



POLICE OVERSIGHT & ACCOUNTABILITY COMMISSION SPECIAL MEETING

AUGUST 6, 2026

COMMISSIONERS

John Lewis (District 6), Chair
Renee Sykes (District 4) Vice Chair
Rommye Qualls (District 1)
VACANT (District 2)
Richard Hybels (District 3)
Derek Roy (District 5)
Naomi Yun (At-Large)
Melvin Jones (Community Alternate)

HYBRID MEETING

www.Cityofvallejo.net

6:30 PM

Council Chambers
555 Santa Clara Street
Vallejo, CA 94590

NOTICE: Members of the Public will be able to participate in-person or remotely via Zoom	City Hall and the Council Chambers will be open to members of the public 30 minutes prior to the start of the meeting.
PUBLIC COMMENT: Members of the Public may provide public comments during the Meeting in person or via ZOOM (https://ZoomRegular.Cityofvallejo.net), or via phone, by dialing (669) 900-6833.	For additional instructions on how to speak remotely during public comment, please visit, www.cityofvallejo.net/publiccomment
<u>VIEW THE MEETING:</u> There are four different ways you can view this public meeting: • In Person • Watch Vallejo local channel 28 • Stream from the City website: www.cityofvallejo.net/Streaming • Join the Zoom webinar: https://ZoomRegular.Cityofvallejo.net	Scan QR code for live captions and translation in Spanish and Tagalog.
Hybrid Options are available for members of the public to participate. To participate remotely	
<u>Option to Join by Computer</u> From your browser go to https://ZoomRegular.CityofVallejo.net to launch and join the zoom application. Meeting ID: 914 0075 0676# Meeting Password: 131313	<u>Option to Join by Phone</u> Dial (669) 900-6833 Enter Meeting ID: 914 0075 0676# Meeting Password: 131313 Press *9 to digitally raise your hand from the phone. Press *6 to unmute/mute
Any supplemental writing related to an agenda item for an open session of a regular meeting that is distributed to all or a majority of all members of the Commission less than 72 hours before the meeting will be posted concurrently on the City's website at www.cityofvallejo.net/agendas Written material distributed during the meeting, will be available at the meeting if prepared by the City or after the meeting if prepared by someone else. Such materials may be obtained from the Commission Secretary.	



Vallejo City Council Chambers ADA compliant. Devices for the hearing impaired are available from the City Clerk. Requests for disability related modifications or accommodations, aids or services may be made by a person with a disability to the City Clerk's office no less than 72 hours prior to the meeting as required by Section 202 of the Americans with Disabilities Act of 1990 and the federal rules and regulations adopted in implementation thereof

AGENDA

TO THE MEMBERS OF THE POLICE OVERSIGHT & ACCOUNTABILITY COMMISSION:

You are hereby notified that I hereby call the Police Oversight & Accountability Commission in special session to consider only the matters stated on the agenda listed below. NOTICE: Members of the public shall have the opportunity to address the Commission concerning any item listed on the agenda before or during consideration of that item. No other items may be discussed at this special meeting

1 CALL TO ORDER

2 PLEDGE OF ALLEGIANCE

3 ROLL CALL

4 CONSENT CALENDAR AND APPROVAL OF AGENDA

**A APPROVAL OF MINUTES FOR THE REGULAR MEETING OF JULY 9, 2026,
AND AGENDA FOR THE SPECIAL MEETING OF AUGUST 6, 2026**

Recommendation: Approve minutes for the regular meeting of July 9, 2026,
and the agenda for the special meeting of August 6, 2026

Contact: Nalungo Conley, Assistant City Manager
Nalungo.conley@cityofvallejo.net

5 REPORT OF THE PRESIDING OFFICER AND MEMBERS OF THE COMMISSION

6 REPORT OF THE CITY COUNCIL LIAISON

7 REPORT OF THE SECRETARY

8 ATTORNEY'S REPORT

9 ACTION CALENDAR

NOTICE: Members of the public wishing to address the Council on Action Calendar Items are requested to submit a completed speaker card to the City Clerk. Each speaker is limited to five minutes pursuant to Vallejo Municipal Code Section 2.02.420.

**A ADOPT A RESOLUTION RECOMMENDING TO THE CITY MANAGER
APPROVAL OF MEMBERSHIP IN THE NATIONAL ASSOCIATION FOR
CIVILIAN OVERSIGHT OF LAW ENFORCEMENT (NACOLE) AND
ATTENDANCE AT THEIR ANNUAL CONFERENCE BY POAC MEMBERS**

Recommendation: Approve recommendation to the City Manager to approve
membership in the National Association for Civilian Oversight of Law
Enforcement (NACOLE) and attendance at their annual conference

Contact: Nalungo Conley, Assistant City Manager
Nalungo.Conley@cityofvallejo.net

B ADOPT A RESOLUTION OF THE POLICE OVERSIGHT AND ACCOUNTABILITY COMMISSION (POAC) RECOMMENDING THAT THE CITY MANAGER CONSIDER ENTERING INTO A PROFESSIONAL SERVICES AGREEMENT WITH EFFECTIVE LAW ENFORCEMENT FOR ALL FOR INDEPENDENT POLICE AUDITOR SERVICES

Recommendation: Adopt a Resolution of the POAC to recommend that the City Manager consider entering into a professional services agreement with Effective Law Enforcement for All for Independent Police Auditor Services

Contact: Nalungo Conley, Assistant City Manager
Nalungo.Conley@cityofvallejo.net

10 INFORMATION CALENDAR

11 FUTURE AGENDA ITEMS

12 CLOSED SESSION

A PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE Pursuant to Government Code Section 54957 (b)(1) --Discussion and Consideration of Complaints and Reports. To discuss complaints, charges, investigations, and discipline (unless the employee requests an open public session) involving Vallejo Police Department employees, and information deemed confidential under California Penal Code Sections 832.5 - 832.8 and Evidence Code Section 1040.

1. Review of Complaints

- a. CC26-61
- b. CC26-62

2. Consideration of Investigative Report for Recommendation

- a. CC25-04
- b. CC26-01
- c. CC26-03
- d. CC26-06
- e. CC26-09
- f. CC26-12
- g. CC26-14

13 REPORT OUT OF CLOSED SESSION

14 ADJOURNMENT

ADDITIONAL CITY INFORMATION

Members of the public can:

- Like us on Facebook and Instagram ([@cityofvallejo](#))
- Sign up to receive City Communications via e-mail (www.cityofvallejo.net/subscribe)
- Sign up for emergency alerts at: alertsolan.com

I, Dawn G. Abrahamson, City Clerk do hereby certify that I have caused a true copy of the above notice and agenda to be delivered to

John Lewis (District 6), Chair
Renee Sykes (District 4) Vice Chair
Rommye Qualls (District. 1)
VACANT (District 2)
Richard Hybels (District 3)
Derek Roy (District 5)
Naomi Yun (At-Large)
Melvin Jones (Community Alternate),

at the time and in the manner prescribed by law and that this agenda was posted at City Hall, 555 Santa Clara Street, CA at 4:30 p.m., Friday, July 31, 2026.

Dated: Friday, July 31, 2026



Dawn G. Abrahamson, City Clerk

**POLICE OVERSIGHT AND ACCOUNTABILITY COMMISSION
MEETING MINUTES**

REGULAR MEETING

July 9, 2026

**Council Chambers
505 Santa Clara Street, Vallejo, California**

1. CALL TO ORDER

The meeting was called to order at 6:33 p.m.

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

Present: Commissioners Sykes, Hybels, Qualls, Roy, and Yun

Absent: Alternate Jones, Chair Lewis

Staff present: Assistant City Manager Conley and City Attorney Nebb

4. COMMUNITY FORUM

5. APPROVAL OF THE AGENDA AND MINUTES

Action: Moved by Commissioner Hybels, seconded by Commissioner Yun, and carried unanimously by all members present to approve the agenda for July 9th, and Minutes from the regular meeting of June 11, 2026.

6. REPORT OF THE PRESIDING OFFICER AND MEMBERS OF THE POLICE OVERSIGHT AND ACCOUNTABILITY COMMISSION

7. REPORT OF THE CITY COUNCIL LIAISON

8. REPORT OF THE SECRETARY

- A. The suggested Training Plan provided by the Chief Ta has been included in the agenda packet. POAC members will work with VPD staff to register for the suggested trainings as they become available. City staff will create a mechanism to track POAC member's completed trainings and their subsequent certificates of completion.
- B. The Ad-Hoc subcommittee met and interviewed the finalists for the IPA proposal. The members had some follow-up questions which have been relayed to the proposer. A response was received right before this meeting and will be forwarded to the members as soon as possible for discussion. This will be on the next agenda for discussion and potential recommendation.

9. ATTORNEY'S REPORT

10. ACTION CALENDAR

11. INFORMATION CALENDAR

12. FUTURE AGENDA ITEMS

Lexipro policies will come to the POAC in groups of 5. There are approximately 35 in the queue for review

13. CLOSED SESSION

The Commission convened in closed session at approximately 6:57 p.m.

The Commission returned to open session at approximately 8:46 p.m.

City Attorney Nebb reported out the following POAC recommendations from closed session:

Review of Complaints:

- CC 2026-50 – Internal
- CC 2026-51 – Internal
- CC 2026-52 – Internal
- CC 2026-53 – Internal
- CC 2026-54 – Internal
- CC 2026-55 – External
- CC 2026-56 – Internal
- CC 2026-57 – Internal
- CC 2026-58 – Internal
- CC 2026-59 – Internal

Consideration of Investigative Report for Recommendation

- IR 26-01 – No Recommendation with regards to changes to findings
- IR 26-02 – No Recommendation with regards to changes to findings

14. ADJOURNMENT

The meeting adjourned at 8:48 p.m.

JOHN LEWIS, CHAIR

ATTEST:

NALUNGO CONLEY
ASSISTANT CITY MANAGER



DATE: August 6, 2026
TO: Chair and Members of the Police Oversight & Accountability Commission
FROM: Nalungo Conley, Assistant City Manager
SUBJECT: **ADOPT A RESOLUTION RECOMMENDING TO THE CITY MANAGER APPROVAL OF MEMBERSHIP IN THE NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW ENFORCEMENT (NACOLE) AND ATTENDANCE AT THEIR ANNUAL CONFERENCE BY POAC MEMBERS**

RECOMMENDATION

Approve recommendation to the City Manager to approve membership in the National Association for Civilian Oversight of Law Enforcement (NACOLE) and attendance at their annual conference

BACKGROUND AND DISCUSSION

The National Association for Civilian Oversight of Law Enforcement (NACOLE) was established in 1995 to provide support for independent, civilian oversight entities that seek to assist in making local law enforcement agencies more transparent, accountable, responsive, and centered in the communities that they serve. As a non-profit organization, NACOLE is composed of subject-matter experts who provide oversight of law enforcement agencies, jails, and prisons.

The annual conference provides training to increase the knowledge and skills for those who are providing this service for their community. The following objectives have been established for the improvement of citizen oversight agencies by:

- Acting as a resource to jurisdictions considering the creation or enhancement of an oversight entity
- Identifying effective practices as they emerge from the experiences of members
- encouraging networking, communication and information-sharing to counter the isolation inherent in the profession
- furnishing information to government officials and community representatives that will support their advocacy of oversight in their states, counties, cities, and towns

The annual conference will be held in Louisville, KY from November 8, 2026- November 12, 2026.

FISCAL IMPACT

There is no fiscal impact as costs have already been included in the FY26/27 adopted budget

ATTACHMENTS

1.	POAC NACOLE Resolution CAO Stamp
2.	Annual Conference - National Association for Civilian Oversight of Law Enforcement

CONTACT

Date: August 6, 2026

**Subject: ADOPT A RESOLUTION RECOMMENDING TO THE CITY MANAGER APPROVAL OF
MEMBERSHIP IN THE NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF
LAW ENFORCEMENT (NACOLE) AND ATTENDANCE AT THEIR ANNUAL
CONFERENCE BY POAC MEMBERS**

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Nalungo Conley, Assistant City Manager
Nalungo.Conley@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. _____ N.C.

A RESOLUTION OF THE POLICE OVERSIGHT AND ACCOUNTABILITY COMMISSION OF THE CITY OF VALLEJO RECOMMENDING THAT THE CITY MANAGER APPROVE CITY MEMBERSHIP IN THE NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW ENFORCEMENT (NACOLE) AND ATTENDANCE AT THEIR ANNUAL CONFERENCE BY POAC MEMBERS

WHEREAS, the National Association for Civilian Oversight of Law Enforcement (NACOLE) was established in 1995 to provide support for independent, civilian oversight entities seeking to assist law enforcement agencies to become more transparent, responsive, accountable and centered in the community; and

WHEREAS, NACOLE offers membership to police oversight organization such as POAC; and

WHEREAS, NACOLE provide members with the opportunity to attend an annual conference at which participants receive training to increase knowledge and skills in the area of police oversight and

WHEREAS, NACOLE will hold its annual conference in Louisville, Kentucky from November 8, 2026 to November 12, 2026; and

WHEREAS, the members of the POAC wish for the POAC/City to become a member of NACOLE; and

WHEREAS the members of the POAC wish to attend the NACOLE annual conference.

NOW, THEREFORE, THE POLICE OVERSIGHT AND ACCOUNTABILITY COMMISSION OF THE CITY OF VALLEJO DOES HEREBY RESOLVE THAT:

The members of the Police Oversight and Accountability Commission hereby request that the City Manager submit an application for membership in NACOLE as soon as possible. The members further request that they be allowed to attend the NACOLE annual conference in Louisville, Kentucky from November 8, 2026 through November 12, 2026. Sufficient funds exist in the POAC budget to fund both requests.

Adopted by the Police Oversight and Accountability Commission of the City of Vallejo at a meeting held on August 6, 2026, with the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JOHN LEWIS, CHAIR

ATTEST:

NALUNGO CONLEY, SECRETARY

Annual Conference

Since NACOLE's first event in 1995, the organization has worked to put together a comprehensive, informative, and inclusive Annual Conference program that addresses both skills training and current and emerging topics. Stretching over five days, the conference provides a forum where the growing community of civilian oversight practitioners, law enforcement officials, journalists, elected officials, students, community members, and others can meet to exchange information and ideas about issues facing civilian oversight of law enforcement, jails, and prisons.

[2025 Conference Photos](#)

[Past Annual Conferences](#)

Sunday, November 08, 2026 at 08:00 AM through November 12, 2026
Louisville Marriott Downtown in Louisville, KY

2026 Annual Conference

[Information for Sponsors](#)



Join us in Louisville.

November 8 – 12, 2026 • Louisville Kentucky

Five days. Hundreds of practitioners. One field, moving forward together.

Join NACOLE in downtown Louisville for our 32nd Annual Conference — five days of plenaries, skill-building workshops, jail and prison oversight sessions, and the connections that make this community what it is. Whether you've been doing this work for decades or are stepping into oversight for the first time, you'll leave with sharper tools, broader networks, and renewed purpose.

This year's theme — **Protecting Rights, Fighting for Accountability** — meets the moment head-on. Oversight bodies across the country are facing political headwinds and eroded protections. We're coming together to defend what's been built, share what's working, and keep pushing the field forward.

Pick your pass.

Lock in early-bird pricing.

Register early to lock in the best rate. Pricing rises after Aug 12 and again after Oct 12.

NACOLE MEMBER	NON-MEMBER	STUDENT MEMBER
EARLY BIRD \$630 through Aug 12 REG \$730 LATE \$830	EARLY BIRD \$780 through Aug 12 REG \$880 LATE \$980	EARLY BIRD \$375 through Aug 12 REG \$450 LATE \$525

Early bird ends Aug 12, 2026 — Regular through Oct 12
— Late through Nov 1

CLICK HERE - REGISTER NOW & LEARN MORE

Focused track,

focused pricing.

Two-day registration covers **Monday and Tuesday Jail & Prison Oversight Sessions only**. Available to attendees who aren't registering for the full conference.

NACOLE MEMBER	NON-MEMBER
EARLY BIRD \$325 through Aug 12 REGULAR \$400 Aug 13 - conference	EARLY BIRD \$450 through Aug 12 REGULAR \$525 Aug 13 - conference

Two-day add-on registration — separate from the full-conference pass

REGISTER NOW

Stay where it all happens. Louisville Marriott Downtown.

Every session, plenary, and reception happens under one roof. Book early!

ADDRESS

280 W Jefferson Street
Louisville, KY 40202

ON-SITE & NEARBY

Steps from the Kentucky International Convention Center, Fourth Street Live!, and Whiskey Row. On-site restaurants, fitness center, and full conference services.

NACOLE GROUP RATE

\$185

per night

RESERVATION CUTOFF

October 19, 2026

or until the room block sells out

Mention NACOLE 2026 when booking to access the conference rate.

[CLICK HERE - BOOK YOUR ROOM](#)

YOUR CONFERENCE HUB**EVERYTHING IN ONE PLACE**

Everything you need to plan your week.

[CLICK HERE](#) to enter the conference hub to register, browse the agenda, book your room, and get the lay of the land before you arrive in Louisville. Six quick stops:

FEES

Early-bird pricing and registration options.

AGENDA

Sessions, forums, and the full week's flow.

SPEAKERS

Featured voices — bios posted as confirmed.

HOTEL

Group rate at the Marriott Downtown.

LOCATION

Getting around Louisville.

CONTACT

Questions? We'll get you a quick answer.

Together, we hold the line.

See you in Louisville!

[CLICK - CONFERENCE HUB](#)

NACOLE

National Association for Civilian
Oversight of Law Enforcement
P.O. Box 20851
Indianapolis, IN 46220-0851
1-317-721-8133

Support Us!

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DATE: August 6, 2026
TO: Chair and Members of the Police Oversight & Accountability Commission
FROM: Nalungo Conley, Assistant City Manager
SUBJECT: **ADOPT A RESOLUTION OF THE POLICE OVERSIGHT AND ACCOUNTABILITY COMMISSION (POAC) RECOMMENDING THAT THE CITY MANAGER CONSIDER ENTERING INTO A PROFESSIONAL SERVICES AGREEMENT WITH EFFECTIVE LAW ENFORCEMENT FOR ALL FOR INDEPENDENT POLICE AUDITOR SERVICES**

RECOMMENDATION

Adopt a Resolution of the POAC to recommend that the City Manager consider entering into a professional services agreement with Effective Law Enforcement for All for Independent Police Auditor Services

BACKGROUND AND DISCUSSION

The City of Vallejo issued a Request for Proposals on April 27th, 2026, for an Independent Police Auditor (IPA). Four (4) responsive proposals were received by the submittal date of May 22nd, 2026, and reviewed by the Ad-Hoc Subcommittee. They chose to advance two proposers to the interview stage, which were held between June 22nd and June 29th, 2026. From that interview, one proposer was selected to advance in the process. There were additional questions that were presented to the proposer and after reviewing the responses, the Ad-Hoc Subcommittee has recommended that Effective Law Enforcement for All be forwarded to the City Manager for consideration to enter into a professional services agreement for IPA services. In the event that the City Manager is unable to enter into a contract with ELEFA for any reason, the POAC has determined that IntegrAssure LLC also meets the requirements to serve as the IPA.

FISCAL IMPACT

There is no fiscal impact for this item as funds have already been identified and are in the FY26/27 budget.

ATTACHMENTS

1.	Resolution POAC IPA v2 CAO Stamp
2.	Effective Law Enforcement for All
3.	IntegrAssure

CONTACT

Nalungo Conley, Assistant City Manager
Nalungo.Conley@cityofvallejo.net

Date: August 6, 2026

**Subject: ADOPT A RESOLUTION OF THE POLICE OVERSIGHT AND ACCOUNTABILITY
COMMISSION (POAC) RECOMMENDING THAT THE CITY MANAGER CONSIDER
ENTERING INTO A PROFESSIONAL SERVICES AGREEMENT WITH EFFECTIVE LAW
ENFORCEMENT FOR ALL FOR INDEPENDENT POLICE AUDITOR SERVICES**

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Approved as to form:

By:  for
Veronica Nebb, City Attorney

RESOLUTION NO.

A RESOLUTION OF THE POLICE OVERSIGHT & ACCOUNTABILITY COMMISSION (POAC) OF THE CITY OF VALLEJO RECOMMENDING THAT THE CITY MANAGER CONSIDER ENTERING INTO A PROFESSIONAL SERVICES AGREEMENT WITH EFFECTIVE LAW ENFORCEMENT FOR ALL FOR INDEPENDENT POLICE AUDITOR SERVICES

WHEREAS, section 18.04.010 creates the office of Independent Police Auditor (IPA) within the City of Vallejo; and

WHEREAS, the IPA may be a full-time, part-time or contracted position at the discretion of the City Manager; and

WHEREAS, the City Manager appoints the IPA after seeking advice and input from the Police Oversight and Accountability Commission (POAC); and

WHEREAS, the City Manager issued a Request for Proposals for the IPA on April 27, 2026; and

WHEREAS, the City received four responses as a result of the RFP; and

WHEREAS, the POAC appointed an ad hoc committee with the sole purpose of reviewing the submitted proposals, interviewing the candidates and making a recommendation to the City Manager; and

WHEREAS, the POAC has determined that Effective Law Enforcement for All is the most qualified of the responsive proposals to the Request for Proposal (RFP) and is POAC's first choice; and

WHEREAS, in the event the City Manager is unable to enter into a contract with Effective Law Enforcement for All for any reason, the POAC's has determined that IntegrAssure LLC also meets the requirements to serve as the IPA; and

WHEREAS, the POAC has conducted interviews to ascertain the qualifications of the two firms and the supporting staff;

NOW, THEREFORE BE IT RESOLVED:

The POAC recommends that the City Manager consider entering into a professional services agreement with Effective Law Enforcement for All (EFEFA) for Independent Police Auditor services. In the event that EFEFA is unable to serve as the IPA for any reason whatsoever, the

POAC recommends that the City Manager consider entering into a professional services agreement with IntegrAssure LLC.

PASSED AND ADOPTED by the Police and Oversight and Accountability Commission of the City of Vallejo at a special meeting thereof held on August 6, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ANDREA SORCE, MAYOR

ATTEST:

NALUNGO CONLEY, SECRETARY



**Effective
Law Enforcement
for ALL**

INDEPENDENT POLICE AUDITOR PROPOSAL

City of Vallejo, CA

Prepared by:
Effective Law Enforcement for All, Inc.

Contact Information:

David Douglass
President

David@elefa.org
(202) 309-2054

John Salomone
COO

John@elefa.org
(504) 307-4645



Effective Law Enforcement for ALL

Mr. Harry Black
City Manger
City of Vallejo
555 Santa Clara St.
Vallejo, CA 94590

Dear Mr. Black,

Effective Law Enforcement For All ("ELEFA") is excited and proud to submit this proposal to serve as the Independent Police Auditor for the City of Vallejo.

ELEFA is a 501(c)(3) non-profit whose mission is to promote and advance collaboration between the public and their police agencies identify, adopt, and implement law enforcement practices that are safe and effective for police and the communities they serve. "Why? Because everyone wants to get home safely." www.elefa.org.

ELEFA has proven to be a trusted ally to cities and their police departments seeking to improve their policing practices and restore trust between the public and their law enforcement agencies. As described in this proposal, we have previously partnered successfully with Montgomery County, Maryland and Orlando Florida to lead voluntary, collaborative initiatives to reimagine policing in their respective communities. ELEFA now serves as the Independent Evaluator for the Settlement Agreement between the Minnesota Department of Human Rights and the City of Minneapolis calling for reforms to the Minneapolis Police Department and for Louisville Kentucky's Community Commitment to revise its policing policies and practices. More broadly, however, through our website and thought leadership, ELEFA also strives to educate and empower communities to engage constructively with their police departments to establish a shared vision and plan for public-safety focused law enforcement.

Our proposed team has extensive experience reviewing serious police use of force incidents, examining incidents for evidence of bias, evaluating policies and procedures, including use of force and bias, report writing and public reporting. It would be a privilege to support the City of Vallejo's Public Oversight and Accountability Commission, its police department, and the Vallejo community by serving as the Commission's Independent Police Auditor. We believe our mission aligns with Vallejo's efforts to restore and rebuild trust between the community and their police department.

On behalf of our team, we wish you well as you engage in this exciting and promising undertaking. We appreciate the time you will take to review our proposal. If there are any questions about ELEFA or the proposal, please contact me, david@elefa.org.

Sincerely,

David Douglass
President
Effective Law Enforcement For All

Effective Law Enforcement For All

Proposal for Independent Police Auditor Services

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1. Scope of Services

Effective Law Enforcement for All (ELEFA) has unique expertise partnering with cities to review and report on serious use of force investigations and to assess and advise concerning use of force, bias, and other policies and procedures. Our experience and mission make ELEFA uniquely able to meet the City’s requirements and expectations, as described in the Request for Proposals (RFPs) Scope of Services.

For this engagement, ELEFA’s team will be led by Mark P. Smith, a California-educated and based attorney with extensive, practical, and independent oversight experience. Mark

combines knowledge of constitutional and California policing laws with broad practical experience monitoring, advising, and guiding the implementation of new and revised policies and practices by cities and their law enforcement agencies. His experience includes currently serving as the Independent Court Appointed Monitor overseeing the City of Portland's compliance with a settlement agreement requiring reforms of the Portland Police Bureau. He formerly served as the Inspector General for the Los Angeles Police Department, and as the Constitutional Policing Advisor to the Los Angeles Sheriff's Department. He also served as the first-ever Independent Police Auditor for the Bay Area Rapid Transit system.

As the Team Lead, Mark will serve as the primary point of contact for the City Manager, the Police Oversight and Accountability Commission (POAC), the Chief of Police, and the public, and provide or oversee, as appropriate, the services required by the RFP. Additional core team members will be Chris Bolton and John Alden. Mark and the core team will be able to draw on the expertise of additional ELEFA members, identified and described in Section IV. 2.

Under Mark's direction, ELEFA will:

1. Receive Serious Incident notifications, as defined in section 18.02.010D of the POA Ordinance, and report to the scene of Serious Incidents to observe the scene and the Police Department's response. ELEFA will work with the Chief of Police to develop the necessary protocols for notifying the IPA about the Serious Incident and granting scene access.
2. Attend interviews of witnesses and subjects during any investigation of a Serious Incident or other incidents assigned to an Independent Investigator or Internal Affairs.
3. Review all final investigatory Reports, whether by an Independent Investigator or Internal Affairs associated with Serious Incidents and provide a recommendation concerning the findings thereof to the Commission and or the Chief of Police.
4. Upon request, review investigatory reports, whether by an Independent Investigator or Internal Affairs, relating to a bias incident, as defined in section 18.03.05C of the POA Ordinance, and, as necessary and appropriate, provide a recommendation concerning the findings thereof to the Commission and or the Chief of Police.
5. Review Investigatory Reports resulting from any investigation by either an Independent Investigator or Internal Affairs, as may be referred to ELEFA by the Chief of Police or the Commission. ELEFA will, as appropriate, provide a report with findings and recommendations on any such investigatory report to the Commission, the city manager, the City Council and the chief of police.

6. Stay up to date concerning Vallejo Police Department policies and training and shall advise the Commission, the city manager and the Chief of Police in writing when in ELEFA's opinion a change or modification of policy or training is needed. ELEFA will set forth in writing the policy or training that it recommends be added, changed, or modified and shall provide an analysis of the reasons it believes the change, modification, or addition of policy or training is desirable. If a policy or training does not require or change or modification, ELEFA will so state.
7. Assist the Commission in the preparation of its annual report required in section 18.03.050R of the Ordinance, as requested by the Commission.
8. Prepare reports on the IPA's other activities for review by the Commission, as requested by the Commission.
9. Have subpoena authority for records and other relevant material concerning any matter before it. ELEFA Shall not issue any subpoena for records unless the requested records have not been received 30 days from the date of request. ELEFA further understands that any such subpoena may be enforced in the Solano County Superior Court and the City Attorney or their designee shall take the necessary steps to enforce such a subpoena. ELEFA will Provide any support reasonably requested by the City attorney in connection with. enforcement of a subpoena issued by ELEFA.

V. Background Check Requirement.

ELEFA understands that all personnel that work provide services pursuant to the RFP must pass a background check and will abide by all requirements of Section V.

VI. Proposal Requirements.

1. Scope of Services--Methodologies

A) Serious Incident Response

- i. ELEFA will first work with the Chief of Police to develop the necessary protocols for notifications of Serious Incidents. ELEFA will also study and familiarize itself with the Police Department's policies that relate to Serious Incidents or Bias Incidents (collectively Incidents), as defined by the relevant ordinances) , so that it is knowledgeable about the applicable policies prior to responding to any Incident. Consistent with IV.6, if during that review, ELEFA believes that a change or modification to a policy is warranted, it will advise the Commission, the City Manager and the Chief of Police in writing.

When responding to a Serious Incident, as feasible and appropriate, ELEFA

will undertake the following (subject to any applicable limitations under any current Memorandum of Understanding with the Vallejo Peace Officers Association or any other rights set forth in law):

1. Identify itself to the on-scene commander.
2. Note the time, date, and place of the incident.
3. Document the officer(s) or Department personnel involved.
4. Document the Department personnel responding to the Serious Incident.
5. Observe the overall management of the scene (e.g., how the scene is preserved, how evidence is identified, how potential witnesses are contacted, etc.).
6. Monitor for adherence to applicable Department policies (e.g. issuance of administrative orders restricting involved officers' communication, separate transport (if feasible) of involved officers from the scene to a suitable location, etc.).
7. Observe the provision of public safety information to an uninvolved supervisor.
8. Observe interviews of witnesses and subjects.
9. Document whether body worn or other cameras were activated at the time of the incident and during the on-scene investigation, if required.
10. Observe any forensic examinations performed on the involved officer(s).
11. Observe any forensic investigation or analysis performed at the scene (e.g. the counting of rounds in a firearm recovered from an officer involved in a shooting).
12. Observe interactions between Department personnel and bystanders or crowds, if any.
13. Note the time that the on-scene investigation is concluded.

After the on-scene investigation of a Serious Incident, ELEFA will communicate with the Police Department to learn what interviews, if any, will be conducted and observe the interview(s). ELEFA will also review body- worn and in-car camera video, if available, and any other relevant documents or information.

ELEFA will review all final Incident investigatory reports, whether by an Independent Investigator or Internal Affairs. ELEFA's evaluation will include whether a) all relevant information and materials were documented and assessed, b) whether all material facts were evaluated, (c) whether any credibility assessments were objective, (d) whether the report suggests bias for or against any individual, (e) whether laws or policies were appropriately considered and applied, and (f) whether conclusions, opinions, or recommendations are reasonably supported by objective facts. ELEFA will report, in

writing, its analysis, findings, conclusions, and recommendations, if any, to the Commission, the City Manager, the City Council and the Chief of Police.

B) Reports

Upon request by the Commission, ELEFA will assist in the preparation of the Commission's Annual Report or other reports it prepares by undertaking the following:

1. ELEFA will meet with the Commission to clarify the requested assistance.
2. Confirm the scope of the assistance to the Commission in writing.
3. Provide a forecast of the time, and attendant cost, the assistance is likely to require.
4. Upon agreement, document the form of assistance, the forecasted deliverable date(s), and the forecasted cost.
5. Provide a target deadline for providing the assistance.
6. Provide progress reports, as reasonably necessary, concerning the assistance.
7. Respond to any requests from the Commission.
8. Advise the Commission of any external resources available to support its request.
9. Provide a draft of the report to the Commission for review and comment.
10. Issue a final report, if requested.

C) Subpoenas

Prior to issuing any subpoena, ELEFA will advise the Commission and the City Attorney of the specific documents or other material requested, the date they were requested, the efforts ELEFA has made to obtain the documents, and ELEFA's reasons for obtaining the documents via subpoena. ELEFA will work with the Commission and the City Attorney to find alternatives to obtaining the documents or material by subpoena.

b. Management, Quality Control, and Coordination.

ELEFA's President, David Douglass, will bear overall responsibility for fulfilling the RFP's requirements, meeting the City's needs and expectations, addressing cost issues, and any modifications to the scope of work. The Team Lead, Mark P. Smith, will be directly responsible for managing ELEFA's performance under the contract and shall serve as the primary point of contact with the Commission, the City Attorney, the Chief of Police and their designees, if any. If requested by the Commission, the City Attorney, and or the Chief of Police, David and Mark will schedule regular meetings, at a mutually agreed upon cadence, to provide updates concerning pending work, a forecast of prospective work, and costs.

All reports prepared by ELEFA, will be reviewed by a second team member prior to submission to the Commission, the City Attorney, and the Chief of Police.

- c. An estimate of the level of effort required for each of the components is attached in Appendix A.

2. Qualifications

ELEFA, a 501(c)(3) non-profit, has established itself as trusted partner of cities and police departments seeking to adopt policies and practices that are safe and effective for the police and the communities they serve, including Orlando, Florida, Montgomery County, Maryland, Minneapolis, Minnesota, and most recently, Louisville, Kentucky. ELEFA draws on its team of experienced former police chiefs and senior police leaders, community engagement experts, civil rights advocates, lawyers, analysts, consent decree monitors, and mediators to support cities, police departments, and the public navigate the numerous, complex issues involved in assessing and improving policing policies and practices. Additional information about ELEFA's mission and work can be found [here](#).

2.2 Key Personnel and Staffing

The following individuals will share primary responsibility for providing the services described in the RFP:

David Douglass, ELEFA President and Founder

Over the course of his 40-year career, David has established a reputation for excellence and accomplishment in public service, private practice and advancing diversity, equity and inclusion (DEI).

David currently serves as the Independent Evaluator of the Minneapolis Settlement Agreement calling for reform of policing in Minneapolis. He leads a team of subject matter experts responsible for advising, overseeing, and publicly reporting on the city's implementation of the Settlement Agreement's terms. From 2013 to 2025, David served as Deputy Consent Decree Monitor for the New Orleans Department of Justice Consent Decree ordering the reform of the New Orleans Police Department. In that capacity, David oversaw a team of law enforcement experts, academics and others to oversee and manage the Consent Decree implementation process. He also worked closely with the NOPD personnel responsible for implementing the consent decree and the DOJ team representing the United States interests in ensuring compliance with the Consent Decree. He worked closely with the NOPD and DOJ (the Parties) to review, revise, and approve NOPD's policies, as required by the Consent Decree. He oversaw and approved audits

conducted by the monitoring team and those conducted by the NOPD. He convened public meetings concerning the implementation process and met with community groups and individuals interested in the implementation process. He oversaw preparation of the monitoring team's reports and represented the monitoring team in judicial hearings.

David has served as an Assistant United States Attorney and as a Department of Justice Civil Rights Prosecutor. He has conducted investigations into system failures by the Bureau of Alcohol Tobacco and Firearms (ATF) and the United States Secret Service. David is currently Of Counsel to Sheppard. He received his B.A. from Yale College in 1981, and his J.D. Degree from Harvard Law School, 1985.

Mark P. Smith, Team Lead

Mark currently serves as the Lead Monitor of the Settlement Agreement on Policing in Portland. Mr. Smith has spent his entire professional career overseeing law enforcement agencies of different sizes and geographies, ensuring their accountability to the public for whom they serve. Beginning with his first position out of law school, as a Special Investigator with the Los Angeles Police Department (LAPD) Office of the Inspector General (OIG), Mr. Smith has progressed to increasingly advanced leadership roles within the various entities where he has worked.

Prior to leading the Portland monitorship, Mr. Smith was honored to be appointed as the Inspector General of the LAPD—placing him in charge of the same office where his career in civilian oversight of law enforcement got started. As Inspector General, Mr. Smith was responsible for ensuring that the OIG conducted robust and effective oversight of the LAPD. Among other things, he guided a staff of professionals in analyzing uses of force as well as use of force investigations, monitoring the LAPD's internal affairs system, continuously engaging in community outreach, and producing public reports—with substantive recommendations for improvement—on a wide range of topics (officers' employment of de-escalation principles, the operations of the LAPD Mental Evaluation Unit, adherence to national best practices in policing, demographic disparities in law enforcement detentions, the use of data-driven policing strategies, etc.).

Before his appointment as LAPD's Inspector General, Mr. Smith was a Constitutional Policing Advisor with the Los Angeles Sheriff's Department (LASD). He was responsible for advising the Sheriff on issues related to accountability, adherence to best practices, policies, procedures, and operations; providing real-time monitoring, analysis, and advice to LASD investigators and executives on pending personnel investigations and disciplinary matters; and responding to critical incidents including in-custody deaths, deputy-involved shootings, and other significant use of force incidents.

Prior to his work with the LASD, Mr. Smith was selected to be the first-ever Independent Police Auditor for the San Francisco Bay Area Rapid Transit District (BART), where he developed the Office of the Independent Police Auditor (OIPA) from the ground up. Under his leadership, the OIPA was responsible for investigating allegations of misconduct; reviewing BART Police Department investigations; recommending changes to policy; developing an alternative dispute resolution process for complaints; and engaging in a robust program of community outreach.

Before his appointment at BART, Mr. Smith was the First Deputy Chief Administrator of Chicago's Independent Police Review Authority (IPRA). As First Deputy, Mr. Smith established internal policies to effectively and efficiently allow IPRA to meet its goals and obligations; supervised the day-to-day operations of the office; directed investigations into officer-involved shootings and complaints of excessive force; and represented IPRA at community events and meetings with other law enforcement agencies.

In addition to these career endeavors, Mr. Smith has served on the Board of Directors of the National Association for Civilian Oversight of Law Enforcement, and he is a founding Board Member of the Western States Chapter of the Association of Inspectors General. He also co-authored written testimony received by The President's Task Force on 21st Century Policing, which was focused on building legitimacy and public trust through civilian oversight. Mr. Smith holds a Bachelor's Degree from the University of California at Berkeley and a Juris Doctorate from the University of California at Los Angeles School of Law.

John Alden

John has over seventeen years of deep experience in police accountability. He currently serves as the Inspector General for Marin County, California. There he oversees the Marin County Sheriff's Office, including oversight of both its patrol and jail functions.

Mr. Alden was the Director of IOLERO, Sonoma County's Inspector General over their Sheriff, from 2022 to 2026. He also served as the Executive Director of the Community Police Review Agency (CPRA) in the City of Oakland for nearly three years. There, he oversaw investigations of police misconduct and engaged the community in police reform efforts led by the Oakland Police Commission. Mr. Alden previously worked for the San Francisco Department of Police Accountability (DPA), formerly known as the Office of Citizen Complaints, and also for the Internal Affairs Division of the San Francisco Police Department. In those offices, he managed the investigation of complaints of excessive force, litigated disciplinary hearings, and advocated for changes in police policies and procedures. Mr. Alden also served as the Managing Attorney of the Independent Investigations Bureau ("IIB") in the San Francisco District Attorney's Office, a unit

specializing in the investigation and prosecution of Officer Involved Shootings, In-Custody Deaths, and other forms of potentially criminal officer misconduct.

Before working in police accountability, Mr. Alden began his career as a prosecutor, working in Sonoma and Marin Counties, and then transitioned to private practice litigating employment law matters. Early in his career, he worked in the California State Legislature as an Unruh Fellow.

Mr. Alden received both his law degree and bachelor's degree from the University of California, Berkeley.

Christopher Bolton

Chris is a retired Deputy Chief of Police with the Oakland Police Department and has extensive experience in Internal Affairs investigations, use of force investigations and reviews, police auditing, and organizational accountability. He served as commander of Internal Affairs investigations, overseeing misconduct investigations, investigation review and approval processes, and critical incident investigations, including officer-involved shootings and in-custody deaths. He also served as both a chair and member of use of force review boards responsible for evaluating serious and lethal force incidents.

As a former Inspector General and executive police leader, Mr. Bolton has led and supported evidence-based reform efforts focused on constitutional policing, risk management, data-driven performance improvement, and strengthening community trust. He has also participated in nationwide projects involving violence reduction strategies, police data systems, and body-worn camera analytics designed to improve accountability, supervision, officer performance, and public safety outcomes.

The following individuals will be available to contribute expertise, to support the core team members as well as the POAC and the Chief of Police, upon request:

Eric Melancon

Eric J. Melancon has more than 15 years of executive experience in police reform, public safety administration, compliance oversight, and critical incident review. He provides advice and expertise to law enforcement agencies nationwide on policy review, accountability systems, operational analysis, staffing, and reform implementation. He currently serves as the Deputy Monitor of the implementation of the Louisville Metro Police Department's Community Commitment. He also serves on the Independent Evaluator team overseeing the Minneapolis Police Department Settlement Agreement. These roles involve evaluating use of force practices, body-worn camera systems, policies and

training, investigative processes, and assessing compliance with constitutional policing principles. Mr. Melancon has also provided support to the Knoxville Police Department, in partnership with the National Police Institute, in the department's revision to its use of force reporting and review policies, including its critical incident review process.

Mr. Melancon previously served as Deputy Commissioner of the Compliance Bureau and Chief of Staff for the Baltimore Police Department, where he managed major accountability and reform functions and served as the primary executive liaison to the Federal Court, Department of Justice, and Consent Decree Monitoring Team. He regularly presented reform progress during federal court proceedings and co-chaired Baltimore's Performance Review Board, which examined critical incidents and police involved shootings to identify lessons learned and operational improvements. Mr. Melancon also served as Deputy Chief of Staff at the New Orleans Police Department where he administered special projects related to consent decree compliance, police reform, public accountability, and executive management. He holds a Master of Public Affairs from Princeton University with advanced training in public management, economics, statistics, and public finance.

Marcia Thompson.

Marcia is a professor, national speaker, and trainer on law enforcement topics to include but not limited to civil rights/civil liberties, ethics, intelligence, police problem-solving and procedural justice related topics. She has also worked on police department assessments to provide objective, neutral feedback, technical assistance, and direction on best practices in the field to include areas such as: bias free - policing, use of force, internal affairs, community-oriented policing, internal policies/practices/procedures, academy and IST training, resiliency, mental health, management and leadership accountability, community trauma, transparency, police-community problem solving and other inter-related topics. She is an attorney, trained mediator, neutral factfinder, and hearing officer, with an extensive background in civil rights and criminal justice as a practitioner and consultant.

Arlinda Westbrook

Arlinda served as Deputy Superintendent of the New Orleans Police Department and the Deputy Chief of the Public Integrity Bureau (PIB) for over 12 years. Arlinda was the first civilian director of the PIB appointed in May 2010, making her one of only three civilians in the country serving in that position. As Deputy Superintendent, she oversaw and was responsible for the impartial and consistent management of the disciplinary process:

including the assignment, supervision and review of all disciplinary investigations and hearings, maintenance of disciplinary records, and coordination with outside agencies such as the Federal Bureau of Investigations (FBI) and the Independent Police Monitor (IPM). Arlinda is an experienced senior attorney with an in-depth knowledge of Municipal Law, contracting and procurement procedures, labor relations, and civil litigation. is currently a City of New Orleans Project Manager for the New Orleans Police Department Consent Decree. Subsequent to serving as Deputy Superintendent, Arlinda the Mayor as the liaison between the City of New Orleans, the New Orleans Police Department, the Consent Decree Monitors, and Judge Susie Morgan. She served in this capacity until she retired in September 2022. Arlinda currently serves as the Team Lead for Accountability and Oversight in the Minneapolis Police Settlement Agreement Independent Evaluator team with ELEFA.

Arlinda received her B.A. in Political Science from Howard University and her Juris Doctorate in 1994 from Loyola University's School of Law.

2.3 Subconsultants (if applicable)

None at this time, but should ELEFA seek to hire any subconsultants, we will obtain the Commission's advance approval.

3. Past Work and Relevant Experience

ELEFA brings directly relevant experience as the monitor in two of the most high-profile police reform efforts in the country, Minneapolis and New Orleans, which was one of the USDOJ's most comprehensive policing consent decrees. ELEFA was selected through highly competitive public procurement processes, which included public input.

ELEFA has also spearheaded voluntary police reform frameworks outside of consent decree or settlement contexts, including engagements with Montgomery County, Maryland, Louisville, Kentucky, and the City of Orlando, Florida. These voluntary engagements demonstrate ELEFA's ability to work collaboratively with jurisdictions that are committed to reform but are not under court order.

Montgomery County Public Safety Reimagining Task Force.

ELEFA was selected by Montgomery County, Maryland to support its Reimagining Public Safety Initiative. ELEFA partnered with County officials, the MCPD, the Reimagining Public Safety (RPS) Task Force, and local residents to identify, evaluate, recommend, and implement structural and systemic improvements in Montgomery County, MD. This also included an auditing of the Montgomery County Police Department's practices as they

relate to explicit and implicit bias. ELEFA worked with stakeholders to drive consensus, engaging with the public and community organizations, the police union, elected officials and county executives, and sworn officers and police department leadership. Of 213 recommendations made, 207 were accepted and implemented. Implementation remains ongoing for a small portion of recommendations, trackable via a [public facing dashboard](#)¹.

Minneapolis Settlement Agreement Independent Evaluators.

As the Independent Evaluator of the Settlement Agreement between the Minnesota Department of Human Rights and the City of Minneapolis calling for reform of the Minneapolis Police Department, ELEFA's responsibilities include evaluating serious uses of force; evaluating policies, and training, including use of force and anti-bias policies; auditing and producing reports; and providing advice and guidance to the city and the police department concerning policies, practices, and agreement implementation. ELEFA was selected following a rigorous process [including public sessions and input](#)². ELEFA also conducts regular public meetings and plays a key role in shaping the public's understanding of the Settlement Agreement.

ELEFA's team is constructed to combine perspectives. The team includes nationally recognized civilian oversight experts alongside systems experts who have served on the other side of reform: former command staff, internal affairs leaders, and city officials who were themselves the subject of monitoring or oversight. This combination of "monitor" and "monitored" experience produces recommendations that are not only legally sound and aligned with best practices but also operationally realistic for the department and city implementing them.

Louisville, KY Community Commitment

After a public selection process, Louisville selected ELEFA to serve as the independent monitor of Louisville's implementation of its Community Commitment to reforming its policing practices, in the wake of the Breonna Taylor shooting. ELEFA's team reviews the Louisville Metro Police Department's (LMPDs') policies, training materials, and practices, including serious use of force incidents, and reports to the City, the LMPD, and the public concerning its findings and recommendations.

¹ <https://www.montgomerycountymd.gov/office-county-executive/reimagining-public-safety/dashboard>

² <https://www.youtube.com/watch?v=aa6tS3gHcLA>

Additional information concerning the experience and expertise of the proposed team members is set forth in their attached biographies.

4. Professional References

ELEFA References

Client: City of Minneapolis (Minnesota)

Contract Duration: 2024-2028

Project Description: Evaluating the implementation of court-ordered reforms of the Minneapolis Police Department (MPD) as the Independent Evaluator for the Settlement Agreement between the Minnesota Department of Human Rights and the City of Minneapolis as well as the federal Consent Decree agreed on by the Department of Justice and the City of Minneapolis. Topic areas include policy revision and training for updated requirements for use of force, stops/searches/arrests, and non-discriminatory policing; implementation of body worn cameras, data systems improvements, enhanced transparency and officer accountability, more resources for officer support and wellness and overseeing public engagement of the policy review process.

Contact information:

Minneapolis City Attorney's Office: Jennifer Saunders, Managing Attorney, City Attorney's Office; phone: (612) 364-2795; Email: jennifer.saunders@minneapolismn.gov

Minneapolis Police Department Bureau Chief Ganesha Martin, MPD Bureau of Constitutional Policing; phone: (505) 306-3200; Email: ganisha.martin@minneapolismn.gov.

Minnesota Department of Human Rights: Rebecca Lucero, Commissioner, rebecca.lucero@state.minn.us; phone (651) 539-1100

Client: Montgomery County (Maryland) / Montgomery County Police Department

Contract Duration: 2021-2023

Project Description: Audit of Montgomery County Police Department (Maryland) through the Reimagining Public Safety Initiative Task Force. Conducted the audit of the MCPD practices and made a series of recommendations for reforms that reflected the audit's

findings and the Task Force's recommendations and policy goals. Report can be found on the Montgomery County website.

Contact information:

Marc Elrich, County Executive of Montgomery County. Email:
Marc.Elrich@montgomerycountymd.gov

Dr. Earl Stoddard, Assistant CAO of Montgomery County. Phone: (240) 777-0311; Email:
Earl.Stoddard@montgomerycountymd.gov

Bernice Mireku-North, Co-Chair Public Safety Reimaging Task Force, MD State Delegate.
Phone: 301-858-3539 Email: Bernice.Mireku-North@house.maryland.gov

Team Lead Mark Smith References

Hon. André Birotte Jr., Judge, United States District Court, Central District of California, Los Angeles, CA; formerly Inspector General, Los Angeles Police Department. Phone: (213) 894-1565

Hon. Nicole C. Bershon, Judge, Los Angeles Superior Court, Stanley Mosk Courthouse, Los Angeles, CA; formerly Inspector General, Los Angeles Police Department. Phone: (213) 633-0312

Jim McDonnell, Chief of Police, Los Angeles Police Department, Los Angeles, CA; formerly Sheriff, Los Angeles Sheriff's Department. Phone: (213) 486-0150; Email:
23297@lapd.online

Dr. Erroll G. Southers, Associate Senior Vice President of Safety and Risk Assurance, University of Southern California, Los Angeles, CA; formerly President, Los Angeles Board of Police Commissioners. Phone: (323) 816-8045; Email: southers@usc.edu

5. Conflict of Interest Statement

None.

6. Fee Schedule

ELEFA proposes the following rates for this matter:

Role	Rate
Team Lead	\$360
Team Member	\$275

Project Support	\$150
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Based on publicly available data, we forecast 3 to 5 Serious Incidents annually. Forecasting the amount of work per incident is challenging due to the many unknown variable, including the number of incidents, the severity of the injury, the number of officers involved, the number of interviews, the amount of body worn or in-car camera video, and other factors.

Additionally, for purposes of this forecast we assume being asked to review 3-6 Bias Incident reports. To the extent the actual number of requests vary from the forecast, the actual fees will also vary.

The budget tables found in Appendix A represent our best reasonable forecast of the anticipated costs for the services described in the RFP. Actual costs may exceed these forecasts and will be highly responsive to the number, nature and extent of requests from the Commission. We are willing to work with the City and the Commission to refine this forecast if additional information can be provided. If selected, we are also willing to meet regularly with the City to review costs incurred and to refine budget forecasts.

Additionally, consistent with ELEFA's mission, we are willing to contribute a minimum of 60 hours of our expertise at no charge to support the Commission's work. This can include but is not limited to advice and guidance concerning civilian oversight of police, community engagement, data analysis, and other topics relevant to the Commission's mission.

7. Statement Regarding Any Unaddressed Provisions in Sections III or IV

None

8. Statement of Exceptions to the City's Standard Consultant and Professional Services Agreement.

None.

Contact Information & Signature

David Douglass,

President

Effective Law Enforcement For All

David@elefa.org

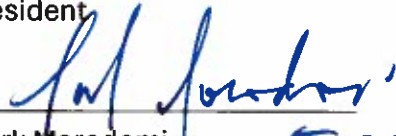
(202) 309-2054

John Salomone
Chief Operating Officer
Effective Law Enforcement For All
John@elefa.org
(504) 307-4645

Submitted on behalf of ELEFA



David Douglass
President



Mark Morodomi
Authorized Agent

5-22-26

Attachments

Appendix A: Fee Forecast
Appendix B: Team Member Bios

Appendix A Budget Estimates

This exhibit presents the estimated annual fee for all services in the Vallejo IPA RFP scope of work, expressed as a low and high range. The low estimate assumes 3 serious incidents and 3 bias incident reports per year; the high estimate assumes 5 serious incidents and 6 bias incident reports per year. The estimated annual fee range is \$118,425 – \$214,775. Actual costs may vary.

Low Estimate

Service	Avg Hours	Rate	Annual Fee
A. Serious Incident Scene Response & Review			
3 incidents/yr - 41 field hrs + 30 report hrs per incident			

On-scene field work (callout, travel, observation, interviews, coordination)	123	\$275/hr	\$33,825
Report & review work (scene memos, report review, findings/recommendations)	90	\$360/hr	\$32,400
Section A subtotal	213		\$66,225
B. Ongoing Advisory and Review Services			
Bias Incident Investigatory Report review and findings recommendations to Commission / Chief of Police (3 reports/yr · 15 hrs/report)	45	\$360/hr	\$16,200
All other advisory and reporting services (advice to Commission; IA/independent investigator report review; VPD policy & training review and recommendations; annual report assistance)	100	\$360/hr	\$36,000
Section B subtotal	145		\$52,200
TOTAL ANNUAL FEE	358		\$118,425

High Estimate

Service	Avg Hours	Rate	Annual Fee
A. Serious Incident Scene Response & Review			
5 incidents/yr · 41 field hrs + 30 report hrs per incident			
On-scene field work (callout, travel, observation, interviews, coordination)	205	\$275/hr	\$56,375
Report & review work (scene memos, report review, findings/recommendations)	150	\$360/hr	\$54,000
Section A subtotal	355		\$110,375
B. Ongoing Advisory and Review Services			
Bias Incident Investigatory Report review and findings recommendations to Commission / Chief of Police (6 reports/yr · 15 hrs/report)	90	\$360/hr	\$32,400

All other advisory and reporting services (advice to Commission; IA/independent investigator report review; VPD policy & training review and recommendations; annual report assistance)	200	\$360/hr	\$72,000
Section B subtotal	290		\$104,400
TOTAL ANNUAL FEE	645		\$214,775

Notes

Field rate (\$275/hr): callout/notification, travel to scene, on-scene observation, interview attendance, and coordination with the Chief's designee.

Report/advisory rate (\$360/hr): all written work product, report review, recommendations, policy review, and advisory services.

Serious Incident hours: 41 field hrs + 30 report hrs per incident, based on mid-range estimates for higher-severity incidents (OIS, in-custody death) in the attached Level-of-Effort analysis.

Bias Incident report review: 15 hrs per report at \$360/hr.

After-hours callout premium, lodging, and mileage are not included in the above rates and will be billed at cost.

JOHN ALDEN
Law Enforcement Oversight Practitioner

OVERVIEW:

A seventeen-year veteran of California law enforcement oversight, practicing attorney for twenty nine years, and current AB 1185 Inspector General, with a national reputation for deep commitment to using transparency and accountability to create lasting structures for continuous improvement in law enforcement.

POSITIONS HELD:

Director, Independent Office Law Enforcement Review and Outreach, Sonoma County, 9/22-5/26.

- Headed County Department charged with auditing the performance of the Sonoma County Sheriff's Office patrol and jail functions, as an Inspector General under California's AB 1185.
- Led teams of auditors in assessing quality and conclusions of Sheriff administrative personnel investigations stemming from uses of force, public complaints of misconduct, inmate complaints, and civil claims of excessive force.
- Managed independent investigations of fatalities involving Sheriff's personnel, whistleblower cases, and investigations otherwise found to not have been completed adequately by the Sheriff's Office.
- Guided a civilian community advisory board in public-facing assessments of Sheriff policies and procedures.
- Disseminated to the public audit summaries, use of force assessments, and policy recommendations to create greater transparency about Sheriff operations.

Executive Director, Oakland Community Police Review Agency, 7/19 - 4/22.

- Headed Department of 15 personnel charged with roughly 500 independent investigations of allegations of police misconduct annually in Oakland, California. These investigations included audits of parallel police department investigations.
- Managed investigations of Officer Involved Shootings and other uses of force, including making final disciplinary decisions for the City of Oakland based on those investigations, such as firing police officers.
- Reported to, and provided strategic guidance to, a community Police Commission with authority to hire and fire the Chief of Police, and set Police Department policy.
- Recommended and drafted changes to police policies. Shepherded public outreach regarding, and Police Commission deliberation ordering, such changes, including wholesale revision of the Oakland Police Department Use of Force policy in 2020.
- Reorganized staff after taking helm of CPRA, including shepherding placing a Charter Amendment on the ballot to create a parallel Inspector General's Office to conduct performance audits of the Police Department.
- Created new procedures, policies, training, and reporting structures to respond to an 8-fold increase in caseload created by a City Charter Amendment.
- Conducted outreach to the public through community meetings, speaking engagements, annual reports, web and social media outreach, and focus groups.

Managing Assistant District Attorney, Independent Investigations Bureau (IIB), San Francisco District Attorney's Office, 4/18 – 2/19.

- Set program objectives and monitored the performance of 14 subordinate staff in a prosecution unit investigating criminal cases of police officer misconduct, such as Officer Involved Shootings, In-Custody Deaths, and Excessive Use of Force.
- Recruited, managed, evaluated, and provided training for all subordinate staff.
- Assigned cases to teams of attorneys and investigators, reviewed and approved case work and investigation results, finalized public investigative reports.
- Coordinated Grand Jury investigations led by subordinates.
- Created IIB policies and procedures, including investigative procedures standards.
- Crafted responses to a City audit of the unit's efficacy, and secured a positive review.
- Prepared reports and responses to performance audits for presentation to the San Francisco Controller, and the Board of Supervisors and its committees.
- Coordinated the Meet and Confer process with the San Francisco Police Officers' Association as to a new Memoranda of Understanding regarding the criminal investigation of Officer Involved Shootings and In Custody Deaths.
- Responded to scenes of Officer Involved Shootings to coordinate investigations.
- Reviewed new legislation and cases relevant to the work of IIB, especially SB 1421.

Attorney, San Francisco Department of Police Accountability (formerly Office of Citizen Complaints), 5/16 – 4/18.

- Member of Department's Executive Team, working directly with Executive Director. Acted for the Director in his/her absence as needed.
- Created productive relationships with key stakeholders, especially employee unions, the Police Department, District Attorney, City Attorney, and Public Defender.
- Participated in Police Department Officer Involved Shooting Review Board.
- Collaborated with community stakeholders and city agencies to accomplish reforms mandated by a federal review of the Police Department, and subsequent Collaborative Reform process, including use of force tracking and assessment.
- Led an internal revision of office policies, reporting structure, and investigator training to improve efficiency and quality of investigations.
- Managed a team of investigators conducting administrative disciplinary cases against police officers, including Officer Involved Shootings and Excessive Force. Prosecuted resulting cases before the San Francisco Police Commission.
- Served as Acting CFO 2017-2018. Crafted 2018-2019 agency budget. Shepherded that budget through the Mayor's Office and Board of Supervisors.
- Implemented creation of an audit team overseeing San Francisco Police Department Use of Force and Discipline using best practices from other jurisdictions.
- Prosecuted administrative disciplinary cases against police officers before the San Francisco Police Commission, based on complaints made by the public.

Attorney, Internal Affairs Division, San Francisco Police Department, 1/09 – 5/16.

- Served on a team of lawyers and Command Staff that drafted the San Francisco Brady Policy, which was subsequently praised by the California Supreme Court in People v. Johnson.
- Analyzed and revised Department policies. Researched best practices and legal issues in order to advise the Department about proposed changes to policies and procedures.
- Created positive working relationships with other stakeholders, especially employee unions, the Office of Citizen Complaints, District Attorney, City Attorney, Public Defender, and Courts.
- Supervised and trained paralegals, secretaries, and other attorneys.
- Completed over 120 hours of training in investigation of police officer use of force, and over 120 hours of training in managing internal affairs investigations.
- Advised and assisted investigators in the Internal Affairs Division as to how to investigate allegations of misconduct made against police officers, including Officer Involved Shootings.
- Prosecuted administrative disciplinary cases against police officers on behalf of management before the San Francisco Police Commission.

Law Offices of John Alden, San Rafael, CA, 10/06-12/08.

- Formed own AV-rated law firm in San Rafael, and later added two partners.
- Litigated criminal and civil cases, including jury trials, with emphasis on personal injury, employment, consumer protection, and wage and hour class action cases.
- Hired and supervised employees, including attorneys, paralegals, and secretaries.

Associate, Abbey Weitzenberg Warren and Emery, Santa Rosa, CA, 11/03 – 6/06.

- Performed general legal work in a civil practice.
- Investigated complicated cases, and supervised legal staff.

Deputy District Attorney, Marin County District Attorney's Office, San Rafael, CA, 9/98 – 11/03.

- Independently tried approximately 30 criminal jury trials to verdict.
- Used Grand Juries to investigate complex criminal cases.
- Supervised District Attorney investigators, paralegals, and new attorneys.

Assembly Fellow, Office of Majority Leader Kevin Shelley, California State Assembly, Sacramento, CA, 10/97 – 9/98.

- Selected from a pool of over 300 to be one of 18 Fellows in the 1998 Legislature.
- Received unique training in researching and evaluating legislative process.
- Drafted bills for the Assembly Majority Leader, arranged their passage through the Assembly and Senate, and secured their signature by the Governor.

Deputy District Attorney, Sonoma County District Attorney's Office, Santa Rosa, CA, 2/97 - 9/97.

- Prosecuted misdemeanor criminal cases.

EDUCATION:

Berkeley Law, University of California, Berkeley. J.D., 1996.

Highest-graded student in Trial Practice Skills, Spring 1996.

University of California, Berkeley. B.A. with Honors, Mass Communications, 1992.

CERTIFICATIONS:

Certified Practitioner of Oversight (CPO), National Association for the Civilian Oversight of Law Enforcement (NACOLE)

Certified Inspector General (CIG), Association of Inspectors General (AIG)

LANGUAGES:

Proficient in Spanish.

PROFESSIONAL HONORS:

AV rated by Martindale-Hubbell.

PROFESSIONAL MEMBERSHIPS:

National Association for the Civilian Oversight of Law Enforcement (NACOLE)

Associate Member, 2013-2019; Regular Member 2019-present.

Frequent Presenter at nationwide NACOLE trainings.

Director, Board of Directors, November 2024-present

Association of Inspectors General (AIG)

State Bar of California, SBN 184236, admitted December 3, 1996

Washington D.C. Bar, # 983577, admitted November 7, 2008, currently inactive



CHRISTOPHER BOLTON

1423 BROADWAY #1075, OAKLAND, CA 94607

chris@fieldbasedconsulting.com | 510-473-8721

Summary

Experienced and confident leader with demonstrated excellence in executive level public safety operations, progressive police reform projects, critical incident command, policy development, and evaluation of organizational performance to achieve and maintain success. Expert and proven thought leader to achieve data driven and creative risk management approaches to solve contemporary policing challenges.

Skills

- Objective, Honest, and Transparent with Experience in Devising, Performing, Managing, and Writing Law Enforcement Audits, Inspections, and Compliance Reviews
- Believes the "Best Practice" Has Yet to Be Perfected
- Curious, Analytical, Creative, and Data Driven Problem Solver
- Experience and Success Collaborating with Academics and Software Engineers to Uniquely Improve Contemporary Policing Practices
- Engaging and Confident Speaker; Organized and Clear Writer
- Brings Operational Experience, Credibility, and Skill to the Arenas of Education, Police Practices, Policy, and Progress

Experience

Field Based Consulting, LLC

Principal

03/2022 - Present

- Principal founder of Field Based Consulting, LLC, providing contract services to public safety private and public sectors.
- Specializes in collaborative approaches to public safety problem-solving through thought leadership, strategic goal setting, program and policy development, training, and the use of data to better measure, improve, and achieve public safety successes.
- Current clients and projects include ShotSpotter, Inc (intelligence-led policing technological integration consultant), Slalom, LLC (strategic advisor for justice and public safety data visualization and use), and Polis Solutions, Inc (contract consultant for law enforcement operations, body-worn camera analytics, and leadership development).

Oakland Police Department | Oakland, CA

Deputy Chief of Police - Bureau Operations Chief

02/2021 – 04/2022 *Service Retirement*

- Established and directed public safety goals, plans, procedures, and strategies for a bureau team of over 200 personnel; led to success by example.
- Led all manners of public safety service and response for approximately 250,000 residents within thriving business districts and diverse neighborhoods.
- Department subject matter expert for community policing, intelligence-led policing, risk management, and the utilization of data and strategy to address performance outcomes and the problems of implicit bias and racially disparate impacts.
- Achieved full compliance as principle task owner of Oakland's Settlement Agreement, Task 34, governing police contact data collection and resulting strategies to mitigate racial disparities.

- Effectively built consensus with executive managers, elected officials, labor organizations, members of boards and commissions, department and city staff, community groups, and the public.
- Planned and managed large-scale operational responses to critical incidents in accordance with multi-jurisdictional National Incident Management System (NIMS) and field level Incident Command System (ICS) structures and practices.
- Directed and evaluated the administration of the bureau budget (approx. \$60m)
- Convened and chaired incident review boards for serious or lethal uses of force, in-custody deaths, fatal vehicle pursuits, and crowd control incidents. Authored relevant public reports.
- Project managed public facing dashboards for incidents of force, vehicle pursuit, detentions, and arrests viewed by race and ethnicity.

Oakland Police Department | Oakland, CA

Captain of Police - Area Operations Commander

06/2018 - 02/2021

- Studied crime reports, data, information, and intelligence to identify trends and strategize optimal patrol and investigative goals and assignments.
- Routinely served in the role of ICS Incident Commander or Operations Commander for a wide variety of emergency situations.
- Reduced racially disparate stops and outcomes through improved direction, management, strategy, and use of performance data.
- Improved public safety responses and expectations for proactive stops; reduced stops evaluated as arbitrary, increased percentage of intelligence-led stops, reduced search rates, and increased recovery rates.
- Presented improved practices and results to other law enforcement agencies where implemented designs were adopted.

Oakland Police Department | Oakland, CA

Inspector General - Office of Inspector General

04/2015 - 06/2018

- Created audit program that identified risks and assessed compliance requirements; praised by the Federal Monitor, Compliance Director, and Plaintiffs' Attorney for demonstrating internal accountability and reform.
- Led police auditing team; facilitated successful internal audits through sound and thorough documentation.
- Led department wide focus groups, training sessions, and data evaluation sessions to operationalize recommended improvements.
- Authored, summarized, or edited reports on findings and recommendations; presented oral and verbal reports to stakeholders.
- Collaborated with academic partners to better understand complex issues through use of police data; identified improvements and established findings and recommendations.
- Recommendations, collaborations, and findings resulted in the creation of a stable risk management process and dashboard to successfully prevent or mitigate risks and harm inherent in policing practices: complaints, uses of force, vehicle pursuits, and racially disparate stops.

Oakland Police Department | Oakland, CA

Lieutenant of Police, Sergeant of Police, and Police Officer

03/1999 - 04/2015

- As Special Resources Section commander, commanded squads of specialized crime reduction and community policing officers to prevent and address serious and violent crime as well as neighborhood problem-solving projects.
- As subject matter expert on community policing, arranged or provided training to all community resource officers department wide. Piloted department's first use of Nextdoor.com and "Coffee with a Cop" events to bolster positive community engagement.
- When assigned to the Internal Affairs Division (IAD), helped create, institute, and evaluate new complaint acceptance policies and procedures. Reviewed complaint intake and completed investigations for thoroughness, accuracy, fairness, and compliance with established standards, laws and guidelines.
- As commander of IAD Investigations Section, managed and directed investigations, reports, and findings of serious allegations of misconduct, officer-involved shootings, and in-custody deaths.
- Selected to serve as Office of Chief of Police Chief of Staff from 2010 - 2013; Coordinated, managed, and reported on multiple department projects, staffing studies, shift change initiatives, and mandated reports.
- Supervised the Public Information Unit, departmental social media, and public information strategies.
- Field supervisor, patrol officer, field training officer and police academy search and seizure instructor.
- Oakland Police Department Recruit Academy – 03/1999 – 09/1999

Education

National University | La Jolla, CA

Bachelor of Science in Criminal Justice Administration (2020)

Certifications and Training

The California State Commission on Peace Officer Standards and Training (POST)—the state's preeminent regulatory body— maintains a professional certificate program that acknowledges education, training, and professionalism in law enforcement. Certifications are awarded for combined achievements in formal education, increasing levels of law enforcement experience and leadership, and professional training. I possess the following POST certificates: Management Certificate (2018) - Supervisory Certificate (2010) - Advanced Certificate (2009) - Intermediate Certificate (2007) - Basic Certificate (1999)

Accomplishments

- Presenter: Police1 Webinar - Accelerate investigations by bridging data gaps and facilitating interagency collaboration (2022)
- Presenter: The Role of Leadership in Risk Management. American Society for Evidence Based Policing (2021)
- Presenter and Letter of Recognition: Intelligence-Led Policing Practices. Berkeley, CA Fair and Impartial Policing Working Group (2020)
- Outstanding Community Partner Award - Temescal Business District, Oakland, CA (2020)

- Presenter: Racial Disparity and Precision-Based Practices. National Organization of Black Law Enforcement Leaders (2018)
- Presenter: Community Engagement and Trust Via Social Media. Smart Policing Summit (2015)
- Citizens' Advisory Committee Outstanding Officer of the Year Award (2015).
- Recognized by ASIS International Bay Area Chapter for outstanding performance in implementation of law enforcement social media (2014).
- Awarded Chief's Leadership Award as a Sergeant of Police for challenging the status quo and fostering innovation and creativity in police service delivery (2012).
- Awarded Medal of Merit for superior tactics and de-escalation during a life-threatening incident (2001).
- Recipient of multiple Outstanding Performance Awards and Good Conduct Awards.
- Honorable discharge, Staff Sergeant, California Army National Guard and U.S. Army Military Police Corps (1989 - 1999; Operation Desert Storm (1990-1991)).
- Veterans of Foreign Wars (VFW) member and community volunteer

References Available Upon Request

David L. Douglass

David L. Douglass is the founder and President of Effective Law Enforcement for All, a (501)(c)(3) non-profit devoted to promoting and advancing collaboration between communities and the law enforcement agencies to achieve law enforcement policies, training and practices that are save for the police and the communities they serve. He is also currently Of Counsel to Sheppard, in which he previously served as the Managing Partner of its Washington D.C. office.

He currently serves as the Independent Evaluator responsible for advising, overseeing, and publicly reporting on the City's implementation of a Settlement Agreement with the Minnesota Department of Human Rights, calling from broad changes to the Minneapolis Police Department's policies, training, practices, accountability systems. He oversees a team of subject matter experts in policing practices, civilian oversight, and civil rights.

In 2013, the Honorable Susie Morgan, for the United States District Court for the Eastern District of Louisiana appointed David as Deputy Monitor for implementation of the Consent Decree between the Department of Justice and the City of New Orleans calling for sweeping reforms of the New Orleans Police Department to end years of unconstitutional policing practices. (In 2016 Sheppard Mullin was a MCCA Sager Award Finalist for its work on behalf of police reform in New Orleans). In 1994, David served as Executive Director of the White House Security Review, which resulted in the closing of Pennsylvania Avenue in front of the White House. In 1993 he served as assistant director of the Treasury Department's investigation of the raid on the David Koresh compound in Waco, Texas. David is a former Department of Justice Trial Attorney, in the Civil Rights Division, Criminal Section. Prior to that he served as an Assistant United States Attorney for the District of Massachusetts.

David is a Fellow of the American College of Trial Lawyers. The College is composed of the best of the trial bar from the United States and Canada. Fellowship is extended by invitation only and only after careful investigation to those experienced trial lawyers who have mastered the art of advocacy and whose professional careers have been marked by the highest standards of ethical conduct, professionalism, civility and collegiality.

David is a graduate of Yale College (B.A., political science, 1981) and Harvard Law School (J.D., cum laude, 1985).

ERIC J. MELANCON

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WORK EXPERIENCE

EJM ADVISORY FIRM, LLC, New Orleans, LA

Owner/Independent Consultant, October 2023 – Current

- EJM Advisory Firm, LLC has extensive experience in supporting executive leadership of public safety agencies with a host of valuable services. Our firm provides public safety clients with data-driven solutions that can greatly enhance operations, recruitment, retention, and management of personnel. Services that EJM Advisory Firm, LLC provides include:
 - Staffing Analysis and Planning
 - Labor Negotiations
 - Enhancing Recruitment Practices
 - Compensation Plan Analysis
 - Civilianization Strategies
 - Organizational Restructuring
 - Policy Review and Best Practices
 - Command Promotional Processes
 - Redistricting and Boundary Analysis
 - Police Executive Strategy Development
- Since opening its doors in 2023, EJM Advisory Firm has provided expertise to support the staffing plans and operational reviews for police departments of varying sizes across the country:
 - Phoenix Police Department (Arizona)
 - Metropolitan Police Department (Washington DC)
 - Baltimore Police Department (Maryland)
 - Montgomery County Sheriff (Maryland)
 - Montgomery County Police (Maryland)
 - Alexandria Police Department (Virginia)
 - Lancaster Police Department (Pennsylvania)
 - Knoxville Police Department (Tennessee)
 - City of Fairfax Police Department (Virginia)
 - City of Chester Police Department (Pennsylvania)
 - Oakland Police Department (California)
- Serves as a member of Effective Law Enforcement for All (ELEFA) Independent Evaluator team for overseeing the Minneapolis Police Department's implementation of the Settlement Agreement/Consent Decree.
- Serves as a member of the Monitoring Team for overseeing compliance with the Court Orders for federally mandated reforms of the Maricopa County Sheriff's Office.

BALTIMORE POLICE DEPARTMENT (BPD), Baltimore, MD

Deputy Commissioner, Compliance Bureau, August 2022 – October 2023

- Promoted to Deputy Commissioner after serving as Chief of Staff to the Police Commissioner for 3½ years. Served as direct report to the Police Commissioner and was responsible for the management and performance of more than 300 employees.
- Oversaw a team of Commanders and Directors that perform all Compliance Bureau functions including: the Consent Decree Implementation Unit, IT Division, Education & Training Division, Records Management Section, Communications Section, Performance Standards Section, Equity Office.
- Served as the lead executive member responsible for interfacing with the Federal Court Judge, Consent Decree Monitoring Team, and the Department of Justice. Presents to the Federal Court during monthly and quarterly hearings on various topics related to Consent Decree compliance.
- Developed a new process for reporting out the status of all 500+ paragraphs of the Federal Consent Decree to demonstrate the various stages of progress the BPD has made toward systemic police reform. This process has allowed the BPD and the Federal Court to launch into the assessment phase which will determine if BPD has successfully implemented mandated reforms.
- Served as Co-Chair of the Performance Review Board, which is responsible for reviewing all aspects of critical incidents to apply lessons learned towards continuous improvement of the Department.
- Provided ongoing strategic advice and counsel to the Police Commissioner on agency coordination with the Federal Court, Department of Justice, Office of the Inspector General, Baltimore City Council, Maryland State Government leaders, & Law Enforcement agencies at the local, state, and federal level.
- Provided executive leadership and direct management of the complete redrawing of the BPD's 9 police districts, an effort which had not been undertaken in over 50 years. The resulting map leveraged calls for service data, existing neighborhood boundaries and crime trend analysis to develop a more balanced workload across all districts to provide better public safety coverage for all Baltimore residents.

Chief of Staff to the Police Commissioner. April 2019 – August 2022

- Oversaw a team of Directors and supervisors who manage multiple functions of the Police Commissioner's Office, including media affairs, public information and outreach, inter-agency coordination with the Mayor's Office and City departments, document compliance, governmental affairs, labor negotiations & grievances, and executive protection
- Served as chair of the Department's promotional committee which identifies the highest qualified candidates to rise to the ranks of Sergeant, Lieutenant, Captain, Major, Lt. Colonel, and Colonel within the agency; developed new policies in coordination with the consent decree requirements to clearly define the criteria and the process for promotions, implemented an open and competitive interview process for Command Staff promotions to provide greater opportunity for advancement to potential applicants
- Provided administrative support for the Police Commissioner, intra-agency coordination of the Deputy Commissioners of Operations, Administration, Public Integrity, and Compliance, approves contracts and approvals for intra-agency funding and travel requests on behalf of the Police Commissioner.
- Led the negotiation team in 2021 for collective bargaining of the union agreement between the BPD and the Fraternal Order of Police, introduced several targeted initiatives into the agreement to increase starting pay, provide for more fiscally responsible rules on overtime spending, grant greater flexibility in the Police Commissioner's deployment of operational resources, and enhance accountability measures to align with state mandates on police disciplinary reform.
- Developed the BPD Staffing Plan in coordination with court appointed experts, provided annual updates to the Staffing Plan based on changes in assumptions, strategic focus, and burden reduction initiatives, developed a workload-based model to estimate the number of officers needed to handle calls for service and community engagement activities, established staffing standards for BPD to provide close and effective supervision of detective units and proactive units, and developed plans for civilianization of several administrative functions at BPD.
- Reclassified and reorganized the entire supervisory organization structure of the BPD during the implementation of Workday (the City's new Enterprise Resource Planning tool), updated over 500 supervisor relationships and unit names through the BPD to ensure the proper management structure was in place before payroll "went live" in November 2020.
- Established formal job descriptions and qualifications for several executive level agency positions, including all 4 Deputy Commissioners, Chief Technology Officer, Chief Financial Officer, Chief Technology Officer, Chief of Science and Evidence, Managing Director of Data Driven Strategies, and Director of Equity, Inclusion and Diversity; also managed the selection and hiring process for several of these positions.
- Presented on behalf of the BPD during multiple presentations to the City Council, including budget hearings, hearings on updating false alarm legislation, and monthly/quarterly meetings to provide departmental updates.
- Trained over 100 BPD employees in Microsoft Excel Basic and Intermediate skills in order to enhance the skill set of administrative and command personnel

NEW ORLEANS POLICE DEPARTMENT (NOPD), OFFICE OF THE SUPERINTENDENT, New Orleans, LA

Deputy Chief of Staff. February 2017 – March 2019

- Responsible for managing the use of over \$18 million in Consent Decree reserves over three fiscal years (2017-2019) dedicated to special projects, monitoring costs, recruitment efforts, and technology programs that ensure that the NOPD and the Orleans Parish Sheriff Office can come into compliance with their federal consent decrees.
- Managed several special projects related to policing reform efforts, including; improving the processes for recruitment of new officers; establishing the unclassified Commander rank which grants the Superintendent more ability to hold Command Staff accountable for performance; implementing the "NOPD Online" system, which allows citizens to file requests for police reports for low level property crimes over the internet, and hired a FUSE Corps fellow to provide expertise on technology change management and perform a technology gap analysis for the Department.
- Managed the deployment of the False Alarm Reduction Program, which was launched in May 2017, and has resulted in a 40% reduction in the number of false alarms, freeing up thousands of hours of available time for patrol officers to respond to actual emergencies.

- Developed and implemented a comprehensive pay plan initiative designed to address long standing issues of pay compression. The plan's adoption resulted in a 20% reduction in the number of commissioned separations per year, and NOPD saw it lowest level of attrition in 20 years during 2018.
- Drafted budget presentations and speeches for the Superintendent to deliver for City Council during annual budget hearings; drafted and created the layout/design of the NOPD *Crime Reduction and Departmental Improvement Plan* (2018) which outlined the Superintendent's vision of the Department's operational strategies & available resources.
- Created a dynamic cost model using Microsoft Excel tools that was used to track the rate of personnel spending during the year to include salaries, fringes, and overtime costs. The model gives bi-weekly status updates on whether the Department will be able to manage its costs and what measures can be taken by Departmental leadership to ensure that the projected costs can be reduced to remain within budget.
- Acted as a liaison for the NOPD Superintendent in his coordination and communication with internal City departments such as the Mayor's Office, Chief Administrative Office (CAO), City Council, Civil Service, and Homeland Security, as well as outside partners such as the New Orleans Police & Justice Foundation, the Business Council of New Orleans & the River Region, Greater New Orleans Inc., and the Greater New Orleans Foundation.
- Provided administrative support for the Superintendent, budgetary analysis and oversight, contract and proposal development for new project initiatives, research into policing best practices, review and comparison of departmental pay plans from peer law enforcement agencies in the region, and strategies to successfully obtain approval of Departmental requests to Civil Service Commission and City Council.

CITY OF NEW ORLEANS, SERVICE AND INNOVATION TEAM, New Orleans, LA

Innovation Manager, July 2015 – February 2017

- Managed administrative and planning functions related to the consolidation of 9-1-1 operations in the City of New Orleans into the Orleans Parish Communication District (OPCD), including development of plans of action, pay structures, job descriptions, organizational charts, budgetary analysis, and the cooperative endeavor agreement between the City and the OPCD; as well as coordination with NOPD, NOFD, and EMS & the New Orleans Civil Service Commission on the transfer of staff and funding, and presentations to the City Council and the OPCD Board of Commissioners demonstrating the long term cost savings and improved effectiveness of consolidated 9-1-1 services.
- Acted as a financial liaison for the City of New Orleans to the Compliance Director of the Orleans Parish Jail in accordance with the Stipulated Order of the Federal Court, including management of the process to revise the 2017 Jail Budget, as well as development of the Director's remedial action plan to achieve compliance with the provisions of the Orleans Parish Jail Consent Judgment.
- Acted as a liaison for the CAO in his coordination and communication with criminal justice and public safety agencies within Orleans Parish, including the Communication District, District Attorney, Public Defender, Criminal District Court, and Clerk of the Criminal District Court, and Juvenile Court; also acted as a liaison for the City for the consolidation of the Municipal & Traffic Courts into a single local Court system, including review of plans to consolidate Operations, HR/staff, IT/Technology, Facilities/Finances.
- Provided administrative support for the implementation of the E-Citations system, including development of a contract amendment with the vendor to include the option to issue Municipal Summonses along with Traffic Citations as well as ensuring full integration with the consolidated Municipal & Traffic Court's docket and case management system.
- Became proficient in the management of administrative systems and processes used by City departments, including Buyspeed, the Electronic Contract Management System (ECMS), the Great Plains financial reporting system, ADP personnel extracts, and new process management systems that are designed to create electronic, web-based workflow systems that can replace older, paper processes.
- Developed an interactive personnel budget analysis tool for the CAO's Budget Office that uses Great Plains data to track, review, and forecast whether City departments are above or below their personnel budget general fund appropriations authorized by the City Council.
- Provided budgetary and policy analysis for the CAO for a variety of departmental functions including Police, Fire, EMS, 9-1-1 Operations, Recreation and Development, Civil Service Workflows, Courts and Criminal Justice

Agencies, Sheriff/Jail Funding, Equipment Management Division, Parking Enforcement, Health Care, Workers Compensation, and Human Resources.

- Certified as a trainer in the CAO's Microsoft Business Applications for Excel Basic and Intermediate skills and taught over 30 city employees how to use Microsoft Excel in 2016.

TMG CONSULTING, New Orleans, LA

Associate, Economic and Government Policy. January 2013 – July 2015

- Completed an economic impact comparison for the Louis Armstrong New Orleans International Airport that measured the potential impact on jobs, earnings, taxes and overall spending if the airport moved the terminal building to four alternative locations and configurations.
- Provided financial analysis and airport reserve cash flow analysis for the New Orleans airport's Long Term Development Program to construct a new terminal and support facilities.
- Conducted financial and budgetary analysis for the New Orleans Regional Transit Authority (RTA) Board of Commissioners and served on the Management Oversight Committee which monitored the contractual relationship between the RTA and the private operator of the transit system and developed a cost estimate for the transfer and operation of New Orleans based ferries from the Louisiana Department of Transportation to the RTA.
- Completed market assessment for the Downtown Development Authority of Shreveport for the Shreveport Common Mixed-Use development in Shreveport, LA to determine the potential for Housing, Retail, and Commercial uses; this assessment won an award in excellence for a planning process from the Louisiana Chapter of the American Planning Association.
- Performed an economic impact study for the 2013 BUKU Music Festival that demonstrated the positive impact the festival had on the New Orleans area.
- Assisted the Shreveport Airport Authority in coordinating with the FAA to amend and extend its passenger facility charge program.
- Attained and maintained certification as a Professional Cost Estimator/Analyst from the International Cost Estimating and Analysis Association.

BOOZ ALLEN HAMILTON, BUSINESS ANALYTICS, Washington, DC

Senior Consultant, Cost Estimation Analyst. November 2010 – December 2012

- Delivered presentations outlining the cost estimation assumptions for contracts managed by the United States Marine Corps Systems Command related to the Mine Resistant Ambush Protected (MRAP) Vehicle program.
- Developed and maintained life cycle cost estimates and independent government cost estimates in Microsoft Excel that were used by the MRAP Business and Finance office for planning and budgeting.
- Created excel models for the Joint Program Office that estimated the Marine Corps, Navy, and Air Force budget submissions for the MRAP program that covered FY13 through FY17.
- Completed training sessions on the Department of Defense process for Planning, Programming, Budgeting, and Execution (PPBE) of federal funding.

VETERANS CAMPAIGN, Washington, DC

Curriculum Director (Volunteer Position). September 2009 – February 2011

- Successfully organized a curriculum and co-authored a 90-page field manual specifically tailored for veterans who want to run for political office; later organized a series of panels during the 2009 inaugural conference at Princeton University and the 2010 conference at GW University which educated 175 veterans on how to run for office.

HOUSE OF REPRESENTATIVES, ENERGY AND COMMERCE COMMITTEE, SUBCOMMITTEE ON OVERSIGHT & INVESTIGATIONS, Washington, D.C.

Graduate Fellow (Unpaid Internship). June 2009 – August 2009

- Conducted document review, background research, and policy analysis on the Energy Star Program, food safety issues, and the closures of GM and Chrysler dealerships.

- Prepared clear and concise memorandum on the status of the Energy Star Program and the health problems associated with citizens that installed Chinese drywall imports after major hurricane reconstruction.

LOUISIANA DEPARTMENT OF JUSTICE, OFFICE OF THE ATTORNEY GENERAL, Baton Rouge, LA

Legislative Analyst, January 2008 – August 2008

- Assisted the Director of Capitol Operations at the Louisiana State Legislature by monitoring the status and content of legislation and the department's budget appropriation and ensuring that proposals put forth by state lawmakers were consistent with the Attorney General's agenda.
- Coordinated with the eight division directors of the Louisiana Department of Justice to identify legislative proposals that could improve the agency's operational capabilities.
- Organized and authored revisions to the 3rd Edition of the Justice of the Peace Court Manual, a reference manual distributed to all Justices of the Peace and Constables in Louisiana.

EDUCATION

PRINCETON UNIVERSITY, SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS, Princeton, NJ

Master's in Public Affairs (M.P.A.) – Domestic Policy – Graduated June 2010

Courses taken: Econometrics; Advanced Macroeconomics; Advanced Microeconomics; Financial Management; Microeconomics of Domestic Policy; Management of Public Organizations; Advanced Statistics; Geographic Information Systems (GIS); State and Local Government Finance; How to Win Elections, Congress and the Constitution, Negotiation and Persuasion, Psychology of Public Policy.

Developed Proficiency in: STATA, SAS, SPSS, Microsoft Excel, Word, PowerPoint, ArcGIS

LOUISIANA STATE UNIVERSITY, Baton Rouge, LA:

Dual Degree: B.A. Economics & B.A. in Political Science, with Minor in Communication Studies – Graduated May 2006

Summa Cum Laude, LSU Dean's List 2002-2006

Courses taken: Money & Banking and Macroeconomic Accounting, Macroeconomics, Microeconomics, Economic Forecasting, Economic Growth Theory, International Finance, International Economics, Economic Game Theory, Political Communication, Communication Studies, Advanced Argumentation, Southern Politics, Louisiana Politics, American Presidency, Legislative Process, Political Theory

Mark P. Smith is the Lead Monitor of the Settlement Agreement on Policing in Portland. Mr. Smith has spent his entire professional career overseeing law enforcement agencies of different sizes and geographies, ensuring their accountability to the public whom they serve. Beginning with his first position out of law school, as a Special Investigator with the Los Angeles Police Department (LAPD) Office of the Inspector General (OIG), Mr. Smith has progressed to increasingly advanced leadership roles within the various entities where he has worked.

Prior to leading the Portland monitorship, Mr. Smith was honored to be appointed as the Inspector General of the LAPD—placing him in charge of the same office where his career in civilian oversight of law enforcement got started. As Inspector General, Mr. Smith was responsible for ensuring that the OIG conducted robust and effective oversight of the LAPD. Among other things, he guided a staff of professionals in analyzing uses of force as well as use of force investigations, monitoring the LAPD’s internal affairs system, continuously engaging in community outreach, and producing public reports—with substantive recommendations for improvement—on a wide range of topics (officers’ employment of de-escalation principles, the operations of the LAPD Mental Evaluation Unit, adherence to national best practices in policing, demographic disparities in law enforcement detentions, the use of data-driven policing strategies, etc.).

Before his appointment as LAPD’s Inspector General, Mr. Smith was a Constitutional Policing Advisor with the Los Angeles Sheriff’s Department (LASD). He was responsible for advising the Sheriff on issues related to accountability, adherence to best practices, policies, procedures, and operations; providing real-time monitoring, analysis, and advice to LASD investigators and executives on pending personnel investigations and disciplinary matters; and responding to critical incidents including in-custody deaths, deputy-involved shootings, and other significant use of force incidents.

Prior to his work with the LASD, Mr. Smith was selected to be the first-ever Independent Police Auditor for the San Francisco Bay Area Rapid Transit District (BART), where he developed the Office of the Independent Police Auditor (OIPA) from the ground up. Under his leadership, the OIPA was responsible for investigating allegations of misconduct; reviewing BART Police Department investigations; recommending changes to policy; developing an alternative dispute resolution process for complaints; and engaging in a robust program of community outreach.

Before his appointment at BART, Mr. Smith was the First Deputy Chief Administrator of Chicago’s Independent Police Review Authority (IPRA). As First Deputy, Mr. Smith established internal policies to effectively and efficiently allow IPRA to meet its goals and obligations; supervised the day-to-day operations of the office; directed investigations into officer-involved shootings and complaints of excessive force; and represented IPRA at community events and meetings with other law enforcement agencies.

In addition to these career endeavors, Mr. Smith has served on the Board of Directors of the National Association for Civilian Oversight of Law Enforcement, and he is a founding Board Member of the Western States Chapter of the Association of Inspectors General. He also co-authored written testimony received by The President’s Task Force on 21st Century Policing, which was focused on building legitimacy and public trust through civilian oversight. Mr. Smith holds a Bachelor’s Degree from the University of California at Berkeley and a Juris Doctorate from the University of California at Los Angeles School of Law.

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CURRICULUM VITAE

Executive Profile: Marcia is an experienced global executive with a proven capacity to create, address, and find collaborative and creative ways to build momentum on reform, civil rights, diversity, inclusion, and establish employee buy-in, as well as leadership and community engagement. Over 25 years of experience working with academic institutions, law enforcement, corporate, municipalities, not for profits, and federal agencies to increase awareness of civil rights concerns, human resources, improve inclusion, equity, and diversity initiatives enterprise wide. Experienced in social justice, restorative practices, mediation, law enforcement reform and assessments, architect of programs, implementation, and training related to civil rights, fairness, equity, constitutional practices, and community engagement that has been provided domestically and abroad across various organizations and for stakeholders at all levels.

Marcia is a professor, national speaker, and trainer on law enforcement topics to include but not limited to civil rights/civil liberties, ethics, intelligence, police problem-solving and procedural justice related topics. She has also worked on police department assessments to provide objective, neutral feedback, technical assistance, and direction on best practices in the field to include areas such as: *bias free - policing, use of force, internal affairs, community-oriented policing, internal policies/practices/procedures, academy and IST training, resiliency, mental health, management and leadership accountability, community trauma, transparency, police-community problem solving* and other inter-related topics.

Marcia has worked on various aspects of public safety reform since 2001 and was a member of the Department of Justice (DOJ) Collaborative Reform Initiative (CRI-TAC) and worked with police departments and community to address identified areas of reform nuanced to each participating jurisdiction. She is an attorney, trained mediator, neutral factfinder, and hearing officer, with an extensive background in civil rights and criminal justice as a practitioner and consultant.

EXPERIENCE OVERVIEW

- Served as **Global Executive** utilizing best practices and data driven solutions to co-create and solve problems with community insights and voice.
- Served as **Chief Diversity, Equity, and Inclusion Officer** for an international company.
- Experienced **US EEOC trained investigator** and **trained EEO Counselor** for the Department of Justice.
- Architect of a **diverse recruitment and hiring initiative** for the Department of Justice.
- Established **community outreach, education and engagement plans** post 9-11 on civil and human rights protections.
- Worked with various federal and state organizations to help review and **create curriculum for the Department of Homeland Security with an equity and civil rights lens** for ensuring the courses minimize any ethical, and civil rights implications on diverse communities based upon educational programs.

- Worked with the U.S. Department of State to create, and **provide cultural competency, sexual harassment, ethics, diversity, and inclusion training** for individuals (security and law enforcement) deploying to international locations.
- Reviewed and developed recommendations for U.S. Department of State on course **curriculum, facilitators, content edits, and modifications related to their hate and bias, a course** developed for law enforcement globally.
- Developed and **provided employment law education to corporations and government agencies on (avoiding workplace pitfalls)** with emphasis on HR, corporations, and supervisors understanding (diversity, inclusion, and legal ramifications as well as benefits for inclusion) enterprise wide.
- Provided **training and guidance on recruitment, hiring, and retention of candidates** and programs to support succession planning, mentoring and inclusion for corporations and as a consultant and national speaker.
- Served as **general counsel for an international 501c3 (NOBLE) and provided guidance, training, and assessments on bias, diversity, and inclusion**, as well as outreach to community organizations to address equity concerns and establish engagement programs.
- Created and taught undergraduate and graduate **courses on implicit bias, civil rights, constitutional rights, human rights, gender equity, racial equity, peacebuilding, conflict resolution and social justice.**
- Served as **Ombudsman for the entire U.S. Capital and provided education, outreach, facilitation, leadership development** and neutral fact-finding on overall workplace concerns to include diversity and inclusion matters.
- Keynote and **speaker on bias, diversity, ethics, employment law, procedural justice, and community engagement** for several national conferences (IACP, NOBLE, WIFLE, ILETSB).
- Work with corporations to **create, develop, and implement diversity and inclusion programs enterprise wide.**
- Work with corporations, municipalities, and federal agencies to **address internal diversity, inclusion, and equity concerns with all levels of organizations** to include assessments, investigations, training, and executive coaching.
- Served as sub-committee **Chair for education, outreach, and community engagement** for international law enforcement organization (IACP) and help establish national policy on civil rights, diversity, equity, inclusion, and community engagement best practices.
- Served as **Chair of inclusion and diversity council** for an international company.
- Served on **Board for Anti-Hate Non-Profit**, assisted with education and outreach.
- Customize and **create implicit bias, cultural competency, and equity training** for corporations, law firms, government agencies, and community organizations.
- Experienced and trained to **conduct equity impact analysis and benchmarking** and provide guidance, and education to organizations and corporations on prospectively looking at policies and practices as well as retrospectively looking at patterns and practices to remedy any equity concerns.

ACADEMIC/UNIVERSITY INSTRUCTION

AURORA UNIVERSITY, AURORA, IL

Assistant Professor of Criminal Justice August 2023 – Present

Department Chair July 2024 - Present

Aurora University is a four-year, private, nonprofit, accredited higher education institution offering students an excellent education. We were founded in 1893 in Mendota, Illinois, as a seminary college, before moving to Aurora in 1912. Our main campus is in Aurora, the second largest city in Illinois, and located approximately 45 miles from Chicago. AU is recognized by the United States government as a Minority-Serving Institution (MSI). This means we celebrate diversity and serve as a national model for private universities.

We are proud to be a “private university with a public purpose,” to work at the intersection of need and hope to pioneer sustainable solutions to complex social problems. This is what it means to be “an inclusive community dedicated to the transformative power of learning.”

LOYOLA UNIVERSITY CHICAGO SCHOOL OF LAW, CHICAGO, IL

Lead Faculty + Instructor (2019 – 2021)

Lead faculty member and instructor for the Loyola University Chicago School of Law course on Professional Identity Formation (PIF) which seeks to equip first-year law students with the tools needed to successfully engage and manage diverse environments with the ability to think critically about various legal issues, problems, and solutions and how they impact different groups of people and communities differently based on identity, privilege, and oppression. PIF is a progressive educational program, and Loyola is leading the way by incorporating it into its core curriculum for all entering law students as a foundational course.

BOWIE STATE UNIVERSITY, BOWIE, MD

Lecturer, August 2009 – 2013: Criminal Justice/Social Justice

Assistant Professor, January 2005 – January 2008: Criminal Justice/Sociology

Developed and facilitated four courses a semester in the fields of social justice, criminal justice, law, and/or sociology for a historically minority serving institution. Provided advising and mentoring for undergraduate students and served as the Pre-law advisor for the entire campus community. Served as the National Criminal Justice Honor Society advisor for the campus community. Presented research, lectures, and speeches on behalf of the University at national and local conferences on various criminal justice, legal and law enforcement topics. Helped with grants, and funding for student programming and academic research.

Served as a faculty representative on the campus safety committee and participated on the campus Honor/Judicial Board for campus honor code violation hearings and related matters. Served as a faculty representative on Retention Advisory Board for the College of Professional Studies.

Served as Practicum/ Field Placement Director and helped to coordinate internships and job placements for seniors in the criminal justice/sociology fields of study. Also coordinated and hosted the “Peace Research Conference” and related social justice events on campus. Arranged career

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related events on campus for students and faculty in the criminal justice, legal, and law enforcement field. I often utilized the latest technology and on-line/hybrid instruction in the classroom to enhance classroom experience for students.

Criminal Justice/Social Justice Courses Taught: Criminal Law, Criminal Procedure & Evidence, Ethics, Conflict Resolutions, Criminology, Juvenile Delinquency, Women & Law, Trial Advocacy, Senior Seminar, Victims, Introduction to Criminal Justice, National Security/Intelligence, Research, Practicum/Field Placement, Constitutional Law & Constitutional Policing, Civil Rights, Rule of Law, Special Topics

Awards/Recognition: Award Recipient – Leadership & Service Award – BSU Office of Student Affairs, 2012 Appreciation Plaque – Presenter/Moderator – DEA/DOJ Minority College Relations, 2012 *Nominated as Faculty of the Year – SGA/GSA Bulldog Ball Spring 2012 Certificate of Appreciation – Presenter/Conference – US Attorney’s Office (DOJ), 2011

MARYMOUNT UNIVERSITY, ARLINGTON, VA
Guest Lecturer, 2001 - 2005

Taught Comparative Ethics and Zealous Representation in the Master of Forensic Psychology program, often served as a participant in the student mock trial (expert testimony) course.

Award Recipient – Appreciation “Spirit of the Law” – Forensic Psychology Students, 2002

MONTGOMERY COLLEGE, ROCKVILLE, MD
Contract Instructor, 2002 - 2003

Facilitated a Conflict Resolution course for the Continuing Education Department of the College, at regularly scheduled intervals as the courses were offered. Facilitated an Ethics lecture for the Leadership Development Program for County Executives on a regularly scheduled interval.

UNIVERSITY OF PHEONIX, COLUMBIA, MD
Faculty (Adjunct), 1999 - 2003

During my time as a faculty member, I facilitated on-ground courses in both the Master of Business Administration (MBA) program and the Undergraduate programs. Taught Conflict Resolution; Professional/Business Ethics; and Employment Law.

PROFESSIONAL WORK EXPERIENCE

Creer Un Espace, LLC, 2021 - Present
Founder + President

Creer Un Espace, LLC is a women and diverse owned company, which specializes in creating space for equity, organizational justice, human resources consulting, training, leadership, employee development, reform, and community engagement. We provide internal services for companies and organizations to self-assess and create room for leaders to lead authentically and embrace

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employees' voices. We also create space for external community involvement in conversations and processes that impact them as stakeholders.

Our team is diverse in every sense of the word, and we pride ourselves on bringing research into reality for our clients. Research and evidence-based practices coupled with practical application that can be measured and accomplished by our clients. We only deliver quality and everything we do is tailored to the clients' needs from start to finish. We care about our clients, our community, and the work we create.

Amazon (PXT Central Science), 2022 - 2023

Director, Community Innovation

Served as a global executive within Amazon's PXT, Central Science, I lead a team that placed an emphasis on using data and evidence-based practices to help communities and organizations nationally/internationally problem-solve and utilize science to create transparent, equitable practices, and tools to enhance opportunities for communities and the people who serve them to increase trust and build stronger relationships.

As an executive leading in this space my experiences in civil rights, peace practices, equity, social justice, and reform helped with the daily work of collaborating and innovating with others striving to make the world better and safer. I lead a cross-functional team that critically examined matters around various social determinants, with an emphasis on using evidence based problem-solving and data-science/technology applications. This involved researching, analyzing, and measuring how people, policies, processes, and proof (data), are integral to building trusting relationships, internally and externally in the communities where we work, live, and play.

DOJ – Office of Justice Programs - BJA, Appointed, 2013 – 2022: 2024 - Present.

Hearing Officer PSOB: Appeals Adjudications

Serve as a Hearing Officer, with delegated authority to review claims and/or conduct oral hearings throughout the United States; issue subpoenas; administer oaths; examine witnesses; and receive evidence to render a determination regarding a pending Public Safety Officers Benefits Act (PSOB) claim. Provide written determinations after holding virtual hearings and/or after receiving and reviewing relevant evidence necessary to evaluate a pending PSOB claim.

Chief Diversity, Equity + Inclusion Officer (CDEIO) Jensen Hughes, (2020 – 2021)

Hillard Heintze, Inc., Vice President: Law Enforcement Consulting (2019 – 2020)

Provided executive leadership and responsibility for overseeing and driving diversity and inclusion strategy, awareness, training, recruitment and reporting internally across the enterprise. Lead the development of new and stronger relationships with more diverse businesses, women-owned businesses as well as organizations classified as owned by Black, Indigenous or People of Color (BIPOC) via strategies and initiatives and outreach such as partnering, mentoring, and coaching. Helped to increase recruitment and retention of diverse talent, and leadership diversity. Provided executive oversight of law enforcement consulting practice's opportunities and engagements involving reform, civil rights, social justice, inclusion, and diversity.

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Provided management, expertise and oversight for projects and assessments within the firm's law enforcement consulting practice. Conducted law enforcement and criminal justice top- to-bottom organizational assessments and technical assistance (i.e., Louisville, KY; Virginia Beach, VA; Chicago, IL; Fort Worth, TX; Arlington, VA) nationally and provided written organizational reports, recommendations, findings, and technical assistance on a variety of police, public safety, and community issues, with a civil rights, equity, and social justice lens.

Often worked with the police, city, and community stakeholders to address organizational findings on inter-related topics such as: community-oriented policing, fair and impartial policing, bias-free policing, procedural justice, collaborative problem-solving, internal affairs, training, constitutional policing, use of force, transparency, accountability, policies, practices, and procedures.

University of Chicago – Department of Safety and Security, 2018 – 2019
Director, University of Chicago Police Department (UCPD) Support Services

Served as part of the leadership (command staff) with oversight for departmental accreditation, compliance, community engagement, field training, in-service, leadership training, research and analysis, recruitment, strategic planning, records management, and stakeholder outreach. Worked with community, police, and campus stakeholders to promote community policing and problem solving in support of the department's goals. Established opportunities to actively collaborate with the community and oversaw the department's community advisory committee as part of the department and Universities overall diversity and transparency initiative. Spoke campus wide on diversity topics for students and staff in collaboration with other university entities and programs.

ADR Vantage, Inc., Vice President, 2016 – 2017

Provided neutral intervention services and fact-finding to enhance organizational performance and engagement through improving leadership and management competencies, policy, practices and procedures, communication skills and mechanisms, embracing collaborative problem solving, ethics, diversity and professionalism as an organizational value to include offering: facilitation, leadership and workplace assessments, neutral fact-finding, mediation, coaching, conflict management systems design, and training.

Hillard Heintze, Inc., Vice President: Law Enforcement Advisory, 2014 – 2016

Provided management, expertise and oversight for projects and assessments within the firm's law enforcement advisory practice. Conducted law enforcement and criminal justice top- to-bottom organizational assessments nationally (i.e., Baltimore, MD; Denver, CO; Boulder, CO), also helped to establish the firms Collaborative Reform Initiative (CRI-TAC) program with the COPS Office. As part of the assessments and CRI-TAC often provided written organizational reports, recommendations, findings, and technical assistance on a variety of police, public safety, and community issues, with a civil rights lens.

Architect of the Capitol (AOC), Contractual, 2010 - 2013
Ombudsman: Problem-Solver/Facilitator/Coach/Trainer

Worked with all levels of the organization to address workplace issues or concerns related to policies, practices, and procedures and to prevent and resolve internal workplace conflicts as a

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neutral. Served as an avenue of assistance for an entire federal agency of approximately 2,300 employees to address all forms of workplace conflict as it related to agency policy, practices, and procedures.

Also served as a neutral resource for training, executive and leadership coaching, mediation, and facilitative problem-solving. Provided coaching for executives, managers and employees on topics related to promoting and better handling of a diversifying workforce, change, conflict resolution, communication barriers, employee engagement, and ever-changing workplace dynamics.

Provided training on topics related to respectful workplace environment, communication, conflict resolution and other diversity related topics. Conducted department, unit and organizational assessments, surveys, and focus groups to facilitate resolution and problem-solving.

Resolving Conflict Institute, LLC (RCI)

Owner/Facilitator/Mediator/Attorney, 2001 to 2013

Provided legal consulting, training, and collaborative problem-solving services to corporate and public organizations to include mediation, coaching, facilitation, curriculum design, organizational assessments, and strategic planning. RCI provided respectful workplace, communication, conflict resolution, harassment, gender/generational/diversity, civil rights, privacy and employment law education and training for corporate and public sector clients.

Created ethics and civil rights training and curriculum for FLETC and IACP that was taught nationally to police officers and leaders. Developed on-going relationships as a trainer, mediator, facilitator, problem-solver with several agencies to include the US EEOC, HUD OIG, DHS, US Department of State, and others.

Wolters Kluwer

Legal Training Consultant, January 2008 – December 2008

Consulted and taught area of law specific legal research and gave guidance on general legal research utilizing on-line research as the primary research tool. Worked with national and international global law firms to train attorneys, librarians, and support staff to perform more succinct legal research. Developed curriculum tailored to the area of law or firm specialization.

Lexis-Nexis, Washington, DC

National Account Manager, May 2001 – to January 2003

Investigative/Legal Research Consultant, November 1998 to March 2000

Account management with special emphasis on enforcement and legal clients. Attended enforcement and legal conferences and events. Worked with federal law enforcement attorneys and investigative personnel to help them perform more succinct legal and investigative research. Served as an expert on the utilization of Lexis-Nexis for legal and investigative research.

Drug Enforcement Administration (DEA), Arlington, VA
Intelligence Research Specialist, September 1992 to November 1998

Conducted and managed complex research projects to facilitate dismantling international drug cartels. Provided detailed intelligence on organizational structure and trafficking modes and methods. Presented findings to case agents, supervisors, US Attorneys, and high-level decision makers. Analyzed information for drug interdiction, seizure, forfeiture of assets, and prosecutorial purposes. Lead analyst on many international investigations and intelligence operations.

Served as a collateral duty equal employment opportunity (EEO) counselor handled a variety of workplace and Title VII related matters. Handled many cases and helped to resolve many workplace issues during the informal stages of the dispute process. Developed and coordinated a diverse recruitment initiative for intelligence analysts. Spoke at Universities and other law enforcement and Intelligence agencies. An award was received for the advancements and achievements in diversity recruitment.

LAW ENFORCEMENT ACADEMY INSTRUCTION

ILLINIOS LAW ENFORCEMENT TRAINING & STANDARDS BOARD (ILETSB) EXECUTIVE INSTITUTE

Guest Lecturer & Curriculum Development, 2015 – 2020

Facilitated leadership training for the new Chiefs program, and for police commanders in the state of Illinois. Taught topics related to procedural justice, resiliency, leadership competencies, and community/problem-oriented policing. Developed curriculum on topics related to **cultural competency, implicit bias, procedural justice and leading in a diverse community**. Facilitated a symposium on policy development on use of force matters.

INTERNATIONAL LAW ENFORCEMENT ACADEMY (ILEA)

Faculty (Adjunct), 2013 - 2014

Facilitated criminal justice, legal, and court related curriculum to international law enforcement counterparts from various countries on behalf of the Department of State. Taught sessions related to **court procedures, trial advocacy, evidence, cybercrime investigations**, and prosecution processes.

FEDERAL LAW ENFORCEMENT TRAINING CENTER (FLETC)

Facilitator, Lecturer, Curriculum Development 2009 - 2012

Facilitated and developed curriculum for FLETC that was exported to state and local police departments throughout the United States. Participated in curriculum development conferences, pilot programs and train-the-trainer programs. Facilitated courses related to **leadership, intelligence, ethics, civil rights, community engagement**, and other inter-related topics.

LEGAL EXPERIENCE

Commonwealth of Virginia Attorney General's Office (DCSE)

Outside/Contract Counsel, 2009 to 2013

Served as legal representative for the Division of Child Support Enforcement (DCSE) in northern Virginia on behalf of the Attorney General's Office. First chair experience in complex-litigation, show cause, motions, and multi-case docket management.

National Organization of Black Law Enforcement Executives (NOBLE), Alexandria, VA

General Counsel & Outside Counsel, January 2009 to June 2011

Served as the Chief Legal Officer for NOBLE provided legal advice and counsel to the President, Executive Board and Executive Director on all legal matters to include but not limited to contracts, budget, fundraising, grants, personnel, organization policy and procedures, training, and human resources matters.

Often advised and/or participated in law enforcement related contracts/grants as SME for ethics, diversity, cultural competency, employment law, internal affairs, use of force, community engagement, and other related topics. Managed outside counsel and litigation for organization, prepared and reviewed organizational statements, interfaced with law enforcement community, legislative bodies, and other governmental agencies. Often represented the organization at conferences and events.

Fairfax County Attorney's Office (DFS)

Outside/Contract Counsel 2003 to 2008

Served as legal representative for the Department of Family Services (DFS) in Fairfax County, on behalf of the County Attorney's Office.

The Lewis Law Firm, Fairfax, VA

Associate Attorney, March 2000 to May 2001

Practiced in the areas of Criminal, Family, and civil litigation, developed a criminal section within the firm. First chair experience in Criminal and Family litigation.

Commonwealth Attorney's Office, Alexandria, VA

Law Clerk, May 1997 to August 1997

Utilizing a "Third Year Certificate" primary prosecutor for several complex criminal trials in the General District Court; was solely responsible for processing discovery requests, witness interviews, witness preparation, and subpoenas.

PUBLIC SAFETY ASSESSMENTS/TECHNICAL ASSISTANCE

Provided subject matter expertise (SME), technical assistant, training, or conducted full or partial department assessments on various police or public safety entities between 2001 – 2022, listed below is a sample of the departments assisted during that time. The list is not exhaustive.

- ☐ Arlington, VA Police Department (Project Lead/SME)
- ☐ Baltimore, MD Police Department (Project Lead/SME)
- ☐ Boulder, CO Police Department (Project Lead/SME)
- ☐ Chicago, IL Police Department (Project Lead/SME)
- ☐ Cincinnati, OH Police Department (Technical Assistance)
- ☐ Denver, CO Sheriff Department (Project Lead/SME)
- ☐ Forest Preserve Police Department: Cook County (SME)
- ☐ Gainesville, FL Police Department (Project Lead/SME)
- ☐ James Madison University, VA Police Department (Project Lead/Trainer)
- ☐ Los Angeles, CA Community College District, Safety Review (Project SME)
- ☐ Louisville, KY Police Department (Project Lead/SME)
- ☐ Marthas Vineyard, MA Police Departments (Project Lead/Trainer)
- ☐ State of Indiana – Law Enforcement Entities (SME)
- ☐ University of Nebraska Police Department (Project Lead/SME)
- ☐ University North Carolina – Chapel Hill Police Department (SME)
- ☐ Virginia Beach, VA Police Department (SME)
- ☐ Virgin Islands Police Department (Technical Assistance/SME)

LECTURES/SPEAKING EVENTS

- ☐ Ethics and Integrity, DOJ/COPS Train-the-Trainer Facilitation, 2001 - 2003
- ☐ Negotiation Techniques for Mediators, Virginia Mediation Network, Richmond, VA, 2002
- ☐ Practical Tips for Teaching Managers and Supervisors How to Reduce Workplace Conflict and Avoid EEO Disputes, - 13th Annual Conference: Center for Alternative Dispute Resolution, Washington, DC, 2001
- ☐ Managing Conflict and Tension in the Workplace, Federal Agency, Chicago, IL, 2001
- ☐ Career Paths and Higher Education, Jack, and Jill Annual Conference – Washington, DC, 2001
- ☐ Criminal Procedure & Practice, Para-legal Institute - Fairfax, Virginia, 1999 - 2001
- ☐ Police Brutality and the Illusion of Immunity, NABNA – Chicago, IL, 2000
- ☐ Racial Profiling and/or Driving While Black; Recent Legislative and Legal Developments – NABCJ – Norfolk, VA, 2001
- ☐ Racial Profiling Update Post 911, Recent Legislative and Legal Developments – NABCJ – Norfolk, VA, 2002
- ☐ Ethics Update, NOBLE, Andrews Air Force Base, MD, 2002
- ☐ Managing the Mediation Process, N. VA Regional Student Mediation Conference, Fairfax, VA, 2002
- ☐ Ethics and Zealous Representation as an Attorney, Marymount University, 2001 – 2005

- ☐ Women in Intelligence, Obstacles and Opportunities in the 21st Century, Trinity College, 2002
- ☐ Ethics for Everyone - Leadership Forum, Montgomery College, 2002, 2003
- ☐ Conflict Resolution "Getting at the Root" - Montgomery College, 2002, 2003
- ☐ Evaluating an ADR Program, Virginia Mediation Network, Richmond, VA, 2002
- ☐ Workplace Conflict & Mediation, ACR Conference, April 2003
- ☐ Mediating Child Welfare Matters, VSB Pro Bono Conference, May 2003
- ☐ Police Problem Solving, Dept. Homeland Security, January 2004
- ☐ Employment Law - Avoiding the Pitfalls (ADA, EEO, FMLA), AMA, 2005 -2020
- ☐ Conflict Resolution, Fairfax County, 2006
- ☐ Difficult Conversations, Fairfax County, 2006
- ☐ Leadership & Negotiation Skills, AMA OEP, 2007
- ☐ Juvenile Sentencing Issues, NABCJ 2006
- ☐ Conflict Management Overview, FEW, 2008
- ☐ Interviewing, Recruiting, Selecting Employees, FEW, 2008
- ☐ Alternative Dispute Resolution Overview, AMA - FBLA, 2008
- ☐ Sexual Harassment & Cultural Awareness, DynCorp, 2008 - 2011
- ☐ Hot Topics in Employment Law, NOBLE Regional Conference, 2009
- ☐ Changing Tides of Employment Law, NOBLE National Conference, 2009
- ☐ Conflict Management/Difficult Conversations & Communicating Across Generations, USDA/AMS, 2009
- ☐ Transitioning from Staff to Manager, FEW, 2010
- ☐ Leadership Traits, FBLA, 2010
- ☐ Peer Mediation, NOBLE National Youth Conference, 2010
- ☐ Juvenile Re-Entry "Best Practices," NABCJ National Conference, 2010
- ☐ Assertiveness Training, FEW Conference, 2010
- ☐ Breaking the Cycle of Violence - Keynote, Birmingham Police/City Breakfast, 2010
- ☐ Reflections on Leadership - Keynote, Univ. Mary Washington Colloquium, 2010
- ☐ Conflict Management/ADR Overview, FBLA, 2011
- ☐ Interviewing Tips & Techniques, FBLA, 2011
- ☐ Intelligence Led Policing (Legal & Civil Rights), LEIM Conference, 2011
- ☐ Women & Intelligence/International Security Forum, Moderator, Trinity, 2012
- ☐ Conflict Resolution & Assertiveness, WIFLE National Conference, 2012
- ☐ Intelligence/Information Sharing & Civil Rights, IACP/Stone Hill College, 2012
- ☐ Communicating, with Diplomacy and Tact, AMA, 2010 - 2020
- ☐ Workplace Investigations, AMA, 2007 - 2017
- ☐ Leadership & Risk Taking, AMA - Women's Leadership Series Breakfast, 2015
- ☐ Diversity & Engagement & Police Problem Solving, NOBLE, 2015
- ☐ Police Best Practices - Post Ferguson, DOJ/CRS Conference, 2015
- ☐ With Liberty & Justice for All CLE Seminar, Kane County Bar Association, 2015
- ☐ Ethics and Social-Media, Loyola Law School, 2015
- ☐ Leadership & Procedural Justice, Women in Criminal Justice Conference, 2016
- ☐ Resiliency & Procedural Justice, IL Chiefs Orientation, 2016
- ☐ Analysis of a Leader, WIFLE National Conference, 2016

- ❑ Annual Ethics CLE, Loyola Law School, 2016
- ❑ Constitutional Policing and Mutual Aid: Highlighting Best Practices and: Civilian or External Oversight: A Real Discussion on Avoiding the Pitfalls, International Association of Chiefs of Police (IACP) – National Conference – Virtual, 2020
- ❑ Taking a Stand Against Racism: Our Shared Values and Responsibilities, University of Chicago (Office of the Provost) – Virtual, 2020
- ❑ Beyond the Protests: Defund or Reform Police Forces, Bay Atlantic University, Global Policy Institute, (Virtual), 2020
- ❑ Equity is the Core of Police Reform, DOJ: ICITAP – Police Development Advisory Council (Virtual), 2021
- ❑ 40 Acres and a Mule: Historical Perspective on Race and Wealth, William Blair (Virtual), 2021
- ❑ Body Cameras: Do they Build or Erode Community Trust? - Carter School on Peace and Conflict Resolution (Virtual), 2021
- ❑ Captivating Conversation with U.S. Capitol Police Assistant Chief Yogananda Pittman: January 6th Women in Federal Law Enforcements (WIFLE), Phoenix, AZ, 2022
- ❑ Officer Involved Sexual Assault, National Association for Civilian Oversight of Law Enforcement (NACOLE), Fort Worth, TX, 2022
- ❑ Don't Be Afraid of the Data: How Departments Use Data for Transparency + Engagement, International Association of Chiefs of Police (IACP), Dallas, TX, 2022
- ❑ Body Cameras: Do they Build or Erode Community Trust? - National Association of Women Law Enforcement Executives (NAWLEE), Houston, TX, 2023
- ❑ Left of Bad: Minimizing Crisis Proactively (Data Analytics), International Association of Chiefs of Police (IACP), San Diego, CA, 2023
- ❑ Creating a Chief Diversity Officer (CDO) Role for Federal Agencies, Women in Federal Law Enforcement (WIFLE), Tampa, FL, 2023
- ❑ Changing the Culture of Policing: The Importance of Supervisory Practices in Police Reform, National Association for Civilian Oversight of Law Enforcement (NACOLE), 2023
- ❑ Active Bystandership for Law Enforcement (ABLE), National Organization of Black Law Enforcement Executives (NOBLE), Cincinnati, OH, 2023
- ❑ Conflict Resolution and Police Reform, American Bar Association/Alternative Dispute Resolution Section (ABA/ADR), San Diego, CA, 2024
- ❑ HBCU Panel: Jobs and Preparation for the Future (BJA) at National Organization of Black Law Enforcement Executives (NOBLE/CEO Symposium), Clark Atlanta University, Atlanta, GA, 2024
- ❑ Workforce of the Future Convening, Bureau of Justice Assistance (BJA), Wichita State University, Wichita, KS, 2024
- ❑ Trauma, De-Escalation, and Resiliency for Law Enforcement, FBI – LEEDA, San Antonio, TX, 2024
- ❑ The Path of a Hate Crime Campuswide Symposium, Aurora University, Aurora, IL 2024
- ❑ From Local to Federal: Bridging Reform in Law Enforcement, Women in Federal Law Enforcement (WIFLE), Washington, DC, Washington, DC, 2024
- ❑ Police Building Bridges and Breaking Down Barriers, National Organization of Black Law Enforcement Executives, (NOBLE), New Orleans, LA, 2024
- ❑ Teaching with AI: Reflections from a Learning Program for AU Faculty, Spring 2025 Teaching and Research Symposium, Aurora University, Aurora, IL 2025
- ❑ Academic Freedom and Diverse Voices (Lunch Series), Aurora University, Aurora, IL 2025

- ❑ Fireside Chat: AI and Leadership: Navigating Change in a Digital Era, National Organization of Black Law Enforcement Executives (NOBLE/CEO Symposium), Glendale, AZ, 2025

COMMUNITY DIALOG/EDUCATION/OUTREACH ACTIVITIES

American Bar Association (ABA) 2024- Mediation/Arbitration Competition (Judge)

Served as a volunteer Judge for the final rounds of the national mediation competition hosted by the ABA and served as a volunteer Judge for the national arbitration competition for graduate/law school and undergraduate students.

American Bar Association (ABA-LSAC) 2024- Pre-Law Symposium (Chicago, IL)

Served as a volunteer mentor/advisor for over 1500 pre-law students from around the country seeking advice on how to gain admission to law school, provided best practices, tips, and tools.

TRHT Racial Healing Circles (2018 – 2021)

(Healing Circle Co-Facilitator - Community Circles) – Inaugural cohort for Chicago TRHT trained racial healing circle practitioners, conducted, and participated in various circles for community organizations.

Human Rights Commission (Elgin, IL)

(Community Dialog – Black Lives Matter versus All Lives Matter) Elgin, IL, February 2016

Department of Justice: Community Relations Service & Kane County States Attorney

(Community Dialog/Law Enforcement Symposium – Police Community Relations: Moving Beyond Ferguson) Elgin Community College, May 2015

Kane County Bar Association (Diversity Committee)

(Community Dialog/CLE – With Liberty & Justice for All) Geneva, IL, October 2015

America Speaks (Facilitator 2006 – 2011)

Served as a volunteer for 21st Century Town Hall meetings. Multi-party community dialog facilitator for often city-wide conversations. Provided facilitator services in Washington, DC (Citizen Summit – Ward 8); New Orleans, LA (Unified New Orleans Plan); and Chicago, IL (Chicago Jazz Community Town Hall). Conversations often involved youth, crime, violence, police, economic development, disaster recovery, community, and other public policy concerns.

PROFESSIONAL ORGANIZATIONS

International Association of Chiefs of Police (IACP) – Civil Rights Committee (Presidential Appointed) Sub-Committee Chair: Civil Rights Education + Engagement 2017-2023; Juvenile Justice & Child Maltreatment 2023 (Committee Member) 2005 – Present

Serve as a Committee member and help promote Juvenile Justice and the prevention of maltreatment of children and research mechanisms to prevent, mitigate, and support children that

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are abused or neglected, amongst other ways defined as maltreatment. The committee also works with state, local and federal partners to share information and establish best practices in the field. Serve as a subject matter expert at conferences and events on behalf of the committee and/or organization.

While serving on the Human and Civil Rights committee and as a co-chair, the role was to help develop model policies and best practices for national and international police organizations. Serve as a subject matter expert at conferences and events on behalf of the committee and/or organization. Often serve as liaison with other state, local, federal organizations to promote best practices and policies in law enforcement accountability and civil rights.

National Organization of Black Law Enforcement Executives (NOBLE) – Ethics Committee (Presidential Appointed Committee Member) 2020 – 2021

Served as an ad hoc committee member to provide the executive board with advice and various ethical issues raised by members, or leaders within the organization. Provide recommendations based upon standards of conduct and ethical guidelines within the organization.

Virginia ADR Joint Committee

(Council Member) 2010 – 2014; Young Lawyer Representative (2006)

Served as a Council Member and helped promote the purpose of the ADR Joint Committee to bring together members of the Virginia Bar Association (VBA) and the Virginia State Bar (VSB) with a shared interest in alternative dispute resolution through education and outreach. Provided feedback and guidance on pending legislation that may impact the legal and/or ADR community as it related to ADR and conflict resolution. Also, provided training and CLE opportunities for the legal and ADR community.

Northern Virginia Black Attorneys Association, Fairfax, VA (Volunteer/Elected)

President, January 2003 to 2006; Vice President, February 2000 to 2003

Coordinated and sponsored academic, social, community and networking events/programs for judges, lawyers, and students. Established liaisons with other local minority and majority bar organizations. Facilitated, planned, and coordinated statewide Bar Association conferences and co-chaired coordination of CLE events. Helped facilitate development of academic and social events for hundreds of lawyers, judges, and legislative branch members. Represented the association on judicial selection committees, and at legislative events.

Fairfax Bar Association, Fairfax, VA

Chair-CLE Committee / JDR Court, Member-Community Outreach, March 2000 - 2006

Co-chaired and helped to develop CLE materials for court activities and special events. Local judges and lawyers often attended the events. Worked closely with judges and lawyers on the committee to arrange the events and outreach.

EDUCATION

George Mason University, School of Law, Arlington, VA
Juris Doctorate, 1998

Michigan State University, E. Lansing, MI
Bachelor of Arts, Criminal Justice

CERTIFICATIONS

Virginia Supreme Court Certified Mediator/Mentor; Certified DOJ/DEA EEO Counselor; Certified US EEOC Investigator; ASTD Certified Coach; Certified Restorative Justice Practitioner; Certified Family Group Conferencing Facilitator; TRHT Racial Healing Circle Certified Facilitator; Certified Equity Impact Analysis Practitioner

**Resume not inclusive of all consulting and work experience*

SUMMARY OF EXPERIENCE:

In the 2010 reorganization of the New Orleans Police Department (NOPD) I was appointed the first civilian Deputy Superintendent of the Public Integrity Bureau. Serving in this capacity, I was responsible for the overall authority and management of high-profile, sensitive administrative and criminal investigations of alleged misconduct violations involving NOPD personnel. To ensure that discipline of personnel was administered fairly throughout the Department I instituted and implemented the newly designed Disciplinary Matrix.

In addition, I established effective communication at all levels internally and externally. I effectively communicated with the Superintendent of Police and his Executive Staff. I attentively represented the New Orleans Police Department's Public Integrity Bureau at Federal Consent Decree public hearings, private hearings, and various multi-agency peer meetings. On an annual basis, I reported on the disciplinary and Use of Force investigations. To maintain transparency, reports were made public on the NOPD's website.

Prior to my appointment as Deputy Superintendent of Police, I served three Mayoral administrations spanning nearly 14 years. I served in various capacities in the City of New Orleans Law Department, including Senior Chief Deputy and Assistant Executive Council to the Mayor. As an experienced senior attorney, I gained in-depth knowledge of municipal law, contracting and procurement procedures, labor relations, and civil litigation. Additionally, I was tasked with implementing an emergency preparedness plan for the City of New Orleans Law Department. I was then tapped to serve as Continuity of Operations Plan (COOP) Coordinator and City Attorney for the remote City Hall mobilization during emergency evacuations. Also, I managed labor related procurement issues and provided advice and counsel to senior government officials and department heads.

I currently serve as Deputy Monitor for the Minneapolis Police Department Settlement Agreement, leading work on accountability, oversight, non-discriminatory policing, and community engagement. I direct compliance assessments and represent ELEFA in advancing transparency, trust, and public accountability.

PROFESSIONAL EXPERIENCE:

Effective Law Enforcement for All, Deputy Monitor, 2024–Present

- Provide strategic leadership of accountability, oversight, non-discriminatory policing, and community engagement under the Minneapolis Police Department Settlement Agreement
- Oversee compliance assessments, ensuring rigorous auditing, analysis, and reporting
- Serve as ELEFA's senior representative to community and civic partners, advancing trust, transparency, and public accountability through regular engagement and quarterly public meetings

City of New Orleans, Chief Administrative Office, *Senior Project Manager*, 2022-2023

- Served as the liaison between the City of New Orleans, the New Orleans Police Department, the Consent Decree Monitors, and the Department of Justice
- Assisted the New Orleans Police Department in moving toward the self-monitoring phase by ensuring constitutional policing reforms are sustained
- Assisted the New Orleans Police Department and other City Agencies with Deputization Enforcement efforts to enhance concerted efforts to improve Quality of Life issues for the citizens of New Orleans
- Contributed significantly in implementing Civilianization incentives as a force multiplier for the increased policing efforts to combat reduced police response times

Arlinda Pierce Westbrook

New Orleans Police Department, Public Integrity Bureau, *Deputy Superintendent*, 2010 - 2023

- Day to day management and supervision of the Public Integrity Bureau's specialized units, namely Intake, Administrative, Criminal, and Force Investigation Team (FIT)
- Oversaw the impartial and consistent management of the disciplinary process including assignment, supervision, and review of all disciplinary investigations and hearings
- Led the effort in creating NOPD's 1st Force Investigation Team (FIT)
- Created the Critical Incident Video Release Protocols and Families Impacted by Officer Involved Shootings
- Managed and revised Critical Incidents presentations for the Federal Court and Use of Force Review Board
- Served as a member of the initial NOPD's Ethical Policing Is Courageous (EPIC) program working group
- Maintained strict compliance with NOPD's policies, procedures, and directives in investigating all reported complaints of misconduct
- Maintained disciplinary records through the use of systematic computer-based program, i.e. IaPro
- Assisted in the implementation of several multi-agency Memorandums of Understanding (MOUs) relating to critical incident police involved shootings • Encouraged strong working relationships with outside agencies such as the Federal Bureau of Investigations, Office of Consent Decree Monitors, Office of Inspector General, and the Independent Police Monitor

City Attorney's Office, New Orleans, LA, *Senior Chief Deputy City Attorney*, 2003 - 2010

- *Emergency Management* - Served on the Emergency Preparedness Team for hurricanes Katrina, Rita, Ike and Gustav including overseeing the processing of emergency contracts and procurement related documents;
- *COOP*- Functioned as the lead Attorney assigned to the remote City Hall Emergency deployment team during a disaster;
- *Recovery Management* - Served on the Recovery Board which provided monitoring and oversight for the City of New Orleans Recovery Program;
- *Litigation* - Participated in the assessment and the development of legal strategies in the areas of technology, document retention, and public records requests;
- *Advice & Counsel* - Managed labor related (i.e. EEOC and terminations, etc.), and Disadvantaged Business Enterprise (DBE) procurement issues. Provided advice and counsel to senior government officials and department heads on various matters;
- *City Council Consultation* - Functioned as the advisory attorney interfacing with the City Council on legal issues pertaining to the budget, open meetings, and ordinance approval;
- *Contract Administration* - Managed and administered external professional services

contracts for the Law Department;

- *Board Meetings* – Represented the Mayor and City Attorney's office in meetings of/ with the Sewerage and Water Board and Louis Armstrong Airport Board;
- *Senior Chief Deputy City Attorney* – Functioned as the interim City Attorney during the absence of the City Attorney;
- *Transaction Unit* – Developed, directly managed, and reviewed all contracts, procurements, and cooperative endeavor agreements;
- *Risk Management Unit* – Managed and supervised all insurance programs, Workmen's Compensation Claims, and claims management;
- *Budget and Fiscal Management* – Assisted in the development of the annual budget and oversight of the day-to-day administration of resource expenditures;
- *Audits/Investigations* – Represented the City of New Orleans in legal matters regarding investigations and audits by the Office of Inspector General, FBI, and Louisiana Auditors

Deputy City Attorney; 2002 - 2003

- Provided oversight for the management and operations of the Sewerage and Water Board; Managed the re-drafting of the City's DBE Plan
- Defended civil actions against the City of New Orleans pertaining to the Departments of Public Works, Health and other City agencies
- Prepared and conducted cases before state and federal courts of appeal
- Handled all labor law cases in federal and state court

Assistant Executive Counsel to the Mayor; 1999 - 2002

- Negotiated the Open Access Plans of Major Economic Development Projects for the City of New Orleans
Assisted in drafting the Privatization Proposal of the Sewerage and Water Board
- Drafted the City's Disadvantaged Business Enterprise Plan
- Provided support to the Mayor and the Executive Counsel at Sewerage and Water Board monthly meetings
- Briefed Council members on Economic Development Projects

Assistant City Attorney; 1997 - 1999

- Defended 1983 Civil Rights Actions Against the New Orleans Police Department
- Handled over 100 Labor law cases
- Handled over 200 Civil Service Commission Cases

CONSULTANT

Louisiana Commission on Human Rights, Office of the Governor, Baton Rouge, LA;
Provided consulting services relative to the investigation of claims of discrimination in employment, banking and lending practices, and public accommodations. 2001-2010

Active Bystandership for Law Enforcement (ABLE), Board Advisor

EDUCATION:

Loyola University, School of Law, New Orleans, LA Juris Doctorate, December 1994
Howard University, Washington, D.C.; B.A. Political Science, May 1991

PRESENTATIONS/SPEAKING ENGAGEMENTS:

2018-2022 Security and Law Enforcement Exchange Program - yearly visits to PIB from at least 20 Mexican Law Enforcement participants to discuss various disciplinary issues and reforms

National Association for Civilian Oversight of Law Enforcement (NACOLE) Conference – Panel Member

- 2019: Addressing Use of Force Reform in the New Orleans Police Department

Annual Consent Decree Conferences - Panel Member

- 2018: Institutionalizing Reform Beyond the Consent Decree
- 2019: Managing and Sustaining Reform
- 2022: Working on Compliance: Lessons Learned
- 2022: The ABLE Project
- 2023: Consent Decrees, Community Engagement, and Collaborative Reform

Effective Law Enforcement 4 All (ELE4A)

- 2023: The Imperatives and Challenges of Police Reform

5th Annual IA Conference Mexico City Executive

CIVIC ACTIVITIES MEMBERSHIPS & AWARDS:

Vice President, Board of Directors, YWCA Greater New Orleans

Secretary, Board of Directors, Cabrini High School

Member, Board of Directors, St. Andrew's Episcopal School

Member, Louisiana State Bar Association

Member, Louis A. Martinet Legal Society

Member, Delta Sigma Theta Sorority, Inc.

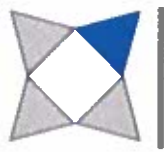
Member, Crescent City (LA) Chapter of the Links, Inc.

Fellow, Metropolitan Area Committee Leadership Forum

Past Member, United Way Agency Relations Committee

YWCA Role Model Award

Vice Chair, Greater St. Stephens Full Gospel Baptist Church Board of Directors



IntegrAssure

Response to Request for Proposals for Independent Police Auditor — City of Vallejo

May 22, 2026

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INTRODUCTION

IntegrAssure, LLC (“IntegrAssure”) is pleased to respond to the City of Vallejo’s (the “City”) Request for Proposals for an Independent Police Auditor. We believe we are uniquely qualified to assist the City in its commitment to continuous improvement of the Vallejo Police Department (“VPD” or “Department”), to enhance public safety by strengthening community trust, and to reduce risk to the City — all through independent oversight delivered in partnership with the Police Oversight and Accountability Commission (the “Commission” or “POAC”) and through the office of the Independent Police Auditor (“IPA”).

IntegrAssure submitted a proposal in response to the City’s 2023 RFP for this position and was, as the City’s public record reflects, the sole respondent at that time. We understood then, and understand now, that the selection process was suspended because of the labor-relations matters before the Public Employment Relations Board, and we remained ready throughout that period to take on the work. With the meet-and-confer process concluded and the Commission now seated and actively meeting, we welcome the City’s renewed invitation to submit and respectfully ask the City to consider the depth of preparation and continuity of commitment we bring to this engagement.

The police hold a unique position in our society. They are the most visible component of government charged with promoting and preserving civil order, and, equally important, protecting the constitutional rights of all they encounter. To accomplish these fundamental responsibilities, the police have been granted tremendous discretion and power. The core of this power is the police prerogative to detain, search, arrest, and use force without first seeking approval from a neutral magistrate, or even from their own supervisors. It is the potential for misuse of this power that can cause community apprehension and, over time, erode community trust. For any police department to be effective, it must exercise these extraordinary but essential powers constitutionally — and with the trust and support of the community it serves.

Vallejo has invested significantly in the architecture of reform. The Police Oversight and Accountability Ordinance, codified at Title 18 of the Vallejo Municipal Code, is itself the product of years of community engagement, City Council deliberation, and labor-relations process. The ordinance is one of the forty-five reforms required by the City’s 2020 Stipulated Judgment with the California Department of Justice, and the office of IPA is a central pillar of that architecture. The IPA is designed to provide assurance to City officials and residents that there is dispassionate and expert review of serious incidents, bias incidents, and other matters designated by the Chief of Police and the Commission. Implicit in that design is the premise that best-practice policies, appropriate training, appropriate supervision, and appropriate remediation when policies and training are not followed, are the necessary components of minimizing overall risk — to officers, to the community, and to the City itself.

We understand that the IPA will operate alongside, and not in duplication of, the independent evaluator engaged by the City and the California Attorney General to oversee compliance with the 2020 Stipulated Judgment. We are experienced at coordinating with parallel oversight

functions and will work to ensure that the IPA's contribution is complementary, non-duplicative, and additive to that broader reform effort.

We also understand that the IPA's work, to be successful, must earn the confidence not only of the Commission and City leadership but of the officers and supervisors whose work the IPA reviews. The IntegrAssure team has built that confidence in every prior engagement by being rigorous, fair, transparent about methodology, and consistent in applying the same standards to every review regardless of who is involved. We approach the Vallejo engagement with the same intention.

IntegrAssure's president and CEO, Jeff Schlanger, who would serve as the designated IPA, will bring the IntegrAssure team approach to the execution of every task in the scope of work. This team approach gives the City, the Department, and the Commission immediate access to subject matter expertise across the full range of policing oversight functions — not only for the matters within the scope of this proposal, but for any related questions that may arise during the engagement.

DESIGNATED CONTACT

Pursuant to Section VII of the RFP, the Designated Contact for this proposal is:

Jeff Schlanger

President and CEO, IntegrAssure LLC

2660 South Ocean Blvd. – 303N

Palm Beach, FL 3 3480

Telephone: (917) 337-2300

Email: jeff.schlanger@integrassure.com

1. SCOPE OF SERVICES

A) METHODOLOGY SUMMARY

Mr. Schlanger and the IntegrAssure team are ready to hit the ground running with respect to the implementation of the IPA. During the entire length of the engagement, as the designated IPA, Mr. Schlanger will be accessible to City and Department personnel twenty-four hours a day and seven days a week. The areas below cover the major tasks the IPA will undertake in fulfilling the duties set forth in Section IV of the RFP and Section 18.04.030 of the POA Ordinance.

PROGRAM START-UP

Standing up the IPA function as the City has thoughtfully envisioned it takes insightful planning and a process designed for efficiency and success. Mr. Schlanger and his team have extensive experience implementing and managing similar initiatives in both the public and private sectors, most recently as IPA for the Cities of San Leandro and Petaluma. That experience provides a tested blueprint for efficient and effective implementation of the IPA function in Vallejo and for setting the right tone to achieve the desired outcomes in the shortest time.

Critical to start-up is a series of first-week post-award meetings with the appropriate VPD, City, and community stakeholders, and with the Commission. These meetings serve both as orientation and as goal setting, and they give the team a complete appreciation of any particular challenges facing VPD. We would spend a significant portion of time with VPD leadership and staff understanding the current state of the quality and timeliness of administrative investigations and the investigations assigned to the Independent Investigator, as well as the challenges the Department faces. We would review current workflow, including supervisory review and any additional quality-assurance processes. We would review all pertinent documentation, including the most recent policies, procedures, and training materials, and gain a full appreciation of current practice. Protocols for the IPA interface with VPD — including notification of Serious Incidents and transfer of investigative files for review — would be developed and refined during this period, in cooperation with the Chief of Police as Section 18.04.030(A) of the POA Ordinance contemplates.

We would also seek a full understanding of the current workflow for citizen complaints, the existing protocols for rollouts and reviews of Serious Incidents including officer-involved shootings, and the workflow of the disciplinary system. We would meet with those responsible for policy formulation and training to understand the current state and plans for future revisions. We will use this time to meet individually and collectively with the Members of the Commission to build strong working relationships, to understand the Commission's priorities, and to align on the role of the IPA in supporting the Commission's work, including the methodology for interaction, coordination, and collaboration between the IPA and the Commission.

Equally important during the first weeks, Mr. Schlanger and team members will meet with senior VPD staff, with executive and line supervisors, and with line officers to establish the best possible working relationship. Nothing is more important to the success of the program than a good working relationship. This is especially true where oversight is involved. Those being overseen are sometimes understandably wary, and our ability to overcome that initial wariness will, at least partially, determine the success of the IPA. In the best case, members of VPD will recognize and respect the role the IPA plays and will come to view the function for what it is meant to be: an engine of continuous improvement that benefits the officers as much as it does the community. While first-week meetings are crucial, ongoing dialogue, interaction, and refinement of protocols are equally important. We would expect frequent interaction between the IPA team and VPD personnel throughout the life of the assignment.

REVIEWS OF SERIOUS INCIDENTS AND OTHER VPD INTERNAL INVESTIGATIONS

The IPA team will review VPD's investigation of any Serious Incident as defined in Section 18.02.010(D) of the POA Ordinance — incidents involving a firearm discharge at a person, uses of force resulting in death or great bodily injury, in-custody deaths preceded by use of force, deaths of civilians preceded by use of force, allegations of sexual assault by a sworn officer, and allegations of dishonesty by a sworn officer relating to the reporting, investigation, or prosecution of a crime or relating to misconduct by another sworn officer. For every Serious Incident, with prompt notification from VPD pursuant to protocols developed with the Chief of Police, a member of the team will respond to the scene when appropriate, and the team will prioritize timely

evaluation of the investigation. When appropriate, a team member will attend the administrative interviews of witnesses and subjects conducted by the Independent Investigator or Internal Affairs, in a manner that does not disrupt the timeliness of the investigation and that fully respects the rights protected by the Public Safety Officers Procedural Bill of Rights Act (POBOR).

The IPA will also review every final Investigatory Report relating to any Bias Incident as defined in Section 18.03.050(C) of the Ordinance, and will review any additional investigations referred to the IPA by the Chief of Police or the Commission. The methodology for these reviews will remain the same regardless of whether the underlying investigation was conducted by the Independent Investigator or by Internal Affairs.

Our reviews assess both the quality and the timeliness of each investigation. We review all pertinent evidence and statements, including body-worn camera and in-car video footage, and all relevant official data and documentation. We determine whether all appropriate witnesses were interviewed, whether all available evidence was obtained and considered, and whether an appropriate adjudication was reached by applying the applicable evidentiary standard — preponderance of the evidence, as defined in CALJIC 2.50.2 and adopted by Section 18.02.020(A) of the Ordinance — to all available evidence. We review potential ancillary issues relating to officer tactics and conduct to ensure they are appropriately addressed in the investigation, and we assess whether supervisory oversight and the relevant officer-generated paperwork were evaluated properly.

When questions arise about any aspect of an investigation, the IPA team will typically confer internally and then with Internal Affairs or the Independent Investigator, as appropriate, to ensure that differing perspectives are considered. Where we believe additional investigative steps are warranted or where we disagree with findings or recommended discipline, we will say so in writing. To the extent that further investigation is required, we will recommend that to those working on the matter and, where appropriate, to the Chief of Police or designee. Findings and recommendations are then provided to the Commission and the Chief of Police pursuant to Section 18.04.030 of the Ordinance.

Throughout this process, trends will emerge. We will identify and discuss those trends with appropriate parties in a timely manner to support prompt remediation where necessary.

SUBPOENA AUTHORITY

We understand that Section 18.04.030(I) of the POA Ordinance grants the IPA subpoena authority for records and other relevant material concerning any matter before the IPA, exercisable only if thirty days have elapsed since the IPA's request for the records and the records have not been provided. While we recognize the significance of this authority — and our team brings extensive experience issuing and enforcing subpoenas as former prosecutors and as monitors — our intention is to build cooperative working relationships from day one and to use this authority only when other reasonable efforts to obtain necessary material have not succeeded.

SUPPORT TO THE POLICE OVERSIGHT AND ACCOUNTABILITY COMMISSION

The IPA team will work closely with the Commission, providing findings and recommendations from the IPA's reviews of investigations as well as from its reviews of policies and training. The IPA will provide the Commission with any reports it requests to assist in its work within the permissible boundaries of the law, will respond to requests for assistance and advice on matters within the Commission's subject-matter jurisdiction pursuant to Section 18.03.050(B), and will assist the Commission in preparing its annual report under Section 18.03.050(S), which is due to the Mayor and City Council on or before April 15 each year.

Team members will be available for all Commission meetings, in person or virtually, as requested by the City and the Commission. We are mindful that the Commission has been receiving substantial training under Section 18.03.040 of the Ordinance and is now actively reviewing VPD policies. We are prepared to support the Commission's policy-review function by providing the analytical work product that allows the Commission to engage with proposed policies and revisions on the merits within the timelines set by the Ordinance.

REVIEWS OF VPD POLICIES, PROCEDURES, AND TRAINING

Policies form the foundation of a police department. Best-practice policies create the conditions in which a department can be best in class, and best-practice training must be built on best-practice policies. The IPA team will evaluate VPD policy, procedures, and training to ensure that each comports with national best practice, and will determine whether the Department's mission and goals — especially with respect to critical issues such as use of force, constitutional policing, and transparency and accountability — are being met.

We will work with VPD and the Commission to align on the prioritization of policies and trainings for review, focusing first on the most critical areas of policing and providing timely recommendations as needed. Any recommendation for the modification or creation of a policy will be discussed with the appropriate stakeholders and, where appropriate, supported by written analysis. Where a policy or training does not require a change, the IPA will so state in writing as Section 18.04.030(F) of the Ordinance requires. The goal of these reviews is to ensure that the best possible foundation for the continuous improvement of the Department exists.

B) METHODS OF MANAGEMENT, QUALITY CONTROL, AND COORDINATION

In order to facilitate every aspect of the IPA's work, protocols will be developed collaboratively with the City and VPD. The IPA team will perform the work as efficiently and effectively as possible, using available technology for ongoing communications and for the tracking of tasks and presentation of deliverables. We will match team members' skill sets to the tasks at hand.

IntegrAssure will establish a fully functioning program, staffed with highly qualified individuals, that provides the City and its residents with the assurance that comes through truly independent oversight and transparent public reporting. Our work will be done with stringent quality-assurance processes embedded throughout.

IntegrAssure's experts bring the necessary attributes to make the City's endeavor successful: deep subject-matter expertise, extensive experience with independent oversight, and a proven track record of building organizations from the ground up to address complex investigative and administrative issues alongside meaningful community engagement.

We draw on Mr. Schlanger's experience in both the public and private sectors and on his deep understanding of how continuous improvement and risk management can be applied to policing. The RISKS (Remediation of Identified Situations Key to Success) approach, developed by Mr. Schlanger and first introduced at NYPD, is a method by which risks across all functional areas of policing are identified, analyzed, remediated, and then continuously monitored. The IntegrAssure team has decades of experience leading significant police-reform efforts as monitors and as experts on police practices.

Mr. Schlanger will lead a team of subject-matter experts in performing each enumerated task. He will be available seven days a week and twenty-four hours a day to respond to questions or issues that the City or the Department may raise. This team-based structure provides the City the greatest return on its investment, allowing flexible access to both expertise and oversight in the varied areas called for by the scope of work. The diverse skill sets we bring to bear are best suited to the multifaceted requirements of the IPA role.

The success of the program will be measured in many ways, perhaps most of all through improved public sentiment regarding the Department, which derives from the continuous improvement that the independent oversight process makes possible. The oversight function and the continuous-improvement process it generates have the natural effect of reducing inappropriate officer conduct in the critical areas of use of force, stops, searches, and seizures, biased policing, and general service to the public. That in turn increases community trust, reduces potential liability, and improves officer safety.

C) ESTIMATED LEVEL OF EFFORT

We estimate the following annual level of effort:

COMMISSION SUPPORT

While the number of hours required to support a Commission of this type can vary depending on agenda, training needs, and matters before the Commission, we commit to being available and to providing as much assistance as the Commission requests, including support for any trainings the Commission may request. We estimate approximately 100 hours per year for this work.

ADMINISTRATIVE AND CITIZEN-COMPLAINT INVESTIGATION REVIEWS

The number of hours required to review administrative and complaint investigations referred by the Chief or the Commission depends on the volume and type of referrals. We anticipate approximately 100 hours per year for this work.

SERIOUS AND BIAS-RELATED INCIDENT INVESTIGATION REVIEWS

With respect to Serious Incident and Bias Incident reviews, we anticipate approximately 200 hours per year.

POLICY, PROCEDURES, AND TRAINING REVIEWS

We anticipate approximately 200 hours per year for the full set of policy, procedure, and training audits the IPA will conduct under Section 18.04.030(F).

TOTAL ESTIMATED LEVEL OF EFFORT

Our total estimated annual level of effort is approximately 600 hours. This estimate is subject to change based on the actual volume of Serious Incidents, Bias Incidents, and other matters referred to the IPA. The estimate reflects our best assessment of the work required to deliver high-quality results to the City.

2. QUALIFICATIONS OF KEY PERSONNEL

IntegrAssure has extensive experience providing oversight services to cities, designing police auditing mechanisms, and conducting independent reviews of police departments, including reviews of uses of force and fatal officer-involved shootings. Throughout each of our assignments, we have prioritized collaboration and transparent communication to ensure that reforms implemented under our oversight are sustainable and that a spirit of continuous improvement is embedded in the department.

Led by Jeff Schlanger, IntegrAssure brings a team approach to the execution of the tasks set forth in the scope of work. Our oversight and policing experts give the City diverse resources to meet the requirements of the position and immediate access to that team for related but out-of-scope assignments. We expect to hit the ground running and to transition seamlessly into the position. Mr. Schlanger will serve as the designated IPA. Denise Lewis will serve as Deputy IPA, leading audit assignments and complaint reviews.

MAPPING TO POA ORDINANCE §18.04.020 QUALIFICATIONS

Section 18.04.020 of the POA Ordinance establishes the minimum qualifications for the IPA and identifies categories of individuals who may not serve in the role. IntegrAssure and the designated IPA satisfy every requirement, as follows:

(A) Graduate degree in criminal justice, criminology, law, a juris doctor, or a closely related field, or appropriate relevant experience as a substitute. Mr. Schlanger holds a Juris Doctor from the New York University School of Law and an undergraduate degree from the State University of New York at Binghamton (now Binghamton University). He has more than four decades of relevant professional experience in law, law enforcement, independent investigations, and monitorships.

(B) Experience in police practices, policy and training. Mr. Schlanger served almost nine years as the First Deputy Monitor of the Los Angeles Police Department federal Consent Decree, where he developed the methodology by which the monitorship operated and was directly responsible for all reviews of LAPD's compliance with more than 150 reform mandates. He led the comprehensive review and subsequent monitorship of the University of Cincinnati Police Department. He served as the first-ever Deputy Commissioner for Risk Management at the NYPD, with responsibility for Department-wide risk and reform efforts including compliance with the federal stop-and-frisk monitorship. He currently serves as the Independent Police Auditor for the Cities of San Leandro and Petaluma and as the Independent Consent Decree Monitor for the City of Aurora, Colorado.

(C) Experience and understanding of the Public Safety Officers Procedural Bill of Rights Act and other applicable laws related to sworn employees. Through his current and prior engagements as IPA in San Leandro and Petaluma, as Monitor in Aurora, as First Deputy Monitor in Los Angeles, and as Deputy Commissioner at NYPD, Mr. Schlanger has worked extensively within the framework of POBOR (California Government Code §3300 et seq.), the Meyers-Milias-Brown Act, the California Public Records Act and the Brown Act, the corresponding statutory schemes in New York and Colorado, and the constitutional and statutory protections that apply to sworn personnel under federal law. The IntegrAssure team's familiarity with the time limitations of Government Code §3304(d) and with the procedural protections for officers in administrative interviews is reflected in the methodology described in Section 1 above.

(D) Experience in human resources. Mr. Schlanger has extensive human-resources experience through each of his executive positions. He served as President and CEO of KeyPoint Government Solutions, an investigative services firm with approximately three thousand investigators conducting security-clearance investigations for the federal government, where complex human-resources matters were a daily responsibility. He has held senior leadership positions in which he directly supervised disciplinary, personnel, hiring, promotion, and remediation processes. As First Deputy Monitor of the LAPD and as Deputy Commissioner for Risk Management at NYPD, he was directly involved in the development of disciplinary matrices, early-intervention systems, and policy frameworks governing personnel decisions.

Disqualifications under §18.04.020(1)–(7). Mr. Schlanger and IntegrAssure satisfy each of the non-disqualification requirements. Specifically: (1) Mr. Schlanger is not a current City of Vallejo employee, nor is any immediate family member; (2) IntegrAssure has not been retained by the City for any other purpose within the preceding twelve months; (3) Mr. Schlanger is not a current or former sworn officer with VPD, nor is any immediate family member; (4) Mr. Schlanger is not currently and has never been a peace officer with any local, state, or federal law-enforcement agency — his prior public-sector roles were as a prosecutor (a non-peace-officer prosecutorial position with the Manhattan District Attorney's Office) and as a non-sworn civilian executive at NYPD — and no immediate family member is or has been a peace officer; (5) Mr. Schlanger is not, and IntegrAssure is not, an attorney or law firm representing or having represented any party in proceedings adverse to the City; (6) Mr. Schlanger is not and has not within the last five years been a party to any proceeding adverse to the City, nor is any immediate family member; and (7)

Mr. Schlanger and IntegrAssure do not and have not represented peace officers at arbitration or before a Civil Service Commission or equivalent body in disciplinary matters.

JEFF SCHLANGER — PROPOSED INDEPENDENT POLICE AUDITOR

Jeff Schlanger is the founder and CEO of IntegrAssure LLC and has a deep understanding of institutional change management with more than four decades of experience at the highest levels of law, law enforcement, independent investigations, and monitorships. Mr. Schlanger began his career as a prosecutor in the Manhattan District Attorney's Office and served almost nine years as the First Deputy Monitor of the LAPD federal Consent Decree.

During that period he performed a number of significant independent investigations at the request of large police departments, including the Tennessee Highway Patrol (an investigation into corruption in the hiring and promotion process), the San Francisco Police Department (an investigation into an internal affairs probe involving the son of a Chief in the Department), and the Austin Police Department (reviews of two separate fatal officer-involved shootings). He served on the Executive Committee of the Working Group for National Guidelines for Monitors, which developed the National Guidelines for Police Monitors.

In 2014, Mr. Schlanger left the private sector to rejoin public service as Chief of Staff to Manhattan District Attorney Cyrus Vance, where among other responsibilities he developed and oversaw the process of "Extreme Collaboration" with the NYPD and its then-Commissioner, William Bratton. In 2015 he returned to the private sector and the following year assembled and led a team of policing professionals to review and ultimately monitor the University of Cincinnati Police Department following a fatal officer-involved shooting.

In 2018, Mr. Schlanger joined the NYPD as Counsel to the Police Commissioner and was subsequently asked to take on the role of first-ever Deputy Commissioner for Risk Management. In that capacity he pioneered a risk-management and continuous-improvement approach to police re-engineering, re-imagination, and reform, and served in that role through March 2021, helping to guide the Department through one of its most tumultuous periods, including the implementation of reforms arising out of the federal stop-and-frisk monitorship and the public response to the murder of George Floyd. He served on the NYPD's Discipline Committee, the Force Review Board, and established and chaired the Use of Force and Tactics Workgroup. He established the Civil Rights Integrity Unit and was instrumental in the development of the Department's Disciplinary Matrix and its Early Intervention System.

Mr. Schlanger has served as President and CEO for several private-sector corporations, including KeyPoint Government Solutions, a company with approximately three thousand investigators performing security-clearance investigations for the federal government. He currently leads a team of nine experts as the Independent Consent Decree Monitor for the City of Aurora, Colorado, and serves as the IPA for the Cities of San Leandro and Petaluma in California. The details of these engagements are set out in Section 3 below.

DENISE LEWIS — PROPOSED DEPUTY IPA

Denise Lewis will serve as Deputy IPA for this engagement and will lead audit assignments and complaint reviews. Denise brings more than thirty years of expertise in law enforcement audit and oversight, internal and external investigations, and independent monitoring of police organizations. She retired from the Los Angeles Police Department, where she held patrol and supervisory assignments and served on the internal investigation team for the Rampart CRASH matter. Most significantly for the role she will perform in Vallejo, she led the newly created Audit Unit mandated by the LAPD federal Consent Decree, overseeing both sworn and civilian staff in conducting the compliance audits that became the model for risk-based audit programs in major police departments nationwide. Ms. Lewis currently serves as Chief Operating Officer of IntegrAssure, as Deputy Monitor for the City of Aurora, and as Deputy IPA for both the City of San Leandro and the City of Petaluma.

DAYNA SCHOCK — TRAINING AND POLICY REVIEW LEAD

Dayna Schock will lead training assessments and policy-review assignments. Ms. Schock brings extensive experience from her two-decade career with the United States Coast Guard, where she specialized in Search and Rescue, Law Enforcement, and Training. During her Coast Guard tenure she collaborated with multiple federal agencies, including the United States Secret Service, Navy, ICE, Border Patrol, DEA, ATF, FBI, and FEMA. She is a certified Technical Instructor and Federal Law Enforcement Instructor and has developed and taught a wide range of training programs. She holds a Bachelor's degree in Business Management and Finance and an Associate degree in Business Administration, and is a graduate of the USCG Senior Enlisted Leadership Academy.

LOCAL ON-CALL POLICING EXPERT — 24/7 SCENE RESPONSE

In addition to the personnel identified above, IntegrAssure will designate a senior policing expert based within a one-hour commute of the City of Vallejo to serve as the IPA team's 24/7 on-call presence for immediate scene response to Serious Incidents under Section 18.04.030(A) of the POA Ordinance. This individual will be reachable at any hour of any day, will be available to respond directly to the scene of any Serious Incident on prompt notification from VPD, and will be authorized to act under Mr. Schlanger's direction in carrying out the first-hand observation function the Ordinance contemplates. The local on-call expert supplements, and does not replace, Mr. Schlanger's own continuous availability to the City and the Department.

Consistent with Section 18.04.010 of the POA Ordinance, the name and full biography of the individual designated to perform this role will be submitted to the City Manager, after consultation with the Commission as the Ordinance contemplates, for review and approval before the individual is placed in the on-call rotation. Any subsequent change in the designated on-call expert will likewise be submitted for approval. The individual designated will satisfy each of the §18.04.020 non-disqualification requirements and will undergo the City-required background check described in Section V of the RFP before being granted facility or technology access.

TEAM AVAILABILITY

The full IntegrAssure team (see Appendix A to be supplied with the executed engagement letter) and staff will provide all necessary support to Mr. Schlanger and Ms. Lewis to ensure timely reviews and will be continuously available for technical assistance to the Commission. Each of the designated principals has sufficient capacity for every anticipated task of this assignment, and significant headroom for hours beyond those contemplated by the estimate set out in Section 1(c).

3. STATEMENT OF PAST WORK AS IPA AND POLICE MONITOR

Listed below are the principal engagements in which Mr. Schlanger has served or is currently serving in an IPA, police-monitor, or analogous oversight capacity. In each, Mr. Schlanger was directly responsible for assembling the team of experts who worked on the project. For example, on the LAPD Monitorship the staff included Bill Bratton, who was subsequently appointed Chief of LAPD; on the UCPD Review and subsequent Monitorship, Mr. Schlanger drew on a team of ten policing experts, two of whom had served on President Obama's Task Force on 21st Century Policing.

Additionally, in late 2021 IntegrAssure was engaged by the State of Colorado to provide the General Assembly and Colorado law-enforcement agencies with a report on evidence-based, community-focused best policing practices and policies. IntegrAssure was selected for the project pursuant to Colorado HB21-1250, which directed the General Assembly to contract with a nationally recognized research and consulting entity expert in data-driven, evidence-based policing that is community-focused. The IntegrAssure report is available at <https://www.integrassure.com>.

LOS ANGELES POLICE DEPARTMENT MONITORSHIP

Mr. Schlanger served almost nine years as the First Deputy Monitor of the LAPD. He developed the methodology by which the monitorship operated and over the entire course of the monitorship was directly responsible for all of its operations, including community engagement and each of the reviews of LAPD's compliance with all reform mandates. This included reviews of use-of-force and disciplinary cases for compliance under the Consent Decree, as well as the production of more than thirty quarterly reports and a final report covering more than one hundred fifty reforms. He pioneered the use of the quarterly "report card" indicating the level of compliance in each substantive paragraph of the Decree. During the engagement Mr. Schlanger worked closely with the Chief and executive staff of the Department, with the Police Commission, the Inspector General, the City Attorney, the City Council, and the federal court, and interfaced regularly with the police union and community groups. Taken in its totality, the federal monitorship in Los Angeles stands as perhaps the best example of how outside oversight

concentrated on ensuring that best practices across the policing spectrum are implemented in policy, in training, and in the field.

UNIVERSITY OF CINCINNATI POLICE DEPARTMENT REVIEW AND MONITORSHIP

In 2015, Mr. Schlanger assembled and led a team of policing professionals, including members of the 21st Century Policing Task Force, in the comprehensive review of the University of Cincinnati Police Department, conducted in response to a fatal officer-involved shooting. The project included a thorough review of the UCPD and an analysis of its current practices against best practices in policing. The review identified more than one hundred areas for improvement and made more than two hundred seventy-five specific actionable recommendations for improving the department while rebuilding trust between the UCPD and its community. Mr. Schlanger was subsequently selected to monitor the department, overseeing implementation of those recommendations beginning in 2017. The monitorship was voluntary, supported and embraced by the University and the community as a means of providing public assurance that the reforms to which UCPD had committed were actually being undertaken. The monitorship successfully concluded two years later. Ms. Lewis served as Deputy Monitor.

NEW YORK CITY POLICE DEPARTMENT

As the first-ever Deputy Commissioner for Risk Management at NYPD, Mr. Schlanger was directly responsible for addressing and mitigating risk issues across the Department. This included bringing NYPD into compliance with the federal monitorship arising out of Fourth and Fourteenth Amendment violations. Through a collaborative process with the federal monitor, Mr. Schlanger led the Department to compliance with more than eighty percent of all court mandates. He was the lead liaison in working with the NYPD Inspector General and oversaw implementation of recommendations from that office. He oversaw the Body-Worn Camera unit, the Compliance Division, and the Quality Assurance Division, and was directly involved in the ongoing audit and investigation of compliance with body-worn camera mandatory activation and use-of-force policy compliance. Uses of force were reviewed to ensure each was lawful and appropriate; those deemed outside policy were remediated and referred to appropriate functions within NYPD for further action. Mr. Schlanger brought numerous innovations to NYPD's internal audit processes, including the use of NYPD internal data to better identify potential risks at the individual and unit level and the modernization of the audit process with increased use of technology to improve analytical capability and increased frequency of audits. He established the Civil Rights Integrity Unit, established and chaired the Use of Force and Tactics Working Group, served on the Department's Disciplinary Review Committee and on the Force Review Board, and was instrumental in developing the Department's Disciplinary Matrix and its Early Intervention System.

INDEPENDENT POLICE AUDITOR — CITY OF SAN LEANDRO

Mr. Schlanger has served as the Independent Police Auditor for the City of San Leandro since August 15, 2022. The scope of work defining the role in San Leandro is designed to ensure that every internal and civilian complaint investigation and the resulting disciplinary outcome is fair,

unbiased, thorough, and timely. As IPA, IntegrAssure is also notified of all officer-involved shootings and other critical incidents and reviews the investigations to ensure they are complete, thorough, objective, and fair. IntegrAssure is also charged with auditing the San Leandro Police Department's policies, procedures, and training, and provides annual reports to City management, the Police Chief, the Community Police Review Board, and the City Council on all of its work and on findings and recommendations arising from its audits and reviews of investigations. The team has provided guidance on how best to establish the roles of both the IPA and the Community Police Review Board, including guidance on how to jump-start the role of IPA without unnecessary delays, the workflow between the Department and the IPA, and the interplay between the IPA and the Community Police Review Board — all with an eye toward minimizing the work burden on the Department without compromising efficiency.

The IPA serves as the subject-matter expert to the Community Police Review Board, which currently comprises eight community members. The Board receives community feedback and complaints and refers them for review to the IPA or the internal-affairs function. The Board receives reports from the IPA regarding personnel discipline and complaints, critical incidents, police department policies, and other law-enforcement matters. The Board evaluates police-department policies of compelling community-wide concern based on the trends and data provided by the IPA, and implements an annual work plan including a community outreach plan. IntegrAssure created a thirty-hour curriculum for the Board, including courses on POBOR, the Public Records Act, and the Brown Act, as well as policing in America, police-oversight fundamentals, and best practices in policing. The Board published its annual report in June 2023 with the IPA team's assistance.

INDEPENDENT POLICE AUDITOR — CITY OF PETALUMA

Mr. Schlanger has served as the Independent Police Auditor for the City of Petaluma since April 13, 2023. The scope of work is designed to ensure that every internal and civilian complaint investigation and the resulting disciplinary outcome is fair, unbiased, thorough, and timely. As IPA, IntegrAssure is notified of all officer-involved shootings and other critical incidents and reviews the investigations to ensure they are complete, thorough, objective, and fair. IntegrAssure is also charged with auditing the Petaluma Police Department's policies, procedures, and training, and provides annual reports on its work. IntegrAssure provides technical assistance to Petaluma Police Department's newly established Professional Standards Unit and is tasked with auditing that unit's work. The team has provided guidance on how best to establish the IPA role, including on jump-starting the work without unnecessary delays and on the workflow between the Department and the IPA. Petaluma is in the process of defining and implementing its own community oversight group, the Public Safety Advisory Committee. IntegrAssure, as IPA, has played a pivotal role in assisting with the implementation plan with City management and the police executive team and will serve as the subject-matter expert to the Committee.

INDEPENDENT CONSENT DECREE MONITOR — CITY OF AURORA, COLORADO

IntegrAssure performs the work of the Independent Consent Decree Monitor as set forth in the Consent Decree entered into by the City of Aurora with the Attorney General of the State of

Colorado on November 22, 2021. As the Independent Consent Decree Monitor, IntegrAssure oversees the City of Aurora's implementation of the Consent Decree, issues public updates to the Court on the City's compliance, and provides guidance and recommendations on compliance to the City, the Aurora Police Department, and Aurora Fire Rescue, including reviewing and commenting on policies, training, and initiatives developed under the Consent Decree. IntegrAssure has published multiple public reports on the City's progress, available at <https://www.auroramonitor.org/reports>.

4. PROFESSIONAL REFERENCES

Five professional references are provided below, each representing an engagement in which IntegrAssure or Mr. Schlanger personally has performed independent oversight or monitoring work. A primary contact is identified for each engagement, with an additional contact where appropriate.

LAPD MONITORSHIP

Primary contact: William Bratton, Chief of LAPD (Ret.)
Telephone: (917) 858-2405
Email: bill.bratton@brattonmail.com

CITY OF AURORA (CO) CONSENT DECREE MONITORSHIP

Primary contact: Jason Batchelor, City Manager, City of Aurora
Telephone: (303) 739-7010
Email: jbatchel@auroragov.org

UNIVERSITY OF CINCINNATI MONITORSHIP

Primary contact: Robin Engel
Telephone: (513) 218-7210
Email: engel.254@osu.edu

INDEPENDENT POLICE AUDITOR — CITY OF SAN LEANDRO

Primary contact: Luis Torres, Acting Chief of Police, City of San Leandro
Telephone: (510) 577-3229
Email: ltorres@sanleandro.org
Additional contact: Eric Engelbart, Deputy City Manager, City of San Leandro
Telephone: (510) 209-2450
Email: EEngelbart@sanleandro.org

INDEPENDENT POLICE AUDITOR — CITY OF PETALUMA

Primary contact: Brian Miller, Chief of Police, City of Petaluma

Telephone: (707) 548-8565

Email: bmiller@cityofpetaluma.org

Additional contact: Peggy Flynn, City Manager, City of Petaluma

Telephone: (707) 778-4345

Email: pflynn@cityofpetaluma.org

5. CONFLICT OF INTEREST DISCLOSURE

IntegrAssure has no conflict of interest with the City of Vallejo or the Vallejo Police Department. No principal or staff member of IntegrAssure proposed to perform work under this engagement is a current or former employee of the City, an immediate family member of such a person, a current or former sworn officer of VPD, or a party to any proceeding adverse to the City. IntegrAssure has not been retained by the City for any other purpose within the preceding twelve months. IntegrAssure does not represent peace officers in disciplinary matters and has no engagement, financial interest, or relationship that would create an actual or potential conflict with the duties of the IPA under the POA Ordinance. We are familiar with the City of Vallejo Conflict of Interest Code and with the Form 700 filing requirements of the California Political Reform Act, and the designated IPA will comply with all applicable filing obligations.

6. FEE SCHEDULE

Each member of the IntegrAssure team assigned to this engagement will be billed at a blended hourly rate of \$300. The blended rate reflects our assessment of the mix of IntegrAssure personnel reasonably expected to be engaged in this work, including the designated IPA, Deputy IPA, and supporting subject-matter experts. Based on our estimate of the annual level of effort of approximately 600 hours, the estimated annual professional fee for IntegrAssure's services is \$180,000, exclusive of travel and other reimbursable costs incurred in the performance of the work. Reimbursable expenses will be billed at actual cost, will be limited to reasonable expenditures necessary for the proper completion of the services, and, consistent with Section 3 of Exhibit B of the City's Standard Agreement, will be incurred only when authorized in advance by the City.

7. PROVISIONS NOT ADDRESSED

IntegrAssure has addressed all provisions in Sections III, IV, and V of the RFP and takes no exception to any of those sections. Specifically, with respect to Section V of the RFP, IntegrAssure acknowledges and accepts the requirement that the IPA and any IPA personnel working within City facilities undergo a City-required background check, complete any specialized training the City requires for access to criminal justice information systems, and sign a confidentiality

agreement before facility or technology access is granted. IntegrAssure has experience with FBI CJIS Security Policy compliance through its other engagements and is prepared to satisfy all background-check, training, and confidentiality requirements that the City imposes.

8. STATEMENT OF EXCEPTIONS TO THE CITY'S STANDARD CONSULTANT AND PROFESSIONAL SERVICES AGREEMENT

IntegrAssure has reviewed Exhibit B to the RFP — the City's Standard Consultant and Professional Services Agreement, including Exhibit A (Scope of Work), Exhibit B (Compensation), and Exhibit C (Insurance Requirements). IntegrAssure takes no exception to the Standard Agreement and is prepared to execute the Agreement in the form attached to the RFP, subject to the routine completion of the bracketed fields (parties, dates, term, representatives, addresses, and so on) consistent with the engagement as awarded.

In support of the foregoing, IntegrAssure affirms the following:

CalPERS membership. Relative to Section 15 of the Standard Agreement, no individual proposed by IntegrAssure to perform work under this engagement is a current member or retired annuitant of the California Public Employees' Retirement System. In the ordinary course we will ensure that any successor or replacement personnel assigned to the engagement satisfy the same requirement, and we will obtain the City Manager and Human Resources Director exception contemplated by Section 15 in the unlikely event that the requirement cannot otherwise be met.

Insurance. IntegrAssure maintains, and will continue to maintain throughout the term of the Agreement and any extension, the insurance coverages required by Exhibit C, including: Commercial General Liability with limits of not less than \$2,000,000 per occurrence; Automobile Liability with limits of not less than \$1,000,000 per accident; Workers' Compensation as required by California law and Employer's Liability with limits of not less than \$1,000,000; and Professional Liability (Errors and Omissions) with limits of not less than \$1,000,000 per occurrence and annual aggregate. IntegrAssure will cause its insurers to issue certificates of insurance and the required additional-insured endorsements naming the City of Vallejo and its officers, officials, employees, agents, and volunteers as additional insureds on the general liability and automobile liability policies, on a primary and non-contributory basis, with the thirty-day cancellation-notice endorsement and the waiver of subrogation on the workers' compensation policy that Exhibit C requires. All carriers carry an A.M. Best rating of A:VII or better.

Business license. Consistent with Section 10 of the Standard Agreement and Section X of the RFP, IntegrAssure will obtain a City of Vallejo business license before performing any services under the Agreement and will maintain that license throughout the term.

W-9. IntegrAssure will provide a completed IRS Form W-9, together with the certificates of insurance and required endorsements, within the ten-day window contemplated by Section X of the RFP.

Confidentiality. IntegrAssure acknowledges and accepts the confidentiality obligations set forth in Section 32 of the Standard Agreement and in the POA Ordinance, including Section 18.03.090 governing the confidentiality of personnel records, investigative reports, and closed-session deliberations. IntegrAssure has implemented information-security controls in its other oversight engagements and will maintain comparable controls in this engagement.

News and information releases. IntegrAssure acknowledges and accepts the requirement in Section 33 of the Standard Agreement that no news releases concerning this engagement or its work product be issued without the prior review and approval of the City through its designated representative.

Non-Collusion. By signing this proposal, IntegrAssure makes the Non-Collusion Affidavit set forth in Section VI of the RFP. This proposal is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization, or corporation; it is genuine and not collusive or sham; and IntegrAssure has not, directly or indirectly, taken any action of the kind that would render the affidavit untrue.

CONCLUSION

IntegrAssure thanks the City of Vallejo for the opportunity to submit this proposal. We believe the breadth of policing and oversight experience the IntegrAssure team brings — across federal monitorships, California IPA engagements, voluntary monitorships, and senior police-department executive roles — would serve the City, the Department, the Commission, and the residents of Vallejo well in this critical moment in the City's reform journey. We would be honored to continue the conversation and to begin the work.

Authorized signature:


Jeff Schlanger
President and Chief Executive Officer
IntegrAssure LLC

Dated: May 22, 2026