

1

PROJECT MANAGEMENT

(Detailed descriptions of personnel is located on pages 42-52 of the submitted proposal;
Section: RFA.34. *Personnel & Current Time Constraints*)

1A.

Please identify the individual on your team who will assume primary responsibility to manage the implementation of the Monitor's duties under the Consent Decree and any subordinates who will be managing the implementation of a specific area.

Chief Monitor

- Dr. Tyrone Powers
C.E.O., The Powers Consulting Group, LLC.

Deputy Monitors

- Dr. Patrick Oliver
Operations, Training, Policy Research & Writing
- Judge C. Phillip Nichols (ret.)
Data, Statistical Analysis & Technology, Community Relations

Monitor Team Leaders

- Dr. Phyllis McDonald, *Data Statistical Analysis & Technology*
- Dr. John Hudgins, *Community Relations*
- Leonard Lucchi, Esq., *Policy Research & Writing*
- Robert Plummer, *Operations & Training*
- Leslie Parker Blyther, *Project Management*

Support Team Members

- Dr. Annette Douglas
- Tony Washington, Esq.
- Michele Mendez, Esq.

- Susan Blow
 - Michael Blow
 - John Moss,
 - Neill Franklin
 - Penny Foster Shiver
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1B.

Please describe their relevant expertise and experience to perform this role. (A greater detailed descriptions of the team's relevant expertise and experience is located on pages 53-76 of the submitted proposal; Section: RFA.35. *Qualifications*)

Dr. Tyrone Powers, Chief Monitor served as a Maryland State Trooper for four years; and a Special Agent with the Federal Bureau of Investigations for ten. During his tenure with the FBI, Dr. Powers worked in several areas to include the Violent Crime Task Force; White Collar Crimes; Organized Crime; Fugitives; Foreign Counter-Intelligence; and Counterterrorism. Because of his extensive investigative skills and analytical abilities, Dr. Powers is often a featured speaker at numerous professional conferences and television news and radio broadcast programs. Dr. Powers is sought after for his expertise and routinely provides court expert testimony on police operations; police investigations; use of force; police leadership; training; and searches and seizures. Dr. Powers currently serves as the Director of the Homeland Security & Criminal Justice Institute at Anne Arundel Community College. He manages 12 Associate Degree and Certificate Programs including a Police Entrance Level Training Academy, certified by the Maryland Police Training Commission. Dr. Powers also administrates over 8 full time faculty and approximately 20 adjunct faculty – all of which are vastly experienced in law enforcement, corrections, intelligence, emergency management, criminal law, immigration law, federal law enforcement, military science, terrorism-counterterrorism, cybercrime and cyber forensics.

Dr. Patrick Oliver, Deputy Monitor is Director of the Criminal Justice Program at Cedarville University, Ohio. He was a member of the team that monitored the DOJ Consent Decree with the Prince George's County, MD Police Department. He served as Chief of Police for the City of Fairborn, Ohio, Grandview Heights, Ohio, Cleveland, Ohio, and as the Ranger Chief of Cleveland Metropolitan Park District. His law enforcement experience also includes an 11-year tenure with the Ohio State Highway Patrol. He is a 1989 graduate of Penn State University Police Executive School, a graduate of the FBI's Law Enforcement Executive Development School in 1993, and a

graduate of the Ohio Association Chiefs of Police Executive Leadership College in 1994. Dr. Oliver became a Certified Law Enforcement Executive (CLEE) in 1996. He is also a graduate of the Rural Executive Management Institute. He earned a Ph.D. in Leadership and Change from Antioch University, Yellow Springs, Ohio. Dr. Oliver previously taught Criminal Justice and Business courses at Cuyahoga Community College and Wright State University. He serves as a consultant and a trainer with the Ohio Association of Chiefs of Police, the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, and the Ohio Association of Chiefs of Police. He is also a past Commissioner for the Commission of Accreditation for Law Enforcement Agencies, and a Past President for the Ohio Association of Chiefs of Police.

The Honorable C. Phillip Nichols, Deputy Monitor (ret.) was appointed Judge, Circuit Court of Maryland in 1992, elected to a fifteen-year term in November 1994 and again in 2012. He previously served as Judge of the District Court of Maryland beginning in 1985, and was twice elected Judge of the Orphans Court serving from 1977 until 1985. By special designation, Judge Nichols presided over trials in twelve of Maryland's twenty-three counties and the City of Baltimore. He has presided over nearly 630 civil and criminal jury trials, over twenty of which were first degree murder trials and two capital murder cases. Judge Nichols is the 19th Chief Judge of Maryland's Seventh Judicial Circuit since its creation in 1867 immediately following the Civil War. This year he received the 19th Annual Sodaro Award for "good judicial temperament, civility, and courtesy" from the Maryland State Bar Association as well as the Award for Legal Excellence in Public Service Responsibility in 2010 from the Maryland Bar Foundation.

Dr. Phyllis McDonald, Monitor Team Leader is one of the chief architects of the internationally renowned COMPSTAT. She conducts research; manages special projects; teaches leadership and other collegiate courses on undergraduate and graduate levels at The John's Hopkins University, Division of Public Safety Leadership; and is a consultant for local public safety agencies. Dr. McDonald has completed funded projects for the following agencies: Federal Transit Administration (USDOT); Transportation Security Administration (DHS); State of Maryland; Delaware State Police; and the Washington Metropolitan Transit Authority Police (WMATA). Currently, she serves as Co-Chairman of The Johns Hopkins University's School of Education's Curriculum Policy Committee and the USDOJ Baltimore Police Department monitoring group for COMPSTAT. Dr. McDonald is the author of popular publication, *Managing Police Operations: Implementing the New York Crime Control Model—COMPSTAT*, published by Wadsworth Publishing in 2002.

Dr. John Hudgins, Monitor Team Leader is the Co-Director of the Collaborative Masters Degree Program in Human Services at Coppin State University. He also served as Chair for the Department of Applied Social and Political Sciences; and the Interim Chair of the Department of Criminal Justice and Law Enforcement at Coppin State University. Some of Dr. Hudgins' publications include: "Require College Degrees for

Police” (2014, Baltimore Sun Newspaper); “Black males at Risk for Drug Abuse, Addiction, and AIDS: Vulnerability, Marginality and Social Policy (1996, Journal of Research on Minority Affairs); “Confronting the Process of Mis-Education: Attitudes toward Drug Use and Abuse in the African American-Community” (1993, the Journal on Research on Minority Affairs). Dr. Hudgins served as the Principal Investigator on the research project, “Impact on Alternative Family Structures Among Black Americans on Census Inclusions;” and a Research Associate for a survey research project examining race and political participation - Institute for the Study of Minority Issues, Old Dominion University in Norfolk, Virginia.

Leonard Lucchi, Esq., Counsel, Monitor Team Leader is a seasoned attorney who is an expert in the Law Enforcement Officer’s Bill of Rights. He negotiated the Memorandum of Agreement (MOA) and K9 Consent Decree between the Prince George’s County Police Department and the Department of Justice. Mr. Lucchi’s scope of representation includes lobbying, tracking pending or proposed legislative activities and analyzing the effects of those pieces of legislation on client matters, drafting legislation, organizing and mobilizing coalitions in support or opposition to pending or proposed legislation effectively utilizing media outlets to support client initiatives, and testifying on behalf of clients before various legislative committees. Currently, he is a registered lobbyist representing business owners, trade groups, and local governments before the Maryland General Assembly and the United States Congress, Counsel to the Prince Georges County Redevelopment Authority, Board of Education and the Democratic Central Committee for Prince George’s County, former Director of Legislative Affairs, Prince George’s County MD Government. Mr. Lucchi is the former County Attorney, Prince George’s County, and he utilizes his hands-on local government experience to advise and implement resourceful legislative plans for his clients. Additionally, he served as the County’s Chief Labor Negotiator. Mr. Lucchi is admitted to practice in Maryland, the District of Columbia, the U.S. District Court for the District of Maryland, and the U.S. Supreme Court.

Robert Plummer, Commander, Monitor Team Leader, is a 26-year veteran of the Las Vegas Metropolitan Police Department, currently, serving as the Bolden Area Commander. His previous assignments include Patrol, Problem Solving Unit, Gang Suppression, Narcotics and Internal Affairs. He was appointed by the Sheriff to develop and implement the Department’s Force Investigation Team (FIT), while the Agency was under the auspices of the Department of Justice (DOJ) Consent Decree. Additionally, he developed and managed the team responsible for completion of the nationally recognized Collaborative Reform Process. To complete the final phase, Captain Plummer’s team developed the Agency-wide, POST certified training: “*Procedural Justice through Non-Bias Policing*”. This training, which focused on the empirical impact of bias and police legitimacy, received excellent reviews and is routinely requested by outside agencies. Captain Plummer is a graduate of the University of Oklahoma and the Northwestern University Center for Public Safety.

Leslie Parker Blyther, Monitor Team Leader has been a Baltimore City resident for 26 years, living in West Baltimore for 16. She is a tenured Professor at Anne Arundel Community College. Since 2000, she has served as Program Coordinator in the

Homeland Security & Criminal Justice Institute under the School of Business and Law. She is the Administrative Liaison for the Police Entrance Level Training Academy – coordinating and overseeing compliance procedures for the Maryland state audits of 800 Police Entrance Level Training objectives. She enjoyed a 31-year career in criminal justice, working in policy and operations compliance with several State of Maryland regulatory and accrediting agencies, including the Maryland Police Training Commission; The Maryland Corrections Training Commission; Maryland Department of Juvenile Services; the Maryland Commission on Correctional Standards; and the American Correctional Association. Leslie served on several policy compliance committees including the Anne Arundel Sheriff’s Office where she served as head of Training and Personnel; The Anne Arundel County Department of Correctional Facilities as Training Administrator; and the Prince George’s County Department of Corrections - again as Training Administrator. Ms. Blyther completed her undergraduate studies at Morgan State University in 1982, receiving a Bachelor of Arts degree in Sociology. She earned a Master of Arts Degree in Psychology from Bowie State University.

Susan Corbin-Blow, Support Team Member is a retired 35-year Federal Government employee who specialized in oversight/compliance and awarding acquisitions. During her tenure with the Federal Aviation Administration (FAA), Susan was Manager, National Acquisition Evaluation Program Division, providing oversight of FAA acquisitions. Susan developed and implemented the protocols used by her team of auditors to ensure compliance with procurement policies and detect, fraud, waste and abuse. Susan was also appointed by the FAA Administrator to “Go-Team 19,” established by the United States Congress to develop and implement the Transportation Security Administration (TSA) under the Department of Transportation (later Homeland Security). Prior to her FAA tenure, she was a Policy Analyst and an Inspector General team member with the Department of the Navy, Naval Air Systems Command. In both capacities, Susan reviewed complex contracts to ensure compliance with Federal policies, procedures, guidance and regulations and to detect, document and report any instances of fraud, waste and abuse.

Michael Blow, Support Team Member, is a 25-year law enforcement professional. He was a member of the Prince George’s County (MD) Police Department, retiring at the rank of Deputy Chief of Police. As the Chief of Patrol, Deputy Chief Blow commanded 1100 officers and directed strategies that resulted in a significant reduction of citizen complaints, increased productivity and a 40% reduction in crime. He revamped the COMPSTAT process to include community policing project discussions and assigned community policing officers to every patrol beat in the county. As a District Commander, Deputy Chief Blow received a proclamation from the Prince George’s County Council for innovative and collaborative crime reduction initiatives. After his Police Department tenure, he was appointed as the Director, Security Services for the Prince George’s County Public School System. Deputy Chief Blow developed strategies that resulted in a 12% reduction in disruptive incidents and managed the implementation of a seven-million-dollar security technology enhancement initiative. He was a contributor to the Emergency Planning Guidelines for Local School Systems and Schools

published by the State of Maryland. Deputy Chief Blow holds a Bachelor of Arts Degree from the University of Maryland-Baltimore County and a Master of Science-Management from The Johns Hopkins University. He has been featured on CNN's The Situation Room with Wolf Blitzer, Anderson Cooper 360 and local news stations across the Washington, DC Metropolitan area.

Neill Franklin, Support Team Member is a retired Major from the Maryland State Police. He is a thirty-four-year law enforcement veteran and current Executive Director of the Law Enforcement Action Partnership, an international non-profit organization of more than 180,000 Criminal Justice professionals and others working to advance justice and public safety solutions. He retired from the Maryland State Police where he held Command positions for both the Education and Career Development Command and the Bureau of Drug and Criminal Enforcement. During his tenure, Neill restructured the training academy, instituted and oversaw the department's very first Domestic Violence Investigative Unit and was responsible for 17 multi-jurisdictional narcotics taskforces. After his State Police tenure, he was recruited by the Baltimore City Police Department to reconstruct and command the Education and Training Section. After leaving the BPD, Neill was appointed as the Commander, Special Operations for the Maryland Transit Administration (MTA) Police Force. Neill is a regular panelist on CNN, FOX and MSNBC and his writings have been published in the LA Times, Washington Post and New York Times.

Michele Mendez, Esq., Support Team Member is the Senior Attorney, Defending in the Vulnerable Populations Project. She is a Training and Legal Support Senior Attorney and Manager for the Defending Vulnerable Populations Project. Previously, Michelle oversaw CLINIC's role in the CARA Pro Bono Project in Dilley, Texas, which focuses on providing legal assistance to detained mothers and children. She served as senior managing attorney in the Immigration Legal Services Program at Catholic Charities for the Archdiocese of Washington where she began as an Equal Justice Works Fellow sponsored by DLA Piper. Michelle also holds a certificate in Nonprofit Management from Georgetown University, and a professional certificate in Peace and Conflict Resolution through the Rotary Peace Center at Chulalongkorn University in Bangkok, Thailand. She was recognized as a 2014 Very Important Professional in Maryland by The Daily Record. Michelle is a native of Medellín, Colombia and speaks fluent French.

John Moss, Support Team Member, is a retired Deputy Chief from the Prince George's County Police Department. Mr. Moss was the Town Administrator for the Town of Bladensburg (Retired) and Deputy Chief of the Prince Georges Police Department (Retired). With over 37 years Law Enforcement and Administrative Management experience, serving in every component of law enforcement from patrol operations and investigations to commanding the press office. During his tenure, Chief Moss was one of the founding fathers of "Community Based Policing" and the local COMPSTAT programs in Prince George's County; both efforts receiving national accolades. After his retirement from the Prince George's County Police Department, he served as the Chief

Assistant Sheriff for Prince Georges County as well as Deputy Director of the Maryland Police Corps, a State-Federal training institution focused on innovative police training strategies, methodologies and concepts. Chief Moss earned an undergraduate degree from Georgetown University, a Master's Degree in Public Administration from Johns Hopkins University, a Certified Public Manager (CPM) designation from George Washington University, and certification from the ICMA Executive Leadership Program. John is a graduate of the prestigious FBI National Academy and the nationally recognized Police Executive Research Forum Academy.

Annette Douglas, Ph.D., Support Team Member, is a Consultant, Behavioral Science & Organizational Development specialist. She is an accomplished Behavioral Scientist and Organizational Development Consultant. Her expertise includes Education, Organizational Development and Psychology. Her clinical psychology practice specializes in psychiatric diagnoses, neurotic behavior and substance abuse. She provides consultation services for numerous vocations including law enforcement, mental health, aviation industry, and the Federal Government. In addition to her clinical background, Dr. Douglas has extensive practical experience as a Psychiatric Diagnostician and Addiction Specialist at the Brookdale Hospital Medical Center, Brooklyn, NY; and a Substance Abuse trainer for the Palm Beach County Justice Division's Sexual Assault Response Team. She developed the Behavioral Tool Assessments for the Federal Aviation Administration (FAA), New York City Police Department (NYPD) and Federal Bureau of Investigation (FBI). Dr. Douglass is an author with a host of publications including Mental Models for Safety-Related Positions; Things One Should Know About Drugs; Single One-Parent Households and Cry of the Child (Intergenerational Domestic Violence).

Anthony Washington, Esq., Support Team Member, served as the Deputy Chief Counsel for the Transportation Security Administration. He is a seasoned attorney with thirty years of federal government experience. He held a variety of senior positions at the Department of Transportation's Federal Aviation Administration (FAA) and served as Deputy Chief Counsel (Senior Executive Service-SES) with the Transportation Security Administration (TSA). He was appointed to "Go-Team 19," which created and mobilized the TSA following the 9/11 attacks. Anthony provided the legal direction and review to ensure the organization was fully operational ahead of the milestones established by Congress. He has practiced before the Government Accountability Office (GAO), Boards of Contract Appeal and the Federal Aviation Administration (FAA) Office of Dispute Resolution for Acquisition (ODRA). He is a frequent guest speaker on a variety of subjects including contract disputes, alternative dispute resolution, and the Support Anti-Terrorism by Fostering Effective Technologies Act of 2002 (SAFETY Act). Anthony is a member of the District of Columbia Bar, Boards of Contract Appeals Bar Association (BCABA), National Bar Association (NBA), American Bar Association's Contract Law Section and the National Contract Management Association, (NCMA).

Penny Foster Shiver, Support Team Member is a Full Professor, tenured at Anne Arundel Community College. She has more than 25 years of solid experience in the IT field which includes survey, analysis, and design of existing systems and efficient solutions to solve problems using technology. This includes background in both designing and building websites using HTML, Java, and other scripting languages, as well as with using Expression Web and Adobe Dreamweaver web design software.

1C.

Please also describe how the team will resolve any differences of opinion that may arise among the members of the team, including the law enforcement experts. (A Detailed Organizational Flow Chart and communications protocol is located on pg. 50 - Section: RFA.34. *Personnel & Current Time Constraints*; pg. 32 - Sections RFA.9; RFA.33. *Scope of Work*; pg. 39 - RFA.15; 16 of the submitted proposal)

Our Organizational Flow Chart illustrates the team's hierarchy of authority. Assignments are issued by the Chief Monitor, through the Deputy Monitors, to the Team Leaders and Support Team Members. This illustration also reflects the protocol of communication, problem-solving, decision-making and resolving inter-operational differences. Dr. Powers will serve as the Chief Monitor and will remain constant in and vigilant over the monitoring process. All matters involving disagreements between team members; or any need to re-evaluate and redirect monitoring strategies are resolved and ultimately determined by Dr. Powers, in consultation with the Deputy Monitors.

While Dr. Powers remains the principle decision-maker, he embraces creative problem-solving. The team will engage in collaborative decision-making and collectively match strategies to situations.

Powers Consulting Group will establish a protocol for making recommendations to BPD. Each of our monitors are experts within their respective fields and offer an excellent array of skills that will benefit BPD greatly and enable it to achieve all of the goals set forth in the Consent Decree. All activities will remain consistent with project plans; and all formal recommendations and technical assistance will be [first] communicated to the Chief Monitor and Deputy Monitors.

The Chief Monitor, Dr. Tyrone Powers; and the Deputy Monitors Judge Philip Nichols and Dr. Patrick Oliver serve as the principle communicators to the city, BPD and the court. All technical assistance provided to the Decree parties will be vetted through and approved by them. Monitors are restricted to offer technical assistance only in the areas to which they are assigned based on their expertise and in a manner that is professional, timely, credible and valid. Our Monitors will respect BPDs daily operations and the

demanding job they have to protect and serve the citizens of our city as they move toward compliance. As a guiding principle, The Powers Consulting Group Monitors will not overreach our authority as Monitors.

1D.

Finally, please identify the individual(s) who will serve as the primary point of contact for the Court and describe any relevant experience.

Dr. Tyrone Powers, Chief Monitor is the first and primary point of contact for all matters involving the Court. Dr. Powers has approximately 20 years' experience with the courts, being called upon as an expert witness in criminal and civil cases. Over the years, he has offered thousands of hours in consultation; crafted comprehensive, written analyses and delivered expert testimony in state and federal courts. His area of expertise includes law enforcement organizational policies and procedures; use of force; organizational operations; and training.

Deputy Monitors, Dr. Patrick Oliver and Judge C. Phillip Nichols are secondary points of contact – either to accompany Dr. Powers when addressing the Court or in his absence, serving as designees.

Dr. Patrick Oliver currently serves on the Green County Corrections Planning Board in Ohio, working closely with state judges to evaluate and recommend criminal penalties. As a Chief of Police for the Grandview Heights Police Department and for the City of Fairborn Ohio, Dr. Oliver is a principle player in labor agreements and arbitration on behalf of police administration. He has provided expert testimony and has constructed written analysis for state courts on personnel/hiring policies and procedures.

C. Phillip Nichols was appointed Judge, Circuit Court of Maryland in 1992, elected to a fifteen-year term in November 1994 and again in 2012. He previously served as Judge of the District Court of Maryland beginning in 1985, and was twice elected Judge of the Orphans Court serving from 1977 until 1985. By special designation, Judge Nichols presided over trials in twelve of Maryland's twenty-three counties and the City of Baltimore. He has presided over nearly 630 civil and criminal jury trials, over twenty of which were first degree murder trials and two capital murder cases. Judge Nichols retired from the bench in June, 2017.

2

COMMUNITY ACCOUNTABILITY

(A detailed description of our community engagement strategies is located on pages 32-36 – Section RFA.10, 14, 27: *Scope of Work*; pg. 45 – Section RFA.34: *Personnel & Current Time Constraints*; pages 33-36 – Section RFA.14: *Scope of Work*; pages 60-62 – Section RFA.26 (i), (j), (k): *Qualifications of the submitted proposal*)

2A.

Please identify the specific actions that you will undertake to ensure effective bilateral communication with the groups and individuals in Baltimore

2A. (1) how you will ensure that your community engagement efforts are inclusive of Baltimore's diverse communities

The Powers Consulting Group is acutely aware of the need for transparent and effective communications with the local community.

In this regard The Powers Consulting Group will develop a community engagement plan that will incorporate outreach efforts to all strata of Baltimore City's population. The Powers Consulting Group will always engage in meaningful dialogue. The Powers Consulting Group is highly qualified and possesses experts who are practitioners of dynamic community engagement. Each of them earnestly subscribes to the four tenants espoused by community policing experts:

- Partnership-Driven Policies and Practices in which we all own the problem and the solution
- Meaningful Involvement from community input to the BPD Community Relations Council
- Inclusiveness from engaged stakeholders
- Accountability and Transparency that prove input matters

The Powers Consulting Group will schedule open community meetings no less than quarterly from the start of the project. Additional briefings will be provided to elected officials on a quarterly basis, as well. In addition to these meetings, information will be placed on the monitor's website and other social media outlets. We will set up a telephone hot-line for citizen-callers wishing to participate in the process but who prefer to remain anonymous. The Powers Consulting Group acknowledges that, as Monitors, we receive complaints and information from citizens. Our hot-line will also offer a safe environment for police officers who want to share information with the Monitoring Team, unnoticed. Furthering our community presence, along with our efforts to connect with residents, our plan is to have one main monitoring office; and possibly two (2) additional community "satellite" offices in strategic locations.

The Monitors of the Powers Consulting Group have a keen understanding of the unique history and nature of Baltimore City's various subcultures and issues that accentuate long simmering mistrust between the community and the police. The city's notorious witness intimidation culture; and its recent gang edict, "stop-snitching," four-volume DVD series, requires that we, as monitors, look for methods beyond the "typical" communication modes to effectively engage the community. Our proactive engagement process to reach out into the community includes but is not limited to:

Prescribed Traditional Efforts: planned quarterly community meetings, monitor website, telephone contacts and satellite office/or district station hours as appropriate.

Non-Traditional Efforts: "natural" neighborhood gathering places, i.e., barbershops; hair and nail salons; local colleges and universities; local churches; radio "call-in" shows. We will target a full representative demographic and economic swath of the community.

Traditional Partners: NAACP; Church Leaders; Nation of Islam; Jewish Synagogues; Civic Associations; Politicians; Local Celebrities; Pan Hellenic Organizations; VFW's; American Legion Posts; Lions Club; Kiwanis Clubs; Lodges – Masons, Shriners, Eastern Stars, Daughters of Isis; local labor unions; women's and endangered persons shelter directors.

Non-Traditional Partners: Informal Community/Neighborhood Leaders; High School Students/Leaders (formal and informal); PTA's; Club Owners/Social Clubs and Organizations, Events/Festivals (Black Family Reunion, for example), former Inmates, Chamber of Commerce, Black Chamber of Commerce, Korean Chamber of Commerce.

To augment the communication and messaging process between ourselves, members of the community, and other stakeholders, The Powers Consulting Group proposes to go beyond the standard website based approach in conducting outreach to engage the community, and update them on the monitoring process and progress towards compliance with the Consent Decree. Because almost everyone has access to a mobile device with smart technology, it is easier than ever to access the internet. Our website can easily be pulled up from a mobile device or from community centers and local libraries with computer access for its constituents. For those with cell phones or laptops/tablets, our website will be an easy way to get information to the community. It will be a powerful tool to reach and disseminate information logically and quickly to a large group of people. We recognize the impoverished of our community. As such, we will communicate through traditional means as, i.e., newsletters; community bulletin boards notices; and the like.

We will use social media (email, Facebook; Twitter, Snapchat), intended to reach the youth and the under 35-year-old population - a demographic that is disproportionately impacted by strained police community relations and the identified transgressions mention in the DOJ's investigations and report. Additionally, The Powers Consulting Group proposes use of the city's television outlet – Channel 25 - to broadcast community meetings. This will be especially helpful to those citizens, such as the elderly, who are

unable to attend public meetings due to work schedules, physical restrictions, or transportation issues. We propose recording community meetings for the purpose of strategic redundant airing. The Powers Consulting Group includes a Spanish-speaking Monitor and other Spanish-speaking personnel that will help coordinate and broadcast meetings to accommodate the Latino community. In addition to these outlets, PCG will ensure a comprehensive and steady outflow of information and give progress updates to the entire diverse, Baltimore community by routinely working to secure appearances on local community radio programs such as WEAA 88.9 FM; WEAA 88.9 FM – Fiesta Musical Latin/Jazz programming; Radio One 109 FM; Heaven 600; 92Q; The C4 Show WBAL Radio 1090 AM; and WYPR 88.1 FM radio. Commercial and entertainment radio broadcastings are especially effective for lower income families who may not own televisions nor computers nor have them at their immediate disposal. The Powers Consulting Group has a direct pipeline to the media as well and intends to share information with the community through papers such as the historic AFRO Newspaper and the Baltimore Sun.

This robust, all-inclusive communication engagement process will allow the Monitors to provide timely reporting on the progress in meeting the requirements of "the Consent Decree." Our engagement process will ensure the requisite transparency throughout and should help the citizenry and others to have confidence in the process.

2A. (2) the specific team members responsible for undertaking the actions

Dr. John Hudgins serves as our Monitoring Team Leader for Community Engagement. Dr. Hudgins is the Co-Director of the Collaborative Masters Degree Program in Human Services at Coppin State University. He also served as Chair for the Department of Applied Social and Political Sciences; and the Interim Chair of the Department of Criminal Justice and Law Enforcement at Coppin State University. Some of Dr. Hudgins' publications include: "Require College Degrees for Police" (2014, Baltimore Sun Newspaper); "Black males at Risk for Drug Abuse, Addiction, and AIDS: Vulnerability, Marginality and Social Policy (1996, Journal of Research on Minority Affairs); "Confronting the Process of Mis-Education: Attitudes toward Drug Use and Abuse in the African American-Community" (1993, the Journal on Research on Minority Affairs). Dr. Hudgins served as the Principal Investigator on the research project, "Impact on Alternative Family Structures Among Black Americans on Census Inclusions;" and a Research Associate for a survey research project examining race and political participation - Institute for the Study of Minority Issues, Old Dominion University in Norfolk, Virginia.

Ms. Michelle Mendez who is a professionally trained mediator, holds a professional certificate in peace and conflict resolution through the Rotary Peace Center at

Chulalongkorn University in Bangkok, Thailand. She was recognized as a *2014 Very Important Professional in Maryland* by The Daily Record. Ms. Mendez will help lead the team on matters involving the Latino community.

Dr. Annette Douglas is a clinician, offering an array of expertise in the area of individual and community conflict resolution. Dr. Douglas provides consultation services for numerous professions including law enforcement. She has organized dialogue sessions between New York citizens and the NYPD, for the purposes of encouraging understanding and mutual respect. Under the New York City's Mayor's Office, Dr. Douglas served on the Civil Relations and Community Relations Commission, where she facilitated communications and town hall meeting between members of the community and NYPD, Housing Police, Transit Police and Correctional Officers.

Leader Leslie Parker Blyther represents the Central Policing District on Baltimore City's Civilian Review Board - trained to receive, investigate citizens' complaints; and to coordinate alternative mediation between officers and the citizenry. Ms. Blyther also served as a member of the Parent Community Advisory Board – reviewing school district policies and curriculum on behalf of children and their families.

Robert Plummer currently serves as the Bolden Area Commander of the Las Vegas Metropolitan Police Department. His work with the community is extensive including the development and management of the team responsible for completion of the nationally recognized Collaborative Reform Process; and the “Procedural Justice Through Non-Bias Policing training (POST).

Michael Blow is a retired Deputy Chief from Prince George's County Maryland Police Department. During his tenure, Mr. Blow revamped the use of COMSTAT to include community policing project discussions and assigned community policing officers to every patrol beat in the county.

Neil Franklin is a retired Major from the Maryland State Police. He also served in the Baltimore City Police Department – heading their Education and Training Section. During his tenure, he restructure the training academy; and instituted and oversaw the Domestic Violence Investigative Unit.

2A. (3) the anticipated hours each team member will be physically present in the City of Baltimore

The team will have a daily presence in the city.

The Powers Consulting Group is a Baltimore-based company that guarantees hands-on, feet-in-the streets, constant access from its Chief Monitor, Dr. Tyrone Powers. Dr. Powers was born in Baltimore, attended Baltimore city schools and graduated from

Coppin State University. He currently resides in the northeast side of the city which makes him readily available to the Parties. He, along with 10 of his 16 member-team live or are in close proximity of the city, and will maintain a daily presence as well - in the monitoring process. As Chief Monitor, Dr. Powers guarantees that much of his engagement in the process will be voluntary, unpaid work.

In the first quarter of the Agreement, The Powers Consulting Group will host a citywide initial meeting to introduce the entire Monitoring Team. We will explain the Monitor's responsibilities and legal obligations; and the monitoring process. Moreover, we will spend time listening to community members expectations and recommendations for the monitoring project. Following, we will spend 45 hours directly engaging in face-to-face community meetings throughout the city.

Routinely, we will spend 30 hours each subsequent quarter in the coordination of and attending community meetings – making allowances for emergency or unscheduled forums requested by the community.

In addition to overseeing the monitoring process, daily and weekly involvement from the team can include attending stakeholders meetings; reviewing data on location; speaking with community members and civic leaders; staffing the main or satellite offices; staffing the community telephone hotline; working with the BPD Compliance Unit; meeting with the Civilian Review Board or the Community Oversight Taskforce; Meeting with the Baltimore City School Police Chief; going into communities to speak with the residents; appearing on radio or television broadcasts to keep the public informed; writing reports; analyzing community data from surveys, etc... In addition to scheduled community forums, the team is readily available to strategically respond to community emergencies. Such emergency responses may include the need to correct misinformation regarding the monitoring progress; or addressing (within the scope of responsibilities of the monitoring team) crime or policing incidents.

The number of hours each team member spends monitoring within their designated area, will likely fluctuate and depend on the complexity of work needed to reach compliance.

2A. (4)how community feedback will be documented and incorporated into monitoring activities

Minimally, and as required by the Consent Decree, the Powers Consulting Group will collect and analyze feedback through the use of community surveys. The format from which these surveys are conducted include both web-based and traditional face-to-face community and telephone canvassing; and community meetings. We will set up a telephone hot-line for citizen-callers wishing to participate in the process but who prefer to remain anonymous. The Powers Consulting Group acknowledges that, as Monitors, we

do receive complaints from citizens. Our proposed telephone hot-line will facilitate amenity and will also offer a safe environment for police officers who want to share information with the Monitoring Team, unnoticed. Furthering our community presence, along with our efforts to connect with residents, our plan is to have one main monitoring office; and possibly two (2) additional community “satellite” offices in strategic locations of the city.

Among other things, the information gathered and documented from the community will be analyzed and used to:

- compose community surveys to maximize the number of responses and retrieve useful information
- design face-to-face canvassing strategies; and identify critical neighbors through which to survey
- assign priority levels to Decree material requirements and outcomes that are most important to the community as well as to BPD
- coordinate police-community talk sessions through the Civilian Review Board and the Community Oversight Task Force.
- identify key variables for regression analysis
- chart progress and recoils in neighborhoods resulting from the monitoring process
- continuously assess the community/police climate during the monitoring process
- lend to the technical assistance offered from the monitors; recommend operational and resource enhancement to the police department

In this regard The Powers Consulting Group will develop a community engagement plan that will incorporate outreach efforts to all strata of Baltimore City’s population. Concomitantly, PGC will always engage in meaningful dialogue. The Powers Consulting Group is highly qualified and possesses experts who are practitioners of dynamic community engagement. Each of them earnestly subscribe to the four tenants espoused by community policing experts:

- Partnership-Driven Policies and Practices in which we all own the problem and the solution
- Meaningful Involvement from community input to the BPD Community Relations Council
- Inclusiveness from engaged stakeholders
- Accountability and Transparency that prove input matters

The Powers Consulting Group will schedule open community meetings no less than quarterly from the start of the project. Several members of the team will record the dialogues – ensuring confidentiality when needed. Additional briefings will be provided to elected officials on a quarterly basis, as well. In addition to these meetings, information will be placed on the monitor’s website and other social media outlets.

The Monitors of the Powers Consulting Group have a keen understanding of the unique history and nature of Baltimore City's various subcultures and issues that accentuate long simmering mistrust between the community and the police. The city's notorious witness intimidation culture; and its recent gang edict, "stop-snitching," four-volume DVD series, requires that we, as monitors, look for methods beyond the "typical" communication modes to effectively engage the community. Our proactive engagement process to reach out into the community includes but is not limited to:

- *Prescribed Traditional Efforts*: planned quarterly community meetings, monitor website, telephone contacts and satellite office/or district station hours as appropriate.
- *Non-Traditional Efforts*: "natural" neighborhood gathering places, i.e., barbershops; hair and nail salons; local colleges and universities; local churches; radio "call-in" shows.
- *Traditional Partners*: NAACP; Church Leaders; Nation of Islam; Jewish Synagogues; Civic Associations; Politicians; Local Celebrities; Pan Hellenic Organizations; VFW's; American Legion Posts; Lions Club; Kiwanis Clubs; Lodges – Masons, Shriners, Eastern Stars, Daughters of Isis; local labor unions; women's and endangered persons shelter directors.
- *Non-Traditional Partners*: Informal Community/Neighborhood Leaders; High School Students/Leaders (formal and informal); PTA's; Club Owners/Social Clubs and Organizations, Events/Festivals (Black Family Reunion, for example), Inmates, Chamber of Commerce, Black Chamber of Commerce, Korean Chamber of Commerce.

To augment the communication and messaging process between ourselves, members of the community, and other stakeholders, The Powers Consulting Group proposes to go beyond the standard website based approach in conducting outreach to engage the community, and update them on the monitoring process and progress towards compliance with the Consent Decree. Because almost everyone has access to a mobile device with smart technology, it is easier than ever to access the internet. Our website can easily be pulled up from a mobile device or from community centers and local libraries with computer access for its constituents. For those with cell phones or laptops/tablets, our website will be an easy way to get information to the community. It will be a powerful tool to reach and disseminate information logically and quickly to a large group of people. We recognize the impoverished of our community.

We will use of Social Media (email, Facebook; Twitter, Snapchat), intended to reach the youth and the under 35-year-old population - a demographic that is disproportionately impacted by strained police community relations and the identified transgressions mention in the DOJ's investigations and report. Additionally, The Powers Consulting Group proposes use of the city's television outlet – Channel 25 - to broadcast community meetings. This will be especially helpful to those citizens, such as the elderly, who are

unable to attend meetings due to work schedules or transportation issues. We propose recording community meetings for the purpose of strategic redundant airing.

The Powers Consulting Group includes a Spanish-speaking Monitor and other Spanish-speaking personnel that will help coordinate and broadcast meetings to accommodate the Latino community. In addition to these outlets, PCG will ensure a comprehensive and steady outflow of information and give progress updates to the entire diverse, Baltimore community by routinely working to secure appearances on local community radio programs such as WEAA 88.9 FM; WEAA 88.9 FM – Fiesta Musical Latin/Jazz programming; Radio One 109 FM; Heaven 600; 92Q; The C4 Show WBAL Radio 1090 AM; and WYPR 88.1 FM radio. Commercial and entertainment radio broadcastings are especially effective for lower income families who may not own televisions nor computers nor have them at their immediate disposal. The Powers Consulting Group has a direct pipeline to the media as well and intends to share information with the community through papers such as the historic AFRO Newspaper and the Baltimore Sun.

This robust, all-inclusive communication engagement process will allow the Monitors to provide timely reporting on the progress in meeting the requirements of "the Consent Decree." Our engagement process will ensure the requisite transparency throughout and should help the citizenry and others to have confidence in the process.

Each of our Monitors are experts in writing formal and informal reports; technical documents; empirical research studies; legal briefs; and expert opinion reports. It is imperative, however, that the Monitoring Team write in a clear and concise way that will accommodate various reading levels; and address the interests of both the professional and lay person. While the formal technical reports may reflect complex assessments and statistical analysis, PCG will make sure that community reports are straightforward, readable, accurate, and highlight the most relevant and important information, without compromising the integrity of the report's content.

Collaboration is purposeful and will be an essential principle among PCG, BPD, Baltimore City government officials, and the citizenry. It will begin with a mutually expressed goal: a positive relationship between the police and the citizens – one of decency and respect - working together to reduce crime and making our neighborhoods safe.

2A. (5) The portion of your budget that will be dedicated to community engagement

We estimate \$177,000.00 (15.2%) The Powers Consulting Group annual budget will be dedicated to community engagement.

2B.

Please identify the process and criteria for retaining additional team members to conduct these activities, including any involvement by the Parties or the Court. (A detailed description of evaluating the need for additional resources and team members can be found on pg. 23-24 – Section RFA.33: Scope of Work of the submitted proposal)

The Monitoring Team will meet with BPD’s Compliance, Accountability & External Affairs Division (Compliance Unit) to review its overall compliance plan, and promptly evaluate the status of the agency’s current implementation and compliance efforts. In addition, the Powers Consulting Group will conduct a GAP Analysis. Through the use of a GAP Analysis, we will be able to obtain a clear and accurate picture and assessment of the divide that remains between BPDs current state of compliance and the Decree’s requirements. Through such methods as these, the Powers Consulting Group will also be able to determine early on, the full scope of the work that exists, and what if any, additional resources are needed. Once it is determined that additional expertise is required, the Chief Monitor will make a request to the Parties as outlined in the Court Decree ¶448 (pg.162).

The Powers Consulting Group is committed to hiring qualified individuals and or groups who offer services and resources that, combined with our own, will result in a successful monitoring process – and ultimately improve community relations between city police and the citizens. Since applying, Dr. Tyrone Powers has secured additional partnerships in Baltimore City that are available for community engagement initiatives and monitoring process consultation:

LEADERS OF A BEAUTIFUL STRUGGLE

Mr. Adam Jackson, Chief Executive Director

LBS is a grassroots think-tank which advances the public policy interest of Black people, in Baltimore, through: youth leadership development, political advocacy, and autonomous intellectual innovation.

BROTHERS OF BALTIMORE, INC.

Andrew Knox, C.E.O.

Gang & Violence Prevention, Intervention, Suppression & Mediation

ANGELA Y DAVIS LEADERSHIP ACADEMY

Bridget Alston Smith, Executive Director

An academic and social development school program for overage middle and high school students and young adults.

NATASHA C. PRATT-HARRIS, MS, PHD

Associate Professor & Criminal Justice Program Coordinator

Morgan State University

Department of Sociology & Anthropology

3

TECHNICAL ASSISTANCE

(A detailed description of our team's expertise and experience in the Decree sections is located on pages 53-74 – Section RFA.35: *Qualifications*; pages 73-76 – Section RFA.36: *Prior Experience & References* of the submitted proposal)

3A.

For each area of the Consent Decree, please identify the law enforcement or subject matter expert(s) who will provide Technical Assistance

COMMUNITY OVERSIGHT TASK FORCE

- John Hudgins, Ph.D., *Monitoring Team Leader, Community Engagement*
- Tyrone Powers, Ph.D.
- Annette Douglass, Ph.D.
- Michele Mendez, Esq.
- Leslie Parker Blyther

COMMUNITY POLICING & ENGAGEMENT

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- John Hudgins, Ph.D., *Monitoring Team Leader, Community Engagement*
- Tyrone Powers, Ph.D.
- Phyllis McDonald, Ph.D.
- Michael Blow
- John Moss
- Annette Douglass, Ph.D.
- Michele Mendez, Esq.

STOPS, SEARCHES, ARRESTS, & VOLUNTARY POLICE COMMUNITY INTERACTIONS

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- John Hudgins, Ph.D., *Monitoring Team Leader, Community Engagement*
- Tyrone Powers, Ph.D.
- Patrick Oliver, Ph.D.
- Judge C. Phillip Nichols (ret.)
- Major Neill Franklin (ret.)

IMPARTIAL POLICING

- Leonard Lucchi, Esq., *Monitoring Team Leader, Policy Research & Writing*
- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- Tyrone Powers, Ph.D.
- Leslie Parker Blyther
- Major Neill Franklin (ret.)
- Patrick Oliver, Ph.D.

RESPONDING TO AND INTERACTION WITH PEOPLE WITH BEHAVIORAL HEALTH DISABILITIES OR IN CRISIS

- John Hudgins, Ph.D., *Monitoring Team Leader, Community Engagement*
- Tyrone Powers, Ph.D.
- Annette Douglass, Ph.D.

USE OF FORCE

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- Leonard Lucchi, Esq., *Monitoring Team Leader, Policy Research & Writing*
- Tyrone Powers, Ph.D.
- Patrick Oliver, Ph.D.
- Michael Blow
- Leslie Parker Blyther

INTERACTIONS WITH YOUTH

- John Hudgins, Ph.D., *Monitoring Team Leader, Community Engagement*
- Leonard Lucchi, Esq., *Monitoring Team Leader, Policy Research & Writing*
- Annette Douglass, Ph.D.
- Michele Mendez, Esq.
- Major Neill Franklin (ret.)

TRANSPORTATION & PERSONS IN CUSTODY

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- Leonard Lucchi, Esq., *Monitoring Team Leader, Policy Research & Writing*
- Tyrone Powers, Ph.D.
- Patrick Oliver, Ph.D.
- Judge C. Phillip Nichols (ret.)
- Major Neill Franklin (ret.)

FIRST AMENDMENT PROTECTED ACTIVITIES

- Leonard Lucchi, Esq., *Monitoring Team Leader, Policy Research & Writing*
- Tyrone Powers, Ph.D.

- Judge C. Phillip Nichols (ret.)
- Anthony Washington, Esq.

HANDLING OF REPORTS OF SEXUAL ASSAULT

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- Tyrone Powers, Ph.D.
- Annette Douglas, Ph.D.
- Michele Mendez

TECHNOLOGY

- Phyllis McDonald, Ph.D., *Monitoring Team Leader, Data, Statistical Analysis & Technology*
- Tyrone Powers, Ph.D.
- Penny Foster Shiver
- John Hudgins, Ph.D.

SUPERVISION

- Leonard Lucchi, Esq., *Monitoring Team Leader, Policy Research & Writing*
- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- Tyrone Powers, Ph.D.
- Patrick Oliver, Ph.D.
- John Moss
- Michael Blow
- Leslie Parker Blyther

MISCONDUCT INVESTIGATIONS & DISCIPLINE

- Leonard Lucchi, Esq., *Monitoring Team Leader, Policy Research & Writing*
- Judge C. Phillip Nichols (ret.)
- Tyrone Powers, Ph.D.
- Patrick Oliver, Ph.D.
- John Moss
- Michael Blow
- Major Neill Franklin (ret.)
- Leslie Parker Blyther

COORDINATION WITH BALTIMORE CITY SCHOOL POLICE FORCE

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- Major Neill Franklin (ret.)
- Michael Blow
- John Moss

RECRUITMENT HIRING AND RETENTION

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- John Hudgins, Ph.D.
- Patrick Oliver, Ph.D.
- John Moss
- Anthony Washington, Esq.

STAFFING PERFORMANCE EVALUATIONS & PROMOTIONS

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- Tyrone Powers, Ph.D.
- John Hudgins, Ph.D.
- Patrick Oliver, Ph.D.
- John Moss
- Anthony Washington, Esq.

OFFICER ASSISTANCE & SUPPORT

- Commander Robert Plummer, *Monitoring Team Leader, Operations & Training*
- Tyrone Powers, Ph.D.
- John Hudgins, Ph.D.
- Patrick Oliver, Ph.D.
- John Moss
- Anthony Washington, Esq.

PROJECT MANAGEMENT

- Leslie Parker Blyther, *Monitoring Team Leader, Project Management*
- Tyrone Powers, Ph.D.
- Susan Blow
- John Moss
- Tony Washington, Esq.
- Penny Foster Shiver

3A. (1) their prior expertise and experience implementing reforms in the sections of the Consent Decree to which they are assigned.

3A. (2) whether and where they have implemented reforms similar to those included in this Consent Decree

(A detailed description of our team's expertise and experience in the Decree sections is located

on pages 53-74 – Section RFA.35: *Qualifications*; pages 73-76 – Section RFA.36: *Prior Experience & References* of the submitted proposal)

The Powers Consulting Group is comprised of an outstanding group of professionals comprised of former Inspector Generals, Judges, Retired and Current Police Executives, Attorneys, City Managers, Academicians, Behavioral Scientists and Research Experts. Our team has expertise and decades of experience in every category of police operations including the Law Enforcement Officers Bill of Rights (LEOBR), Labor Negotiators, Patrol, Organizational Planning and Development; Internal Affairs, Audits and Inspections, Community Policing, Use of Force, Training, Personnel and Research and Planning.

Equally impressive is their experience with proactive as well as with reactive policing reforms.

Dr. Tyrone Powers, along with **Leslie Parker Blyther** conducted a policy analysis for the Philadelphia Police Department by court order following the court decision of *The Guardian Civic League, Inc. et al v. Philadelphia Police Department*. Their analysis identified and evaluated policy inefficiencies; the existence or non-existence of department policies that eased, supported or reinforced the multiple acts of officer race discrimination and other general personnel violations. In addition, Dr. Powers and Ms. Blyther recommended and wrote new policies and procedures to define and restrict the use of social media by Philadelphia police officers in their official capacity to post personal commentary.

Dr. Tyrone Powers is the Director of a Maryland state certified Police Training Academy. Dr. Tyrone Powers and Leslie Parker Blyther implemented a testing standard that surpassed the Maryland Police Training Commission standard. Their Police Entrance Level Training program requires Recruit Officer to pass comprehensive examinations with 100%. The Maryland Police Training Commission requires only a 70-percent passing score on tests.

Dr. Patrick Oliver is the former Chief of Police for the city of Fairborn, Ohio; Grandview Heights, Ohio; and Cleveland Ohio. Dr. Oliver also served on the Monitoring Team for the Prince George's County Police Department DOJ Consent Decree. Dr. Oliver led the monitoring team on training compliance. As a result of his work, 95% of PGC police received training in all the consent decree areas, including use of force, traffic stops, internal affairs, complaint investigations, etc... Patrick currently serves as a consultant and trainer for the Ohio Association of Chiefs of Police; The International Association of Chiefs of Police; The National Organization of Black Law Enforcement Executives; and the Ohio Association of Chiefs of Police. He is a past Commissioner for the Commission of Accreditation for Law Enforcement Agencies; and the past President for the Ohio Association of Chiefs of Police.

Michael Blow served as the Deputy Chief of the Prince George's County Police Department, Chief of Patrol. Then, Chief Blow worked diligently to comply with and exceed the DOJ K-9 Consent Decree. Along with his leadership, Prince George's County Police Department was able to reach an agreement 1.5 years earlier than the 5-year Consent Decree project. Michael also served as the Director of Security for the Prince George's County Public School System where

he managed a \$7,000.00 technology Enhancement Project. He also co-authored the statewide school security plan for Maryland primary and secondary schools.

Commander Robert Plummer is a 26-year veteran of the Las Vegas Metropolitan Police Department currently serving as the Bolden Area Commander. He was appointed to the Las Vegas Sheriff's Department to develop and implement the Department's Force Investigation Team (FIT) to investigate the use of deadly force while the agency was under a DOJ Consent Decree.

Dr. Phyllis McDonald is one of the chief architects of the nationally renowned, COMSTAT. Dr. McDonald has worked with local, state and federal law enforcement and public safety agencies on evaluating and improving organizational changes. Her work has included funded projects for the following agencies: Federal Transit Administration of the U.S. Department of Transportation; Transportation Security Administration; State of Maryland; Delaware State Police; and the Metro Transit Police of Washington Metropolitan Area Transit Authority.

John Moss served as Chief Assistant Sheriff in Prince George's County. He promoted and coordinated the use of computers to modernize writ and court issued property orders. Additionally, he headed up a work group to discuss and implement methodology and technology that could improve writ delivery while reducing workload.

Leslie Parker Blyther served as a training administrator for Prince George's County Department of Corrections where she helped erect and manage the first Correctional Training Academy in the state of Maryland run by a single agency. She was later hired to develop and manage the Anne Arundel County Maryland Department of Detention Facilities' Correctional Training Academy. Under her management, both academies received accreditation from the American Correctional Association; and passed audits from the Maryland Correctional Training Commission. As well, Leslie managed the both entrance and in-service training programs for the Prince George's County Detention Facility, the Anne Arundel County Department of Detention Facilities, and the Anne Arundel County Sheriff's Office. In each part of her career, Ms. Blyther was successful in passing state and professional accrediting audits with 100% compliance.

3A. (3) the specific number of hours each expert has committed to working in each subject matter area during each year of the consent decree

The Chief Monitor, and the Deputy Monitors will minimally work 360 hours each year. The remaining team members will work 300 hours each year. Hours may increase according to the complexity of the work within assigned areas; and unexpected events, incidents and factors. However, the Chief Monitor has committed to a daily/presence. Others team members who live in the city, work in the city; and or in close proximity will also be involved minimally on a weekly basis.

3A. (4) how many of those hours will each expert be physically present in the City of Baltimore

The Chief Monitor will meet and exceed 360 hours with his daily/weekly presence in the city. The Deputy Monitors and the Project Manager will meet and exceed their designated hours. Other team members will be physically present in the city between 75-100 hours each quarter.

3B.

If you anticipate that certain experts' involvement will increase or decrease during the implementation of the consent decree depending on the stage of implementation or the other factors, please describe how you anticipate managing that involvement.

The Powers Consulting Group *estimated work effort* is based on our current knowledge of the Decree; the expertise and experience of team members; their abilities to move between multiple tasks; and our extensive knowledge about the complexities of a monitoring process. Our work effort is likely to evolve as we gain further knowledge through the BPD's Compliance Unit and its progress made thus far. All projects have a degree of risks – something unexpected occurs or something planned doesn't occur that impacts the projected workflow.

To mitigate risks, the Chief Monitor, Deputy Monitors, along with the Project Management Team, will routinely evaluate the production flow of the project, i.e., gauging the pace and quality in which material requirements and outcomes are moving toward compliance against the projected time frame for each. If an assignment is lagging behind or accelerating above our projections, the Chief Monitor will determine the need for adjusted work hours.

Using time and workflow tracking software, team members are required to record their work hours and document completed tasks.