

Proposal to Serve as **Baltimore Police Monitor**

This proposal is respectfully submitted to the US Department of Justice, to the Honorable Mayor and City Council of Baltimore, and the Police Department of Baltimore City (collectively, “the Parties”) to serve as the Independent Monitor to assess and report on implementation of a Consent Decree regarding the Police Department of Baltimore City (“BPD”).

The proposal supports the appointment of **Arnaldo Claudio** as the Independent Monitor under the Agreement. It also outlines a collaborative engagement of assistance and oversight that will assist all the Parties in meeting the requirements stated in the Agreement.

Our team’s collective experience has taught us there are certain ingredients to being an effective police advisor. They include: an objective, credible lead Monitor with no political agenda who is not afraid of making tough decisions, and whose objectivity, energy, commitment, collaboration, credibility, and integrity are unquestioned. Veteran’ police executives who understand from personal experience the challenges of police work and the criticality of constitutional policing academic experts who have studied the very issues identified in the Agreement within many police agencies across the United States and overseas’ and racial, ethnic, religious, cultural, geographic, gender, and experiential diversity.

The proposed team combines each factor and does so that the combination surpasses the individual elements. The team offers the objectivity and credibility of a distinguished group of police executives whose collective years of law enforcement experience and wisdom, combined with them on the ground perspective gives us the flexibility to adapt as the compliance with the Agreement progresses. The size, depth, and expertise of the team give us the ability to react seamlessly to anything thrown our way. Part of what gives us this flexibility is the impressive span of our collective policing and oversight experiences, whether as police officers, police monitors, or academics, the team will bring to the Agreement experience working in jurisdictions of all shapes and sites.

## **Biographies of the Team Members**

Before we propose **our** project plan, we would like the Parties to learn more about us. I will lead the team and would continue to play the leadership role in the project throughout its duration. I have assembled a cadre of police practices experts from across the country to ensure that the team is second to none in local law enforcement expertise. Our expertise has been already proven in Puerto Rico where we have been working with the Puerto Rico Police Department during their capacity-building period for the last 3 years. The Monitor will employ other subject-matter experts and support personnel to meet the specific requirements of the Agreement. All team members will

have extensive experience and knowledge relevant to this project. Cultural competence will underpin all our work. The team can hit the ground running. This will translate to a more cost-effective and efficient process as the team will require little time to 'gear up.'

The team will include policing leaders, sworn and civilian, with experience in the US and abroad. It will include members who have worked on similar projects in many cultural diverse jurisdictions. This list is by no means all-inclusive, but it provides an example of the professionals readily available to assist with this project.

**Arnaldo Claudio, Technical Compliance Advisor, Puerto Rico Police Department**

## **Team Members**

**Colonel (ret.) Arnaldo “Arnie” Claudio** is presently the Technical Compliance Advisor of the Agreement for the Sustainable Reform of the Puerto Rico Police Department. He was selected by the Parties and appointed by Judge Gustavo Gelpi on June 6, 2014.

TCA Claudio is a retired Army Colonel and a native of Santurce, Puerto Rico. He attended the University of Puerto Rico and was commissioned a Second Lieutenant on January 5, 1979, in the U.S. Army Military Police Corps. During his 30 years of military service, he held numerous highly sensitive positions culminating as Chief of Staff and Chief of Police for the Joint Force Headquarters - National Capital Region (JFHQ-NCR) and the U.S. Army Military District of Washington (MDW). Some of his most prominent assignments included: Chief Security Operations for Pope John Paul II; Special Forces/Police Advisor for Presidential Hostage Rescue Forces, Colombian Armed Forces; Military Group Advisor for counter-narcotics and Counterterrorism, Peru, El Salvador and Bolivia; Assistant to the Special Advisor for Central and Eastern European Affairs of the Office of the Secretary General of NATO for counter-narcotics; White House Senior Drug Control Analyst for Central America and the Caribbean, Office of the National Drug Control Policy (ONDCP); Police Advisor for the Cuban and Haitian Refugees Operations in Guantanamo Bay, Cuba; Joint Staff Interagency representative in the development of the Government of Panama National Security Strategy; Department of Defense Security Coordinator and Interagency Coordinator for President Ronald Reagan and President Gerald R. Ford's State Funerals and President George W. Bush and President Barack Obama's Presidential Inauguration; Brigade Commander, Military Police Brigade, 25<sup>th</sup> Infantry Division; and Provost Marshal/Chief of Police of the Multinational Coalition Forces and XVIII Airborne Corps in Iraq.

Upon Retirement from the U.S. Army, TCA Claudio served as the Executive Director of the Office of Information Technology, Oversight and Compliance at the Department of Veterans Affairs. In March 2009, he joined the Peace Corps as the Chief of Staff for Operations, Volunteer Recruitment, and Selection. Since February 2010 until his appointment as TCA, he served as the JFHQ-NCR's Interagency Program Director and Advisor to the Commanding General. In this position, TCA Claudio was the direct representative of the Commanding General in matters related to the integration and synchronization of Homeland Defense and Defense Support to Civilian Authorities within the JFHQ-NCR. He coordinated directly with local, state and federal partners concerning National Security Special Events within the NCR Interagency (FBI, Secret Service, US Capitol Police, FEMA, HLS, Metro Police Department, Fire and Rescue, others) and led the critical relationships that JFHQ-NCR sustains with governmental and non-governmental agencies daily, which play a critical role in the ability to execute operational plans for the safety and security of the Nation's Capital.

TCA Claudio's significant military and civilian awards include the Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (2 OLC), Bronze Star Medal, Meritorious Service Medal (7 OLC), Joint Service Commendation Medal, Army Commendation Medal (3 OLC), Joint Service Achievement Medal (1 OLC), Army Achievement Medal (4 OLC), National Defense Service Medal (with Star), Armed Forces Expeditionary Medal (2 OLC), Iraq Campaign Medal, Global War on Terrorism Medal, Humanitarian Service Medal (1 OLC), Armed Forces Reserve Medal, Army Service Ribbon, Overseas Service Ribbon (7<sup>th</sup>), Inter-American Defense Board Ribbon, U.S. Army Combat Action Badge, U.S. Army Airborne Badge, U.S. Army Air Assault Badge, United States Air Force Senior Security Police Badge, Republic of Colombia - Military Order of Merit Award (Jose Maria de Cordova), Colombian Airborne Badge, Colombian Urban Counterterrorist Badge, German Spotabzeichen, German Airborne Badge, Joint Chiefs of Staff Identification Badge, Inter-American Defense Board Identification Badge, Order of the Marchaussee (Military Police in Bronze), Order of Saint Barbara (Field Artillery), Order of Saint Maurice (Legionnaire, Infantry), United States Capitol Police Distinguished Service Medal and the Civilian Joint Service Achievement Medal.

TCA Claudio is a Doctoral candidate in Management, with a concentration in Homeland Security, at the Colorado Technical University. He has previously earned a Master of Science Degree in Education from Jacksonville State University. He is also a graduate of the Inter-American Defense College, where he completed a thesis titled, "*The United States National Drug Control Strategy and its Impact on Latin America*", based on his experiences working with White House US Drug Czar, General Barry McCaffrey. Other significant publications include: "Peru, Sendero Luminoso and the Narco-Trafficking Alliance," "Bolivian Armed Forces and the War on Drugs," "Training Foreign Police Forces: Assisting El Salvador in its Transitions to Peace." His most recent publication, "Communications Gaps in the Interagency: Let's Chatter Better," was published in the *Revista Juridica Universidad Interamericana de Puerto Rico – Facultad de Derecho* in August 2012 – May 2013.

TCA Claudio is a graduate of the FBI's Citizen's Academy, the Marine Corps Command and Staff College, and the Joint Staff Senior Level Counterterrorism School. During his tenure at White House's ONDCP, he assisted in the development and implementation of U.S. Government counter-drug policies, strategies, and programs governing counter-narcotics activities of all defense and

federal agencies; assessed the effectiveness of counter-drug programs in Central America and the Caribbean and made recommendations to the Director of the ONDCP, a senior US cabinet official.

TCA Claudio possesses a top secret/SCI clearance adjudicated by the Department of Defense. He is fluent in Spanish.

## **Core Team Members**

**Dr. Gerard LaSalle** is currently an Assistant Professor and the Coordinator of the criminal justice internship program at East Stroudsburg University in Pennsylvania. He has over 40 years of professional law enforcement experience and over 20 years as an academic having received his Ph.D. in 2004 in criminal justice from the City University of New York Graduate Center, John Jay College of Criminal Justice. His federal law enforcement career began in 1972, and until his retirement in 2000, Dr. LaSalle was a Special Agent for the United States Department of Justice (“DOJ”) initially with the Immigration & Naturalization Service and their Office of Professional Responsibility, and after an organizational change in 1989, with the DOJ Office of the Inspector General. Upon retirement, Dr. LaSalle became the Chief State Investigator for the New Jersey Attorney General’s Office of State Police Affairs.

Except for the first four years of his federal career, Dr. LaSalle’s professional expertise has been devoted to investigating allegations of criminal and administrative misconduct against DOJ personnel, as well as private contractors conducting business with DOJ. In addition to managing investigations with the Attorney General’s Office, Dr. LaSalle’s primary duty was to serve as the “compliance coordinator” between the New Jersey State Police (“NJSP”), and the court appointed New Jersey Independent Monitoring Team (“IMT”) ensuring compliance with a federal Consent Decree. The Decree focused on four main elements: traffic stop protocols, training, citizen complaint tracking, and a computerized management awareness system. Since August 2016, Dr. LaSalle is the internal affairs subject matter expert and team leader on the consent decree for the Newark, New Jersey Police Department

**Linda V. Navedo Cortés, J.D.**, was born in San Juan, Puerto Rico, and obtained a Bachelor's Degree in Education from the University of Puerto Rico, and a Juris Doctor from the Inter-American University. She has studies leading to a Master's Degree in Public Administration from the UPR Graduate School of Public Administration.

Ms. Navedo has a vast experience in processes related to the administration of the government resources and institutional reforms, obtained through the positions of leadership that have occupied in various government agencies. She has also worked for more than one decade as a consultant in the institutional reform’s cases that have been brought against the Commonwealth of Puerto Rico, in the Puerto Rico Department of Justice’s “*Civil Rights Legal Task Force*,” and in similar efforts in the Department of Health. She was the consultant in charge of cases against the Puerto Rico Psychiatric Hospital, Dr. Ramón Fernández Marina of the Mental Health and Anti-Addiction Agency, and in the case against the Division of Services for Persons with Intellectual Disability of the Department of Health.

Ms. Navedo stands out as a professional with a great commitment to human and civil rights. She is a fierce advocate of participatory democracy and the processes of community inclusion of disadvantaged and vulnerable groups in our society. She participated in one of the first studies on human trafficking in the country, entitled "Human Trafficking in Puerto: An Invisible Challenge" with Dr. Cesar Rey. She has been a partner of the Puerto Rico Alliance against Human Trafficking.

**Chief (ret.) John Romero** is an experienced police executive. His police career spans over 43 years in New York City and the City of Lawrence Massachusetts with almost 30 years of executive management experience. He joined the New York City Police (Transit) in 1970 as a Police Trainee and rose to the rank of Deputy Inspector in the New York Police Department (NYPD). During his career in the NYPD, he held the positions of Police Officer, Sergeant, Lieutenant, Special Assignment (commander), Captain and Deputy Inspector. As a Lieutenant and Special Assignment Commander, he was designated Commanding officer of the Citywide Homeless Outreach Unit and the Citywide Anti-Graffiti Unit of the NYPD, two units formed in the 1980's to address quality of life issues. He was involved in the formation of these units creating policy and procedures governing how the units would operate, both units were highly successful. In the case of the Homeless Outreach Unit, the number of homeless living in the subway and under bridges in the city was drastically reduced and the number of homeless transported to city shelters increased dramatically. The Anti-Graffiti Unit was successful in eradicating graffiti from the NYC subway system, specifically from subway trains. In 1995, he was promoted to the rank of Captain where he was assigned to Manhattan North 34<sup>th</sup> Precinct, designated Executive Officer. He was also designated Manhattan North Shooting Team Leader whereby he headed teams of investigators that responded and investigated firearms discharges by members of the department. Because of his overall performance in 1996, he was designated the Commanding Officer of the 34<sup>th</sup> precinct. The precinct was in the Washington Heights Section of Manhattan, a multi-cultural community where in the past violent crime ran rampant. Working with the community and its leaders he could significantly reduce crime and improve the quality of life for its residents. During his tenure, the 34<sup>th</sup> Precinct experienced one the largest crime reductions of any precinct in the city, because of these efforts he was promoted to the rank of Deputy Inspector.

In 1999, Chief Romero was recruited by the City of Lawrence, Massachusetts to be its Police Chief. The city was facing the daunting task of having to reverse over twenty years of high crime and deteriorating quality of life for its residents. He was taking charge of the department on the heels of a management study commissioned by the mayor of the city which essentially said that department was out of control and needed to be completely reorganized. To add to the problem, the members of the department were demoralized, having had six chiefs in five years. His first order of business was to establish the Internal Affairs Unit in the department. He then went about completely reorganizing the department emphasizing the need to work closely with the community to reestablish the community trust in the police department. He also emphasized the importance of building relationships with outside law enforcement agencies on the county, state, and federal levels and working with social agencies in the Commonwealth of Massachusetts. As a result, he was able, in a few short years, to reduce crime by almost 60%, a forty year low. He was also credited with establishing the first

Insurance Fraud Task Force in Massachusetts which resulted in over four hundred arrests of individuals for fraud related crimes. Because of his efforts, the Lawrence Police Department received national recognition, and the model was copied in thirteen cities throughout the commonwealth resulting in \$500 million in insurance savings to Massachusetts residents. During his tenure as Chief in Lawrence, he also worked with the Department of Justice, Special Litigation Section, Civil Rights Division, conducting investigations of police departments for possible civil rights violations.

**Superintendent (ret.) Rafael E. Ruiz Canton** came to Boston from the Dominican Republic in 1971, at age 15. Superintendent Ruiz joined the Boston Police Department in 1979 and rose through the ranks, joining the command staff first as a Deputy Superintendent in 1997, and then as a Superintendent-Citywide Night Commander in 2008. During his over a three-decade career, he worked in the Recruit Investigation Unit, the Drug Control Unit, Internal Affairs, and Anti-Corruption Unit. He worked in most BPD districts either as a patrolman or patrol supervisor.

Superintendent Ruiz is a consultant and Joint Compliance Expert for the U.S. Department of Justice Consent Decree with the town of East Haven, Connecticut, to reform its police department since mid-2012. Since 2010, he has worked as a consultant with MBG-Catalyst providing training, development, and mentoring services in justice and public safety to foreign governments in Latin America. As a police commander, he was very much involved (and remain involved) in the Latino and African American communities by serving on several community-based boards and participating in fund raising events and serving as a mentor for Latino and African-American youths. He served on the boards of the Hispanic Office of Planning and Evaluation in Jamaica Plain and the Centro El Cardenal in South End of Boston, where he mentored Latino youth. He was also a Vice-president of Roxbury Youthworks, Inc. This organization for the last 30 years has served at-risk minority youths in greater Boston area. He served as Co-Chair of the Grove Hall Safe Neighborhood Initiative from January 2000 until May 2008. He was Vice President and President of the Board for South Boston En Accion. He is the President of Dominicans Inc. Membership in community-based organizations: Boston Connects, Inc. (now defunct) this agency provides and manages funding for business and job development in mostly minority sections of Boston. I participated in Oiste?'s Despierta program- A civic education program for Latinos, where I taught a class Police Internal Affairs procedures, and assisted in other civic projects. Member, Latino Professional Network (LPN); Member, League of United Latino American Citizens (LULAC); Member, Dominican American National Roundtable (Washington DC). I also assisted Latino Festival Committees in Boston to coordinate Puerto Rican and Dominican festivals. I served as a mentor to a group of kids at the Emerson Elementary School in Boston by meeting with them several times a year in school and discussing matters of interest to them. I was a "Promising Pal" for a Latino youth at the James Timilty Middle School in Boston for two consecutive years.

Superintendent Ruiz has lived in the Boston area since he came to the US. He is a father of two, a son and daughter, both in their 30's. He also has a step-son and has five grandchildren, three boys, and two girls. He attended Boston public and private schools. He graduated from U-Mass Boston in 1989, with a Bachelor's degree in Criminal Justice. He received a Master's Degree in Criminal Justice in 1998 from Boston University.

**Marcos Soler** is the former Deputy Executive Director for Policy and Strategic Initiatives at the Civilian Complaint Review Board (CCRB) of the City of New York and an Adjunct Professor of Politics and Public Management with the City University of New York (CUNY).

Marcos joined the CCRB in 2001. The CCRB is the largest civilian oversight agency in the United States. He oversees the preparation of qualitative and quantitative analyses, policy memoranda, monthly and semi-annual reports, and public testimony. He designs and monitors the implementation of organizational strategies and policy initiatives for the Board. He has presented his research on civilian oversight of law enforcement to domestic and international audiences. Marcos is a graduate of the New York City Leadership Institute, which is the main organizational and executive development program for executives and senior managers working for the City of New York. As part of this program, he conceptualized and developed policy initiatives concerning behavioral assessment and recidivism for the New York City Department of Juvenile Justice.

Marcos is a faculty member at John Jay College of Criminal Justice (CUNY). He has a dual appointment, serving in the Political Science and Public Management Departments. Since 2005, he has taught senior seminars on judicial policies and processes, civil rights and liberties, and constitutional politics. He also teaches a graduate course on public oversight of law enforcement. He has been a visiting professor of Constitutionalism and Politics at the Technical University of Dresden (Germany). He has also served on the Board of Directors of the National Association of Civilian Oversight of Law Enforcement (NACOLE) from 2009 to 2012. He was NACOLE's treasurer and chair of the Membership Development and Outreach Committee and served on the Finance and Strategic Planning Committees.

Marcos began his undergraduate education in Europe studying philosophy and law and continued his education earning four graduate degrees: an LL.M. in Legal Theory, an MA in Constitutional Law and Politics, an MA in Law and Society, and a Ph.D. in Jurisprudence. He holds an MS in Management and Policy Analysis from The New School. He is a Ph.D. candidate in Political Science at The New School, New York. He was a Member of the Department and a Research Fellow in Jurisprudence at the University of Valencia Law School (Spain). He was also a Research Fellow at the Spanish Center for Constitutional and Political Studies (Madrid, Spain).

**Chief (ret.) Alan Youngs, Esq.**, is an experienced police executive. After 33 years, he retired after 33 years with the Lakewood Colorado Police Department, a suburb of Denver. He is also an Attorney at Law and a licensed member of the Washington D.C. Bar, the Nebraska and Colorado United States District Courts, International Trade Court, Court of Appeals for the District, and U.S. Supreme Court. He is a member of the American Bar Association Rule of Law Committee and a member of the American Immigration Lawyers Association Federal Litigation Committee.

Chief Youngs is an American for Effective Law Enforcement (AELE) Certified Litigation Specialist and a member of the Board of Directors. He is a Certified Fraud Specialist. He is a member of the International Association of Chiefs of



Police (IACP) Investigative Operations Committee, the IACP Professional Standards Committee, the Steering Committee for the U.S. Bureau of Justice Law Enforcement Leadership Initiative, the FBI's Futures Working Group, the American Society Industrial Security Law Enforcement Liaison Committee, and Chair of the ASIS Interpol Committee. He was a member of the 2011 FBI Task Force on Gangs, Terrorism, and Weapons of Mass Destruction. He is a Colorado Police Officer Standards and Training Instructor, a Facilitator for Enlightened Leadership International, an Adjunct Professor of Criminal Justice at Rio Salado College, and was the Interim Director at Red Rocks Community College P.O.S.T. Certified Police Academy.

Chief Youngs is a graduate of the 166th session of the FBI National Academy. He brings a high level of specialized experience that includes: Advising 30 law enforcement agencies in both the United States, Middle East, South and Central America as a consultant for the U.S. Department of Justice, the U.S. State Department, Police Executive Research Forum, DynCorp International, Maximus, Inc. and Engility Inc. He was an Instructor, facilitator and role player involving the training of U.S. Military Human Terrain Teams in democratic policing for Iraq and Afghanistan. He has published numerous articles on law enforcement topics.

## **Ethos**

We feel that it is particularly important for the parties to know what we stand for and how we conduct our work. The team offers the collective years of law enforcement experience, independence, objectivity, credibility, and a reputation based on excellence, effectiveness, and integrity. As such, we shall abide by the following principles as stated in the PARC National Guidelines for Police Monitors:

### **Integrity**

The concept of integrity incorporates concepts of honesty, incorruptibility, soundness of ethical and moral judgment and behavior, trustworthiness, candor, and reliability imply the ability to separate the personal and professional. Integrity means that monitors must be painstaking in the use of information acquired during their duties. They must not use such information for any personal gain and must respect the confidentiality of information when required by law or otherwise. Integrity can accommodate the error and the honest difference of opinions it cannot accommodate deceit or lessening of principle.

### **Objectivity**

Objectivity suggests logics and pragmatic judgments that are grounded intact and not distorted by partisanship, ideology, the rigidity of outlook, preconceptions, or assumptions. Monitors must be objective and pragmatic

when establishing scope and methodologies for their work, determining the tests and procedures to be performed, conducting the work, and reporting the results. Monitors use the knowledge, skills, and experience called for by their profession to diligently perform, in good faith and with integrity, the gathering of evidence and the objective evaluation of the sufficiency, competency, and relevancy of evidence.

## **Independence**

Independence implies freedom of action, the ability to withstand compulsion or pressure, and the absence of significant constraints on how the monitor does the job. Monitors must not subordinate their judgment to others. Monitors have a responsibility to maintain independence so that opinions, conclusions, judgments, and recommendations will be impartial and will be viewed as impartial by all parties and stakeholders. Monitors must avoid situations that could lead reasonable third parties with knowledge of the facts and circumstances to conclude that the monitors are not able to maintain independence and thus are not capable of exercising objective and impartial judgment on all issues associated with their monitoring tasks.

## **Outline of project plan**

At the outset of the oversight, we contemplate a phase of intensive education to learn the background facts and issues relating to the investigation conducted by the OOJ. This will be accomplished by meeting with key stakeholder groups and interested community organizations. Our goal will be to gain the trust of the key people associated with these institutions. Next, the team will promptly determine the status of the implementation efforts in each of the substantive areas identified in the Agreement.

Then, the team would develop methods for obtaining access to the information required to perform the specific tasks assigned to the team members, including conducting compliance reviews and audits and conducting assessments to measure whether implementation of the Agreement is resulting in Constitutional policing and effective law enforcement.

Lastly, during the initial 90 days of the Agreement, the team will formulate detailed short-term and medium-term oversight plans that include the mandatory elements of the team's responsibilities as well as additional oversight tasks that have a high priority based on the information gathered

during the education phase. Within 120 days of assuming duties, the team will review and recommend any changes to the Outcome Assessments as required by the Agreement. The oversight plan obviously will be modified and supplemented continuously throughout the life of the project, based upon the progress, and the identification of issues and concerns.

## **Local Presence**

To help ensure that the details of our oversight plan will be effective in Baltimore, we plan to undertake the following activities to establish credible and effective presence:

- First, the team will be devoting a considerable amount of time to having a local presence throughout the term of the Agreement, and especially during the first year. Monthly on-site conferences will be conducted. Additional on-site visits will be conducted when deemed necessary. Exit interviews will be conducted with all parties after each visit to ensure effective and timely communication regarding the status of implementation of and compliance with the Agreement.
- Second, soon after assuming the role as Monitor, our monitoring team will meet with community stakeholders, which may include civic groups, community organizations, minority communities, LGBT communities, student groups, police union groups, and civil rights and women's advocacy groups, to inform them about the Agreement implementation process and to seek their input relevant to the reform requirements of the Agreement.

At the end of the day, the success of any oversight project depends, in large part, upon the credibility of the oversight team. When we eventually affix our signatures on the final Monitor report that states that the Baltimore Police Department has met all its obligations under the Agreement, we will be saying to ALL that the Police is a changed department, and that the goals and objectives of the Agreement have been met, and constitutional policing has been restored and is being maintained. We all look forward to working closely with the everyone to make that goal a reality.

**Budget: We will execute this plan under the 1.4 million dollars**

**Potential Conflict or Bias**

I am aware of no conflicts of interest or potential conflicts of interest that bear on my ability or the ability of any member of the monitoring team, to do the work required of the Monitor.