

RESPONSE TO REQUEST FOR APPLICATIONS  
TO SERVE AS INDEPENDENT MONITOR  
OF THE BALTIMORE CITY  
POLICE DEPARTMENT

POWERS CONSULTING GROUP, LLC  
June 1, 2017



Cover: "Sankofa" by Muralist, Ernest Shaw Jr.  
located on North and Pennsylvania Avenues on the north wall of the historic Arch Social Club.  
The mural depicts jazz artist, Billie Holiday; writer, Ta-Nehisi Coates; and artist Shaw and his son.  
The mural was unveiled on the 100<sup>th</sup> birthday of Billy Holiday, and in remembrance of the  
2015 Baltimore unrest at ground-zero: Penn-North

THE POWERS CONSULTING GROUP, LLC  
Response to  
Request for Applications to Serve as Independent Monitor  
of the Baltimore City Police Department  
May 26, 2017



## TABLE OF CONTENTS

---

Executive Summary .....	7
Overview .....	14
Scope of Work .....	20
Personnel & Current Time Restraints .....	42
Monitoring Team Organizational Chart .....	50
Qualifications .....	53
Prior Experiences & References .....	73
Budget .....	77
Five Year Projections for Salaries .....	79
Five Year Projections for Hourly Rates .....	80
Projected Monthly Hourly Rates .....	81
Overall Five Year Projected Budget .....	81
Collaboration & Cost Effectiveness .....	82
Potential Conflicts of Interest .....	83





## EXECUTIVE SUMMARY

*It is abundantly clear that both the police and citizens want law and order.  
But the citizens want it as a promise, not as a threat.*

The Baltimore City Police Department (BPD) is the 8th largest municipal police force in the United States. BPD polices the largest city in the state of Maryland. The Baltimore City Police Department continues to serve this “city of firsts.” BPD is a state agency steeped in its own traditions, history, honors and pride. It is the first law enforcement agency in the U.S. to effectively deploy a successful municipal K-9 Corps unit. At one point in its storied history the Baltimore City Police Department held the reputation for having the most experienced and skillful homicide detectives in the State of Maryland. Presently the BPD has the noble duty of protecting and serving the citizens of Baltimore and all that visit Baltimore; BPD has the responsibility of maintaining peace, order, and security.

Despite its rich history and successes, clearly the department has also had its share of problems. Many of these problems were discovered, uncovered and revealed during the Department of Justice’s 2016 investigation. The Department of Justice’s August 10, 2016 report noted that “the BPD has long been a troubled agency.” The report identified several issues and problems to include the “zero-tolerance” policing philosophy. The zero-tolerance enforcement strategy resulted in officers executing large numbers of stops, searches, and arrests that were later identified as illegal and deemed unconstitutional. The manner and use of force utilized during arrests was also the subject of the DOJ report. Other problem areas, to include training, supervision and oversight were highlighted.

The U.S. Department of Justice (DOJ) Civil Rights Division’s investigation and report of August 10, 2016, “Investigation of the Baltimore City Police Department” (BPD) was initiated after the death Freddie Gray - an African-American male who died from spinal injuries while in police custody; and subsequent civil unrest. While BPD has proudly served this “city of firsts”

since the 1700s and, as noted, is steeped in a tradition of firsts, tradition and history has not shielded the Agency from challenges and deficiencies. DOJ's August 10, 2016's report stated, "the BPD has long been a troubled agency." The "zero-tolerance" street enforcement was promoted by City and BPD leadership to curb the City's crime challenges. This enforcement philosophy resulted in officers executing large numbers of stops, searches and arrests – "and often resulting to force - with minimal training and insufficient oversight from supervisors or other accountability structures." These systemic violations often lead to the constitutional and statutory violations observed by DOJ. Per the Consent Decree of January 12, 2017, BPD agreed to terms and conditions that will mandate the enhancement and development of policies and practices to improve upon its operations.

The DOJ essentially concluded that in Baltimore City we were dealing with what can best be described as a double consciousness - that simultaneously recognized the need for effective policing to serve and protect the people and to dramatically reduce crime; and that all too often made the people that were to be protected the victims of both cops and robbers.

The Powers Consulting Group will provide a comprehensive monitoring strategy that will ensure current improvements and future policies and procedures are reflective of community and police collaboration. Our monitoring team offers BPD, the City of Baltimore, and DOJ the objectivity and credibility of a local consulting firm; perspectives of respected and effective police executives; expertise of compliance and legal experts; and research prowess of tenured academicians. The capacity and depth of our team's expertise provides the flexibility to adapt to unanticipated challenges as the City's compliance with the Consent Decree progresses. All members of the team have exceptional interpersonal and communication skills, which will be vital to promote community participation and Agency compliance.

The Powers Consulting Group (PGC) is a consortium of highly skilled, effective and vastly experienced experts in the fields of law enforcement, criminal justice, constitutional law, legal policy, police practices, policing policies, police training, crime reduction, community policing, police leadership, national and local security, threat assessments, data analysis, social policy and the social and behavioral sciences. The Powers Consulting Group provides stellar and pragmatic solutions to increase the operational efficiency of our clients irrespective of their size or scope of duties. PCG has vital experience and tenure in policing operations, training, policy and data analysis and report writing; and in ethics, management, and leadership development.



We provide comprehensive analyses of organizational, community and governmental structures; system evaluations and performance analysis and policy schemata. Our mission is to enhance the capacity of criminal justice municipalities, agencies and organizations to better protect and serve the people.

The PCG proposes to provide a comprehensively structured and thorough monitoring strategy that will ensure that current best practices as well as future policies and procedures of the Baltimore City Police Department are compliant with Department of Justice mandates and orders; and are reflective of community and police collaboration with a mission of dramatically reducing crime and increasing the life chances of all. Our monitoring team offers the City of Baltimore, its BPD and the DOJ the peerless perspective and professional expertise of a local consulting firm; with experts from a broad range of disciplines. The size, geographic proximity and depth of our team's commitment to excellence provides the prowess for PGC to expeditiously adapt to unanticipated challenges that may arise as the City progresses toward DOJ compliance. Our consultants for this project include reputable attorneys; a judge; state, local, and federally-experienced law enforcement agents; social researchers; forensic clinicians; management specialists; IT professionals; university academicians; policy analysts and writers; and training and organizational development authorities. Further The Powers Consulting Group prides itself in having multi-lingual trained scholars and practitioners who are highly adept at working with racially and ethnically heterogeneous populations. Our monitoring strategy provides a viable vehicle for constructive dialogue for every community of the "charm city" of Baltimore.

The Consent Decree implicitly requires an effective understanding of all communities in which BPD operates. Maryland is ranked 17th for having the largest Hispanic population in the nation.<sup>1</sup> The Hispanic community represents 4.2% of Baltimore's total population.<sup>2</sup> Hispanic Baltimoreans are a growing and vital segment of the city's diversity and productivity. The PCG looks forward to helping BPD with its role in protecting and serving this community by providing guidance and technical assistance consistent with current BPD initiatives and the DOJ Consent Decree.

---

<sup>1</sup> Pew Research Center, Hispanic Trends: Latinos in 2016 Election: Maryland (January, 2016) <http://www.pewhispanic.org/fact-sheet/latinos-in-the-2016-election-maryland/>

<sup>2</sup> U.S. Census Bureau, 2010 <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

Because the Powers Consulting Group Monitoring Team has always been in the city it has an inherent self-interest, sensitivity, commitment and perspective that leads itself to better understanding the historic and prevailing dynamics of BPD and its relationship with the various diverse communities. This experience and vision, along with the requisite expertise makes the Monitoring Team unquietly positioned for the monitoring process and requirements.

The Team includes former police department monitors; and members who served on Departments that have been monitored. This experience provides an understanding of the demands of a Consent Decree mandate to reduce crime and importance of an engaged community. A brief synopsis of some of our team members' expertise is as follows:

#### **USE OF FORCE/OFFICER INVOLVED SHOOTINGS**

Chief John Moss (retired) and Captain Robert Plummer have extensive experience as Internal Affairs and Force Investigation Team Commanders, respectively. Both Executives developed training, policies and implemented protocols designed to negate and track allegations of biased policing, use of force and deadly force incidents. In addition, the executives developed and implemented "Early Warning Systems" designed to identify officers experiencing emotional and administrative challenges or those that may become involved in deviant or unproductive behavior. Captain Plummer developed and implemented the Force Investigation Team for the Las Vegas Metropolitan Police Department. A crucial phase of implementation included retraining Agency personnel, providing enhanced tactics, communication skills and less lethal options. Judge C Philip Nichols presided over trials in thirteen of the twenty-four Maryland Counties including criminal offenses and cases involving allegations of police misconduct. Len Lucchi, Esq. specialized in Maryland Law Enforcement Officers Bill of Rights cases involving force, criminal allegations and low level department infractions. Chief of Patrol Michael Blow (retired) managed 1,100 officers. During his tenure, the Agency achieved record lows in criminal incidents, increased productivity and decreased force complaints and departmental use of force while under DOJ oversight.

#### **HIRING AND RETENTION**

Dr. Patrick Oliver and Len Lucchi, Esq. have decades of experience in law enforcement hiring and retention practices. Dr. Oliver conducted the analysis of and provided technical assistance for Hiring and Retention policies of the Prince Georges County, MD Police Department during his tenure as a member of the DOJ Memorandum of Agreement and Court Decree Monitoring Team. He published several articles that provide guidance and recommendations for establishing sound hiring and retention practices. Len Lucchi, Esq. participated in numerous contract negotiations that focused on hiring, promotions and other conditions of employment for law enforcement personnel.

#### **MENTAL ILLNESS AND DOMESTIC VIOLENCE**

Dr. Annette Douglass is a recognized expert in the field of domestic violence, mental health and drug addiction. Her clinical psychology practice focuses on psychiatric diagnoses, neurotic behavior and substance abuse. She worked with numerous public and private entities including the NYPD and West

Palm Beach Sheriff's Department to implement programs to address mental illness and domestic violence. Her collaboration with police agencies includes conducting assessments and developing domestic violence response protocols. She published several articles, is a media consultant and member of the Institute on Domestic Violence in the African American Community.

### **DISCRIMINATORY POLICING**

Chief John Moss (retired), Captain Robert Plummer, and Michelle Mendez, Esq. are seasoned professionals dedicated to assisting agencies and communities in the effort to provide equitable police service. Attorney Mendez specializes in immigration law and policy. The attorneys provide technical assistance to public and private entities to ensure all segments of the community receive impartial police service. Chief Moss and Captain Plummer have extensive experience as Internal Affairs and Force Investigation Team Commanders, respectively. Both Executives developed training, policies and implemented protocols designed to negate and track allegations of biased policing. Additionally, Captain Plummer developed the POST certified training "Procedural Justice through Non-Biased Policing" which focuses on the empirical impact of biased policing.

### **COMMUNITY POLICING**

Chief John Moss (retired) and Deputy Chief Michael Blow (retired) are experts in the philosophy of community policing. Chief Moss coauthored the grant application and implemented the philosophy in Prince George's County, Maryland. Deputy Chief Blow was one of the original seven COPS officers in the County; Community Policing academy instructor; developed COPS training for the Capitol Heights, MD PD; revised COMPSTAT to include community policing projects and assigned Community Policing officers to every beat in Prince George's County, MD.

### **COMPUTER STATISTICS (COMPSTAT)**

Dr. Phyllis McDonald is an internationally renowned COMPSTAT expert. She developed the concept during her tenure with the NY Transit Authority Police Department. She was subsequently appointed as an Executive with NYPD, and incorporated the concept into their daily operations. Currently, she serves as Co-Chairman of the Johns Hopkins University, School of Education's Curriculum Policy Committee and is a member of DOJ's BCPD's Monitoring Group for COMPSTAT. Her publications include two books and several articles, papers and presentations. The most popular publication is *Managing Police Operations: Implementing the New York Crime Control Model – COMPSTAT*, Wadsworth Publishing; 1st edition (August 9, 2001). This textbook is required reading by several police agencies.

### **REGULATORY COMPLIANCE; POLICIES AND PROCEDURES**

Anthony Washington, Esq., Susan Corbin-Blow, and Leslie Parker Blyther are seasoned policy experts. Attorney Washington was Deputy Chief Counsel (Senior Executive Service-SES) with the Transportation Security Administration (TSA). During his tenure, Anthony was responsible for providing legal advice and counsel on all Agency policy and acquisition matters; and has provided Congressional testimony of such. He was appointed as a member of "Go-Team 19," which created and mobilized TSA following the 9/11 attacks. Anthony provided the legal direction and review to ensure the organization's policies and procedures were fully operational ahead of the milestones established by Congress. Susan Blow managed the Federal Aviation Administrations' Division responsible for acquisition oversight and compliance. Susan developed protocols used by her team of auditors to ensure compliance with procurement policies and guidance established by the FAA/Federal Government. The audits allowed the team to identify innovative processes or opportunities for improvements; as well as gaps in policies,

guidance and training. Additionally, Susan's Division developed processes for tracking and evaluating results to promote continuous process improvement and procurement integrity. Additionally, her Division investigated/disposed of allegations of Agency fraud, waste and abuse. Susan was also appointed to/a member of "Go-Team 19," which created and mobilized TSA following the 9/11 attacks. Prior to her FAA appointment, Susan served as an Inspector General with the Naval Air Systems Command. Leslie Parker Blyther has a 31-year career in criminal justice –writing policies and procedures for law enforcement and correctional management; and in particular, regarding training. Ms. Blyther served as a Training Administrator on four separate occasions in her career developing three training academies – each term requiring the planning and development of policies and procedures. Ms. Blyther developed training academies for the Prince George's County Department of Corrections; the Anne Arundel County Department of Corrections; and currently serves as an academy administrator for the Anne Arundel Community Colleges Police Entrance Level Training Program. Ms. Blyther's administrative roles have included and continues to include preparing audits to comply with local, state and professional regulating and accrediting agencies - including the Maryland Police and Corrections Training Commissions; the Maryland Commission on Correctional Standards. Ms. Blyther has accomplished 100 percent compliance with each of her audits throughout her tenure.

#### **TECHNICAL ASSISTANCE**

Our entire team has experience providing technical assistance to the law enforcement community. Where requested by Baltimore City, our experts are well-situated to provide assistance; offer sound recommendations and effective strategies in every area covered by the Consent Decree.


Our team also possesses established records of crime reduction, community interaction and professional achievement. The Powers Consulting Group enjoys unimpeachable reputations and an unrelenting belief in the rule of law, professional service, accountability and inclusion. We share the fundamental philosophy that it is impossible for any law enforcement agency to successfully protect the quality of life without the support and inclusion of its constituents. Our team will ensure the Baltimore Police Department enhances, develops and implements policies that will facilitate professional operations, emergence from the Decree without delay and the establishment of community partnerships.

The founder of modern policing, Sir Robert Peel indicated, *the police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.* His nine principles are agreeable to all. He indicated:

- Principle 1. The basic mission for which the police exist is to prevent crime and disorder.*
- Principle 2. The ability of the police to perform their duties is dependent upon public approval of police actions.*
- Principle 3. Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.*

- Principle 4. The degree of co-operation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.*
- Principle 5. Police seek and preserve public favour not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.*
- Principle 6. Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.*
- Principle 7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.*
- Principle 8. Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.*
- Principle 9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.*

These principles are as relevant today as they were when authored by Peele during the 1800s. The DOJ Consent Decree has the ability to help the Baltimore City Police Department become the model for modern, progressive, and effective policing for all police agencies in the United States. The Baltimore City Police Department has the skill; and during my conversations with the Mayor, the Police Commissioner, the Community, the Fraternal Order of Police, and The Vanguard Justice Society, I know they have the will. The Powers Consulting Group and Team has the expertise and the will to help BPD achieve its noble goals for the sake of all.



Tyrone Powers, Ph.D., C.E.O.  
The Powers Consulting Group, LLC.

## OVERVIEW

---



Baltimore is an idyllic port city with a vibrant history, culture, and diversity. A city of a multitude of “firsts.” Once hailed as the “gastronomic capital of the world,” the city is home to the reverent Baltimore Basilica, the first Roman Catholic Cathedral built in the United States. Baltimore chartered the first commercial railroad - Baltimore & Ohio; houses the first synagogue in Maryland; houses Enoch Pratt, one of the first free library systems in the United States; the first telegraph; the first

street lights; the first Catholic diocese and Baltimore was the first city below the Mason-Dixon Line to desegregate a public school. It is the native home of the first African American to serve on the U.S. Supreme Court, Thurgood Marshall. The city is noted for its historic marble stoops where families and friends once relished sitting in front of their row homes after a hard day’s labor - conversing with neighbors. The Saturday morning chore of scrubbing steps was a communal expression of personal pride and commitment to the neighborhood.

But like most cities in the U.S., vestiges of Baltimore’s sullied past, linger too. Baltimore’s citizens suffered redlining. Starting in the 1930s city banks denied homeownership opportunities based on race and ethnicity. This carried over to other discriminatory practices such as denial of credit, credit cards, insurance policies, and the denial of access to grocery stores. It carried over to the segregation and outright denial of some forms of public transportation. Baltimore maintained “slum clearances;” public inadequate housing programs. Eventually those that were allowed loans for housing suffered the onslaught of subprime mortgages.

By the mid-1990s Baltimore had lost more than 100,000 manufacturing jobs. Bethlehem Steel – a major local employer is closed. The Port of Baltimore has since fallen to 11th place. Manufacturing accounts for only 7% of Baltimore’s employment. Many of the students that graduate from Baltimore’s high schools are left unemployed or take low paying jobs that are unable to sustain a family. Median household income in Baltimore is stuck at around \$41,400 which is 44% lower than the state average. Twenty-four percent of Baltimore’s population lives below the poverty level, compared with 10% for Maryland. Since 1950, Baltimore’s population has fallen by 35%. (<http://hotair.com/archives/2015/05/09/yes-the-collapse-of-manufacturing-and-exports-helped-doom-baltimore>).

Discriminatory practices, combined with the decline of industrial jobs, poverty, troubled education and criminal justice systems, the crack epidemic of the 1990s, incremental gentrification and the associated alienation, lent to a dramatic increase in crime. These and other significant factors have had a deleterious impact on a city that was once pregnant with pride; a city that touted the, “Charm City “moniker. This traditionally diverse city of pride was, unfortunately, slipping into a valley of despair that was covered with a fog of disillusionment, disenfranchisement, high unemployment, underdevelopment, de-development, and decay.

The disruption and corrosion of the socio-economic fiber in Baltimore has significantly added to the strained relationship between the Baltimore City Police Department and the community. A history outside of policing has added to a history inside of policing. Events, circumstances, conditions, misunderstandings, mistrust and distrust, anger, neglect and a tainted history - not entirely of the making of the current police department or the people - has led to a tangible and recognizable divide between the people and the police officers that have sworn to serve and protect the people.



And in spite of some strides made to improve those relationships, still today, providing police services in many Baltimore communities is particularly challenging. Officers are too often taxed and routinely faced with complex social problems rooted in poverty, unemployment, subpar housing, racial segregation and discrimination, and a deficient and defective public education system. Not all officers understand the history and the people in the communities that they are tasked to police; not all officers understand the historic and real pain of the people. And the people expect those that are present to protect and serve them – to understand them on some level. In many communities, trust and public confidence in the police is severely challenged if not completely shattered. *Nonetheless it is abundantly clear that both the police and the community want an environment of law and order- the community wants it as a promise and not as a threat.*



The U.S. Department of Justice (DOJ) Civil Rights Division’s investigation and report of August 10, 2016, “Investigation of the Baltimore City Police Department” (BPD) was initiated following the death of Freddie Gray - an African-American male



who died from spinal injuries while in police custody. Subsequently, civil unrest commenced leading to civilian and police injuries, multiple arrests, and hundreds of thousands of dollars in property damage. It was abundantly clear that a change was necessary for the peace and tranquility of a city of pride, promise and problems.

## DEMOGRAPHICS THAT MATTER TO THE MONITORING PROCESS

According to the Department of Legislative Services Office of Policy Analysis, Annapolis, Maryland January 2015 report<sup>3</sup>, diversity is the hallmark of the State of Maryland. There are few places more diverse than the City of Baltimore. The largest minority group is African American, wherein Baltimore City ranks second highest in the State of Maryland.

Nearly 535,000 Hispanics live in Maryland, and Baltimore ranks third overall in the State for this vital segment of the population. It should be noted that this group is among the fastest growing population in the State. Even though census data often categorizes the Hispanic population together as one homogenous group, this is far from accurate. The Hispanic population recognizes great diversity in their ranks, quickly delineating one group from another, i.e., Salvadorians, Nicaraguans, Puerto Ricans, and Cubans. This reality is important for the delivery of public safety services, as the diversity within cultures can occasionally be a spark for discontent and misunderstanding.

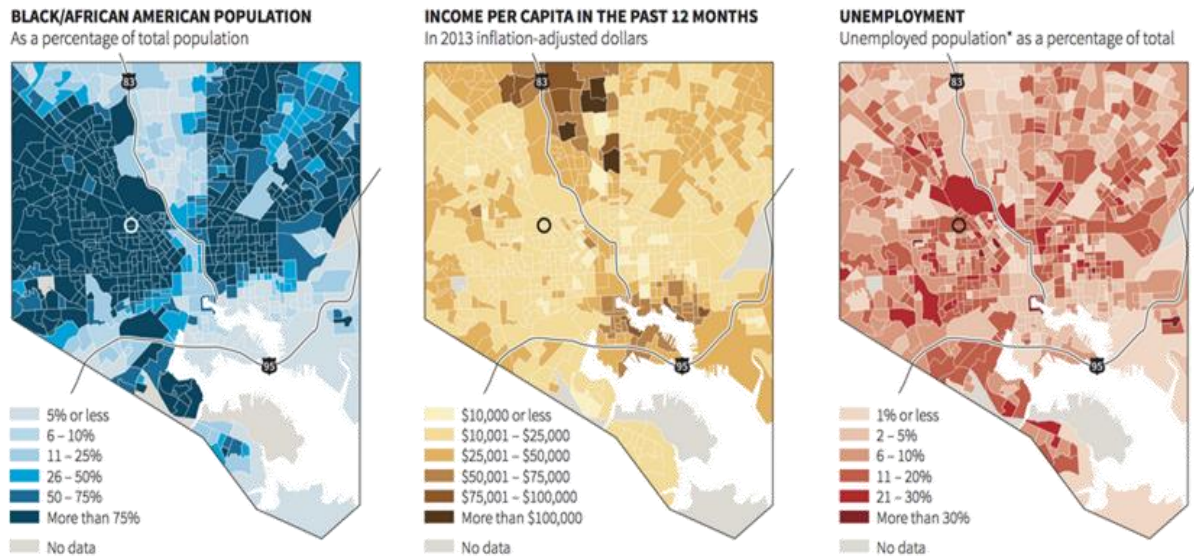
Although Maryland has the nation's highest median household income, and the second lowest poverty rate<sup>4</sup>, the vast majority of the economically disadvantaged fall within the ranks of the diverse populations. More specifically, there is stark division of economic vitality between all of Maryland and Baltimore City. There are large pockets of neighborhoods that are rife with unemployment as well as with attendant social dilemmas and disparities. These



<sup>3</sup> Department of Legislative Service Office of Policy Analysis (2015) [http://dls.state.md.us/data/polanasubare/polanasubare\\_intmatnpubadm/polanasubare\\_intmatnpubadm\\_sperrep/Maryland-Demographics-January-2015.pdf](http://dls.state.md.us/data/polanasubare/polanasubare_intmatnpubadm/polanasubare_intmatnpubadm_sperrep/Maryland-Demographics-January-2015.pdf)

<sup>4</sup> Business Insider (2015), (<http://www.businessinsider.com/these-maps-show-the-depth-of-baltimores-inequality-problem-2015-4>),

variables of inequities interact and intersect and give rise to an alarming percentage of Baltimore City's crime. According to the *2013 American Community Survey Estimates*,<sup>5</sup> there is vast socioeconomic divides in Baltimore City. Certain areas of the city are also plagued with drug and violence problems, as shown by statistics from the Justice Policy Institute Report that addressed the challenges Gray's Baltimore neighborhood face[d]:



Population 16-64 not Employed (2008-2012)*	51.8	%
Employed Population with Travel Time to Work of 45 Minutes or More (2012)	31.8	%
Median Household Income (2008-2012)	24,006	dollars
Families Receiving TANF (2012)	25.0	%
9 <sup>th</sup> -12 <sup>th</sup> Grade Students that are Chronically Absent (2012)	49.3	%
Population (25 years and over) with Less than a High School Diploma (2012)	60.7	%
Number of Narcotics Calls for Service per 1,000 Residents (2011)	464.8	calls
Mortality Rate for 15-24 year olds (2012)	19.0	per 1,000 youth
Life Expectancy (2012)	68.8	years
Residential Properties that are Vacant or Abandoned (2012)	33.1	%
Children (aged 0-6) with Elevated Blood-Lead Levels (2012)	7.4	%
Violent Crime Rate	23.0	per 1,000 residents

(Justice Policy Institute, *Sandtown Winchester/Harlem Park*. Feb. 2015)  
<https://static.prisonpolicy.org/origin/md/Sandtown.pdf>

<sup>5</sup> U.S. Census, 2013 American Community Survey Estimates: Open Baltimore, City of Baltimore Reuter  
<http://www.businessinsider.com/these-maps-show-the-depth-of-baltimores-inequality-problem-2015-4>

Another very disturbing phenomenon is reflected in the geographic distribution of Maryland’s released prisoners. In 2001, the vast majority of the state’s prisoners (97%) returned to Maryland – 59% of them went to Baltimore City neighborhoods. “Within Baltimore City, releases are concentrated in just a few communities, including Southwest Baltimore, Greater Rosemont, and Sandtown-Wincheser/Harlem Park. Some of these communities received more than 200 released prisoners in 2001, more than the number that returned to some entire counties in Maryland.”<sup>6</sup> It is likely that an analysis of this prison release data will show a high positive correlation between citizens returning to these communities and high rates of arrests, incidence of crimes and civil liberty violations by police officers.

Consistent with the directed patrol model of policing, Baltimore City Police officers are prominent in these troubled communities. Approximately 79% of Baltimore City Police officers do not reside in the city of Baltimore. Without effective training that includes an understanding of the demographics, concerns, and conditions in said communities, confrontation with law abiding citizens is more likely. These confrontations could enhance the present lack of cooperation and hinder crime reduction strategies. Consistent with the DOJ and Consent Decree, BPD has initiated training and retraining to provide BPD officers with the requisite knowledge to effectively police – protect and serve – in these troubled communities. Consistent with the Consent Decree, PCG intend to provide



technical assistance and guidance along with required monitoring to ensure the timely implementation of mandates in the decree. Our team of experts makes us uniquely qualified for this important task.

Baltimore police officers walk in formation on Reisterstown Road near Mowdamin Mall, April 27. (Drew Angerer/Getty Images) <http://www.justicepolicy.org/news/9070>

---

<sup>6</sup> Nancy LaVigne & Vera Kachnowski, Urban Institute Justice Policy: A Portrait of Prisoner Reentry in Maryland 9p.10-11), 2003

## RFA.33 SCOPE OF WORK

---

### **PHILOSOPHY OF THE MONITORING TEAM ON MANAGING THE CONSENT DECREE**

The Powers Consulting Group embraces the following guiding principles of effective police monitoring:

- First and foremost, the facilitation of the process is built around meeting and conferring with the city of Baltimore on specific, measurable, attainable, and quantifiable objective outcomes.
- Secondly, the monitor process is a highly collaborative one that demonstrates respect and value to the client agency and its service community.
- Third, the parties to the consent decree will receive opportunities to review the drafts of the Monitor's work project for feedback; and to obtain buy-in on the qualitative and quantitative standards of performance.
- Finally, the Monitoring Team wants to be both efficient and effective so as to get-in, get-it-done, and get out in a timely manner - completing our work within four to five years.

(Scope of Work: RFA. 13) These principles rest at the very core of our intent to serve the citizens of Baltimore City; and to help ensure that the Baltimore City Police Department will operate at the highest ethical, legal, and operational levels possible. With this in mind, we offer effective, efficient monitoring plans that proceed with a strategic phase system.

#### **PHASE 1**

The goal of this phase is to reach an agreement on the use of both qualitative and quantitative standards of performance that guide the parties through multi-year compliance requirements. The data sources used by Powers consulting will be provided in a written format prior to implementation of the monitoring process. The Monitoring Team are guided by the values of clarity, transparency, and collaboration.

#### **PHASE 2**

The goal of this phase is to develop an effective working relationships with the BPD's Compliance Unit, the Court, the city, and the U.S. Department of Justice. It is understood that the relationship between the Monitor Team and the adjoining parties, is a critical success factor

for effectively managing the consent decree. Relationship building activities are key to developing collaboration and meeting material requirements – resulting in little to no substantial disagreements between the parties.

### **PHASE 3**

During this time, we will align with BCP’s electronic data collection, analysis, and reporting systems. The effective collection and analysis of data specific to stipulations of the Consent Decree, is essential to measuring management performance. This phase is continuous throughout the project.

### **PHASE 4**

Here, we refine and manage the electronic linkages between the two data analysis and reporting systems. This is also ongoing – allowing BCP and PCG to integrate information, improving cooperation and ensuring shared, accurate information.

### **PHASE 5**

During this segment of the project, we “field test” the reporting and analysis systems to gauge reporting accuracy – particularly in the areas of use-of-force, complaint investigations, and other types of law enforcement interventions of grave importance. This reporting system should accurately reflect the actions taken by BPD in individual disciplinary cases and other incidents.

### **PHASE 6**

The goal of phase 6 is to provide a quality review of critical incidents applicable to the Consent Decree. A critical incident may be defined as any police action that poses a risk to the life, liberty, or dignity of a community member. This incident should require a report that is reviewed by supervisors to ensure that the officer(s) complied with departmental policies. Each quarter, the Monitoring Team will randomly select at least 10 percent of the completed investigations or reports for review. Each of these investigations or reports will be assessed for indicators of quality, thoroughness, accuracy and effectiveness.

### **PHASE 7**

The Powers Consulting Group develops and implements general police orders (policies, procedures, rules, regulations) that facilitate compliance with stipulations of the Consent

Decree. The promulgation of police general orders institutionalizes the organizational changes needed for police Consent Decree compliance, quality training, and effective supervision.

#### **PHASE 8**

The goal of this phase is to assess the training programs and lesson plans to provide a quality assurance review of training conducted that is specific to compliance with stipulations of the Consent Decree. Each quarter, the Monitor Team will randomly select at least 10 percent of the training programs and lesson plans for review. Each of these training programs – with their specific lesson plans – will be reviewed for quality, completeness, effectiveness, and assessment of student learning. Effective training is necessary to facilitate operational compliance with organizational standards.

#### **PHASE 9**

In this phase, Powers Consulting will develop and implement an on-going reporting process that is specific, clear and comprehensive. The Monitoring Team will further refine the format; determine the critical content for each material requirement as outlined in the Decree; the best analytical method needed to capture and properly analyze specific data. The final reporting format will be reviewed with the Court, BPD, the city, and DOJ.

#### **PHASE 10**

The goal of this phase is the issuance of full and through reports. During each quarterly report, the Monitors will assess the quality of compliance with all of the stipulations outlined in the consent decree. Team Members will assist in the construction of quarterly reports relative to their specific areas of assignment.

#### **METHODOLOGY: *Starting with a Discussion***

(SCOPE OF WORK: RFA.8) At the outset of the monitoring process, the team will conduct a GAP Analysis for the purpose of creating critical pathways toward compliance. This process will entail an initial phase of intensive exploration into the historical and contemporaneous factors which resulted in the DOJ investigation. PCG will routinely engage the major city entities which follows in order to ensure their experiences, expertise(s) and perspectives are integrated into the resolution of the problem(s) as identified by the DOJ investigation and the Consent Decree:



- The communities of Baltimore
- DOJ's Civil Rights Division
- Baltimore City Fraternal Order of Police
- Baltimore City Vanguard Justice Society
- Hispanic Law Enforcement Officers Association
- Baltimore City Hispanic Commission
- Baltimore City Council
- The Mayor's Office
- The Office of Civil Rights & Wage Enforcement
- Civilian Review Board
- The Police Community Advisory Board
- NAACP

The Powers Consulting Group recognizes the significance of formal community groups and grassroots organizations in the monitoring process. These groups can assist in helping all to understand the issues, concerns and obstacles to effective police-community relations and thus effective policing. In order to conduct monitoring activities successfully creating transparency trust is essential. Due to the team's established and vibrant regional and local contacts, we believe we are situationally advantaged in building trust in monitoring and compliance efforts. We are confident that we will be able to expeditiously gather significant information from key people associated with these organizations and groups.

**METHODOLOGY: The *GAP Analysis***

The Monitoring Team will meet with BPD's Compliance, Accountability & External Affairs Division (Compliance Unit) to review its overall compliance plan, and promptly evaluate the status of the agency's current implementation and compliance efforts. The Powers Consulting Group examined BPD's website and has identified areas where BPD has made progress since the DOJ investigation and the initiation of the consent decree. Noted changes and progress includes appointing the first LGBT Liaison for the BPD; Fair and Impartial Police Training; and Training from the FBI on Civil Rights. We look forward to working with and building upon BPD's progress and achievements. The use of a GAP Analysis will enable us to obtain a clear and accurate picture and assessment of the divide that remains between BPD's current state of compliance and the Decree's requirements.

Following our discussions with BPD's Decree Compliance Unit, the monitoring team will determine the data systems and quantifiable metrics necessary for comprehensive monitoring of

the Consent Decree. We will determine whether and to what extent these data systems and metrics exist within the police department. PCG will identify data systems which have not been established and will provide technical knowledge and assist with developing methods for obtaining access to required information in all necessary formats - documentary and digital - in order to assign and complete specific tasks. Data collection measures will include conducting compliance reviews, outcome assessments, and audits to determine how the implementation of the Consent Decree will produce constitutional policing and other items required in the Consent Decree.

**METHODOLOGY: *Compliance Reviews, Outcome Assessments & Audits***

PCGs specialists will conduct *incremental and full compliance reviews; outcome assessments, and semiannual and biennial audits* to ensure compliance with court mandates. All sources of data, underlying data analysis and methods used will be furnished to the city, BPD, DOJ and to the citizen constituents of Baltimore. The compliance reviews include collecting, organizing and examining current agency policies, procedures, materials, practices, etc., to understand BPDs operational frameworks. We will conduct incremental compliance reviews - weighing current agency performance against a number of benchmarks that are established in cooperation with BPD. These measures should demonstrate positive changes and progressive congruent compliance at various stages of the monitoring process. Movement toward full compliance should be evidenced through a multitude of benchmarks, including:

- decree outcomes are incorporated into legal and clearly written policies and procedures
- an agency policy and procedure review schedule is established that includes decree outcomes
- policies are made public as mandated by the Maryland Police Training Commission
- public notice regarding compliance progress
- easy accessibility to policies and procedures for all personnel
- accountability measures that ensure the receipt of policies and procedures by personnel
- training for all levels and classifications of civilian and uniformed personnel
- decree outcomes are consistently executed in actual practice

The extent to which these and other benchmarks are demonstrated will allow the Monitoring Team to assign a level of compliance for every decree outcome:



- In progress: the outcome is catalogued and assigned to a monitoring team
- partially compliant: some aspect or parts of the outcome are met
- substantially compliant: to a large extent, BPD is in compliance
- fully compliant: BPD consistently demonstrates full compliance of the outcome
- non-compliant: the agency fails to comply with the decree requirement or outcome

The Monitoring Team assigns a level of *partial*, *substantial*, or *non-compliant* to an outcome that describes underlying factors that may contribute to said [under] performance; and will identify the resources (human, non-human), capacity; and actions needed from the agency or city government in order to reach full compliance. Notably, the Team will include duration estimates for reaching full compliance.

Where it would prove cost effective, and where it does not interfere with or compromise the objective monitoring process, the team will develop methods of directly connecting with BPDs statistical databases. This will expedite the flow of information and will ensure that consistent, reliable and valid information is shared between us.

Outcomes from the decree will be catalogued, clustered, and converged with policies, training, operations, etc., using database software such as Microsoft Excess and Access. The Team will create an outcomes priority matrix based on several risk factors, i.e., risk to citizens’ safety in the absence of compliance among others. The *Semiannual Audits* will be conducted which will include identifying outcome priorities; and assessing current progress visa a vis expected or projected milestones. These pivotal criteria variables will indicate the number of outcomes that should be under review for a specific time period; and the actual number of outcomes that are partially, substantially, or in full compliance within the same time period. For example:

OUTCOME COMPLIANCE LEVELS	Expected First 6 Month Milestones	Audit Results: First 6 Month Performance
Outcomes in Progress	100 (100%)	90 (90%)
Partial Compliance	30 (30%)	49 (54%)
Substantially Compliant	60 (60%)	36 (40%)
Full Compliance	10 (10%)	05 (05%)

As indicated in this example, the *semi-annual audit* shall reveal the incidence of achieving milestones. In such an instance, PCG Monitoring Team would examine:

- How day-to-day police operations may have adversely influenced compliance performance in this specific period
- Levels of work productivity and efficiency from both BPD and the monitoring teams
- The availability and efficient use of resources.

The Team proposes to administer Semiannual Audits the 4<sup>th</sup> and 11<sup>th</sup> months in the first year of monitoring; and every 6<sup>th</sup> and 12<sup>th</sup> month thereafter. The Biennial Audit will occur after the completion of the monitoring project and in accordance to standards and specifications established by the Decree.

**METHODOLOGY: *Measuring Performance Through COMPSTAT***

The Powers Consulting Group recognizes the intricacies and vast interdependent components and operations that make a law enforcement agency effective. Among the many analytical techniques utilized to examine these complex patterns is the use of COMPSTAT – *Computer Comparative Statistics*. It is to be employed to achieve Decree compliance; improve police/community relations; and to efficiently reduce crime in Baltimore City. Our Team agrees that it is imperative to examine BPDs use of COMPSTAT as a way of assessing outcomes and pertinent requirements established by the Decree. The appropriate administration and application of COMPSTAT, serves community and the police by assisting efforts that reduces crime and improves community relations. It is essential that leaders and participants understand the purpose of the process for maximum efficiency. PCG will recommend methods and strategies to virtually guaranteed that BPD’s COMPSTAT process operates in the most efficient and effective manner.

It is well established that COMPSTAT is an acronym identified in the early 1990s that prescribes a law enforcement crime reduction and community relations management process. Critical crime data are collected, reviewed and analyzed according to community and police district demographics on a daily basis. Crime analysts search for unresolved issues, crime patterns, community problems and serious criminal events which may or may not necessitate immediate attention. Command Staff, District Commanders, and Commanders of specialized units normally receive these analyses at daily, weekly, monthly and yearly intervals. After receiving this information, law enforcement Chiefs, Commissioners and Sheriffs meet with specific Commanders and staff to review same, and plan appropriate responses. The response

plans (strategies) may outline the appropriate abatement actions for intra-district, across district/intra-patrol, and/or between patrol and specialized unit(s). Regular scheduled meetings focus on assessing and developing new strategies and tactics to address identified issues, concerns and tenable resolutions.

The BPD's COMPSTAT process, implemented by Commissioner Tom Frazier in 1997, changed over the years. It is reported that this was a combative process which consisted largely of punitive, condescending references on Commanders. In order to avoid this acrimony during regularly scheduled COMMSTAT meetings mid-level Commanders devoted exhaustive hours to organizing and memorizing statistics. As the process evolved and became more objectively analytical, Commissioners appeared better informed, empathetic, creative and productive. Subsequently, former Mayor O'Malley, instituted a similar process to include City Agencies, entitled Citi-Stat; and as Governor of the State of Maryland, he instituted State-Stat.

In 2017, other public safety agencies begin using the COMPSTAT process under a variety of titles (The Washington Metropolitan Area Transit Authority - Metro Transit Police named their process Metro-Stat, for example.). Some Agencies use COMPSTAT in a counterproductive, stern, and punitive manner; while others take advantage of the process(e)s' problem solving qualities. The COMPSTAT process operates at various levels of effectiveness, generally based on the sophistication and competency of the leaders and the crime analysis unit.

When the COMPSTAT process began in the New York City Transit Police Department, crime analysts worked 24/7 and produced analyzed results every morning by 7:00am. By contrast, when NYPD initially began its COMPSTAT process crime data was only available every three months, resulting in a stark difference in effectiveness of the process in each of these agencies. (The NYPD quickly rectified their crime analysis process for marked effectiveness when applying the COMPSTAT process.).

A well-organized and managed COMPSTAT process becomes the cornerstone for effective crime reduction and community problem solving. To ensure the BPD benefits from a well-organized and managed COMPSTAT process, several steps should be implemented, as follows:

- Review the current data collection and analysis process focusing on: data collection and availability, data accuracy, levels of competency of crime analysts, types of analysis

processes applied, reporting time-frames, types of data reported, recipients of crime analysis data, predictive data analysis, feedback and follow-up processes.

- Review the current COMPSTAT meeting process to include: appropriateness of attendees, frequency of meetings, meeting processes, problem-solving and strategy development processes, follow-up to decisions rendered and strategic plans, means to test effectiveness of decisions and plans developed in the COMPSTAT meeting.
- Meet with a sample of upper and mid-level Commanders, Sergeants, and Officers to assess the current COMPSTAT process; identify improvements, new qualities and perceived positive and negative features.
- Using an especially appointed task force, develop plans, policies and procedures for an effective COMPSTAT process.
- Oversee implementation of the newly designed process.
- Evaluate the effectiveness of the newly designed and implemented process.

Most importantly, a professionally administered COMPSTAT mechanism establishes a prototypic operating process for the entire police agency by demonstrating:

- A police process administered in a responsible and objective manner.
- A crime reduction process that abides by Constitutional Policing principles and achieves successful outcomes.
- A community process that improves relationships between the police and community (constituents) and solves crime and community problems.
- High level strategy development as an objective and abstract approach to reducing crime and improving community relations.

#### **METHODOLOGY: *Project Management & Workflow***

The Powers Consulting Group will employ a team of Project Managers (PM) to plan, execute and control the quality of output from the Monitoring Team. Our project management vision is to execute an orderly, effective plan that will result in the Baltimore City Police Department being in full compliance with the DOJ Consent Decree.

Rather than one Chief Monitor who shoulders the burden of a massive, multi-year project, several PM specialists will work closely together to develop a comprehensive, special

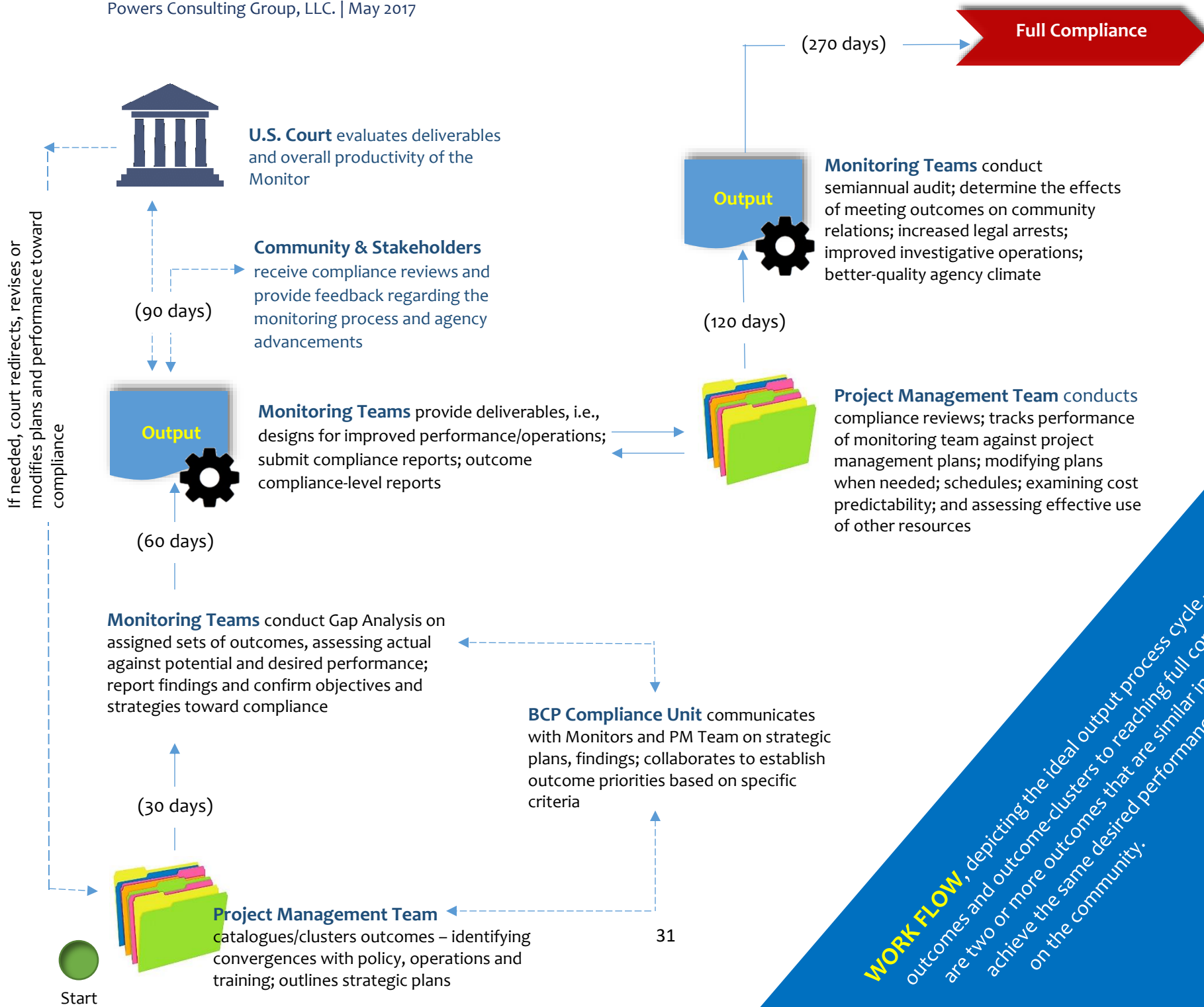
task delineation management plan. Each PM specialist is assigned specific responsibilities in accordance to her/his respective areas of professional expertise and training. This management and duty configuration makes certain that the right people, with the right knowledge and skill set are involved in daily micro managing of their responsibility to the process. These highly trained individuals will be committed to ensuring the highest level of performance from themselves and from the greater Monitoring Team. This team of highly qualified PM specialists per PCG, guarantee an accountable operation that will ensure that every outcome established by the Department of Justice, is clearly identified, communicated and is in compliance.

The PM Team will:

- Catalogue every outcome as established in the DOJ Decree; along with mandated timeframes and reporting procedures; while remaining flexible to address unforeseeable variables that may arise over the course of the project.
- Quickly determine the human and technical resources needed to execute the plan
- Collaborate with BCP's Decree Compliance Unit to plan and organize the work based on a priority matrix.
- Hold monitors accountable for assignments that are performed in a timely manner and that meet high quality standards.
- Accountable for every Baltimore City taxpayer dollar – ensuring that the citizens' hard earned resources are used competently, efficiently and consistent with goals articulated in the Consent Decree.
- Maintain an energetic work-pace that is effective; meets timelines; meets and communicates benchmarks; and remains cost efficient.
- Employ reliable and valid criteria measure throughout the entire process.
- Proficient collection and dissemination of information between the Monitoring Team and the agency's Consent Compliance Unit.
- Sustain plain and clear communications with the city's citizens and members of the Baltimore City Police Department on milestones met; and the periodic status of the project.

The Project Management Team offers this general diagram depicting the flow of work from identifying an outcome to achieving its compliance.





**WORK FLOW**, depicting the ideal output process cycle – from identifying outcomes and outcome-clusters to reaching full compliance. Clusters are two or more outcomes that are similar in function and achieve the same desired performance and impact on the community.

The Project Management Team will converge and cluster Decree outcomes. Convergence means that every outcome will be linked with policies, procedures, training, operations, etc. Outcomes that are common in nature and that fall under similar categories are clustered. This cross-referencing increase process validation and comprehensive compliance.

---

(SCOPE OF WORK: RFA.9) The PCG Monitors have expansive experience in providing technical assistance to large criminal justice communities and across multiple practitioners at different levels of the criminal justice hierarchy. The technical assistance offered to BPD from our specialists will include sharing of knowledge; or giving expert instruction - all of which is encouraged and will remain within the context of the outcomes being reviewed for compliance by the assigned Monitors. As per usual, this assistance will be formally documented. Powers Consulting Group will also establish a protocol for making recommendations to BPD. Each of our monitors are experts within their respective fields and offer an excellent array of skills that will benefit BPD greatly and enable it to achieve all of the goals set forth in the Consent Decree. All activities will remain consistent with project plans; and all formal recommendations and technical assistance will be communicated to the Chief Monitor and Deputy Monitors. Our Monitors will respect BPD's daily operations and the demanding job they have to protect and serve the citizens of our city as they move toward compliance. As a guiding principle, PCG Monitors will not overreach our authority as Monitors.

The Powers Consulting Group is acutely aware of the need for transparent and effective communications with the local community. In 2015, the U.S. Department of Justice acknowledged that,

*Transparency is essential to positive police-community relationships.... On a day-to-day level, police departments should post information on their websites detailing policies on use of force, community member complaints, and other issues. This information should be easily accessible to the community. The President's Task Force on 21st Century*



*Policing recommended that, “to embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department’s website information about stops, summonses, arrests, reported crime, and other law enforcement data, aggregated by demographics.”<sup>7</sup>*

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

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

(SCOPE OF WORK: RFA.14) The Powers Consulting Group will schedule open community meetings no less than quarterly from the start of the project. Additional briefings will be provided to elected officials on a quarterly basis, as well. In addition to these meetings, information will be placed on the monitor’s website and other social media outlets. We will set up a telephone hot-line for citizen-callers wishing to participate in the process but who prefer to remain anonymous. The Powers Consulting Group acknowledges that, as Monitors, we receive information from citizens. Our hot-line will also offer a safe environment for police officers who want to share information with the Monitoring Team, unnoticed. Furthering our community presence, along with our efforts to connect with residents, our plan is to have one main monitoring office; and possibly two (2) additional community “satellite” offices in strategic locations.

The Monitors of the Powers Consulting Group have a keen understanding of the unique history and nature of Baltimore City’s various subcultures and issues that accentuate long simmering mistrust between the community and the police. The city’s notorious witness

---

<sup>7</sup> *Final Report of the President’s Task Force on 21st Century Policing*, May 2015. Washington, DC: Office of Community Oriented Policing Services. Action Item 1.3.1, Page 13.  
[http://www.cops.usdoj.gov/pdf/taskforce/TaskForce\\_FinalReport.pdf](http://www.cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf)

intimidation culture; and its recent gang edict, “stop-snitching,” four-volume DVD series, requires that we, as monitors, look for methods beyond the “typical” communication modes to effectively engage the community. Our proactive engagement process to reach out into the community includes but is not limited to:

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

(SCOPE OF WORK: RFA.14) To augment the communication and messaging process between ourselves, members of the community, and other stakeholders, The Powers Consulting Group proposes to go beyond the standard website based approach in conducting outreach to engage the community, and update them on the monitoring process and progress towards compliance with the Consent Decree. Because almost everyone has access to a mobile device with smart technology, it is easier than ever to access the internet. Our website can easily be pulled up from a mobile device or from community centers and local libraries with computer access for its constituents. For those with cell phones or laptops/tablets, our website will be an easy way to get information to the community. It will be a powerful tool to reach and disseminate information logically and quickly to a large group of people. We recognize the impoverished of our community.

We will use of Social Media (email, Facebook; Twitter, Snapchat), intended to reach the youth and the under 35-year-old population - a demographic that is disproportionately impacted

by strained police community relations and the identified transgressions mention in the DOJ's investigations and report. Additionally, The Powers Consulting Group proposes use of the city's television outlet – Channel 25 - to broadcast community meetings. This will be especially helpful to those citizens, such as the elderly, who are unable to attend meetings due to work schedules or transportation issues. We propose recording community meetings for the purpose of strategic redundant airing.

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

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

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

(SCOPE OF WORK: RFA.10, 27) Collaboration is purposeful and will be an essential principle among PCG, BPD, Baltimore City government officials, and the citizenry. It will begin

with a mutually expressed goal: *a positive relationship between the police and the citizens – one of decency and respect - working together to reduce crime and making our neighborhoods safe.* Establishing cooperation, trust and managing collaboration, will be at the core of a successful monitoring experience. The Powers Consulting Group will engage in several collaborating strategies to strengthen our chances of success:

- Schedule regular meetings with Consent Decree parties to maximize communications and to ensure that all parties remain aware of the progress of the project; reiterating obstacles; delays; recommend ways to improve communications between parties; reaching milestones; reconfigurations of processes etc., ...
- Recognize the multi-organizational arrangements within and external to BPD used to identify and solve problems; and identify and deploy resources
- Identify streams of resources *and* constraints from BPD and city government officials that may influence pace and quality of progression
- Take on a partnership role that has a genuine interest in an effectively operated police department and a safe and respected community; and one that compliments the monitoring responsibility
- Talk with grassroots community organizers on matters that are most important to them; ask questions and recommendations and demonstrate how we have implemented them in the monitoring process.

The members of our team have extensive experience collaborating with multi-disciplinary teams that result in project efficiency and completion. They have worked with numerous practitioners within the criminal justice fields; members of the private sector, and educators and researchers within secondary, post-secondary and graduate level academia. Their works are extensive and include planning and coordinating; conducting audits with the Commission on Accreditation for Law Enforcement; the Maryland Police Training Commission; The Maryland Commission on Correctional Standards; the Maryland Correctional Training Commission; the National Aviation Acquisition Evaluation Program Division, Federal Aviation Administration; Department of the Navy, Naval Air Systems Command and Feasibility Study; Baltimore City Taskforce to Provide Crime Abatement Recommendations; the Johns Hopkins School of Education Curriculum Policy Committee, etc., ...

The Powers Consulting Group takes very seriously, our role as an agent of the court, and as a servant of the people. In our thoroughly-planned, well-managed monitoring project, PCG will continuously uphold our legal and ethical obligations to safeguard and properly use the public funds that are entrusted unto us.

The Powers Consulting Group includes a Certified Public Accountant who will work closely with the Chief Monitor, the Deputy Monitors, and members of the Project Management Team to ensure cost-efficient processes. We have among us, two specialists in federal contracts and compliance who will help solidify budgetary control practices that minimally confirm the assignments of each monitor; assesses time projections against actual time to reach compliance; verify quantity of work effort and quality of performance output; and routinely compare performance with budget allocations and expenditures. The Project Management Team is skilled at anticipating delays and reconstructing work processes to overcome them. They will diligently work to identify problems; communicate their findings to the Chief Monitor; and, along with the accountant, restructure costs to the highest level of efficiency.

(Scope of Work: RFA.11) The Powers Consulting Group enthusiastically accepts and will effectuate the articulated responsibilities set forth in paragraphs 442-448 in the Decree. Exhaustively, the responsibilities reflect extensive and critical actions needed to monitor the Baltimore City Police Department, and its efforts to comply with the Consent Decree. They are aggregated by tasks, planning, timelines and schedules; assessments and statistical analysis; written and verbal reporting processes; protocols on communications; technical assistance and recommendations; information dissemination; document management and confidentiality; budgeting structures and reporting processes. The Powers Consulting Group proposes to execute these responsibilities in the following ways:

- **Tasks, Planning, Timelines and Schedules:** One Project Coordinator and a team of Project Managers – Leslie Parker Blyther, John Moss, Susan Blow and Tony Washington – are highly qualified in the areas cited in the Decree. They are prepared to arduously oversee the design and execution of the annual monitoring plans. The team will catalogue, converge and cluster every decree outcome using the appropriate software and data analytical strategies. Their accessible managerial tools will enable them to work closely with the monitoring specialists to devise timelines and schedules consistent with decree schedules as well as,

track outcome compliance progress. The Project Management team will use the latest project network diagrams to establish critical and non-critical paths.

- **Assessments and Statistical Analysis:** Three Monitors, Dr. John Hudgins of Coppin State University; Dr. Phyllis McDonald of Johns Hopkins University; and practicing clinician, Dr. Annette Douglas are slated to scientifically design the assessment typology and to perform the assessment. Each has conducted quantitative empirical research, survey research and program evaluation. All designs, methodologies and research sources of each will be provided to the city, BPD and the court prior to implementation. Members of the community and stakeholders as well, will be kept abreast of the use and results of all analysis.
- (RFA.18a-f) **Written and Verbal Reporting Processes:** The Project Management Team serves as the overseeing body of the monitoring plan. It will ensure that the monitoring process will be effectuated in a cost-efficient, timely and effective way. The Project Management Team will identify and codify the types of reports that it must generate, along with identifying the source of the reports and; to whom they must be delivered. An annual and intermediate reporting schedule will be designed and tracked by the project managers to guarantee that all reports, print, audio and electronic, are delivered promptly to all parties, as established by the Decree. Forms will be created to ensure that the data and information used to formulate the reports are properly collected, organized and presented in a congruent and accurate manner. Reports will include matrixes showing actual versus projected performances. Reports will include outcomes and material requirements that have met the various levels of compliance: *in progress*; *partially*; *substantially*; *full compliance*; and *non-compliance*. The Monitoring Team will also highlight any obstacles, challenges, etc., that may have impeded or delayed progress; including recommendations for remedying such matters.
- (RFA.13h; 21) **Protocols on Communications:** The Chief Monitor, Dr. Tyrone Powers; and the Deputy Monitors Judge Philip Nichols and Dr. Patrick Oliver serve as the principle communicators to the city, BPD and the court. All communications to the parties and the general public will be vetted through and approved by them. Additional protocols for web

announcements and reports, etc., will be established by this core group in collaboration with the Monitoring Team's Webmaster. Powers Consulting Group will establish a framework in which all written documents and reports shall appear. Depending on the nature of the document or report, PCG will ensure that the frameworks – existing and recommended – consistently comply with other regulatory agencies such as the Maryland Police Training Commission. All text originated from PCG will minimally conform to decree requirements and placed in a style that is concise and factual as well as easily comprehensible to the public.

- (RFA.15; 16) **Protocols on Technical Assistance and Recommendations:** The Chief Monitor, Dr. Tyrone Powers; and the Deputy Monitors Judge Philip Nichols and Dr. Patrick Oliver serve as the principle communicators to the city, BPD and the court. All technical assistance provided to the Decree parties will be vetted through and approved by them. Monitors are restricted to offer technical assistance only in the areas to which they are assigned based on their expertise and in a manner that is professional, timely, credible and valid.
- **Information Dissemination:** The Powers Consulting Team will use standard operating principles in information processing and dissemination. PCG will establish systems to capture, organize and efficiently code the right information; and properly analyze data to efficiently transfer it into meaningful information. The Team will determine which parties and community entities, are given access to information as promulgated in the Decree. The Powers Consulting Team has access to and will employ highly trained information technology specialists to assist in the design and maintenance of these systems.
- (RFA.13i) **Document Management and Confidentiality:** As afore-cited The Powers Consulting Team has access to and will employ highly trained information technology specialists to assist in the design and maintenance of these systems. We are astutely aware that some data and information is accessible to the public but there are vast data sets that are held in strict security and confidence. The Chief Monitor, the Deputy Monitors and the Project Management Team will always defer to the Decree; which requires everyone to

consult the Court, the City and BCP to determine non-public, restricted information and hold its confidentiality to the highest ethical standards. Discretionary information will be displayed through several venues as outlined in the decree. Unrestricted data and information will largely be displayed on our monitoring website.

- **Budget Structures and Reporting Processes:** Budgeting and fee schedules - in conjunction with the PCG's Certified Public Accountant – are established through project managers that have the necessary expertise in government contract management. The financial plans will be based on sound, legal, budget and accounting principles. Minimally, annual projections of expenditures will be submitted to the Decree parties for review and approval as determined by conditions identified in the Decree. Such annual reports will include an assessment of actual expenditures for that monitoring year. Monthly statements will also be forwarded and will be posted to the monitoring website for public review.

Our team possesses superlative records of crime reduction experiences and progressive community interaction. The team also has stellar skill sets in analytical problem solving and in delivering effective law enforcement which is consistent with the Bill of Rights and the United States Constitution. The Powers Consulting Group enjoys an unimpeachable reputation and has an unrelenting belief in the rule of law, a commitment to delivering unparalleled professional services, and an uncompromising subscription to accountability and diversity inclusion. We share the fundamental philosophy that it is impossible for any agency to protect the quality of life without the support and inclusion of its constituents. The Powers Consulting Group will work with BPD to ensure – consistent with the Consent Decree - that BPD develops and implements policies that will facilitate professional operations and emerge from the Decree without delay – with success and with the establishment of strong and permanent community partnerships.

(SCOPE OF WORK: RFA.12) The Powers Consulting Group recognizes the critical importance of the Monitoring Plans (first 90-day plan; intermediate; and annual): that they remain comprehensive, consistent, and accurate in context; and that they be delivered in a timely manner to all Decree parties – including the community. The Powers Consulting Group has included several specialists in project management that will oversee the designs and delivery of the Monitoring Plans. They will work closely with the Monitoring Team Leaders and the Support



Team Members to ensure that the reports accurately reflect the projected work against real work performance. The Annual Monitoring Plans will be based upon the progress (expected and unexpected), and delays experienced in prior years, along with the reasons for such occurrences. We will thoroughly revise our plans to ensure work efficiency toward full compliance for each outcome and material requirement.

(SCOPE OF WORK: RFA.19) The biennial reports will include the compliances achieved by BPD, and also sustainability measures taken by BPD. We will outline progress indexes – comparing BPDs advancements within a two-year timeframe. In the biennial reports, the Powers Consulting Group will additionally provide an evaluation of the impact of the Monitoring Team and to what extent our technical assistance and recommendations were adhered or modified by BPD. The biennial reports will include financial assessments as well – evaluating the cost-effectiveness of the project.

(SCOPE OF WORK: RFA.21) The Chief Monitor and Deputy Monitors will communicate with BPD, the City and DOJ consistent with minimal reporting periods outlined in the Decree. In addition, PCG is prepared to speak with and write additional reports as requested by the parties, to expound and answer questions on assessments, evaluations, methodology or any other performances by the team. PCG is also prepared to speak with and write additional reports for the Court.

(SCOPE OF WORK: RFA.22) The Powers Consulting Group will schedule open community meetings no less than quarterly from the start of the project. These meetings will include Non- and limited English speaking communities. We plan to work with civic associations and faith-based organizations to hold meetings in safe environments. The Powers Consultant Group has several Support Team Members - Attorney Michele Mendez, and Dr. Annette Douglas - who have vast experience in coordinating town hall meetings and community forums. While we will furnish information and reports on our website, the PCG is well aware of the impoverished communities that do not have technology and will require face-to-face contact from us. We are well prepared to visit those communities that experience high crime rates; and have experienced high civil rights violations from BCP, as documented in the DOJ report.

The Chief Monitor, Dr. Tyrone Powers; and Support Team Member, Leslie Parker Blyther are long-time residents of Baltimore. Both Dr. Powers, Major Neill Franklin, and Mr.

Michael Blow are native born and attended primary and secondary schools in the city. Leslie Blyther is a current, 16-year resident of West Baltimore. Therefore, they are knowledgeable of the city's neighborhoods, and are very comfortable with conversing with their fellow citizens.

We are aware that we do not accept citizens' complaints. However, to foster a climate of cooperation, it is imperative that we allow for free and open expression from the communities. Additional briefings will be provided to elected officials on a quarterly basis, or upon their request to have an audience with the Monitors.

(SCOPE OF WORK: RFA.23) Only the Chief Monitor will have the authority to give court testimony and or public statements on behalf of the Powers Consulting Group. As necessity dictates, the Chief Monitor may designate, first the Deputy Monitors, then the Monitoring Team Members, authority to make public statements. Formal technical assistance offered to BCP by the team members must first be vetted and approved by the Chief Monitor and or the Deputy Monitors.

(SCOPE OF WORK: RFA.24) The Powers Consulting Group is comprised of agents of the law; former and current local, state and federal officers who have taken oaths of duty; a judge and attorneys who have upheld their oaths of office and will continue to maintain trustworthiness as servants of the public. Each Monitor and Support Team Member; and any other forthcoming consultant will affirm, by contractual signature, their commitment to the highest ethical standards and legal obligations of the law.

## **RFA.34 PERSONNEL & CURRENT TIME CONSTRAINTS**

---

(PERSONNEL & CURRENT TIME CONSTRAINTS: RFA.34a-c) The Powers Consulting Group is comprised of eight Monitors who demonstrate the highest caliber of character and commitment to effective best practices in policing. Each Monitor is vastly experienced as a leader and a manager in her/his respective profession. The Chief Monitor is Tyrone Powers; two Deputy Chief Monitors, Phillip C. Nichols and Patrick Oliver. There are five Monitoring Team Leaders: Phyllis McDonald, John Hudgins, Leonard Lucchi, Robert Plummer and Leslie Parker Blyther.



TYRONE POWERS, PH.D., *Chief Monitor*  
C.E.O., Powers Consulting Group, LLC

Dr. Tyrone Powers served as a Maryland State Trooper for four years; and a Special Agent with the Federal Bureau of Investigations for ten. During his tenure with the FBI, Dr. Powers worked in several areas to include the Violent Crime Task Force; White Collar Crimes; Organized Crime; Fugitives; Foreign Counter-Intelligence; and Counterterrorism. Because of his extensive investigative skills and analytical abilities, Dr. Powers is often a featured speaker at numerous professional conferences and television news and radio broadcast programs. Dr. Powers is sought after for his expertise and routinely provides court expert testimony on police operations; use of force; police training; and searches and seizures. He is a regular consultant on matters of policing,

crime, and terrorism at FOX 45 News; and Channel 2 News Baltimore. Dr. Powers was born in Baltimore City, where he graduated from Southwestern High School. He completed his undergraduate degree at Coppin State University before going to earn his Doctorate at the American University in Washington, D.C. Dr. Powers remains a resident of Baltimore City.



C. PHILLIP NICHOLS, *Deputy Monitor*  
Judge, 7<sup>th</sup> Judicial Circuit State of Maryland (ret.)

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

Judge Nichols is the 19<sup>th</sup> Chief Judge of Maryland's Seventh Judicial Circuit since its creation in 1867 immediately following the Civil War. This year he received the 19<sup>th</sup> Annual Sodaro Award for "good judicial temperament, civility, and courtesy" from the Maryland State Bar Association as well as the Award for Legal Excellence in Public Service Responsibility in 2010 from the Maryland Bar Foundation.



PATRICK OLIVER, PH.D., *Deputy Monitor*  
Director, Criminal Justice, Cedarville University

Dr. Patrick Oliver is Director of the Criminal Justice Program at Cedarville University, Ohio. He was a member of the team that monitored the DOJ Consent Decree with the Prince George's County, MD Police Department. He served as Chief of Police for the City of Fairborn, Ohio, Grandview Heights, Ohio, Cleveland, Ohio, and as the Ranger Chief of Cleveland Metropolitan Park District. His law enforcement experience also includes an 11-year tenure with the Ohio State Highway Patrol. He is a 1989 graduate of Penn State University Police Executive School, a graduate of the FBI's Law Enforcement Executive Development School in 1993, and a graduate of the Ohio Association Chiefs of Police Executive Leadership College in 1994. Dr. Oliver became

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

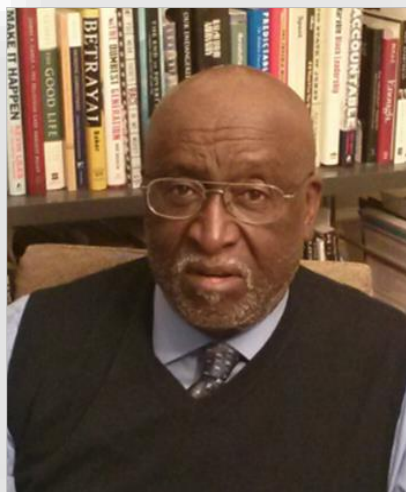


PHYLLIS McDONALD, ED.S., ED.D, *Monitor Team Leader*  
Assoc. Professor, Johns Hopkins University,  
Public Safety Leadership & School of Education

Dr. McDonald is internationally renowned as an architect of the COMPSTAT process. She conducts research; manages special projects; teaches leadership and other collegiate courses on undergraduate and graduate levels at The John's Hopkins University, Division of Public Safety Leadership; and is a consultant for local public safety agencies. Dr. McDonald has completed funded projects for the following agencies: Federal Transit Administration (USDOT); Transportation Security Administration (DHS); State of Maryland; Delaware State Police; and the Washington Metropolitan Transit Authority Police

(WMATA). Currently, she serves as Co-Chairman of The Johns Hopkins University's School of Education's Curriculum Policy Committee and the USDOJ Baltimore Police Department monitoring group for COMPSTAT. Dr. McDonald is the author of popular publication, *Managing Police Operations:*

Implementing the New York Crime Control Model—COMPSTAT, published by Wadsworth Publishing in 2002.



JOHN HUDGINS, PH.D., *Monitor Team Leader*  
Coppin State University, Sociology

Currently, Dr. John Hudgins is the Co-Director of the Collaborative Masters Degree Program in Human Services at Coppin State University. He also served as Chair for the Department of Applied Social and Political Sciences; and the Interim Chair of the Department of Criminal Justice and Law Enforcement at Coppin State University. Some of Dr. Hudgins' publications include: "Require College Degrees for Police" (2014, Baltimore Sun Newspaper); "Black males at Risk for Drug Abuse, Addiction, and AIDS: Vulnerability, Marginality and Social Policy" (1996, Journal of Research on Minority Affairs); "Confronting the Process of Mis-Education: Attitudes toward Drug Use and Abuse in the African

American-Community" (1993, the Journal on Research on Minority Affairs). Dr. Hudgins served as the Principal Investigator on the research project, "Impact on Alternative Family Structures Among Black Americans on Census Inclusions;" and a Research Associate for a survey research project examining race and political participation - Institute for the Study of Minority Issues, Old Dominion University in Norfolk, Virginia.



LEONARD LUCCHI, ESQ., Counsel, *Monitor Team Leader*  
Redevelopment Authority, Prince George County, MD.

Mr. Lucchi is a seasoned attorney who is an expert in the Law Enforcement Officer's Bill of Rights. He negotiated the Memorandum of Agreement (MOA) and K9 Consent Decree between the Prince George's County Police Department and the Department of Justice. Mr. Lucchi's scope of representation includes lobbying, tracking pending or proposed legislative activities and analyzing the effects of those pieces of legislation on client matters, drafting legislation, organizing and mobilizing coalitions in support or opposition to pending or proposed legislation effectively utilizing media outlets to support client initiatives, and testifying on behalf of clients before various legislative committees. Currently, he is a

registered lobbyist representing business owners, trade groups, and local governments before the Maryland General Assembly and the United States Congress, Counsel to the Prince Georges County Redevelopment Authority, Board of Education and the Democratic Central Committee



for Prince George's County, former Director of Legislative Affairs, Prince George's County MD Government. Mr. Lucchi is the former County Attorney, Prince George's County, and he utilizes his hands-on local government experience to advise and implement resourceful legislative plans for his clients. Additionally, he served as the County's Chief Labor Negotiator. Mr. Lucchi is admitted to practice in Maryland, the District of Columbia, the U.S. District Court for the District of Maryland, and the U.S. Supreme Court.



ROBERT PLUMMER, Commander, *Monitor Team Leader*  
Las Vegas Metropolitan Police Department

Mr. Robert Plummer is a 26-year veteran of the Las Vegas Metropolitan Police Department, currently, serving as the Bolden Area Commander. His previous assignments include Patrol, Problem Solving Unit, Gang Suppression, Narcotics and Internal Affairs. He was appointed by the Sheriff to develop and implement the Department's Force Investigation Team (FIT), while the Agency was under the auspices of the Department of Justice (DOJ) Consent Decree. Additionally, he developed and managed the team responsible for completion of the nationally recognized Collaborative Reform Process. To complete the final phase, Captain Plummer's team developed the

Agency-wide, POST certified training: "*Procedural Justice through Non-Bias Policing*". This training, which focused on the empirical impact of bias and police legitimacy, received excellent reviews and is routinely requested by outside Agencies. Captain Plummer is a graduate of the University of Oklahoma and the Northwestern University Center for Public Safety.



LESLIE PARKER BLYTHER, *Monitor Team Leader*  
Program Coordinator, Homeland Security & Criminal  
Justice Institute, Anne Arundel Community College

Professor Parker Blyther has been a Baltimore City resident for 26 years, living in West Baltimore for 16. She is a tenured Professor at Anne Arundel Community College. Since 2000, she has served as Program Coordinator in the Homeland Security & Criminal Justice Institute under the School of Business and Law. She is the Administrative Liaison for the Police Entrance Level Training Academy – coordinating and overseeing compliance procedures for the Maryland state audits of 800 Police Entrance Level Training objectives. She enjoyed a 31-year career in criminal justice, working in

policy and operations compliance with several State of Maryland regulatory and accrediting agencies, including the Maryland Police Training Commission; The Maryland Corrections Training Commission; Maryland Department of Juvenile Services; the Maryland Commission on

Correctional Standards; and the American Correctional Association. Leslie served on several policy compliance committees including the Anne Arundel Sheriff's Office where she served as head of Training and Personnel; The Anne Arundel County Department of Correctional Facilities as Training Administrator; and the Prince George's County Department of Corrections - again as Training Administrator. Ms. Blyther completed her undergraduate studies at Morgan State University in 1982, receiving a Bachelor of Arts degree in Sociology. She earned a Master of Arts Degree in Psychology from Bowie State University.

The Chief Monitor, Deputy Monitors, and Monitor Team Leaders are supported by a team of specialists, equally as skilled and experienced within the fields of criminal justice; project management; organizational development; training and training audits; community relations; law; contracting; budgeting; policy analysis and writing; police operations and tactics; etc... These specialists will be managed by the Monitoring Team Leaders. The support team includes:

**Susan Corbin-Blow**

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

**Michael Blow**

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

technology enhancement initiative. He was a contributor to the Emergency Planning Guidelines for Local School Systems and Schools published by the State of Maryland. Deputy Chief Blow holds a Bachelor of Arts Degree from the University of Maryland-Baltimore County and a Master of Science-Management from The Johns Hopkins University. He has been featured on CNN's The Situation Room with Wolf Blitzer, Anderson Cooper 360 and local news stations across the Washington, DC Metropolitan area.

### **Neill Franklin**

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

### **Michele Mendez, Esq.**

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

### **John Moss**

is a retired Deputy Chief from the Prince George's County Police Department. Mr. Moss was the Town Administrator for the Town of Bladensburg (Retired) and Deputy Chief of the Prince Georges Police Department (Retired). With over 37 years Law Enforcement and Administrative Management experience, serving in every component of law enforcement from patrol operations and investigations to commanding the press office. During his tenure, Chief Moss was one of the founding fathers of "Community Based Policing" and the local COMPSTAT programs in Prince George's County; both efforts receiving national accolades. After his retirement from the Prince George's County Police Department, he served as the Chief Assistant Sheriff for Prince Georges County as well as Deputy Director of the Maryland Police Corps, a State-Federal training institution focused on innovative police training strategies, methodologies and concepts. Chief



Moss earned an undergraduate degree from Georgetown University, a Master's Degree in Public Administration from Johns Hopkins University, a Certified Public Manager (CPM) designation from George Washington University, and certification from the ICMA Executive Leadership Program. John is a graduate of the prestigious FBI National Academy and the nationally recognized Police Executive Research Forum Academy.

**Annette Douglas, Ph.D.**

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

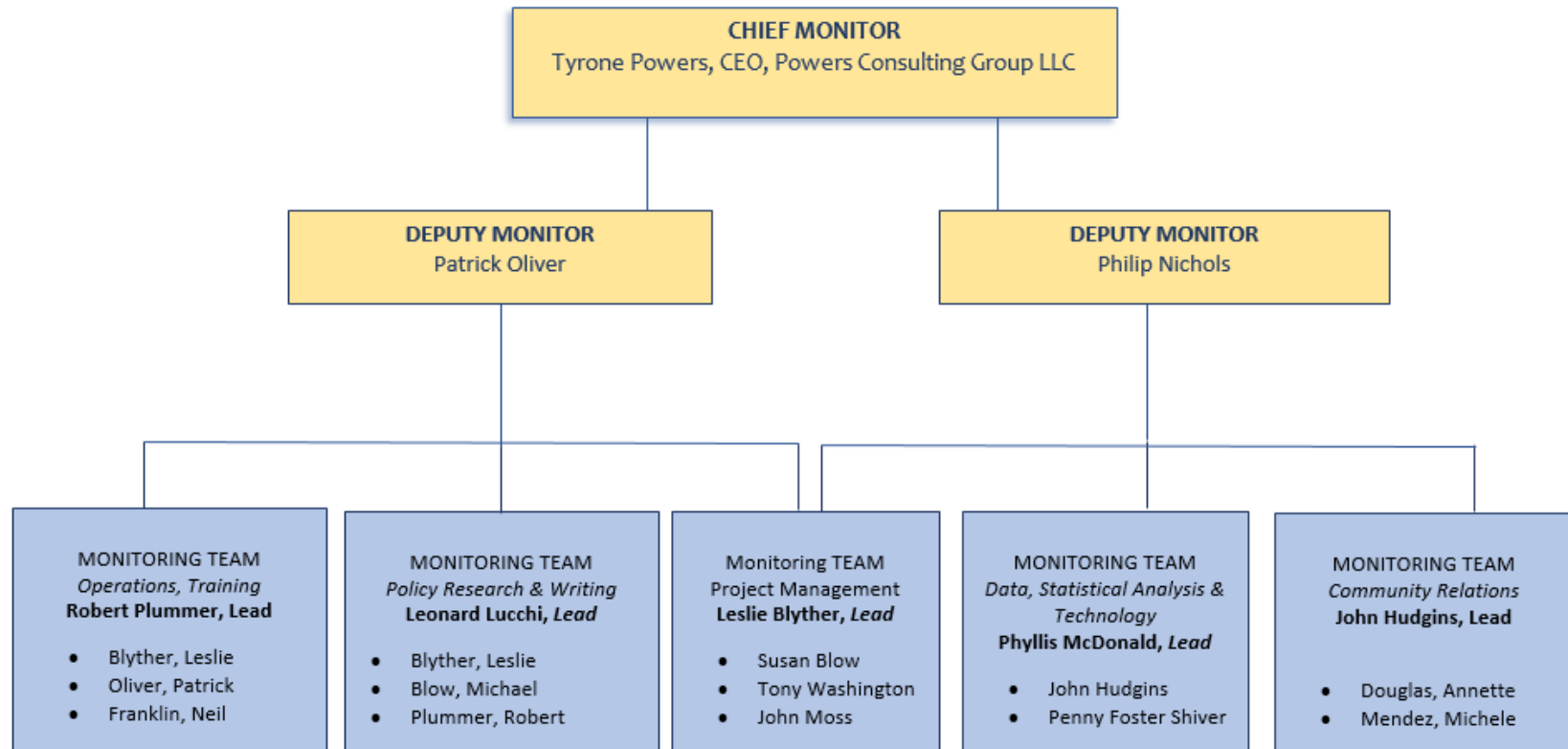
**Anthony Washington, Esq.**

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

**Penny Foster Shiver**

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

The Powers Consulting Group  
**MONITORING TEAM ORGANIZATIONAL FLOW CHART**



(PERSONNEL & CURRENT TIME CONSTRAINTS: RFA.34d) The Chief Monitor; Deputy Monitors; Monitor Team Leaders; and the Support Team Members are fully committed to the monitoring process and to delivering excellent services to BPD, the city, DOJ, and as an agent of the Court. Each of the team members has the autonomy to structure personal and professional schedules to accommodate the arduous and continuous work that is ahead:

- Dr. Tyrone Powers is the Director of the Homeland Security & Criminal Justice Institute at Anne Arundel Community College. He has authority to rearrange his professional schedule to serve full time as the Chief Monitor for this project. Dr. Powers resides in Baltimore and therefore is in proximity to the BPD headquarters; city hall; the U.S. District Court House; and the communities of Baltimore.
- Judge C. Phillip Nichols is retiring from the Bench, effective May 2017. He is uncommitted to any other professional obligations, and has reserved the next five years to serving as the Deputy Monitor of this project. Judge Nichols resides in Maryland in proximity to the BPD headquarters; city hall; the U.S. District Court House; and the communities of Baltimore.
- Dr. Patrick Oliver resides in Ohio. He serves as the Director of the Criminal Justice Program at Cedarville University and has authority to rearrange his professional schedule to serve as the Deputy Monitor for this Project. His responsibilities and monitoring visits to Baltimore will be structured in an efficient and cost effective manner, not hindered in any manner by his distance.
- Dr. Phyllis McDonald currently works in Baltimore City at Johns Hopkins University. Her work as a Monitoring Team Leader is consistent with her research and instruction at Johns Hopkins University. As a tenured professor, Dr. McDonald has a great deal of flexibility with her work schedule and is will not be hindered by her obligations at the University to carry out her duties as a Monitoring Team Leader. She remains in close proximity of BPD headquarters; city hall; the U.S. District Court House; and the communities of Baltimore.
- Attorney Leonard Lucchi will serve as a Monitoring Team Leader. His private law practice affords him a great deal of flexibility in order to schedule and carry out his responsibilities on the team. He is a resident of Maryland – residing in close proximity to the BPD headquarters; city hall; the U.S. District Court House; and the communities of Baltimore.
- Dr. John Hudgins holds an administrative position at Coppin State University. He has the authority to structure his professional schedule in a manner that will support his work on the

Monitoring Team. Dr. Hudgins resides in Maryland and as such, in proximity to carry out his responsibilities as the Monitoring Team Leader.

- Captain Robert Plummer will serve as a Monitoring Team Leader. Captain Plummer resides in Las Vegas Nevada. He serves as a Commander and therefore has authority to rearrange his professional schedule to serve as a Monitoring Team Leader for this Project. His responsibilities and monitoring visits to Baltimore will be structured in an efficient and cost effective manner, not hindered in any manner by his distance.
- Monitor Team Leader, Leslie Parker Blyther resides in Baltimore City. As a Program Coordinator and tenured professor at Anne Arundel Community College, she has the flexibility to structure her work hours and teaching schedule. As a resident of Baltimore, Leslie is in close proximity to the BPD headquarters; city hall; the U.S. District Court House; and the communities of Baltimore. Her placement on the team will prove cost efficient.
- Support Team Member Neill Franklin is retired and living in the state of Maryland. He is flexible and will devote his time and effort fully to the project. He is in close proximity to the BPD headquarters; city hall; the U.S. District Court House; and the communities of Baltimore. His placement on the team will prove cost efficient.
- Attorney Tony Washington will serve as a Support Team Member. Mr. Washington is retired and living in the state of Maryland. He is flexible and will devote his time and effort fully to the project. He is in close proximity to the BPD headquarters; city hall; the U.S. District Court House; and the communities of Baltimore. His placement on the team will prove cost efficient.
- Mr. John Moss is retired and resides in Las Vegas Nevada. Mr. Moss is available to meet his obligations as a Support Team Member. His responsibilities and monitoring visits to Baltimore will be structured in an efficient and cost effective manner, not hindered in any manner by his distance.
- Dr. Annette Douglas is a practicing clinician and resides in Florida. Dr. Douglas has the personal flexibility to structure her time, and is available to meet her obligations as a Support Team Member. Her responsibilities and monitoring visits to Baltimore will be structured in an efficient and cost effective manner, not hindered in any manner by her distance.
- Attorney Michele Mendez is a Support Team Member, residing in the state of Maryland. Ms. Mendez, in her capacity as Senior Attorney and Manager for the Defending Vulnerable

Populations Project has authority to rearrange her professional time schedule to meet her obligations as a Support Team Member. As a resident of Maryland, Ms. Mendez is in proximity to the BPD headquarters; city hall; the U.S. District Court House; and the communities of Baltimore.

- Professor Penny Foster Shiver is a full professor at Anne Arundel Community College, where she enjoys a great deal of independence to schedule and arrange her courses and additional college duties – without compromising the integrity of her instruction; and at the same time, ensuring the highest quality of work as the project’s webmaster. Professor Foster Shiver is a resident of Maryland and in proximity to the BPD headquarters. As the Webmaster, Professor Foster Shiver is fully equipped – technology wise – to facilitate the web needs of the monitoring project.

(PERSONNEL & CURRENT TIME CONSTRAINTS: RFA.34e) The Powers Consulting Group, LLC is a Baltimore-based, small, minority operated business. Minimally, 90 percent of the monitoring project will be conducted by PCG. Individuals listed as Deputy Monitors, Monitoring Team Leaders and members of the Support Monitoring Team will be individually contracted as consultants through the Powers Consulting Group. The Powers Consulting Group is proud to offer a talented, highly experienced group of professionals of very diverse ethnic and cultural backgrounds. Currently, the demographics of the Monitoring Team include two women (1 African American, 1 White); four African American males; and two White Males. The Support Team is equally diverse, including 1 Hispanic, Spanish-speaking female.

### **RFA.35 QUALIFICATIONS**

---

The Powers Consulting Group is richly comprised of various legal and criminal justice practitioners; academicians and contract analysts – with vast experience in law; organizational development and training; criminal justice leadership; policy development; community outreach; community policing; project management; empirical research and statistical analysis. As described below, each Monitor will offer their expertise in a manner that will guarantee a thorough monitoring process that will result in compliance; and ultimately will improve policing practices; better

community relations; and a reduction in crime.

The Monitoring team has had a wide girth of professional experience. Moreover, as the table illustrates below, our team members have managed or monitored police operations in jurisdictions that have similar population demographics and other agency characteristics similar to those of Baltimore City and its police department. These similarities in field experience will prove very beneficial to the monitoring process and working closely with BPD. Our team comes with experience and understanding of the demands of those experienced by BPD. As former and current law enforcement officers in comparable jurisdictions, we understand, as well, the needs of Baltimore’s citizens and their expectations for the police department.

POLICE DEPARTMENTS	CHARACTERISTICS				
	Citizen Population	Median Income	sq. mi. Land Mass	Sworn Personnel	Span of Supervision
Baltimore City, MD	621,849	\$42,241	80.94	2,900	1:214
Cleveland, Ohio	6,016,447	26,150	77.7	16,000	1:376
Las Vegas, Nevada	2,147,641	54,575	7,891	2,400	1:895
Prince George's County MD	908,000	74,260	483	1,500	1:605
State of Maryland	6,016,447	74,551	9,707.24	16,000	1:376
State of Ohio	11,614,000	49,429	44,826	33,607	1:347

(QUALIFICATIONS: RFA.26a) **Monitoring, auditing, evaluating or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders.**

Deputy Monitor, Dr. Patrick Oliver served as a Monitor on the Monitoring Team regarding the K9 Consent Decree between the Prince George’s County Police Department and DOJ. Dr. Oliver was part of the monitoring team that successfully helped Prince George’s County Police Department reach compliance one year under the five-year Decree agreement term. Dr. Oliver headed the training area for the monitoring team – carefully reviewing and offering technical assistance in training curriculum; testing strategies; and policies regarding training. Dr. Oliver met weekly with PGP on training development progress. He also conducted random visits and observed actual training throughout the ranks – offering recommendations where needed. The PCG recognizes the value that Dr. Oliver brings to our team and will

serve instrumental in the monitoring process.

**(QUALIFICATIONS: RFA.26b) Law enforcement practices, including community policing and engagement**

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

**(QUALIFICATIONS: RFA.26c) Assessing legal sufficiency and compliance with constitutional and other legal requirements.**

On December 11, 2014, the Police Executive Research Forum (PERF), in partnership with the US Department of Justice's Office of Community Oriented Policing Services, convened a conference entitled, "Constitutional Policing as a Cornerstone of Community Policing". At that conference, top DOJ officials in charge of investigations of police practices by state and local law enforcement agencies identified those matters that are most often the subject of investigations for unconstitutional policing. Those matters included:

- Use of force by law enforcement officers
- Racial and other biases in policing
- Unlawful stops, searches, and arrests
- Law enforcement interfacing with the mentally ill

Deputy Monitor, Judge Nichols, with his forty years' experience as a Maryland Judge, 25 of which was as a Circuit Court Judge, plus his experience as a military judge, has heard thousands of cases involving an assessment of the conduct of law enforcement officers, including presiding over hundreds of first degree murder trials.

Monitoring Team Leader, Mr. Lucchi, with his more than thirty years as a Maryland attorney, has dealt with such matters both as County Attorney for Prince George's County as well as an attorney for hundreds of Maryland law enforcement officers whose conduct has been reviewed by administrative agencies and grand juries. Both Judge Nichols and Mr. Lucchi have experience in the legislative process regarding the rights and responsibilities of law enforcement officers regarding these and other issues.

(QUALIFICATIONS: RFA.26d) **Familiarity and understanding of local issues and conditions**

The Powers Consulting Group is intimately aware of the local and national issues and conditions in Baltimore City as well as the surrounding Maryland area. Drawing upon professionals who have vast experience and expertise commanding large police agencies, academicians who are uniquely familiar with the historical, cultural, sociological and demographic issues regarding the evolution of the City and the role law enforcement has played into its formation.

Chief Monitor, Dr. Tyrone Powers is a native of Baltimore and currently resides in the Northeast area of the city. He is recognized by many as having a clear and compelling understanding of the unique culture of his hometown; and a deep desire to see it get better.

Beginning in 1999, Dr. Tyrone Powers co-authored the publication, *The People's Plan to Dramatically Reduce Crime in Baltimore City*. Dr. Powers and several of his colleagues gathered Baltimore citizens from all stations of life to collect their ideas and solutions toward mitigating crime and violence in the city. The collection numbered over 300 strategies from clergy; proprietors; educators; youth; law enforcement officers; and more. In April of 2015, Dr. Powers was called upon by FOX 45 News to provide a moment-by-moment analysis of the Baltimore City uprising. For five hours, Dr. Powers watched along with news viewers, and explained the police maneuvers and operations to quell the disturbance. His objective, simple approach to explaining the events, were unmatched by any other expert broadcasting at that time.

Monitoring Team Leader, Leslie Parker Blyther, along with Dr. Tyrone Powers served on



the planning team and Board of Directors for the Benjamin Banneker Eubie Blake Academy for Arts and Sciences Charter School for Boys. Both Ms. Blyther and Dr. Powers firmly believed in the value of Charter Schools and their capacity to offer excellent education to children; and to reverse the tide of delinquency and criminal activity. Both Dr. Powers and Ms. Blyther have worked extensively in the Baltimore City School System, promoting excellence in education for the children of Baltimore. Professor Blyther served on the School Board's, Parent and Community Advisory Committee, writing operations policy for the committee.

On several occasions, Dr. Powers was invited to speak to members of the Baltimore City Police Vanguard Justice Society on the topic of ethics and leadership. He was also invited to a community forum to discuss the "Stop Snitching" phenomena. And, Dr. Powers, along with his colleagues, has presented several times to students and young adults on the topic of "Street Law" – offering strategies to effectively and safely encounter law enforcement officers in the city.

**(QUALIFICATIONS: RFA.26e) Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods**

Chief Monitor, Dr. Tyrone Powers earned his Ph.D., from the American University in Sociology/Justice. John Hudgins is a graduate from Duke University in Durham, North Carolina – earning his Ph.D., in Sociology as well. Dr. Phyllis McDonald earned her Ed.S and Ed.D from George Washington University. Each of these Monitors have used regression analysis and the Statistical Package for the Social Sciences (SPSS) for determining the relative significance of each of a variety of social indicators on a particular social reality/outcome. All of these Monitors made significant contributions to criminological study. Specifically, Dr. Hudgins served as the Principal Investigator for the research, "Subjective Norms of Tolerance toward Drug Use/Abuse and Social Proximity to User/Abuser" (Hampton University Black Family Institute Funded by National Institute on Drug Abuse, 1990 – 1993). Dr. McDonald is internationally renowned as the architect of COMPSTAT. COMPSTAT represents an acronym identified in the early 1990s by Dr. McDonald and others, prescribing a newly created law enforcement crime reduction and community relations management process. In ideal circumstances, crime analysts review and analyze crime and other data collected, on a daily basis, for crime and community issues within a police district and across police districts.

**(QUALIFICATIONS: RFA.26f) Familiarity with federal, state and local laws, including civil rights laws and policies and rules governing police and municipal court practices**

The Powers Consulting Group is intimately aware of governing local laws, including civil rights laws, policies and rules governing police and municipal court practices as it employs and draws upon the expertise of two of the brightest legal minds in the State of Maryland. Retired Judge C. Phillip Nichols will serve as a Deputy Monitor. Judge Nichols (ret.), who presided as a sitting judge in an adjoining Maryland County, actively heard and subsequently ruled on criminal matters in the Circuit and District Courts. Often, he confronted the real issues regarding the fourth amendment and other relevant constitutional issues regarding *Terry Stops* and constitutional policing.

Mr. Lenard Lucchi, Esq., one of our Monitoring Team Leaders, has over twenty-five years dealing with law enforcement issues ranging from representing officers in administrative hearings in accordance with Maryland's, Law Enforcement Officers Bill of Rights (L.E.O.B.R.). He negotiated the Memorandum of Agreement and K9 Consent Decree between the Prince George's County Police Department and the Department of Justice in 1999. Mr. Lucchi, while employed by the Prince George's County Government, also was selected by the County for his legal acumen in working through its consent decree.

**(QUALIFICATIONS: RFA.26g) Evaluating organizational change and institutional reform, including applying quantitative and qualitative analyses to assess progress, performance, and outcomes.**

Dr. Phyllis McDonald, one of our Monitoring Team Leaders, is internationally renowned as the architect of COMPSTAT. COMPSTAT represents an acronym identified in the early 1990s by Dr. McDonald and others, prescribing a newly created law enforcement crime reduction and community relations management process. In ideal circumstances, crime analysts review and analyze crime and other data collected, on a daily basis, for crime and community issues within a police district and across police districts. Dr. McDonald spent 20 years working local police agencies, as well as five years as a senior program manager for the National Institute of Justice of the U.S. Department of Justice. Since 2000, Dr. McDonald has worked with local, state and federal law enforcement and public safety agencies on evaluating and improving organizational changes. Her work has included funded projects for the following agencies:

Federal Transit Administration of the U.S. Department of Transportation; Transportation Security Administration of the U.S. Department of Homeland Security; State of Maryland; Delaware State Police; and the Metro Transit Police of the Washington Metropolitan Area Transit Authority. In 2014,

Chief Monitor, Dr. Tyrone Powers was brought in, following a court decision in favor of the plaintiffs in the case of *The Guardian Civic League, Inc., et al v. Philadelphia Police Department*, to conduct an analysis of the Philadelphia Police Department's policies. The purpose of the policy analysis was to identify and evaluate policy inefficiencies: the existence or non-existence of department policies that eased, supported, or reinforced the multiple acts of employee race discrimination and other general personnel violations discovered in the case. Dr. Powers produced recommendations to eliminate harmful policies and practices; improve upon good policies; and create new policies in accordance with the law that promote racial tolerance and assure a discrimination-free work environment.

Dr. Patrick Oliver, Deputy Monitor, is a member of the Research Committee for International Association of Chiefs of Police and the founder and Director of the Chief Executive Officers Mentoring Program for the National Organization of Black Law Enforcement Executives. In examining relationships between selection/hiring strategies and organizational efficiency, Dr. Oliver authored the treatise, *Recruitment, Selection, and Retention of Law Enforcement Officers* published by Loose Leaf Law Publications (2013).

**(QUALIFICATIONS: RFA.26h) Working with governmental agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and community members interested in policing issues...**

Attorney Leonard Lucchi, one of our Monitoring Team Leaders, has over twenty-five years of experience dealing with law enforcement issues ranging from representing officers in administrative hearings in accordance with Maryland's, Law Enforcement Officers Bill of Rights (L.E.O.B.R.). He negotiated the Memorandum of Agreement and K9 Consent Decree between the Prince George's County Police Department and the Department of Justice in 1999.

Mr. Lucchi, while employed by the Prince George's County Government, also was selected by the County for his legal acumen in working through its consent decree.

Dr. McDonald spent 20 years working local police agencies, as well as five years as a

senior program manager for the National Institute of Justice of the U.S. Department of Justice. Since 2000, Dr. McDonald has worked with local, state and federal law enforcement and public safety agencies on evaluating and improving organizational changes. Her work has included funded projects for the following agencies: Federal Transit Administration of the U.S. Department of Transportation; Transportation Security Administration of the U.S. Department of Homeland Security; State of Maryland; Delaware State Police; and the Metro Transit Police of the Washington Metropolitan Area Transit Authority.

(QUALIFICATIONS: RFA.26i)                    **Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing.**

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

As a Support Team Member, Dr. Annette Douglas will bring a wealth of knowledge, skills, and resources needed to work with members of the Baltimore communities. Under the New York City's Mayor's Office, Dr. Douglas served on the Civil Relations and Community Relations Commission, where she facilitated communications and town hall meeting between members of the community and NYPD, Housing Police, Transit Police and Correctional Officers. Under the Mayor's Office in New York, Dr. Douglas developed a human rights strategic plan to bring awareness to cultural diversity among various pluralistic neighborhoods. While serving as the Director of Resource Management in the Air Traffic Operations Division of the Federal Aviation Administration, Dr. Douglas organized federal government employee to

participate in a coordinated “Back-To-Work” clothing drive for women housed in Battered Women Shelters. Dr. Douglas also served as the Director of Workforce Development under the Federal Aviation Administration where she spearheaded a Combined Federal Campaign for United Way and collected contributions of more than \$695,000 with 50 percent of the contributions directed to community outreach programs in Baltimore City and in Washington D.C. Under the same authority, Dr. Douglas focused on diversity and equal employment opportunity recruitment in the inner city locations of the United States; and in U.S. Territories including in impoverished communities in Puerto Rico.

(QUALIFICATIONS: RFA26j) **Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation.**

Support Team Member, Ms. Michelle Mendez who is a professionally trained mediator, holds a professional certificate in peace and conflict resolution through the Rotary Peace Center at Chulalongkorn University in Bangkok, Thailand. She was recognized as a 2014 Very Important Professional in Maryland by The Daily Record.

Earlier this year, Monitoring Team Leader Leslie Parker Blyther was appointed to serve on the Civilian Review Board - trained to receive, investigate citizens’ complaints; and to coordinate alternative mediation between officers and the citizenry.

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

(QUALIFICATIONS: RFA.26k) **Use of technology and information systems – including data collection and management, and analytic tools – to support and enhance law enforcement and court practices.**

Support Team Member, John Moss, as Chief Assistant Sheriff promoted the use of in-car

computers to modernize writ and court issued property orders. Additionally, he headed up a work group to discuss methodology and technology that could improve writ delivery while reducing workload. Mr. John Moss sat as members of the Prince George's County Cable and Technology Municipal Work group. This group was the force that directed the upgrade and placement of new technology for each municipality.

Support Team Member, Michael Blow, while serving as the Director of Security for the Prince Georges County Public School System, managed a \$7,000,000.00 Technology Enhancement Project. Mr. Blow conducted a comprehensive assessment of security technology in a school system of 124,000 students. His assessment and reform targeted physical structures; policies and procedures; and upgrading technology to enhance security and safety conditions in the schools. His upgrades included evaluating and revising facility electronic entries; and switching over from outdated analogue to state-of-the art digital cameras.

(QUALIFICATIONS: RFA.261)                    **Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony.**

Deputy Monitor, Judge Nichols was appointed a Judge of the Circuit Court in 1992, elected to a fifteen-year term in November 1994, and again in 2012. Prior to that, he served as Judge of the District Court of Maryland from 1985 and was twice elected a Judge of the Orphans Court where he served from 1977 until 1985. By special designation, he has presided over trials in twelve of Maryland's twenty-three counties and the City of Baltimore. He has presided over nearly 630 civil and criminal jury trials, over twenty of which were first degree murder trials and two capital murder cases. He is the 19<sup>th</sup> Chief Judge of Maryland's Seventh Judicial Circuit since its creation in 1867 immediately following the Civil War. This year he received the 19<sup>th</sup> Annual Sodaro Award for "good judicial temperament, civility, and courtesy" from the Maryland State Bar Association as well as the Award for Legal Excellence in Public Service Responsibility in 2010 from the Maryland Bar Foundation. He was proud to wear the four broad stripes of a Captain in the U.S. Naval Reserve. During his thirty-seven years of reserve service, he has had tours of duty as a General Courts Martial Judge and served as a member of the U.S. Navy-Marine Corps Court of Criminal Appeals, the service's highest uniformed court.

Monitoring Team Leader, Leonard L. Lucchi is a seasoned attorney who negotiated the Memorandum of Agreement and K9 Consent Decree between the Prince George's County Police

Department and the Department of Justice. He currently is a registered lobbyist who represents business owners, trade groups, and local governments before the Maryland General Assembly and the United States Congress. Mr. Lucchi's scope of representation includes lobbying, tracking pending or proposed legislative activities and analyzing the effects of those pieces of legislation on client matters, drafting legislation, organizing and mobilizing coalitions in support or opposition to pending or proposed legislation - effectively utilizing media outlets to support client initiatives, and testifying on behalf of clients before various legislative committees. Mr. Lucchi is also the former County Attorney for Prince George's County, and he utilizes his hands-on local government experience to advise and implement resourceful legislative plans for his clients. Additionally, he served as the County's Chief Labor Negotiator. Mr. Lucchi is admitted to practice in Maryland, the District of Columbia, the U.S. District Court for the District of Maryland, and the U.S. Supreme Court.

Chief Monitor, Dr. Tyrone Powers served as a Maryland State Trooper for four years and Special Agent with the Federal Bureau of Investigation (FBI) for ten years. During his Special Agent tenure, he worked in several areas/units to include the Violent Crime Task Force, White Collar Crime, Organized Crime, Fugitives, Foreign Counter-Intelligence and Counterterrorism. He is recognized as an expert on terrorism and intelligence and provides analysis to Criminal Justice and Homeland Security agencies internationally and has offered expert court testimony on numerous occasions in the areas of police use of force; police leadership and management; law enforcement training; and policy analysis in law enforcement. Following the 911 attack and subsequent homeland security challenges, countless law enforcement agencies and media seek his analysis and prognosis of events that occur around the world. He provides consultation for congressional, religious, and world leaders. His lecture topics include Crime Reduction; Penology; Urban America, Crime and Law Enforcement; Profiling; Terrorism/Counterterrorism; Intelligence/Counter-Intelligence; Police Training; Organized Crime; Leadership; Police Practices and Training; Diversity; Sociology; Criminology and Gang Intervention.

Support Team Member, Michael E. Blow is a 25-year law enforcement professional. He was a member of the Prince George's County (MD) Police Department retiring at the rank of Deputy Chief of Police. As the Chief of Patrol, he commanded 1100 officers and directed strategies that resulted in a significant reduction of citizen complaints, increased productivity and a 40% reduction in crime. He revamped the COMPSTAT process to include community

policing project discussions and assigned community policing officers to every patrol beat in the county. As a District Commander, he was issued a proclamation from the Prince George's County Council for innovative and collaborative crime reduction initiatives. After his Police Department tenure, he was appointed as the Director of Security Services for the Prince George's County Public School System. Michael developed strategies that resulted in a 12% reduction in disruptive incidents and managed the implementation of a seven-million-dollar security technology enhancement initiative. He is a recognized expert in policing and school intervention strategies by CNN.

(QUALIFICATIONS: RFA.26.m) **Writing complex reports for dissemination to diverse sets of stakeholders.**

Chief Monitor, Dr. Powers was appointed and prepared a court ordered Policy Analysis of the City of Philadelphia, Pennsylvania Police Department because of a Consent Decree in the case of *The Guardian Civic League, Inc., et al v. Philadelphia Police Department*. The purpose of the policy analysis was to identify and evaluate inefficiencies in existing policies, or as a result of non-existing department policies, that eased, supported, or reinforced the multiple acts of employee race discrimination and other general personnel violations discovered in the case. (2012) He has testified as an expert in numerous cases involving police investigations, training, policies, traffic stops, use of force and investigatory practices and techniques. He has been certified as an expert on police practices, procedure, training, and use of force by the Federal District Court in Washington D.C., Prince Georges County Circuit Court, and Circuit Court of Baltimore City. He was appointed by the Mayor of the City of Baltimore to a Volunteer Task Force to provide crime abatement recommendations. Routinely, Dr. Powers – while serving an expert on several cases involving police operations, use of force, and others, has researched and produced a number of complex and fully comprehensive written opinions for judicial scrutiny.

Both Deputy Monitor, Judge Nichols and Monitoring Team Leader Mr. Lenard Lucchi, have authored various court documents (opinions and orders) during their tenure that were necessary to resolve difficult legal disputes, affecting an array of stakeholders

Support Team Member, Ms. Corbin-Blow, as Manager, National Acquisition Evaluation Program Division - providing oversight of FAA acquisitions supervised the writing of scores of inspection, audit and investigative reports. She edited all of them, and personally wrote reports



considered to be extremely critical. In addition, Ms. Corbin-Blow wrote several audit and inspection reports while serving as a member of the Inspector General Team, Naval Air Systems Command.

**(QUALIFICATIONS: RFA.26n) Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies.**

Monitoring Team Leader, Leslie Parker Blyther is a Baltimore City resident and tenured professor at Anne Arundel Community College. Since 2000, she has served as Program Coordinator in the Homeland Security & Criminal Justice Institute under the School of Business and Law. Prior, she enjoyed a 31-year career in criminal justice, working with several state regulatory and accrediting agencies in organizational development; training and personnel; and regulation and standards compliance. These agencies include the Maryland Police Training Commission; Maryland Correctional Training Commission; Maryland Commission on Correctional Standards; and the American Correctional Association. Professor Blyther also served as a regional coordinator for the National Institute of Corrections – helping to orchestrate eastern regional training for state, local and federal correctional facilities in Maryland, Virginia and Delaware. She has trained under a number of auspices, including the National Institute of Corrections Leadership training for Minorities in Corrections. Ms. Blyther served as the Training Administrator for the Anne Arundel County Sheriff's Office; the Prince George's County Department of Corrections; and the Anne Arundel County Department of Correctional Facilities. She was instrumental in designing and administrating over the Prince George's County and Anne Arundel County, state certified Correctional Training Academies.

Support Team Member, Major Neill Franklin is a thirty-four-year law enforcement veteran and current Executive Director of the Law Enforcement Action Partnership, an international non-profit organization of more than 180,000 Criminal Justice professionals and others working to advance justice and public safety solutions. He retired from the Maryland State Police where he held leadership positions for both the Education and Career Development Command and the Bureau of Drug and Criminal Enforcement. During his tenure, Retired Major Franklin restructured the training academy, instituted and oversaw the department's very first Domestic Violence Investigative Unit and was responsible for 17 multi-jurisdictional narcotics taskforces. After his State Police tenure, he was recruited by the BPD to reconstruct and

command the Education and Training Section. After leaving the BPD, Neill was appointed as the Commander, Special Operations for the Maryland Transit Administration (MTA) Police Force. In all of higher management and leadership positions, Mr. Franklin worked within his capability to improve agency operations through training and organizational development strategies.

**(QUALIFICATIONS: RFA.26o) Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices.**

Deputy Monitor, Dr. Dr. Patrick Oliver is the Director of the Criminal Justice Program for Cedarville University. He was a member of monitoring team for the DOJ Consent Decree with the Prince George's County Police Department. He served as Chief of Police for the City of Fairborn, Ohio, Grandview Heights, Ohio, Cleveland, Ohio, and the Ranger Chief of Cleveland Metropolitan Park District. His law enforcement experience also includes an 11-year tenure with the Ohio State Highway Patrol. He is a 1989 graduate of Penn State University Police Executive School, a graduate of the FBI's Law Enforcement Executive Development School in 1993 and a graduate of the Ohio Association Chiefs of Police Executive Leadership College in 1994. He became a Certified Law Enforcement Executive (CLEE) in 1996. He is also a graduate of the rural Executive Management Institute. Oliver holds a Bachelor of Arts Degree in Criminal Justice and a Master's Degree in Business Administration, both from Baldwin Wallace University, Berea, Ohio. He earned a Ph.D. in Leadership and Change from Antioch University, Yellow Springs, Ohio. Chief Oliver has previously taught Criminal justice and business courses at Cuyahoga Community College, and Wright State University. He serves as a consultant and a trainer with the Ohio Association of Chiefs of Police, the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, and the Ohio Association of Chiefs of Police. He is also a past commissioner for the Commission of Accreditation for Law Enforcement Agencies.

Dr. Phyllis McDonald, Monitoring Team Leader, is internationally renowned as the architect of the COMPSTAT process. She conducts research; manages special projects; teaches leadership and other collegiate courses on undergraduate and graduate levels at The John's Hopkins University, Division of Public Safety Leadership; and is a consultant for local public safety agencies. Dr. McDonald has completed funded projects for the following agencies:

Federal Transit Administration (USDOT); Transportation Security Administration (DHS); State of Maryland; Delaware State Police; and the Washington Metropolitan Transit Authority Police (WMATA). Currently, she serves as Co-Chairman of The Johns Hopkins University's School of Education's Curriculum Policy Committee and the USDOJ Baltimore Police Department monitoring group for COMPSTAT. Dr. McDonald is the author of the popular publication, *Managing Police Operations: Implementing the New York Crime Control Model—COMPSTAT*, published by Wadsworth Publishing in 2002.

Monitoring Team Leader, Professor Leslie Parker Blyther currently works in the Homeland Security & Criminal Justice Institute at Anne Arundel Community College. As Program Coordinator, one of her central responsibilities is to serve as administrative liaison between AACC's Police Entrance Level Training Program and the Maryland Police Training Commission. In her position, Ms. Blyther conducts internal audits and oversees MPTC state audits of their program – ensuring that the academy's policies and procedures; testing and training practices; documents and reports meet COMAR Title 12 – Subtitle 4: Department of Public Safety and Correctional Services. Her commitment to excellence has led to 100 percent compliance from the Maryland Police Training Commission for the past 17 years.

Support Team Member, Michael Blow was a contributor to an exhaustive, Maryland Statewide publication on the Emergency Planning Guidelines for Local School Systems and Schools. Mr. Blow, as a Deputy Commander with the Prince George's County Police Department frequently planned, wrote and coordinated the distribution and training of policies and procedures, and technical manuals.

As an area commander, Support Team Member, Captain Robert Plummer is instrumental in analyzing agency policy. He is a part of the agency's policy review process, ensuring that all of his personnel have access to current policies and procedures; and that their performance is consistent with them.

(QUALIFICATIONS: RFA.26p) **Municipal budgets and budgeting processes**

Support Team Member, Anthony Washington is a seasoned attorney with thirty years of federal government experience. He held a variety of senior positions at the Department of Transportation's Federal Aviation Administration (FAA) and served as Deputy Chief Counsel (Senior Executive Service-SES) with the Transportation Security Administration (TSA). He was

appointed to “Go-Team 19” which created and mobilized the TSA following the 9/11 attacks. Anthony provided the legal direction and review to ensure the organization was fully operational ahead of the milestones established by Congress. Anthony has practiced before the Government Accountability Office (GAO), Board of Contract Appeal and the Federal Aviation Administration (FAA) Office of Dispute Resolution for Acquisition (ODRA). He is a frequent guest speaker on a variety of subjects including contract disputes, alternative dispute resolution and the Support Anti-Terrorism by Fostering Effective Technologies Act of 2002 (SAFETY Act). He is a member of the District of Columbia Bar, Board of Contract Appeals Bar Association (BCABA), American Bar Association’s Contract Law Section, and the National Contract Management Association, (NCMA).

Support Team Member, John Moss, as Town Administrator for the Town of Bladensburg Maryland, created and directly managed the town budget for over seven years - ensuring continuity of operations within the guidelines of the General Accounting Standards Board (GASB). There were no significant audit findings in any year of the budget produced by Mr. Moss.

(QUALIFICATIONS: RFA. 26q) **Completing projects within anticipated timelines and budgets**

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

**(QUALIFICATIONS: RFA26.r) Language skills and experience working with limited English proficient persons and communities, in particular communities whose primary language is Spanish**

Support Team Member, Ms. Michelle Mendez is a Training and Legal Support Senior Attorney and manager of the new Defending Vulnerable Populations Project. Before managing this project, Mendez served as senior managing attorney in the Immigration Legal Services Program at Catholic Charities for the Archdiocese of Washington where she began as an Equal Justice Works Fellow sponsored by DLA Piper. Ms. Mendez is a native Spanish speaker, originally from Medellin, Colombia, and speaks French fluently. Attorney Mendez is committed to assisting the diverse communities of Baltimore City. She is a Commissioner on the Baltimore City Hispanic Commission. We are excited to have Ms. Mendez with us and all of the resources she brings to assist with improving the relationship between BPD and the Hispanic community, in particular.

**(QUALIFICATIONS: RFA.26r) Evaluating, developing, or implementing processes for supervisors and managers to oversee training and accountability in a law enforcement organization.**

Deputy Monitor, Dr. Patrick Oliver is the Director of the Criminal Justice Program for Cedarville University. He was a member of monitoring team for the DOJ Consent Decree with the Prince George's County Police Department. He served as Chief of Police for the City of Fairborn, Ohio, Grandview Heights, Ohio, Cleveland, Ohio, and the Ranger Chief of Cleveland Metropolitan Park District. His law enforcement experience also includes an 11-year tenure with the Ohio State Highway Patrol. He is a 1989 graduate of Penn State University Police Executive School, a graduate of the FBI's Law Enforcement Executive Development School in 1993, and a graduate of the Ohio Association Chiefs of Police Executive Leadership College in 1994. He became a Certified Law Enforcement Executive (CLEE) in 1996. He is also a graduate of the rural Executive Management Institute. Oliver holds a Bachelor of Arts Degree in Criminal Justice and a Master's Degree in Business Administration, both from Baldwin Wallace University, Berea, Ohio. He earned a Ph.D. in Leadership and Change from Antioch University, Yellow Springs, Ohio. Chief Oliver has previously taught Criminal justice and business courses at Cuyahoga Community College, and Wright State University. He serves as a consultant and a

trainer with the Ohio Association of Chiefs of Police, the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, and the Ohio Association of Chiefs of Police. He is also a past commissioner for the Commission of Accreditation for Law Enforcement Agencies.

In 2014, Monitoring Team Leader, Dr. John Hudgins brings a sound, encouraging insight to advancing the skills and knowledge of police officers. In favor of reevaluating selection, educational requirement for police officers, Dr. Hudgins wrote in the Baltimore Sun Newspaper:

“A better educated police force would likely be better equipped to evaluate and respond to the volatile situations officers encounter.”

Dr. Hudgins quotes CALEA, in support of increasing education of law enforcement:

“The Commission on Accreditation for Law Enforcement Agencies, Inc., notes that higher education is not an "absolute answer" but stated in its 1994 Standards Manual that "Officers who have received a broad general education have a better opportunity to gain a more thorough understanding of society, to communicate more effectively with citizens, and to engage in the exploration of new ideas and concepts."

Captain Robert Plummer will serve as a Monitoring Team Leader. He currently serves as a Commander for the Las Vegas Metropolitan Police Department. Among others, Captain Plummer is responsible for developing accountability processes for his first-line officers, supervisors and lieutenants. These processes are aligned with COMPSTAT strategies, and require his staff to provide weekly reports on crime reduction strategies for their areas of command. He is also responsible for designing and administering over the agencies, 80-hour Field Training Program where first-line supervisors and mid-level managers receive training on mentoring, coaching staff; and leadership development. Captain Plummer is also responsible for developing his supervisors and managers on their role on Crisis Intervention Teams.

Monitoring Team Leader, Leslie Parker Blyther is currently a tenured professor at Anne Arundel Community College. Since 2000, she has served as Program Coordinator in the Homeland Security & Criminal Justice Institute under the School of Business and Law. She enjoyed a 31-year career in criminal justice, working with several State of Maryland regulatory and accrediting agencies, including the Maryland Department of Juvenile Services and Maryland Police & Correctional Training Commissions. Following her State of Maryland tenure, she was appointed as the Director of Psychological Services in the Prince George's County Department of Corrections. In her career, Professor Blyther has designed, coordinated and conducted

training for various professionals, across all classification levels. In her experience, Ms. Blyther has trained judges, attorneys and business practitioners under Prince George's County's Total Quality Management Initiative – Continuous Improvement initiative. As well, Ms. Blyther, as a training administrator has designed and conducted training for all ranks of law enforcement and correctional personnel – remaining in compliance with several regulatory agencies and their standards on training.

(QUALIFICATIONS: RFA.27)                    **Monitor candidates shall demonstrate an ability to work collaboratively with the City, BPD, and DOJ to enable BPD to reach compliance with the Consent Decree, and the ability to do so in a cost-efficient manner.**

Six of our Monitors, Monitoring Team Leaders, and Support Team Members are current and former law enforcement officers and commanders. Each demonstrate a clear and convincing ability to communicate and effectively work with all levels of the Baltimore City Police Force. They understand police operations; police organizational cultures; and the responsibilities that law enforcement has to adequately serve and protect the citizens. Chief Monitor, Dr. Tyrone Powers is a highly-trained law enforcement officer, having served as a Maryland State Trooper and as a Special Agent with the Federal Bureau of Investigations. Deputy Monitor, Patrick Oliver served as Chief of Police for the City of Fairborn, Ohio, Grandview Heights Ohio; and as the Ranger Chief of Cleveland Metropolitan Park District. His law enforcement career also includes an impressive, 11-year stint with the Ohio State Highway Patrol. Robert Plummer, serving as a Monitoring Team Leader, is the Bolden Area Commander in the Las Vegas Metropolitan Police Department. He has served in the department for 26 years. John Moss, Support Team Member, has over 37 years law enforcement and administrative management experience, serving in every component of law enforcement from patrol operations and investigations to commanding the press office. Mr. Moss is also retired Deputy Chief of the Prince George's County Police Department. Major Neill Franklin will also serve as a Support Team Member. He currently is the Executive Director of the law Enforcement Action Partnership, an international non-profit organization of more than 180,000 criminal justice professionals – working to advance justice and public safety solutions. He is retired from the Maryland State Police Department, where he held command positions for both the Education and Career Development Command and the Bureau of Drug and Criminal Enforcement. Mr. Michael

Blow is a 25 year law enforcement professional. He retired at the rank of Deputy Chief of Police in the Prince George's County Police Department. As Chief of Patrol, then Deputy Chief Blow commanded 1,100 officers and directed strategies that resulted in a significant reduction of citizen complaints, increased productivity and a 40 percent reduction in crime. Mr. Blow will serve as a Support Team Member.

As well, the Powers Consulting Group is very excited to have Monitoring Team Leader Dr. Phyllis McDonald on board. Dr. McDonald has more than ample experience working with police departments as she is the renowned architect of COMPSTAT – the statistical crime analysis method that BPD currently uses. As well, Dr. McDonald teaches police leadership and management courses at Johns Hopkins University. We are excited about her ability to collaborate with the Baltimore City Police Department, and many of its commanders who she instructed in Johns Hopkins Law Enforcement Leadership Program.

Both Deputy Monitor Oliver and Monitoring Team Leader, Attorney Leonard Lucchi have previous experience as Monitors. Both were involved in helping Prince George's County Police Department comply with the Memorandum of Agreement and K-9 Consent Decree on pattern or practice of excessive force throughout the Prince George's County Police Department. Their direct experience will prove paramount to guiding Baltimore City Police Department toward compliance. Mr. Lucchi's experience as Prince George's County's Chief Labor Negotiator will also prove invaluable.

Because of the immeasurable skills and experiences of this team, PCG is poised to proceed with monitoring in a very strategic manner – with deliberateness to eliminate cost ambiguity and needless spending. The Powers Consulting Group understands that the funds allocated for this project belong to the public and that we will hold ourselves accountable for every minute; every piece of paper; every cent spent. The Powers Consulting Group's Accountant, along with the team of contract specialists: Tony Washington and Susan Corbin-Blow, will intermediately conduct cost-effective analysis throughout the monitoring process. They will work side-by-side with our monitors and support team members to maintain the integrity in spending. In keeping with the many cost control requirements as expected by the decree, we will guarantee full transparency of spending to the public.



## RFA.36 PRIOR EXPERIENCES & REFERENCES

---

### **Tyrone Powers, Ph.D.**

is a life-long Baltimore City resident and the Director of the Homeland Security & Criminal Justice Institute at Anne Arundel Community College in Arnold, Maryland. Dr. Powers served as a Maryland State Trooper for four years and Special Agent with the Federal Bureau of Investigation (FBI) for ten years. Dr. Powers was appointed and prepared a court ordered Policy Analysis of the City of Philadelphia, Pennsylvania Police Department because of a Consent Decree in the case of *The Guardian Civic League, Inc., et al v. Philadelphia Police Department*. The preceding analysis is available on-line. He is a Public Policy and Conflict Resolution Fellow via the Center for Dispute Resolution - University of Maryland Law School and the Maryland Judiciary's Mediation and Conflict Resolution Office. His works are available at the University of Maryland Law School.

### **The Honorable C. Philip Nichols**

was appointed a Judge of the Circuit Court in 1992, elected to a fifteen-year term in November 1994, and again in 2012. Prior to that, he served as Judge of the District Court of Maryland from 1985 and was twice elected a Judge of the Orphans Court where he served from 1977 until 1985. By special designation, he has presided over trials in twelve of Maryland's twenty-three counties and the City of Baltimore. Judge Nichols issued rulings in nearly 630 civil and criminal jury trials, over twenty of which were first degree murder trials and two capital murder cases. His rulings and opines are available for review at the Maryland Judiciary website and the Prince George's County Court House. Judge Nichols is the author of numerous publications including: *The Judicial Frontier*, The Maryland Bar Journal, Vol. 29 number 6, Nov./Dec. 1996, at 3; *Veterans Courts: A New Concept for Maryland*, The Maryland Bar Journal, Vol. 47 number 2, Mar./Apr. 2014; and *Drone: The Coming Age of a Not-So-New Technology*, The Judge's Journal, Vol.53 number 4, 2014. The articles are available on-line.

### **Chief Patrick Oliver, Ph.D. (retired)**

is currently the Director of the Criminal Justice Program for Cedarville University. He was a member of monitoring team for the DOJ Consent Decree with the Prince George's County Police Department. He served as Chief of Police for the City of Fairborn, Ohio, Grandview Heights, Ohio, Cleveland, Ohio, and the Ranger Chief of Cleveland Metropolitan Park District. He is the author of several publications including: *Lifelong Leadership and Service Grounded in Biblical Truth*, Cedarville OH: *Cedarville Magazine*.; *Recruitment, Selection & Retention of Law Enforcement Officers*. Flushing, NY: Loose Leaf Law Publications Inc.; and *Entry Level Assessment Center (ELSA) Predictors for Success as Law Enforcement Officers: A Pilot Study*. *National Social Science Journal*, 40, 80-90. The preceding articles are available on-line.

### **Leslie Parker Blyther**

is a resident of Baltimore City and tenured professor at Anne Arundel Community College. She currently serves as the Program Coordinator in the Homeland Security & Criminal Justice Institute under the School of Business and Law. She is responsible for developing course and program curriculum; and coordinating events that adhere to regulations established by the college and by the Maryland Higher Education Commission. Leslie developed and implemented the enhanced standards for Anne Arundel Community College's police entrance level training

from state standards of 70 percent to 100 percent. The standards are available at the College Website. She is the author of several articles reviewing use of force and police grooming standards including: April 2014, *Sasha Evans v. District of Columbia Police Department* (pertaining to use of force) and April 2013, *Anthony Brown v. Baltimore Police Department, et al. - Civil Action No. RDB-11-00136* (pertaining to racial discrimination; Pseudo Folliculitis Barbae disease; and shaving standards for African American officer).

### **Deputy Chief Michael Blow**

(retired) developed and implemented numerous crime reduction strategies during his tenure as Community Policing Supervisor, District Commander and Chief of Patrol for the Prince George's County Police Department. The strategies contain community engagement strategies and specific patrol tactics (which cannot be disseminated). The strategies including the District II Crime reduction strategy were extremely successful. The District II strategy received a proclamation (see attached) from the Prince George's County Council that recognized the community involvement and crime reduction accomplishments. Additionally, Michael was a contributor to the *Emergency Planning Guidelines for Local School Systems and Schools* published by the Student Services and Strategic Planning Branch Division of Student, Family and School Support-Maryland State Department of Education. This publication is available from the State of Maryland.

### **Phyllis McDonald, Ph.D.**

is renowned as the architect of the COMPSTAT process. She conducts research, manages special projects, teaches leadership and other courses for undergraduate and graduate students for the Johns Hopkins University, Division of Public Safety Leadership, and works with local public safety agencies on special issues. Her most popular publication, used is by some police agencies as required reading for promotion exams, is *Managing Police Operations: Implementing the New York Crime Control Model—Compstat*, published by Wadsworth Publishing. She authored other popular publications including *Managing Police operations: The New York City Crime Control Program*. Belmont, CA: Wadsworth Publishing Company; *Public Service with Honor, Proceedings from the National Symposium on Police Integrity*. Washington, D.C.: National Institute of Justice and Review of Accountability in Law Enforcement. *Encyclopedia of Law Enforcement*. Thousand Oaks, CA: Sage Publications. (Chapter). These titles are available on-line and book retailers nationwide.

### **Chief John Moss**

(retired) was Town Administrator for the Town of Bladensburg (Retired) Deputy Chief of the Prince Georges Police Department (Retired) With over 37 years Law Enforcement and Administrative Management experience, serving in every component of law enforcement from patrol operations and investigations to commanding the press office. Chief Moss originally joined and served in the Prince George's County Police Department and was promoted through the ranks. He was the youngest member of the department to achieve the rank of Deputy Chief of Police. During his tenure, he was one of the founding fathers of "Community Based Policing" and the local Compstat programs in Prince George's County. Chief Moss implemented sustainable policies and collaborative efforts, such as the local Town of Bladensburg Green Street project focused on storm water mitigation and economic development for the local community. He has developed and implemented successful collaborations including the award-

winning *Prince George's Collaboration of Municipalities*. Details of this effort are available on the Town of Bladensburg website.

**Captain Robert Plummer**

is a 26-year veteran of the Las Vegas Metropolitan Police Department. He is the current Commander, Bolden Area Command. He was appointed by the Sheriff to develop and implement the Department's Force Investigation Team (FIT), while the agency was under the auspices of the Department of Justice (DOJ) Consent Decree. Captain Plummer developed the protocols and manuals currently in use by the LVMPD. Additionally, he developed the POST certified training: *Procedural Justice through Non-Bias Policing*. The curriculum may be viewed listed in the POST catalogue.

**Leonard L. Lucchi**

is a seasoned and well-respected attorney who negotiated the Memorandum of Agreement (MOA) and K9 Consent Decree between the Prince George's County Police Department and the Department of Justice. Mr. Lucchi is recognized as an expert in the Law Enforcement Officers Bill of Rights and is the co-author and contributor for several publications including: *Rights and Responsibilities: A Law Enforcement Officer's Guide to the Maryland Law Enforcement Officers' Bill of Rights* and *Winning Elections: Political Campaign Management, Strategy and Tactics*. The preceding publications are available on-line.

**Susan Corbin-Blow**

retired 35-year Federal Government who specialized in oversight/compliance as the Manager, National Acquisition Evaluation Program for the Federal Aviation Administration (FAA). She was also appointed by the FAA Administrator to "Go-Team 19," established by the United States Congress to develop and implement the Transportation Security Administration (TSA) under the Department of Transportation (later Homeland Security). She was the lead for drafting and negotiating all contractual agreements, allowing TSA to achieve the congressionally mandated milestones and finalize 120 separate agreements with the airlines that impacted 425 airports ahead of schedule. The documents she drafted for this initiative cannot be released but her efforts were awarded by the Secretary of Transportation and a copy is attached.

**Anthony Washington**

is a seasoned attorney with thirty years of federal government experience. He held a variety of senior positions at the Department of Transportation's Federal Aviation Administration (FAA), General Services Administration and served as Deputy Chief Counsel (Senior Executive Service-SES) with the Transportation Security Administration (TSA). He was appointed to GO TEAM-19 which established the Transportation Safety Administration (TSA). He was the lead counsel responsible for reviewing and drafting the documents associated with the massive initiative. The TSA mission is available on its website.

**Dr. Annette Douglas**

is a highly respected Behavioral Scientist and Organizational Development Consultant in the mental health field, community services, aviation industry, non-profit corporations, private sector corporations, and the federal government. She is the author of several articles which are available on-line including: *Things One Should Know About Drugs*, *Single One-Parent Households* and *Cry of the Child (Intergenerational Domestic Violence)*.

**Major Neil Franklin**

(retired) is a thirty-four-year law enforcement veteran and current Executive Director for the Law Enforcement Action Partnership, an international non-profit organization of more than 180,000 criminal justice professionals and others working to advance justice and public safety solutions. He retired from the Maryland State Police where he held command positions for both the Education and Career Development Command and the Bureau of Drug and Criminal Enforcement. He is the author of numerous editorials that have been featured nationally including: *Incarceration Nation* – Justice Policy Institute, Washington, D.C.; *The Maryland War On Marijuana In Black And White* - ACLU, Maryland, Baltimore Sun; *Time for a Code of Transparency in Policing*; *A Caravan for Peace*; and *Another Needless Death in America's Long, Failed War on Drugs*. The preceding articles are available at the Baltimore Sun website.

**John Hudgins, Ph.D.**

is the Director of Criminal Justice at Coppin State University. He is a renowned researcher and published articles and books including: Baltimore Sun Newspaper, *Require College Degrees for Police*; Journal of Research on Minority Affairs, *Black Males at Risk for Drug Abuse, Addiction, and AIDS: Vulnerability, Marginality and Social Policy*; The Journal of Research on Minority Affairs, *Confronting the Process of Mis-education: Attitudes toward Drug Use and Abuse in the African-American Community*; and *Subjective Norms of Tolerance toward Drug Use/Abuse and Social Proximity to User/Abuser*, Hampton University. The preceding publications are available on-line.

**Michelle Mendez, Esq.**

is a Training-Legal Support Senior Attorney and the manager of the new Defending Vulnerable Populations Project. Before managing this project, she oversaw CLINIC's role in the CARA Pro Bono Project in Dilley, Texas, which focuses on providing legal assistance to detained mothers and children. Prior to joining CLINIC, she served as senior managing attorney in the Immigration Legal Services Program at Catholic Charities for the Archdiocese of Washington. She developed the curricula for the Vulnerable Populations Project and recently updated and edited American Immigration Lawyers Association's *Representing Clients in Immigration Court* (4<sup>th</sup> Ed).

## RFA.37 BUDGET

---

(BUDGET: RFA.28) It is exceedingly difficult to prepare a budget for the lengthy time period envisioned under this project and complex nature of the undertaking. Without knowing more details and receiving feedback from the City of Baltimore, BPD and the public, we are left with only with an informed guesstimate as to the true number of hours to be applied to each task which may be required to effectively carry out the scope of the Consent Decree and provide any technical assistance, policy review, community outreach and advice for the first year, let alone the second and third years of the program.

Our cost proposal is based on our allocation of responsibilities as correlated to the various aspects of our stated process and philosophy with respect to policy review; technical assistance; training assessment; incident review; and report writing. Without benefit of a complete initial assessment we nevertheless have formulated a projected estimate of costs. Because this project has national significance and is intended to improve law enforcement and community relations in the City of Baltimore, members of The Powers Consulting Group team have committed to accepting lower than normal rates and providing additional hours, as required to make this a successful endeavor for the citizens and police of Baltimore. This decision by The Powers Consulting Group, if selected, is also based on many of them being long-time residents of the City of Baltimore or surrounding communities and having a clear understanding of the need to provide fair, equitable, and accountable policing for the citizens of the city. The Powers Consulting Group Monitoring Team, accordingly, has both professional and personal stakes in the success of this endeavor and are willing to devote the necessary time and effort regardless of any annual budget restraints.

Subsequently, the team has aggregated the tasks necessary to undertake effective monitoring, as well as the associated levels of effort consistent with our proposal philosophy. From a project management perspective, those tasks include tasks, planning, timelines and schedules; assessments and statistical analysis; written and verbal reporting processes; protocols on communications; technical assistance and recommendations; information dissemination; document management and confidentiality; budgeting structures and reporting processes.

Dr. Tyrone Powers, will serve as the Chief Monitor; and will be assisted by Deputy Monitors, Judge Phillip Nichols and Dr. Patrick Oliver. As Deputy Monitors, they will oversee Decree Material Requirements – placed in general categories such as *policy review; operations and training assessments; data and statistical analysis; community relations, etc.,...* With all expediency, we will ascertain a more accurate picture of resources needed to successfully undergo monitoring. As such, the Powers Consulting Group may need to procure additional specialists throughout to assist with a smooth and efficient monitoring process. Regardless, PCG does not anticipate, at this time, requiring additional funding to successfully complete the monitoring project within the specified timeframe. Members of the Powers Team, agree that the success of this project is of significant importance, not only to the city of Baltimore and its citizens but also to each of the individual Monitoring Team Members. Each of the Team Members are committed to providing the necessary time and discipline needed to help BPD comply with DOJ irrespective of the annual budget cap for this endeavor.

Our budget projections include all costs, including but not limited to, overhead rate, profit, travel, supplies, subcontractor and employee services, and any other miscellaneous costs to undertake and complete the project. We project our first year effort will require more time from the Chief Monitor and Deputy Monitors. The following spreads includes our 5-year projections salaries; hourly rates; monthly hourly rates; and other expenses.

Five-year projections for salaries

DIRECT LABOR	ASSIGNMENT	YR 1	YR 2	YR 3	YR 4	YR 5	TOTAL
Powers, Tyrone	Chief Monitor	\$144,000.00	\$120,000.00	\$132,000.00	\$132,000.00	\$132,000.00	\$660,000.00
Oliver, Patrick	Deputy Monitor	\$108,000.00	\$90,000.00	\$102,000.00	\$102,000.00	\$102,000.00	\$504,000.00
Nichols, Philip	Deputy Monitor	\$108,000.00	\$90,000.00	\$102,000.00	\$102,000.00	\$102,000.00	\$504,000.00
Parker Blyther, Leslie	Monitoring Team Leader	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
McDonald, Phyllis	Monitoring Team Leader	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Lucchi, Leonard	Monitoring Team Leader	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Hudgins, John	Monitoring Team Leader	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Douglas, Annette	Monitoring Support Team	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Mendez, Michele	Monitoring Support Team	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Moss, John	Monitoring Support Team	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Franklin, Neill	Monitoring Support Team	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Blow, Michael	Monitoring Support Team	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Blow, Susan	Monitoring Support Team	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
Washington, Anthony	Monitoring Support Team	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00
<b>TOTAL YEARLY SALARY</b>		<b>\$1,185,000.00</b>	<b>\$1,125,000.00</b>	<b>\$1,161,000.00</b>	<b>\$1,161,000.00</b>	<b>\$1,161,000.00</b>	<b>\$5,793,000.00</b>

Five-year projections for hourly rates

DIRECT LABOR	ASSIGNMENT	YR 1	YR 2	YR 3	YR 4	YR 5	SALARIES
Powers, Tyrone	Chief Monitor	360 hrs/\$400.00	300 hrs/\$400.00	300 hrs/\$440.00	300 hrs/\$440.00	300 hrs/\$440.00	\$660,000.00
Oliver, Patrick	Deputy Monitor	360 hrs/\$300.00	300 hrs/\$300.00	300 hrs/\$340.00	300 hrs/\$340.00	300 hrs/\$340.00	\$504,000.00
Nichols, Philip	Deputy Monitor	360 hrs/\$300.00	300 hrs/\$300.00	300 hrs/\$340.00	300 hrs/\$340.00	300 hrs/\$340.00	\$504,000.00
Parker Blyther, Leslie	Monitoring Team Leader	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
McDonald, Phyllis	Monitoring Team Leader	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Lucchi, Leonard	Monitoring Team Leader	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Hudgins, John	Monitoring Team Leader	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Douglas, Annette	Monitoring Support Team	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Mendez, Michele	Monitoring Support Team	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Moss, John	Monitoring Support Team	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Franklin, Neill	Monitoring Support Team	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Blow, Michael	Monitoring Support Team	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Blow, Susan	Monitoring Support Team	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
Washington, Anthony	Monitoring Support Team	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	300 hrs/\$250.00	\$375,000.00
<b>TOTAL ANNUAL HOURS</b>		<b>4,380</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>\$5,793,000.00</b>



Projected monthly hourly rates; totaling \$5,795,000.00

DIRECT LABOR	ASSIGNMENT	MONTHLY HRS YR 1	MONTHLY SALARY YR 1	MONTHLY HRS YR 2	MONTHLY SALARY YR 2	YR 3	MONTHLY SALARY YR 3	YR 4	MONTHLY SALARY YR 4	YR 5	MONTHLY SALARY YR 5
Powers, Tyrone	Chief Monitor	30 hrs/\$400.00	\$12,000.00	25 hrs/\$400.00	\$10,000.00	25 hrs/\$440.00	\$11,000.00	25 hrs/\$440.00	\$11,000.00	25 hrs/\$440.00	\$11,000.00
Oliver, Patrick	Deputy Monitor	30 hrs/\$300.00	\$9,000.00	25 hrs/\$300.00	\$7,500.00	25 hrs/\$340.00	\$8,500.00	25 hrs/\$340.00	\$8,500.00	300 hrs/\$340.00	\$8,500.00
Nichols, Philip	Deputy Monitor	30 hrs/\$300.00	\$9,000.00	25 hrs/\$300.00	\$7,500.00	25 hrs/\$340.00	\$8,500.00	25 hrs/\$340.00	\$8,500.00	300 hrs/\$340.00	\$8,500.00
Parker Blyther, Leslie	Monitoring Team Leader	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
McDonald, Phyllis	Monitoring Team Leader	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Lucchi, Leonard	Monitoring Team Leader	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Hudgins, John	Monitoring Team Leader	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Douglas, Annette	Monitoring Support Team	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Mendez, Michele	Monitoring Support Team	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Moss, John	Monitoring Support Team	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Franklin, Neill	Monitoring Support Team	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Blow, Michael	Monitoring Support Team	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Blow, Susan	Monitoring Support Team	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
Washington, Anthony	Monitoring Support Team	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00	25 hrs/\$250.00	\$6,250.00
<b>TOTAL MONTHLY HOURS &amp; SALARIES</b>		<b>365 hrs</b>	<b>\$98,750.00</b>	<b>350 hrs</b>	<b>\$93,750.00</b>	<b>350 hrs</b>	<b>\$96,750.00</b>	<b>350 hrs</b>	<b>\$96,750.00</b>	<b>350 hrs</b>	<b>\$96,750.00</b>
<b>TOTAL ANNUAL SALARIES</b>			<b>\$1,185,000.00</b>		<b>\$1,125,000.00</b>		<b>\$1,161,000.00</b>		<b>\$1,161,000.00</b>		<b>\$1,161,000.00</b>

Overall, five-year projected budget including travel and webmaster salary \$6,313,000.00

ITEMS	YR 1	YR 2	YR 3	YR 4	YR 5	TOTAL
Projected Travel Expenses	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$300,000.00
Webmaster; management	\$60,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$220,000.00
Annual Salaries	\$1,185,000.00	\$1,125,000.00	\$1,161,000.00	\$1,161,000.00	\$1,161,000.00	\$5,793,000.00
<b>TOTAL BUDGET</b>	<b>\$1,305,000.00</b>	<b>\$1,225,000.00</b>	<b>\$1,261,000.00</b>	<b>\$1,261,000.00</b>	<b>\$1,261,000.00</b>	<b>\$6,313,000.00</b>

(BUDGET: RFA.29) As presented in our proposed budget plan, The Powers Consulting Group has not exceeded the defined monitoring costs of \$1.475 million per year. It is our understanding that the Court has the discretion to increase the cap on monitoring expenses by specific amounts for a specific year at the Monitor's request. To grant the request, however, PCG understands that the Court must find that the increase is necessary for the Monitor to fulfill its duties under the Agreement and is not due to a failure in planning, budgeting or performance by the Monitor.

### **RFA.38 COLLABORATION & COST EFFECTIVENESS**

---

The Powers Consulting Group will work diligently to foster a spirit of collaboration with the Baltimore Police Department, the city of Baltimore, DOJ, and the citizens of Baltimore City.

We will begin with a discussion between all Decree parties and stakeholders - making certain we all share the same goal: *a positive relationship between the police and the citizens – one of decency and respect - working together to reduce crime and making our neighborhoods safe*. The Powers Consulting Group will meet with BPD's Compliance Unit; its Command Staff; managers, and supervisors to promote a cooperative relationship – starting a cooperative climate that will disperse to all officers and personnel. We intend to speak and work with lower ranking officers and civilian personnel to ensure that all BPD feel valued in the monitoring process. It is important to us that everyone involved understand the requirements, structure and expectations of the Consent Decree. We will keep an open mind and examine fully, the strides that BCP have made so far, and how they were put in place. The Powers Consulting Team will remain dynamic and enthusiastic with both BCP and the community – encouraging the same level of drive and commitment to achieve the shared goal. It will be important that BCP and the community understand the timelines and schedules; and all other obligations that the Monitoring Team has. Therefore, it is our obligation to remain regular, clear and consistent in our communications with them. Toward the end goal, PCG holds not only ourselves accountable but also BCP and the city. In order to foster a cooperative relationship between us, every one of us must do what is expected of us.

There is a correlation between an effective partnership and cost-efficiency. The more efficiently PCG and BCP work together the less waist. As we work to stay on the same page,

resources will be better utilized. The Powers Consulting Group will put in place a number of cost control practices to ensure that actual expenditures never exceed projected costs. We have a number of contract specialists and one municipal administrator on our team who understand how to effectively allocate funds in cooperation with a variety of stakeholder needs and expectations. Support Team Member, Attorney Anthony is a seasoned attorney with thirty years of federal government experience. He held a variety of senior positions at the Department of Transportation's Federal Aviation Administration (FAA) and served as Deputy Chief Counsel (Senior Executive Service-SES) with the Transportation Security Administration (TSA). He was appointed to "Go-Team 19" which created and mobilized the TSA following the 9/11 attacks. Anthony provided the legal direction and review to ensure the organization was fully operational ahead of the milestones established by Congress. Anthony has practiced before the Government Accountability Office (GAO), Board of Contract Appeal and the Federal Aviation Administration (FAA) Office of Dispute Resolution for Acquisition (ODRA). John Moss, as Town Administrator for the Town of Bladensburg Maryland, created and directly managed the Town Budget for over seven years ensuring continuity of operations within the guidelines of General Accounting Standards Board (GASB). There were no significant audit findings in any year of the budget produced by him.

### **RFA.39 POTENTIAL CONFLICTS OF INTEREST**

---

The Powers Consulting Group will take full accountability in vetting and making certain that all conflicts of interests or appearances of conflict of interests are eliminated. Neither the Chief Monitor; Deputy Monitors; Monitoring Team Leaders; and members of the Support Team for the Powers Consulting Group have legal conflicts, suits, or actions that would make them unsuitable or biased in any manner for this project.

Members of the Monitoring team will not represent or work for any individual or organization in any criminal, civil or administrative matter adverse to the City, BPD or United States Department of Justice, Civil Rights Division, including any individual or organization designated as a witness, consultant, victim, defendant, subject, target, or person of interest for the duration of the Monitorship.

(CONFLICTS OF INTEREST: RFA.39a) No Member of the Powers Consulting Group Monitoring Team currently or in the past has held employment contracts or grants with the City of Baltimore, BPD, the State of Maryland, or the United States.

(CONFLICTS OF INTEREST: RFA.39b) No Member of the Powers Consulting Monitoring Group has, in the last ten years, any involvement with a claim or lawsuit by or against the City of Baltimore or BPD, the State of Maryland, the United States, or any of their officers, agents or employees. Members of the Monitoring team have been certified by the Baltimore City Circuit Court as experts in the areas of police practices, training and policies.

(CONFLICTS OF INTEREST: RFA.39c) No Member of the Powers Consulting Monitoring Group has any close, familial or business relationships with any of the mentioned entities; and

(CONFLICTS OF INTEREST: RFA.39d) No Member of the Powers Consulting Monitoring Group has been or is the proponent or subject of any complaint, claim or lawsuit alleging misconduct.

(CONFLICTS OF INTEREST: RFA.40) No conflict or potential bias exists.

(CONFLICTS OF INTEREST: RFA.41) For the duration of the Monitorship, no member of the Powers Consulting Group will enter into any contract with the City, BPD or the United States unless the Monitor first discloses the potential contract to the Parties and the Parties agree, in writing to wave any conflict. If a member of the Monitoring team resigns, the member may not enter into any agreement with the City, BPD or United States on a matter related to the Consent Decree without the written consent of the Parties while the Agreement remains in effect.

