program in Westchester County. As Chief of Indianapolis Department of Public Safety (2010 – 2012) reduced homicides to the lowest level in 20 years through evidence-based policing practices, data-driven enforcement strategies, expanded community partnerships, prevention and intervention programs; established the City's prisoner reentry program in collaboration with the Mayor's Office, faith, community, social service and corrections leaders and led all public safety and security operations for Super Bowl XLVI. As Chief of Police of Spokane, WA (2012-2015), reengineered the Spokane Police Department in response to the community's demand for police reform following a deadly use of force incident and the police officer's conviction on civil rights and obstruction of justice violations in federal court. Leading the collaborative reform of the North Charleston, South Carolina Police Department, a review of the Vaughn Correctional Facility (Delaware) riot, and the Charlotte Police Department's response to civil unrest. Recently led critical incident reviews of the public safety response to San Bernardino Terrorist Attack, the Pulse Night Club shooting, the Minneapolis Police Department 4th Precinct Occupation, the Kalamazoo Mass Shootings.
VIII. Interactions With Youth + XV. Coordination with Baltimore City Police Force	Bill Tartaglia	Retired in the rank of Inspector and the Commanding Officer of the Detective Bureau Gang Division after completing 23 years in the New York City Police Department. In command of over 350 Members of the Service comprised of Police Officers, Detectives, Sergeant, Lieutenants, Captains and civilians. Developed and implemented the NYPD strategy to reduce gang violence. Developed data tracking of gang incidents as compared to overall crime and developed membership definitions and membership data systems.

IX. Transportation of Persons in Custody + XVI. Recruitment, Hiring and Retention	Jim McMahon	Served as the 11th Superintendent of the New York State Police (commanded a full-service statewide law enforcement agency, the eighth largest in the country, in excess of 5,400 sworn members and civilian support staff. Served as chairman of the New York State Disaster Preparedness Commission, which is comprised of 23 state agencies and one volunteer organization. Served as the Deputy Executive Director of the International Association of Chiefs of Police (IACP), the world's oldest and largest nonprofit membership organization of police executives, with over 21,000 members in over 89 different countries.
XI. Handling of Reports of Sexual Assault + XII. Technology	Doug Scott	Chief of Police in three Northern Virginia Police Departments (Fairfax County, City of Fairfax and Arlington); VA Association of Chiefs of Police-President 2009-2010; Past Chairman of the DC Metro Area Law Enforcement Information Exchange (LInX) Governance Board; Former IACP Executive Board Member & Current Life Member IACP & PERF; Adjunct Criminal Justice Professor Marymount University; Maters of Public Administration, George Mason University.

STRATEGIC PRACTICES

The essential elements of our work plan are informed by three Strategic Practices:

Strategic Practice #1: Proactive Discovery & Stakeholder Engagement

The foundation of our work is relevant, reliable and comprehensive information that is acquired, analyzed and presented clearly and consistently. This principled and strategic approach to discovery and stakeholder engagement will ensure that each team member interaction with the Parties, Court and Community is informed, credible, constructive and productive.

- We will work closely with BPD's Command Staff and Consent Decree Implementation Unit while developing meaningful and productive interactions and relationships throughout all ranks and units of BPD, its unions and fraternal organizations.
- We will work collaboratively and transparently with DOJ and the Court to solicit their substantive feedback and input regarding our findings, recommendations, methods and work plans.
- We will solicit the most relevant feedback and input of prosecutors, jailers, parole supervisors, DEA, ATF, USMS, neighboring police departments, state police and other criminal justice stakeholders that work with BPD to counter crime.
- We will work in concert with the Community Oversight Task Force to reach out proactively to the diverse communities of Baltimore and maintain an open door policy for any individual or organization wishing to approach us in our work.
- We will publish our reports, meeting notices, analyses, and other relevant public data and information through an online, interactive constitutional policing information sharing platform in jargon-free language accompanied by visualizations as to BPD's compliance status that are clear for a general audience.
- We will establish a secure project management portal for the efficient sharing of information and documentation amongst the Parties and Court.

These transparent and technology-enabled practices will streamline overall project scheduling, communications and reporting. They will eliminate unnecessarily duplicative document exchange and other non-productive or unduly labor-intensive tasks that can delay, divert resources from, make more expensive or otherwise undermine the substantive work of the Parties, Monitor and Court.

Strategic Practice #2: Clear and Consistent Methods, Metrics & Standards

Our duty is to provide a clear and objectively assessed path for BPD to earn compliance with the plain language and purposes of the Consent Decree. Our principled and strategic approach will provide transparency to all parties, save money and time and advance meaningful compliance.

- We will complete our community surveys, compliance reviews, outcome assessments and reporting with analytical methods and standards selected, developed and consistently applied based on the purpose of the Consent Decree.
- We will clearly and specifically delineate what BPD needs to *do* and what BPD needs to *achieve* to maintain compliance with each Consent Decree paragraph, section and the overall purpose of the Consent Decree.
- We have developed a "Straight A" methodology to compliance review that organizes plain language interpretation of the each Consent Decree section around lines of inquiry that consistently and comprehensively assess the *Awareness*, *Activity*, and *Accountability* of individual BPD officers, BPD units and BPD as a whole.

- Our community surveys will be designed with neutral, bias-free queries and expertly applied to a statistically significant sample representative of Baltimore's diversity.

  The data collection and computational methods, analyses and metrics of our outcome assessments will be presented in detail to the parties for feedback and acceptance in a manner that eliminates or greatly reduces the material risk of the Parties arguing over the substantive intent, features, application and/or result of our work.

Strategic Practice #3: Constructive Technical Assistance:

Constructive technical assistance is substantively built into every aspect of our engagement.

- We recognize the dual and limited role of the Monitor to assess and report on compliance while assisting BPD to earn compliance through reliable, sustainable and cost effective measures
- We have staffed and organized our Monitoring Team to provide BPD with the most knowledgeable and capable police and subject matter experts to provide constructive recommendations for each section and practical discipline of the Consent Decree
- We will develop a schedule and plan designed to empower BPD to perform its own outcome assessments after three years and continue to police lawfully and effectively in accordance with community and problem-oriented policing principles after the Consent Decree terminates

This principled and strategic approach to technical assistance – in conjunction with our constructive discovery, engagement, analysis and reporting practices will position BPD to comply with the Consent Decree in a manner that collaboratively and cost-effectively advances its core mission of preventing, responding to and otherwise reducing crime throughout Baltimore.

SUMMARY PROPOSED BUDGET

Our Proposed Budget has been developed according to the goals, tasks and requirements of the Consent Decree.

It has been conceived as an asset to help the Parties, Community and Court achieve a series of milestones, and ultimately, Full and Effective Compliance as defined in the Consent Decree. As such the total fees and expenses vary over the five years of work based on:

- a progressive ability for BPD to build its own capability while providing the necessary data, evidence and analyses for our review
- a progressive understanding by the Monitor of BPD's operations
- consistent engagement of the Parties, Community & Court
- early investment in technology systems and methods that will be built with and fully transferred to BPD
- additional assessment work in Year Two as required by the Comprehensive Reassessment and in Year Five for work anticipated pursuant to the determination of Full and Effective Compliance
- reduced Outcome Assessment starting in Year Four when BPD performs and we review this work

While particular workloads are estimated and subject to material change based on the needs, circumstances and actions of the Parties and Court, the occurrence of these contingencies and their associated costs are pro-actively managed through practical application of the strategic principles and detailed work plan described herein.

Our staffing plan assigns responsible leads for each Consent Decree section who will be responsible for working within purposeful budgets for the discovery, analysis and reporting of each sections. Our staffing plan also designates Management Team members who are responsible for overall project management, system and process development as well as for providing services that are interdependent or otherwise touch upon every section of the Consent Decree (e.g. Community Engagement, Policy Development, Training, Technology, Supervision, Research). They will also be assigned purposeful budgets within which to manage the delivery of high quality services and work product.

Our proposed rates are $110 to $425, depending on area of expertise and designated professional(s).

The estimated availability of team members annually is as follows:

Team Member	**Estimated Availability**[1]
Thurman Zollicoffer	1,000 Hours/Year if needed
Erek Barron	500 Hours/Year if needed
Sidney Butcher	700 Hours/Year if needed
Harry Johnson	1,000 Hours/Year if needed
Karen Amendola	Up to 720 Hours/Year if needed
Sean Bair	Up to 200 Hours/Year if needed
Jim Burch	Up to 400 Hours/Year if needed
Charlie Campisi	Up to 800 Hours/Year if needed
Frank Dwyer	Up to 1,000 Hours / Year if needed
Jessie Lee	Up to 1,000 Hours/Year if needed
Phil Lynn	Up to 1,800 Hours/Year if needed
Jim McMahon	Up to 400 Hours/Year if needed
Doug Scott	Up to 200 Hours/Year if needed
Frank Straub	Up to 400 Hours/Year if needed
William P. Tartaglia	Up to 400 Hours/Year if needed

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The table on the following page details how our approach will enable the WTP Monitoring Team to deliver superior return on investment to the Parties, Community and Court according to the schedule and budget required by the Consent Decree:

[1] We will be able to more exactly specify these estimates and adjust work schedules if appointed Monitor.

Discovery & Stakeholder Engagement + Technical Assistance

Summary of Work	*Legal Role*	*Police / SME Role*	YEAR ONE			YEAR TWO			YEAR THREE			YEAR FOUR			YEAR FIVE			FIVE YEAR TOTAL		
			Fees	Exp.	Total	Fees	Exp.	Total	Fees	Exp.	Total	Fees	Exp.	Total	Fees	Exp.	Total	Fees	Exp.	Total
Specifying sources, standards and protocols for complete & reliable information, evidence & analyses	Intepret Consent Decree; provide guidance on evidentiary standards	Specify sources, standards and protocols of highest operational use & value; design protocols	134.4	9.9	144.3	89.6	6.6	96.2	75.9	5.6	81.5	75.9	5.6	81.5	75.9	5.6	81.5	451.7	33.2	485.0
Analyzing gaps & helping BPD build capabilities to provide complete & reliable	Provide guidance on relevant legal issues	Identify gaps and recommend remedial measures.	134.4	9.9	144.3	89.6	6.6	96.2	75.9	5.6	81.5	75.9	5.6	81.5	75.9	5.6	81.5	451.7	33.2	485.0
Reviewing evidence, intelligence & analyses provided by BPD	Analyze legal sufficiency	Review for operational value & advise legal team.	192.0	14.2	206.2	249.6	18.8	268.4	192.0	14.2	206.2	192.0	14.2	206.2	192.0	14.2	206.2	1,017.6	75.6	1,093.2
Supplementing evidence, intelligence and analysis provided by BPD from other sources	Opine on Legal sufficiency of additional evidence	Work with BPD and conduct independent investigation to acquire additional evidence	57.6	4.3	61.9	64.0	4.7	68.7	57.6	4.3	61.9	57.6	4.3	61.9	57.6	4.3	61.9	294.4	22.0	316.4
Working collaboratively with BPD, DOJ, the Community & Court to anticipate, avoid & solve problems	Legal Problem Solving	Operational Problem Solving	48.0	3.4	51.4	48.0	3.4	51.4	48.0	3.4	51.4	48.0	3.4	51.4	48.0	3.4	51.4	240.0	17.0	257.0
Develop & Maintain Project Management Portal & Real Time Compliance Dashboard	Provide legal guidance on PII issues; work through necessary agreements	Design, Build & Maintain the Project Management Portal & Compliance Dashboard	48.0	3.7	51.7	48.0	3.7	51.7	48.0	3.7	51.7	48.0	3.7	51.7	48.0	3.7	51.7	240.0	18.5	258.5
Working collaboratively with BPD, COTF & DOJ to engage the Community & address their concerns	Community Outreach re: civil & legal rights	Community Outreach re: Community Policing Initiatives	91.2	6.4	97.6	91.2	6.4	97.6	91.2	6.4	97.6	91.2	6.4	97.6	91.2	6.4	97.6	456.0	32.2	488.2
Develop & Maintain Monitor Website	Production & Review of Content	Develop Website & Produce Content	48.0	3.6	51.6	48.0	3.6	51.6	48.0	3.6	51.6	48.0	3.6	51.6	48.0	3.6	51.6	240.0	17.8	257.8
Subtotal - Discovery & Stakeholder Engagement + Technical Assitance			**753.6**	**55.4**	**809.0**	**728.0**	**53.8**	**781.8**	**636.6**	**46.8**	**683.4**	**636.6**	**46.8**	**683.4**	**636.6**	**46.8**	**683.4**	**3,391.4**	**249.6**	**3,641.0**

Analysis & Reporting

Summary of Work	*Legal Role*	*Police / SME Role*																		
Applying "Straight A" methodology to strategically assess & schedule Compliance Reviews + Outcome Assessments	Review the strategy and negotiate schedule for Reviews & Assessments	Apply the Straight A methodology	48.0	3.6	51.6	48.0	3.6	51.6	43.2	3.2	46.4	40.0	3.0	42.9	52.8	3.9	56.7	232.0	17.2	249.1
Performing Compliance Reviews	Provide legal guidance on Compliance Reviews and Communicate Results	Perform Compliance Reviews	115.2	8.6	123.8	115.2	8.6	123.8	103.7	7.8	111.5	95.9	7.2	103.1	126.7	9.5	136.2	556.7	41.8	598.5
Performing Outcome Assessments + Comprehensive Re-Assessment	Review the Outcome Assessments and Communicate Results	Perform the Outcome Assessments	140.4	10.5	150.9	210.6	15.8	226.4	126.4	9.5	135.8	30.0	2.2	32.2	129.6	9.8	139.4	637.0	47.9	684.8
Drafting Semi-Annual Reports	Drafting & Legal Review of Reports	Draft Reports	115.2	8.6	123.8	134.4	10.2	144.6	115.2	8.6	123.8	106.6	8.0	114.6	126.7	9.5	136.2	598.1	45.0	643.0
Presenting Reports to the Court	Schedule & present findings as required	Testify based on subject matter expertise	9.6	0.8	10.4	43.2	3.0	46.2	28.8	2.0	30.8	26.6	1.9	28.5	31.7	2.2	33.9	139.9	9.9	149.8
Subtotal - Analysis & Reporting			**428.4**	**32.1**	**460.5**	**551.4**	**41.2**	**592.6**	**417.2**	**31.1**	**448.3**	**299.1**	**22.2**	**321.3**	**467.5**	**35.0**	**502.5**	**2,163.6**	**161.6**	**2,325.2**
GRAND TOTAL BEFORE CONTINGENCIES			**1,182.0**	**87.5**	**1,269.5**	**1,279.4**	**95.0**	**1,374.4**	**1,053.9**	**77.9**	**1,131.8**	**935.7**	**69.0**	**1,004.7**	**1,104.1**	**81.7**	**1,185.9**	**5,555.1**	**411.2**	**5,966.3**

Contingencies

Risks to Manage	*Effect on Legal Costs*	*Effect on Police/SME Costs*																		
Availability of reliable evidence, intelligence & analyses	Additional reviews may be required if evidence is not sufficient first time.	More technical assistance would be required.	57.6	4.7	62.3	57.6	4.3	61.9	57.6	3.6	61.2	57.6	3.6	61.2	57.6	3.6	61.2	288.0	19.7	307.7
Availability of Parties to Engage	The ability of the Parties to engage constructively has a material bearing on the overall cost of our work. Our Plan manages this carefully.		57.6	4.7	62.3	57.6	4.3	61.9	57.6	3.6	61.2	57.6	3.6	61.2	57.6	3.6	61.2	288.0	19.7	307.7
Material Disputes			57.6	4.7	62.3	57.6	4.3	61.9	57.6	3.6	61.2	57.6	3.6	61.2	57.6	3.6	61.2	288.0	19.7	307.7
Material changes in the Consent Decree	Changes to the Consnt Decree may make the process more or less expensive depending on whether the Consent Decree expands or contracts based on BPD performance complying.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal - Contingencies			**172.8**	**14.1**	**186.9**	**172.8**	**13.0**	**185.8**	**172.8**	**10.7**	**183.5**	**172.8**	**10.7**	**183.5**	**172.8**	**10.7**	**183.5**	**864.0**	**59.0**	**923.0**
GRAND TOTAL WITH CONTINGENCIES			**1,354.8**	**101.6**	**1,456.4**	**1,452.2**	**108.0**	**1,560.2**	**1,226.7**	**88.6**	**1,315.2**	**1,108.5**	**79.7**	**1,188.1**	**1,276.9**	**92.4**	**1,369.3**	**6,419.1**	**470.2**	**6,889.3**

II. Scope of Work

A. Summary Overview of Consent Decree

The Consent Decree mandates that BPD "integrate community and problem-oriented policing principles into its management, policies and procedures, recruitment, training, personnel evaluations, resource deployment, tactics and accountability systems." (Consent Decree, ¶15) The Consent Decree defines and details what BPD must do and not do to advance lawful and effective policing in compliance with each of seventeen (17) sections that broadly and specifically address how BPD interacts with the public, polices and otherwise operates internally and externally.[2] The Consent Decree defines and details fourteen (14) outcome assessments to "measure whether BPD's revised practices are achieving the purposes" of the Consent Decree and "are having an overall beneficial effect on policing in Baltimore."[3]

To achieve full and effective compliance with the Consent Decree, the City and BPD must demonstrate that they have:

(a) incorporated all Material Requirements of this Agreement into policy, trained relevant personnel as necessary to fulfill their responsibilities pursuant to the material requirements, and ensured that each material requirement is being carried out in practice; and

(b) shown sustained and continuing improvement in lawful policing as demonstrated by the Agreement's Outcome Assessments.

Termination of the agreement and dismissal of the case is made effective by the Court's determination that BPD has maintained compliance with the material requirements of each section of the Consent Decree for at least one (1) year for Group A, and two (2) years for Group B:

> Group A: Community Oversight Task Force; Interactions With Youth; Transportation of Persons in Custody; First Amendment Protected Activities; Technology; and Coordination with Baltimore City School Police Force.

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[2]These operative sections of the Consent Decree are: *II. Community Oversight Task Force; III. Community Policing & Engagement; IV. Stops, Searches, Arrests, and Voluntary Police-Community Interactions; V. Impartial Policing; VI. Responding To and Interacting With People With Behavioral Health Disabilities Or in Crisis; VII. Use of Force; VIII. Interactions With Youth; IX. Transportation of Persons in Custody; X. First Amendment Protected Activities; XI. Handling of Reports of Sexual Assault; XII. Technology; XIII. Supervision; XIV. Misconduct Investigations and Discipline; XV. Coordination with Baltimore City School Police Force; XVI. Recruitment, Hiring and Retention; XVII. Staffing, Performance Evaluations and Promotions; and XVIII. Officer Assistance and Support.*

[3]Consent Decree ¶456. As per ¶459 of the Consent Decree, these Outcome Assessments include: *a) an Annual Community Survey; b) an annual analysis of response times for calls for service; c) whether Arrests made by BPD officers are supported by probable cause; d) whether officers are using force lawfully; e) whether BPD officers make Stops and Detentions based on community policing principles that protect the constitutional rights of Baltimore residents; f) whether BPD officers conduct Searches, Frisks and Strip Searches consistent with constitutional requirements and the provisions of this Agreement; g) whether BPD delivers police services without an unnecessary disproportionate impact on individuals based on Demographic Category; h) whether people with behavioral disability or in crisis are receiving reasonable modifications; i) whether officers interact appropriately with Youth in a manner that accounts for the individual characteristics; j) whether members of the public are able to express themselves freely, observe and record law enforcement, and engage in lawful public demonstration and protests without intimidation or retaliation by police; k) whether BPD responds to sexual assault in a nondiscriminatory manner; l) whether BPD effectively trains officers and provides them with the skills and knowledge necessary to conduct their law enforcement activities in accordance with policy, law, and this Agreement; m) whether BPD is providing effective supervision of its officers, and n) whether BPD is effectively holding officers accountable.*

Group B: Community Policing & Engagement; Stops, Searches, Arrests; and Voluntary Police-Community Interactions; Impartial Policing; Responding To and Interacting With People With Behavioral Health Disabilities Or in Crisis; Use of Force; Handling of Reports of Sexual Assault; Supervision; Misconduct Investigations and Discipline; and Recruitment, Hiring and Retention.

The Court will hold a hearing five years from the Effective Date to "assess the status of the City and BPD's compliance with the Agreement and determine whether the Agreement should continue." (¶505) The City and BPD may move the Court at any time to terminate the Agreement (¶507) or any severable part of it (¶508) by demonstrating by a preponderance of the evidence that BPD has maintained full and effective compliance for the one or two years required for each Consent Decree section. The Consent Decree includes provisions by which the Parties must review information, resolve disputes, maintain confidentiality, interact with the Monitor and otherwise meet their duties and responsibilities.

B. Summary Overview of the Role of the Independent Monitor

The Monitor will include "a team of individuals with expertise in policing, civil rights, monitoring, data analysis, project management and related areas, as well as local experience and expertise with the diverse communities of Baltimore."(¶442) The Monitor will "assess and report" on whether the requirements of the Consent Decree have been implemented and provide "Technical Assistance in achieving compliance." (¶442) The Primary work required of the Consent Decree Monitor includes:

- Compliance Reviews (¶¶454-455)
- Outcome Assessments (¶¶456-460)
- A Monitoring Plan (¶¶461-467)
- Recommendations and Technical Assistance (¶468)
- A Comprehensive Re-Assessment (¶¶469-470)[4] and
- Monitor Reports (¶¶471-472)
- Communications Between the Monitor, the Parties, the Court and the Public (¶¶472-475)[5]

C. Acknowledgement of the City of Baltimore's Activities to Comply with the Consent Decree and Commitment to Promote Officer and Public Safety

The Consent Decree (¶3) acknowledges that the City and BPD have already begun the "critical work of reform," specifically stating that these parties have:

- "already made meaningful changes to numerous policies"
- "provided additional training"
- "supplied officers with new equipment," including beginning implementation of body-worn cameras
- "committed additional resources to its community outreach efforts, particularly with Youth"
- "invested in additional technology and infrastructure"

[4] To be performed two years after the effective date of the Consent Decree.
[5] To include regular contacts, meetings and communications with the Parties, community stakeholders, BPD Officers and their associations, including but not limited to the Fraternal Order of Police, Vanguard and Hispanic Officers Law Enforcement Association.

The City of Baltimore has made a summary of the Consent Decree and its commitments to meeting its requirements publicly available online at *consentdecree.baltimorecity.gov*.

The Consent Decree (¶3) also acknowledges that:

- The Parties recognize that police officers work in difficult conditions, risking their well-being and physical safety, including the ultimate sacrifice of their lives, for the public good.

- The City and BPD commit to ensure that its officers have the resources to perform their duties successfully and within constitutional boundaries to promote officer and public safety.

D. Summary Work Plan

Our Summary Work Plan applies the strengths of our Monitoring Team, Strategic Practices and Proposed Budget to the specific paragraphs of the RFA and Consent Decree. This Section II.D summarizes the core elements of the Monitoring Plan required by ¶¶461-467 of the Consent Decree and serves as a blueprint for its collaborative and cost effective implementation by the Parties, Community, Monitor & Court.

RFA Paragraphs 9, 10, 14, 21-23 and 27.

9. *The Monitor will assist in achieving compliance with the Consent Decree by offering technical assistance, issuing recommendations, soliciting information from and providing information to members of the public, and preparing public reports on the Consent Decree's implementation.*

10. *The Monitor will work closely with BPD and its staff, in a cost-effective and collaborative manner, to ensure both Full and Effective Compliance under the Consent Decree and positive, constructive, and long-lasting change for BPD, and the community at large.*

14. *The Monitor must communicate with the public and receive public input, which shall include quarterly in-person meetings with different Baltimore neighborhoods. The Monitor shall also maintain a public website and will post its proposed budget and accounting to that website. The Monitor is also expected to conduct outreach to and maintain open channels of communication with BPD officers and organizations representing officers.*

21. *The Monitor shall regularly communicate with the Parties regarding the status of the implementation of the Consent Decree.*

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

23. *The Monitor shall make public statements only to the extent permitted by the terms of the Consent Decree, and shall testify in proceedings only as provided in the Consent Decree.*

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

RFA paragraphs 9, 10, 14, 21-23 and 27 emphasize that the Monitor must interact and communicate

purposefully and productively with the Parties, Court and Public. These paragraphs guide our approach to discovering, maintaining and using clear, comprehensive, objectively relevant and technically efficient evidence for the Parties, Court and Community. [*Strategic Practice #1: Proactive Discovery & Stakeholder Engagement*]

Implementation of BPD's efforts to comply with the Consent Decree are facilitated by the Compliance, Accountability, and External Affairs Division ("CAED" or "Compliance Unit"), currently led by Chief Ganesha Martin and Captain Ronda McCoy. CAED currently includes a DOJ Compliance Unit, an Audit & Inspections Unit, a Use of Force Assessment Unit and an External Affairs Unit.[6] As per ¶481 of the Consent Decree, the Compliance Unit is required to, at a minimum:

- coordinate the BPD's compliance and implementation activities;
- facilitate the provision of data, documents, materials, and access to the BPD personnel to the Monitor and the DOJ, as needed;
- ensure that all data, documents, and records required by this Agreement are maintained in an [sic] usable format; and
- assist in assigning implementation and compliance- related tasks to BPD personnel, as directed by the Police Commissioner or the Commissioner's designee.

The Consent Decree also creates a Community Oversight Task Force (COTF), "representative of the diverse communities of Baltimore," with a mandate to make recommendations that improve civilian and community oversight of BPD. The City has published a brief "City of Baltimore Community Oversight Task Force Guide"[7] that incorporates the material responsibilities of the COTF as specified in ¶11-13 of the Consent Decree, requires a time commitment of at least 10 hours a month for 11 consecutive months and lays out a series of "qualifications and expectations" for each COTF member:

- Demonstrate ability to be impartial and objective;
- Demonstrate commitment to serving Baltimore communities;
- Demonstrate interest and/or involvement in issues concerning civilian oversight;
- Possess sound communication and listening skills;
- Lead and function well in a group;
- Maintain high standards of confidentiality; and
- Be willing to make a substantial time commitment—including trainings, monthly evening meetings, workgroup meetings, community meetings and independent review of relevant documents.

WTP's collaborative and cost-effective approach engages the Compliance Unit and the COTF as critical partners from whom we will learn, and who we will train, equip and otherwise empower to drive compliance with the Consent Decree. Our plan is designed to draw on the strengths of the Compliance Unit and the COTF and to constructively and methodically address any gaps and/or weaknesses in their abilities to acquire, develop and share relevant, comprehensive and accurate data with the Monitor, Parties, Court and Community. We will work collaboratively to expand, further inform, give context to and vet the information that we receive from the Compliance Unit[8]

[6] Source: BPD Organization Chart, Revised as of May 30, 2017, available at www.BaltimorePolice.org.

[7] Source: ConsentDecree.BaltimoreCity.Gov

[8] We acknowledge and will fully comply with ¶460 of the Consent Decree which requires the Monitor to "use any relevant data collected and maintained by BPD prior to conducting separate data collections" in conducting Outcome Assessments.

and COTF. We will work with the Compliance Unit to form clear communications channels and productive working relationships with members of all ranks and functions of BPD, its union, and designated representatives of the States Attorney's Office, and the neighboring police jurisdictions, federal law enforcement agencies and other key criminal justice stakeholders that work with BPD to counter illegal guns, narcotics, property crime and violent crime in Baltimore. We will work with the COTF to advance clear communications channels and working relationships throughout the diverse civic, civil rights, economic development, professional and academic organizations of Baltimore, as well as individual members of the community who wish to contribute their expertise to help Baltimore advance its compliance with the Consent Decree. We will correspondingly be mindful of, and our Compliance Reviews will explicitly test for and counter, situations where the good faith initiatives of the Compliance Unit and/or COTF fail to reach, influence or otherwise impact BPD staff and/or the community as required. Our discovery and engagement practices will work to increase morale and engagement through consistently credible, high quality working sessions and work product. These practices will further ensure that the data, information, evidence and analyses that we rely on will be comprehensively and objectively sourced and considered in the full and proper context of its relevant subject matter and effect. We will make every effort to help BPD build the capacity to perform outcome assessments within three years of the effective date of the Consent Decree as required by ¶457 and after the termination of the Consent Decree as per ¶458. We see this is a fundamental key performance indicator of our service and value.

We will implement a collaborative project management portal to ensure that the schedules, documents, data, analyses and reports that we discover, use and produce are purposefully organized and readily accessible to the Parties at all times. The project management portal will incorporate file sharing, project management and scheduling features. Its substantive content will be organized around a real-time dashboard of BPD's compliance status that enables the system user to visualize, analyze and access the underlying data, information and analyses regarding (1) what BPD has done and achieved and (2) what BPD must do and continue to achieve to progress toward full and effective compliance. The use of the project management portal will greatly reduce the administrative time and expense necessary to share information and work product while enabling members of the Compliance Unit, COTF, Monitoring Team and DOJ to access, review, comment on and otherwise advance the work required by the Consent Decree. *The Project Management Portal will automate data feeds from BPD's various IT systems and can be fully transferred to BPD for continued use on termination of the Consent Decree.*

Our monitor website will incorporate a real-time dashboard of BPD's compliance status; our narrative reports, schedules and information regarding our community outreach; and the publicly disclosable data, information, evidence, analyses and visualizations on which we rely. Our website will also include links to *consentdecree.baltimorecity.gov*, the Baltimore Police Department, the BPD mobile application (including but not limited to its Transparency section), calls for service data available at *data.baltimorecity.gov* and other sites or apps that BPD, the city and the COTF may develop to make their work to advance compliance with the Consent Decree available to the general public. Our website will disclose information regarding our activities, billings and budgets.

RFA Paragraphs 8, 17 and 19.

8. *The Monitor will assist the Court and the Parties in evaluating BPD and the City's implementation of the Consent Decree. The Monitor will provide thorough, objective assessments of whether BPD*

and the City have obtained Full and Effective Compliance with the Material Requirements of the Consent Decree.

17. *The Monitor shall formulate outcome measures and compliance assessments and conduct qualitative and quantitative assessments of progress under the Consent Decree.*

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

RFA paragraphs 8, 17 and 19, above, emphasize the Consent Decree's requirements for the Monitor to perform its work based on thorough, objective assessments and sound, defensible methodologies. Our approach is designed to provide transparency to all parties, to save time and money, and to advance meaningful compliance with the Consent Decree, both during our time as Monitor and in transferring the tools to empower BPD to conduct its own outcome assessments after three (3) years, thereby institutionalizing lawful and effective policing in Baltimore before the Consent Decree terminates. [*Strategic Practice #2: Clear and Consistent Methods, Metrics & Standards*]

The WTP Monitoring Team will provide clear, objective and purposeful metrics, methodologies, analyses and reports to benefit the Parties, Court and Public. These metrics, methodologies and analyses will be powered by continuously updated data, information and evidence developed through our discovery and stakeholder engagement practices. They will reflect the practical experience, ideas and lessons earned by BPD and our team of experienced police executives, prosecutors and technical subject matter experts.

Our Compliance Reviews will interpret the plain language of each relevant paragraph of the Consent Decree and apply a methodology that organizes quantitative and qualitative analyses around consistent and comprehensive lines of inquiry and the review of diverse sources of evidence:

Lines of Inquiry		Sources of Evidence*
Awareness: Do officers and supervisors ***maintain a satisfactory working knowledge*** of …	… the requirements of the Consent Decree? … their affirmative duties? … prohibitions against certain actions and behaviors? … standards of conduct? … BPD policies & procedures? … BPD training? … BPD technology? … BPD programs? … BPD supervision requirements? … BPD disciplinary requirements? … the resources available to make them more safe, effective and healthy while complying with BPD policies and directives? … the civil rights and constitutional rights of people of diverse races, genders, sexual orientations, ages, and mental health conditions? … the principles and practices of community and problem-oriented policing? … the people, locations, issues and culture of the communities where they work?	Written policies & acknowledgements, training and testing records; inspections and internal affairs reports; employee surveys; community complaints & feedback; supervisory reviews; roll call records; data & analysis compiled in compliance reviews and assessments; onsite observations; police reports; field interview cards; sworn statements; CAD/RMS data; crime maps and analyses; body camera & street camera recordings; citizen cell phone recordings; social media posts; DNA evidence; computer forensic evidence; audit reports; court filings; community meeting notices, minutes & recordings; procurement records; technical system documentation & user manuals; fleet records; GPS records; budgets, organization charts and strategic planning documents; job postings; incident reports; EIS records, IA case folders, Civilian Complaints, CRB records, Prosecution Records.
Activities Do officers and supervisors ***consistently and sustainably act in accordance with …***		
Accountability Are officers and supervisors ***consistently held accountable & disciplined appropriately when they violate …***		

**The list of Sources of Evidence above is intended to be indicative without being exhaustive. The details of our analysis, data, methods and sources of information relied upon for Compliance Reviews will be set forth in our Monitoring Plan as required by ¶¶454, 455 and 461-467 of the Consent Decree.*

Our Outcome Assessments will be in accordance with the Metrics of ¶459. They will efficiently align with the Sources of Evidence developed through our Compliance Reviews and the application of advanced analysis and reporting tools.

Outcome Assessment	**Metrics**	**Reliable, cost-effective & trustworthy means and methods***
a. Community Survey	Satisfaction of the community with BPD's: Overall police services Trustworthiness Engagement with the community Effectiveness Responsiveness Interaction with Youth Misconduct investigation and discipline systems Interactions with African Americans, Hispanic Americans, LGBT, and other significant and distinct groups within the community	We will use validated community surveys to assess community sentiment of BPD. These instruments assess overall satisfaction with local law enforcement, as well as specific interactions had with individual officers. Demographics collected provide the ability to analyze citizen satisfaction across gender, race, age, and economic class, as well as the district they live in.
b. Response Times on Calls for Service	Analysis of response times for calls of service, accounting for the type of call, in each police district and different neighborhoods within Baltimore	CAD data will be used to conduct analysis of responses times for all 911/dispatcher calls for service, using initial call time, time of initial dispatch, and time of first on-scene officer. Analysis by type of call will also be conducted to understand how BPD responds to the highest priority calls for service, such as violent crimes. We will analyze response times by call type for the city, districts, beats, neighborhoods and hotspots. For each analysis, we will also examine variances by shift (day/night) and assess the potential for examining variances in response times during peak periods of demand, seasonal adjustments, etc.
c. Arrests & Probable Cause	Arrest reports Civilian complaints Community interaction survey	Analysis of contact reports to ensure consistency of documentation, specific details surrounding the incident, and existence of documented consent or legal probable cause. The rate of arrests lacking probable cause or

		otherwise violating the Fourth Amendment, as well as the frequency of civilian complaints to OPR and CRB regarding unlawful arrests, and the outcomes of these complaints, will be examined. For each analysis, we will examine variance in time of day, geographic location of incident (to include calls for service and crime rates in the neighborhood), and demographics of subject(s) and officer(s). Use of citizen contact survey to assess citizen opinion of fairness of stops. Analysis of survey results by type of stop, and demographics of both subject and officer.
d. Lawful Use of Force	Use of force incident reports Force complaints SIRT & PRB reports	Analysis of all use of force reports to determine the nature, call type, and outcomes of all incidents. Officer and subject information will be analyzed to assess variance in lawful use of force across police districts and within different neighborhoods. Use of de-escalation techniques, less-lethal weapons, and any BPD prohibited actions put forth in the Consent Decree (i.e., punishment for fleeing, chokeholds when deadly force is not authorized) will also be analyzed. For each analysis, we will examine variance in time of day, geographic location of incident (to include calls for service and crime rates in the neighborhood), and demographics of subject(s) and officer(s), as well as officer reporting of decision-making techniques leading to the use of force. SIRT & PRB reports will be analyzed to assess robustness of reporting and investigative review of all use of force incidents.
e. Stops and Detentions	Contact reports Community interaction survey	Analysis of contact reports to ensure consistency of documentation, specific details surrounding the incident, and existence of documented consent or legal probable cause. Analysis includes the rate to which stops uncover evidence of illegal activity. For each analysis, we will examine variance in time of day, geographic location of incident (to include calls for service and crime rates in the neighborhood), and demographics of subject(s) and officer(s). Use of citizen contact survey to assess citizen opinion of fairness of stops. Analysis of survey

		results by type of stop, and demographics of both subject and officer.
f. Searches, Frisks, and Strip Searches	Contact reports Community interaction survey	Analysis of the rate of frisks resulting in the recovery of a weapon, and the rate that a search yields evidence of illegal weapon(s) or contraband. For each analysis, we will examine variance in time of day, geographic location of incident (to include calls for service and crime rates in the neighborhood), and demographics of subject(s) and officer(s). Use of citizen contact survey to assess citizen opinion of fairness of searches. Analysis of survey results by type of stop, and demographics of both subject and officer.
g. Disproportionate Impact	Breakdown of pedestrian and vehicle stops Outcome of pedestrian and vehicle stops Assessment of disproportionate frisks or searches Proportion of arrests for misdemeanor offenses	Analysis of the race, gender, ethnicity of subjects involved in a pedestrian or vehicle stop (to include warnings, arrests, and citations), across each district and throughout Baltimore. This analysis includes the assessment of subject demographics accounting for local demographics, crime rates, calls for service, and economic variables within the geographic neighborhood of the incident.
h. Behavioral Health Disability Modifications	Number of people subject to Emergency petitions that are eligible for community based services Number of referrals by BPD to community mental health services or a hospital emergency room	Calls for service indicating a potential person with a behavioral health disability will be analyzed, along with contact and arrest reports in which it is reported that a subject appeared to be suffering from a behavioral health crisis. Incidents will be reviewed to assess extent of CIT training used by BPD officers. Additional measurement includes comparing the rate of diversion of such individuals to the Behavioral Health service system to the rate of subjects being sent to jail or a hospital emergency room. For each analysis, we will examine variance in time of day, geographic location of incident (to include calls for service and crime rates in the neighborhood), and demographics of subject(s) and officer(s).
i. Appropriate Interactions with Youth	Police interactions with individuals under 18, to include stops, searches, and arrests,	Analysis of arrest and contact reports and use of diversion programs, community-based alternatives to incarceration, and mental health

	resulting in use of force	treatment options for all individuals under 18 years old. Use of warn-and-release, informal counseling, referrals to services and resources will be analyzed for all youth interactions to determine proper use of diversion tactics based on individual characteristics of the individual youth, as well as examining any unnecessary disproportionate impact based on demographics. For each analysis, we will examine variance in time of day, geographic location of incident (to include calls for service and crime rates in the neighborhood), and demographics of subject(s) and officer(s).
j. Free Expression	Number of citations and arrests requiring supervisor approval Complaints relating to protesting police activity	Analysis of arrests and citations requiring supervisor approval under the First Amendment section of the Consent Decree, across the city of Baltimore as well as within districts. Any complaint logged in which a person claims he or she was not permitted to observe, record, criticize, or protest police activity, or was retaliated against for such conduct, will be assessed across districts and for the city. For each analysis, we will examine variance in time of day, geographic location of the citations/arrests (to include calls for service and crime rates in the neighborhood), and demographics of subject(s)/complainant(s) and officer(s).
k. Sexual Assault Response	Sexual assault reports Victim participation in investigations Clearance rate in sexual assault cases Rate of declination of sexual assault cases referred to the Baltimore City State's Attorney's Office for prosecution	The number of sexual assault reports to BPD will be monitored, and the rate of these reports compared to the rate of other violent crime reports will be assessed. The rate of victim participation in sexual assault investigations will be assessed across time, taking into account the potential for victims to initially participate and eventually decline, or vice versa. Additional analysis includes clearance rates in such cases, the time to case clearance from the initial report being made, and the rate which the SA declines referred sexual assault cases for prosecution. For each analysis, we will examine victim demographics, geographic location, and aspects of the sexual assault (i.e., domestic weapon use).
l. Effectiveness of	Completion of training	Rates of completion of approved training, and performance assessments will be executed to

Training	Officer and instructor surveys and interviews Assessment of the FTO program Assessment of training deficiencies	assess the effectiveness of training officers to properly conduct law enforcement activities in accordance with policy, law, and the Consent Decree. Officer and instructor surveys and interviews post-training will examine perception of adequacy of training across a variety of arenas, and an evaluation of training by civilian reviewers will be conducted. FTO assessment includes assessing the availability of eligible FTOs, officer complaints filed against FTOs, as well as a qualitative assessment through interviews with officers and FTOs to assess the support the FTO program receives from BPD. Training deficiencies are identified through investigations, internal reviews, complaints, disciplinary proceedings, and civilian oversight (or other mechanisms). The frequency with which these deficiencies are identified will be reviewed annually.
m. Effectiveness of Supervision	Annual review of supervisory interventions initiated through the EIS	Each intervention initiated through EIS will be examined, and on a sampling basis, the quality of the intervention will be assessed in terms of supervisor ability to proactively identify potentially problematic behavior among officers and facilitate the delivery of individualized interventions to correct such behavior.
n. Effectiveness of Accountability	Annual review of OPR and CRB quarterly public reports and underlying data	Data on complaints, misconduct allegations, misconduct investigations, and officer discipline will be examined qualitatively by the Monitor to ensure the extent to which BPD is effectively holding officers accountable.

**The list of means and methods of our Outcome Assessments above is intended to be indicative without being exhaustive. The details of our analysis, data, methods, and sources of information relied upon will be set forth in our Monitoring Plan as required by ¶¶456 and 461-467 of the Consent Decree.*

We will publish the protocols, data and information sources and analysis methods of our Compliance Reviews and Outcome Assessments to the Parties and Court through our Information Sharing Portal with all publicly permissible information included on our Monitor Website. We will incorporate substantive feedback and input from the Parties, Community and Court to improve the acceptance and usefulness of our methodologies. We will train BPD to make productive use of our strategies, tools and methodologies to perform outcome assessments three years after the Effective Date.

RFA Paragraphs 15 and 16.

15. *The Monitor shall provide technical assistance to the City and BPD, including recommending strategies to ensure that the City and the BPD are effectively implementing the Consent Decree.*

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

RFA paragraphs 15 and 16 emphasize ¶468 of the Consent Decree whereby the Monitor may make recommendations and provide technical assistance to help BPD achieve full and effective compliance with the Consent Decree. They also relate to ¶¶461-467 of the Consent Decree whereby the Monitor must "provide an overview for how BPD will reach Full and Effective Compliance with all Material Requirements of the Agreement within five years" (¶461(a)) and perform Outcome Assessments after three years (¶457). [*Strategic Principle #3: Constructive Technical Assistance*]

The Consent Decree's termination clauses, considered in conjunction with the definition of "Full and Effective Compliance" and the critical, limited and cost-effective role of the Monitor, make it clear that the Parties intend the Consent Decree to be a remedy of <u>significant positive impact</u> and <u>limited duration.</u> (See Section II. A above for a summary of these requirements.)

The WTP Monitoring Team will build on a foundation of Proactive Discovery & Stakeholder Engagement Practices and Clear and Consistent Methods, Metrics & Standards to make recommendations and offer constructive technical assistance that help BPD <u>institutionalize</u> full and effective compliance in the shortest amount of time with the highest possible return on investment.
Our recommendations will be clearly stated in our Monitor reports and included on our real-time dashboard of BPD's compliance status. Recommendations will reflect the diverse legal, operational and technical expertise and perspectives of our Monitor Team and incorporate the feedback, ideas and requirements of the Parties, Court and Community. We will identify, recommend and schedule opportunities to perform compliance reviews and outcome assessments that efficiently, economically and methodically utilize common information sources, personnel and tools. Likewise, we will work with the Parties to prioritize those efforts where there is a reasonable likelihood that a compliance review or outcome assessment will, with respect to one or more sections of the Consent Decree: (a) result in a finding of either partial or full and effective compliance and/or (b) meaningfully advance BPD's understanding of and/or capability of achieving a finding of either partial or full and effective compliance.

To the extent that BPD identifies any area where it lacks the human, technical and/or financial resources to achieve compliance with any sections or paragraphs of the Consent Decree, or if BPD, DOJ or the Court otherwise requests our assistance in doing so, we will help BPD analyze any such limitations and make recommendations regarding the most effective procurement and deployment of the talent, technology and/or budget necessary to advance compliance with the applicable sections or paragraphs. In doing so, we may recommend training, workforce, strategy and/or technology development that build capability, morale and professionalism while advancing lawful and effective policing throughout all ranks and functions of the Baltimore Police Department.

Training & Workforce Development	Strategy Development	Technology Development
• Leadership • Diversity & Sensitivity • Use of Force / De-escalation • Fourth Amendment • Fourteenth Amendment • Sexual Assault Investigation • Crisis Intervention • Early Intervention Systems • Juvenile Justice • Internal Affairs and Civilian Complaints • Employee Assistance Programs	• Data Driven Deployment • Narcotics Enforcement • Illegal Gun Seizure Programs • Community Development • Public Information Strategies • Police Recruiting & Testing • Federal & State Grant Writing	• CAD/RMS • Crime Analysis & Reporting • Body Cameras • Early Intervention Systems • Case Management • Project Management • Computer & Mobile Forensics • DNA Forensics • Ballistics • Toxicology

RFA Paragraph 12.

Development and implementation of annual monitoring plans, as emphasized by RFA paragraph 12 and required by ¶¶461-467 of the Consent Decree.

12. The Monitor must develop and implement annual monitoring plans for implementing the Consent Decree. The Monitor must develop the monitoring plan within 90 days of appointment by the Court. 13. At minimum, the Monitoring Plans shall include the following:

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

Response: We will determine this schedule collaboratively with the Parties and Court based on a strategy focusing on the likelihood of compliance and the interdependencies of various Consent Decree requirements. Please see 12.c., below, for a detailed explanation of this strategy.

b. A review and approval process for all BPD actions that are subject to review and approval by DOJ and or the Monitor

Response: We will determine this process collaboratively with the Parties and Court utilizing our project management portal, real-time compliance dashboard and monitor website.

c. An explanation for how the Monitor will assess compliance with the material requirements of the Consent Decree; and

d. A description of outcome assessments and compliance reviews that will be used to assess compliance with the Consent Decree, including a general description of methodologies.

Response: We will work closely with BPD and DOJ to categorize Sections of the Consent Decree according to their "likelihood of compliance" and "interdependency" and to schedule when each Section will be tested by our compliance reviews and outcome assessments.

<table>
<tr><th>Likelihood of Compliance</th><th>Interdependencies</th></tr>
<tr><td>Prerequisites:

• Each "Material Requirement" of the section "incorporated into Policy"
• Relevant personnel trained
• Material requirement is being carried out in practice
• Sustained and continuing improvement in constitutional policing as demonstrated by the Agreement's Outcome Assessments
• Compliance with the plain language of each applicable section</td><td rowspan="3">• Policies
• Training
• Field Reporting
• CAD/RMS
• Legal
• Community Policing
• Standards
• Staffing
• Supervision

These interdependences affect every Consent Decree Section. As such, we have assigned a Team Member to lead on each of these critical areas and work closely with the Section Leads. With these interdependencies in mind, we have purposefully assigned multiple duties to certain Team Members based upon their particular skills.</td></tr>
<tr><td>Contributing Factors to Compliance or Non-Compliance:

• Awareness, Activities and Accountability Analysis based on reliable Sources of Evidence</td></tr>
<tr><td>Categories of Compliance for Tracking

<u>Compliance Reviews</u>:

We will conduct a preliminary analysis related to Awareness, Activities and Accountability and assign a Score of 1 – 4:

1 – In Compliance – Subject to Outcome Assessment

2 – Likely in Compliance – Full Review Recommended
3 – Not Likely in Compliance – Full Review NOT Recommended
4 – Not in Compliance – Full Review NOT Recommended</td></tr>
<tr><td colspan="2">For example, if (i) BPD has clearly set forth a Use of Force policy and trained personnel, (ii) our discovery indicates that the rank and file are aware of the policy and have had the training, (iii) the data indicates that they are acting in accordance with the policy <u>but</u> (iv) BPD has yet to advance critical elements of the "Reporting, Investigating and Reviewing Force" or "Data Collection, Analysis and Reporting" requirements in the Use of Force section, then the Compliance Review Indicator for Use of Force would be:

Awareness: 1) In Compliance Subject to Outcome Assessment

Activities: 2) Likely in Compliance – Review Recommended

Accountability: 4) Not in Compliance – Review NOT Recommended

After the full Compliance Review is completed, we will set forth clear and constructive narratives of the specific sources, analyses and conclusions underlying each score on the project management portal, in our reports and through the real-time compliance status dashboard. We will provide constructive</td></tr>
</table>

recommendations that consider BPD's short, medium and long term planning.

Outcome Assessments

If a Consent Decree section receives a score of 1 or 2 , at the Parties' discretion and agreement, we may proceed to conduct outcome assessments during an earlier or later part of the annual cycle. As the

"Activities" inquiries of our compliance review will incorporate analysis of (progressively automated) data, the Parties will have preliminary indicators, essentially a thesis of whether or not the outcome assessments will evidence compliance or if there is more work to be done.

e. *A schedule for conducting all outcome assessments and compliance reviews, taking into account that the data and technology necessary to conduct the assessments or reviews may be currently unavailable*

Response: As per our response in 12.c, above, we will schedule outcome assessments in collaboration with the parties. We will indicate where data is not available in our compliance reviews, limit our outcome assessments when data is not available, and provide technical assistance to help BPD make such data available for its continued use.

f. *A process for sharing the results of all outcome assessments and compliance reviews with the parties, including all source data and information analysis, and a complete and detailed explanation of any conclusions.*

Response: To the extent possible, we will continuously make our substantive findings available to the Parties in "real-time" through a project management portal and a real-time compliance status dashboard. Processes and technology to do this will be developed pursuant to our Monitoring Plan.

g. *Delineation of the roles and responsibilities of the Monitor's team members, including identifying a Deputy Monitor with authority to act in the Monitor's absence, lead members who have primary responsibility for each section of the Consent Decree, and specifying whether the Monitor has delegated approval authority to a team member in their area of primary responsibility.*

Response: Each of our section leads is supported by deputies who possess the skills, experience and subject matter expertise necessary to effectively perform the work in their designated area and can perform in a leading role should circumstances require. This redundancy of talent creates the capacity necessary for times of increased work load with the flexibility to avoid unnecessary downtime and to value engineer work schedules to save time and money.

h. *A protocol for communication, engagement, and problem solving with BPD and DOJ*

Response: The team remains committed to the concept that we can assist in fashioning lasting change in the City of Baltimore. To that end, the team stands ready to create and maintain a level of transparency that will allow the community to appreciate and understand the growth of the agency and its adherence to the plan. We further

believe that it is incumbent upon the team to be cognizant of the fact the agency cannot achieve the goals and aspirations of the Consent Decree until it fully embraces that this process is not a punishment but an opportunity to repair relationships with the community and repair internal relationships as well. The team will collaboratively operate with the DOJ, adhering to timelines and forging a relationship that will assist the Judge and the community to appreciate the growth and challenges of the agency. We will endeavor to do this through social media, synchronizing existing City websites with new and relevant Consent Decree milestone information, as well as scheduled community meetings with all stakeholders.

i. *Identification of any documents that must be preserved beyond the requirements of applicable retention policies.*

Response: The Monitoring team will preserve all data and documents in secure fashion for inspection by the Court and all parties for a period of ten years.

RFA Paragraph 18.

Regarding production of reports to the Public and Court, as emphasized by RFA paragraph 18 and required by Part XIX (H) of the Consent Decree.

18. *The Monitor shall regularly produce reports to the public and the Court. These reports shall include, but are not limited to:*

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

Response: As we will be providing continuous feedback to the Parties, Court and Community as described above – to include real time compliance status dashboard – our scheduled reports will be opportunities to deepen, detail, summarize and clarify BPD's compliance status and path to Full and Effective Compliance. We will include our findings and recommendations in a form and substance agreeable to the Parties with feedback solicited from the Community and Court. Our reports will be transparent about our work processes, including any challenges faced and what efforts the Parties, Community, Court and Monitor made to successfully address such challenges during the reporting period. Technical assistance is a fundamental principle of our approach and we have provisioned for it in our budget and work plan. This organization will help us track, specify and report to the public on all

aspects of technical assistance provided. Our project management portal will include all schedules, work plans and budgets. The scheduling and project management tools built within will enable us to plan, anticipate and clearly communicate anticipated work (and workload) in our Reports.

Our project management portal will include all schedules, work plans and budgets. The scheduling and project management tools built within will enable us to plan, anticipate and clearly communicate anticipated work (and workload) in our Reports.

RFA Paragraph 11.

Regarding how we will fulfill the role of Monitor, as required by RFA paragraph 11 and ¶¶442-488 of the Consent Decree.

11. *As set forth in ¶¶ 442-488 of the Consent Decree, to realize these objectives, the Monitor must assume certain concrete responsibilities. Responses to the RFA must address, in detail, how candidates will meet these responsibilities.*

a. *Selection and Role of the Independent Monitor (¶¶442-445)*

Response: Our professionals meet the diverse qualifications of ¶442 and have the demonstrated experience to work in a collaborative and cost-effective manner as required by ¶443. We acknowledge and submit to the timeframes and public nature of the Monitor Selection process outlined in ¶444. We acknowledge that the Monitor will "only have the duties, responsibilities, and authority conferred" by the Consent Decree and that the Monitor "will not, and is not intended to, replace or assume the role and duties of the City of BPD, or any duties of any City or BPD employee, including the Commissioner, or any City Official." (¶445) Any team member who makes any representations and/or takes any actions outside of the Monitor's limited scope as an impartial agent of the Court or is otherwise in material conflict with the Monitor's role will be subject to removal from our team.

b. Term of the Monitor (¶¶446-453)

Response: We acknowledge the three-year term of ¶446 and, at a minimum, will make every effort to "adequately engage the community," "complete our work in a cost-effective manner on budget," and "work effectively with the Parties to facilitate BPD's efforts to comply with the Agreement's terms, including by providing Technical Assistance to BPD." In so doing, we will work with the Parties and Court to limit the scope of Monitor activities necessary beyond the initial three year term to sections of the Consent Decree that the Court has by that time determined are not in Full and Effective Compliance with the Consent Decree. This applies to both the two-year renewal provided for in ¶446 and to any necessary extensions of the Consent Decree beyond five years as per ¶447. We acknowledge the annual cap on Fees and Costs of $1.475 million, as well as the annual budget submission processes and policies included in ¶448. We willingly accept the opportunity to work efficiently onsite at a City and/or BPD location with access to relevant personnel and information. Our primary Baltimore office is located less than ½ mile away from BPD headquarters and

our Washington, DC, office is located less than 2 miles from the Civil Rights Division of DOJ. We will utilize both of these office locations to advance our work. While we have a particularly skilled and qualified team with cross-functional talent able to address all areas of the Consent Decree, we appreciate that additional personnel may at some point become necessary due to unforeseen circumstances or the requirement of a highly specialized individual. We acknowledge and will work in accordance with the payment and billing practices specified in ¶¶449 and 451 and the provisions regarding replacement of the Monitor specified in ¶¶452-453.

c. *Compliance Reviews (¶¶454-455)*

Response: Our approach to Compliance Reviews, detailed in response to RFA ¶12 above demonstrates how our specified approach will be practically applied to objectively assess compliance while saving time and money for the Parties, Community and Court.

d. *Outcome Assessments (¶¶456-460)*

Response: Our approach to Outcome Assessments, detailed in our response to RFA ¶12 above, demonstrates how our specified approach will be practically applied to objectively perform outcome assessments while saving time and money for the Parties, Community and Court.

e. *Monitoring Plan (¶¶461-467)*

Response: Our approach to the Monitoring Plan, detailed in our response to RFA ¶12 above demonstrates how the strengths of our Team and our Strategic Principles will be developed in a manner to help us objectively assess compliance and deliver technical assistance while saving time and money for the Parties, Community and Court.

f. *Monitor Recommendations and Technical Assistance (¶468)*

Response: Our approach to Monitor Recommendations and Technical Assistance, detailed in our response to RFA ¶12 above, demonstrates how our specified approach will be practically applied to deliver Technical Assistance while saving time and money for the Parties, Community and Court.

g. *Comprehensive Re-Assessment (¶¶469-470)*

Response: The Comprehensive Re-Assessment is an opportunity for the Parties, Court and Community to engage regarding BPD's progress and compliance and make any necessary adjustments to the Agreement. We appreciate that the Parties' comments on the drafts and the Monitor's subsequent revisions based on such drafts will all be public record. By the design of our plan we will have already established with the Parties a process for public review and comment at this point – utilizing the integrated efficiencies of our project management portal and

monitor website as described herein.

h. Monitor Reports (¶¶471-472)

Response: Our approach to Monitor Reports, detailed in Section II.D., demonstrates how our specified approach will be practically applied to inform the Parties, Court and Public while saving time and money for the Parties, Community and Court.

i. Communication Between the Monitor, the Parties, the Court and the Public (¶¶473-475)

Response:

The team remains committed to the concept that we can assist in fashioning lasting change in the City of Baltimore. To that end the team stands ready to create and maintain a level of transparency that will allow the community to appreciate and understand the growth of the agency and it's adherence to the plan. We further believe that it is incumbent upon the team to be cognizant of the fact the agency cannot achieve the goals and aspirations of the Consent Decree until it fully embraces that this process is not a punishment, but an opportunity to repair relationships with the community and repair internal relationships as well. The team will collaboratively operate with the DOJ adhering to timelines and forging a relationship that will assist the Judge and the community to appreciate the growth and challenges of the agency. We will endeavor to do this through social media, synchronizing the existing City websites with new and relevant Consent Decree milestone information as well as scheduled community meeting with all stakeholders.

j. Public Statements, Testimony, Records, and Conflicts of Interest Monitor Reports (¶¶476-480)

Response: The Monitor team will work collaboratively with the Judge, Federal team, Police Department and the City team to make sure that all Public Statements are vetted. To the extent that records are compiled and need to be kept electronically we endeavor to so for a period of ten years. These records when not produced through the use of social media and web based will be available for public inspection. Conflicts of Interest shall be brought to the attention of the Court and the DOJ and City stakeholders as soon as they arise and shall

k. Consent Decree Implementation Unit (¶481)

Response: As described herein, the Consent Decree Unit, along with the COTF will be key partners in our work. Our job is to actively listen to members of the Consent Decree Unit and empower them with clear and consistent processes to help them drive compliance both during and after our time as Monitor.

l. Access and Confidentiality (¶482)

Response: As counsel we are well trained in documenting our actions and charting milestones. It is by confidently measuring the task that we will be able to show progress and illustrate adherence to the Decree. As counsel we are duty bound to keep the confidences of our clients.

RFA Paragraph 20.

Regarding preparation and submission of annual budgets for monitoring, as emphasized by RFA paragraph 20 and required by Part XIX (B) of the Consent Decree.

20. The Monitor shall prepare and submit annual budgets for monitoring the Consent Decree.

Response: We will submit our budgets on no less than a quarterly basis and make them available in detail to the public.

RFA Paragraph 22.

Regarding maintenance of the highest ethical standards, as emphasized by RFA paragraph 22 and required by the Consent Decree.

22. The Monitor shall maintain the highest ethical standards.

Response: As a lifelong resident of Baltimore City this position would be more than just an acceptance of a task. The City and the Police Department have the opportunity to heal some old wounds that run very deep in many communities. I have held many trusted positions throughout my career that mandate the highest in fiduciary responsibility. This is the standard that we would approach this position.

RFA Paragraphs 25 and 26.

Detailed responses to RFA paragraphs 25 and 26, which ask for specific detail on the qualifications of Monitor candidates, are provided in Section III, below, including detailed summaries of: Team Member Qualifications, Prior Experience, References and Availability / Time Commitments.

III. Team Member Qualifications, Prior Experience, References and Availability/Time Commitments

A. Team Member Overview: Summary Profiles of Each of Our 15 Team Members

Thurman Zollicoffer, Monitor

Former City Solicitor and counsel for the Mayor & City Council for the City of Baltimore, managing a staff of 110 and a budget of $14 million.

- Responsible for overseeing and directing the City of Baltimore's legal work, including legislative counsel, litigation, and giving legal advice and counsel to City departments, agencies, boards and commissions. Served as member and counsel to the Board of Estimates, the body that deliberates all contracts and financial operations for the City.
- Significant accomplishments as City Solicitor included drafting/negotiating: conduit franchise agreements, the City's first Charitable Institutions Payment in Lieu of Taxes, the Minority Enterprise Ordinance for the City of Baltimore and the Mayor's Executive Order, and the successful defense of the Ordinance in federal court
- Partner, Whiteford, Taylor & Preston, LLP - 1998-2000, 2004- present
- City Solicitor for Baltimore City – 1999- 2004
- Conflict Counsel for Baltimore City Police Officers 2012-Present
- Chair, EBDI (East Baltimore Development Incorporated 2014-2017
- Chair, EBDI Diversity Committee, 2009-2014
- Chair, Total Health Care (a Federally Qualified Health Center)
- Member, Maryland Court of Appeals Standing Committee on Rules of Practice and Procedure, 2014 – Present
- National Trial counsel for Fortune 50 Company
- Trustee, Maryland State Retirement Plan, 2006-2017
- Chair, Securities Litigation Committee 2009-2017
- Trustee, Baltimore City Employee Retirement System 2005-2012
- Prosecutor, States Attorney for Baltimore City 1989-1994
- Admitted to the Maryland Bar, Fourth Circuit and Supreme Court of the United States
- Admitted to practice before state and federal courts in Maryland and specially admitted to cases in California, Texas, Illinois, Pennsylvania, Louisiana and New York.

Charles Campisi, Deputy Monitor & Section Lead
XIII. Supervision
XIV. Misconduct Investigations & Discipline

Served three mayors and four police commissioners as the Chief of Internal Affairs Bureau of the New York Police Department from 1996 – 2014, capping a diverse 41-year career at NYPD where he earned increasing responsibility in patrol, investigative, administrative, managerial and command assignments:

- As Chief of the Internal Affairs Bureau managed and supervised 750 investigators of all ranks in order to provide for effective corruption control by analyzing allegations and trends, and conducting comprehensive investigations designed to ensure the highest standards of integrity (1996-2014)
  - Served as Deputy Chief in the Internal Affairs Bureau, managing special investigations and administrative functions (1995-1996)
- Managed internal and external research designed to strengthen measures which deter corruption, increase incentives for honest Police Officers to report corruption, and improve case processing, management and investigation during his time as an Inspector in the Corruption Prevention and Analysis Unit of the Internal Affairs Bureau (1993-1995)
- Served as Deputy Inspector for the Police Cadet Corps, managing the recruitment, selection, hiring, training, field assignments, retention and promotion of over 400 college students into the New York City Police Department (1991-1993)
- Deputy Inspector – 6th Precinct (Greenwich Village) (1989-1991)
- As Captain of the Manhattan Traffic Area, managed Police resources that provided traffic control at all special events, emergencies, parades, Presidential and VIP visits, demonstrations, disasters and other major events (1986-1989)

- Served as a member of Interpol's Expert Group on Corruption, and the International Association of Chiefs of Police Internal Affairs Advisory Committee
- Served as a member of numerous Assistance Teams sponsored by the United States Department of State, has worked with and advised Foreign Governments in establishing and strengthening internal controls
- Bachelor of Arts degree in Psychology, a Masters of Arts degree in Criminal Justice, and is currently working on his doctorate degree in Criminal Justice at John Jay College. Graduate of the FBI National Academy, Boston University Law Enforcement Trainers Institute, Northwestern University Traffic Institute, Columbia University Police Management Institute and the John F. Kennedy School of Government at Harvard University.

Erek Barron, Esq., Communications & Outreach Lead

- Practice focused on high-stakes criminal matters, complex business litigation, and internal investigations
- Former Counsel and Policy Advisor, US Senate Judiciary Committee, Subcommittee on Crime and Drugs
- Former federal prosecutor, US DOJ, Criminal Division
- Former assistant state's attorney, Baltimore City State's Attorney's Office
- Former assistant state's attorney, Prince George's County State's Attorney's Office
- CJA Panel member, US District Court for Maryland, US District Court for DC, and US Court of Appeals for the Fourth Circuit
- Past member, ABA House of Delegates
- Co-Chair, ABA Criminal Section, Appellate & Habeas Committee
- Past member, MSBA Board of Governors
- Member, MSBA Criminal Law and Practice Section Council
- Member, Maryland General Assembly, House of Delegates representing Legislative District 24
- Former member, Justice Reinvestment Coordinating Council

Karen Amendola, PhD, Metrics & Standards Lead

Karen L. Amendola has 25 years of experience in public safety research, testing, training, technology, and assessment.

- Chief Behavioral Scientist, Police Foundation
- Dr. Amendola has worked with dozens of local, state, and federal agencies and has served as Associate Editor for Psychology and Law for the ten-volume Encyclopedia of Criminology and Criminal Justice published by Springer Verlag, New York (2014).
- Currently, Amendola is the Principal Investigator for a study of the impact of Mindfulness Training on health, safety, and wellness of 9-1-1 personnel and a study of health, safety, and wellness among correctional officers.
- In addition, Dr. Amendola was the lead investigator of a study of eyewitness identification case outcomes, is a member of the Academy of Criminal Justice Sciences, American Psychological Association, American Society of Criminology, and Society for Industrial and Organizational Psychology, and served over five years on the Scientific Review Committee of the National Center for Credibility Assessment (at the time called the Department of Defense Polygraph Institute).
- Most recently Dr. Amendola served as Chair of the National Partnership for Careers in Law, Public Safety, Corrections, and Security, the Innocence Project's Research Advisory Board, and is currently an appointee to the Third Circuit Court of Appeals Task Force on Eyewitness Identification.
- Past Roles at Police Foundation include:
  - *Chief Operating Officer*—Division of Research, Evaluation, and Professional Services
  - *Chief Operating Officer*—Institute for Integrity, Leadership, & Professionalism
  - *Director*—Division of Technology/Technical Assistance
  - *Senior Organizational Analyst*—Division of Technology/Technical Assistance.
- Education
  - *Doctor of Philosophy, Psychology, George Mason University (1996), Specialization in Industrial/Organizational Psychology*
  - *Master of Arts,* Psychology, George Mason University (1991), Specialization Industrial/Organizational Psychology
  - *Master of Arts,* Human Resources Management (1991), Webster University
  - *Bachelor of Arts,* Humanities (1984), Barat College, Minor in Management; Magna Cum Laude
- Recent Publications (full list available upon request)
  - *Amendola, K. L., & Wixted, J. T. (2017). The Role of Site Variance in the American JudicatureSociety Field Study Comparing Simultaneous and Sequential Lineups. Journal of Quantitative Criminology, 1-19. doi: 10.1007/s10940-015-9273-6*
  - *Owens, Emily G., Weisburd, David, Alpert, Geoffrey, and* ***Amendola, Karen L.*** *(in press).*
  - *Can you Build a Better Cop? Experimental Evidence on Supervision, Training, and Policing in the Community. Criminology and Public Policy.*
  - Owens, Emily G., Weisburd, David, Alpert, Geoffrey, and **Amendola, Karen L.** (2016). *Promoting Officer Integrity Through Early Engagements and Procedural Justice in the Seattle Police Department.* Final report to the National Institute of Justice, 2012-CX-

0009. Washington, DC: Police Foundation. Available at: https://www.ncjrs.gov/pdffiles1/nij/grants/249881.pdf

- Amendola, Karen L. and Wixted, John (2015). Comparing the Diagnostic Accuracy of Suspect Identifications made by Actual Eyewitnesses from Simultaneous and Sequential Lineups in a Randomized Field Trial. *Journal of Experimental Criminology, 11*(2), 263-284. doi: 10.1007/s11292-014-9219-2
- Weisburd, David, Groff, Elizabeth R., Jones, Greg, Cave, Breanne, **Amendola, Karen L.,** Yang, Sue Ming, & Emison, Rupert F. (2015). The Dallas Patrol Management Experiment: Can AVL Technologies be used to Harness Unallocated Patrol Time for Crime Prevention? *Journal of Experimental Criminology*, 1-25. doi: 10.1007/s11292-015-9234-

Sean Bair, IT & Systems Development Lead

BAIR Analytics Inc., President, 1995-2015

- Developed analytical software used by law enforcement, public safety, defense intelligence agencies and academia.
- Provide pattern analyst subject matter expert and intelligence analyst services (including tactical, operational, administrative and strategic analysis) to Department of Defense (TS/SCI level) and local law enforcement in support of critical missions.
- Provide public safety related training and consulting services.
- Customers included thousands of law enforcements agencies worldwide, Department of Defense, Wal-Mart, Macy's, Target and high-worth families. Acquired by LexisNexis.

National Law Enforcement and Corrections Technology Center, Assistant Director, 2007

- Assisted with administrative and financial operations of the center.
- Lead efforts in strategic planning and development of new Center initiatives.
- Managed and monitored existing program areas and staff.

National Law Enforcement and Corrections Technology Center, Program Manager, 2000-2007

- Instructed on various GIS and analytical software applications as well as analytical methods in the field of crime and intelligence analysis, counter-terrorism, disaster-response, and EOC analysis topics.
- Developed training curriculum on methods and techniques in analysis, conduct law enforcement agency on-site 'readiness surveys' and assessments and provided technical guidance to law enforcement agencies on variety of law enforcement and technology related matters.
- Supervised Crime Mapping & Analysis Program staff.

Tempe Police Department, Police Officer, 1997-2000

- Certified Field Training Officer.
- Sexual Assault Investigator.
- POST certified General instructor.

Tempe Police Department, Crime Analyst, 1992-1997

- Conducted Tactical, Strategic, and Administrative Crime Analysis.
- Provided crime information, trends and statistics to members of the department, community and outside agencies.
- Collected and analyzed statistical information using surveys, quantitative analysis and qualitative assessments.
- Conducted beat configuration, patrol allocation, and resource acquisition studies.

<u>Publications</u>

- Hering, A. S. and Bair, S. (2013) "Characterizing spatial and chronological target selection of

serial offenders," Journal of the Royal Statistical Society.

- Co-author of the book, "Tactical Crime Analysis: Research and Investigation", CRC Press, 2009.
- Co-author of the International Association of Crime Analysts' "IACA Handbook" for chapters: Spreadsheets, Spatial Analysis, and Data Integrity. June 2004.
- "Spatial Statistics", Police Foundation, Advanced Crime Analysis, Problem Analysis, and Crime Mapping Forum publication, Police Foundation, May 2003, Electronic Circulation.

Jim Burch, Training Development Lead

Former Senior Executive of the U.S. Department of Justice, including service as the Deputy Assistant Attorney General in the Office of Justice Programs (2011-2014), as Acting Director of the Bureau of Justice Assistance (2009-2011) and Acting Assistant Director in the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) (2014-2015), and service in a variety of roles that required close support and cooperation with many local law enforcement agencies and often involved coordination with DOJ's Office of Civil Rights:

- As Acting Director of the Bureau of Justice Assistance (BJA) and as its Principal Deputy Director, worked closely with local government leaders, monitors and DOJ OCR to align best practices, training, technical assistance and funding resources with agreements.
- As the Principal Deputy Director, BJA, oversaw BJA's efforts to document best practices in monitoring and to explore alternative, "pre-agreement" models of reform.
- As Acting Assistant Director of ATF's Public and Governmental Affairs Bureau, oversaw ATF's transparency, communications and engagement and many public facing technology initiatives as well as working with Congressional Oversight Committees on sensitive matters involving ATF operations and personnel.
- As Deputy Assistant Attorney General for OJP's Office of Justice Programs, oversaw all OJP operations and management responsibilities, including personnel, finance, communications, internal audits, investigations and Equal Employment Opportunity functions.
- As Deputy Assistant Attorney General, served on the FBI's National Academy Advisory Board and provide support to the FBI in integrating science and evidence into its national academy curriculum.
- As Acting Director of the Bureau of Justice Assistance (career-service, non-political), led the development of national policing initiatives that continue to serve as models today, such as DOJ's Smart Policing Initiative.
- Serve as a Senior Fellow in George Mason University's Center for Evidence-Based Crime Policy, a designation resulting from efforts within DOJ to inform police practices and federal support programs with scientific evidence of effectiveness and data.
- Served as a guest instructor/lecturer at the FBI's National Academy on a variety of topics of related to police administration and operations.
- Bachelor of Arts degree in Criminology and Criminal Justice from the University of Maryland, and a Master of Science degree in Administration from Central Michigan University.

Frank Dwyer, Research Lead & Section Lead
XVII. Staffing, Performance Evaluations and Promotions
XVIII. Officer Assistance and Support

New York City Civilian Complaint Review Board—Board Member (May 2016 – Present)

- Review cases and make disciplinary recommendations concerning civilian complaints regarding use of force, abuse of authority, discourtesy, and offensive language.

NYPD 1983-2012

- NYPD 1983-2012.
- Deputy Inspector, Commanding Officer, Deputy Commissioner Operations' office, the unit responsible for the Citywide CompStat program and crime reduction strategies.
- Captain, Commanding Officer of the 7th Police Precinct in Manhattan; Executive Officer 77 precinct; 79 Precinct; Public Service Area 3, Brooklyn.
- Extensive involvement in the strategic and management changes that successfully contributed to greater organizational efficiency, crime reduction, and improved quality of life across New York City.
- Authored major department crime strategies and reengineering reports.
- Extensive experience teaching and lecturing both in the United States and Europe at the university level and in police training institutions regarding criminology, policing, and leadership.

Education

- University Of Portsmouth, England, Doctorate in Criminal Justice (Candidate); Cambridge University, Cambridge, England, Fitzwilliam College Master of Studies, 2002,
- Applied Criminology and Police Management, Fulbright Scholar; Harvard University, Cambridge, MA; John F. Kennedy School of Government Master of Public Administration, 1993
- Hunter College, New York, NY, Silberman School of Social Work Master of Social Work, 2013; Fordham University, Bronx, NY, Master of Arts, 1988
- Department of English Language and Literature, Literary Critical Theory; Cathedral College Seminary, Douglaston, NY, Bachelor of Arts, English and Comparative Literature, 1983.

Phil Lynn, Policy Development Lead

- Served as Director of the IACP's National Law Enforcement Policy Center, developing more than 100 model policies on topics of vital importance to the policing community. The Policy Center's mission is to assist the association's 22,000+ members in performing their jobs effectively, efficiently and safely.
- Collaborated with national advisory board of police executives and law enforcement experts to develop, revise and update model policies in accordance with Supreme Court rulings and evolving law enforcement practices.
- Highly experienced in working collaboratively with both junior and senior criminal justice personnel
- Dedicated entire career to the development and implementation of law enforcement best practices, policies and procedures as well as conducting numerous management studies and evaluations of criminal justice agencies throughout the nation.
- Army veteran with broad experience in all aspects of law enforcement with special expertise in law enforcement policy development and training.
- Significant experience in writing training and other documents to enhance the knowledge, skills and abilities of line and supervisory law enforcement personnel

Harry Johnson, Esq., Legal & Quality Assurance & Section Lead,
First Amendment Protected Activities

- First African American Partner at Major Baltimore Majority Law Firm;
- First African American President of the Maryland State Bar Association;
- Member, Maryland Court of Appeals Standing Committee on Rules of Practice and Procedure, 1986-2013;
- Member, ABA House of Delegates, 2003-Present;
- Member, ABA Standing Committee on the Federal Judiciary, 2007-2010;
- Chair, ABA Standing Committee on Public Education, 2015-Present;
- Chair, GBMC Healthcare, Inc., 2011-2014; Board member 2002-2015;
- Baltimore Community Foundation Trustee 2004-2017(Chair, Race, Equity and Inclusion Committee, 2011-2017);
- National trial counsel for major automotive company;
- Represented City of Baltimore in *Thompson v. HUD,* including negotiation of consent decree;
- Represented Baltimore City Council during redistricting;
- Trial counsel for major manufacturer in asbestos consolidated trial involving 8,500 plaintiffs.
- Member, Fourth Circuit Judicial Conference

Admitted to practice before state and federal courts in Maryland and the District of Columbia; and specially admitted in cases in Texas, Georgia and Pennsylvania.

Jesse Lee, PhD – Section Lead
II. Community Oversight Task Force
III. Community Policing & Engagement

- International Association of Chiefs of Police (IACP): Manager of Police Services, 2011 - 2014. Responsible for police management studies, technical assistance, and special projects. Senior member of executive search and assessment center team. Contributor to the United States Department of Justice (USDOJ)-funded Youth Focused Policing, Intelligence-Led Community Policing, and Prosecution grants.
- National Organization of Black Law Enforcement Executives: Executive Director, 2002 - 2011 and Deputy Director, 2001 – 2002. In both roles, provided leadership and management for the national law enforcement agency and major consultant/advisor to numerous governmental agencies, including a presidential task force. Quarterly and annual meetings with Attorney General's Office to discuss policies such as gun control, Patriot Act, youth violence, use of force, and minority recruitment & promotions.
- Community Policing Consortium Management: Manager, 2001-2002. Participated in all forums, conferences, and other public gatherings that promoted the Consortium and the USDOJ's Office of Community Oriented Policing Services (COPS) initiatives. Responsible for monitoring, overseeing, coordinating, facilitating, and evaluating NOBLE's work with the Consortium. Partnered with COPS staff for initiatives, activities, services, and products to advance the Consortium and community policing.
- Delaware River Port Authority for Pennsylvania/New Jersey, Lieutenant Commander, total years of service 1980-2001. Responsibilities included managing the daily operations and administration. Prepared and managed an large operating and capital budget. Assisted with the supervision and planning of personnel allocation to achieve greater efficiency. Chaired committees and boards including the Disciplinary Hearings Board, the Public Safety Committee on Management and Labor, the Contract Negotiations Team, the Transportation and Communication Committee, the Policy and Procedure Review Team, Redeployment Committee, and the Interview Board.
- Contributing Faculty, 2012 to present. Chair dissertation committees and teach masters and doctoral level courses to include: Critical Issues Emergency Management, The Nature of Crime & Criminology, Controversies in Criminal Justice, Special Populations, Public Safety Issues, Applied Communications, and Managing Public Safety Organizations.
- PhD in Public Policy with specializations in Administration & Leadership, Homeland Security Policy, and Coordination. In addition, two master's degrees in 1) Public Policy and 2) Non-Profit Leadership; and a Bachelor of Arts in Organizational Leadership.
- Past Board Member, Commission on Accreditation for Law Enforcement Agencies (CALEA), Mothers Against Drunk Driving (MADD), and the National Center for Missing and Exploited Children (NCMEC)

Sidney Butcher, Esq. – Section Lead
IV. Stops, Searches, Arrests, and Voluntary Police-Community Interactions
V. Impartial Policing

- Former Assistant State's Attorney in Baltimore City, Maryland;
- Prosecuted cases in multiple jurisdictions;
- Coordinated investigations with local, state and federal law enforcement agencies;
- Led investigations to root out corruption by correctional officers;
- Co-Chair, Maryland State Bar Judicial Appointments Committee;
- President, Public Justice Center;
- Member, Maryland Legal Services Board ;
- Member, American Bar Association Criminal Justice Section Council;
- Admitted to practice before state and federal courts in Maryland and the District of Columbia

Frank Straub, PhD – Section Lead
VI. Responding To and Interacting With People With Behavioral Health Disabilities Or in Crisis
VII. Use of Force

Public safety executive who has developed and implemented nationally recognized homeland security and policing programs. Accomplishments in policing innovations, public safety, crisis intervention, and reform have been acknowledged by the White House, Congress, requests to speak at national conferences, and described in numerous publications.

Director of Strategic Studies, Police Foundation

- Director of the National Police Applied Research and Data Platform.
- Led critical incident reviews of the public safety response to critical incidents: San Bernardino Terrorist Attack, the Pulse Night Club shooting, the Minneapolis Police Department 4th Precinct Occupation, the Kalamazoo Mass Shootings.
- Reviewed all security operations for the 2016 Republican National Convention in Cleveland, Ohio under funding from the U.S. Department of Justice, Bureau of Justice, National Training and Technical Assistance Center.
- Leading the collaborative reform of the the North Charleston, South Carolina Police Department, a review of the Vaughn Correctional Facility (Delaware) riot, and the Charlotte Police Department's response to civil unrest.
- Project manager for the development and implementation of Averted School Violence and sUAS (drone) websites and database.
- Raised over $2M in grant funding from federal and local sources.

Chief of Police, Spokane, Washington (2012 – 2015)

Reengineered the Spokane Police Department in response to the community's demand for police reform following a deadly use of force incident and the police officer's conviction on civil rights and obstruction of justice violations in federal court.

- Implemented all Spokane Use of Force Commission reform recommendations in 18-months and initiated a collaborative reform process with the U.S. Department of Justice, Office of Community Oriented Police Services.
- Reduced serious crime by over 8% in 2014, reversing six years of double-digit crime increases through data-driven enforcement and community engagement. In 2015, reduced serious crime by an additional 12%.
- Established a Chronic Offender Unit to focus on the most active adult and juvenile property crime offenders. In 2014, residential burglaries were reduced by more than 20%, in part because of the Unit's efforts.
- Led the creation of the City's first community court in collaboration with municipal court judges, public defenders, city prosecutors and service providers.
- Led the creation of the Family Justice Center in collaboration with YWCA, City and County Prosecutors' Offices, and the Spokane County Sheriff's Office to prevent and reduce domestic violence.

- Required all officers to complete 40-hours of crisis intervention training (CIT), developed and implemented the department's body worn camera program.
- Reduced police officer use of force incidents by 22%.

Director, Indianapolis Department of Public Safety (2010 – 2012)

Led the department's six divisions that employed 3,500 police officers, fire fighters, emergency medical, homeland security, communications, and animal care and control professionals serving the 11th largest city in the United States. Administered a $425 million budget.

- Created a unified and fully integrated department that provided seamless coordination and collaboration between multiple public safety disciplines to manage daily operations, major events, and respond to critical incidents.
- Reduced homicides to the lowest level in 20 years through evidence-based policing practices, data-driven enforcement strategies, expanded community partnerships, prevention and intervention programs.
- Established the City's prisoner reentry program in collaboration with the Mayor's Office, faith, community, social service and corrections leaders.
- Led all public safety and security operations for Super Bowl XLVI.
- Re-engineered the basic police recruit training program, increased diversity in the police and fire department's senior management as well as in public safety recruiting and hiring.

Chief, White Plains Police Department, (2002 – 2010)

Led the department's 400 police officers, fire fighters, and contract EMS personnel in the delivery of integrated public safety services. Administered a $50M budget.

- Reduced serious crimes by 40%, initiating data-driven enforcement and community policing strategies. These strategies were recognized in my testimony before the U.S. House of Representatives Judiciary Committee in June 2008.
- Created the first police/mental health practitioner response team and the first Prisoner Reentry Program in Westchester County.
- Increased diversity in the department's leadership as well as in recruiting and hiring for both the police and fire departments.

Jim McMahon – Section Lead
IX. Transportation of Persons in Custody
XVI. Recruitment, Hiring & Retention

- Served as the 11th Superintendent of the New York State Police
  - Commanded a full-service statewide law enforcement agency; the eighth largest in the country, in excess of 5,400 sworn members and civilian support staff.
  - Worked tirelessly to maintain the Division of State Police's reputation as one of the nation's most dynamic and progressive full-service law enforcement agencies. Under his stewardship, the state police;
    - Opened its state-of-the-art Forensic Investigation Center in Albany.
    - Established the state's DNA Data Bank for violent felons sentenced to prison in New York State.
    - Implemented a statewide program to combat school violence.
    - Developed and maintained a variety of innovative programs that have helped drive New York's highway fatality to historic lows.
    - Implemented a highly successful program to equip all state police employees with personal computers and the latest in time and work-saving high-technology programs and services.
    - Established a new Office of Human Resources to provide improved services to both the public and state police employees.
    - Led major state police details in conjunction with a variety large-scale events, ranging from the TWA Flight 800 (1996) and World Trade Center (2001) disasters to the 1994 and 1999 Woodstock concerts.
- Director McMahon also served as chairman of the New York State Disaster Preparedness Commission, which is comprised of 23 state agencies and one volunteer organization. The commission is the governor's policy management group for the state's emergency management program and is responsible for the preparation of state disaster plans; directing state disaster operations and coordinating those with local government operations; and coordinating federal, state and private recovery efforts.
- Served as the Deputy Executive Director of the International Association of Chiefs of Police (IACP) the world's oldest and largest nonprofit membership organization of police executives, with over 21,000 members in over 89 different countries

William P. Tartaglia – Section Lead
VIII. Interactions With Youth
XV. Coordination with Baltimore City Police Force

- Retired in the rank of Inspector and the Commanding Officer of the Detective Bureau Gang Division after completing 23 years in the New York City Police Department. In command of over 350 Members of the Service comprised of Police Officers, Detectives, Sergeant, Lieutenants, Captains and civilians.
- Developed and implemented the NYPD strategy to reduce gang violence. Developed data tracking of gang incidents as compared to overall crime and developed membership definitions and membership data systems.
- As the Commander of the Intelligence Divisions Criminal Intelligence Section - commanded over 150 members of the service dedicated to gathering criminal intelligence for deployment of resources. The HIDTA Regional Intelligence Center was under the CIS and included members from the NYPD and numerous federal agencies working together toward the common goal of accurate and timely intelligence.
- In 1997, As the Commanding Officer of the Gang Division in the rank of Lieutenant - the newly established unit was responsible for gathering information to reduce gang violence coordinating efforts with federal counterparts and correctional institutions.
- As a Sergeant - Commanded two Detective Squads responsible for the investigations within the geographical precinct command. As the Commander of the Joint FBI Asian Drug Task Force worked hand in hand with FBI on a daily basis in an effort to eliminate the importation and distribution of Asian Heroin with over ten years experience in the Narcotics Division as both a Sergeant and Investigator.
- Involved in numerous arrests, search warrants, wire taps, undercover operations and provided testimony in all jurisdictions to include Federal Court, Special Narcotics Courts, Grand Jury and trail courts.
- Police Department Management Studies
  - Fort Lauderdale, Florida
  - Burbank, California Police Department
  - Tucson, Arizona
  - Jersey City Police Study
- A current member of the International Association of Chiefs of Police, NY Chiefs Association and numerous investigation and security associations. Licensed New York State Investigator and Notary Public.
- Graduate of Dowling College - BBA - Accounting and the Columbia School of Business Police Management Institute

Doug Scott – Section Lead
XI. Handling of Reports of Sexual Assault
XII. Technology

- Record of accomplishment as a Chief of Police in three Northern Virginia Police Departments (Fairfax County, City of Fairfax and Arlington)
- Excellent skills in increasing productivity, improving service quality, cost reduction and streamlining organizations
- Effective negotiator and communicator who has a proven record of influencing decision-makers and external constituencies in challenging environments
- 17 total years of experience as a Chief of Police
- Top-Secret FBI Security Clearance
- Led the largest local law enforcement agency in the Commonwealth of VA
- VA Association of Chiefs of Police-President 2009-2010
- Past Chairman of the DC Metro Area Law Enforcement Information Exchange (LInX) Governance Board
- FBI National Academy & FBI National Executive Institute Graduate
- Past Chairman of the Washington Metropolitan Council of Governments (COG) Police Chiefs Committee
- Former member of the federal Senior Executive Service (SES) as an Assistant Inspector General Department of the Interior
- Former IACP Executive Board Member & Current Life Member IACP & PERF
- Adjunct Criminal Justice Professor Marymount University
- Masters of Public Administration, George Mason University

James H. DeGraffenreidt Jr.

- Chairman and Chief Executive Officer, WGL Holdings Inc. and Washington Gas Light Company, 2001-2009
- Chief Executive Officer, Washington Gas Resources Corp.
- President and Chief Operating Officer, Washington Gas Light Company, 1994-1998
- Chief Executive Officer, Washington Gas Light Company, 1998-2000
- Chairman, Maryland State Board of Education, 2012-2016
- Member, Maryland State Board of Education, 2016- Present
- Lead Director, Massachussets Mutual Life Insurance Company, 1996-Present
- Lead Director, Vectren Corporation
- Director, Harbor Bankshares Corporation, Maryland, 2010-Present
- Chair, American Gas Association
- Co-Chair, Alliance to Save Energy
- Board Member, Walters Art Museum
- Juris Doctorate, Columbia University
- Masters of Business Administration, Columbia University
- Bachelors of Arts, Yale College

Crystal C. Watkins, M.D. Ph.D

- Director, The Memory Center in Neuropsychiatry, Sheppard and Enoch Pratt Health System, Baltimore, Maryland 2014 –Present
- Assistant Professor, Division of Molecular Psychiatry Department of Psychiatry and Behavioral Sciences, Johns Hopkins University School of Medicine, Baltimore, Maryland 2011-Present
- Diplomat, American Board of Psychiatry, and Neurology (exp 2022)
- Board Certified, Geriatric Psychiatry (exp 2024)
- Medical Licenses, Maryland Board of Physicians, District of Columbia Board of Medicine; Delaware Board of Medicine Licensure
- Fellow, American Psychiatric Association
- US Patent #60/198,545, "Inhibition of Phosphodiesterase to Treat Gastrointestinal Dysfunction" April 2001
- Mental Health Expert, Johns Hopkins Radio Program, WOLB 1010AM
- Member, Community-University Committee, Johns Hopkins University Urban Health Institute, 2013-2016
- Member, Board of Trustees, Jewish Museum of Maryland
- Co-Founder and Chairperson, Graduation Retention and Support Program (GRASP), The Baltimore Chapter of the Links, 2013-Present
- Pre-K/K Grade Group Chairperson(2016-2018) Five Star Chapter Excellence Chairperson,2015-2016
- Co-Organizer, Links to Literacy: Saturday Book Club, Baltimore Chapter of Links, 2009-2013.

Dr. Lenneal J. Henderson Jr.

- Distinguished Professor, Government and Public Administration; Senior Fellow, William Donald Schaefer Center for Public Policy, The University of Baltimore;
- Assistant Dean for Civic and International Engagement, College of Public Affairs, University of Baltimore, Emeritus;
- Visiting Professor, The College of William and Mary;
- Mentoring Faculty, The Fielding Graduate University, Santa Barbara, CA;
- Senior Faculty, Federal Executive Institute (U.S. Office of Personnel Management), 1988-1989;
- Selected a Fulbright Senior Specialist, Council on the International Exchange of Scholars, 2002-2017;
- Site Evaluator for HOPE VI Program of the U.S. Department of Housing and Urban Development, 2000, 2005, 2007;
- Project Administrator: Federal Mediation and Conciliation Service grant to the Mayor and City Council of Baltimore; managed seven join labor-management committees on performance improvement, 1998-99;
- Consultant, Enterprise Foundation: Sandtown-Winchester Community Development Initiative
- IBM Business of Government Endowment to conduct analysis of the Mayor's CitiStat Program in Baltimore City, 2002; will result in a book and several research articles.

IV. Potential Conflicts of Interest

Whiteford, Taylor and Preston have had the privilege to represent Baltimore City Police Offices as conflict counsel when they are sued civilly in the City. We do not believe that this is a conflict. This a year by year contract in which we have been selected for the last 6 years. We do not represent the Baltimore City Police Department or the City of Baltimore in these cases. Our serving as conflict counsel to individual officers allows us to have a unique insight into some of the issues presented in the Consent Decree. We are committed to performing as Monitor if selected, and we would forego this representation in lieu of focusing our attention on the monitoring duties.

V. About Whiteford Taylor Preston

As noted, the Monitor Team is led by Thurman Zollicoffer, a partner with the law firm of Whiteford, Taylor & Preston (WTP). Several additional key members of the Monitor Team are also attorneys with WTP. Collectively, they represent close to 100 years of litigation experience, including extensive courtroom experience in state and federal courts. Several African-American members of the team are attorneys who have held leadership positions in national and state bar associations, and include the first African-American President of the Maryland State Bar Association; have held leadership positions in not for profit, community and economic development organizations; have held public office at the City and State level; and have served as prosecutors in state and federal jurisdictions. In addition, the firm's litigation practice has included numerous and ongoing representations of Baltimore City police officers in cases involving civil rights and associated tort claims, providing the firm's attorneys first-hand experience with, and insight into, the rules, policies and rights of both police officers and citizens.