HILLARD HEINTZE℠

...ONE INTEGRATED, CAREFULLY ARTICULATED POINT-OF-VIEW.

Who We Are: Members of the Senior Leadership Council

The Hillard Heintze Senior Leadership Council is an independent panel of retired major city police chiefs, senior federal, state and local law enforcement leaders, and champions of civil rights and civil liberties. Dedicated to bringing national and international best practices to the pursuit of excellence in policing and public safety, the Council consists of select senior executives with outstanding career-long records of leadership and achievement appointed by firm partners Terry Hillard and Arnette Heintze.

Robert L. Davis
Retired Chief of Police San Jose; SVP and Managing Director, Hillard Heintze

Scott Greenwood
Constitutional Lawyer, also serves as General Counsel, ACLU

A.M. "Jake" Jacocks, Jr.
Retired Chief of Police, Virginia Beach

Kathleen M. O'Toole
Retired Boston Police Commissioner and Chief Inspector of the Garda Síochána, Inspectorate, Ireland

Thomas O'Reilly
Retired Director, USDOJ Nationwide Suspicious Activity Reporting (SAR) Initiative PMO

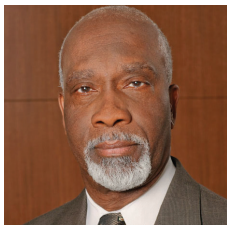
Robert Parker
Retired Director of the Miami-Dade Police Department

Carl R. Peed
Retired Director of USFP Office of Community Oriented Policing Services (COPS)

Thomas H. Streicher
Retired Chief of Police, Cincinnati

Dr. Alex Weiss
Former Director of the Northwestern University Center for Public Safety

Kenneth A. Bouche
Retired Colonel and Chief Information Officer, Illinois State Police; COO, Hillard Heintze



Terry G. Hillard
Retired Superintendent of Police, Chicago, Co-Founder, Hillard Heintze

Arnette F. Heintze
Retired U.S. Secret Service Special Agent in Charge, Chicago, Co-Founder and CEO, Hillard Heintze

Key Areas of Focus

- Ethics, Integrity and Public Trust
- Command, Control and Communications
- Recruitment and Training
- Information Sharing and Intelligence
- Collaboration and Public/Private Partnerships
- Use of Technology

The Council supports the ability of mayors, police chiefs, sheriffs, city managers, council members and regulators in government agencies, as well as their executive decision-making teams worldwide to identify, evaluate, prioritize and implement opportunities to enhance and improve strategies, operations and outcomes in policing and public safety.

The Value of Independent Counsel

High-impact results in policing and public safety are almost impossible to achieve without a number of crucial elements. Like what? Strong and decisive leadership. Results-oriented management teams. Disciplined command-and-control organizations. Highly visible commitments to diversity in hiring and promotion. Close and mutually trusting relationships with all communities. And an uncompromising commitment to ethics and integrity.

These drivers of excellence can be extremely difficult for any mayor, police chief, sheriff or law enforcement authority to fully achieve while also delivering a high level of law enforcement, fire and emergency medical service and homeland security-related protection to millions of citizens hour-to-hour across their communities every day.

At Hillard Heintze, we understand these challenges intimately – because we have lived them. We have been personally responsible for leading the significant transformation of major city police departments and law enforcement agencies for many of the largest municipalities across the nation, including Chicago, Boston, Cincinnati, Miami-Dade and Virginia Beach, among others.

We are passionately focused on advancing excellence in policing and public safety – and doing so in a trusted, responsive and highly informed way, carefully designed to support the principled leadership, command effectiveness and community impact of our colleagues on the frontlines.

Trusted Counsel is Hard to Find – Especially When It's Needed Most

During periods of transition or crisis, an objective, independent and senior executive-level perspective can make an enormous difference.

This is especially so when this counsel can be tapped at will from retired police chiefs, DOJ directors, law enforcement experts and civil rights champions recognized nationally and internationally for principled leadership and strategic and practical "on the ground" accomplishments. This is particularly true when these senior advisors stand completely outside of the organization and bring to the table insights informed by emerging best practices in policing and public safety under constant development across this nation as well as internationally.

We build sustainable bridges between law enforcement agencies, communities and civil rights organizations that often view each other as adversaries. We understand how to recognize common ground and lead opposing parties – from mayors, city councils and police commanders to activists and protesters – through their respective paths to a shared set of mutually acceptable outcomes.

This is the vision that stands behind the Hillard Heintze Senior Leadership Council (Council). This is the inspiration – *advancing excellence in policing and public safety* – that supports our Council Charter and guides our actions and practices in supporting our colleagues, clients and funding constituents across the United States and around the world.

How the Senior Leadership Council Can Improve Your Performance

With support from a team of operational resources at Hillard Heintze's global headquarters in Chicago, the Council delivers value to clients and constituents through the following six services.

1. Comprehensive and Independent Assessments of Police Department Operations

As seasoned and objective experts, the Council conducts detailed assessments of policing and public safety-related departments, divisions, operations and functions. The Council's assessment methodology represents a systematic approach to key tasks such as strategic committee formation, document and data review, internal and external stakeholder interviewing, on-site observation and ride-alongs, focus group implementation, online feedback harvesting, citizen input, peer review and analysis and identifying, sharing, vetting and communicating key findings. The Council then specifies actionable best practice recommendations on how to address performance gaps and opportunities.

The heart of excellence in conducting assessments is not just the quality of the methodology, no matter how proven and comprehensive it may be. Instead, it's the ability of the assessment team to align key elements of the methodology and best practices to the unique needs and requirements of the organization. The approach takes a different form and path for every single engagement according to client needs.

2. Independent Monitoring of Consent Decree Requirements

Well before reform mandates are imposed upon a local police jurisdiction by federal courts and other authorities, the Council can play a crucial third-party role in

- Helping to determine and oversee voluntary actions that can "head off" consent decree mandates by enhancing current operations or developing a Memorandum of Agreement with the oversight authority
- Facilitating the reform process itself
- Accelerating the satisfaction of decree requirements

For example, the Council can assist with the negotiation and implementation of collaborative agreements, function as an intermediary between city officials and federal authorities (i.e., Department of Justice) in order to prevent, mitigate or hasten the resolution of disputes over decree interpretation and go beyond the evaluation process to help the organization achieve compliance. Also, often getting the right advisory team involved early enough in the process can eliminate the need for decree mandates altogether.

How the Senior Leadership Council Can Improve Your Performance

The decisions you make daily require integration across many domains. Law Enforcement. Homeland Security. Public Policy. And Emergency Management, among others.

3. Development and Application of Best Practice-Based Crime Reduction Strategies

Sometimes a city or police department's most important need is to establish more effective ways of reducing overall levels of crime.

To these challenges, the Council brings practical and innovative insights that emphasize a combination of problem-solving approaches with specific crime prevention techniques. The leading edge of current academic research in this area supports a combination of these two practices as one of the most promising approaches to crime control and reduction.

- **Sample Areas of Expertise:** The Council brings a wealth of experience to a wide range of crime-reduction challenges such as family violence, domestic abuse and crime against children, women or the elderly; hate crimes; repeat offenders; targeted violence and crime in schools; mass demonstrations and uprisings; traffic stop policies and practices; hostage scenarios; suicide bomb threats; crime mapping; race-neutral profiling; and drugs and gang violence.
- **The Council's Approach:** Depending on the nature of the client's need, we can provide either direct leadership and accountability or indirect facilitation and counsel to key tasks supporting crime reduction strategies. These include setting strategic aims and objectives; identifying and evaluating options; analyzing costs, benefits and effectiveness; establishing a management framework for strategy implementation; measuring performance; developing action plans; estimating funding requirements; and defining human resources and training needs.

4. Enablement of Collaboration, Partnership and Information Sharing

What makes excellence in policing and public safety such a complex endeavor is that it almost always requires strategic coordination, communication and collaboration with others.

Whom to select as a partner can determine the success of a law enforcement department, a police chief's administration or a city's public safety mission. So can the manner in which city officials choose to navigate an increasingly complex array of information-sharing risks, requirements and opportunities.

At critical junctures throughout their careers, the Council's members have been at the leading edge of defining and enabling partnership, collaboration and information sharing between public policing jurisdictions and private entities, non-profit law enforcement-related organizations, research and educational institutions, community organizations and federal, state and local authorities, and civil rights organizations with targeted agendas for progressive change.

Most policing and law enforcement functions miss out on highly strategic opportunities to partner with other entities seeking common goals and on opportunities to improve their own information processes – simply because operational imperatives tend to take precedence. The Council can help your organization select quality business partners, improve information sharing and discover where the best windows of opportunity are to secure sources of knowledge, resources, political leverage and funding.

5. Promotion of Community-Oriented Policing Strategies

Among the priorities and principles shared by individual Council members is a passionate and career-long commitment to advancing community-oriented or neighborhood-centric policing strategies – with an emphasis on combining both problem-solving and crime prevention techniques.

With vast expertise in this area, the Council can help police chiefs, sheriffs and other law enforcement authorities leverage community interaction and support to control crime and reduce fear by addressing crucial changes in the orientation, organization and operations of policing departments. The goal is to set and achieve best practices for creating and sustaining trust within the community.

6. Participation as External Members of Advisory Boards and Commissions

From time to time, federal, state and city policing authorities can strongly benefit from establishing boards, panels and commissions with strategic oversight, planning and management responsibilities for guiding the performance and evolution of core policing and public safety functions.

Council members – as individuals, pairs or a group – support our client teams in whichever manner provides the most value. When you engage us, we – not less experienced junior surrogates – respond.

About Hillard Heintze

To protect what matters most, we believe that timely access to trusted counsel, critical insights and the full scope of information vital to strategic decision making is absolutely essential. In line with this conviction, Hillard Heintze develops best-in-class security strategies and investigations to protect and preserve the safety of our clients' people, property, performance and reputation in the United States and worldwide.

Formed in 2004 by Terry Hillard and Arnette Heintze, Hillard Heintze has its corporate headquarters in Chicago, Illinois, with offices in Washington D.C., Raleigh, Boston, Miami, Cincinnati, San Jose and Virginia Beach, as well as operating capabilities across North and South America, Europe, the Middle East, Africa, Russia and Asia.

For the last three years, Hillard Heintze has been recognized by Inc. Magazine as one of America's fastest-growing private companies – and ranked on the annual Inc. 500/5000 list. The company has also been acknowledged by the Initiative for a Competitive Inner City (ICIC) as one of the 100 fastest-growing inner city firms in the U.S., ranking #6 in the nation in 2011 and #11 in 2012.

Inc. 500 | 5000

ICIC

Hillard Heintze provides on-demand access to a comprehensive range of trusted counsel, expertise, experience and technical knowledge across all of the domains that drive the highest standards of excellence in security and investigative services.

Strategic Security Services

- Risk, Threat and Vulnerability Assessment
- Program Development and Management
- Executive Protection and Special Event Security
- Workplace Violence Prevention
- High Net Worth and Family Office Support
- Emergency Preparedness and Crisis Management
- Security Training and Education
- Advisory Representation

Investigative Services

- Corporate Investigations
- Strategic Due Diligence and Background Investigations
- Threat Investigation and Behavioral Threat Assessment
- Financial Crimes
- Mortgage Investigations and Verifications
- Civil Investigations and Litigation Support
- Business Intelligence and Research
- Independent Inspector General Services

HILLARD HEINTZE℠

Protecting What Matters℠

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All inquiries are treated as confidential.