

June 7, 2017

Puneet Cheema
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Civil Rights Division
601 D Street, N.W.
Washington, D.C. 20579

Erin Sher Smyth
Purchasing Agent for Baltimore City
231 E. Baltimore Street -- 3rd Floor
Baltimore, MD 21202

Re: Monitorship Application for the Police Department of Baltimore City

Dear Mr. Cheema and Ms. Smyth,

Please find enclosed a proposal in response to the Request for Monitor Applications in connection with the above-captioned matter.

Sincerely,



Katherine A. Lemire

Monitor Proposal

June 8, 2017

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I. Executive Summary (RFA ¶ 32)

As set forth below, we have assembled a monitorship team (“Monitorship Team”) comprised of subject matter experts with complementary skills and experience. Katherine Lemire will serve as the named Independent Monitor (“Monitor”). The core team members will fulfill roles as follows: Robert Haas will serve as the Deputy Monitor; Natashia Tidwell will serve as Counsel to the Monitor; Timothy Latterner will provide assistance as a subject matter expert; and Don Stemen will provide expertise in the area of statistical analysis, outcome assessments, and audits. Relevant experience of the core team members, as well as distinguishing skills and experience are provided in the following sections of this Proposal. Resumés members of the Monitorship Team are enclosed as Exhibit A.

The Monitorship Team’s work will adhere closely to the goals and guidelines set forth in the Consent Decree agreed upon among the United States, the Mayor and City Council of Baltimore, and the Police Department of Baltimore City (collectively referenced in this Proposal as the “Parties”) dated April 7, 2017. Those goals include offering technical assistance, providing recommendations, maintaining and active dialogue with the community, and drafting reports to inform all stakeholders, including the public, with regard to the progress of the monitorship.

The Monitorship Team described in this Proposal provides the requisite expertise to achieve the goals of the Consent Decree. Collectively, we are former federal prosecutors, law enforcement personnel, and subject matter experts. We are well-versed in federal and local laws and policing practices. In sum, the Monitorship Team presented in this Proposal will be able to expertly and efficiently ensure that the objectives of the Consent Decree have a lasting and measurable effect.

A detailed proposed budget is enclosed as Exhibit B. In sum, the proposed budget meets the parameters outlined in Paragraph 29 in the RFA.

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

A. Team Members and Background (RFA ¶ 34(a)-(c))

Provided below is a summary of relevant backgrounds of the proposed Monitoring Team. Our core team is comprised of seasoned professionals with backgrounds in law enforcement, civil rights investigations, and integrity monitoring, who possess the requisite experience to oversee and assist the City of Baltimore (the “City” or “Baltimore”) and the Police Department of Baltimore City (“BPD”) in its efforts to achieve sustainable compliance with the Consent Decree.

In addition to these core team members, Lemire LLC and Collora LLP have personnel who may provide analytical and operational support, as needed. Furthermore, we understand that team members may need to be withdrawn or added, depending on the scope of services, and

we are open to suggestions of team makeup and organization from the Parties. For additional qualifications and relevant experience, refer to the resumés of all team members in Exhibit A.

Katherine Lemire: A former federal prosecutor, Ms. Lemire has an extensive background in law enforcement practices and monitoring engagements. Ms. Lemire served as an Assistant United States Attorney in the U.S. Attorney's Office for the Southern District of New York, where she investigated and prosecuted public corruption, gang violence, and a multitude of other crimes. Before joining the U.S. Attorney's Office, Ms. Lemire served as an Assistant District Attorney in the New York County (Manhattan) District Attorney's Office.

In addition, Ms. Lemire served as Counsel to the Police Commissioner at the New York City Police Department ("NYPD"). In that position, she managed a broad portfolio of operational, legal, and managerial matters for an agency comprised of more than 53,000 employees. Her work at the NYPD included overseeing management initiatives, including an evaluation and overhaul of many of the NYPD's programs and processes.

Ms. Lemire is the founder and President of Lemire LLC, a compliance and risk consulting firm, providing investigative support for various industries in the public and private sectors. Lemire LLC is currently engaged on multiple monitorships and compliance reviews as ordered by courts and regulators. The firm is comprised of a team of experts – including former federal and local law enforcement investigators, forensic accountants, attorneys, and analysts – with specific experience in serving government and private sector clients. Lemire LLC has been engaged by businesses, government agencies, and nonprofit organizations in investigating complex matters and conducting due diligence.

Robert Haas: Mr. Haas has spent nearly all of his professional career leading law enforcement personnel and managing large government agencies. In 2016, Mr. Haas retired as Police Commissioner of the Cambridge, Massachusetts, Police Department. In that role, he served a diverse population and spearheaded numerous initiatives to improve officer relations with the community. As detailed elsewhere in this Proposal, Mr. Haas has a rich and varied history of generating initiatives within police departments, addressing many of the topics addressed in the Consent Decree, including community policing, crisis intervention, de-escalation techniques, propriety of stops and searches, interactions with youth and the mentally disabled, and a variety of community outreach initiatives.

Before joining the Cambridge Police Department, Mr. Haas served as the Massachusetts Secretary of Public Safety. In that role, he oversaw a budget of more than \$1 billion and more than 10,000 employees, including the Massachusetts State Police and a multitude of other state agencies. He also served as the Homeland Security Advisor to Governor Romney.

Mr. Haas presently serves on the monitorship team in connection with the federal monitoring of the Newark Police Division. As detailed elsewhere in this Proposal, Mr. Haas is responsible for particular subject matter areas addressed by the monitorship team, including community policing and internal affairs. He is also working on additional issues and subject matter areas addressed in the Consent Decree governing the monitorship.

Natashia Tidwell: Ms. Tidwell has more than two decades of experience as a police officer, federal prosecutor, consultant, and academic. She currently serves as Counsel at Collora LLP, a boutique litigation law firm, where she represents businesses and individuals in connection with white-collar, criminal, and civil litigation matters. Collora is comprised of a team of former federal and state prosecutors with specific experience in compliance, regulatory matters, and internal investigations. Ms. Tidwell's practice focuses specifically on internal investigations, monitorships, and compliance. She presently serves on federal monitoring teams in Ferguson, Missouri and Newark, New Jersey.

Ms. Tidwell's expertise in policing began with her long and distinguished career in the Cambridge, Massachusetts Police Department ("CPD"), where her assignments included supervisory roles in the Patrol, Internal Affairs, and Training Divisions. Ms. Tidwell joined the burgeoning community policing movement as the first school resource officer ("SRO") in the city's only public high school. As an SRO, Ms. Tidwell prioritized the improvement of police-youth interactions and the development of collaborative relationships with community-based youth service agencies. She worked closely with the local district attorney's office and probation offices on intervention strategies designed to curb juvenile delinquency. Upon her promotion to sergeant, Ms. Tidwell was assigned as a detective in the Internal Affairs Division. There, she managed a caseload that included the investigation of a fatal police-involved shooting and allegations of excessive force. As part of the investigation, she interviewed countless sworn officers and assisted in the development and implementation of the CPD's progressive discipline and early intervention policies. In addition to her investigative and development roles in the Internal Affairs Division, Ms. Tidwell conducted periodic audits to ensure compliance with existing rules for the use and reporting of deadly and non-lethal force. After several years in Internal Affairs, Ms. Tidwell rose to become the first female Lieutenant in the history of the CPD, and served as the Director of the CPD's Police Academy, where she coordinated the department's training curriculum and participated in the review and re-drafting of numerous policies and procedures.

Following her time at the CPD, Ms. Tidwell became a federal prosecutor in Washington, D.C. As a member of the Public Integrity Section of the Criminal Division of the DOJ, she prosecuted matters of public corruption around the country, including law enforcement corruption and perjury. She later served as an Assistant U.S. Attorney in the District of Massachusetts. Upon leaving government service, she entered academia as an Associate Professor of Law at New England Law Boston. Her teaching portfolio included Criminal Procedure, Evidence, and White-Collar Crime. She also developed seminar-level courses that touched on her experience in law enforcement and policing. Throughout her career, Ms. Tidwell has focused her research, writing, and speaking engagements on questions of police procedure and community policing, and has served in various advisory roles for the Boston and Cambridge Police Departments. Ms. Tidwell also serves on the City of Boston's Community Ombudsman Oversight Panel, which reviews internal affairs investigations and issues recommendations to the police department for improvements in the investigatory process, as well as refinements and clarifications to use of force reporting requirements.

Timothy Latterner: Mr. Latterner is an expert in use of force, de-escalation techniques, and related topics. Mr. Latterner spent more than 25 years in law enforcement, first as a police

officer, and then at the FBI. At the FBI, Mr. Latterner trained federal agents and local police officers in use of force and de-escalation techniques. He directly supervised more than 150 instructors, and instructed the trainers who, in turn, trained federal and local law enforcement officers. Mr. Latterner himself has directly trained thousands of police officers in use of force, de-escalation techniques, and defensive tactics.

Don Stemen: Dr. Stemen is an Associate Professor and Chairperson in the Department of Criminal Justice and Criminology at Loyola University in Chicago, Illinois. Dr. Stemen received his Ph.D. in Law and Society from New York University. Dr. Stemen previously served as the Director of Research on Sentencing and Corrections at the Vera Institute of Justice, where he worked with government officials at local, state, and federal levels to examine policies related to racial disparity in prosecutorial outcomes, organizational and cultural change in departments of correction, and substance abuse treatment.

Dr. Stemen's current research focuses on prosecutorial decision-making and plea bargaining, exploring legal and contextual factors affecting prosecutorial outcomes. His research has been supported through grants from the National Institute of Justice, the National Institute of Corrections, the Bureau of Justice Assistance, the Open Society Foundation, and the Illinois Criminal Justice Information Authority.

Lemire LLC: A certified woman-owned business enterprise ("WBE"),¹ Lemire LLC is comprised of experts – including former federal and local law enforcement investigators, forensic accountants, attorneys, and analysts – with specific experience in serving government and private sector clients in compliance, risk, and investigative matters. The firm is presently and recently engaged on multiple monitorships and matters involving the implementation of federal consent decrees, including:

- J the monitorship of the District Council of New York City (the "Carpenters Union") pursuant to a consent decree and as ordered by the Hon. Richard M. Berman, United States District Court, Southern District of New York;
- J the monitorship of a construction development project in northern Manhattan receiving federal funds and overseen by the New York City Housing Preservation and Development, to ensure compliance with local, state, and federal labor laws;
- J an appointment by the Securities and Exchange Commission and the Port Authority of New York and New Jersey to review compliance with municipal bond disclosure requirements;
- J the monitorship of Credit Suisse AG, providing forensic accounting and other investigative support in the course of a two-year monitorship ordered by the New York State Department of Financial Services; and
- J the monitorship of a large waste-hauling company, with annual revenues in excess of \$100 million, ordered by the New York City Business Integrity Commission.

Collora LLP: A Boston-based boutique litigation firm comprised exclusively of seasoned trial lawyers and appellate advocates, Collora LLP is accustomed to working collaboratively to

¹ Lemire LLC is certified as a WBE (woman-owned business enterprise) by federal, state, and local government agencies.

provide comprehensive and timely solutions to a wide host of clients in a variety of subject areas. As criminal and civil rights practitioners, Collora's attorneys are intimately familiar with the legal issues presented by the DOJ's investigation of BPD. Some of the firm's recent engagements include:

-) appointed to a select panel tasked with the investigation and adjudication of Title IX sexual assault cases for a local law school;
-) selected by the Archdiocese of Boston to review a subset of clergy sexual abuse cases and issue a findings report and recommendations for improvements to investigatory procedures and disciplinary protocols;
-) assisted the court-appointed master in investigation and evaluation of guardianship selection processes in probate and family courts; issued recommendations for remedial actions and similar improvements; and
-) supervised a multi-district federal and consolidated state mass tort litigation involving more than 12,000 individual cases as the national coordinating counsel, including responsibility for working closely with court personnel in resolving all cases as part of a global settlement program.

B. Internal Organization and Areas of Responsibility (RFA ¶ 34(c))

The internal organization of the team is set forth below. In sum, Ms. Lemire will serve as the named Monitor, and will ultimately be responsible for the progress of the monitorship. The Monitorship Team will be organized such that all members will have designated areas of responsibility and will report directly to Ms. Lemire. Mr. Haas will serve as the Deputy Monitor, assisting Ms. Lemire in the management and operation of the monitorship. Ms. Tidwell will serve in an advisory role to assist Ms. Lemire in guiding the work of the entire team and in fulfilling the Monitor's report writing responsibilities. Given their extensive law enforcement backgrounds, Mr. Haas and Mr. Latterner, with the assistance of Ms. Tidwell, will oversee police training and policy reviews. Dr. Stemen will oversee statistical analysis and data collection.

Katherine Lemire: Ms. Lemire will serve as the named Monitor and will be heavily engaged on all aspects of the monitorship. Ms. Lemire will manage the team, coordinate each aspect of the team's work, oversee the implementation of monitoring tasks, and ultimately be responsible for ensuring the City's compliance with the Consent Decree.

In the initial phase of the monitorship, Ms. Lemire will meet with the Parties and community stakeholders to understand concerns and obtain information needed to facilitate compliance with the Consent Decree. Within 90 days of assuming the role of Monitor, Ms. Lemire will develop a comprehensive monitoring plan. (RFA ¶ 12.) The plan will outline a methodology for achieving compliance within five years, developing a review and approval process, and setting benchmarks for measuring compliance. We will develop these plans after assessing the progress of initiatives already undertaken by the BPD.

Ms. Lemire will oversee the Monitoring Team's efforts, including, but not limited to: engaging with the community, including in-person meetings in Baltimore neighborhoods (RFA ¶ 14); setting up and maintaining a public-facing website (RFA ¶ 14); providing technical

assistance (RFA ¶ 15); making recommendations to all the Parties with regard to the status of compliance efforts (RFA ¶ 16); formulating outcome measures and compliance assessments (RFA ¶ 17); and producing and distributing reports documenting the efforts of the City and the BPD in achieving the goals of the Consent Decree (RFA ¶ 18). In addition, Ms. Lemire will ensure that two years after the Consent Decree is entered, and every two years thereafter, there will be a comprehensive reassessment to determine progress with regard to the goals of the Consent Decree. (RFA ¶ 19.)

Ms. Lemire will also ensure that the Monitorship Team prepares and submits annual budgets which reflect adherence to the budgetary parameters set forth in the RFA. (RFA ¶ 20.) Furthermore, Ms. Lemire will meet with stakeholders, including representatives from the City, the U.S. Department of Justice, and the Baltimore community, and will oversee the drafting of all reports and policy reviews relating to the monitorship. (RFA ¶¶ 21-22.)

Robert Haas: Mr. Haas will serve as the Deputy Monitor and will work closely with Ms. Lemire on all major tasks related to the monitorship. Mr. Haas will play a vital role in reviewing the BPD's existing policies and procedures, providing input on new policies that the BPD prepares under the Consent Decree. Mr. Haas will work with the BPD and the Monitorship Team to implement the new policies.

Mr. Haas's vast experience in law enforcement will provide expert knowledge in a broad array of subject areas, including training, community outreach, civilian oversight, and use of force.

Natashia Tidwell: Ms. Tidwell will serve the role of Counsel to the Monitor. She brings to the team not only her experience as a member of the Ferguson, Missouri, and Newark, New Jersey, monitoring teams, but also a career in law enforcement where she gained practical experience in many of the subject areas contained in the Consent Decree. Ms. Tidwell's collective experience will provide crucial support across subject areas to include training, community outreach, civilian oversight, and outcome assessments. Additionally, Ms. Tidwell will work with the Monitorship Team to draft reports of findings and recommendations.

Timothy Latterner: Mr. Latterner will serve as a subject matter expert with regard to use of force, de-escalation techniques, defense tactics, and related topics.

Don Stemen: Dr. Stemen will oversee all work related to data collection and statistical analysis. Specifically, Dr. Stemen will examine data maintained and collected by BPD and the City, including officer reports and internal investigation files. Because the work of the Monitor will depend on access to data, Dr. Stemen will work closely with the Monitor to obtain data and records necessary to conduct reliable outcome assessments, reviews, and audits.

Dr. Stemen will develop and conduct annual surveys, including developing a baseline of measures on public satisfaction with policing. He also will design, conduct, and analyze baseline and subsequent annual surveys of Baltimore residents and law enforcement personnel, as set forth in the Consent Decree.

Lemire LLC: The firm’s analysts and attorneys may provide additional support and complete tasks not otherwise assigned to members of the Monitorship Team. The firm’s analysts may provide assistance in organizing data maintained by the City and the BPD to be used in qualitative assessments, as well as assist with data analysis, which will enable the Monitorship Team to quickly analyze critical information and implement the changes mandated by the Consent Decree. Attorneys at the firm will serve as a resource in report writing.

Collora LLP: Ms. Tidwell serves as Counsel at Collora LLP, a boutique Boston litigation law firm. She will be assisted by the firm’s team of lawyers and professionals who will fill myriad roles with the Monitorship Team on an as-needed basis, particularly with respect to coordination and review of team activities and report drafting.

C. Current Time Commitments (RFA ¶ 34(d))

As further explained below, each member of the Monitorship Team is able to dedicate sufficient time to the monitorship. Team members were selected to join this team in part due to their willingness and ability to commit to this engagement.

Ms. Lemire will ensure that her work in connection with this monitorship receives paramount attention. As President of Lemire LLC, Ms. Lemire is able to re-distribute work within the firm to ensure that she has sufficient time and resources to devote to the monitorship. Mr. Haas’s present portfolio of engagements will allow sufficient time for his participation in this monitorship. Ms. Tidwell is presently employed as Counsel for Collora LLP and work on the monitorship would function as a portion of her portfolio of work at Collora. The present employment obligations for Dr. Stemen and Mr. Latterner likewise provide sufficient flexibility to allow for work on the monitorship.

D. Woman-Owned Business Status (RFA ¶ 34(e))

Lemire LLC is certified as a woman-owned business enterprise (WBE) with the State of New York, the State of New Jersey, the City of New York, the Port Authority of New York and New Jersey, and the New York City School Construction Authority. It is anticipated that Lemire LLC, including Ms. Lemire, will perform approximately one-third of the work of the monitorship.

III. Qualifications (RFA ¶¶ 26, 35)

Set forth below are the Monitorship Team’s qualifications as they relate to the requirements delineated in the Request for Monitor Applications (“RFA”). The Monitorship Team’s breadth of experience as monitors, former federal prosecutors, and former law enforcement personnel renders the team well-equipped to address the specific requirements outlined in the Consent Decree.

- a. Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders

As demonstrated above, the Monitorship Team has extensive experience organizing and successfully implementing high-stakes monitorships. The proposed monitor, Katherine A. Lemire, in her capacity as President of Lemire LLC, has served on several monitorships, all of which have involved overseeing the performance of other organizations.

Presently, Ms. Lemire serves as the Independent Consultant appointed by the Securities and Exchange Commission (“SEC”) and the Port Authority of New York and New Jersey (“Port Authority”) to review compliance with municipal bond disclosure requirements. Ms. Lemire was appointed pursuant to a consent decree signed by the SEC and the Port Authority in January 2017.

Ms. Lemire and Lemire LLC are also engaged on the federal monitorship of the District Council of New York City (the “Carpenters Union”) as ordered by the Hon. Richard M. Berman, United States District Court, Southern District of New York. The Carpenters Union is the largest construction union in New York City, with more than 25,000 members. The monitorship was ordered pursuant to a consent decree in the aftermath of indictments of the union’s leaders. Ms. Lemire and Lemire LLC serve a substantial role in the monitorship, including conducting compliance reviews, completing a review of internal disciplinary processes, investigating corruption allegations and responding to corruption “hotline” calls, evaluating hiring practices, reviewing the union’s office of inspector general, and reviewing financial audits.

Ms. Lemire and Lemire LLC are also engaged on the monitorship of Credit Suisse AG, providing forensic accounting and other investigative support in the course of a two-year monitorship imposed by the New York State Department of Financial Services. The firm’s work on this monitorship has included drafting work plans and discovery requests, advising on the design and architecture of the bank account review process, interviewing witnesses, evaluating the effectiveness of previous internal investigations, conducting tax compliance reviews, supervising a team of retired IRS agents and other investigators tasked with reviewing bank account records, and strategizing in connection with the overall goals of the monitorship.

Engaged by the New York City Housing Development Corporation, Lemire LLC is presently serving as the monitor of a development project in northern Manhattan overseen by the New York City Department of Housing Preservation and Development (“HPD”). The monitorship seeks to ensure compliance with local, state, and federal labor laws. The current engagement includes on-site investigative interviews, payroll and time-sheet auditing, training, evaluation of current operational procedures, and the reporting of labor compliance violations or potential criminal activity to HPD. Lemire LLC commenced work on this monitorship in 2016 and the work is ongoing. Lemire LLC has provided eight staff members to service this monitorship.

Lastly, Ms. Lemire and Lemire LLC were engaged on the monitorship of a large waste-hauling company with annual revenues in excess of \$100 million, as ordered by the New York

City Business Integrity Commission. Lemire LLC performed the vast majority of the work on this monitorship, which included conducting a forensic accounting review, reviewing the firm's compliance with applicable local laws, and assessing the firm's potential ties to organized crime. In the course of the monitorship, Lemire LLC completed the following work: conducting due diligence on the firm's principles and related businesses, reviewing documents filed with regulators, examining outside vendor contracts, interviewing employees and executives of the firm, downloading and analyzing thousands of emails, reviewing the firm's accounting records, reviewing wiretap recordings, and assisting in the drafting of periodic reports filed with the New York City Business Integrity Commission.

Mr. Haas presently serves on the monitorship team pursuant to a consent decree between the City of Newark and the United States. More specifically, Mr. Haas oversees the work of the monitorship in the area of community police practices and internal affairs. In that role, he reviews policies and directives. He also works on the following subject matter areas for the monitorship: civilian oversight, stops and searches, bias-free policing, use of force, and civilian complaint intake and responses.

Mr. Haas presently serves as an advisor in a U.S. Department of Justice initiative designed to assist urban police departments in addressing violent crimes through the Violence Reduction Network, which seeks to foster collaboration among police departments and their federal partners in addressing violence while preserving the fundamental tenets of community policing.

Mr. Haas has also reviewed the performance of police departments for the Commission on Accreditation for Law Enforcement Agencies ("CALEA"), a credentialing authority whose primary mission is to accredit law enforcement agencies.

Ms. Tidwell is a member of monitoring teams overseeing the implementation of consent decrees in Ferguson, Missouri, and Newark, New Jersey. As a subject matter expert in several key areas, she conducts policy reviews and training assessments, and she provides timely updates to the Monitor and other team members through in-person meetings, conference calls, and written memoranda. Ms. Tidwell relies on her vast experience in law enforcement and academia to provide technical assistance to police departments, community stakeholders, and government officials as needed. In both projects, she assists the Monitor in guiding the work of the entire team by participating in the drafting and editing of work plans and quarterly reports. She has produced methodologies and qualitative analysis instruments to support the Monitor in fulfilling his duties to conduct periodic audits and outcome assessments that update the Court and the public on the implementation of the requirements set forth in the consent decree.

As a police officer, Ms. Tidwell served as a detective in the Internal Affairs Division of the CPD where she managed a caseload that included the investigation of a fatal police-involved shooting and allegations of excessive force. While navigating constitutional safeguards and collective bargaining agreements, Ms. Tidwell interviewed countless sworn officers and assisted in the development and implementation of the Department's progressive discipline and early intervention policies. In addition to her investigative and development roles in the Internal

Affairs Division, Ms. Tidwell conducted periodic audits to ensure compliance with existing rules for the use and reporting of deadly and non-lethal force.

- b. Law enforcement practices, including community policing and engagement; use of force and force investigations; practices for conducting and reviewing pedestrian and vehicle stops, frisks, searches, and seizures; practices for conducting and reviewing arrests; crisis intervention and de-escalation techniques; bias-free policing; First Amendment protected speech and public assembly and related rights; intake, investigation, and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and policy development and officer and staff training

Beyond its monitoring experience, the proposed Monitoring Team has extensive experience in policing and related practices. Our team members are well-versed in law enforcement practices, including use of force, search and seizure practices, bias-free and community policing, and crisis intervention.

As a former federal and local prosecutor for more than a decade, Ms. Lemire is well-versed in the rules governing search and seizure. Whether reviewing cases for possible grand jury presentation or litigating at trial, Ms. Lemire regularly dealt with search and seizure practices, as well as the constitutionality of police conduct.

As a member of the Police Commissioner's executive staff, Ms. Lemire routinely participated in meetings addressing police misconduct and police-involved shootings. In this respect, Ms. Lemire advised the Police Commissioner with regard to legal standards and investigations in the aftermath of these occurrences. Ms. Lemire also accompanied and advised the Police Commissioner in the course of meetings with New York City's Civilian Complaint Review Board and the Commission to Combat Police Corruption.

With regard to bias-free policing, Ms. Lemire served as the Police Commissioner's representative on the NYPD LGBT (lesbian/gay/bi-sexual/transgender) Task Force. In this role, she frequently met with representatives of the LGBT community and worked with the community to address potential bias by police officers and appropriate standards of interaction between the police and members of the community. As for First Amendment speech and protest-related rights, Ms. Lemire met with the Police Commissioner and members of the media in connection with police treatment of members of the media in the course of the "Occupy Wall Street" protests in 2012 and 2013. Ms. Lemire advised the Police Commissioner not only with regard to rights of the media in recording protests, but also with regard to rights of protesters in the course of the Occupy Wall Street events.

During Ms. Lemire's tenure at the NYPD, she reviewed, revised, and oversaw the implementation of a variety of trainings, including those addressing the constitutionality of street-level interactions between police officers and civilians, preservation of documents for discovery purposes, court testimony and perjury, and treatment of transgender arrestees. In particular, Ms. Lemire spent a substantial period of time drafting and supervising training focused on rectifying street-level interactions between the NYPD and civilians on public housing

property. This training, which addressed the proper legal basis for stopping, questioning, and arresting civilians, was administered to thousands of police officers.² Ms. Lemire also drafted sensitivity training for police officers interacting with victims of sex crimes and domestic violence.

Mr. Haas presently serves on the monitorship of the Newark Police Division, pursuant to a consent decree between the City of Newark and the United States. More specifically, Mr. Haas oversees the work of the monitorship in the area of community police practices and internal affairs. In that role, he reviews policies and directives. He also works on the following subject matter areas for the monitorship: civilian oversight, stops and searches, bias-free policing, use of force, and civilian complaint intake and responses.

A substantial portion of Ms. Tidwell's career has focused on law enforcement practices as a uniformed member of a police department, a federal prosecutor, an academician, and now as an attorney in private practice. As a uniformed member of the Cambridge Police Department, Ms. Tidwell learned and applied principles of constitutional policing and search and seizure practices. Likewise, she has first-hand experience of the principles governing community policing, which she applied as a police officer and supervisor in the Department. At the Cambridge Police Department, Ms. Tidwell served as a member of the Community Relations Section, becoming the first school resource officer in Cambridge's public high school. In that role, Ms. Tidwell coordinated activities and workshops for the city's youth and assisted the security staff in maintaining a safe environment for students, teachers, and visitors to the school. Recently, Ms. Tidwell had the opportunity to draw on that experience as co-author of a comprehensive set of policies to guide the conduct of members of the Cleveland Division of Police in their interactions with youth. The policies combine nationwide best practices and developmental and trauma-informed approaches to police engagement with youth during interviews, arrests, and in the use of force.

² The training was referenced in a *New York Times* article dated September 25, 2012: <http://www.nytimes.com/2012/09/26/nyregion/in-the-bronx-resistance-to-prosecuting-stop-and-frisk-arrests.html>

At the Cambridge Police Department, upon Ms. Tidwell's promotion to the rank of Sergeant, she supervised officers, conducted use of force investigations, and served as the commander overseeing critical incidents. As a Sergeant-Detective in Internal Affairs, Ms. Tidwell investigated countless citizen complaints, interviewed uniformed officers and civilian witnesses, and submitted comprehensive reports. She also conducted periodic audits of use of force reporting and worked closely with the city's Police Review and Advisory Board, an entity aimed at fostering police-community relations and allowing for civilian review of police practices and investigations. Her work in Internal Affairs also included the collection and review of motor vehicle citation data for reporting in compliance with Massachusetts law seeking to curb racial profiling.

As a Lieutenant, Ms. Tidwell headed the Training Division where she developed the in-service training curriculum that included bias-free policing, search and seizure practices, and use of force training.

In 2011, Ms. Tidwell was appointed by the Mayor of Boston to the Community Ombudsman Oversight Panel, a three-member civilian oversight body tasked with reviewing Boston Police Department internal investigations cases appealed by civilians. In this capacity, Ms. Tidwell makes written findings of deficiencies in individual investigations and drafts recommendations for policy and procedure changes. In 2015, Ms. Tidwell was reappointed to the position, and is the principal drafter of a report to the Mayor evaluating the current oversight system and issuing recommendations for improvement. She is also an active member of the National Association of Civilian Oversight of Law Enforcement ("NACOLE").

Currently, as part of the monitoring teams in Ferguson and Newark, Ms. Tidwell is a subject matter expert in complaint intake and investigation, search and seizure, civilian oversight, police-youth interactions, policy development, and training. Because of her role in assessing and reviewing training materials and officer instruction regardless of topic, she is well-versed in law enforcement practice areas beyond her designated subject matter expertise.

As the Principal Firearms, Defensive Tactics, and Tactical Instructor for the FBI in New York, Mr. Latterner was responsible for training federal agents and local law enforcement officers on the use of force, de-escalation techniques, firearms proficiency, stops and searches, and crisis intervention. He oversaw more than 150 trainers who, in turn, trained federal agents and local law enforcement officers. Mr. Latterner himself has trained several thousand officers on the topics mentioned above.

c. Assessing legal sufficiency and compliance with constitutional and other legal requirements

As a federal and local prosecutor, Ms. Lemire assessed legal sufficiency and compliance with constitutional law, federal law, and local laws for more than a decade.

Likewise, as a prosecutor in federal courts throughout the United States, Ms. Tidwell assessed investigations for legal and constitutional sufficiency from intake through the grand jury process and at trial. Furthermore, in her role as Training Director of the Cambridge Police

Department, Ms. Tidwell provided sworn personnel with monthly legal updates detailing critical areas of Fourth and Fifth Amendment law, including those discrete areas in which the Massachusetts courts diverged from federal law by providing additional rights to criminal suspects and defendants. As an Associate Professor at New England Law Boston, Ms. Tidwell taught courses in Criminal Procedure and Evidence. In her law practice, Ms. Tidwell applies these same skills in her representation of individuals and businesses in government investigations and other criminal matters in state and federal court.

Throughout the course of his career in leading police departments, Mr. Haas reviewed and drafted the implementation of many policies to conform to applicable laws.

- d. Familiarity and understanding of local issues and conditions, including local experience and expertise with Baltimore's diverse communities, and issues and challenges facing those communities

If the Monitorship Team is chosen, we will promptly seek to add to our core team a member of the Baltimore community with deep familiarity and understanding of issues and conditions particular to Baltimore and its diverse communities. We will also seek approval from the Parties before this individual joins the Monitorship Team.

In addition, as the leader of a police department centered in a diverse community, Mr. Haas has extensive experience working with diverse communities and introducing initiatives aimed at increasing officers' diversity awareness and community engagement.

- e. Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods

The recipient of multiple federally-funded and foundation-funded grants and contracts, Dr. Stemen has substantial experience in data collection and qualitative analysis in connection with criminal justice matters. Specifically, Dr. Stemen has researched and analyzed data on topics including community-based supervision and treatment, prosecutorial decision-making, program evaluation, criminal case processing, capital punishment reforms, and alternative sentencing practices for drug offenders.

Dr. Stemen is currently the co-principal investigator on a MacArthur Foundation-funded grant to work with state and local criminal justice agencies in Illinois to implement local criminal justice coordinating councils, collect and analyze diverse criminal justice data sources, develop performance measures for local criminal justice systems, and assist in the creation of policy planning processes at the local level. He is also working with criminal justice agencies in Cook County, Illinois to examine the processing of emerging adults (individuals under the age of 25) through the criminal justice system from arrest to final disposition, relying on the examination of data from all local criminal justice agencies (including police, jail, courts, etc.).

For three years, Dr. Stemen served as the first Consulting Director of Research & Analytics for the organization Measures for Justice ("MFJ"). In that role, Dr. Stemen was responsible for developing the organization's research agenda and strengthening its collaboration

with government and private entities. Dr. Stemen continues to act as the chair of MFJ's Methods and Measurements Council, which assists MFJ in developing performance metrics for local criminal justice systems.

Prior to joining Loyola University in 2007, Dr. Stemen was the Director of Research for Sentencing and Corrections at the Vera Institute of Justice. Dr. Stemen's research and analysis included topics such as sentencing and corrections policies in the United States and the intersection between sentencing policies and imprisonment. Furthermore, Dr. Stemen has taught courses in research methods at both the graduate and undergraduate levels.

In all of these efforts, Dr. Stemen has worked with complex administrative data sets to assess criminal justice system outcomes and combined quantitative analyses with qualitative research designs to understand justice system outcomes. Moreover, he has worked closely with criminal justice system partners at the state and local levels to develop new policies and practices to address criminal justice system processes and to implement reforms.

As described above, while serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a re-engineering project that addressed operations and infrastructure, including staffing, information technology, crime auditing (CompStat), and counterterrorism programs. The project utilized a wide variety of methods to gather data and conduct quantitative and qualitative assessments, including interviews, surveys and focus groups.

Furthermore, in the course of multiple monitorships, internal fraud investigations, and due diligence work conducted by Lemire LLC, Ms. Lemire has overseen projects which require extensive data management. Data managed by Lemire LLC includes, for example, accounting data retrieved in the course of a forensic accounting review, employee emails retrieved and reviewed in the course of a regulatory monitorship, cyber forensic reviews completed during internal fraud investigations, and bank account data reviews conducted in the course of a bank monitorship.

Mr. Haas has extensive experience designing and implementing effective benchmarks to assess police practices, including civilian interactions and enforcement. Mr. Haas has qualitatively and quantitatively measured the effects of vehicle and pedestrian stops and searches, arrests, citizen complaints, and public perceptions of enforcement, as well as police interactions with victims and witnesses.

f. Familiarity with federal, state, and local laws

The Monitoring Team is well-versed in federal and state laws governing police practices. As a former federal prosecutor, Ms. Lemire is familiar with federal law, including laws governing civil rights and police practices. Having served as a local and federal prosecutor, Ms. Lemire litigated in local and federal court on a regular basis. As a local prosecutor, Ms. Lemire practiced criminal law in municipal court in New York City and has first-hand experience with many aspects of municipal court addressed in the Consent Decree, including administration of warrants and fines, as well as license suspensions and adjudication of traffic violations.

Through his work leading police departments and serving on the Newark monitorship team, Mr. Haas has gained a solid comprehension of federal rights and protections, and he is able to translate these policies into practices.

As a federal prosecutor in the Public Integrity Section of the U.S. Department of Justice and in the U.S. Attorney's Office in Boston, Ms. Tidwell's caseload included the investigation and prosecution of police perjury, civil rights violations, drug offenses, and organized crime. She applied her familiarity with federal, state, and local law in the development and teaching of law school courses in a myriad of subject areas. In her law practice, Ms. Tidwell represents individuals and businesses in white-collar and other criminal defense matters.

After serving as a police officer in New Jersey for approximately five years, Mr. Latterner served as an FBI Special Agent for more than two decades. These experiences provided him with a strong working knowledge of the application of federal law in policing and law enforcement generally.

g. Evaluating organizational change and institutional reform, including by applying qualitative and quantitative analyses to assess progress, performance, and outcomes

While serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a far-reaching re-engineering project that addressed operations and infrastructure, including staffing, information technology, crime auditing and accountability (CompStat), and counterterrorism programs. The project was conducted in conjunction with McKinsey & Co. and involved the evaluation, development, and implementation of process for supervisors and managers to oversee accountability in a large organization: the NYPD. In the course of this project, Ms. Lemire was regularly involved in evaluating implemented organizational changes and related reforms, including through the use of interviews, surveys, focus groups, and data reviews to assess the progress of instituted changes.

Throughout his professional career, including as a chief executive of a police department and while serving as the Massachusetts Secretary of Public Safety, Mr. Haas has become an expert in evaluating organizational reforms and cultural changes. While serving as the Massachusetts Secretary of Public Safety, Mr. Haas routinely addressed the need for organizational change in state agencies. In that role, he developed and implemented tailored strategic approaches, including the installation of new leadership, reform of cultural norms, and promotion of cooperation and collaboration among state agencies. To measure the progress of reforms, Mr. Haas oversaw the application of analyses to assess progress and outcomes.

As detailed above, Ms. Tidwell's work as a subject matter expert on monitoring teams in Newark and Ferguson includes the creation of qualitative and quantitative analysis instruments for assessing progress in meeting requirements of consent decrees. Ms. Tidwell has also provided expert consulting services to a hospital's private security force following a critical incident that resulted in a patient's death. Ms. Tidwell's work in that role included a review of the security force's policies, procedures, and records related to training, discipline, and use of force. Following an on-site visit that included interviews of key employees and extensive record review, Ms. Tidwell was the principal author of a report detailing the team's findings and

recommendations for institutional reform and improved performance in several areas, including leadership, staffing, culture, and management.

Dr. Stemen has been the principal investigator on several projects evaluating organizational change and institutional reform. He evaluated a multi-year program of organizational change in the Kansas Department of Corrections, assessing changes in institutional policies and practices, staff perceptions and adaptations to such changes, and the impact of such changes on organizational culture and outcomes. This evaluation involved both quantitative and qualitative research methods to examine performance and outcomes at the individual, unit, and organizational levels.

Dr. Stemen also has several years of experience in program evaluation, assessing the implementation and impact of a state-wide mandatory drug treatment program in Kansas, the design and impact of a prosecutorial diversion program in Cook County, Illinois, and the implementation of a case management system in the Milwaukee County District Attorney's Office.

As a researcher at the Vera Institute of Justice, Dr. Stemen also was the senior researcher on the Program on Prosecution and Racial Justice, which worked with local prosecutors' offices to examine racial disparity in prosecution outcomes. Dr. Stemen oversaw all data collection and analyses, assisted in the development of policy recommendations to address racial disparity, and assessed the impact of such changes on racial disparity in case outcomes. This project relied heavily on both quantitative data collection from prosecutors' case management systems and qualitative interviews with prosecution staff to understand local practices and policies.

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

Ms. Lemire served as the Police Commissioner's lead representative in working with New York City advocates representing the interests of domestic violence and sexual assault victims, and with members of the LGBT community. Ms. Lemire also attended briefings by the New York City Civilian Complaint Review Board and the Commission to Combat Police Corruption, met with and briefed the Mayor on policing issues, and worked with a multitude of government agencies, including the District Attorneys and their staffs.

As a former police chief, Mr. Haas has broad experience working with municipal governments, elected officials, civilian oversight bodies, and labor unions. He has engaged in contract negotiations with collective bargaining units. Mr. Haas also worked closely with civilian oversight bodies, including a civilian oversight body in Cambridge, Massachusetts, as well as other civilian special interest groups including those advocating for the disabled and LGBTQ interests.

As the Massachusetts Secretary of Public Safety, Mr. Haas established the first-ever domestic security strategy for Massachusetts. This accomplishment required him to forge alliances among multiple government agencies and municipalities while also navigating relationships with elected officials.

While assigned to the Internal Affairs Unit of the Cambridge Police Department, Ms. Tidwell worked closely and met frequently with the city's Police Review and Advisory Board to coordinate investigations and bring matters to resolution. As a two-time Mayoral appointee to Boston's Community Ombudsman Oversight Panel, described more fully above, Ms. Tidwell developed strong working relationships with city attorneys and police officials to whom she submits regular reports detailing results of her review of internal affairs investigations. Ms. Tidwell's work with the panel also involves community outreach. She is regularly called upon to serve as a panelist for community forums and other stakeholder meetings. As a member of monitoring teams in Ferguson and Newark, Ms. Tidwell interfaces frequently with community stakeholders, police, and government officials, and provides technical assistance in enhancing community policing practices and developing meaningful civilian oversight mechanisms.

i. Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing

Ms. Lemire's work at the NYPD included engaging with diverse community stakeholders. In particular, she chaired a working group focused on addressing police treatment of transgender persons. The working group included representatives from the transgender and the LGBT communities in New York City. Ms. Lemire also served as the Police Commissioner's representative in working with New York City advocates representing the interests of domestic violence and sexual assault victims.

As detailed elsewhere in this proposal, as a former police chief, Mr. Haas has extensive experience collaborating with community stakeholders and forming strategic partnerships to address how police departments respond to a variety of social issues. Through these strategic partnerships, Mr. Haas has worked to broaden the role of the police to include increased community engagement.

Ms. Tidwell's experience with community engagement began early in her law enforcement career when she was among the first in the Cambridge Police Department to implement the community engagement role of school resource officer. Since entering academia, Ms. Tidwell also has written and spoken on the relationship between police departments and diverse communities. In drafting a report evaluating civilian oversight of local law enforcement in Boston and recommending changes to the existing structure, Ms. Tidwell met regularly with community activists, clergy, and other key stakeholders to solicit input and feedback from the community about civilian complaint intake and investigation. She is also a member of the Social Justice Task Force, a group comprised of clergy, local activists, attorneys, and others tasked with reviewing Boston police policies, including use of force, training, recruitment, and the community complaint process. Most recently, the Task Force undertook the review of the Boston Police Department's body-camera pilot program and hosted a series of community meetings to promote transparency in the program's implementation.

Mr. Latterner previously served as a Drug Abuse Resistance Education (DARE) officer in the diverse community of Fort Lee, New Jersey. As the Police Recruit Training Coordinator for the Rockland County Police Academy, Mr. Latterner currently works with a variety of groups

in Rockland County to form partnerships and encourage dialogue between the police and the community. He has also participated for more than a decade in the FBI Citizens Academy, a community outreach program designed to foster a greater understanding of the role of federal law enforcement in diverse communities in the New York City metropolitan area.

- j. Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation

- k. Use of technology and information systems, including data collection and management, and analytic tools, to support and enhance law enforcement and court practices

Ms. Lemire served on the NYPD Police Commissioner's Information Technology Committee, which oversaw the implementation of key information technology initiatives. These initiatives included the centralization and increased accessibility of crime data for use by officers in the field. The committee also addressed the implementation of new databases and other information technology systems aimed at upgrading and replacing antiquated legacy systems.

Also, as referenced above, while serving as Counsel to the Police Commissioner at the NYPD, Ms. Lemire oversaw a re-engineering project which addressed operations and infrastructure, including staffing, information technology, crime auditing and accountability (CompStat), and counterterrorism programs. The project was conducted in conjunction with McKinsey & Co. and involved the evaluation, development, and implementation of processes for supervisors and managers to oversee accountability in the NYPD.

While serving as the Massachusetts Secretary of Public Safety, Mr. Haas oversaw the use of analytics, technology, and information systems to direct police resources in addressing emerging crime trends

- l. Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony

The Monitorship Team is comprised of attorneys, law enforcement officers, and

Mr. Haas has provided testimony at administrative hearings while serving as Police Commissioner.

m. Writing complex reports for dissemination to diverse audiences

Mr. Haas has served as the principal author of many policies developed while serving as Police Commissioner and as the Massachusetts Secretary of Public Safety. In particular, Mr. Haas was the principal author of the Massachusetts Homeland Security Strategy, a report which articulates a vision for domestic security and emergency preparedness.

n. Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies

As described elsewhere in this proposal, Ms. Lemire oversaw the drafting and implementation of numerous trainings delivered to thousands of uniformed members of the NYPD.

As a member of the Newark Police Division Monitoring Team, Mr. Haas has been closely involved in providing technical assistance and feedback. He has provided support in the drafting of strategic plans that have since been adopted by the Newark Director of Public Safety. Additionally, Mr. Haas has played a role in engaging the Newark Police Division with community stakeholders, and in facilitating discussions among police personnel and community organizations.

As described extensively above, Ms. Tidwell oversaw training at the Cambridge Police Department. In addition, as an appointee to Boston's Community Ombudsman Oversight Panel, Ms. Tidwell submits annual policy and training recommendations to the Boston Police Department. The group also liaises with the Boston Police Department's police academy to help better utilize civilian complaints as case studies in police training. As a member of monitoring teams in Ferguson and Newark, Ms. Tidwell frequently provides technical assistance and guidance in a host of key areas.

As detailed elsewhere in this Proposal, at the FBI, Mr. Latterner trained FBI agents and local police officers in use of force and de-escalation techniques. He directly supervised more than 150 instructors and trained the trainers who, in turn, trained federal and local law enforcement officers. Mr. Latterner himself has directly trained thousands of police officers in use of force, de-escalation techniques, and defensive tactics.

o. Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices

During Ms. Lemire's tenure at the NYPD, she reviewed, revised, and oversaw the implementation of a variety of policy and procedure changes and related trainings, including those addressing the constitutionality of street-level interactions between police officers and civilians, preservation of documents for discovery purposes, court testimony and perjury, and treatment of transgender arrestees. Ms. Lemire spent a substantial period of time drafting and supervising training focused on rectifying street-level interactions between the NYPD and civilians on public housing property. This training, which addressed the proper legal basis for stopping, questioning, and arresting civilians, was administered to thousands of police officers. Ms. Lemire also drafted sensitivity training for police officers interacting with victims of sex crimes and domestic violence.

by the Department. As detailed elsewhere in this Proposal, while leading two police departments

In her role as Training Director of the Cambridge Police Department, Ms. Tidwell developed the Department's training program and participated in the Department's accreditation efforts by reviewing and revising existing policies and procedures to meet with national best practices. Since 2012, as a member of the Cambridge Police Advisory Board, Ms. Tidwell has reviewed and drafted policies prior to implementation and provided advisory services to the Department's Police Commissioner based on national best practices. Ms. Tidwell is co-author of a model set of comprehensive policies for police-youth interactions. As described extensively above, her work as a subject matter expert in Ferguson and Newark includes reviewing and editing law enforcement policies and training curricula. Recently, she was engaged to serve as the principal legal reviewer of a forthcoming 600-plus-hour police recruit training curriculum in a large metropolitan area. That work is ongoing and proprietary.

p. Municipal budgets and budgeting processes

Throughout the course of his career, Mr. Haas has been involved in developing and overseeing state and local agency budgets, including single-agency budgets in excess of \$50 million and multi-agency budgets in excess of \$1 billion. In each instance, Mr. Haas has sought to redirect funding to satisfy agency priorities while working within budgetary restrictions.

q. Completing projects within anticipated deadlines and budgets

Our team has extensive experience completing projects within anticipated deadlines and budgets. As the top executive in a compliance firm currently involved in three substantial, multi-year monitorships, Ms. Lemire is accustomed to completing projects within anticipated deadlines and budgets, and is attuned to the fiscal scrutiny to which monitorships are typically subjected.

Mr. Haas has experience delivering projects in a timely manner while remaining within budgetary parameters, including projects for historically underfunded local agencies. Mr. Haas often sought alternative solutions to complete projects with insufficient funding, including grant funding.

Throughout her career as a police officer and as a practicing attorney, Ms. Tidwell has completed large and small projects within applicable deadlines and budgetary restraints.

- r. Any other qualifications the Monitor candidates believe are pertinent to fulfilling the duties of Monitor under the Consent Decree

The pertinent qualifications for the Monitorship Team are set forth above.

IV. Prior Experience and References (RFA ¶ 36)

The following is a list of current or recent (within the past 10 years) project experience for members of the Team relevant to the proposed monitoring duties and responsibilities.

Katherine Lemire

Contact person Raymond W. Kelly
Title Vice Chairman, K2 Intelligence
Address 845 Third Avenue, New York, NY 10022
Telephone number (212) 694-7000
Description of Work Mr. Kelly was the New York City Police Commissioner under whom Ms. Lemire served at the NYPD. (RFA ¶ 26(a)-(c), (f)-(k), (n), (o) and (q))

Contact person Glen G. McGorty
Title Partner, Crowell & Moring
Address 590 Madison Avenue, 20th Floor, New York, NY 10022-2544
E-Mail address gmcgorty@crowell.com
Telephone number (212) 895-4246
Description of Work Mr. McGorty serves as the Monitor of the District Council of New York City (the “Carpenters Union”) as ordered by the Hon. Richard M. Berman, United States District Court, Southern District of New York; including policy and investigative reviews. (RFA ¶ 26(a), (m))

Contact person Barbara S. Jones
Title Partner, Bracewell LLP
Address 1251 Avenue of the Americas, New York, NY 10020-1100
E-Mail address barbara.jones@bracewelllaw.com
Telephone number (212) 508-6105
Description of Work Ms. Jones served as the Monitor in the monitorship of a large waste-hauling company with annual revenues in excess of \$100 million, ordered by the New York City Business Integrity Commission. Lemire LLC led the investigative work in connection with this monitorship. (RFA ¶ 26(a), (m))

Robert Haas

Contact person Peter C. Harvey
Title Partner, Patterson Belknap Webb & Tyler LLP
Address 1133 Avenue of the Americas, New York, NY 10036
E-Mail address pcharvey@pbwt.com
Telephone number (212) 336-2810
Description of Work Mr. Harvey serves as the Court-appointed Independent Monitor for the City of Newark Consent Decree, and has engaged Mr. Haas to work on the monitorship. (RFA ¶ 26(a)-(d), (f)-(i), (n), (o))

Contact person Thomas O'Reilly
Title Executive Director, Police Institute, Rutgers University, Center for Law & Justice
Address 123 Washington Street, 5th Floor, Newark, NJ 07102-3094
E-Mail address thomas.oreilly@pi.rutgers.edu
Telephone number (973) 803-1473
Description of Work Mr. O'Reilly is a member of the Newark Police Division Monitoring Team. He previously served as the Homeland Security Advisor for the Governor of New Jersey during the time that Mr. Haas served in a similar role in Massachusetts. (RFA ¶ 26(a)-(d), (f)-(i), (n), (o))

Contact person Robert Wasserman
Title Chairman, Strategic Policy Partnership, LLC
Address Box 577, 22 Music Street, West Tisbury, MA 02575
E-Mail address wasserman@policy-partners.com
Telephone number (508) 693-8571
Description of Work Mr. Wasserman is a nationally-recognized expert in policing and he serves on the Newark Police Division Monitoring Team. Mr. Haas first became acquainted with Mr. Wasserman when Mr. Haas was appointed Undersecretary of Law Enforcement during Governor Romney's administration. Currently, as a Senior Consultant with Strategic Policy Partnership, LLC, Mr. Haas works on numerous projects with Mr. Wasserman. (RFA ¶ 26(a)-(d), (f)-(i), (n), (o))

Natashia Tidwell

Contact person Lisa H. Thureau
Title Founder and Executive Director, Strategies for Youth
Address P.O. Box 390174, Cambridge, MA 02139
E-Mail address lht@strategiesforyouth.org
Telephone number (617) 714-3789

Description of Work Ms. Tidwell developed a comprehensive set of policies to guide the conduct of Cleveland Department of Police officers and supervisors in their interactions with youth. (RFA ¶ 26(a)-(d), (f)-(i), (n), (o))

Contact person Robert Stewart
Title Founder, Bobcat Training and Consulting
Address Tallahassee, FL
E-Mail address bob@bobcattraining.com
Telephone number (850) 321-6682

Description of Work Ms. Tidwell reviewed and assessed the policies, procedures, and performance of a 60-member private hospital security force and draft a report memorializing the consulting team's findings and recommendations for improved performance. (RFA ¶ 26(a)-(d), (f)-(i), (n), (o))

Contact person Jon Blum
Title Vice President, Force Concepts Inc.
Address Angier, NC
E-Mail address jon@force-concepts.com
Telephone number (866) 591-3839

Description of Work Ms. Tidwell conducted legal and pedagogical review of proposed state-wide recruit training curriculum for this firm specializing in development and delivery of training content for law enforcement agencies nationwide. (RFA ¶ 26(b)-(d), (f), (g), (i), (n), (o))

Timothy Latterner

Contact person Robert Hennigan
Title Associate Director, Protiviti Forensic
Address 888 Seventh Avenue, New York, NY 10106
E-Mail address robert.hennigan@protiviti.com
Telephone number (646) 428-8231

Description of Work Mr. Hennigan is a retired Supervisory Special Agent of the FBI New York Office and a former FBI New York Office SWAT Team member with whom Mr. Latterner worked. (RFA ¶ 26(b), (f), (g), (i), (n))

Contact person Jude Tarasca
Title Special Agent, FBI New York Office
Address 26 Federal Plaza, New York, NY 10278
E-Mail address jude.tarasca@ic.fbi.gov
Telephone number (212) 384-3500

Description of Work Special Agent Tarasca is currently assigned to the FBI New York Office, West Point Firearms Training Facility. He is the lead

Firearms Instructor facilitating all police training and worked closely with Mr. Latterner. (RFA ¶ 26(b), (f), (g), (i), (n))

Don Stemen

Contact person John Maki
Title Executive Director, Illinois Criminal Justice Information Authority
E-Mail address john.maki@illinois.gov
Telephone Number (312) 793-8550
Description of Work Dr. Stemen researched the creation and implementation of risk assessment tools in the Illinois Department of Corrections and evaluated the Cook County State's Attorney's deferred prosecution program. (RFA ¶ 26(e), (g), (h), (m), (n), and (q))

Contact person Amy Bach
Title President and Executive Director, Measures for Justice
E-Mail address bach@measuresforjustice.org
Telephone Number (646) 337-8993
Description of Work Dr. Stemen provides ongoing consulting work related to the creation and monitoring of performance measures for local criminal justice systems. This work involves obtaining, merging, and analyzing data from state, county, and municipal case management systems from law enforcement, courts, and departments of corrections. (RFA ¶ 26(b), (f), (g), (i), (n))

V. Budget (RFA ¶ 37)

A detailed estimate of costs, along with estimates of time to be allocated to each initiative described in this Proposal, is set forth in Exhibit B, attached.

VI. Collaboration and Cost Effectiveness (RFA ¶ 27, 38)

Every member of the Monitorship Team has a demonstrated track record for working collaboratively with multiple parties to reach a set of goals. As set forth in the Qualifications Section of this Proposal, each team member has worked with law enforcement, as well as with municipalities and diverse communities. Likewise, all members of the Monitorship Team have worked directly for, or closely with, the U.S. Department of Justice.

The Monitorship Team will complete the work required by the Consent Decree in a cost-efficient manner. Moreover, in choosing this Monitorship Team, the Parties will have the benefit of working with seasoned attorneys without paying premium law firm rates.

VI. Potential Conflicts of Interest and Employment Restrictions (RFA ¶ 39-41)

There are no conflicts of interest or bias among the members of the Monitorship Team. In an excess of caution, we provide the following information: Ms. Lemire, Ms. Tidwell, and Mr. Latterner are former employees of the U.S. Department of Justice. In addition, Ms. Tidwell and Mr. Haas are currently engaged on the U.S. Department of Justice monitorships of the Newark Police Division and the Ferguson Police Department. In addition, Mr. Haas is engaged on several projects receiving funding from the Bureau of Justice Assistance of the U.S. Department of Justice.

For the duration of the monitorship, The Monitorship Team recognizes that the RFA prohibits particular professional engagements.

Conclusion

The experience and subject matter expertise of the proposed Monitorship Team renders us uniquely qualified to fulfill the likely mandates of the Consent Decree. We offer a unique combination of subject matter expertise and monitorship experience, while also ensuring that the goals of the expected Consent Decree are accomplished in a cost-effective manner. We welcome the opportunity to discuss our qualifications with you.

EXHIBIT A

KATHERINE A. LEMIRE

EXPERIENCE

Lemire LLC

2013 - present

President

Oversee operations for a compliance and risk consulting firm engaged on multiple federal, state, and local monitorships. Manage full-time staff and directly supervise complex engagements. Practice areas include compliance and integrity monitorships, internal investigations, anti-money laundering and bank compliance reviews, and due diligence. Current and recent engagements include:

- J Monitorship of Credit Suisse AG, providing forensic accounting and other investigative support in the course of a two-year monitorship ordered by New York State Department of Financial Services
- J Monitorship of the Carpenters Union, as directed by a federal judge, in the aftermath of an indictment charging the union's leadership with racketeering, bribery, and related crimes
- J Compliance review and oversight of a low-income housing residential construction site in northern Manhattan for the New York City Department of Housing, Preservation and Development
- J Auditing services on behalf of the New York State Governor's Office of Storm Recovery ("GOSR") to review the expenditure of federal funds relating to recovery efforts in the aftermath of Superstorm Sandy and other natural disasters
- J Compliance review of a large waste-hauling company for suspected organized crime involvement, providing operational and financial review ordered by the New York City Business Integrity Commission
- J Screening of potential pre-kindergarten vendors for the New York City Department of Education in connection with New York City's "Universal Pre-K" initiative, researching and reporting on businesses seeking substantial roles in the extension of full-day pre-kindergarten seats to more than 70,000 children

NEW YORK CITY POLICE DEPARTMENT

2009 - 2013

Counsel to the Police Commissioner

Managed a broad portfolio of operational, legal, and managerial matters for agency comprised of more than 53,000 employees. Served as principal advisor to the Police Commissioner, providing advice and counsel on a broad array of sensitive matters affecting the NYPD, while also overseeing management initiatives.

Accomplishments included:

- J Leading re-engineering project, in conjunction with McKinsey & Co., addressing NYPD operations and infrastructure, including staffing, information technology, CompStat, and counterterrorism
- J Reviewed legality of arrests and detentions within public housing properties, and drafted corrective policies and training for more than 3,000 police officers
- J Represented the Police Commissioner in meetings with community leaders and representatives, and civilian oversight organizations
- J Drafting policies and supervising training governing a variety issues, including search and seizure, evidence preservation, and witness sensitivity
- J Overseeing extensive review of the NYPD's handling of domestic violence and sex crimes cases, resulting in significant operational changes, affecting more than 250,000 police responses annually
- J Recruiting and hiring executive personnel, including multiple Deputy Commissioners

U.S. ATTORNEY'S OFFICE - SOUTHERN DISTRICT OF NEW YORK

2002 - 2009

Assistant United States Attorney

Investigated and prosecuted complex federal criminal cases. Supervised teams of investigators from federal, state, and city agencies. Litigated numerous jury trials, and argued multiple appeals before the United States Court of Appeals. Instructor for trial advocacy workshops. Caseload included:

-) Prosecution of violent gangs engaged in murder, racketeering, and narcotics-trafficking
-) Successful public corruption investigations targeting federal, state, and local elected officials
-) Identification and seizure of assets in racketeering, fraud, and money-laundering investigations
-) Prosecution of high-level members of the U.S. military engaged in money-laundering, bribery, and procurement fraud in the United States and Iraq
-) Lead counsel in United States v. Norman Hsu, resulting in conviction of high-profile campaign contribution bundler engaged in nationwide Ponzi scheme

NEW YORK COUNTY DISTRICT ATTORNEY'S OFFICE

1997 - 2002

Assistant District Attorney

Investigated and prosecuted criminal cases from grand jury proceedings through trial. Substantial trial experience, including cases involving firearms, witness tampering, assault, robbery, rape, narcotics, bank fraud, and forgery. Member of Sex Crimes Unit.

EDUCATION

NORTHWESTERN UNIVERSITY SCHOOL OF LAW, J.D., 1997

Dean's List

NEW YORK UNIVERSITY SCHOOL OF LAW, 1996-1997

BROWN UNIVERSITY, B.A., 1989

AWARDS AND QUALIFICATIONS

Above and Beyond Award for Outstanding Women in Business (2017)

New York Federal Executive Board Award, presented by Attorney General Michael B. Mukasey (2008)

Certified Anti-Money Laundering Specialist, Association of Certified Anti-Money Laundering Specialists (ACAMS)

INTERESTS

Fluent in French, basic conversational Spanish and German

Robert C. Haas

PROFESSIONAL EXPERIENCE:

Consultation Services

May 2016 – Present

Engage in a variety of consultation services and in contractual relationships with the following organizations:

- J *CNA Corporation, Arlington, VA:* Site coordinator and subject matter expert on the COPS Office “Advancing 21st Century Policing Initiative” and the Bureau of Justice Assistance’s (BJA) Violence Reduction Network.
- J *Newark Police Division Monitorship Team, Newark, NJ:* Responsibilities include overseeing monitorship team focus on community policing and internal affairs; additional subject matters include civilian oversight, stops and searches, bias-free policing, use of force, and civilian complaint intake and responses.
- J *Police Foundation, Washington, D.C.:* Executive Fellow assigned to a variety of research teams to assess the recent Republican National Convention for an updated Primer, and LEO Near Miss Project, and to serve on a focus group evaluating and developing CompStat 2.0.
- J *Justice & Security Strategies, Inc., Silver Spring, MD:* Independent contractor serving as the Subject Matter Expert on BJA’s Body-Worn Camera TTA Project for five sites.
- J *Institute for Intergovernmental Research (IIR), Tallahassee, FL:* Independent contractor leading a forum for police middle managers and providing technical assistance for training initiatives.

Cambridge Police Department, Cambridge, MA

April 2007 – May 2016

Police Commissioner (April 2007 – May 2016): The Cambridge Police Department serves a diverse population of more than 100,000. Significant initiatives include:

- J *Adoption of Police Legitimacy:* The initiative recognizes that the department’s authority is derived from all segments of the community, not solely through its legal authority. The initiative involves both internal changes within the Department, as well as external dialogue with the community.
 - J *Cambridge Safety Net Collaborative:* Multi-agency approach to engaging and supporting youth and families through preventative, early intervention, and diversionary approaches to youth-involved juvenile offenses and/or high-risk behaviors.
 - J *SMART Policing Initiative:* Partnership among three urban police departments focusing on high-risk offenders and devising methods to deter future crime, such as encouraging high-risk offenders to find alternative pathways toward integration upon re-entry into the community.
 - J *Door-to-Door Outreach Campaign:* Collaboration among the Department, the Cambridge Department of Human Services, and other community-based groups to reach out to residents in subsidized housing neighborhoods, focusing on building stronger relationships with the police department, other city departments, social service providers, and community advocates.
 - J *Homeless Outreach Initiative:* Resource allocation to better connect the city’s homeless population to services and find alternative approaches to traditional reactionary methods. This
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initiative also involves broad-based collaborative partnerships with other key stakeholders, and now includes an active, multi-disciplinary outreach to this population.

- J) *Mental Health Outreach Initiative:* Special training delivered to officers to enable them to work with mental health patients and develop an expertise in crisis intervention.

Massachusetts Executive of Public Safety, Boston, MA February 2003 – January 2007

Secretary of Public Safety (March 2006 – January 2007): Appointed by the Massachusetts Governor to serve as a member of the cabinet as the Secretary of Public Safety. Also appointed by the Governor to serve as his Homeland Security Advisor, creating the Commonwealth's Fusion Center, development and implementation of the first statewide homeland security strategy, and advisement of the Governor on homeland security matters. Oversaw various state public safety agencies, boards, and commissions, including the Massachusetts State Police, Department of Correction, National Guard, Department of Fire Services, Parole Board, Massachusetts Emergency Management Agency, Statewide Emergency Telecommunications Board, Sex Offender Registry Board, Criminal History Systems Board, Municipal Police Training Committee, and Merit Rating Board. The Executive Office of Public Safety administers a budget of more than \$1 billion and employs more than 10,000 people. Supervised the administration of federal and state public safety and homeland security grants.

Undersecretary of Law Enforcement & Homeland Security (February 2003 – March 2006): Provided direct administrative oversight to the Massachusetts State Police, Department of Fire Services, Massachusetts Emergency Management Agency, Massachusetts National Guard, Department of Public Safety, and Municipal Police Training Committee. Provided administrative oversight to the Homeland Security Division, including the implementation of Statewide Homeland Security Strategy, Statewide Interoperability Strategy, Statewide National Incident Management System Strategy, and Statewide Information Sharing Network. Coordinated the Commonwealth's planning and execution of the public safety response to the Democratic National Convention, and responsible for the organizational restructuring of the Registry of Motor Vehicles, Department of Public Safety, Massachusetts Emergency Management Agency, Statewide Emergency Telecommunications Board, Department of Fire Services, and Homeland Security Division.

Westwood Police Department, Westwood, MA March 1991 – February 2003

Chief of Police (March 1991 – February 2003): Served as the Chief Executive Officer for a suburban municipal police department located southwest of Boston, Massachusetts. In addition to the overall management of the police department, initiatives included:

- J) Development of collaborative partnerships with other law enforcement agencies, schools, social service providers, and community groups, both locally and regionally.
 - J) Creation of regional collaboration among 40 surrounding police departments to form the Metropolitan Law Enforcement Council (Metro-LEC). The Metro-LEC was established to share resources among participating agencies.
 - J) Utilization of technology and alternative staffing configurations to enhance the overall capability and operational capacity of the police department in the furtherance of its mission.
 - J) Focus on providing greater protections and support services to juvenile, adolescent, and senior populations. These efforts involved active participation in community-based initiatives and the development of innovative strategies to fill identified service gaps.
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Morris Township Police Department, Morris Township, NJ April 1976 – March 1991

Police Lieutenant (March 1989 – March 1991): Served as the administrative assistant to the Chief of Police, which involved achieving national accreditation for the department, development and management of the department's training program, and a variety of special projects for the Chief of Police. Also served in the following positions within the police department:

- J *Police Lieutenant (06/86 – 03/89):* Patrol operations shift commander; officer-in-charge of the department's tactical team; and officer-in-charge of the communications system and automated records management system.
- J *Police Sergeant (11/82 – 06/85):* Patrol shift supervisor; officer-in-charge of the department's communications system, developing the department's in-service training program and managing the Town's computer system.
- J *School Resource/Crime Prevention Officer (10/81 – 11/82):* Served as the department's crime prevention officer, responsible for developing community-based crime prevention programs and creating and implementing the department's first school resource officer program for the entire school district.
- J *Patrol Officer (04/76 – 10/81):* Performed general patrol duties and carried out preliminary investigations. Certified as an accident reconstruction investigator.

EDUCATIONAL ACHIEVEMENTS:

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| Attended | Doctoral Program in Law, Policy, and Society – Completed all course work
Graduate School of Arts and Sciences, Northeastern University, Boston, MA |
| April 1990 | Public Manager Certification , Certified Public Manager Program
School of Public Administration at Rutgers University and New Jersey Department of
Personnel, Newark, NJ |
| October 1987 | Master of Arts , Criminal Justice Administration
School of Criminal Justice at Rutgers University, Newark, NJ |
| June 1980 | Bachelor of Science , Criminal Justice Administration
William Paterson College of New Jersey, Paterson, NJ |
| June 1978 | Associate of Applied Science , Criminal Justice Administration
County College of Morris, Randolph, NJ |

PROFESSIONAL AFFILIATIONS:

- J Addiction Policy Forum National Advisory Board, member
 - J Board of Directors for Strategies for Youth, member
 - J Research on Sexual Assault on College Campuses, Advisory Board, member
 - J Police Foundation, Washington, D.C., Senior Fellow
 - J IACP Committee on Homeland Security, member
 - J Rutgers University's Faith-Based Communities Security Program, member
 - J Anti-Defamation League, Security Committee, member
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- J American Law Institute's Principles of Police Investigations, Advisor
- J Police Executive Research Forum (PERF), Sustaining Member
- J International Association of Chiefs of Police (IACP), Life Member
- J Massachusetts Chiefs of Police Association (MCOPA), Life Member
- J U.S. Attorney's Multidisciplinary Threat Assessment & Intervention Working Group, former member
- J National Governors Association's Homeland Security Advisors Executive Committee, former member; chaired the Information Sharing/Intelligence Committee
- J Executive Board of the Greater Boston Police Council's Strategic Planning Committee, former advisor
- J South District of the Boston Area Police Emergency Radio Network (BAPERN), Coordinator
- J Metropolitan Law Enforcement Council, first President of Regional Collaboration among 40 police departments
- J Massachusetts Police Accreditation Standards Committee, former member
- J Dedham District Juvenile Court Advisory Committee, former member
- J Massachusetts Chiefs of Police Association Technology Committee, former member
- J Commission on Accreditation for Law Enforcement Agencies, Inc., former assessor and team leader
- J CSR, Incorporated, reviewer; served on behalf of the National Institute for Justice as part of Peer Review Panels in assessing grant proposals and professional publications.
- J Health and Social Services Consortium Inc.'s (HESSCO) Elderly Financial Management Advisory Board, former member
- J MMA Consulting Group, Inc., former assessor; served as part of a selection process for the position of Chief of Police and other promotional assessment center panels

PROFESSIONAL AWARDS:

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|-------------|---|
| May 2011 | Cambridge City Manager's Outstanding Employee of the Year Award |
| May 2004 | Governor of Massachusetts's Outstanding Employee of the Year Award |
| April 1998 | Massachusetts State Senate's Official Citation in recognition of five years of voluntary service to HESSCO Elderly Services |
| June 1991 | President George H.W. Bush's "Point of a Thousand Lights" Award in recognition of voluntary community service with respect to the prevention of domestic violence |
| May 1991 | Morris County Prosecutor's Citation in recognition of 15 years of exemplary service to the law enforcement community in Morris County, NJ |
| March 1991 | Certificate of Commendation from the Commission on Accreditation for Law Enforcement Agencies, Inc. in recognition of serving as an Accreditation Manager |
| August 1990 | Morris County's Voluntary Action Center Award for voluntary services rendered to address various domestic violence-related issues |
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January 1990 Morris County Chief of Police Association's Distinguished Service Award for serving as the Chairman of the Morris County Law Enforcement Direction Committee

NATASHIA TIDWELL, ESQ.



As Counsel for Collora LLP, a Boston law firm, Attorney Tidwell brings a rich background across the legal industry and law enforcement landscape. For more than 20 years, she has developed and honed extensive expertise in law enforcement practices as a police officer, federal prosecutor, and as an academic. Her career in law enforcement began in 1993 when, as a newly-minted police officer in Cambridge, Massachusetts, she joined the burgeoning community policing movement as the first school resource officer in the city's only public high school. Upon her promotion to sergeant, Attorney Tidwell was assigned as a detective in the Internal Affairs Division. Whereas her work as a school resource officer relied on fostering trusting relationships directly with the community, her tenure in internal affairs focused on the critical role internal accountability and a fair and equitable disciplinary process play in a police department's perceived legitimacy.

As a member of the Internal Affairs Division, Attorney Tidwell managed a caseload that included the investigation of a fatal police-involved shooting and allegations of excessive force. While navigating constitutional safeguards and collective bargaining agreements, she interviewed countless sworn officers and assisted in the development and implementation of the department's progressive discipline and early intervention policies. In addition to her investigative and development roles in the Internal Affairs Division, Attorney Tidwell conducted periodic audits to ensure compliance with existing rules for the use and reporting of deadly and non-lethal force. After several years in the Division, Attorney Tidwell rose to become the first female lieutenant in the history of the Cambridge Police Department. As a lieutenant, she served as Police Academy Director, where she coordinated the department's training curriculum and participated in the review and re-drafting of numerous policies and procedures.

After earning a law degree, *summa cum laude*, while serving as a sergeant and lieutenant in the Cambridge Police Department, Attorney Tidwell was selected as one of seven applicants nationwide to serve in the Criminal Division of the Department of Justice as a member of the U.S. Attorney General's Honors Program. As a trial attorney in the Public Integrity Section, Attorney Tidwell supervised investigations and litigated public corruption matters throughout the Country on behalf of the United States, including cases of bribery and police perjury. She returned to Boston to continue her career as a federal prosecutor, serving as an Assistant United States Attorney for the District of Massachusetts.

Prior to entering private practice, Attorney Tidwell was an Associate Professor at New England Law | Boston. Her teaching and research agendas reflected her avid interest and expertise in law enforcement and policing. In addition to doctrinal courses in Criminal Procedure, White Collar Crime, and Evidence, she developed and taught a seminar course that, using the fictional depiction of Baltimore in the HBO™ television show "The Wire" as text, explored the relationship between police and inner-city communities with particular focus on excessive force, "stop and frisk," and other constitutional issues. She also researched and published scholarship relating to community policing and procedural justice and assisted in the development of policies designed to guide police officers in their interactions with youth for the Cleveland Division of Police.

Attorney Tidwell currently serves on Independent Monitoring teams tasked with overseeing the implementation of consent decrees in Ferguson, Missouri and Newark, New Jersey. In her role as a subject matter expert in Internal Affairs, Stop, Search & Arrest, Civilian Oversight, Training, and other

key areas, she has assisted in policy and curriculum development, drafted work plans, supervised audits, and developed strong working relationships with police, government officials, and community stakeholders. On a local level, she remains actively involved in civil rights and criminal justice reform through her pro bono work for the Boston Bar Association and as a member of the City of Boston's Community Ombudsman Oversight Panel, the city's first civilian oversight entity. As an Ombudsman, she reviews internal affairs investigations for fairness and thoroughness and issues recommendations to the police department for improvements in the investigatory process as well as refinement and clarification of departmental policies and procedures.

Curriculum Vitae
Don Stemen

Department of Criminal Justice and Criminology
 Loyola University Chicago, MC807B
 1032 West Sheridan Road
 Chicago, Illinois 60660

Office Phone: 773.508.8505
 Email: dstemen@luc.edu

EDUCATION

- 2007 PhD, Law and Society
 New York University, New York, NY
 Dissertation: *Policies of Imprisonment: Sentencing and Corrections Policy Innovation in the United States, 1970-2002*. (Chair: Jo Dixon).
- 1997 MA, Criminal Justice
 University of Illinois at Chicago, Chicago, IL
 Thesis: *Hate Crime: Media Images of an Emergent Crime Problem*.
- 1993 BS, Mathematics
 University of Illinois at Chicago, Chicago, IL

PROFESSIONAL EXPERIENCE

- 2014-Present Chairperson, Department of Criminal Justice and Criminology,
 Loyola University Chicago, Chicago, IL
- 2013-2014 Assistant Chairperson, Department of Criminal Justice and
 Criminology, Loyola University Chicago, Chicago, IL
- 2013-present Associate Professor, Department of Criminal Justice and
 Criminology, Loyola University Chicago, Chicago, IL
- 2013-present Research Fellow, Robina Institute of Criminal Law and Criminal
 Justice, University of Minnesota School of Law, Minneapolis, MN
- 2007 – 2013 Assistant Professor, Department of Criminal Justice and
 Criminology, Loyola University Chicago, Chicago, IL
- 2006 – 2007 Director of Research for Sentencing and Corrections
 Vera Institute of Justice, New York, NY
- 2001 – 2006 Senior Research Associate, Vera Institute of Justice, New York,
 NY

AREAS OF RESEARCH INTEREST

Criminal justice policy innovation and diffusion
 Community-based supervision and treatment
 Prosecutorial decision making
 Program evaluation

FELLOWSHIPS AND AWARDS

Henry Mitchell MacCracken Fellowship, New York University (1997-2002)
 Engberg Fellowship, New York University (1997)
 Phi Beta Kappa (1993)

PUBLICATIONS

Refereed articles

- 2017 Rengifo, Andres F., **Don Stemen**, and Ethan Amidon. When policy comes to town: Discourses and dilemmas of implementation of a statewide reentry policy in Kansas. *Criminology* (forthcoming).
- 2017 **Stemen, Don**. Beyond the War: The Evolving Nature of the U.S. Approach to Drugs. *Harvard Review of Law and Policy* (forthcoming).
- 2017 George, Christine, John Orwat, **Don Stemen**, Jennifer Cossyleon, and Witney Key. Deferring Felony Prosecution: A Process Evaluation of an Innovative Cook County State's Attorney's Office Program. *Journal of Criminological Research, Policy and Practice* (forthcoming).
- 2015 Goldschmidt, Jona and **Don Stemen**. Patterns and trends in Federal pro se defense 1996-2011: An exploratory study. *The Federal Courts Law Review* 8(3): 81-110.
- 2015 **Stemen, Don** and Andres F. Rengifo. The focal concerns of sentencing and mandatory sentencing laws: Circumvention in the context of mandatory probation and treatment. *Journal of Crime and Justice* 38: 183-203 (first published online February 20, 2014).
- 2015 Rengifo, Andres F. and **Don Stemen**. The unintended effects of penal reform: Racial threat, determinate sentencing and incarceration in the United States (1978-2004). *Crime and Delinquency* 61: 719-741 (first published online May 25, 2012).
- 2013 **Stemen, Don** and Bruce Frederick. Rules, resources, and relationships: Contextual constraints on prosecutorial decision making. *31 Quinnipiac University Law Review* 1.

- 2013 Rengifo, Andres F. and **Don Stemen**. The impact of drug treatment on recidivism: Do mandatory programs make a difference? Evidence from Kansas' Senate Bill 123. *Crime and Delinquency* 59: 930-950 (first published online January 22, 2010).
- 2012 **Stemen, Don** and Andres F. Rengifo. Charting the evolution of structure and determinacy in state sentencing and corrections policies, 1970-2010. *Justice Research and Policy*, 14 (2): 1-46.
- 2012 Heimer, Karen, Kecia R. Johnson, Joseph B. Lang, Andres F. Rengifo, and **Don Stemen**. Race and women's imprisonment: Poverty, African American presence, and social welfare. *Journal of Quantitative Criminology* 28(2): 219-244.
- 2011 **Stemen, Don** and Andres F. Rengifo. Reconciling the multiple objectives of drug diversion programs: Evidence from Kansas' Senate Bill 123. *Evaluation Review* 35(6): 642-672.
- 2011 **Stemen, Don** and Andres F. Rengifo. Policies and imprisonment: The impact of structured sentencing and determinate sentencing on state incarceration rates, 1978-2004. *Justice Quarterly* 28(1): 174-201.
- 2010 Rengifo, Andres F., **Don Stemen**, Brendan Dooley, Ethan Amidon, and Amanda Gendon. Cents and sensibility: A case study of corrections reform in Kansas and Michigan. *Journal of Criminal Justice* 38(4): 419-426.
- 2009 **Stemen, Don** and Andres F. Rengifo. Mandating treatment for drug possessors: The impact of Senate Bill 123 on the criminal justice system in Kansas. *Journal of Criminal Justice* 37(3): 296-304.
- 2007 **Stemen, Don**. Reconsidering incarceration: New directions for reducing crime. *Federal Sentencing Reporter* 19(4): 221-233. (cited by U.S. Court of Appeals for the Fourth Circuit in *U.S. v. Gregg* (435 Fed. Appx 209, June 17, 2011)).
- 2005 **Stemen, Don** and Daniel F. Wilhelm. Finding the jury: State legislative responses to *Blakely v. Washington*. *Federal Sentencing Reporter* 18(1): 7-11. (Cited by the U.S. Supreme Court in *Cunningham v. California* (549 U.S. 270, January 22, 2007)).
- 2004 Wool, Jon and **Don Stemen**. Aggravated sentencing: *Blakely v. Washington*. *Federal Sentencing Reporter* 17(1): 60-68. (Cited by the Supreme Court of Colorado in *Lopez v. State* (113 P.3d 713, May 23, 2005)).
- 2004 Wool, Jon and **Don Stemen**. Changing fortunes or changing attitudes: Sentencing and corrections reforms in 2003. *Federal Sentencing Reporter* 16(4): 294-306.

- 2003 Sorensen, Jon, Robert Hope, and **Don Stemen**. Racial disproportionality in state prison admissions: Can regional variation be explained by differential arrest rates? *Journal of Criminal Justice* 31(1):73-84.
- 2002 Sorenson, Jon and **Don Stemen**. The effects of state sentencing policies on incarceration rates. *Crime and Delinquency* 48(3): 456-475.

Technical reports (selected)

- 2012 **Stemen, Don** and Bruce Frederick. *The Anatomy of Discretion: An Analysis of Prosecutorial Decision-making*. Final Report submitted to the National Institute of Justice (grant # 2009-IJ-CX-0040).
- 2011 Rengifo, Andres F. and **Don Stemen**. *Context and Impact of Organizational Changes in State Corrections Agencies: A Study of Local Discourses and Practices in Kansas and Michigan*. Final report to the National Institute of Corrections (grant # 09PEI32GKA7).
- 2010 **Stemen, Don** and Andres F. Rengifo. *Alternative Sentencing Policies for Drug Offenders: Evaluating the Effectiveness of Kansas Senate Bill 123*. Final Report submitted to the National Institute of Justice (grant # 2006-IJ-CX-0032; reobligated as 2006-IJ-CX-4032).
- 2006 **Stemen, Don** and Andres F. Rengifo. *Mandating Treatment: A Process Evaluation of SB 123 in Kansas*, Topeka, KS: Kansas Sentencing Commission.
- 2005 **Stemen, Don** and Andres F. Rengifo. *Of Fragmentation and Ferment: The Impact of State Sentencing Policies on Incarceration Rates, 1975-2002*. Final report to the National Institute of Justice (grant # 2002-IJ-CX-0027)
- 2004 **Stemen, Don**. *The Kansas Sentencing Guidelines: An Evaluation of the Proportionality of Sentences*. Topeka, KS: Kansas Sentencing Commission.

Professional publications

- 2013 **Stemen, Don**. *Cook County Justice Advisory Council Research Bulletin: An Examination of Felony Case Processing in the Circuit Court of Cook County, 2000-2012*. Cook County Justice Advisory Council.
- 2013 **Stemen, Don** and John Maki. *Reforming Illinois' Prison System from the Inside-Out: A Blueprint for the Implementation of Risk Assets Needs Assessment and System Change in the Illinois Department of Corrections*. John Howard Association of Illinois.

- 2013 Olson, David, and **Don Stemen**. *Prison Sentence Lengths and Time Served Among Prison Releasees in Illinois*. Research Briefing, Illinois Sentencing Policy Advisory Council.
- 2012 Olson, David, and **Don Stemen**. *Drivers of the Illinois Sentenced Population: Probation Analysis*. Research Briefing, Illinois Sentencing Policy Advisory Council.
- 2012 Olson, David, **Don Stemen**, and Kathy Saltmarsh. *A Retrospective Examination of Felony Sentencing in Illinois*. Research Briefing, Illinois Sentencing Policy Advisory Council.
- 2012 Olson, David, and **Don Stemen**. *The Impact of Mandatory Supervised Release (MSR) Returns on Illinois' Prison System*. Research Briefing, Illinois Sentencing Policy Advisory Council.
- 2011 Olson, David, **Don Stemen**, and Kathy Saltmarsh. *A Retrospective Examination of Felony Sentencing in Illinois*. Research Bulletin, Illinois Sentencing Policy Advisory Council.
- 2011 Shubik-Richards, Claire and **Don Stemen**. *Philadelphia's less crowded, less costly jails: Taking stock of a year of change and the challenges that remain*. Philadelphia, PA: The Pew Charitable Trusts.
- 2010 Shubik-Richards, Claire and **Don Stemen**. *Philadelphia's crowded, costly jails: The search for safe solutions*. Philadelphia, PA: The Pew Charitable Trusts.
- 2009 McKenzie, Wayne, **Don Stemen**, and Derek Coursen. *Prosecution and racial justice: Using data to advance fairness in criminal prosecution*. New York, NY: Vera Institute of Justice.
- 2006 **Stemen, Don** and Daniel F. Wilhelm. Supreme court decision focuses states' attention on sentencing regimes. *State News: Council of State Governments* 48(6): 20-36.
- 2005 Kelly, Patrick and **Don Stemen**. *Probation reform: Is zero tolerance a viable option?* New York, NY: Vera Institute of Justice.

Works under review/in progress

Stemen, Don. Structured sentences or structured sentencing? What we mean when we talk about structure (and determinacy) in sentencing.

Stemen, Don. The politics of sentencing reform: Sentencing and corrections policy innovation in the United States, 1975-2002.

Stemen, Don. Justice, fairness, and consistency: Prosecutors' perspectives on decision making.

Stemen, Don. Variation in the screening, charging, and plea bargaining strategies of prosecutors.

Stemen, Don and Gipsy Escobar. Punishment and pragmatism: Prosecutors' attitudes about the goals of prosecution.

Stemen, Don and Andres F. Rengifo. The "newest" penology: Understanding the philosophical and organizational goals of penal reforms under the new penology.

Stemen, Don and Andres F. Rengifo. Citizenship and just desserts: An examination of sentencing discounts for Hispanic defendants.

RESEARCH GRANTS AND CONTRACTS

- 2016-2018 Co-Principal Investigator (with David Olson and Diane Geraghty, Co-Principal Investigators). *Research Support to the Implementation of the Illinois Governor's Commission on Criminal Justice and Sentencing Reform Recommendations: A Loyola and Illinois Criminal Justice Information Authority Collaboration.* MacArthur Foundation (\$500,000).
- 2016-2017 Co-Principal Investigator (with David Olson, Co-Principal Investigator). *Felony Sentencing and Prison Utilization Research, Evaluation, and Strategic Planning Efforts in Illinois.* Illinois Criminal Justice Information Authority, (\$49,811).
- 2017 Co-Principal Investigator (with David Olson and Cody Stephens, Co-Principal Investigators). *A Process Evaluation of TASC's Winner's Circle Program.* Funded by the Field Foundation. Field Foundation (\$17,990).
- 2017 Co-Principle Investigator (with David Olson, Co-Principal Investigator). *Adult Redeploy Illinois Planning Grant for the Circuit Court of Cook County, Adult Probation Department.* Adult Redeploy Illinois/Illinois Criminal Justice Information Authority (\$29,707).
- 2013-2014 Co-Principal Investigator (with Christine George, Co-Principal Investigator, and John Orwat, Co-Principal Investigator). *Evaluation of the Cook County State's Attorney's Office Deferred Prosecution Program.* Illinois Criminal Justice Information Authority. (\$60,000).
- 2013 Principal Investigator. *An Examination of Felony Case Processing in the Circuit Court of Cook County, 2000-2012.* Cook County Justice Advisory

- Council. (\$5,000).
- 2013 Principal Investigator. *Implementing the Measures for Justice: A Milwaukee Pilot*. Measures for Justice. (\$20,000).
- 2009-2012 Principal Investigator (with Bruce Frederick, Co-Principal Investigator). *The Anatomy of Discretion: An Analysis of Prosecutorial Decision-making*. National Institute of Justice (2009-IJ-CX-0040). (\$393,564).
- 2011 Principal Investigator. *An Analysis of the Philadelphia Prison Population – One Year Later*. Philadelphia Research Initiative: Pew Charitable Trusts. (\$10,000).
- 2010 Principal Investigator. *An Analysis of the Philadelphia Prison Population*. Philadelphia Research Initiative: Pew Charitable Trusts. (\$10,000).
- 2009-2010 Co-Principal Investigator (with Andres F. Rengifo, Co-Principal Investigator). *Context and Impact of Organizational Changes in State Corrections Agencies: A Study of Local Discourses and Practices in Kansas and Michigan*. National Institute of Corrections (09PPEI32GKA7). (\$114,919).
- 2008-2009 Co-Principal Investigator (with David Olson, Co-Principal Investigator, and Robert Lombardo, Co-Principal Investigator). *The Implementation and Impact of Capital Punishment Reforms in Illinois*. Illinois Capital Punishment Reform Committee. (\$75,000).
- 2007 Principal Investigator. *Evaluation of the New York State Parole Stability Scale*. New York State Division of Parole. (\$120,000).
- 2006-2010 Principal Investigator (with Andres F. Rengifo, Co-Principal Investigator). *Alternative Sentencing Policies for Drug Offenders: Evaluating the Effectiveness of Kansas Senate Bill 123*. National Institute of Justice (2006-IJ-CX-0032; reobligated as 2006-IJ-CX-4032). (\$273,897).
- 2006-2007 Principal Investigator. *Sex Offender Sentencing Practices in the United States*. Bureau of Justice Assistance (2006-WP-BX-K329; 2006-MU-BX-K018). (\$175,000).
- 2005-2006 Principal Investigator. *Analyzing Drug Sentencing Data in the State of Nebraska*. Nebraska Community Corrections Council. (\$70,000).
- 2005-2006 Principal Investigator. *Evaluating Data Collection and Maintenance Capacities in the State of Nebraska*. Nebraska Crime Commission.

(\$70,000).

- 2005-2006 Principal Investigator. *The Misplaced Emphasis on Crime and Incarceration: New Directions for Policy*. Open Society Institute. (\$42,000).
- 2004 Principal Investigator. *The Kansas Sentencing Guidelines: An Evaluation of the Proportionality of Sentences*. Kansas Sentencing Commission. (\$25,000).
- 2002-2004 Principal Investigator (with James Wilson, Co-Principal Investigator). *Of Fragmentation and Ferment: Sentencing and Corrections Reforms and Prison Populations, 1975-2002*. National Institute of Justice (2002-IJ-CX-0027). (\$268,000).

INVITED PRESENTATIONS

- 2016 Sentencing Policy and Custodial Considerations. Invited presentation at the Emerging Adults and the Criminal Justice System: Charting the Course for Policy and Practice Conference, Chicago, Illinois: February 19, 2016.
- 2015 Plea Bargaining in Wisconsin: Prosecutor Effects on Charge Reductions and Sentencing Outcomes, with Gipsy Escobar and Amy Bach. Invited presentation to the 2012 Albany NSF-RCN Symposium on Understanding Guilty Pleas. University at Albany, State University of New York, Albany, NY June 2-3, 2015.
- 2015 Criminal Sentencing and the Correctional Population, with David E. Olson. Invited presentation to the Illinois House Judiciary/Criminal Law Committee Subject Matter Hearing, Chicago, IL: February 11, 2015.
- 2014 Measures for Justice. Invited presentation to the Quattrone Center for the Fair Administration of Justice. University of Pennsylvania Law School, Philadelphia, PA: March 4, 2014.
- 2014 Measures for Justice. Invited presentation to the Radcliffe Institute for Advanced Study. Harvard University, Cambridge, MA: February 28, 2014.
- 2013 The Meaning and Extent of Mass Incarceration in the United States. Invited presentation to the Schwietzer Symposium: Mass Incarceration as a Public Health Issue, Chicago, IL: October 2013.
- 2013 An Examination of Felony Case Processing in the Circuit Court of Cook County, 2000-2012. Invited presentation to the STAR Public Safety Council, Cook County Board President's Office. Chicago, IL: October 2013.

- 2013 Prosecutorial Decision Making: The Anatomy of Discretion, with Bruce Frederick. Invited presentation to the Battered Women's Justice Project. Minneapolis, MN, April 2013.
- 2013 The Unintended Effects of Penal Reform: Racial Threat, Determinate Sentencing and Incarceration in the United States (1978-2004). (with Andres F. Rengifo). Invited presentation to the Vera Institute of Justice, New York, NY, December 2012.
- 2012 Major Findings from the Analyses of Felony Probation Sentences & Prison Sentence Lengths/Time Served Analyses. (with David Olson, Sema Taheri and Michelle Mioduszewski). Presented to the Illinois Sentencing Policy Advisory Council, Chicago, September, 2012.
- 2012 Implementing Statewide Mandatory Probation/Treatment Laws for Drug Offenders: Evidence from Kansas' Senate Bill 123. National Association of Sentencing Commission Annual Conference, Chicago, IL, August 2012.
- 2012 Parole Violators in Illinois: The Impact of Mandatory Supervised Release (MSR) Violators & Time Served on IDOC's Population. (with David Olson). Presented to the Illinois Sentencing Policy Advisory Council, Chicago, April 2012.
- 2010 Race and Prosecution: Understanding Prosecutorial Decision-Making in Two County District Attorney Offices. National Institute of Justice Research Conference, Washington, DC, June 2010.
- 2009 Negotiating the Multiple Objectives of Policies for Drug Offenders: Kansas Experience with Mandatory Treatment. (with Andres F. Rengifo). BJS/JRSA Annual Meeting, Saint Louis, MO, October 2009.
- 2009 Kansas Senate Bill 123. Criminal Justice Processes and Offender Performance. (with Andres F. Rengifo). National Institute of Justice Research Conference, Washington, DC, June 2009.
- 2008 Race and Prosecutorial Decision-Making in Milwaukee, Wisconsin. (with Wayne McKenzie). National Black Prosecutors Association, Ft. Lauderdale, FL, July 2008.
- 2005 Policies and Imprisonment: State Sentencing Policies and Incarceration Rates National Association of State Sentencing Commissions Annual Meeting, Washington, DC, August 2005.
- 2005 Of Fragmentation and Ferment: The Impact of State Sentencing Reforms on Prison Populations. (with Andres F. Rengifo). National Institute of Justice Research in Progress Seminar, Washington, DC, March 2005.

- 2004 *Blakely v. Washington*: Practical Implications for State Sentencing Systems, Bureau of Justice Statistics/Justice Research and Statistics Association Annual Conference, Seattle, WA, October 2004.
- 2004 Determinate Sentencing, Sentencing Guidelines, and State Incarceration Rates, 1970-2002. National Association of State Sentencing Commissions Annual Meeting, Santa Fe, NM, August 2004.
- 2003 The Impact of State Budget Crises on State Sentencing and Corrections Policies. The Drug Policy Alliance 2003 Biennial Conference, East Rutherford, NJ, November 2003.

PAPER PRESENTATIONS

- 2016 The Influence of Individual and Community Characteristics in Sentencing Practices. (with David Olson). Annual Meetings of the American Society of Criminology Annual Meeting. New Orleans, LA, November 2016.
- 2016 Prosecuting Emerging Adults: The Effects of Age on Screening, Charging, and Sentencing Decisions. Annual Meetings of the American Society of Criminology Annual Meeting. New Orleans, LA, November 2016.
- 2015 Prison Length of Stay and Recidivism: Some New Considerations. (with David Olson). Annual Meetings of the American Society of Criminology Annual Meeting. Washington DC, November 2015.
- 2015 The Effects of Prosecutorial Charging Decisions on Case Outcomes. (with Gisp Escobar). Annual Meetings of the American Society of Criminology Annual Meeting. Washington DC, November 2015.
- 2014 Plea Bargaining in Wisconsin: Prosecutor Effects on Charge Reductions and Sentencing Outcomes. Annual Meetings of the American Society of Criminology Annual Meeting. San Francisco, CA, November 2014.
- 2014 The Center for Excellence in Homicide & Sex Assault Investigations: Preliminary Findings from Law Enforcement Surveys. Annual Meetings of the American Society of Criminology Annual Meeting. San Francisco, CA, November 2014.
- 2013 The Philosophical and Organizational Goals of Sentencing and Corrections Reform. Annual Meetings of the American Society of Criminology Annual Meeting. Atlanta, GA, November 2013.

- 2013 The Demise of Public Housing Projects and its Effect on Gang Activity in Chicago. (with Gipsy Escobar). Annual Meetings of the American Society of Criminology Annual Meeting. Atlanta, GA, November 2013.
- 2012 Variation in the Screening, Charging, and Plea Bargaining Strategies of Prosecutors. Annual Meetings of the American Society of Criminology Annual Meeting. Chicago, IL, November 2012.
- 2011 Contextual Constraints on Prosecutorial Discretion: The Effects of Policies, Resources, and Relationships on Prosecutors' Decisions. (with Bruce Frederick). Annual Meetings of the American Society of Criminology. Washington, DC, November 2011.
- 2011 Balancing Strength of Evidence and Contextual Constraints: A Multi-Method Study of Factors Affecting Prosecutors' Decisions. (with Bruce Frederick). Annual Meetings of the American Society of Criminology. Washington, DC, November 2011.
- 2011 Understanding Community Context in the Sentencing of Murderers. (with David Olson and Gipsy Escobar). Annual Meetings of the American Society of Criminology. Washington, DC, November 2011.
- 2011 Citizenship and Just Desserts: An Examination of Sentencing Discounts for Hispanic Defendants. Annual Meetings of the Law and Society Association. San Francisco, CA, June 2011.
- 2010 Prosecutorial Decision-Making: A Multi-Site Study of the Factors Affecting Prosecutors' Decisions. Annual Meetings of the American Society of Criminology. San Francisco, CA, November 2010.
- 2010 Correctional Bureaucracies and Prison Reform: Documenting Strategies of Adaptation, Resistance, and Support. (with Ethan Amidon and Andres Rengifo). Annual Meetings of the American Society of Criminology. San Francisco, CA, November 2010.
- 2009 Mandating Treatment: The Impact of Mandatory Community-Based Drug Treatment in Kansas. (with Andres F. Rengifo). Annual Meetings of the American Society of Criminology. Philadelphia, PA, November 2009.
- 2008 Policies of Imprisonment: Sentencing and Corrections Policy Innovation in the United States, 1970-2002. Annual Meetings of the American Society of Criminology. Saint Louis, MO, November 2008.
- 2008 Race and Trends in Women's Imprisonment: The Consequences of Welfare, Drug

- Penalties, and Economic Hardship. (with Kecia Johnson, Karen Heimer, Andres F. Rengifo, and Joseph B. Lang). Annual Meetings of the American Society of Criminology. Saint Louis, MO, November 2008.
- 2005 Examining the Decision-Making Practices of Line Prosecutors in Two Counties. Annual Meetings of the American Society of Criminology. Los Angeles, CA, November 2005.
- 2005 Mandating Treatment: An Implementation Evaluation of Kansas' Mandatory Community-Based Drug Treatment Program. (with Andres F. Rengifo). Annual Meetings of the American Society of Criminology. Los Angeles, CA, November 2005.
- 2004 Incarceration Rates and Social Forces: A State-Level Analysis, 1975-2002. (with Andres F. Rengifo). Annual Meetings of the American Society of Criminology. Toronto, Canada, November 2005.
- 2004 Of Fragmentation and Ferment: Studying the Effects of State Sentencing Policy on Incarceration. (with Andres F. Rengifo). Annual Meetings of the American Society of Criminology. Toronto, Canada, November 2005.
- 2003 Judicial Discretion and Sentencing Guidelines Systems: Beyond the Voluntary/Presumptive Dichotomy. Annual Meetings of the American Society of Criminology. Denver, CO, November 2003.
- 2003 Of Fragmentation and Ferment: State Sentencing and Corrections Reforms, 1975-2002. (with James A. Wilson). Annual Meetings of the American Society of Criminology. Denver, CO, November 2003.
- 2001 The Effect of State Sentencing Policies on Incarceration Rates. (with Jon Sorenson). Academy of Criminal Justice Sciences Annual Meeting. Washington, DC, April 2001.

TEACHING EXPERIENCE

- Undergraduate: Introduction to the Criminal Justice System
 Sentencing Policy in the United States
 Research Methods
 Criminal Justice Capstone
 Criminal Courts
 Mass Incarceration
- Graduate: Politics and Policy in the Criminal Justice System
 Research Methods
 Program Evaluation

Sentencing Policy in the United States

ACADEMIC SERVICE

National Service

Editorial Board – *Criminology, Criminal Justice, Law and Society*

Manuscript Reviewer, *Journal of Criminal Justice, Crime and Delinquency, Justice Research and Policy, Criminology, Justice Quarterly, Law and Society Review, Criminal Justice Policy Review.*

Proposal Reviewer, National Institute of Justice (2010-present).

Proposal Reviewer, National Science Foundation Law and Society Section (2013).

Member, American Society of Criminology, Program Committee Area Chair, Prisons and Jails (2011).

Departmental Service

Department Chairperson (2014-present)

Assistant Department Chairperson (2013-2014)

Chair, Full time tenure track search committee (2013)

Chair, Full time tenure track search committee (2012)

Member, Full time tenure track search committee (2011)

Member, Undergraduate curriculum committee (2011-present)

Member, Comprehensive Exam Revision Committee (2011)

Member, Graduate Admissions Committee (2011-present)

Member, Department Chairperson search committee (2010)

Department Webmaster (2008-present)

Organizer - Crime, Law and Policy Workshop, 2008-2009

University Service

Loyola University Chicago Institutional Review Board (2008-present)

University Senate (2015-present)

Faculty Council (2015-present)

External Boards

Strategic Planning Advisory Group, John Howard Association of Illinois

Research Advisory Group, Measures for Justice, 2011-present

Research Advisory Group, Illinois Disproportional Justice Impact Study Commission, 2009

PROFESSIONAL MEMBERSHIPS

Law and Society Association
American Society of Criminology

TIMOTHY J. LATTERNER

EXPERIENCE

COLLABORATIVE SECURITY SOLUTIONS, LLC

2016 – Present

Founder and President

-) Provide security consulting, preparation, and educational training to clients regarding threat assessment and mitigation, workplace violence, active shooter scenarios, firearms, and defensive tactics
-) Serve as the Basic School Coordinator for the Rockland County Police Academy
-) Serve as the Police Recruit Training Coordinator for the Rockland County Police Academy, working with community groups in Rockland County, New York, to form partnerships and encourage dialogue between the police and the community

AETNA INC.

2015 – 2016

Director, Global Security

-) Led educational programs regarding corporate security awareness
-) Evaluated security controls and operations to detect continual changes in security threats

FEDERAL BUREAU OF INVESTIGATION

1995 – 2015

Program Manager

-) Oversaw and trained more than 150 FBI instructors, directing training in connection with use of force, de-escalation techniques, defensive tactics, and active shooter programs for FBI Special Agents and local, state, and federal law enforcement entities
 - Increased training compliance by 40% for more than 1,100 Special Agents within the first month; achieved 99% compliance in all subsequent years for weapons qualifications, survival, and defense tactics
-) Served as an adjunct instructor for Motivational and Ethical Leadership for the FBI Leadership Development Institute
-) Provided operational and administrative oversight to three different facilities with an equipment budget in excess of \$500,000, including training more than 1,100 Special Agents and managing over 5,000 weapons systems

Principal Firearms Instructor

-) Delivered customized training classes and scenario-based drills for private sector and law enforcement entities in active shooter and emergency preparedness
-) Additional subjects taught included de-escalation, use of force, and defensive tactics
-) Managed training resources, including selection and development of instructors

Special Agent

-) Selected as one of three Special Agents to collaborate on the High Intensity Trafficking Area Fugitive Task Force, along with officials of the FBI, NYPD, U.S. Marshals and other law enforcement entities, planning and implementing high-risk arrests
-) Served on the Regional Emergent Drug Squad, investigating complex organizations with alleged ties to drug trafficking, money laundering, and other serious and violent crimes

-) Compiled analysis and reporting for FBI leadership regarding firearms qualifications, training efficacy, equipment utilization, and sensitive inventory

FORT LEE POLICE DEPARTMENT (NEW JERSEY)

1993 – 1995

Police Officer

-) Served as a Drug Abuse Resistance Education (DARE) instructor for local schools

ALLENDALE POLICE DEPARTMENT (NEW JERSEY)

1990 – 1993

Police Officer

UNITED STATES ARMY

1987 – 1990

Platoon Leader, 21st Military Police Company (Airborne)

-) Led more than 35 paratroopers, including the deployment to and invasion of Panama
-) Supported the 82nd Airborne Division and the 3rd Ranger Battalion during combat
-) Oversaw a \$1 million budget in equipment and weapons systems

Executive Officer and Platoon Leader, 2nd Military Police Company

-) Supervised the training of 300 soldiers at the North Korea border
-) Maintained security for the 2nd Infantry Division's Tactical Operations Center and Division's Commanding General

EDUCATION

SETON HALL UNIVERSITY, M.A. General Professional Education, 1993

SETON HALL UNIVERSITY, B.A. Criminal Justice, 1987

EXHIBIT B

Cost Proposal: Year 1

	Rates	Community Engagement		Policy Reviews		Outcome Measurements & Auditing		Technical Assistance		Training Assessments		Planning, Coordination and Report Drafting		Total Hours	Total Cost	TOTAL (Labor and Expenses)
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost			
Monitor (Lemire)	400	120	48,000	100	40,000	40	16,000	40	16,000	70	28,000	300	120,000	670	268,000	
Deputy Monitor (Haas)	250	120	30,000	160	40,000	60	15,000	240	60,000	45	11,250	100	25,000	725	181,250	
Counsel to the Monitor (Tidwell)	350	40	14,000	80	28,000	30	10,500	40	14,000	40	14,000	100	35,000	330	115,500	
Attorneys (Collora LLP / Lemire LLC)	300	-	-	60	18,000	-	-	-	-	-	-	480	144,000	540	162,000	
Subject Matter Expert #1 (Latterner)	200	-	-	120	24,000	60	12,000	120	24,000	100	20,000	60	12,000	460	92,000	
Subject Matter Expert #2 (to be named)	200	-	-	120	24,000	60	12,000	120	24,000	100	20,000	60	12,000	460	92,000	
Subject Matter Expert #3 (to be named)	200	-	-	120	24,000	60	12,000	120	24,000	100	20,000	60	12,000	460	92,000	
Community Liaison (to be named)	125	180	22,500	-	-	-	-	-	-	45	5,625	-	-	225	28,125	
Analysts (Lemire LLC)	175	40	7,000	120	21,000	-	-	-	-	10	1,750	480	84,000	650	113,750	
Statistics Expert (Stemen)	175	-	-	-	-	240	42,000	20	3,500	-	-	-	-	260	45,500	
Survey Team	15	-	7,200	-	-	480	7,200	-	-	-	-	-	-	480	14,400	
Total Labor		500	128,700	880	219,000	1,030	126,700	700	165,500	510	120,625	1,640	444,000	5,260	1,204,525	1,204,525
Travel Expenses																136,060
TOTAL ANNUAL ESTIMATED COSTS																\$ 1,340,585.00

Cost Proposal: Year 2

	Community Engagement			Policy Reviews		Outcome Measurements & Auditing		Technical Assistance		Training Assessments		Planning, Coordination and Report Drafting		Total Hours	Total Cost	TOTAL (Labor and Expenses)
	Rates	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost			
Monitor (Lemire)	400	120	48,000	80	32,000	40	16,000	40	16,000	70	28,000	300	120,000	650	260,000	
Deputy Monitor (Haas)	250	120	30,000	140	35,000	60	15,000	240	60,000	45	11,250	100	25,000	705	176,250	
Counsel to the Monitor (Tidwell)	350	40	14,000	40	14,000	30	10,500	40	14,000	40	14,000	100	35,000	290	101,500	
Attorneys (Collora LLP / Lemire LLC)	300	-	-	60	18,000	-	-	-	-	-	-	480	144,000	540	162,000	
Subject Matter Expert #1 (Latterner)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Subject Matter Expert #2 (to be named)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Subject Matter Expert #3 (to be named)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Community Liaison (to be named)	125	180	22,500	-	-	-	-	-	-	45	5,625	-	-	225	28,125	
Analysts (Lemire LLC)	175	40	7,000	100	17,500	-	-	-	-	10	1,750	480	84,000	630	110,250	
Statistics Expert (Stemen)	175	-	-	-	-	240	42,000	20	3,500	-	-	-	-	260	45,500	
Survey Team	15	-	7,200	-	-	480	7,200	-	-	-	-	-	-	480	14,400	
Total Labor		500	128,700	720	176,500	970	114,700	700	165,500	510	120,625	1,640	444,000	5,040	1,150,025	1,150,025
Travel Expenses																111,560
TOTAL ANNUAL ESTIMATED COSTS																\$ 1,261,585.00

Cost Proposal: Year 3

	Rates	Community Engagement		Policy Reviews		Outcome Measurements & Auditing		Technical Assistance		Training Assessments		Planning, Coordination and Report Drafting		Total Hours	Total Cost	TOTAL (Labor and Expenses)
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost			
Monitor (Lemire)	400	100	40,000	40	16,000	40	16,000	40	16,000	70	28,000	300	120,000	590	236,000	
Deputy Monitor (Haas)	250	100	25,000	100	25,000	60	15,000	240	60,000	45	11,250	100	25,000	645	161,250	
Counsel to the Monitor (Tidwell)	350	20	7,000	30	10,500	30	10,500	40	14,000	40	14,000	100	35,000	260	91,000	
Attorneys (Collora LLP / Lemire LLC)	300	-	-	40	12,000	-	-	-	-	-	-	480	144,000	520	156,000	
Subject Matter Expert #1 (Latterner)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Subject Matter Expert #2 (to be named)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Subject Matter Expert #3 (to be named)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Community Liaison (to be named)	125	150	18,750	-	-	-	-	-	-	45	5,625	-	-	195	24,375	
Analysts (Lemire LLC)	175	30	5,250	60	10,500	-	-	-	-	10	1,750	480	84,000	580	101,500	
Statistics Expert (Stemen)	175	-	-	-	-	240	42,000	20	3,500	-	-	-	-	260	45,500	
Survey Team	15	-	7,200	-	-	480	7,200	-	-	-	-	-	-	480	14,400	
Total Labor		400	103,200	570	134,000	970	114,700	700	165,500	510	120,625	1,640	444,000	4,790	1,082,025	
Travel Expenses																81,240
TOTAL ANNUAL ESTIMATED COSTS																\$ 1,163,265.00

Cost Proposal: Year 4

	Community Engagement			Policy Reviews		Outcome Measurements & Auditing		Technical Assistance		Training Assessments		Planning, Coordination and Report Drafting		Total Hours	Total Cost	TOTAL (Labor and Expenses)
	Rates	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost			
Monitor (Lemire)	400	80	32,000	40	16,000	40	16,000	40	16,000	70	28,000	300	120,000	570	228,000	
Deputy Monitor (Haas)	250	80	20,000	100	25,000	60	15,000	240	60,000	45	11,250	100	25,000	625	156,250	
Counsel to the Monitor (Tidwell)	350	10	3,500	30	10,500	30	10,500	40	14,000	40	14,000	100	35,000	250	87,500	
Attorneys (Collora LLP / Lemire LLC)	300	-	-	40	12,000	-	-	-	-	-	-	480	144,000	520	156,000	
Subject Matter Expert #1 (Latterner)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Subject Matter Expert #2 (to be named)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Subject Matter Expert #3 (to be named)	200	-	-	100	20,000	40	8,000	120	24,000	100	20,000	60	12,000	420	84,000	
Community Liaison (to be named)	125	150	18,750	-	-	-	-	-	-	45	5,625	-	-	195	24,375	
Analysts (Lemire LLC)	175	10	1,750	60	10,500	-	-	-	-	10	1,750	480	84,000	560	98,000	
Statistics Expert (Stemen)	175	-	-	-	-	240	42,000	20	3,500	-	-	-	-	260	45,500	
Survey Team	15	-	7,200	-	-	480	7,200	-	-	-	-	-	-	480	14,400	
Total Labor		330	83,200	570	134,000	970	114,700	700	165,500	510	120,625	1,640	444,000	4,720	1,062,025	1,062,025
Travel Expenses																68,940
TOTAL ANNUAL ESTIMATED COSTS																\$ 1,130,965.00

Cost Proposal: Year 5

	Community Engagement			Policy Reviews		Outcome Measurements & Auditing		Technical Assistance		Training Assessments		Planning, Coordination and Report Drafting		Total Hours	Total Cost	TOTAL (Labor and Expenses)	
	Rates	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost				
Monitor (Lemire)	400	60	24,000	30	12,000	40	16,000	40	16,000	70	28,000	280	112,000	520	208,000		
Deputy Monitor (Haas)	250	60	15,000	80	20,000	60	15,000	240	60,000	45	11,250	80	20,000	565	141,250		
Counsel to the Monitor (Tidwell)	350	10	3,500	20	7,000	30	10,500	40	14,000	40	14,000	80	28,000	220	77,000		
Attorneys (Collora LLP / Lemire LLC)	300	-	-	20	6,000	-	-	-	-	-	-	380	114,000	400	120,000		
Subject Matter Expert #1 (Latterner)	200	-	-	80	16,000	40	8,000	120	24,000	100	20,000	40	8,000	380	76,000		
Subject Matter Expert #2 (to be named)	200	-	-	80	16,000	40	8,000	120	24,000	100	20,000	40	8,000	380	76,000		
Subject Matter Expert #3 (to be named)	200	-	-	80	16,000	40	8,000	120	24,000	100	20,000	40	8,000	380	76,000		
Community Liaison (to be named)	125	125	15,625	-	-	-	-	-	-	45	5,625	-	-	170	21,250		
Analysts (Lemire LLC)	175	-	-	50	8,750	-	-	-	-	10	1,750	380	66,500	440	77,000		
Statistics Expert (Stemen)	175	-	-	-	-	240	42,000	20	3,500	-	-	-	-	260	45,500		
Survey Team	15	-	7,200	-	-	480	7,200	-	-	-	-	-	-	480	14,400		
Total Labor		255	65,325	440	101,750	970	114,700	700	165,500	510	120,625	1,320	364,500	4,195	932,400		
Travel Expenses																	56,740
TOTAL ANNUAL ESTIMATED COSTS																	\$ 989,140.00