



City of Chelsea, Michigan Police Operational Audit Proposal

Contact information for
Bobcat Training and Consulting

Robert Stewart, CEO
3294 Mariana Oak Drive
Tallahassee, FL 32311
Bob050@aol.com
(850) 321-6682

3.1 Proposal Price

Award of Contract: The City of Chelsea reserves the right to reject any or all bids. The City of Chelsea also reserves the right to add or remove items as needed in the contract. Prices stated in the Proposal/Bid Form shall be firm for a period of 60 days from the date of submission.

Proposal Price: The Bidder agrees to complete the project for the following Lump Sum price:

\$35,000.00 [We request a \$5,000.00 refundable retainer at contract signing to defray travel and lodging costs for or on-site visit team members)

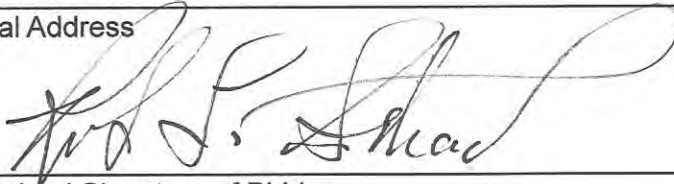
SIGNED THIS 15th DAY OF April, 2021

Bobcat Training and Consulting, Inc.

Bidder's Company Name

3294 Mariana Oaks Drive – Tallahassee, Florida 32311

Official Address



Authorized Signature of Bidder

Robert L. Stewart

President and CEO

(Printed Name)

(Title)

850-321-6682

59-668886

Telephone/

Federal ID Number

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A. Introduction

Bobcat Training and Consulting (BTC) is submitting this proposal to conduct a detailed, impartial review and evaluation of present policies and practices of the Chelsea Police Department. This proposal will involve the preparation of a report that addresses organizational and operational components of the Chelsea Police Department, to include:

- 1) photographic evidence retention and use policies
- 2) hiring policies
- 3) social media policies
- 4) use of police discretion
- 5) reporting practices and policies
- 6) best practices in policing
- 7) best practices in training
- 8) complaint handling and oversight
- 9) best practices in oversight

B. Lead Consultant Qualifications and Experiences

The Team will be led by Mr. Robert Stewart, owner, President, and CEO of Bobcat Training and Consulting. Mr. Stewart has more than 50 years of law enforcement experience. Mr. Stewart is a busy police practice expert and instructor. He is currently serving on the Team monitoring the Federal consent decree in Ferguson, Mo. He monitored the Hobbs, NM Police Department and served on monitoring teams in the Virgin Islands and Newark, NJ Police Departments. He has worked on projects in Syracuse, Cambridge, Myrtle Beach, Seattle, New Orleans, Chicago, San Antonio, Fort Lauderdale, and Richmond Police departments, as well as the Liberian and Saudi Arabian National Police agencies, among many others.

Mr. Stewart started his career in the DC Metropolitan Police Department, where he retired in 1991 as a captain. He had a well-rounded career with a mix of operational and administrative assignments. He also worked in the Tallahassee Police Department as a major, the Louisville Metro Police Department's training director, the interim chief of the Rutgers-Newark and Camden New Jersey department, and the Chief of the Ormond Beach, Fl. Police Department.

He served as the Executive Director of the National Organization of Black Law Enforcement Executives. He is the CEO of Bobcat Training and Consulting, Inc., where he serves as a consulting associate with several law enforcement consulting companies.

Mr. Stewart has appeared as an expert witness on several specially selected discriminatory policing cases. He is currently developing *Policing With Our Community*®, a police-community engagement center, and "*Duty Belt*," an interactive law enforcement de-escalation course.

He is a graduate of Howard University and the 144th Session of the FBI National Academy, and a proud veteran of the United States Army.

As described above, the BCT Team's principal lead carries substantial expertise in evaluating agency performance, conducting police operational audits and assessments, legal sufficiency and compliance, and law enforcement practices. The Team's full complement of experts includes law enforcement leaders with experience in federal, state, local, and collegiate policing. Moreover, their backgrounds include police training, consent decree oversight, internal affairs, use of force, hiring/retention, and best practices.

C. Team Members Qualifications and Experiences

- Retired Chief James B. Golden, Jr. has worked in law enforcement for more than 40 years and began his career in the Philadelphia Police Department, where he served for 26 years and retired as Executive Officer to the Police Commissioner. Following Philadelphia, Chief Golden went on to serve as Chief of Police for the City of Saginaw, MI, until 2000, when he was appointed Trenton, New Jersey's first civilian Police Director. In Trenton, Chief Golden set a new strategic direction for community-based policing, working in a true partnership with citizens to reduce the fear and incidence of crime. He re-engineered the department to enable police officers and citizens to identify and solve problems at the neighborhood level. This strategy led to a significant reduction in serious crime throughout the city of Trenton. Chief Golden's last career assignment was Deputy Chief of School Operations and Chief Safety Executive for the School District of Philadelphia, where he and his Team were responsible for the safety and security of more than 200,000 students and staff on 267 school campuses. Chief Golden is a past president of the National Organization of Black Law Enforcement Executives (NOBLE) and currently represents NOBLE as one of nine partner organizations that make up the Collaborative Reform Initiative – Technical Assistance Center (CRI-TAC), which offers technical support and training to the nation's 18,000 law enforcement agencies. He has a BS in Management from Philadelphia University and is a graduate of the 179th Session of the FBI National Academy.
- Retired Chief Kim C. Dine is a forty-one-year veteran of federal, city, and local policing. Chief Dine started his police career in 1975 with the Metropolitan Police Department (MPD) in Washington, DC, where he spent twenty-seven years and rose to the rank of Assistant Chief. After retiring from MPD, he was Chief of Police for fourteen consecutive years, leading the Frederick, Maryland Police Department in Maryland, and the United States Capitol Police. Throughout serving with these three agencies, Chief Dine gained expertise in multiple critical aspects of policing, including building community trust, community policing, juvenile crime prevention, managing major events, use of force and internal investigations, discipline, instituting effective crime reduction strategies, and anti-terrorism/security policing. He has a BA in Economics, Washington College, MS in Criminal Justice, American University, and is a graduate of the 183rd Session of the FBI National Academy.
- Retired Chief Creig W. Doyle served as Police Chief at Rehoboth Beach (DE) Police Department, Carnegie Mellon University, Plymouth State University, and Cabrini University.

Most recently he served as the Director of Safety and Security at Flagler College in St. Augustine, FL, where he authored the first-ever SOP manual for Security Officers to meet CALEA standards; wrote a new Comprehensive Emergency Response Plan for the College to meet FEMA guidelines; and revised the agency's job descriptions to meet ADA requirements. Chief Doyle has extensive experience developing standard operating procedures for sworn and non-sworn public safety personnel to meet state and national accreditation program standards, having done so at each agency he has led. He has a BA in Sociology from The Catholic University of America and is a graduate of the 141st Session of the FBI National Academy.

- Chief Terri S. Brown began her career as a patrol officer at the Florida State University Police Department (FSUPD) in 1991. While at FSUPD Chief Brown has served as a patrol officer, Sergeant, Lieutenant, Captain, Deputy Chief and now Chief. Chief Brown is the first female to be selected as Chief of Police for the FSUPD. Chief Brown supervised the Training Unit for approximately 15 years before being promoted to Captain. During her tenure at FSUPD Chief Brown has been a Field Training officer, Crisis Management Member, Defensive Tactics Instructor, Taser Instructor, as well as several additional areas of high liability instruction. Before being promoted to Chief, she supervised the criminal investigations unit where she oversaw several high-profile cases. Over the years Chief Brown has served on several sexual assault panels to address assaults on and off campus. Chief Brown also teaches Campus Victimization for the Florida Attorney General's Office. Chief Brown is a graduate of the 257th Session of the FBI National Academy.

- Retired Special Agent/Unit Chief Constance J. Beachem served over twenty-nine years of dedicated service with the Federal Bureau of Investigations. Unit Chief Beachem has an extensive background in high-risk, complex law enforcement and international environments. Experienced in personnel security investigation/adjudication, risk assessment/management, training and development, international liaison, covert operations, counterintelligence, and criminal investigations. Expertise in managing critical operational and administrative programs. Her career included assignments in the Criminal Syndicate Unit, Assistant Legal Attaché, Senior Liaison Officer to the White House, Logistic and Clandestine Operations Units Chief of the Counterintelligence Division, and as a faculty member of the FBI Leadership Development Program. She has a MA in Psychology, a BS in Criminal Justice and is certified in Project Management.

- Mark E. Lomax founded Lance Cobbs consulting, LLC in June 2017 after five years as Executive Director of the National Tactical Officers Association (NTOA). Before joining NTOA, he served as Manager of the Center for Police Leadership and Training at the International Association of Chiefs of Police (IACP) and as a program manager for the United Nations Mission in Liberia, where he oversaw the Liberian National Police Emergency Response Unit and the Police Support Unit. Mr. Lomax also served in the Pennsylvania State Police for 27 years and retired as a Major, where he was the Director of the Bureau of Training and Education. As the

Director, he oversaw all training and education for the department's 6,300 personnel, including the State Police Academy. He is also the founder and President of *Bridge to Unity*, a 501c (3) organization dedicated to improving police and community relationships. He has an MS in Higher Education, Drexel University, an MBA from Eastern University, a BA in Psychology from LaSalle University, and is a graduate of the 200th Session of the FBI National Academy.

D. Overview of the BCT Team Qualifications

Audits of this type by independent professionals have proved their value repeatedly. In this regard, BCT has a long history of conducting reviews of this nature. The selected Team for this evaluation brings a subject matter expertise that will ensure the findings and recommendations are meaningful, trustworthy, and valid; meet contemporary police standards and leading practices and be implementable and sustainable.

The BCT team for this project has extensive knowledge in conducting police operational audits and assessments. Our Team's curricula vitae will describe the breadth and depth of experiences working with diverse interests within municipalities of the size of the City of Chelsea or larger, conducting police operational assessments and audits. Moreover, our Team has the experience, knowledge, and applicability of community policing initiatives.

Full Team resumes may be found in Appendix A.

E. Consultants' Relevant Experience

The success of this audit/assessment relies on an understanding of how to manage complexity, multiple stakeholders, time-sensitive deadlines, and the importance of developing factually based findings and recommendations. The BCT team's extensive experience in similar successful projects for law enforcement agencies has demonstrated that using a robust and holistic project management philosophy to define major activities, milestones, and deliverables within a work breakdown structure, along with the interdependencies, is critical to meeting and exceeding the requirements in the RFP.

F. BCT Understanding of the Project

The City of Chelsea has approximately 5,500 residents and, as of 2004, is an independent, full-service municipality with a Council-Manager form government. The City provides all services, including police, that were formerly provided by the village and township governments. The City has a total of approximately 3.7 miles. The Chelsea Police Department is a 24/7 operation that includes a police dispatch. There is currently a chief, nine full-time officers, four part-time officers, three full-time dispatchers, four part-time dispatchers, and one full-time records clerk.

The Department's Mission Statement: *Provide quality service to the citizens of our community while maintaining public trust, protecting the rights of all persons while demonstrating*

professionalism through the development of community partnerships in an effort to reduce criminal activity.

The Department's Vision Statement: *A Highly Recognized, Respected and Trusted Small Law Enforcement Agency That Provides Superior Service to the Citizens of Our Community.*

It is evident by the Department's Vision and Mission statements that community relations are a priority and the importance of how the Department is view by its citizens. A review and evaluation of the Department's present policies and practices by an external, impartial, experienced consultant can assure the City's residents that government and law enforcement leaders are being transparent and holding the Department to the highest standards of best practices.

With that in mind, BCT fully understands the reasons behind the City's need for an independent third-party consultant to provide a detailed, impartial analysis of the police department. The BCT Team is aware of the 2020 Chelsea Police Department's citations of demonstrators and some in the community's recent request to establish a community advisory committee and an oversight committee. The BCT team has the experience in addressing the community's concerns while reviewing and evaluating police policies, procedures, and practices.

The BCT collective team has provided meaningful and implementable recommendations to numerous police departments on agency operational and administrative functions while engaging community stakeholders, advocacy groups, and residents' input and participation.

Moreover, the BCT team will examine interagency relations, operations, and policies. It has become common to have police departments (local, state, federal) assist each other in joint operations, police services, or emergencies. And having solid relations and operational policies benefits all involved agencies. This component will also be part of the review.

To make a fully informed decision, several components are needed, organized into three primary focus areas or tasks.

- **Task 1. Organizational Analysis:** First, the BCT Team understands that the City seeks to employ best practices for the Department's delivery of services for the City of Chelsea's residents and visitors.
- **Task 2. Cost Analysis:** Second, the BCT Team also understands the need to address any fiscal impacts of policy/procedure change recommendations. The Team will provide a cost analysis impact statement on any recommended policy/procedure change that would require additional funding. Or if a recommended policy/procedure change could be a cost-saving item.
- **Task 3. Operational Analysis:** Third, the BCT Team understands that there are current concerns by certain citizens of the City of Chelsea regarding the operations of the police

department. The Team will take into consideration those external forces that may impact the future of the Department.

G. Project Approach

BCT is committed to transparency and will provide regular written and verbal updates on the status of deliverables. Further, the Team lead or designee will hold regular calls to review findings and recommendations.

H. Phase 1: Project Initiation and Kickoff

a. Kickoff and Planning Meetings

- BCT Team will engage in a virtual kickoff meeting with relevant stakeholders and officials within five (5) business days of contract award. The purpose of this meeting is to introduce key team members to the City stakeholders and the police department and identify issues of particular concern to City officials, the police department, and other stakeholders.
- The Team Lead, or designee, will work with the City government and police officials relative to the logistics associated with using the data collection instruments to assist in the review.

b. Data Request

- A data request will be submitted within five (5) business days after the kickoff meeting. The Police Department will have ten (10) business days to provide the requested documentation. BCT recognizes that time may be needed to produce this information, depending upon where and how the information is stored, or that in some cases, the requested documents/data may not exist. The BCT Team will work with the City and the Police Department to identify alternative processes when necessary.

c. Project Email

- The ability to communicate directly with the project team is essential. BCT will create an email specifically for this project that is accessible only to the project team. The project email provides an easy mechanism for community members or the Police Department to contact project team members directly to share their experiences or additional information.

d. Schedule Interviews

- The BCT Team will schedule interviews with key stakeholders, both internally and externally, once identified.

I. Phase 2: Data Collection

- Documents and information collection for the review will occur during Phase 2. BCT Team experiences in previous management studies have relied on quantitative and qualitative data to understand the factors being assessed. Information gathered during this phase will support the analysis and recommendations development on best practices for the delivery of law enforcement services, conduct the cost analysis of the impact of any significant change recommendations, assess operational and administrative issues and develop an operational implementation plan.
- While it is necessary to access certain data, records, or reports, no personally identifiable information is requested or accepted. All data, documents, and report requests containing personally identifiable information should be anonymized before delivery to BCT.

a. Agency Documents and Information Gathering

- The BCT Team will submit document, record, or report requests to the Department's point of contact to provide various documents and data needed to conduct a comprehensive assessment.
- The data request may include, at minimum, the following elements:
 - **Agency Reference Documents**
 - Mission, visions, goals, and objectives
 - Organization charts
 - List of state, local, tribal, and federal law enforcement partners
 - Police Department's Annual Reports (if applicable)
 - Prior community surveys and response trends over the past five years
 - Policies and Procedures in a searchable format. The project team would need access to the Department's current Lexipol system.

b. Interviews and Focus Groups

- The project team will conduct onsite and/or virtual interviews and focus groups with Department command staff, line officers, City officials, community leaders, and other key stakeholders.
 - Department: The BCT Team will interview or hold focus groups with sworn and civilian employees of the Department to assess goals, objectives, policies,

procedures, practices, workload, challenges, needs, and opportunities that influence service delivery and organizational health.

- **Community:** The BCT Team will interview key community stakeholders to gain additional insight into the current community- police department's relationship. Community interviews will provide information on the community's needs and wants related to police services delivery.
- **Stakeholders:** The BCT Team may also conduct interviews with stakeholders or groups identified by the City and/or Police Department. These include but are not limited to the City Council, City Manager, Community Services, Mental Health Services, local courts, and others. Additional stakeholders/groups identified through the course of these interviews may also be contacted.

c. Community-Police Engagement Assessment

- Evaluate the Police Department's responsiveness to and ability to equitably serve all community members concerning policing functions. Identify community expectations and needs regarding the delivery of police services. Evaluate and provide recommendations for best practices and specific systems for effective and sustained public engagement and service delivery.

d. Report Development

- Draft Findings and Recommendations
 - The BCT team will be responsible for drafting the report based on the analysis of information gathered. The initial project work and findings will be reviewed and formatted by the BCT project staff as a part of this process.
- Client Review Period
 - Following the draft final report's delivery, the City will have an opportunity to review the working draft. Once this has occurred, the BCT Team will hold a conference call with the client to review and discuss the consultants' preliminary observations and recommendations. The review will include an opportunity for constructive suggestions to ensure that the final report will promote the client's objectives in this evaluation.
 - Where appropriate, the BCT Team will work with appropriate officials and City staff to modify and adapt the final report structure and findings. However, for purposes of independence and professional integrity, BCT retains the right to accept or reject commentary and/or recommendations from reviewers.
- Final Report Preparation and Presentation

- BCT will deliver its report and recommendations from the operational and organizational audit and assessment in a comprehensive and balanced independent study report in an electronic format. Also included with the final report will be an operational implementation plan, if necessary.

e. Project Timeline

- The BCT Team understands that time is of the essence. The comprehensive assessment will require two (2) months to complete, assuming that of the start date of May 1, 2021. Barring any unforeseen circumstances, a final report will be completed by June 30, 2021

Appendix A (Resumes)



ROBERT L. STEWART

P.O. Box 14063

Tallahassee, Fl. 32317

850-321-6682

E-mail: bob050@aol.com

WORK EXPERIENCE:

2000 - Present

Police Practices Expert

President and CEO, Bobcat Training and Consulting, Inc.

Conducts training and provides consulting services in the law enforcement and criminal justice communities.

Police practices expert and expert witness.

Strategic planning, organization re-design and transformation, executive development, community policing, racial profiling, police accountability, policy development, training, and early intervention.

Consent Decree and Settlement Agreement Monitoring

USDOJ Investigation – Portland, Maine Police Department (2004)

Monitor – Settlement Agreement, Plaintiffs vs. Hobbs NM P.D (2001-2005)

Monitoring Team - Consent Decree, USVI Police Department (2010-2017)

Monitoring Team – Consent Decree, Newark, NJ Police Department (2017-2018)

Monitoring Team – Consent Decree, Ferguson, Mo. Police Department (2018-Present)

Police Practices Expert = Expert Witness

Police Practices Expert, USDOJ Investigation, Portland, Me. Police Dept.

Police Practices Expert, Mora v. Arpaio, CV 09-01719 PHX-DGC

Police Practices Expert, Melendres v. Arpaio, CV 07-2513-PHX-GMS

Police Practices Expert, Thornton v. City of Surprise Az. CV2015-096393

Police Practices Expert, Hall v. City of Chicago. 12 C 6834

Police Practices Expert, Taylor v. Ambrifi, 15-CV-3280-NLH-KMW

Police Practices Expert, Plaintiffs #1-21 v. Suffolk County of Suffolk CV2:15-2431

Police Practices Expert, NAACP v. City of Myrtle Beach 4:18-cv-00554-MGL

Police Practices Expert, Ellis, et. al. v. Hobbs, NM PD No. CIV.17-01011

WJ/GBW

Police Practices Expert, Smith, Wright, et.al. v. Hobbs NM PD CV-2018-01800

Police Practices Expert, Jacobson & Ragan v. US DHS, CV-02485-

BGM

Police Chief Transition Consultant

Oakland Police Department

Cincinnati Police Department

Detroit Police Department

Cambridge Police Department

Syracuse Police Department

- 2006** **Camden NJ Police Department – Interim Police Director**
Performed duties of Police Director under authority of Supercession Order of NJ Attorney General. February – August 2006.
- 2005** **Rutgers University/Newark Campus – Interim Director of Public Safety**
Performed duties as chief of police while search for permanent selection was conducted. May – September 2005.
- 2004-2005** **Director of Training**
Louisville Metro Police Department
Assisted with the merger of former Jefferson County and Louisville (Ky.) Police Departments. Served as key advisor to the Chief of Police. Consolidated and reorganized the training operation
- 1998-2000** **Executive Director**
National Organization of Black Law Enforcement Executives
Alexandria, Virginia
Managed national office, staff, special projects and programs as Chief Executive Officer. Implemented, executed and assisted in the formation and initiation of programs and policies. Managed and administered the annual budget and fiscal affairs. Supervised and directed all activities associated with the Annual Conference and special meetings. Developed relations with government agencies, foundations, corporations and other private sector organizations to secure and maintain support and financial resources for NOBLE programs. Testified before Congress, state and local legislative bodies, official committees and boards.
- 1997-1998** **Assistant Executive Director**
National Organization of Black Law Enforcement Executives
Alexandria, Virginia
NOBLE's representative to the Community Policing Consortium Management Team. Coordinated all training and deliverable materials contracted by the C.O.P.S. Office. Planned, directed, coordinated and reviewed all training, participant evaluations and quality control reports. Reviewed and approved articles for NOBLE publications. Coordinated activities of NOBLE chapters with National Office. Acted as Executive Director in absence of incumbent.
- 1992-1997** **Chief of Police**
Ormond Beach Police Department
Ormond Beach, Florida
Chief of full-service law enforcement agency.
Commanded eighty sworn officers and twenty civilian employees. Managed annual budget of approximately \$4.5 million.
Implemented Citizens' Police Academy, Police Athletic League and Law Enforcement Advisory Board.
Restructured Department revised SOP program, instituted Computer Aided Dispatch and 800 MHz Radio systems.
Served as President of Volusia County Police Chiefs Association.

1991-1992 Major, Commander
General Services Bureau
Tallahassee Police Department
Tallahassee, Florida

1989-1991 Captain, Promotional Process Coordinator,
Administrative Services Bureau
Metropolitan Police Department
Washington, D.C.

1987-1989 Captain, Commander, Patrol Support Section, (CDU)
Fourth District, Field Operations Bureau

1985-1987 Captain, Watch Commander (CDU)
Third District, Field Operations Bureau

1984 - 1985 Captain, Deputy Director
Planning and Development Division

1983 - 1984 Lieutenant, Commander, Executive Protection Unit
Field Operations Bureau

1981-1983 Lieutenant
Human Resource Development Branch
Planning and Development Division

1980-1981 Lieutenant, Administrative Aide
Seventh District, Field Operations Bureau

1980 Lieutenant, Platoon Commander (CDU)
Seventh District, Field Operations Bureau

1978-1980 Sergeant, Supervisor, Directive Development Section
Planning and Development Division

1978 Sergeant, Squad Supervisor (CDU)
First District, Field Operations Bureau

1971-1978 Officer (CDU – Civil Disturbance Unit)
Third District, Field Operations Bureau

1969-1971 United States Army

1969 Officer
Metropolitan Police Department
Washington, D.C.

MILITARY EXPERIENCE: U.S. ARMY 1969-1971 HONORABLE DISCHARGE

EDUCATION

1974 Howard University - B.A. Political Science

POST GRADUATE STUDY

1974 -1975	American University	Public Administration
1975-1976	American University	Administration of Justice
1985	University of Virginia(FBI Academy)	Administration of Justice
1985-1986	University of the District of Columbia	Public Policy
1991	George Washington University	Contemporary Executive Development
1992	Florida State University	Public Administration

PROFESSIONAL AFFILIATIONS

National Organization of Black Law Enforcement Executives – Life Member
International Association of Chiefs of Police – Life Member
Pi Alpha Alpha National Honor Society in Public Affairs and Administration
Police Executive Research Forum
FBI National Academy Associates
Florida Police Chiefs Association
Omega Psi Phi Fraternity, Inc. – Life Member
100 Black Men
National Black Police Association
NAACP
DOT/NHTSA Blue Ribbon Panel on African American Seat Belt Use

Publications

“Avoiding Profiling by Proxy” with Lisa Thureau published by the Vera Institute, March 14, 2015
<https://www.vera.org/blog/police-perspectives/avoiding-profiling-by-proxy>

“Policing in Our Community”© a facilitated police-community engagement program.

I am the subject of Chapter Seven, “BEHIND AND BEYOND THE BADGE - Volume II.”

Contract Trainer/Facilitator

Trainer Instructor – Fair and Impartial Policing Trainer
Instructor – FDLE Senior Leadership Program
Trainer/Instructor FDLE Chief Executive Seminar
Trainer Instructor – Procedural Justice – University of Illinois and COPS
Trainer Instructor – Strategies for Youth
Facilitator – Command Staff Retreat – Los Angeles Police Department
Trainer Instructor – Trinidad & Tobago Police Department – Penn State University
Subject Matter Expert – CRI-TAC Collaborative Reform - IACP

Bobcat Training

Law Enforcement Supervision, Management and Executive Development
Bias-Free Policing
21st Century Policing
Career Building, Promotion Process Preparation, Mock Assessment Centers
Promotion Process Assessor/Examiner

Bobcat Interactive Training (Powered by Meridia ARS and TI Training)

Policing with our Community©
‘Duty Belt’ (Law Enforcement De-escalation)

CONSULTING ENGAGEMENTS

Ocala, Florida Police Department (Berkshire Advisors)
Gainesville, Florida Police Department (NOBLE)
Bay Area Rapid Transit Police Department (NOBLE)
Washington, DC Metropolitan Police Department (Berkshire Advisors)
St. Paul, Minn. Police Department (Berkshire Advisors)
San Francisco Police Department (PERF)
Austin, Texas Police Department (MGT of America)
Independence, Mo. Police Department (Berkshire Advisors)
Ardmore, Ok. Police Department (Berkshire Advisors)
Boston University Police Department (Strategic Policy Partnerships)
Memphis Police Department (Berkshire Advisors and Fields Consulting Group)
Oklahoma City Police Department (Berkshire Advisors)
Newark Public School Security (MGT of America)
Stamford Police Department (Strategic Policy Partnerships)
Albuquerque Police Department (MGT of America)
Petersburg, Va. Police Department (Berkshire Advisors)
Kansas City, Mo. Police Department (Berkshire Advisors)
Dallas Police Department (Berkshire Advisors)
Phoenix Police Department (Berkshire Advisors)
Florida Highway Patrol (Berkshire Advisors)
Albany, New York Police Department (Strategic Policy Partnerships)
Charlotte – Mecklenburg Police Department (Strategies for Youth)
Cincinnati Police Department (Strategic Policy Partners)
Fair and Impartial Policing, Instructor Trainer, COPS
Hartford, Conn. Police Department (Strategic Policy Partnerships)
Indianapolis Police Department (Strategies for Youth)
East Haven, Conn. Police Department (Strategic Policy Partnerships)
Oakland, Ca. Police Department (Strategic Policy Partnerships)
Trinidad and Tobago Police Department (Penn State Justice and Safety Institute)
South Bend Police Department (Strategic Policy Partnerships)

New Orleans Police Department (Berkshire Advisors)
Charlotte-Mecklenburg Police Department (Strategies for Youth)
Boynton Beach Police Department (Berkshire Advisors)
San Antonio Police Depart (Bobcat Training and Consulting)
Hollywood, Fl. Police Department (Charles A. Gruber Consulting, Inc.)
Baltimore Police Department (Strategic Policy Partnerships)
Detroit Police Department (Strategic Policy Partnerships)
Medstar – Washington Hospital Center (Bobcat Training and Consulting)
Portland Police Department (Strategies for Youth)
Seattle Police Department (Berkshire Advisors)
Savannah-Chatham Police Department (Berkshire Advisors)
Fort Lauderdale, FL Police Depart (Bobcat Training and Consulting) New Orleans Police Department (Berkshire Advisors)
Milwaukee Police Department (Strategic Policy Partnerships)
Jacksonville, Fl. (Bethune-Cookman Social Justice Institute)
Richmond, Va. Police Department (Bobcat Training)
Leon County, Florida, Consolidated Dispatch Agency (Bobcat Training)
Cambridge, Mass. Police Department (Bobcat Training and Consulting)
Syracuse, NY Police Department (Bobcat Training and Consulting)
Riyadh, Saudi Arabia (Rutgers Center on Policing/A.T. Kearney)
Monrovia, Liberia (The Carter Center)

References

James Craig
Chief of Police
Detroit, Michigan
<https://detroitmi.gov/government/mayors-office/police-chief>
313-596-1800

William McManus
Chief of Police
San Antonio, Texas
<https://www.sanantonio.gov/SAPD/PoliceChief>
210-207-7360

Branville Bard, PhD
Police Commissioner
Cambridge, Massachusetts
<https://www.cambridgema.gov/cpd/policeunits/officeofthecommissioner>
617-349-3300

Kenton Buckner
Chief of Police
Syracuse, New York
<https://www.syracusepolice.org/listing.asp?orgId=83>
315-442-5250

James B. Golden, Jr.
78 Seldon Drive
Smyrna, DE 19977
609-310-8944
jg@strategiesforyouth.org

Curriculum Vitae

EDUCATION

Bachelor of Science Degree in Management, Philadelphia University, Philadelphia, PA
Associate of Science Degree in Management, Community College of Philadelphia, Philadelphia, PA
Graduate, Federal Bureau of Investigation (FBI) National Academy, Quantico, VA
Graduate, Public Service Management Institute, Temple University, Philadelphia, PA
Graduate, Senior Management Institute for Police, Harvard University and the Police Executive Research Forum (PERF)
Certificate, National Incident Management System (NIMS), Federal Emergency Management Agency (FEMA)
Certificate, Incident Command System (ICS), FEMA
Certificate, Basic Instructional Skills, FEMA
Certificate, Decision Making and Problem Solving, FEMA
Certificate, Active Shooter: What You Can Do, FEMA
Certificate, Basic Workplace Security Awareness, FEMA

PROFESSIONAL EXPERIENCE

Training Consultant, Strategies for Youth, Inc., Cambridge, MA
Police Standards and Practices Expert, Bobcat Training and Consulting, Tallahassee, FL
Police Standards and Practices/School Safety Expert, ACLU of Missouri
Partner Representative, Collaborative Reform Initiative – Technical Assistance Center, IACP
Partner, MB Rex and Associates, LLC, Henderson, NV
Chief Safety Executive, School District of Philadelphia, Philadelphia, PA
Federal Security Director, Transportation Security Administration, Philadelphia, PA
Police Director, City of Trenton Police Department, Trenton, NJ
Chief of Police, City of Saginaw Police Department, Saginaw, MI
Executive Officer to the Police Commissioner, Philadelphia (PA) Police Department
Police Captain, Philadelphia (PA) Police Department

James B. Golden, Jr.

CAREER HIGHLIGHTS

- Police practices and school safety expert, providing written reports and oral testimony for civil actions in the following jurisdictions: Kansas City, MO, St. Louis, MO, Hobbs, NM, Suffolk County, NY, Flint, MI and DeKalb County, GA.
- Police practices advisor and technical assistance consultant for the Collaborative Reform Initiative – Technical Assistance Center (CRI-TAC) led by the Community Oriented Policing Services (COPS) Office of USDOJ and the International Association of Chiefs of Police (IACP). Served as a CRI-TAC subject matter expert providing technical assistance for the following police departments: Bloomington, IN, Greenville, NC, Spokane, WA, Bedford, VA and Saline, MI.
- Since March 2016, training consultant for Strategies for Youth, Inc., a national nonprofit organization devoted to improving police/youth interactions, advancing the cause of training public safety officers in the science of child and youth development and mental health, and supporting communities partnering to promote strong police/youth relationships. Conducted community assessments and presented training in “Policing the Teen Brain” to police departments and school districts in Omaha, NE, Spokane and Clark County, WA, Santa Ana, CA, Contra Costa County, CA, Boston, MA , Baltimore, MD, Washington, DC, Columbus, OH and Macon, GA.
- In 2018, became a partner of MB Rex and Associates, LLC, a team of professionals with decades of senior leadership in municipal policing and public safety. We are police chiefs and school safety experts who have successfully instituted community policing strategies in police departments and large school districts across America, including Houston, TX, Philadelphia, PA and Prince Georges County, MD. We offer expertise in problem-solving approaches that reduce crime and help build coalitions that strengthen the partnership between citizens and the police. Our campus safety training curriculum offers contemporary courses designed to raise the level of safety and support the learning environment on school and college campuses. The ultimate goal of this training is to promote positive interactions between officers, school staff, and the students they serve.
- Led the Trenton Forward Election Committee as a candidate for Mayor in Trenton, New Jersey’s 2014 municipal election, narrowly missing the runoff. An extensive background in municipal government, and proven record of achievement in raising the level of public safety in several jurisdictions, including Trenton, were key pillars of the campaign.
- As Chief Safety Executive for the School District of Philadelphia from 2005-2010, led a department of 700 sworn school police officers and civilian employees, responsible for the safety and security of more than 200,000 students and staff on 267 public school campuses throughout the city. Working with school administrators, community-based

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organizations and state-of-the-art technology, serious incidents were reduced by more than 35% during a 5-year period. Additionally, developed and implemented a new Readiness and Emergency Management for Schools (REMS) plan for each school campus.

- Selected by the Council of Great City Schools (CGCS) in 2008 to serve on a review panel for the City of Cleveland, Ohio Public Schools, after a school shooting that left two people dead and others injured. Working with school safety professionals from around the United States, in conjunction with CGCS and Cleveland Public Schools administrators, a review was conducted over the course of a year and required several extended visits to the city of Cleveland. The group studied every aspect of school operations relative to safety and security, including the recruitment, hiring and retention of school security personnel. The final report to the superintendent and other city leaders included a number of recommendations on the administrative and operational functions of the school safety division that would significantly enhance security and improve the climate in more than 100 public schools in Cleveland.
- In July 2002, rolled out the first federal aviation security operation at the nation's 14th busiest commercial airport, Philadelphia International, for the U.S. Department of Homeland Security, Transportation Security Administration. The congressionally mandated, \$100 million rollout included hiring 900 new employees responsible for passenger and baggage security screening, federal security regulations compliance, and federal law enforcement. Participated in the design and implementation of the airport's first electronic baggage security screening system.
- Appointed by the mayor in 2000, set a new strategic direction for community-oriented policing as the first civilian Police Director for the city of Trenton, NJ. Created the first Citizen Police Advisory Councils (CPAC) in each of the city's four geographic wards. Engaged the CPACs, commanders, supervisors and rank and file police officers in the reengineering process that produced a 5-year strategic plan for reorganizing the police department around the new community policing philosophy. This fostered a true partnership between citizens and police that would raise the level of public safety and reduce the fear and incidence of crime throughout the city.
- From 1996-2000, served as the first African-American Chief of Police for the city of Saginaw, Michigan. At the time, Saginaw was severely polarized by the recent arrest of White police officers charged with assaulting two Black teenagers while off duty. The task was to lead the police department into the 21st century by building a strong coalition with all segments of the community, particularly in African-American neighborhoods. Through the creation of Area Police Advisory Councils (APAC), engaged the community and police department in a reorganization process that would support problem-oriented policing, whereby citizens and police worked in partnership to identify and solve community problems at the neighborhood level. The new policing strategy enabled a

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30% reduction in serious crime as well as substantially fewer citizen complaints against police during a 4-year period.

- Selected by Philadelphia's mayor in 1991 to serve on a committee to review the use of force by police against protesters from the activist organization known as ACT-UP, who were demonstrating outside a downtown hotel where the President of the United States was appearing. The committee wrote a 31-page report in which it was concluded that a number of police officers acted inappropriately and in violation of police department policy and procedure. In addition to a range of disciplinary actions taken against the offending officers, the work of the committee resulted in the creation of Philadelphia's first Civilian Police Review Board, empowered with the authority to subpoena witnesses and recommend discipline in the investigation of citizen complaints against police officers.
- In one of the most infamous conflagrations between police and citizens in modern history, the Philadelphia Police Department was widely criticized for its mishandling of the confrontation between the radical group known as MOVE and other residents of the community in 1985. The conflict resulted in the total destruction of entire city block of homes in West Philadelphia, when police dropped an explosive device on the MOVE occupied residence. The incident left 11 people dead, and more than 60 homes were completely destroyed. In the aftermath, the mayor convened the Philadelphia Police Study Task Force, a blue-ribbon group of professionals charged with evaluating police policies, procedures and practices, and to make recommendations for changes that would effectively engage the community in a real partnership with the police department and prevent similar catastrophic events in the future.
- Selected by the police commissioner to serve on a small team of practitioners responsible for the implementation of more than 100 recommendations of the Police Study Task Force that would change the vision, mission and strategic direction of the police department. The recommendations would support a new philosophy of community-oriented policing that was reflected in newly established citizen police advisory councils, neighborhood police mini-stations, and a broad range of community-based interventions that would dramatically change how police services were delivered in Philadelphia.

RECENT PRESENTATIONS

- Presenter and training consultant, "Policing the Teen Brain," Omaha, NE, Spokane and Clark County, WA, Santa Ana, CA, Contra Costa County, CA, Boston, MA, and Baltimore, MD, Washington, DC and Columbus, OH

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- Guest appearance on The Empowerment Hour Radio Show, 920 AM, “Working Together to Achieve a Safer Community,” hosted by the African-American Chamber of Commerce of New Jersey
- Panelist at Town Hall Meeting, “Public Safety, Re-Entry, and Mass Incarceration,” State Museum of New Jersey, African-American Chamber of Commerce
- Co-host of the weekly radio program, “In the Public Interest,” WWFM 89.1, Mercer County Community College, West Windsor, NJ, on the topic of the President's Task Force Report on 21st Century Policing
- Guest speaker, Re-Entry Awareness Day Rally, Trenton, NJ
- Panelist/presenter, Lead New Jersey’s Criminal Justice Seminar, Princeton University, Princeton, NJ
- Facilitator/advisor, Citizen Police Advisory Council, Trenton Police Department Town Hall Meeting, Masonic Temple, Trenton, NJ
- Advisor/participant, New Jersey Communities Forward, Reforming the Criminal Justice System in New Jersey, The College of New Jersey, Ewing, NJ
- Panelist/presenter, The Future of Community Policing, Drew University, Madison, NJ
- Panelist/presenter, NAACP Conference on Civil Rights, Community and Police Relations: A Look at the Criminal Justice System - We Are Ferguson Too, Trenton, NJ
- Participant, Citizens Campaign Forum on Public Safety and Police Auxiliaries, Thomas Edison State College, Trenton, NJ
- Guest Lecturer, Graduate Class on Leadership and Organizational Change, Rutgers University, Newark, NJ
- Instructor/facilitator, Adult Christian Education Class, “Social Justice and the Church,” a four- week series, Princeton Community Church, Pennington, NJ

PROFESSIONAL/CIVIC AFFILIATIONS

International Association of Chiefs of Police (IACP), Life Member

National Organization of Black Law Enforcement Executives (NOBLE), Life Member and Past National President

Kappa Alpha Psi Fraternity, Inc.

Kim C. Dine
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Frederick, Maryland 21701
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RESUME SUMMARY:

- **BA-Economics, 1971, Washington College, Chestertown, MD**
- **MS-Criminal Justice, 1983, American University, Washington, DC**
- **Chief of Police-United States Capitol Police, Washington, DC, 2012-2016**
- **Chief of Police-Frederick, Maryland, 2002–2012**
- **Assistant Chief (retired-27 years) Washington, D.C. Metropolitan Police Department, 1975-2002**
- **Top Secret-SCI Security Clearance (formerly held)**
- **Graduate FBI National Academy**

Over four decades of executive, command, management, uniformed, investigatory, and administrative police experience at the municipal, federal, and national level; extensive experience regarding critical components of modern municipal policing including patrol, use of force, internal discipline, internal affairs, youth crime/prevention issues, community policing, security operations, intelligence, managing major events, dignitary protection, and a proven record of solving problems, building bridges with minority communities, and reducing crime. Fourteen years as Chief of Police. Consulting clients include the International Association of Chiefs of Police (IACP), U.S. Department of Justice, CNA, Police Executive Research Forum, National Police Foundation

CURRENT:

Consulting in critical issues in policing, including:

- **Strategic Site Liaison (SSL) for Amarillo, Texas, for the Department of Justice, National Public Safety Partnership program through CNA**
- **Engagement with Police2Peace and Cure Violence organizations to improve communication and police response/management of demonstrations**

Recent projects include:

- **Dearborn, Michigan Police Department, Use of Force and Hiring and Recruiting Policy Review with the Police Executive Research Forum (PERF) through U. S. Department of Justice (DOJ) grant**
- **Rhode Island State Police (RISP), Focused Assessment of RISP regarding Recruiting and Diversity, Promotional Process and Procedures, and Administrative Actions re: Citizen Complaints, Internal Investigations, Disciplinary Processes**
- **Charlottesville, Virginia, SME member of After-Action Review team of death of Heather Heyer resulting from demonstrations of May, July, August, 2017; commissioned by the City of Charlottesville, produced by Hunton Williams Law Firm with technical law enforcement assistance from the National Police Foundation, Washington, DC**
- **Salt Lake City Police Department agency review (IACP)**
- **Glynn County, Ga, Police Department agency review (IACP)**
- **Duncanville, Texas agency review (IACP)**
- **Danville, Virginia Police Department, agency review (IACP)**
- **Los Angeles County Sheriff's Department, review of hiring, recruiting, retention, and training, (IACP)**

- CRI*TAC Collaborative Reform Initiative with the Cedar Hill, Texas Police Department, IACP/DOJ
- Member of Mayor's City of Frederick Transition Team regarding citizen/community engagement, and current volunteer member of the Downtown Safety and Security Committee, Frederick, MD

EMPLOYMENT:

Chief of Police of the United States Capitol Police, Washington, DC, December-2012 to March-2016:

commanding a sworn force with a (then) authorized strength of 1800 officers and 443 civilians, responsible for protecting the Congress and its members, employees, visitors, facilities, and legislative processes from crime and terrorism in Washington, DC, and across the United States. Managing a budget of 350 million, the USCP is charged with providing the highest quality of security and police services in order to deter, detect, disrupt and respond to terrorism; to protect life and property; to prevent, detect and investigate criminal acts/threats; and to enforce traffic regulations throughout 19 Congressional buildings, parks, and thoroughfares and concurrent jurisdiction in Washington, DC. The USCP is responsible for the protection of members of Congress, officers of Congress and their families, 30,000 plus employees. Providing dignitary protection to members of Congress throughout the United States, the department works extensively with the State Department, United States Secret Service, and the Federal Bureau of Investigation, as well as coordinating with local law enforcement across the country.

USCP operations include public screening (over 12 million screenings yearly) and extensive state-of-the-art perimeter screening operations for the detection, mitigation, and response to conventional and non-conventional threats. In addition to dignitary protection and threat assessments provided across the United States, the USCP is responsible for the administration of security operations, in coordination with other federal partners, at Presidential inaugurations, state funerals, joint sessions of Congress, visits from heads of state, and other national security-related functions held in the Capitol Complex or other locations where many members of Congress are in attendance. In addition to reorganizing the Department, successes include:

- Successfully managed/led security for historic, large scale events, including the:
 - 57th Inauguration of the President of the United States, President Barack Obama
 - African Summit on Capitol Hill; fifty Heads of State-one of the largest collections of Heads of State ever in Washington, DC and Capitol Hill
 - Joint Meeting of Congress Address by His Holiness Pope Francis
 - Joint Meeting of Congress Address by Israeli Prime Minister Benjamin Netanyahu
 - State of the Union Addresses and hundreds of demonstrations with minimal disruption, few arrests, and maximum safety to the Capitol and community
 - Million Man March, 20th Anniversary, Washington, DC
- Completed a new 100-million-dollar state of the art radio system
- Trained entire sworn force through updated "Active Shooter" training
- Built new, state of the art, in-door firing range
- Achieved CALEA "Gold Standard" USCP reaccreditation; November, 2014
- Revamped one of the nation's largest K-9 programs; wrote best practices police pursuit policy
- Initiated leading edge automated scheduling efforts
- Implemented Field Commander program to improve field command and control
- Created a new Field Training Program; civilianized public information office
- Implemented new hiring program for recruits resulting in diverse and highly qualified applicants from across the United States
- Produced and rolled out new Strategic Plan for the USCP
- Implemented new policy to protect the safety and welfare of transgender persons arrested by USCP
- Created a new, centralized, progressive agency-wide Office of Accountability and Improvement to

administer and adjudicate a department wide disciplinary process

- Hired labor relations specialist to maximize labor/management relationship
- Hired Diversity Officer and revamped Diversity Office to ensure fairness and diversity across the USCP and progressively addressed USCP diversity and racial and gender inequities through critical appointments

Chief of Police - Frederick, Maryland, July 2002-November 2012; Second largest City in Maryland; created a ten-year record of crime reduction, innovative and effective policing strategies while building strong relationships with minority communities across Frederick; restored public confidence, improved communication and trust between our officers and our residents-transformed agency to engaged, transparent, credible:

- Instituted a Community Policing strategy throughout the City and Department, working with the Mayor/Aldermen/city agencies/business groups/residents; consistently reduced crime while city population increased
- Built trust and lasting relationships with the African-American, Muslim, GLBTQ, Hispanic, and Deaf Communities across the City
- Signed historic MOU with the local chapter of the NAACP, solidifying a positive relationship with the NAACP
- Achieved national accreditation by the Commission on Accreditation in Law Enforcement (CALEA) for the first time in agency's history in 2003, earned re-accreditation in 2006 and 2009 (designated Flagship Agency)
- Reorganized agency to maximize resources and accountability; enhanced evidence tracking, internal investigations, minority recruiting, cold case homicides, revamped, equipped, and trained agency for WMD response and terrorism preparedness
- Sent FPD Crime Scene personnel-first two from the State of Maryland, to the National Forensics Academy in Knoxville, Tennessee (both employees grant funded)
- Initiated Mental Health Task Force with police department and an array of mental health agencies to improve service to the public in the critical area of crisis intervention. Task force created training for the entire agency and police department also provided training to mental health workers
- Chosen to represent all municipal agencies in the State of Maryland as pilot for Maryland's Domestic Violence Lethality Assessment to reduce domestic violence
- Created Victim Services Unit, maximizing responsiveness all victims in the City
- Instituted Officer of the Month Awards program adopted by the Rotary Club
- worked with Mayor and federal grants, initiated camera protection program in parking garages to combat crime-to include illegal drugs, graffiti, and terrorism.
- Initiated Red Light Photo and Speed Photo Enforcement Programs
- Produced first Strategic Plan for the agency
- Oversaw implementation of a new radio system for the agency; initiated and developed plan to centralize FPD and County Police communications

Metropolitan Police Department (MPD), Washington DC, 1975 -2002

Twenty-seven years with the Metropolitan Police Department, sixth largest municipal police department in the United States with a sworn strength of 4000 officers, rising through the ranks from patrol officer to assistant chief. Extensive experience in patrol, crime reduction strategies, use of force, internal discipline, internal investigations, youth crime and prevention issues, with a proven record of leadership, crime reduction, and community policing:

- **Assistant Chief of Police-Office of Professional Responsibility (2001-2002)**, in charge of Internal Affairs, Force Investigation Teams (including police shootings), adjudication of discipline, Equal Opportunity Employment (EEO) investigations, Managed Department's Memorandum of Agreement with the Department of Justice, hired independent monitor pursuant to agreement. Reduced police shootings, improved training, revamped police shooting investigations.
- **Commander (Deputy Chief) of the First Police District (1998-2001)**, commanding 400 plus personnel; responsible for police operations, the prevention and investigation of crime and institution of neighborhood community policing (including Capitol Hill, Southwest Waterfront, the White House and downtown DC) in Washington, DC. Reduced crime three successive years; with a 60% reduction of homicides. Created a proven record of community support and effective community policing in a multiracial and multicultural community. Commanded the Department's Asian Liaison Unit, oversaw operations in major nightclub zones and established relationships with all segments of the community. Management/oversight of major demonstrations in downtown Washington. During these three years, homicides were reduced by 60%, overall crime was reduced, and community policing flourished.
- **Inspector/Commanding the Office of Internal Affairs and Audit and Compliance (1998)**. Responsible for management and leadership of Office investigating police misconduct/government corruption in Washington, DC, and liaison with federal agencies as well as the United States Attorney's Office. Responsible for internal investigations, audits, and citizen complaints.
- **Inspector/Commanding the Youth and Family Services Division (1997)**, responsible for the investigation of: child abuse/criminal neglect cases in the District of Columbia, abandoned/critical missing juveniles, immediate danger, child sexual abuse, neglect, parental kidnapping, and other offenses. Responsible for school-based education programs throughout the District of Columbia, to include Gang Resistance Education and Training (G.R.E.A.T.) and Drug Abuse Resistance Education (DARE), operation of the Metropolitan Police Boys and Girls Clubs (12,000 children), summer camps, school/juvenile crime prevention and truancy programs, processing of all juvenile respondents. Domestic Violence Coordinator for the agency and a member of the Mayor's Task Force on Youth Issues and the Cabinet on Domestic Violence.

Police Captain-MPD; 1991-1997, six years of varied/critical command experience:

- **Captain, Sixth District**, responsible for the police operations of 1/3 of 330 police personnel; prevention/investigation of crime and implementation of community policing in neighborhoods in N.E. and S.E., Washington, DC., establishing key partnerships, crime reduction
- **Captain, Executive Assistant to the Chief of Police**, involved in all aspects of the operations of the agency as Chief of Staff for Chief Fred Thomas, liaised with the White House, U.S. Congress, the Mayor of the District of Columbia, the City Council, the United States Attorney's Office, and federal agencies. Responsible for the preparation of a variety of documents, letters, transition reports, and presentations on behalf of the Chief of Police; tasked with re-engineering the police department, co-drafted strategic plan creating a blueprint for the future of the policing in Washington, DC.
- **Captain, Chief of Police's Management Representative on the Civilian Complaint Review Board (CCRB)** - Selected by the Chief of Police to represent the agency; credited with markedly improving department awareness of civilian oversight issues and the relationship with the CCRB; revamped manner in which department responds to complaints by injured prisoners to ensure integrity in the process; drafted proposed legislation to improve the civilian oversight process.

1975-1991-Patrol Officer to Lieutenant

- **Lieutenant-Assistant Branch Commander, Internal Affairs Division-** planned/conducted/supervised/directed criminal and administrative investigations of police personnel; joint investigations with federal agencies
- **Sergeant-Disciplinary Review Division-**responsibilities included reviewed/adjudicated investigations regarding allegations of police misconduct; Training Academy lectured on internal discipline, analysis and creation of disciplinary policy, testified at Office of Employee Appeals and Arbitration Hearings requiring knowledge of contractual and labor relations rules, laws, policy, and court decisions. Authored MPD Administrative Hearing Handbook used for the following ten years
- **Patrol Sergeant-**supervision of crime scenes; managing uniformed patrol personnel, analyzing crime patterns, first line field supervision.
- **Patrol Officer-**Uniformed patrol; experience in all aspects of uniformed policing; included assignments in vice/drug investigations, undercover assignments, stakeouts.

EDUCATION and selected training:

1975 BA Economics, Washington College, Chestertown, MD

1983 MS Criminal Justice, American University, Washington, DC

1978 (July) - University of London, Imperial College of Science and Technology, *Institute on Drugs, Crime and Justice*, London, England (graduate study)

1988 - Completed the International Associations of Chiefs of Police training in *Managing the Internal Affairs Function*, Washington, DC

1992 – Graduate of the George Washington University, School of Business and Public Management *Contemporary Executive Development Program*, Washington, DC

1995 - FBI National Academy graduate, 183rd Session, FBI Academy Quantico, VA

2003 - United States Department of Homeland Security-Center for Domestic Preparedness, Anniston, Alabama, completed requirements for *WMD Response Training*

2004 - The Texas A&M University-National Emergency Response & Rescue Training Center; Texas Department of Public Safety, in conjunction with ODP, completed *Emergency Response Planning for WMD/Terrorism Incidents* (Frederick, MD)

2014 – Anti-Defamation League (ADL) Advanced Training School, Extremist and Terrorist Threats, Washington, DC

PUBLICATIONS/AFFILIATIONS/AWARDS (selected):

- Authored Chapter One, Maintaining Integrity In Law Enforcement Organizations: Selected Readings, published by the Major City Chiefs Administrators and the National Executive Institute Associates, FBI Academy, January, 1994
- Authored Metropolitan Police Department Administrative Trials and Hearing Handbook, published by MPD, 1985, utilized for all Departmental Trial Boards/Hearings for 15 years
- Contributing author-Encyclopedia of Law Enforcement, John Jay College of Criminal Justice, New York, NY, published by Sage Publications, 2005
- Contributing author-Chief Concerns-Exploring the Challenge of Police Use of Force, published by the Police Executive Research Forum, Washington, DC, 2005
- Co-author- “Providing Police Services to the Deaf,” The Police Chief, (publication of the International Association of Chiefs of Police) July, 2009

- Contributing Author-Police Perspectives Guidebook Series: Building Trust in Our Diverse Communities, Vera Institute of Justice & COPS Office, U.S. Department of Justice, published Spring, 2016
- Consultant's reports as noted; clients include PERF, IACP, Police Foundation, DOJ, CNA
- State of Maryland, Governor's Commission on Hispanic Affairs, Hispanic Heritage Awards-Public Safety Hero of the Year Award, 2008
- NAACP for Frederick County, MD; Law Enforcement Award, May, 2009
- Frederick County Human Relations Commission Award-Theodore W. Stephens Lifetime Achievement Award for Human Rights, 2011
- Frederick's LGBTQ "Ally of the Year" Award (inaugural award) 2012
- Community Service Award-African American Resources Cultural Heritage Society, (AARCH) December 2012
- Recognized by the Islamic Society of Frederick; Frederick County Muslim Council, 2012
- Recognized by Latinos Unidos of Frederick, 2012
- Park Naming-recognized by the City of Frederick-Police Activities League park commissioned "Chief Kim C. Dine Skateboard Park," 2013
- Distinguished Civic Leadership Award-Frederick Club of the National Association of Negro Business Women, 2012
- Member-American University Adjunct Faculty, 1996/97
- Member-International Association (IACP) of Chiefs of Police
- (former) Member-Maryland Chiefs of Police
- Member-Police Executive Research Forum (PERF); affiliated with the National Police Foundation

PERSONAL:

Married to a former NASA research scientist; two incredible daughters. Sports enthusiast; co-captain of collegiate (Washington College-Chestertown, MD) and high school (Rye Neck High School-Mamaroneck, New York) wrestling teams. (born-New York City).

(January, 2021)

CREIG W. DOYLE
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Summary of Accomplishments

Over forty-nine years of law enforcement and security experience at the executive level of agencies serving communities and Institutions of Higher Education of varying sizes. Have proven skills and experience that can be applied to any type of organization or business. In several positions it was necessary to completely rebuild organizations that had become ineffective and dysfunctional, which included assessing the situation, determining the appropriate changes, developing a plan, and successfully executing it based on principles of management that are universal. Every organization was improved by effective leadership, thoughtful management, and fiscal responsibility. Several were transformed.

General Skills Inventory

Organizational structure and definition of unit responsibilities; staff planning and development of position descriptions (including volunteer positions) to comply with the ADA; human resource recruitment, development and compensation; EEO, audit and compliance, Use of Force, and Internal Affairs investigations; achieving and maintaining industry standards for state and national accreditation; design and delivery of all and types of training (entry-level, in-service, supervisory); development of CALEA compliant policies and procedures for all operations; labor contract negotiations and administration; state and federal grant application and administration; line-item and zero-based budget preparation and administration; operations management (including fleet); media and community relations. Planning, preparation and management of all aspects of an emergency or special event, including coordinating multi-agency preparedness, security and scene management, response, recovery and restoration of normal operations.

EMPLOYMENT HISTORY:

1/2017 to 1/2020	Flagler College, St. Augustine, FL <i>Director of Safety & Security</i>
3/2016 to 12/2016	New Hampshire Judicial System, Administrative Office of the Courts <i>Per Diem Court Security Officer</i>
8/2013 to 11/2015	Cabrini University, Radnor, PA <i>Director of Public Safety</i>
4/2013 to 6/2013	Thornton (NH) Police Department <i>Part-Time Police Officer</i>
1/2013 to 7/2013	Lincoln (NH) Police Department <i>Part-Time Police Officer</i>
11/2007 to 1/2015	Grafton County (NH) Sheriff's Department <i>Special Deputy Sheriff</i>
10/2007 to 01/2013	Plymouth (NH) State University <i>Director of Public Safety/Chief of University Police</i>

8/2001 to 9/2007 Carnegie Mellon University, Pittsburgh, PA
Director of Security/Chief of University Police

5/2001 to 7/2001 Delaware Division of Parks & Recreation
Seasonal Park Ranger

6/91 to 3/2001 Rehoboth Beach (DE) Police Department
Chief of Police

9/70 to 6/91 Metropolitan Police Department, Washington, DC
Police Officer, Sergeant, Lieutenant

EDUCATION & SELECTED ADDITIONAL TRAINING:

Bachelor of Arts, Sociology, 1970, Catholic University of America, Washington, DC
D.C. Government Management Intern Program
FBI National Academy, 141st Session
FBI Executive Development Seminar
Introduction to Emergency Management
University of DE Community Policing Institute
U.S. Secret Service Dignitary Protection Seminar
Critical Incident Management
IACLEA Executive Development Institute
IACLEA Campus Public Safety Response to WMD Incidents
Crime Prevention Through Environmental Design
FBI Law Enforcement Executive Development Seminar

SELECTED HONORS & AWARDS

2013 Traffic Officer of the Year, Lincoln (NH) Police Department
Andy Award for Staff Excellence, Carnegie Mellon University
Rehoboth Beach Kiwanis Club – Outstanding Youth Service Award for work with Special Olympics children.
Special Olympics Delaware – For leadership in and contributions to the success of the 1993 Delaware Law Enforcement Torch Run for Special Olympics; for support as Chairman of the 1994 Delaware Law Enforcement Torch Run for Special Olympics; Delaware Special Olympics 2001 Unified Partner of the Year

PROFESSIONAL AFFILIATIONS:

International Association of Chiefs of Police (life member)
Fraternal Order of Police

Constance J. Beachem

202.725.7302 □ cjbeachem@gmail.com

Career Profile

Federal Bureau of Investigation (FBI) (Retired Special Agent/Unit Chief) with extensive background in high-risk, complex, law enforcement and international environments. Experienced in personnel security investigation/adjudication, risk assessment/management, training and development, international liaison, covert operations, counterintelligence and criminal investigations. Expertise in managing critical operational and administrative programs. Exceptional leadership ability, interpersonal skills, sound judgment, strong oral and written communication skills.

SELECT ACHIEVEMENTS, QUALIFICATIONS, AND COMPETENCIES

Credentials include: Master of Arts degree in Psychology; Bachelor of Science degree in Criminal Justice. Advance Instructor Certified. Project Management Certified. Proficient in all phases of planning, organizing, conducting and coordinating complex investigations. Demonstrated ability to assess, conduct, and manage complex criminal and counterintelligence investigations. Knowledgeable regarding criminal law and procedures and enforcement operations. Exhibits an effective use of computer based tools and databases. Working knowledge of the Revised Federal Investigative Standards (FIS), the Attorney General Guidelines, the National Foreign Intelligence Program Manual, and the U.S. Code of Federal Regulations. Proficient with Microsoft Office software applications and the use of the Internet to conduct research. Current TS clearance with polygraph.

INSTRUCTOR/ASSESSOR (CONTRACTOR)

Abu Dhabi, United Arab Emirates (2018 – 2019)

- Assessed, trained, and mentored groups of junior and senior-level Emirati Officers in leadership, strategic and innovative thinking, and the development of subordinate leaders.

SENIOR PERSONNEL SECURITY SPECIALIST/TEAM LEAD, SECURITY AND SUITABILITY ADJUDICATIONS UNIT (REINSTATED ANNUITANT)

FBI/Security Division (2015 - 2017)

- Conducted timely, accurate, and comprehensive background investigations in order to determine suitability and/or to facilitate the issuance of security clearances for anyone requiring access to FBI facilities and/or information, i.e. new employees, on-board employees, police department task force personnel, and contract/access applicants.
- Conducted background investigations according to the Federal Investigative Standards (FIS), the Tiers, and the Expandable Focused Investigation (EFI) Model.
- Conducted appropriate indices checks, arrest records checks, credit checks, investigative and intelligence data base searches, and other related data base searches to obtain all relevant information pertaining to the applicant, relatives, and acquaintances.
- As the Team Lead, reviewed and approved adjudicative findings of Personnel Security Specialists.

INVESTIGATIVE ANALYST CONSULTANT, ANALYSIS AND INVESTIGATIONS UNIT (CONTRACTOR)

FBI/Security Division (2015)

- Investigated, analyzed, and assessed data and records to mitigate the potential insider threat of FBI personnel with high risk indicators.

FACULTY, FBI LEADERSHIP DEVELOPMENT PROGRAM

FBI Headquarters (2012 – 2014)

- Designed, developed and delivered strategic leadership training to Special Agents and professional staff at the national, regional and local levels to meet the FBI Director's priority initiative.
- Led the successful delivery of multi-level leadership training to over 600 aspiring and front line supervisors and program managers. Experienced in techniques for face-to-face, on-line and blended learning formats.
- Assessed leadership and management curricula, instructional guides, examinations, training and audio-visual devices, developmental tools, job aids and instructional materials.
- Led multiple teams in the delivery of leadership training to senior law enforcement executives in the Caribbean, Africa, and Eastern Europe.

CHIEF, CLANDESTINE OPERATIONS UNIT, COUNTERINTELLIGENCE DIVISION

FBI Headquarters (2006 – 2012)

- Collaborated with key members of the U.S. Intelligence Community, U.S. Embassy personnel, and select foreign Intelligence Community representatives on the development/delivery of training/curriculum focusing on sensitive operational and covert matters.
- Developed and implemented Operational Security policies, procedures, and guidelines to ensure the safety of personnel, property, and intelligence during FBI-led operations.
- Conducted annual onsite reviews of covert operations; ensured compliance with FBI and Department of Justice policies; assessed potential security compromises.
- Developed and implemented risk management policies, procedures and guidelines to ensure reasonable steps were taken to secure the safety of personnel, property, and intelligence during FBI-led covert operations; briefed executives on pertinent operational developments.
- Created policies and procedures to mitigate the risk of civil, criminal or administrative liability resulting from actions performed during Bureau-sanctioned covert activities.
- Conducted time sensitive damage assessments resulting from the inadvertent or intentional compromise of covert National Security operations.

CHIEF, LOGISTICS UNIT, COUNTERINTELLIGENCE DIVISION

FBI Headquarters (2003 - 2006)

- Managed \$300M budget and 32-person staff, including 7-person management team.
- Managed highly effective, customer centric teams in: property inventory accountability; space acquisition and distribution; human resource management/staffing; budget formulation/execution; IT/automation; behavior analysis; and covert operations.

SENIOR LIAISON OFFICER, THE WHITE HOUSE OFFICE OF NATIONAL DRUG CONTROL POLICY (ONDCP), EXECUTIVE OFFICE OF THE PRESIDENT

Washington DC, (2001 – 2003)

- Represented the FBI on ONDCP team responsible for establishing policies, priorities, and objectives for the Nation's drug control program.

- Developed oversight processes and procedures to more effectively and efficiently manage interagency task forces.

ASSISTANT LEGAL ATTACHÉ, U.S. EMBASSY, Singapore, (2005); ASSISTANT LEGAL ATTACHÉ, U.S. EMBASSY, London, England (1998-2001); ASSISTANT LEGAL ATTACHÉ, U.S. EMBASSY, Pretoria, South Africa (1998)

- Developed and fostered strategic partnerships with foreign police and security services in support of the FBI's overall law enforcement and national security missions.
- Collaborated with U.S. Embassy representatives on sensitive and complex operational and administrative matters; encouraged and promoted a non-competitive work environment.
- Briefed U.S. Embassy officials on investigative activities as deemed appropriate and pursuant to established MOUs.

PROGRAM MANAGER, CRIMINAL SYNDICATES UNIT

FBI Headquarters, Washington, DC (1995 – 1998)

- Played pivotal role representing the FBI in interagency working groups charged with analyzing and assessing the international impact of crime conducted by Nigerian Criminal Enterprises.
- Prepared briefings for the Attorney General and DOJ/Treasury executives.
- Collaborated with FBI Legal Attaches, DEA Country Attaches, and foreign law enforcement agencies concerning the international impact of Nigerian Criminal Enterprises.

MARK E. LOMAX, MBA, M.S.

P.O. Box 356
Warrington, PA 18976
Office – 888-552-6237
Cell - 570-337-3497
mark.lomax@lancercobbs.com

QUALIFICATIONS

Law Enforcement ~ Business Management ~ Non-Profit Organizations ~ International Relations

Results-driven, internationally recognized professional with a unique background in law enforcement, international client relations, and business management. Currently, CEO of international business consulting firm. Previously, Executive Director/CEO of an international non-profit law enforcement association with over 40,000 members. Prior, served as a program manager for United Nations Mission in Liberia, West Africa. Managed training programs for 20,000-member international non-profit association. Directed Master of Business Administration program at *Eastern University*. Twenty- seven (27) years of law enforcement experience with the *Pennsylvania State Police*. Hands-on experience managing budgets, strategic business planning and team leadership. Strong communicator with ability to mediate groups and problem solve with precision.

PROFESSIONAL EXPERIENCE

LANCER COBBS

Warrington, Pennsylvania

2017 - present

CEO

- Provide consulting services for U.S. and international governments, businesses, and non-profit organizations.
- Specializing in leadership, business management, strategic planning, systems review, media/public relations, rule of law, tactical operations, use of force, law enforcement policies, and police training/education.
- Experienced with over 10,000 hours in employee assistance consultation, stress management training, and police support services.

NATIONAL TACTICAL OFFICERS ASSOCIATION (NTOA),

Doylestown, Pennsylvania

2011-2017

Executive Director/CEO

- Oversaw international nonprofit association representing over 40,000 members of the law enforcement special operations community.
- Reported to a Board of Directors, planned and directed the administrative, operational, and fiscal activities of ten (10) headquarters staff.
- Served as representative of the association during conferences, committee meetings, and coordinated efforts with other like organizations and government agencies.
- Principal liaison to the Department of Justice, Department of Homeland Security, Department of Treasury, Department of Defense, and White House.
- Served as Association's legislative advocate on Capitol Hill.
- Oversaw multi-million-dollar budget. Increased revenues by 50%.

PROFESSIONAL EXPERIENCE

(Continued)

UNITED NATIONS MISSION IN LIBERIA (UNMIL), Monrovia, Liberia 2010-2011

Program Manager – Emergency Response Unit (ERU) and Police Support Unit (PSU)

- Provided administrative and operational consultation to the ERU, Liberia's special tactical unit, and the PSU, Liberia's crowd control/security unit in preparation for the National Presidential Election.
- Advised and consulted with the Inspector General of the Liberian National Police, the United Nations (UNMIL) Police Commissioner, the US Embassy, and the U.S. State Departments' Bureau of International Narcotics and Law Enforcement.
- Oversaw the selection, vetting, and training of persons selected for the ERU and PSU in accordance with the US Leahy Law.
- Managed and directed the United Nations ERU and PSU police advisors/trainers, consisting of three (3) team leaders and twenty-four (24) police advisors/trainers, representing fourteen (14) countries.
- Conducted briefings to senior visiting officials of US and international governments,
- Facilitate the acquisition over six million dollars in equipment and uniforms for units.

THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP),
Alexandria, Virginia

2009-2010

Manager, Center for Police Leadership and Training

- Managed \$1.5 million budget, directed training /leadership development programs, and provided international training consultation for organization with 20,000 members worldwide.
- Ran three-tiered training program for members covering tuition-based programs delivered onsite, a three-week executive leadership program, and newly launched distance learning program.
- Managed 40+ adjunct instructors.
- Consulted with and briefed international law enforcement executives and senior U.S. government officials on police training programs.
- Managed and directed e-learning program.
- Served as Staff Liaison to Civil Rights Committee and Diversity Coordinating Panel.
- Developed and introduced Association's first online digital training catalog.

EASTERN UNIVERSITY, St. Davids, Pennsylvania

2003-2009

Interim MBA Management Program Director (2008-2009)

- Managed 60+ adjunct faculty members and oversaw more than 200 MBA graduate students within School of Management Studies.
- Facilitated adjunct faculty hiring and scheduling.
- Advised and supported enrollment management by developing and implementing enrollment strategies.

Senior Affiliate Faculty (2003-2009)

- Developed course curriculum and instructed undergraduate and graduate courses in business management, healthcare management, organizational leadership, business ethics, strategic marketing, human resource supervision, research design, strategic planning, and general business courses.
- Served as a New Venture Project Advisor for MBA students, overseeing student entrepreneurial projects.

PROFESSIONAL EXPERIENCE

(Continued)

PENNSYLVANIA STATE POLICE, Hershey, Pennsylvania 1981-2008

Director, Bureau of Training and Education – Major (2006-2008)

- Directed Basic Training, Advanced/Regional Training, Employee Training, and Professional Development for more than 6,300 personnel.
- Directed Department's Community Services Program, Video Unit, Mounted Unit, & Ceremonial Unit.
- Coordinated construction of a \$7.6 million Police Driver Training Facility and construction of a \$500,000 state of the art police skills scenario training facility.
- Chaired committee to review and recommend recruiting, testing, and training procedures for troopers.

Commanding Officer – Captain (2003-2006)

- Led field operations of seven Stations and a Troop Headquarters operating in nine counties covering over 6,500 square miles.
- Commanded 296 personnel; worked with media, community, and state and federal organizations.

Administration Division Director– Captain (2002-2003)

- Managed administration division of the Bureau of Drug Law Enforcement, including human resources, budgeting, fleet management, acquisitions and inventory.
- Trained and monitored 145 undercover personnel; supervised a \$2 million forfeiture account.

Previous Experience from 1981 – 2002: Progressed through the ranks of Trooper to Lieutenant, specialized in undercover/covert operations.

PROFESSIONAL & VOLUNTEER ACTIVITIES

- International Critical Incident Stress Foundation, **Member** (2017 – present)
- Association for Comprehensive Energy Psychology, **Board of Directors** (2017 – present)
- National Native American Law Enforcement Association, **Member** (2015 – present)
- American Society of Association Executives, **Member** (2014 – present)
- Police Executive Research Forum (PERF), **Member** (2013 – present)
- Airborne Law Enforcement Association, **Member** (2013 – present)
- Association for Unmanned Vehicle Systems International, **Member** (2013 – present)
- New England Tactical Officers Association, **Member** (2013 – present)
- International Association of Bomb Technicians & Investigators, **Member** (2012 – present)
- California Association of Tactical Officers, **Member** (2012 – present)
- Pennsylvania Tactical Officers Association, **Member** (2012 – present)
- International Association of Emergency Managers, **Member** (2012 – present)
- The National Drug Court Institute, Law Enforcement Advisory Committee, **Member** (2010)
- National Institute of Justice, **Peer Reviewer** (2010 – present)
- The National Sheriffs' Association, **Member** (2010 – present)
- International Police Training and Consulting Services, **Certified Trainer** (2010 – present)
- International Law Enforcement Educators and Trainers Association, **Member** (2010 – present)
- National Association of Field Training Officers, **Member** (2010 – present)
- Hispanic American Police Command Officers Association (HAPCOA) **Member** (2009 –present)
- Vidocq Society (VSM), **Member** (2007 – present)
- Mental Health Task Force of the Pennsylvania Commission for Justice Initiatives, **Co-Chair** (2006-2007)

PROFESSIONAL & VOLUNTEER ACTIVITIES*(Continued)*

MADD, Pennsylvania/New Jersey Chapter, **Board Member** (2006-2007)
Anti-Violence Partnership of Philadelphia (AVP), **Elected Officer – President** (2005-2007)
Lycoming County (PA) Criminal Justice Advisory Board, **Board Member** (2003-2006)
North Central (PA) Counter-Terrorism Task Force, **Member** (2004 – 2006)
Little League World Series Joint Security Task Force, **Member** (2003 – 2006)
Delta Mu Delta National Business Administration Honors Society, **Member** (2002-Present)
Pennsylvania Chief of Police Association, **Member** (2002-2004)
International Association of Chiefs of Police (IACP), **Member** (2002-Present)
 IACP Children of Arrested Parents Focus Group, Member (2013 – present)
 IACP Children Exposed to Violence Advisory Working Group, Member (2013 – present)
 National SWAT Study Advisory Board, Member (2013 – present)
National Association of Blacks in Criminal Justice, **Member** (2001-2004)
Association of Certified Fraud Examiners, **Member** (2001-2003)
American Society for Industrial Security, **Member** (2001- present)
FBI National Academy Associates, **Member** (2000-Present)
Pennsylvania State Guardians, Inc., **Executive Director** (1998-2000) & **Member** (1982-2008)
National Organization of Black Law Enforcement Executives (NOBLE) **Member** (1998 – present)
 Constitution/Bylaws Committee (2000-2002) & **Education and Training Committee** (2009-2011)
Pennsylvania Narcotics Officers Association, **Member** (1997-2004)
Psi Chi National Psychology Honors Society, **Member** (1991-Present)
National Black State Troopers Coalition, **Member** (1985-2008)

PRESENTATIONS

Speaker: "Keeping our Schools and Communities Safe", C.O.A.C.H. Hope Association Workshop, Morehead City, NC (September 17, 2016).

Speaker/Panelist: Special Weapons and Tactics Teams: Highlights of National SWAT Study, International Association of Chiefs of Police (IACP) 2015 Conference, Chicago, IL (October 26, 2015).

Speaker: "21st Century Leadership", Utah Chiefs of Police Association 2015 Conference, St. George, Utah (March 25, 2015).

Speaker/Panelist: Safeguarding Children at the Time of Parental Arrest, International Association of Chiefs of Police (IACP) 2014 Conference, Orlando, FL (October 26, 2014).

Speaker/Panelist: Special Weapons and Tactics Teams: Perceptions versus Reality, International Association of Chiefs of Police (IACP) 2014 Conference, Orlando, FL (October 25, 2014).

Panelist: National Policy Summit on Police-Community Relations, International Association of Chiefs of Police, Orlando, FL (October 23, 2014).

Speaker/Panelist: Do American Police Departments Need Military Weapons from the Pentagon?, The Cato Institute, Washington, DC. (September 12, 2104).

"Oversight of Federal Programs for Equipping State and Local Law Enforcement," written and oral testimony before US Senate Committee on Homeland Security and Government Affairs, (September 9, 2014).

"The Department of Defense Excess Property Program in Support of U.S. Law Enforcement Agencies: An Overview of DOD Authorities, Roles, Responsibilities, and Implementation of Section 1033 of the 1997 National Defense Authorization Act," written and oral testimony before US House Armed Services Committee, Subcommittee on Oversight and Investigations, (November 13, 2014).

Speaker: "2011 Liberia Riot – Lessons Learned", 2013 International Law Enforcement Forum Workshop, State College, PA (April 16, 2013).

Speaker/Presenter: "SWAT Standards", 9th Annual International Symposium for Best Police Practices, Dubai, UAE (April 10, 2013).

Keynote Speaker: "Leading Specialized Units," California Tactical Officers Association (CATO) 2012 Annual Conference, Santa Barbara, CA (November 26, 2012).

Speaker/Workshop Presenter: "Leadership in Police Organizations," National Organization of Black Law Enforcement Executives (NOBLE) 2010 Annual Conference, Baltimore, MD (July 11, 2010).

Speaker/Workshop Presenter: "The Impact of Stress on Law Enforcement & Their Families: Signs, Symptoms & Solutions," 2010 Crime Victims' Center of Chester County Sexual Assault & Domestic Violence Investigations Conference, Great Valley, PA (June 3, 2010).

Speaker/Workshop Presenter: "The International Association of Chiefs of Police Leadership Program," 2009 Annual Hispanic American Police Command Officers Association (HAPCOA) Conference, New Orleans, LA (November 17, 2009).

Speaker/Workshop Panelist: "NOBLE Youth: Catalyst of Change," 8th Annual National Organization of Black Law Enforcement Executives (NOBLE) Youth Leadership Conference, Norfolk, VA (July 26, 2009).

PRESENTATIONS

(Continued)

Panel Presentation: “The Next Generation of Co-op: Development, Facilitation and Implementation of Graduate Co-op Online.” The 15th World Conference on Cooperative Education (WACE2007), Suntec, Singapore (June 29, 2007).

Speaker/Workshop Presenter: “Community Involvement,” The 20th Annual Robert D. Lynch Student Leadership Development Institute, Altoona, PA (October 29, 2006).

Frequent guest commentator on law enforcement and homeland security issues for national news organizations and associations, such as *The Wall Street Journal*, *The Washington Times*, *The Washington Post*, *Wall Street Journal*, Associated Press, National Public Radio, The Daily Beast, Fox News, NBC, MSNBC, Politico.com, Huffington Post.

PUBLICATIONS

Op-Ed, *Orlando Terrorist Attack Highlights Importance of SWAT Teams*, The Daily Caller, June 22, 2016.

Op-Ed, *Remembering the sacrifice of law enforcement, and how they must strive to always improve*, The Hill Congress Blog, May 16, 2016.

Lomax, M. (2016) *Probability Model for Mitigating Civil Unrest and Enhancing Effective Police Response*, *Tactical Edge*, 34(1), 28-29

Op-Ed, *San Bernardino: Grim Reminder to Ensure Equipped and Trained SWAT Teams*, Fox News Opinion, December 4, 2015.

Lomax, M. (2015) *Probability Model for Mitigating Civil Unrest and Enhancing Effective Police Response*, *The Police Chief*, 82(9), 21.

Op-Ed, *SWAT Reform: Striving toward a standard for training and equipment use*, The Washington Post, November 7, 2014

Foreword, *Going Deep: Psychoemotional Stress & Psychoemotional Survival in an Undercover Police Career*, July 2009, Drs. Michael Asken & Frank Masur, MindSighting, Camp Hill, PA

Foreword, *The Excel 2007 Data & Statistics Cookbook, Second Edition*, September 2008, Larry Pace, TwoPaces LLC, Anderson, SC

Editorial Board, *The Journal of Police Emergency Response*

EDUCATION

DREXEL UNIVERSITY, Pennsylvania, *Master of Science in Higher Education*, 2007

- Capstone Project: *NineCee™: A Fiscal-Based Quantitative Decision-Making Model (2007)*
- Grant Recipient of the Drexel University Higher Education Research Fund to present Capstone Project at The World Association for Cooperative Education (WACE) conference in Suntec, Singapore (June 2007)

EASTERN UNIVERSITY, Pennsylvania, *Master of Business Administration, Management*, 2002

FBI NATIONAL ACADEMY, Virginia, *2000 (200th Session)*

LASALLE UNIVERSITY, Pennsylvania, *Bachelor of Arts in Psychology*, 1991

TERRI S. BROWN

4206 Eire Street, Tallahassee Florida 32305

EXECUTIVE SUMMARY

HONOR | PROFESSIONALISM | ENTHUSIASM

A HIGHLY MOTIVATED AND ENERGETIC PROFESSIONAL WITH A STRONG BACKGROUND AND EXPERIENCE IN LAW ENFORCEMENT. FAMILIAR WITH POLICIES, PROCEDURES AND STRATEGIES IN PROMOTING EFFECTIVE LOCAL, STATE AND NATIONAL LAW ENFORCEMENT OPERATIONS FOR PUBLIC SAFETY.

AREAS OF EXPERTISE

- Strategic Planner
- Crisis Management
- State and Local Law Enforcement- Florida
- Proven Leader
- Training and Recruitment

PROFESSIONAL EXPERIENCE

THE FLORIDA STATE UNIVERSITY POLICE DEPARTMENT
PRESENT TALLAHASSEE, FL

DECEMBER 1991 TO

Police Chief

- Responsible for effective delivery of police services to the FSU community.
- Oversee 81 police officers, 11 communication officers, four security officers, Emergency Management staff and Campus Access and Security Services.
- Establish department goals, long range plans, objectives, directives, regulations and procedures based on the needs of the campus and police department.
- Budget preparation and implementation
- Responsible for the oversight of all police functions including community-oriented policing, patrol, crime prevention, investigations, traffic enforcement and school services.
- Serve as a member of the Student Situation Resolution Team and Threat Assessment Team

Deputy Chief

- Responsible for effective delivery of police services to the FSU community.
- Oversee 81 police officers, 11 communication officers, four security officers.
- Responsible for the oversight of all police functions including community-oriented policing, patrol, crime prevention, investigations, traffic enforcement and school services.
- Supervised the development of the new FSUPD training site located south of campus.
- Implemented Violent Crime/Drug unit
- Serve as a member of the Student Situation Resolution Team and Threat Assessment Team

Support Services Captain

- Supervised Investigations Unit, Crime Prevention, Evidence, Clery, Accreditation Manager, School Resource Officer and Records Division

- Supervised complex and high-profile cases
- Supervised tactical officers to include entry team operations

Training Lieutenant

- Developed curriculum and taught all facets of training to include high liability
- Supervised Field Training Program for law enforcement and communication officers
- Supervised staff and established goals and objectives for training.

Training Sergeant

- Developed curriculum and taught all facets of training to include high liability
- Supervised Field Training Program for law enforcement and communication officers
- Supervised staff and established goals and objectives for training.

Patrol Officer

- Responsible for the protection of life and property, the prevention of crime and misconduct, conduct traffic enforcement and crowd control, criminal and traffic law enforcement, criminal and traffic accident investigations and community service.
- Responsible for the effective and impartial enforcement of Federal and State Statutes, local ordinances, Student Conduct Code, Transportation and Parking Rules, enforcing other rules and regulations of the Florida State University.
- Adopt a COPP
- Field Training Officer
- Rape Aggression Defense Instructor

EDUCATION

FBI National Academy Class # 257

The FBI National Academy is a professional course of study for U.S. and international law enforcement managers nominated by their agency heads because of demonstrated leadership qualities. 10 week program which provides coursework in intelligence theory, terrorism and terrorists mindsets, management science, law, behavioral science, law enforcement communication and forensic science. Earned 16 hours college credits

80 College Credits

FDLE Certificate in Law Enforcement 1991

PROFESSIONAL DEVELOPMENT

FBI National Academy Class # 257

The FBI National Academy is a professional course of study for U.S. and international law enforcement managers nominated by their agency heads because of demonstrated leadership qualities. 10 week program which provides coursework in intelligence theory, terrorism and terrorists mindsets, management science, law, behavioral science, law enforcement communication and forensic science.

Traveled and taught Campus Violence for the Attorney General's office

Currently serving as committee member for the Refuge House

FDLE Instructor

FDLE High Liability Instructor

Florida Public Safety Institute Instructor Basic and High Liability

Rape Aggression Defense Instructor Trainer and Representative for Florida

Behavioral Threat Assessment Training 2018

Equitable Sharing for Financial Support Staff

FBINAA Training Conference 2015

Sworn to Silence Mental Health and Stigma in Law Enforcement 2013

FBI Active Shooter Conference 2013

Working and Managing Major Cases 2013

Sport Evacuation Training and Exercise 2012

Taser Instructor

Excited Delirium Instructor 2011

Reality Based Training 2011

Under and Alone - Billy Queen Presentation 2011

The Accountable Leader 2011

Multiple FEMA Certifications

Officer Involved Shooting 2011

Street Survival 2011

Body Language Techniques 2010

Female Officer Survival Course 2010

Criminal Aliens and Document Fraud Training 2010

Career and Tactical Survival for Female Officers 2010

Officer Involved Domestic Violence 2009

Off Duty Survival For You and Those You Love 2009

Reduce Your Liability and Legal Implications by Validating Competence 2009

Courtroom Testimony for the Police Instructor 2009

Introduction To Web Based Training and Records Management 2009

Understanding and Planning for School Bomb Incidents 2009

Development Online Training Course 2009

One on One Control Tactics 2008

The Psychology of Combat - 2008

Dealing with Mental Illness 2008

Fighting Terrorism in the 21st Century 2007

Risk Mitigation 2007

Street Survival 2006

Florida Leadership Academy 2006

Domestic Security for School Districts Instructor Course 2006

Field Training Leadership 2006

The Bullet Proof Mind 2005

Criminal Justice Ethics 2005

The Basic Supervisory Practical 2005

Media Relations for Patrol Supervisors 2004

Florida Network of Victim Witness Services 2003

Campus Public Safety Response to Weapons of Mass Destruction 2003

Fraudulent Identification 2002

Domestic Intervention 2002

Child Abuse Investigations 2002

Injury and Death Investigation 2002

Survival for Women in the Public Safety Workplace 2002

Emergency Response to Terrorism 2002

Critical Incident Rapid Deployment Train the Trainer 2002

Competing for Promotion 2001

Bridging the Gulf in Victim Services 2001

Mental Preparation for Armed Confrontations 2000

Basic Evidence Collection 2000

Mass Fatalities 1999

Designer Drug Seminar 1999

Nonviolence Conflict Reconciliation 1998

First Response to Violent Crime 1998

Female Officer Survival Techniques 1998

Defensive Tactics Instructor 1997

Line Supervision 1997

Crisis Intervention 1997

Dignitary Protection 1996

IPMBA Instructor 1996

Field Training Officer 1995

Officer Survival Course 1994

Sex Crimes Investigations 1993

Advanced Report Writing and Review 1993

Surviving Sexual Assault 1993

Interviews and Interrogations 1993

Narcotic Identification and Investigation 1992

Awards

Florida Police Chiefs Presidents Award 2019

Partner With A Purpose 2019

Florida Police Chiefs Commanding Officer of the Year 2016

Davis Productivity Award 2008

Rock Soup Award 2004

Being There Award 2004

Merit Award 2002

Officer of the Year 2002 and 1995

Field Training Officer of the Year 1998 and 1997

Associations

Florida Police Chiefs Association

FBI National Academy

Member Florida Police Chief's Subcommittee on Accountability & Societal Change

Appendix B (Certificate of Insurance)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/01/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hiscox Inc. 520 Madison Avenue 32nd Floor New York, NY 10022	CONTACT NAME: PHONE (A/C. No. Ext): (888) 202-3007		FAX (A/C. No):
	E-MAIL ADDRESS: contact@hiscox.com		
INSURER(S) AFFORDING COVERAGE			NAIC #
INSURER A: Hiscox Insurance Company Inc			10200
INSURER B:			
INSURER C:			
INSURER D:			
INSURER E:			
INSURER F:			

INSURED
 Bobcat Training and Consulting
 3294 Mariana Oaks Dr
 Tallahassee FL 32311

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.


INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			UDC-1567338-CGL-21	04/20/2021	04/20/2022	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
							MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ S/T Gen. Agg.
								\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE	OTH-ER
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/01/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hiscox Inc. 520 Madison Avenue 32nd Floor New York, NY 10022	CONTACT NAME: PHONE (A/C, No, Ext): (888) 202-3007		FAX (A/C, No):
	E-MAIL ADDRESS: contact@hiscox.com		
INSURED Bobcat Training and Consulting 3294 Mariana Oaks Dr Tallahassee FL 32311	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: Hiscox Insurance Company Inc		10200
	INSURER B:		
	INSURER C:		
	INSURER D:		
	INSURER E:		

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input type="checkbox"/> N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			UDC-1567338-EO-21	04/20/2021	04/20/2022	Each Claim: \$ 1,000,000 Aggregate: \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/01/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hiscox Inc. 520 Madison Avenue 32nd Floor New York, NY 10022	CONTACT NAME: PHONE (A/C, No, Ext): (888) 202-3007		FAX (A/C, No):
	E-MAIL ADDRESS: contact@hiscox.com		
INSURER(S) AFFORDING COVERAGE			NAIC #
INSURER A: Hiscox Insurance Company Inc			10200
INSURED Bobcat Training and Consulting 3294 Mariana Oaks Dr Tallahassee FL 32311			
INSURER B:			
INSURER C:			
INSURER D:			
INSURER E:			
INSURER F:			

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y		UDC-1567338-CGL-21	04/20/2021	04/20/2022	EACH OCCURRENCE \$ 1,000,000
	DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000						
							MED EXP (Any one person) \$ 5,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ S/T Gen. Agg.
							\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$
							AGGREGATE \$
							\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Strategic Policy Partnerships, LLC
 P.O. Box 577
 West Tisbury MA 02575

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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03/01/2021

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PRODUCER Hiscox Inc. 520 Madison Avenue 32nd Floor New York, NY 10022	CONTACT NAME: PHONE (A/C. No. Ext): (888) 202-3007 FAX (A/C. No): E-MAIL ADDRESS: contact@hiscox.com	
	INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Hiscox Insurance Company Inc 10200 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
INSURED Bobcat Training and Consulting 3294 Mariana Oaks Dr Tallahassee FL 32311		

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			UDC-1567338-CGL-21	04/20/2021	04/20/2022	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
							MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ S/T Gen. Agg.
								\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE	OTH-ER
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

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AUTHORIZED REPRESENTATIVE

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Appendix C (References)

References

William McManus
Chief of Police
San Antonio, Texas
<https://www.sanantonio.gov/SAPD/PoliceChief>
210-207-7360

Branville Bard, PhD Police
Commissioner
Cambridge, Massachusetts
<https://www.cambridgema.gov/cpd/policeunits/officeofthecommissioner>
617-349-3300

Jerry L. Clayton
Sheriff
Washtenaw County, Michigan
<https://www.washtenaw.org/Directory.aspx?EID=261>
734-973-4613