

Response of the Gomez Oversight Group to City of Springfield
Police Department Request for Compliance Evaluator
Qualifications

Submitted to:

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EXECUTIVE SUMMARY

The events that led the City of Springfield (the “City”) and the Springfield Police Department (“SPD”) to enter into the April 29, 2022, Consent Decree with the United States, are similar to those that have led other police departments to undertake reforms to instill a culture where Constitutional policing is not only pursued and established as an elemental baseline for policing, but where such policing is supported and sustained over the course of time as a thriving part of the respective department’s culture. With the right Compliance Evaluator Team, that objective is achievable here. That is precisely why the Gómez Oversight Group Compliance Evaluator Team, led by Curtis Gómez as Compliance Evaluator, is pleased to respond to the Request for Qualifications (“RFQ”) and includes among its team members individuals who have had extensive experience working collaboratively with police departments, the United States Department of Justice (“USDOJ”), United States District Courts and community stakeholders in achieving substantial compliance with Federal Consent Decree provisions even under extremely challenging circumstances.

We believe that the SPD would benefit from a team that has actually done the hard work that is necessary to resolve those specific issues under actual Consent Decrees. Beyond having extensive knowledge of, and experience with, the issues raised in the Springfield Consent Decree, we have a depth and breadth of experience resolving those issues.

The July 8, 2020, DOJ Findings Letter outlines issues similar to those that arose with the Virgin Islands Narcotics Strike Force (“VINSF”), a small law enforcement unit tasked with enforcing narcotics laws. Like the SPD Narcotics Bureau, the VINSF was disbanded because of critical constitutional operational issues. The larger law enforcement entity, the Virgin Islands Police Department (“VIPD”), at the time, served a population of about 100,000 residents or approximately 2/3 of the population of the City of Springfield. The VIPD was also similar in size to the SPD. The community demographics and policing constitutional shortfalls bear a striking similarity to the Springfield demographics and the SPD constitutional shortfalls. Indeed, the VIPD, which is subject to a Consent Decree, suffered from the same type of constitutional problems that the SPD now must address. The

VIPD has achieved Substantial Compliance. The lessons learned in achieving Substantial Compliance with the VIPD have great utility here.

In addition to guiding the VIPD to Substantial Compliance, our team has been involved in rigorous, comprehensive and effective police department review, assessment, and reform throughout the nation. Indeed, the members of our team are innovators and problem solvers who collectively for decades have led and guided police departments to sustainable and demonstrable constitutional policing.

Our team excels in all areas that are the subject of the Consent Decree. Indeed, our team members work across the nation in assisting police departments achieve constitutional policing. Working collaboratively with SPD and the City we are confident that we can join our efforts with those that the SPD and City have already initiated to resolve the issues raised in the Consent Decree. That collaborative effort will pay dividends to the City, its citizens and the SPD.

The police practice experts on our team include: Chief (ret.) Chet Epperson; Commissioner (ret.) Curtis Griffin; Chief (ret.) William Murphy, and Chief (ret.) Mitch Brown. Collectively they bring decades of direct Consent Decree compliance experience to the table. Additionally, they bring decades of data driven constitutional policing experience to our team.

Our Police Practice Experts



Chief Chet Epperson



Commissioner Curtis
Griffin



Chief William Murphy



Chief Mitch Brown

Our community engagement and legal and academic members include attorneys with deep roots and significant experience in relevant civil rights law as it relates

to policing and community engagement. They include: Attorney Grande Lum who is currently Provost and Vice President of Academic Affairs at Menlo College. He was formerly Director of USDOJ Community Relations Service (“CRS”) and former Director of the Divided Community Project at the Ohio State University Moritz College of Law; Attorney Daphne Felten Green who was formerly chief of staff and counsel at the USDOJ CRS and counsel at USDOJ Community Oriented Policing Service (“COPS”); and, Attorney Colleen Monroe who was formerly a prosecutor with the Springfield District Attorney and formerly a prosecutor with the Massachusetts Attorney General.

Our Community Engagement, Legal and Academic Team Members



Atty. Grande Lum



Attorney Colleen
Monroe



Atty. Daphne Felten
Green

Most of the members of our team (including all of the police practice experts) have prior compliance and consent decree experience.

Judge (Ret.) Curtis V. Gómez, who will serve as Compliance Evaluator, has had a legal career that extends over 32 years. During that time he has served as a federal district court judge (over 15 years, including 7 years as chief judge), a federal prosecutor (including serving as deputy criminal chief in the United States Attorneys Office), and a private attorney. He has presided over the Virgin Islands Police Department’s Consent Decree with DOJ; and helped to guide that department to substantial compliance under extremely difficult conditions. Additionally, he has presided over consent decrees involving the Virgin Islands Department of Corrections; and helped to drive local government agency compliance with the terms of those decrees. He has presided over numerous public corruption investigations and trials. He has managed teams, budgets and projects, while presiding over some of the most vexing, contentious and complex

constitutional legal issues. Significantly, his legal career has been one largely of public service with an eye towards delivering high quality and competent performance, and efficient, timely and cost effective outcomes. He brings those skills, among so many others, to this team.

Our Compliance Evaluator



Curtis V. Gómez

Chief (Ret.) Chet Epperson, who will serve as Deputy Compliance Evaluator, has extensive law enforcement experience, having served as Chief of Police of the Rockford Illinois Police Department. Additionally, he has served as a member of the monitoring team on the Virgin Islands Police Department Consent Decree and the New Orleans Police Department Consent Decree. While leading the Rockford Police Department, Chief Epperson revised the Citizen Complaint Process by reviewing all complaints regardless if the complainant followed thru with the complaint. Chief Epperson implemented an Early Warning System for tracking use of force, citizen complaint, K9 bites, police pursuits, and commendations. He has also served interim Monitor for the Virgin Islands Police Department Consent Decree, bearing ultimate responsibility for all reports submitted to the Court.

Deputy Commissioner (Ret.) Curtis Griffin has a wealth of experience as a street level officer, a supervisor and a lawyer. Commissioner Griffin has worked his way up through the ranks to lead major police department reforms. He has developed a risk management system that was instrumental in helping the Virgin Islands Police Department achieve substantial compliance with numerous provisions of its consent decree. Commissioner Griffin would provide a law enforcement officer's appreciation for the daily challenges of street-level crime fighting, as well as an understanding of how to carry out an officer's duties in

accordance with the law and in a manner conducive to a positive relationship with a racially and ethnically diverse community. Commissioner Griffin began working on the Virgin Islands Police Department's consent decree after others had minimal success. He successfully concluded his tenure with that department by achieving substantial compliance. First, the Internal Affairs Bureau was reorganized and restructured adding additional IA Agents. Second, the department needed to implement a Risk Management System and Commissioner Griffin was instrumental in selecting the system, writing the policies and protocols, conducting user training for all personnel, innovating and implementing a system that would allow the department, moving forward, to track, analyze and identify potential liability as well as pattern and practice trends. As the department's Chief Compliance Officer, Commissioner Griffin selected key personnel who were assigned to subject matter Work Groups responsible for facilitating and driving compliance. Efforts to achieve substantial compliance had stalled over the earlier years. Upon Commissioner Griffin's appointment as Chief Compliance Officer, efforts accelerated. He guided the department to successfully being found in substantial compliance within two years despite the territory being devastated by two category five Hurricanes.

Our team is lean, nimble and effective. Five out of our eight members are lawyers. All of our team members have an appreciation for the rule of law and constitutional policing and community engagement. Our team is experienced competent, focused and driven to deliver results. We are well aware of the rich, vibrant and diverse Springfield community. We are also fully aware of constitutional policing issues in such communities. Our team too is ethnically and racially diverse, including members of Black, Hispanic, Latino, Caribbean, Asian Pacific and European descent among our members. We are well prepared and embrace the opportunity to assist the City, SPD and USDOJ in achieving substantial compliance.

We estimate that our cost for the first year will be \$943,720. Our estimated budget for the entire four years is \$3,459,920. Costs will decrease as compliance increases. Details of our estimate are in Attachment A.

METHODOLOGY: OUR APPROACH TO THE SCOPE OF WORK (RFQ ¶ 35)

Our mission is to do everything required to assist in bringing the Springfield Police Department into Substantial and Effective Compliance with the Consent Decree with all deliberate speed. We plan to achieve this objective with several understandings.

The Springfield Police Department (“SPD”) is entirely capable of operating in a manner consistent with constitutional policing. Our task is to provide such guidance that will allow that capacity within the SPD to manifest and be sustained. The general operational undertakings of the SPD are entirely within the purview of the SPD, not within the authority of the Compliance Evaluator. In light of that, we will provide technical assistance when requested.

Our goals will not be a surprise. Mr. Gómez, while presiding over police department and jail consent decrees, has previously successfully urged that parties set near term, short term, mid term and long term goals. The purpose was to make sure that each party was fully aware of what was needed to be done; and when such task was to be accomplished. Moreover, that approach was underpinned with a clear explanation of why it was important to achieve certain objectives. Significantly, good outcomes were achieved with that approach. There were no mismatched expectations. The Consent decree here requires that the Compliance Evaluator develop a Compliance Plan (Consent Decree (“CD”) ¶¶ 194-195) within 90 days of assuming duties. In that plan and its successive annual plans, we will be entirely clear as to what, when, and why tasks are to be undertaken. In light of our favorable experiences in other consent decrees, we plan to set interim benchmarks at near, short, mid and long term timeframes.

Our assessments will not be a surprise. We are well aware that communications that only occur at, or on the eve of, deadlines are counterproductive and can lead to mistrust. We intend to be frank and frequent with our communications regarding inroads and shortfalls well before any benchmark assessment.

Our team, has extensive experience and stands ready, as required by the Consent Decree to: conduct audits and conduct reviews to determine whether the City and SPD have complied with the terms of the Consent Decree (CD ¶ 196); conduct qualitative and quantitative assessments as part of our outcome measurements and determine whether constitutional policing has taken root in the FIU (CD ¶¶ 197-198). Our team has ample experience and intends to address each task contemplated by the Consent Decree, including developing a Compliance Plan and submitting it for review and approval; reviewing and commenting on policies, procedures, and training materials; reviewing and approving implementation plans; promoting community engagement; promoting transparency and collaboration with all stakeholders. Our team will make recommendations and provide technical assistance as we have in other Consent Decrees (CD ¶¶ 199-201). We will be timely, clear, diligent, thorough and transparent in filing our required reports (CD ¶¶ 202-204); and we will scrupulously honor our duty to collaborate with the City and SPD to ensure public engagement (CD ¶¶ 205, 206, 209).

In preparing this proposal our team has met as a group to ensure that all responsibilities and duties contemplated by the Consent Decree are addressed. We plan to introduce ourselves to all stakeholders at the earliest possible opportunity. To maximize that opportunity we will first use every available tool, including establishing connections with local stakeholders who are facile at getting the word out and creating a website to serve as a central point to publicize all Consent Decree matters related to the Compliance Evaluator that are appropriate for the public domain.

Our timelines will be well advertised to maximize stakeholders' notice and their opportunity to be heard. We will gather information from all relevant sources. Having gathered all relevant information from all relevant sources, we will develop a protocol for performance metrics to assess compliance. We intend to be clear as to what threshold requirements must be met to achieve compliance. The protocol will include quantitative and qualitative outcome measurements that will be provide data points to assess compliance. To ensure the validity of any measure and whether it is sustained we will undertake post compliance audits. In obtaining data for our assessments, we expect to review those specific factors outlined in the Outcome Measurements contemplated in the Consent Decree

(CD¶197) as well as: Caseload volumes; Information on the complexity (e.g., number of officers and victims involved, number of different use-of-force tactics involved) of use of force incidents and citizen complaints; Trends in use of force and citizen complaints, including a forecast of likely future caseloads to anticipate future human resource and system capacity needs; SPD and FIU investigative and administrative records and documents, both manual and automated; Direct observations of SPD and FIU operations and activities; In-person or telephone interviews with members of SPD and FIU and community stakeholders; SPD and FIU training plans, records, and evaluations

We will use standard statistical methods to summarize and interpret the data, including trend, time, and frequency analysis.

Our measurements, in part, will be based on relevant data collected by the City and SPD only to the extent it is deemed reliable (CD¶197g).

Our team, will collaborate with SPD as appropriate to develop and offer such technical assistance as is requested and needed (CD ¶¶ 199-201). Our team, which has decades of experience and a wealth of technical know how, has done so before with other Consent Decrees and stands ready to do so here. Indeed, Chief William Murphy is nationally regarded as an expert in providing such technical assistance training. We will offer such assistance, where appropriate, individually, in meetings, through curriculum development and evaluation, and through material and policy guidance, among other things.

We will conduct periodic team visits every quarter. The Compliance Evaluator and Deputy Compliance Evaluator will visit more frequently, especially in the first year. To the extent possible we will utilize virtual tools if appropriate and effective, recognizing that much of the work to be done can be done in a cost effective manner that does not require travel. In any event, our community engagement and on-site visits will be well coordinated and occur with abundant notice to all stakeholders.

With respect to some specific areas of the Consent Decree we will highlight some of our views and approaches.

USE OF FORCE (CD §§19-76)

Use of Force, when necessary, must be deployed within the limits set by the Constitution. Those limits contemplate protecting the public (and sometimes antagonists themselves) from antagonists, securing the peace, and protecting the officer.

Our team has a stellar roster of police practice experts who managed and led their respective police departments to maintain constitutional policing when deploying use of force. For example, Chief Chet Epperson, maintained constitutional policing in his department. Among other things, he implemented a Constitutional Use of Force Organizational Accountability System. He revised Use of Force Policies for the use of force, the investigation of use of force, use of force review boards, de-escalation, and various less-lethal force tool options. He implemented a Supervisory Response to Use of Force Incidents; Implemented a Use of Force Review Board System; Implemented an Administrative Review Process for all officer-involved shootings and serious use of force incidents; Implemented public meeting for the purposes of explaining Use of Force Investigations, the Complaint Process, and Training.

We will review and assess the SPD policies, procedures and training addressing use of force in its several levels.

ACCOUNTABILITY, TRANSPARENCY AND INTERNAL OVERSIGHT (CD §§ 77-138)

Accountability, Transparency and Internal Oversight are essential components of constitutional policing. We will assess the reporting policies and the form and substance of actual reports. We will also review the quality of reports, ease of reports, and followup from reports to assess qualitatively and quantitatively, whether such oversight is in name only. Our team has extensive experience practicing, assessing and teaching accountability, transparency and internal oversight. We are well positioned to add value to the efforts that SPD undertakes.

TRAINING (CD ¶¶139-149)

Training is an essential tool for any police department. The best outcome from that training is usually achieved where, among other things, there are rigorous training policies in place, adherence to those policies, qualified instructors, sufficient quality material, consistent training, thorough training of all personnel, buy-in from those getting trained, and validation that the training is effective. The Consent Decree requires a written Training Plan within 18 months of the Consent Decree; and the development of field training policies and procedures.

As was done with the Virgin Islands Police Consent Decree, we intend to assess instructional classes in real time. We will also review all current and proposed training related policies, procedures, instructional material, lesson plans and manuals. We will also review current and historical course records, test scores, instructor credentials and any documentation related in any way to students and instructors. Our assessments will be shared in an effort to improve the training experience and effectiveness. The several chiefs that comprise our police practice group are well poised to address this issue as they each have extensive experience developing well functioning training institutions. Indeed, Chief William Murphy was responsible for developing numerous training innovations for the Los Angeles Police Department. His expertise is such that he hosted the District Judge and monitor in the New Orleans Police Department Consent Decree to share his insights on training in an effort to aid the New Orleans Police Department's training department achieve substantial compliance.

SUPERVISION (CD ¶¶150-169)

Chief Mitch Brown, having led the second largest police department in North Carolina, is well versed in the value of good supervision and the need for training and accountability of those supervisors. We will review the SPD policies that address supervision and assess the training and accountability measures where there is deficient supervision. At the same time, we will assess whether officer wellness is a part of that supervision.

BODY WORN CAMERAS (CD ¶¶ 170-173)

The use of body worn cameras lends transparency to constitutional policing. It can have the added benefit of giving context, proof and validation to acts undertaken by citizens and officers in their interaction with each other.

Each of our police experts, has been involved in the implementation of body worn cameras. In fact Commissioner Griffin was responsible for securing federal funds for his department for the first wave of body worn cameras in his department. He was also instrumental in developing rigorous policies, procedures, and accountability protocols for their use. Chief William Murphy also was responsible for supervising officers charged with proper use of body worn cameras.

We will assess the policies, procedures, and training employed by SPD and use outcome measurements to determine whether there is compliance. We plan to audit and verify the proper use of body worn cameras consistent with policies and procedures. We also plan to assess accountability protocols where there are failures to adhere to policy. .

POLICIES, PROCEDURES, AND PROTOCOLS (CD ¶¶174-181)

Chief Murphy, through the Los Angeles Police Department, Chief Brown through the Raleigh Police Department, Chief Epperson through the Rockford Police Department and Commissioner Griffin through the Virgin Islands Police Department became well schooled in police policies, procedures, and protocols. They have each crafted, improved and reformed policies and procedures. Our team will look at the process for policy development, the need for a policy, the substance of the policy, the clarity and quality of the policy, whether the policy adequately addresses the intended need, and whether the policy is capable of being understood and followed. We will assess and provide such guidance as is appropriate to have a meaningful policy structure and outcome.

PERSONNEL AND CURRENT TIME COMMITMENTS (RFQ ¶ 36)

Mr. Gómez's background is outlined above and in his Curriculum Vitae, which can be found at Attachment B. He will be responsible for all Compliance

Evaluator duties outlined in the Consent Decree. He will review all subject matter police practice assessments. He will oversee all community engagement. He will exercise oversight over all subject matter police practice expert duties.

Chief Epperson's background is outlined above and in his Curriculum vitae, which can be found at Attachment B. He will serve as Deputy Compliance Evaluator. He will be responsible primarily for evaluating Use of Force. He will also assist with evaluating Accountability and Transparency. Chief Epperson will also assist with coordinating visits and meetings; and scheduling and disseminating public information.

Commissioner Griffin's background is outlined above and in his Curriculum Vitae, which can be found at Attachment B. He will be responsible primarily for evaluating Accountability, Transparency and Body Cameras. He will also assist with evaluating Supervision.

Chief Brown's background is outlined above and in his Curriculum Vitae, which can be found at Attachment B. He will be responsible primarily for evaluating Supervision. He will also assist with evaluating Use of Force and Training.

Chief Murphy's background is outlined above and in his Curriculum Vitae, which can be found at Attachment B. He will be responsible primarily for evaluating Training and Policies and Procedures. He will also assist with evaluating Body Cameras.

Attorney Lum's background is outlined above and in his Curriculum Vitae, which can be found at Attachment B. He will be responsible primarily for Community Engagement. He will also assist with evaluating Policies and Procedures.

Attorney Monroe's background is outlined above and in her Curriculum Vitae, which can be found at Attachment B. She will be responsible primarily for Community Engagement. She will also assist with evaluating Policies and Procedures and Transparency.

Attorney Felten Green's background is outlined above and in her Curriculum Vitae, which can be found at Attachment B. She will be responsible primarily for

Community Engagement. She will also assist with evaluating Policies and Procedures.

Each member of the Compliance Team is committed to devoting at least the minimum time reflected in our proposed annual budget. Additionally, each member of our team is willing to contribute additional *pro bono* time. The police practice experts who currently assist with monitoring on other consent decrees in New Orleans, Phoenix and the Virgin Islands do not have obligations that preclude them from providing all the time required to bring the SPD into substantial compliance in a timely fashion.

QUALIFICATIONS (RFQ ¶¶ 28, 37)

RFQ ¶ 28a: Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations, such as law enforcement agencies, including experience monitoring Consent Decrees, Settlement Agreements, or court orders.

Mr. Gomez has extensive experience monitoring, evaluating and reviewing consent decrees, settlement agreements and the performance of law enforcement agencies having served as the presiding judge over Consent Decrees involving the Virgin Islands Police Department and the Virgin Islands Bureau of Corrections. In that capacity, he has: 1) reviewed every police department policy related to use of force, citizen complaint, training, supervision, transparency, accountability and auditing; 2) assessed the constitutional sufficiency of those proposed policies; and, 3) determined whether such policies achieved substantial compliance as required by the relevant Consent Decrees.

Additionally, he was responsible for reviewing the performance of numerous other governmental organizations having served as presiding judge over consent decrees and settlements involving: the Virgin Islands Waste Management Authority (Solid Waste); the Virgin Islands Waste Management Authority (Wastewater); the Virgin Islands Water and Power Authority (St. Croix); the Virgin Islands Water and Power Authority (St. Thomas); the Virgin Islands Government Employees Retirement System; the Virgin Islands Property Tax Division; and the Virgin Islands Department of Education.

Throughout his legal career, Mr. Gomez has amassed a wealth of experience in reviewing and instilling Constitutionally compliant reforms in governmental organizations; conducting and reviewing internal investigations; monitoring and guiding compliance programs to substantial compliance; reviewing police operations; and reviewing and teaching ethics. He is a proven consensus builder in all of his undertakings with governmental organizations.

Commissioner Curtis Griffin and Chiefs Chet Epperson, Bill Murphy, and Mitch Brown have decades of combined experience monitoring, auditing and evaluating the performance of police departments. Significantly, they have each worked on bringing police departments into substantial compliance with Consent Decrees both as monitors and as change agents within police departments subject to Consent Decrees.

Attorney Grande Lum, in his capacity as Director of the United States Department of Justice (“DOJ”) Community Relations Service (“CRS”) has extensive experience monitoring and evaluating the performance of law enforcement agencies from the perspective of the communities that are served by those law enforcement agencies. That experience includes the Florida George Zimmerman trial, the Michael Brown Ferguson, Missouri shooting and the Freddie Gray Baltimore tragedy.

Chief Murphy, among his accomplishments, achieved consent decree substantial compliance for training when the Los Angeles Police Department (“LAPD”) was under a consent decree (2001-2008). He completed many tasks to accomplish this. For example, he: re-wrote the entire Academy curriculum to support critical thinking and problem solving, re-organized the Training Division to effectively manage consent decree mandates and provide improved instruction. He also assisted in securing substantial compliance for training during New Orleans Police Department’s (“NOPD”) consent decree (2019). He has assisted other consent decree monitors to achieve substantial compliance for NOPD on many topics such as: Use of Force (“UOF”), Personnel Complaint Investigations, Supervision, Community Engagement, Performance Evaluations, Limited English Proficiency, Stop/Search & Arrest, Bias Free Policing.

RFQ ¶ 28b: Law enforcement practices, including community policing and engagement; use of force and force investigations; adjudication of complaints of officer misconduct; civilian oversight; policy development; and officer and staff training.

Mr. Gomez and each member of the team has had extensive experience with law enforcement practices.

For example, Chief Epperson implemented several measures to provide meaningful opportunities for various members of his community, including the Hispanic community, to be heard. Those measure included the following. Creating a Police Chief/ Advisory Board. He generated interests from a cross-section of community members to attend quarterly meetings with the Chief of Police to understand the operational and administrative functions of the department. Members offered input on community relation issues within their sphere of connections; Launched Police Chief/ Officer Board. He met with police officers on a monthly basis to understand their needs, suggestions, and input on operational and administrative functions of the department; Initiated Police Chief/ Community Association with Hispanic Groups; Met with local Hispanic groups on a monthly basis to understand the needs of the Hispanic Community and how to enhance community relations. As a result of the meetings, community meetings were held in the Hispanic neighborhoods to address immigration, crime, arrests, profiling, and training issues. He also coordinated with the local Boy Scouts of America in the development and implementation of a Police Explorer Post.

RFQ ¶ 28c: Assessing legal sufficiency and compliance with constitutional and other legal requirements.

Mr. Gomez has assessed the legal sufficiency and compliance with constitutional and other legal requirements of numerous matters throughout the entirety of his legal career. That was the primary task of his judicial service.

Each member of the team, having worked on constitutional policing, similarly has been involved in assessing compliance with constitutional policing.

RFQ ¶ 28d: Familiarity and understanding of local issues and conditions, including local experience and expertise with Springfield’s diverse communities, and issues and challenges facing those communities.

Several of the members of our team have connections to Springfield. Attorney Colleen Monroe attended law school in Springfield. Since then, she has spent the entirety of her legal career in Springfield. She has served as an Assistant District Attorney in Springfield and as an Assistant Attorney General in Springfield. More than that, she has been a concerned, active and involved member of the vibrant and diverse Springfield community. Among other things, she has Served as representative for Attorney General Maura Healey at the “Through My Eyes” event in 2019, which offered insight about the Attorney General’s available public resources. She has routinely assisted Springfield District Attorney Anthony Gulluni’s Community Outreach program by attending various community events for middle-school and high school students and speaking on various topics in her capacity as a prosecutor for the office. She has served as a keynote speaker at an event for the NAACP of Springfield, MA on criminal record sealing and expungements to educate members of the public about the law, and their options for sealing their criminal records. While serving as President of the Black Law Students Association at Western New England University school of Law, she led that organization in locating, scheduling, and conducting community service efforts at both the food pantry, and The Gray House.

Attorney Felten Green also has connections to the Springfield area, including connections to the Delta Sigma Theta sorority.

Mr. Gomez and Chief Murphy, while not residents of Springfield have been residents of Massachusetts and have family, friends and colleagues who currently reside in state. Consequently, they are very familiar with local issues and conditions.

RFQ ¶ 28e: Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods.

Our team is extremely knowledgeable about criminology and statistical analysis. Indeed, the several chiefs and commissioners relied on statistical measurements to manage their various departments in terms of setting performance benchmarks and assessing disparate impact of policing activities.

RFQ ¶ 28f: Familiarity with federal, state, and local laws relating to constitutional law, civil rights, and policing.

Our team is well familiar and experienced with federal, state and local laws relating to constitutional law, civil rights and policing.

RFQ ¶ 28g: Evaluating organizational change and institutional reform, including by applying qualitative and quantitative analyses to assess progress, performance, and outcomes.

A necessary factor in successfully managing a police department, as each of our police experts have done, is evaluating cultural shifts and the need for institutional reform. All of our experts have embraced the need for institutional change as informed by statistical data. Indeed, our experts have each used data driven analysis to reform and measure the effectiveness of reform.

RFQ ¶ 28h: Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and other stakeholders interested in policing issues.

Our entire team has worked with government agencies, collective bargaining units, oversight bodies and other stakeholders interested in policing issues.

RFQ ¶ 28i: Communicating and engaging effectively with diverse community stakeholders through modern communication tools to promote civic participation, strategic partnerships, and community policing.

All of our team members have been actively involved in community engagement with diverse groups. For example, Mr. Gómez has initiated several forward facing community activities including Kids and the Court and Reentry Court that engage a diverse community with community policing.

With respect to Chief Murphy:

- As the LAPD Commanding Officer of Northeast Area, Chief Murphy was assigned to command a police station that led the city in homicides and gang violence. He initiated many innovative strategies and community engagement efforts. An article was written in the *Pacific Standard* magazine titled “The End of Gangs” December 29, 2014, by: Sam Quinones that outlined his successful efforts to reduce violent crime and improve community relations.
- Chief Murphy also implemented many changes to community policing and engagement training while achieving substantial compliance in the New Orleans Police Department consent decree.
- Recommended many changes to community policing and engagement training and processes during auditing assignments at different law enforcement agencies.
-

With respect to Chief Epperson, his accomplishments on this front include the following: Implemented a Citizen Mediation Process for low-level police/ civilian complaints; Revised Citizen Complaint Process by reviewing all complaints regardless if the complainant followed thru with the complaint; Implemented an Early Warning System for tracking use of force, citizen complaint, K9 bites, police pursuits, and commendations; Coordinated with the local NAACP in the establishment of a portal complaint system other than reporting inside of the police station; Coordinated with other local police jurisdictions in the formation of a County-Wide Integrity Task Force for the purpose of investigating officer-involved police shootings, serious use of force incidents, and other serious police matters.

RFQ ¶ 28j: Conducting public meetings with city and community stakeholders.

Mr. Gomez has years of experience conducting public meetings with city and community stakeholders. While presiding over the Virgin Islands Police Department Consent Decree, as well as consent decrees involving, among others, the Waste Management Authority, the Virgin Islands Property Tax System

and Government Employees Retirement System, he routinely met with stakeholders and convened public hearings. Moreover, he initiated Reentry Court, which required meeting with numerous employers in the community to promote employment of reentry candidates in an effort to avoid recidivism among those who had been recently released from incarceration.

Attorney Monroe served as the representative of the Springfield District Attorney on a committee tasked with promoting police reform within the Springfield Police Department. A large part of that undertaking was meeting with community stakeholders in every ward of Springfield.

Chief Murphy throughout his career with the Los Angeles Police Department led efforts designed to engage, inform and collaborate with community stakeholders throughout his community.

Similarly, Grande Lum, as Director of the United States Department of Justice (“DOJ”) Community Relations Service (“CRS”), as well as Director of the Divided Community Project at the Ohio State University, Moritz College of Law, routinely met with community stakeholders.

RFQ ¶ 28k: Use of technology and information systems, including data collection and management, and analytical tools, to support and enhance law enforcement practices.

The size of the departments that our team members have led required extensive use of technology and information systems. Our team members are highly regarded policing change agents that embraced innovation as an effective tool to manage their departments.

RFQ ¶ 28l: Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony.

As discussed above, the members of our team have had extensive experience appearing in court. As mentioned above, Curtis Gómez has served as trial judge for over 15 years. Before that, he was an active trial and appellate attorney. Each of the police practice members of our team has served severally in one or

more of the following capacities: monitor, counsel, fact witness, and as an expert witness. Our community engagement team members are all attorneys who are well familiar with providing testimony.

RFQ ¶ 28m: Drafting well-organized, well-written plans, reports, and assessments that are technical but accessible and understandable to public stakeholders and other diverse audiences.

Each member of our team has led and managed significant bodies. A necessary part of that leadership is crafting well written reports and assessments for public consumption.

RFQ ¶ 28n: Providing formal and informal feedback, technical assistance, and guidance to law enforcement agencies.

All of our police experts have provided feedback and technical assistance over the course of their years of experience as monitors or compliance officers to many law enforcement agencies. For example, Chief Brown has provided technical assistance to a variety of police departments, including:

- City of Kingston, Jamaica on neighborhood improvement
- Evanston, Illinois Police Department re: Policy Review and Development.
- Washington, DC Metropolitan Police Department re: Use of Force Reform
- New Orleans PD re: Consent Decree Compliance Efforts
- Orlando, Florida re: Use of Force reform
- NAACP re: Myrtle Beach, SC Civil Rights violations
- Montgomery County, Md re: Re-imagining Law Enforcement

RFQ ¶ 28o: Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices.

Each of our police experts has expertise in policies and training. For example, Chief Murphy lists the following among his accomplishments:

- As a nationally recognized expert in curriculum and instructional design, UOF, tactics, leadership, and training management, police operations, etc. he often assists other law enforcement agencies on developing their own training and police operations programs.
- Served on several California, Peace Officer Standards and Training (POST) committees for developing curriculum on topics such as Police Academy, leadership, and racial profiling, 2000-2004
- Represented the LAPD on training issues at numerous POST and other law enforcement agency meetings and seminars.
- Speaker: training development and instruction at the International Association of Directors of Law Enforcement Standards and Training, 2015
- Speaker: training, tactics, and curriculum development at the Police Executive Research Forum conference on “Re-Engineering Training on Police Use of Force,” 2015
- Speaker: training and tactics at the Police Executive Research Forum conference on “Guiding Principles on Use of Force,” 2016
- Speaker; training, tactics and building public trust at the Missouri POST conference, 2016.
- Assisted US-DOJ, Civil Rights Division, in working with the Chicago Police Department and the Baltimore Police Department in developing innovative training programs as they enter state and federal consent decrees.
- Currently, work as a Police Practice Expert assisting the US-DOJ in reviewing the Portland Police Bureau (PPB) actions responding to the numerous protests that resulted from the tragic George Floyd incident. Also, assigned to US-DOJ team conducting a *pattern and practice* investigation of the Phoenix Police Department (PPD).
- Personally observed PPB handle protests on July 3-4, 2020 and provided detailed accounts of their actions to US-DOJ.
- Reviewed PPB’s After-Action Reports that explained their rationale for taking the actions that they did on the protests.
- Provide police practice expertise to a team of US-DOJ civil rights litigators as they conduct a *pattern and practice* investigation of the PPD.
- Review documents such as policies, procedures, and training materials, participate in tours of training facilities, assist litigators during interviews of

PPD personnel, conduct ride alongs in field with PPD personnel, and prepare detailed reports of my findings to US-DOJ.

- Worked as a police practice expert with the University of Pennsylvania Law School's *Quatrone Center for the Fair Administration of Justice*, reviewing the Madison (Wisconsin) Police Department's (MPD) response to the protests due to the tragic death of George Floyd.
- Provided expert technical assistance on protest dynamics and police operations. Reviewed all documents associated with MPD. Participated in focus group discussions with senior MPD staff and community members to identify ways to managed protests more effectively in the future.
- The Quatrone Center authored a report titled: "Madison Police Department Sentinel Event Review, dated November 16, 2021" that included many recommendations to improve police protest operations and how to build stronger community relations.

RFQ ¶ 28p: Municipal budgets and budgeting processes.

Each of our police practice experts collectively have had decades of experience addressing municipal budgets and the budgeting process. Similarly, Mr. Gómez has worked with federal and local governments on budget issues in numerous cases, particularly those involving consent decrees. Each of the police experts have run departments that were subject to local budgeting processes. They are well versed in the rules, regulations, nuances, limitations and political factors that attend budgets and the budgeting process.

RFQ ¶ 28q: Project management skills, including completing projects within anticipated deadlines and budgets.

Judge Gómez and each of our police experts and our policy and community engagement team members have had extensive experience completing projects within deadline and on budget. By way of example, Mr. Gómez was responsible for numerous projects and innovations while serving as chief judge, while maintaining and improving court productivity. Those several endeavors were all accomplished in a timely, cost effective manner and with the highest degree of quality. Some of those accomplishments are outlined in the Chief Judge's Report attached hereto as Attachment C.

Chief Brown managed North Carolina's second largest municipal police department. The Raleigh Police Department included over 775 employees and had an operating budget in excess of \$50 million. The department is a full-service agency, which is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Grande Lum as Director of the USDOJ CRS was responsible for successfully leading national initiatives. He successfully did so within deadlines.

Chief Epperson similarly achieved police accreditation status thru the Commission on Accreditation for Law Enforcement Agencies (CALEA). Met the required 400+ standards for accreditation. He received three re-accreditation status after initial certification

RFQ ¶ 28r: Exercising good professional judgment and high ethical standards.

Throughout his career, Mr. Gomez has exercised the best professional judgment and highest ethical standards. As a federal judge and as a federal prosecutor his approach to all endeavors was to avoid even the appearance of impropriety. That approach was neither new nor novel. Indeed, as a practicing member of the DC Bar, the Virginia Bar and the Virgin Islands Bar, he was informed and guided by his ethical obligations under those several bars. That approach certainly contributed to his subsequent selection for service as a federal prosecutor and as a federal judge.

Attorneys Lum, Monroe and Felten Green similarly have exercised the utmost fidelity to their ethical obligations as lawyers; and have exercised sound and good professional judgment through their respective careers.

With respect to our police practice team experts, Commissioner Griffin, and Chiefs Epperson, Murphy and Brown, have risen to the top of their profession precisely because their judgment has always been sound and good. They have also been held in high regard because they have always been informed by their ethical and legal obligations to police in a manner consistent with the Constitution.

RFQ ¶ 28s: Any other qualifications the Compliance Evaluator candidates believe are pertinent to fulfilling the duties of Compliance Evaluator under the Settlement Agreement.

We are committed to serving primarily because we see this as a public good. We aspire to guide and assist in achieving substantial and sustained compliance before the time predicted.

PRIOR EXPERIENCE

Our team’s prior experience (RFQ ¶ 38) is indicated in the chart below.

Name	Consent Decree	Time Frame	Role	Subject Area	Capacity
Curtis Gomez	Virgin Islands Police Department; Virgin Islands Department of Corrections	2005-2020	Presiding Judge	Use of Force; Community Engagement; Accountability; Discipline; Budgeting; Supervision; Transparency; Body Cameras; Policies and Procedures; Constitutional Policing; Legal sufficiency of policies	Reviewed all policies, actions and reform measures to determine whether respective departments met constitutional standards
Chet Epperson	New Orleans, LA	July 2015 – Current	Subject Matter Expert, Monitor Team Member	Use of Force, Misconduct Investigations, and IA Pro Database	Lesson Plans, Policy, Training, and Auditing of Use of Force Incidents, K9, SWAT, and Special Operations

GOMEZ OVERSIGHT GROUP

	U.S. Virgin Islands	December 2015 – May 2021	Subject Matter Expert, Monitoring Team Member	Use of Force & IA Pro Database	Lesson Plans, Policy, Training, and Auditing of Use of Force Incidents, K9, SWAT, and Special Operations
	U.S. Virgin Islands	May 2021 – Current	Interim Independent Monitor	Use of Force, Misconduct Investigations, Management & Supervision	Manage a team of monitors for the Consent Decree compliance.
Mitch Brown	Washington, DC-Metropolitan Police	March 2002-December 2007	Subject Matter Expert, Monitoring Team	Use of Force, Misconduct Investigations,	Lesson Plans, Policy, Training. All Force Incidents, K-9, Auditing, Training
	New Orleans, LA.	December 2017 to current	Subject Matter Expert, Monitoring Team	Use of Force, Community Engagement, and Misconduct Investigations	Policy, Training, Auditing, Technical Assistance, K-9, SWAT, Special

<p>Bill Murphy</p>	<p>New Orleans</p>	<p>Nov 2017 – Current</p>	<p>Subject Matter Expert</p>	<p>Training -Academy, In-Service, FTO, Police Operations, Management, Stop Search & Arrest (SSA), Supervision, Bias Free Policing, Community Engagement, etc.</p>	<p>Standard Operating Procedures, Recruit, Safety and Staff Manuals, Annual Master Training Plans, Lesson Plans, Curriculum Design, Instructor Evaluation, Train-the-Trainer, Curriculum Sequencing, Auditing Police Operations, Developing Inspections Processes, etc.</p>
	<p>Portland Police Bureau (PPB)</p>	<p>Jul 2020 – Current</p>	<p>Subject Matter Expert</p>	<p>Training, Specialized Protest Training - Crowd Management, Crowd Intervention, Crowd Control, Management, Police Operations, Professional Standards.</p>	<p>DOJ Police Practice Expert on Protests, on-site for Portland Protests, Participated as Observer for DOJ on how PPB Rapid Response Teams (RRT) managed Portland Protests, reviewed all UOF Actions from Protests, After Action Reports, and Internal Affairs Investigations, reviewed all Training to Improve Future Protest Actions,</p>

	Phoenix Police Department (PPD)	Feb 2022 – Current	Subject Matter Expert	Training, Academy, In-Service, FTO, Specialized Units, Management, Supervision, Police Operations, Protest Operations, UOF, Community Engagement, etc.	On DOJ-Civil Rights <i>Pattern and Practice</i> Investigation Team, Review Training Documentation, Observe Training, Attend Meetings with Senior PPD Staff and Specialized Units, Provide Insight into PPD
Curtis Griffin	Virgin Islands Police Department	2007-2018	Chief Compliance Officer; Director of Internal Affairs	Use of Force; Community Engagement; Training; Supervision; Accountability; Body Worn Cameras; Risk Management	Led Police Department to Substantial Compliance; Launched Numerous innovations to improve department culture
Daphne Felten-Green		2008-2012	Subject Matter Expert DOJ, Office for Civil Rights/OJP and LA Dept of Public Safety and Corrections Resolution Agreement	Effective Communication Policies for Deaf and HoH inmates and Visitors; Training policies and procedures	Lead managing attorney of investigators and attorneys: Led Technical Assistance, and monitored Training processes and implementation of corrections department’s policies and procedures for disabled inmates and visitors

		2000-2008	Subject Matter Expert 30+ Police Department Compliance Reviews and Technical Assistance	Police Department Language Access policies and procedures as well as an entire Judicial system’s processes and policies around serving LEP persons.	Lead managing attorney of investigators and attorneys: Led technical assistance to agencies and monitored their implementation and development of new policies and processes to provide access to
		2012-2014	Subject Matter Expert Numerous municipalities	Community Engagement/ Relations between community groups and police departments	Executive Management Team member of DOJ Community Relations Service. Oversaw development and implementation of engagement, mediation, conciliation strategies used with law enforcement and communities around the United States by agency
Colleen Monroe	Springfield Police and Relations Committee	2017-2018	Springfield Police Subject Matter Expert	Police Policy Reform; Community Engagement	Committee Member

Grande Lum		2012-2016		Community Engagement re George Zimmerman; Michael Brown; Freddie Gray Trials	Director, USDOJ Community Relations Services
		2016-2018		Community Engagement	Director, OSU Moritz College of Law Divided Community
	Louisville, Kentucky			Police Policy Reform; Community Engagement	
	Minneapolis, Minnesota			Police Policy Reform; Community Engagement	

REFERENCES

The following are references (RFQ ¶ 38) for each team member named in the chart above.

Judge Curtis Gómez: Erwin Chemerinsky, Dean UC Berkeley School of Law and Jesse H. Choper Distinguished Professor of Law, [REDACTED].

Commissioner Curtis Griffin: Attorney Sherri Lewis, Legal Counsel Virgin Islands Police Department. [REDACTED].

Chief Chet Epperson: Attorney Jonathan S. Aronie. Sheppard Mullin/ Washington D.C. Leader of the firm's Government Contracts, Investigations, and International Trade Practice Group. Court Appointed Federal Monitor over the New Orleans Police Department Consent Decree. [REDACTED].

Chief William Murphy: Attorney Jonathan S. Aronie. Sheppard Mullin/ Washington D.C. Leader of the firm's Government Contracts, Investigations, and

International Trade Practice Group. Court Appointed Federal Monitor over the New Orleans Police Department Consent Decree. [REDACTED].

Chief Mitch Brown: Attorney Jonathan S. Aronie. Sheppard Mullin/ Washington D.C. Leader of the firm's Government Contracts, Investigations, and International Trade Practice Group. Court Appointed Federal Monitor over the New Orleans Police Department Consent Decree. [REDACTED].

Attorney Grande Lum: Marcia Thompson, Esq. [REDACTED]; [REDACTED] Project manager for the Louisville, Kentucky and Minneapolis, Minnesota police reform work. Attorney Lum was part of both projects.

Chief Noel C. March, M.A. Lecturer of Justice Studies, Director of the Maine Community Policing Institute. [REDACTED], [REDACTED]. [REDACTED].

Attorney Colleen Monroe: Joseph D. Bernard, Esq. [REDACTED]
[REDACTED]

Attorney Daphne Felten Green: Becky Monroe, Deputy Director of Strategic Initiatives and External Affairs, CA Dept. of Fair Housing and Employment; [REDACTED] [REDACTED] [REDACTED]

BUDGET (RFQ ¶ 39)

We estimate that our cost for the first year will be \$943,720. Our estimated budget for the entire four years is \$3,459,920. Costs will decrease as compliance increases. Details of our estimate are in Attachment A.

COLLABORATION AND COST EFFECTIVENESS (RFQ ¶ 40)

We believe that the best outcomes under a consent decree, both substantively and administratively, are achieved only through meaningful collaboration, efficiency and buy-in among the several stakeholders.

We plan to communicate extensively with the parties to the Consent Decree as we expect to have clearly defined timeframes for compliance with each of the several provisions of the Consent Decree. We are well aware that a lot can be lost in misunderstandings and mismatched expectations. To avoid that, we will communicate with an eye towards achieving: consensus on specific task oriented time driven outcomes; purposeful and shared focus on objectives; and clarity on deadlines. Our collective experience indicates that a surprise by any party, whether actual or perceived, is counterproductive. In our experience, this collaborative approach promotes efficiency in achieving substantial compliance with any given Consent Decree provision and cost effectiveness by reducing the evaluation period required before a provision achieves substantial compliance.

The communications will occur at periodic times and as needed. We plan to have monthly on-site meetings with all Consent Decree parties. Monthly on-site meetings will include the Compliance Evaluator and the Deputy Compliance Evaluator. Other team members will attend as needed. As time passes, we expect that the need for monthly on-site visits may be reduced. In any event we plan to have weekly virtual meetings to ensure that issues do not fester, goals remain in sight and progress towards milestones do not lag. We expect that to the extent virtual meetings are practical and effective, we will achieve additional efficiencies and cost effective benefits.

With respect to space for meetings with the parties, we will collaborate with the parties to achieve a cost effective outcome. To the extent possible, we will endeavor to seek accommodations from the City of Springfield. Similarly, with respect to community meetings and community outreach efforts, we will endeavor to seek accommodations from the City of Springfield. By so doing, we foresee great cost effectiveness as we expect to incur no expense for space necessary for on site meetings. In the rare event, that such space is required and accommodation cannot be obtained, we will secure such meeting space as is required for the event at the most cost advantageous rate. We also intend to collaborate with local civic organizations and Springfield College's Center for Leadership and Civic Engagement on meaningful community engagement efforts.

Our approach with shared data will also be collaborative, efficient and cost effective. We intend to seek an accommodation from DOJ to have all shared

data uploaded on the Justice Enterprise File Sharing (“JEFS”) platform. That accommodation would result in no cost to the City of Springfield and afford immediate access to all parties of all relevant data. It also has the benefit of avoiding surprises and misunderstanding with respect to when documents are submitted and as to what data underpins an assessment.

Significantly, our team is comprised of members who wish to be efficient, achieve sustainable constitutional policing, and achieve closure with all deliberate speed. We do not seek to have the City of Springfield incur any undue or exorbitant cost. We believe we achieve that by presenting a team that is aware of local government fiscal limitations, experienced, accomplished, efficient, successful in achieving substantial compliance with police consent decrees; and that has rates that are fair and reasonable.

POTENTIAL CONFLICTS OF INTEREST (RFQ ¶ 41)

No member of the Compliance Evaluator Team is aware of any potential or perceived conflicts of interest involving team members, associated firms or organizations, any employee(s) assigned to the project, or proposed subcontractor(s), including: current or former employment contracts or grants with the City of Springfield, SPD, the State of Massachusetts, or the United States; involvement in the last ten years with a claim or lawsuit by or against the City of Springfield or SPD, the State of Massachusetts, the United States or any of their officers, agents or employees; close, familial, or business relationships with the City of Springfield or SPD, the State of Massachusetts, the United States. Also, no member of the Compliance Evaluator Team has been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct.

While she did not have an employment contract or grant with any of the entities listed above, with an abundance of caution, we note that Attorney Colleen Monroe was an at-will employee of the state of Massachusetts and Hampden County when she served, respectively, as an Assistant Attorney General and as an Assistant District Attorney for those entities.

ATTACHMENT A: BUDGET ESTIMATE

Sent separately.

Proposed Budget

Name	Position	Year 1			Year 2			Year 3			Year 4		
		Rate	Hours	Total									
Curtis Gomez	Compliance Evaluator	\$390	492	\$191,880	\$390	492	\$191,880	\$390	492	\$191,880	\$400	400	\$160,000
Chief Chet Epperson	Deputy Compliance Evaluator/ Police Practice/ Subject Matter Expert	\$250	492	\$123,000	\$250	492	\$123,000	\$250	492	\$123,000	\$240	400	\$96,000
Commissioner Curtis Griffin, Esq.	Police Practice/ Subject Matter Expert	\$240	492	\$118,080	\$240	492	\$118,080	\$240	480	\$115,200	\$240	400	\$96,000
Chief William Murphy	Police Practice/ Subject Matter Expert	\$240	492	\$118,080	\$240	492	\$118,080	\$240	480	\$115,200	\$240	400	\$96,000
Chief Mitch Brown	Police Practice/ Subject Matter Expert	\$240	492	\$118,080	\$240	492	\$118,080	\$240	480	\$115,200	\$240	400	\$96,000
Attorney Grande Lum	Community Engagement / Policy Subject Matter Expert	\$240	180	\$43,200	\$240	180	\$43,200	\$240	180	\$43,200	\$240	120	\$28,800
Attorney Colleen Monroe	Community Engagement / Policy Subject Matter Expert	\$240	180	\$43,200	\$240	180	\$43,200	\$240	180	\$43,200	\$240	120	\$28,800
Attorney Daphne Felten Green	Community Engagement /Policy Subject Matter Expert	\$240	180	\$43,200	\$240	180	\$43,200	\$240	180	\$43,200	\$240	120	\$28,800
				\$798,720			\$798,720			\$790,080			\$630,400

Costs

	Year 1	Year 2	Year 3	Year 4
Travel	\$130,000	\$130,000	\$80,000	\$80,000
Office Space	\$0	\$0	\$0	\$0
Administrative Support	\$0	\$0	\$0	\$0
Web Site/ Internet Support	\$15,000	\$3,000	\$3,000	\$1,000
Yearly Total Costs	\$145,000	\$133,000	\$83,000	\$81,000
YEARLY TOTAL: FEES AND COSTS	\$943,720	\$931,720	\$873,080	\$711,400
4 YEAR TOTAL				\$3,459,920

ATTACHMENT B: CURRICULUM VITAE

CURTIS V. GÓMEZ

CURTIS V. GÓMEZ

St. Thomas, United States Virgin Islands

JUDICIAL/LEGAL EXPERIENCE

Designated Justice, Virgin Islands Supreme Court (April 2021 – February 2022)

Appointed to panel reviewing appeal of largest complex criminal case in Virgin Islands involving corporate governance and individual corporate officers' criminal culpability for acts undertaken as corporate officers.

United States District Judge, District of the Virgin Islands (January, 2005 – April, 2020)

Law Enforcement Consent Decrees

Presided over Virgin Islands Police Department Consent Decree; Successfully urged parties to contain costs, resulting in less time billed to multiple high billing lawyers; Successfully guided parties to collaborate and set quarterly goals; Responsible for review, assessment and determination of constitutional validity of every reform based policy for the police department; Successfully urged monitors to collaborate with police to focus on technical assistance to foster substantial compliance; Led quarterly discussions with stakeholders and police and other governmental decision makers to assess inroads and shortfalls; Successfully urged adherence to benchmark goals, leading to substantial compliance.

Presided over Virgin Islands Bureau of Corrections Consent Decree; Successfully guided parties to collaborate and set quarterly goals; Responsible for review, assessment and determination of constitutional validity of every reform based policy for the Bureau of corrections; Successfully urged mental health expert to collaborate with Bureau of Corrections to focus on technical assistance to foster substantial compliance; Held government in contempt for failure to adhere to benchmark goals; Led quarterly discussions with stakeholders and decision makers to assess inroads and shortfalls.

Non Law Enforcement Consent Decrees

Presided over and resolved multiple Consent Decrees involving: the Virgin Islands Government Employees Retirement System (resolved); the Virgin Islands Water and Power Authority (resolved); the solid waste division of the Virgin Islands Waste Management Authority (active); the waste water/sewage division of the Virgin Islands Waste Management Authority (active); the Virgin Islands Real Property Tax Collection System (resolved); the Virgin Islands Department of Education (resolved); Led discussions with stakeholders addressing collaboration to achieve success, budget issues, management change issues, policy reform issues, outline for successful resolution and consequences for failure to adhere to timelines.

Other Matters

GOMEZ OVERSIGHT GROUP

Presided over criminal cases, from investigation through trial. Conducted high profile criminal trials involving: financial crimes; public corruption; bribery; Speech or Debate Clause defense; Separation of Powers defense; Racketeer Influenced and Corrupt Practices Act (“RICO”); narcotics conspiracies; bank fraud.

Presided over financial cases covering a range of issues including: Bank Secrecy Act, Suspicious Activity Report violations, Fair Credit Reporting Act, Fair Debt Collection Practices Act, identity theft, structuring, lender liability, money laundering, foreclosures.

Presided over numerous investigations, involving subpoenas, wiretaps, and other surveillance and compulsory process.

Presided over civil cases, from inception through discovery proceedings and trial. Civil matters covered a wide range of areas including, but not limited to: the Sherman Act, trade dress, insurance coverage, employment law, wrongful discharge, attorney ethics, personal injury, banking, statutory and constitutional interpretation, contract, bankruptcy, tort, property, international choice of law, international liability, lender liability, government contracts. Responsible for managing and resolving high profile complex civil litigation, in some cases involving liability claims in excess of \$500 million.

Researched, analyzed and interpreted federal, state and international laws, regulations, treaties and conventions.

Analyzed and decided cases covering a range of employment related areas, including the EEOC, ADA, ADEA, FMLA, ERISA and Title VII, among others.

Routinely mediated and settled commercial disputes in an effort to provide practical and cost effective resolution to disputes.

Issued over 1000 opinions and orders, as reflected on the district court electronic case filing system.

Held over 160 trials, as reflected on the district court electronic case filing system. Consistently led district with most case dispositions by pretrial disposition and trials.

Conducted juror interviews after each trial as part of ongoing protocol to gain insight into juror thinking.

Responsible for timely disposition of an extensive range of commercial contract disputes.

Adjudicated and reduced a backlog of cases that were inherited. Consistently had zero (0) motions pending for more than six months. Frequently had zero (0) cases that were three years old, as reflected on Civil Justice Reform Act (“CJRA”) semiannual reports issued by the Administrative Office for United States Courts.

Drafted Court governance policy.

Drafted numerous Court rules.

Served as chair of Facilities and Security Committee. Presided over committee responsible for developing policy and overseeing all building and security improvements for federal building.

Chief Judge, District of the Virgin Islands (2006-2013)

Led a team responsible for all operational and administrative oversight for the district, including all financial, contractual and construction undertakings.

GOMEZ OVERSIGHT GROUP

Initiated and oversaw the launch of electronic case filing; e-juror system and digital jury evidence retrieval system in the district.

Initiated aggressive program to reduce backlog of pending cases.

Instituted rigorous internal financial controls.

Shortened case disposition time. Increased trial productivity.

Represented, and served as advocate for, Court before various groups and entities.

Lobbied for, and secured, entire annual national allotment (multiple of \$10 million) for extensive district court security improvement.

Routinely mediated and settled commercial disputes in an effort to provide practical and cost effective resolution to disputes.

Appointed the first female federal judicial officer in the District of the Virgin Islands (magistrate judge).

Appointed the first female federal Clerk of Court for the District of the Virgin Islands.

Initiated review and preservation of historical court records.

Launched district court bar and brown bag bench-bar conference series.

Launched Reentry Court to mitigate the risks of recidivism.

Launched substantive annual district conference to provide continuing legal education to members of the Virgin Islands Bar.

Initiated an aggressive outreach program: created Kids and the Court, an exploration of the judicial system for school children (bringing approximately 900 children to the Court each school year; and approximately 10,000 children over 12 years); created POW, the Power of Women program, to empower young women.

OTHER LEGAL EMPLOYMENT

Office of the United States Attorney: District of the Virgin Islands (St. Thomas) 1997-2001; 2002-2004. Led investigations of a wide range of criminal activities. Prosecuted money laundering, Bank Secrecy Act violations, bank fraud, identity theft, wire fraud. Served as head of Financial Litigation Unit (FLU); Prosecuted financial, immigration, public corruption, narcotics, alien smuggling and other federal crimes. Served as Deputy Criminal Chief: Managed line prosecutors and support staff for the St. Thomas division of the United States Attorneys Office. Served as a member of the leadership team that directed policy for the district.

Office of the United States Attorney: Eastern District of Virginia (Alexandria) 2001-2002. Led investigations of a variety of criminal matters. Prosecuted numerous complex cases.

Dudley, Topper & Feuerzeig: St. Thomas, Virgin Islands, 1993-1997. Served as Commercial Litigator. Represented such clients as Banco Popular de Puerto Rico and Bank of Nova Scotia. Litigated various commercial disputes, including debt and foreclosure actions. Drafted legal briefs and memoranda. Reviewed, drafted and analyzed commercial contracts.

GOMEZ OVERSIGHT GROUP

Patton Boggs & Blow, 1989-1993. Served as Government Contracts Litigator. Reviewed and analyzed contracts. Reviewed and drafted legal briefs and memoranda. Represented such clients as Bath Iron Works and MCI. Litigated claims against the United States before various boards of contract appeals. Represented Ames Department Store in bankruptcy proceedings.

SERVICE AS INSTRUCTOR

Served as judicial instructor for United States Department of Justice, Office of Overseas Prosecutorial Development Assistance and Training (OPDAT) responsible for training foreign judges at Judicial Dialogues in Puebla, Mexico (adversarial process); San Salvador, El Salvador (adversarial process and implicit bias) ; and Windhoek, Namibia and Oshakati, Namibia (adversarial process, copyright and trade dress).

Visiting Instructor, University of California, Irvine, School of Law: Winter Session 2016.

ALTERNATIVE DISPUTE RESOLUTION

Panel Member: American Arbitration Association. Listed on Roster of Arbitrators and Mediators.

Mediated disputes between litigants who appeared before the court where consent was given.

EDUCATION

JD: Harvard Law School, Cambridge, MA; 1989.

BA: (Major: Economics; Minor: Statistics) George Washington University, Washington, DC; 1984 (Requirements completed within three years after high school).

Diploma: (Valedictorian) Charlotte Amalie High School, St. Thomas, Virgin Islands; 1981.

BAR-RELATED INFORMATION

Member of the Virginia; Washington, DC; and Virgin Islands Bars.

Past Secretary of the Virgin Islands Bar Association. Past President of the Young Lawyers Section (organized post Hurricane Marilyn pro bono legal relief for Virgin Islanders).

Served as street law instructor; high school moot court competition coach; outreach speaker.

LEGAL RECOGNITION

Virgin Islands Territorial Court and Virgin Islands Bar Association Dedicated Service Award (1998).

United States Drug Enforcement Administration Certificate for Outstanding Contributions in the Field of Drug Law Enforcement (2002).

United States Department of Homeland Security, Office of the Inspector General Certificate for Dedication and Successful Prosecution in *United States v. Pedro Vega*. (2004).

National Bar Association Judicial Council Division Recognition Award (2008).

Ambassador Terence Todman Lecture Series Award (2012).

United States Department of Justice, Office of Overseas Prosecution Development Assistance and Training and United States Department of Homeland Security Award for Contributions to the Fourth Binational Judicial Dialogue in Mexico (2015).

Tarleton State University and the Texas A&M School of Law Recognition Award for Outstanding Service and Support of 2016 Inaugural Consent Decree Conference (2016).

Harvard Law School Award in Recognition of Judicial Service (2016).

CHIEF (RET.) CHET EPPERSON

Curriculum Vitae

Chief (Ret.) Chet Epperson MBA

AGR Police Practice Group, LLC
Chicagoland Area

Work Telephone: [REDACTED]
email: [REDACTED]
Web: www.policepracticegroup.com



Summary of Expertise

President, Americans for Effective Law Enforcement (AELE). Formed in 1966, AELE is a research driven educational organization that produces and disseminates legal information through traditional seminars, via electronic media and direct contact. Experienced 40-year police professional in areas of use of force, internal affairs, officer-involved shootings, supervision, practice, policy, discipline, mental health, auditing, staffing analysis, organizational assessments, investigations, and training. 34-years as an active law enforcement officer and 10 of those years as chief of police of a 340 sworn/ non-sworn municipal police department. On-going experience for the past 6-years as a police practice consultant providing Federal Court-Appointed expertise in police Consent Decrees and a United States Department of Justice Civil Rights Division Police Consultant regarding police use of force. Expert in applying constitutional standards, state law, policy, practice and training to police incidents. Retained in approximately 40 plaintiff and defense incidents. Experience in deposition and trial testimony. Instructs courses on police use of force, internal affairs, discipline, and risk-management issues. Performs police management assessments on staffing, operations, policy, auditing, investigations, and training.

Employment

AGR Police Practice Group, LLC
2015 - present

U.S. Virgin Islands Federal District Court –Interim Court Monitor
May 19, 2021 - present

- Appointed as Interim Court Monitor of the U.S. Virgin Islands Police Department.

- Work with a team of court –appointed professionals in assessing compliance with Consent Decree requirements.
- Overall responsibility of overseeing the compliance with the consent decree mandates.
- Ensure compliance with U.S. Constitutional Standards regarding use of force, officer-involved shootings, and citizen complaints

United States Federal District Court – Appointed Court Monitor

July & December 2015 - Present

- Appointed to the Federal U.S. District Court Consent Decree Monitoring Team of the U.S. Virgin Islands and New Orleans Police Departments.
- Work with a team of court –appointed professionals in assessing compliance with Consent Decree requirements.
- Specific duties of monitoring team are a police practices expert with focus on police use of force, police complaints, shootings, training, auditing and other standards of Constitutional Policing practices and procedures.

Police Practice Consultant

2015 - Present

- Police practice and policy consultant, expert witness, and speaker on police practices.
- Specialized focus on assessment of police use of force, officer-involved shootings, conducting investigations of police misconduct, policy review, analysis of data, audits of internal affairs, review of police reports.
- Trainer on reporting, investigating, and review of police use of force. Provide organizational management assessment for police departments relating to operational staffing analysis, 911 Centers, data management, investigations, and support services.

Rockford Police Department, Rockford II

1985 - 2015

- Appointed Chief of Police on April 10, 2006. More than 40 years of progressive police experience in law enforcement community policing, police reforms, and contemporary policing practices. Experience in every rank of the organization: deputy chief, lieutenant, sergeant, patrol officer, and police cadet. Assignments include operations, personnel, administration, compliance, and technological advancement.

- Worked closely with the Mayor, City Council, City Staff, community, and numerous outside law enforcement agencies in a collaborative method to address crime reduction.
- Awarded initial Accreditation on Commission on Law Enforcement Agencies (CALEA) in 2009. Re-Accreditation in 2011 and 2014. Comply with over 450 policing standards, such as personnel, operations, risk management, evidence & property, staff development, use of force and racial profiling.
- Implemented a Constitutional Policing Use of Force Accountability Management process –
 - Lesson plans,
 - training,
 - policy,
 - supervisory use of force investigations,
 - use of force review board,
 - audits,
 - mediation,
 - open complaint process, and community meetings discussing use of force.
 - used contemporary technology to monitor and track agency uses of force.
 - police use of force incidents and excessive force complaints dramatically reduced over the years as chief of police.
- Purchased and implemented a use of force simulator system. The system allowed officers to train under a controlled use of force environment. The system allowed offices to realize when they were shot with a simulator device. The system allowed to insert canned and actual police-related incidents.
- Led effective organizational reform and community policing efforts, which increased public trust and confidence.
- Implemented a Police Chief’s Advisory Board, Youth Police Academy, Police-Clergy Dialogue and Citizen’s Police Academy to engage the community in effective problem-solving, strengthening community relationships and transparency.
- Implemented an Early Intervention System to monitor police-related performance and risk management issues.
 - Use of Force
 - Citizen Complaints
 - Police Pursuits
 - K9 Bites
- Provided leadership in the implementation of the Winnebago County – Boone County Integrity Task Force. Task Force purpose is to provide a neutral third-party investigation of officer-involved shootings, serious uses of force, and other investigations warranting an independent investigation.
- Led in the formation and implementation of the Winnebago County Violent Crime Task Force. Task Force comprised of Federal, State, and Local Law Enforcement Agencies and concentrates on intelligence, investigations, street-

level enforcement, and public review of work. Public Quarterly meetings provided to Chief Elected Officials and the public.

- Implemented a COMPSTAT process for crime deployment and accountability and effectively used crime analysis for operational, tactical, and strategic decision making.
- Implemented a Problem-Solving Methodology (SARA) Scan, Analyze, Response, and Assessment to address crime incidents.
- Implemented National Incident Based Crime Reporting (NIBRS) process and reported crime data directly to the FBI. One of three police departments in the United States to provide crime data directly to the Federal Bureau of Investigation (FBI).

Lake Forest Police Department, Lake Forest, IL

1983 – 1985

- Attended basic law enforcement training at the Chicago Police Academy.
- Employed as a patrol officer and provided first-responder responsibilities. Cross-trained as a firefighter.

Rockford Police Department, Rockford IL

1981 - 1983

- Employed a police cadet and assigned to various areas of the department – crime scene processing, investigations, evidence room, investigations, crime prevention, and administration.

Education

MBA, 1999. Public Administration
Rockford University - Rockford, Illinois

B.S., 1991. Sociology/ Anthropology
Rockford University – Rockford, Illinois

Professional Education

Shooting Incident Reconstruction/ San Diego, CA – 2019

- 40-hour program course providing the skills necessary to analyze and reconstruct shooting incidents.
- Students instructed to recognize and properly document the unique attributes of a shooting scene.

- Through a series of classes, laboratories and practical exercises, students exposed to interpret the dynamic relationship between the scene, evidence, and victim(s) injuries. The methodology and techniques needed to properly analyze and reconstruct the scene are emphasized. Students instructed to apply these skills to determine position of shooter(s), victim(s), and critical evidence, and to determine sequence of events.

American For Effective Law Enforcement/ Chicago, Illinois - 2018

- Certified Litigation Specialist (CLS) designation for non-lawyers
- Recognized achievement for augmented professional background in attendance of several police and jail litigation related courses over a period of one year.
- Continued attendance at educational Workshops - Jail, Use of Force, and Discipline.

Force Science Analysis Certification - 2014

- Attended as police chief to learn and observe instructional program.

Illinois Law Enforcement Training & Standards Board/ Bloomington, IL - 2005

- Police Executive Role in the 21st Century
- 200-hour program based on executive managerial skills for senior-level command personnel.

Northwestern University School of Police Staff & Command/ Evanston, IL - 2000

- 400-hour program based on leadership skills for the middle police manager and those assuming increased responsibilities in administrative staff of line command positions.

Seminars & Workshops

2022 –

- *Jail Workshop*. American For Effective Law Enforcement. (16-hours)
- *Police Department Consent Decrees Workshop*. Texas A&M University (12-hours)
- *Use of Force Workshop*. Americans For Effective Law Enforcement (28-hours)
- *Law for Experts*. SEAK (14-hours)
- *Annual National Expert Witness Conference* (12-hours)

2021 –

- *Jail Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Use of Force Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Discipline Workshop*. Americans For Effective Law Enforcement (28-hours)
- *Arrest Related Excited Delirium Sudden In-Custody Conference*. Institute for the Prevention of In-Custody Deaths (28-hours)
- *Spit Sock Update*. Americans For Effective Law Enforcement (1.5 hours)
- *Seizure Recognition and First Aid*. Epilepsy Foundation. (2-hours)
- *What Police Chiefs and Sheriffs Need to Know About Collecting and Analyzing Use-of-Force Data*. Police Executive Research Forum. (1.5-hours)
- *Compelled (Garrity) statements: New Challenges and Developments for 2021*. Legal Liability Risk Management Institute. (2-hours)
- *Service Animal Instructor*. Institute For the Prevention of In-Custody Deaths (5-hours).
- *How to Make More Money as an Expert Witness*. SEAK (16-hours)
- *How to be a More Persuasive Expert Witness*. SEAK (16-hours)

2020 -

- *Jail Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Use of Force Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Discipline Workshop*. Americans For Effective Law Enforcement (28-hours)
- *An Examination of Police Neck Restraints*. National Association Citizen Oversight Law Enforcement Agencies (2.5 hours)
- *Law Enforcement & Homeless Populations*. Lexipol (1.5 hours)
- *Critical Stress in Corrections*. Lexipol (1.5 hours)
- *Strategies for Prison, Jails, and Oversight Bodies during COVID-19*. National Association Citizen Oversight for Law Enforcement Agencies (2-hours)
- *Advocating for Jail & Prison Reform*
- *Officer Use of Force Statements*. Lexipol (1-hour)
- *7 skills for experts*. Experts.com (1.5 hours)

2019 -

- *Jail Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Use of Force Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Discipline Workshop*. Americans For Effective Law Enforcement (28-hours)
- *Arrest-Related Deaths: Managing Your Medical Examiner*. Lexipol (2-hours)
- *Internal Affairs Investigations*. Lexipol (1.5 hours)
- *Police Department Consent Decrees Workshop*. Texas A&M University (24-hours)
- *How to Write a Bullet Proof Expert Witness Report*. SEAK (16-hours)
- *How to Excel at Your Expert Witness Deposition*. SEAK (16-hours)

2018 -

- *Police Department Consent Decrees Workshop*. Texas A&M University (24-hours)
- *Jail Workshop*. Americans For Effective Law Enforcement. (28-hours)

- *Use of Force Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Discipline Workshop*. Americans For Effective Law Enforcement (28-hours)

2017 -

- *Arrest Related Excited Delirium Sudden In-Custody Conference*. Institute for the Prevention of In-Custody Deaths (28-hours)
- *Jail Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Use of Force Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Discipline Workshop*. Americans For Effective Law Enforcement (28-hours)

2016 -

- *Use of Force Workshop*. Americans For Effective Law Enforcement. (28-hours)
- *Discipline Workshop*. Americans For Effective Law Enforcement (28-hours)
- *Annual National Expert Witness Conference*. SEAK (16-hours)

Teaching Experience

Illinois Training & Standards Board – Executive Institute – 2013-Present

- Instructed for the Police Executive Role 21st Century and Supervisory Leadership in areas of use of force management, discipline, mentoring, and coaching.

Judson University – Elgin, Illinois – 2000 - 2015

- Instructed for over 15 years in graduate mentor organizational leadership program and criminal justice management programs.

Presentations Provided at Conferences/ Training

1. *Organizational Accountability – Use of Force Management for Executive Leadership*. Executive Institute – Illinois Training & Standards Board. March 2022.
2. *Chief's Perspective of Public Safety Discipline*. Americans for Effective Law Enforcement. September 2021.
3. *Supervisory Use of Force Investigations*. Illinois Training & Standards Board. May 2021.
4. *Supervisory Use of Force Investigations*. Executive Institute - Illinois Training & Standards Board. February 2021.
5. *How to Prevent, Avoid, & Maneuver Around Police Civil Litigation*. Illinois Municipal League Conference. September 2019.
6. *A Practitioner's View of Police De-escalation and the Impact on Communities*. International Conference on Conflict Resolution Education. April 2019.
7. *How to Prevent, Avoid, & Maneuver Around Police Civil Litigation*. Illinois Association Chiefs of Police Spring Training. April 2019.
8. *Police Internal Affairs*. North East Multi-Regional Training. May 2019.

9. *Organizational Accountability – Use of Force Management for Executive Leadership. Illinois Municipal League. Illinois Municipal League Conference. September 2017.*
10. *Organizational Accountability – Use of Force Management for Executive Leadership. Illinois Association Chiefs of Police. Oak Brook IL – August 2016; Peoria IL – August 2016; Fairview Heights IL – September 2016; Crystal Lake IL – December 2016.*
11. *Pastor, Policeman Team Up to Teach Peace. Juniata College, Huntingdon, PA. March 2016.*
12. *National Association for the Advancement of Colored People (NAACP). 2010, 2012, 2015. Rockford, Bloomington, and Peoria, Illinois State Conference Police–Community Relations Speaker.*

Professional Associations

1. Americans For Effective Law Enforcement (AELE)
 - President – September 2019 to Present
 - Secretary – 2016 – 2019
 - Board of Director – 2010 – Present
2. Illinois Chief’s Association – Life Time Member
3. International Association Chiefs of Police – Member 2006 - Present
4. National Association Civilian Oversight – 2010 - Present
5. Police Executive Research Forum (PERF) – Member – 2003 - Present

Awards

1. Certified Adjunct Faculty Educator - 2012
2. Illinois Association Law Enforcement Executive of the Year Award - 2010
3. Judson University – Alpha Sigma Lambda - 2009
4. Sons of the American Revolution Officer of the Year Award - 2002
5. Rockford Optimist Club Officer of the Year Award - 1986

Volunteer/ Unpaid Appointment

International Association Chiefs of Police – June 2017 to Present

Policy Working Group

- Assist the International Association Chiefs of Police in Policy Development. Work and collaborate with National and International police executives and attorneys in the development of new and enhancing current IACP policy and position papers impacting police agencies across the world. Assisted with the development revision and September 2019 - *Voluntary Contacts, Investigatory Detentions, Pat-Downs, and Arrests.*

Illinois Attorney Registration & Disciplinary Commission – 2015 to Present

- Appointed by the Illinois Supreme Court as a Hearing Board Member for the Attorney Registration & Disciplinary Commission. Hearing Board Member responsibilities are hearing complaints filed with the Commission. Board Members make findings of fact and law, with a recommendation for discipline, dismissal of complaint, or non-disciplinary disposition.

CHIEF (RET.) CURTIS GRIFFIN

Curtis A. Griffin, Esq.



Professional Profile

- * A multifaceted and solutions-focused Attorney, Law Enforcement & Criminal Justice Executive and Reformer, and Police Practices Professional accomplished in leadership roles in risk management, early intervention system development, civil rights investigations, regulatory compliance, police procedure and policy development in diverse legal, criminal investigation, and policing environments requiring adaptability and decisiveness to succeed.
- * Critical-thinking management leader ensures the highest standards of excellence with innate skills in building trust, shared values and ability to quickly adapt to ever-changing dynamics in legal, law enforcement, and criminal justice landscape.
- * Action-oriented change leader adept in ability to identify areas of opportunity to enhance operational efficiency, productivity and compliance, introduce standards of excellence, and quality protocols, while ensuring adherence to compliance and risk mitigation.
- * A leads-by-example manager with strong interpersonal and communications to build rapport and respect with culturally diverse audiences. Excels in fostering a culture of motivation, trust, and accountability to deliver top-performance and informed decision-making in alignment with organizational goals.

Areas of Expertise

- | | | |
|---------------------------------------|-----------------------------|------------------------------|
| ◆ Critical Analysis & Problem-Solving | ◆ Trial Advocacy/Litigation | ◆ Legal Research & Writing |
| ◆ Policy & Procedure Development | ◆ Consent Decree Expertise | ◆ Risk Mitigation |
| ▲ Advanced Interviewing & | ◆ Regulatory Compliance | ◆ Early Intervention Program |

Career Highlights

- ◆ **Federal Consent Decree** - Recognized by the Federal Judge with achieving “the most success” and substantial compliance in a Federal Consent Decree. Expertise in advising law enforcement on how to attain a court-mandated reform with a consent decree
- ◆ **Reform Successes** - Spearheaded reform efforts with establishment of policies, procedures, improved processes, and development of key relationships with federal and law enforcement agencies for criminal intelligence-sharing.

- ◆ **Introduced “Firsts”** - Piloted the first Risk Management System, first Tourist-Oriented Policy & Procedures, applied for and was granted a federal grant for bodycams, and delivered Procedural Justice and Community Policing training for the Virgin Island Police Department.
- ◆ **Panelist** - Expert panelist at a Consent Decree Conference in Fort Worth, TX in 2018.
- ◆ **Lead Investigator** - Achieved the apprehension and conviction in the assassination of Officer Steven Hodge.
- ◆ **International Court of Justice** - As a student assisted with legal research for the defense team for Slobodan Milosevic’s International Criminal Tribunal with interpretation of Milosevic’s criminal culpability for crimes against humanity and genocide.
- ◆ **NAACP** - Provided pro bono community service for review of legal services and rendering opinions to the supervising attorney.

Career Experience

12th Judicial District - Bradenton, FL

Attorney at Law / Former Assistant State Attorney

- ◆ **Legal Services** - Prosecutor for criminal violations of Florida statutes and local ordinances with leadership of witness preparation, legal research, motion practice, and litigation in jury trials in State Circuit and County courts.

U.S. District Court - U.S. Virgin Islands

Attorney at Law

- ◆ **Co-Counsel to Attorney Terri Griffiths** - Limited practice (*pro hac vice*) for representation of Plaintiff in a civil action for personal injury. Litigator for witness preparation, legal research, motion practice and civil trial in Federal District Court.

Virgin Island Police Department - U.S. Virgin Islands

Assistant Commissioner and Chief Compliance Officer / Deputy Commissioner of Operations /

Director of Internal Affairs & Applicant Screening

- ◆ **Reform Leadership** - Led efforts to enhance compliance with a federal consent decree with development of policies and procedures, streamlined processes, and monitoring of actions to address any identified deficiencies.
- ◆ **Team Leadership** - Established and developed a competent team of professionals with guidance and monitoring to transform the agency into a more professional and effective service agency for the community.
- ◆ **Continuous Improvements** - Spearheaded multiple projects to optimize efficiency and productivity:
 - **Strategy Planning** - Key contributor to development of regional strategic plan as a member of Association of Caribbean Commissioners of Police (ACCP) organization focused on Reduction in Violent Crime, Board & Cyber Security, Police Legitimacy, and Business Improvement of the ACCP.

- **National Network for Safe Communities (NNSC)** – Contracted with NNSC, a John Jay Program, to reduce gun violence in the community with a successful reduction of 29% from 8528 reported incidents in 2014 to 2508 in 2017.
- **Compliance** – Pioneered the Virgin Islands Police Department to significantly improved compliance.
- **Risk Management** – Delivered the agency’s first Risk Management/Early Intervention System with policies, procedures, training and implementation.
- **Internal Affairs** – Successful revamped the Internal Affairs Unit and introduced the agency’s first Bureau of Professional Standards.
- **Relationship Building** – Proactive in soliciting partnerships and relationship building with regional and federal law enforcement agencies to actively share criminal intelligence between jurisdictions.
- **Training** – Successfully negotiated a contract with the University of Illinois to train the entire agency on Procedural Justice and Community Policing that provided active engagement with the three-island community.
- ◆ **Acting Commissioner** – Acted on behalf of Commissioner during absence.
- ◆ **International Association of Chiefs of Police (IACP)** – Collaborated with the IACP to bring capacity-building training to the agency.
- ◆ **Legislative Sessions** – Actively developed testimony and testified at local legislative sessions on creation of new laws, statutory reforms and development of amendments of statutes related to public safety.
- ◆ **Crime Strategies** – Partnered with British Virgin Islands, the U.S Attorney’s Office, and Federal law enforcement agencies to develop crime strategies and implement initiatives.

Detective Sergeant & Commander of FBI Safe Streets Task Force

Detective – Criminal Investigation Bureau

- ◆ **Investigations** – Directed diverse team of agents and detectives for investigations of federal and state-level felony matters that realized a 90%+ conviction rate.
- ◆ **Expertise** – Knowledgeable and solutions-focused with comprehensive expertise in forensics, interview and interrogation, crime scene management and processing, evidence analysis, legal writing, trial preparation and trial management.

Education

Juris Doctor

Activities:

Semester in Prosecution Clinic at Pinellas County State Attorney’s Office for Jury Trial, Motion Practice & Case Review

Trainer of Law Students as Volunteer for Civil and Criminal Mock Trials and Cases

Summer Abroad Program for International Law at The Hague, Netherlands & Freiburg, Germany

Dean Acknowledgement:

Recognized for highest grade on a Family Law Seminar legal paper: International Child Support Enforcement

Stetson University, College of Law, Gulfport, FL (Ranked #1 nationally for Trial Advocacy)

Bachelor of Science in Public Policy

SUNY, Empire State College, Saratoga Springs, NY

Associate of Science in Criminal Justice, *Graduated with Honors as Class Valedictorian*
SUNY, Empire State College, Saratoga Springs, NY

Certificate of Completion

Attended upon invitation for a semester of study in Police Science
FBI National Academy, University of Virginia

Pre-Law and Music Coursework
Hampshire College, Amherst, MA

Certified Family Mediator – State of Florida

Recognition

Multiple Citations and a LEO Award – U.S. Attorney’s Office
in recognition of successful and dedicated commitment to profession

Professional Affiliations

Member – International Association of Chiefs of Police (IACP)
Member – Police Executive Research Forum (PERF)
Judge – Annual Law & You Quiz Bowl
Prior Multi-term President of Condo Association
Prior Committee Member – Private Scholarship Selection Committee

Technical Proficiency

Advanced IAPro User
Microsoft Office: Word, Excel, PowerPoint
Lexis & West Law Databases

CHIEF (RET.) MITCHELL BROWN

RESUME'

Mitchell Watt Brown

Mobil: [REDACTED]

Professional Experience

President

M.W. Brown Law Enforcement Consulting Services, Inc.
January 2017 to Present¹

Provides law enforcement consulting services to clients in law enforcement patterns/practices and law enforcement research. Many of the services are confidential. Services include but not limited to use of force, arrest search and seizure, policy/procedure review, training and hiring practices.

US Department of Homeland Security
Federal Security Director RDU Hub/Spoke
Office of Security Operations
(RDU, GSO, FAY, ILM, EWN, OAJ, PGV, ISO)
August 2013 to January 9, 2016

Organizes and implements the Federal Security Crisis Management and Response Plan, including coordination with airport and airline management, other federal, state and local government and law enforcement organizations, and appropriate private sector entities; Assumes direct responsibility and oversight for passenger, baggage, and air cargo security screening; Oversees the implementation and maintenance of security technology within established guidelines; Directs the activities of all TSA employees within his/her area of responsibility. Establishes the organizational structure and management systems required for threat identification, risk management, crisis management, employee accountability, and security of the facility, including all aircraft. Interacts regularly with federal, state and local officials regarding airport operations and security policies, procedures and practices at the airport.

¹ Relaxed and traveled between January 2016 to January 2017

**US Department of Homeland Security
Regional Director – Region 2
Office of Security Operations
(TN, KY, NC, SC, GA, FL, MS, AL, PR, VI)
July 2013 to August 2013**

The Regional Director manages the Federal Security Directors (FSD) in a multi-state region consisting of 72 airports with approximately 11,500 employees. Manages, provides guidance and directions to FSDs on aviation issues, serve as the liaison with airport stakeholders, law enforcement agencies and other components of the federal government. Responsible for providing leadership and management oversight of TSA's daily security operations across the region for the Office of Security Operations.

**US Department of Homeland Security
Regional Director - Region 4
Office of Security Operations
(NM, TX, OK, AR, LA)
January 2012 to June 2013**

As the Regional Director was charged with managing the Federal Security Directors (FSD) a multi-state region consisting of 45 airports with approximately 6000 employees. Manages, provides guidance and directions to FSDs on aviation issues, serve as the liaison with airport stakeholders, law enforcement agencies and other components of the federal government. Responsible for providing leadership and management oversight of TSA's daily security operations across the region for the Office of Security Operations. The position was renamed Regional Director on January 1, 2012.

**US Department of Homeland Security
Deputy Area Director/Area Director
Office of Security Operations
Area 3 (VA, NC, SC, GA)
December 2008 to December 2011**

The Deputy Area Director managed the Federal Security Directors (FSD) in the Southeast Area, a multi-state region consisting of 34 airports with approximately 5,000 employees. Manages, provides guidance and directions to FSDs on aviation issues, serve as the liaison with airport stakeholders, law enforcement agencies and other components of the federal government. Responsible for providing leadership and management oversight of TSA's daily security operations across the region for the Office of Security Operations. The position was renamed Area Director during the month of October 2009.

**US Department of Homeland Security
Federal Security Director Charlotte Douglas International Airport
(CLT, AVL)
Office of Security Operations
December 2007 to December 2008**

Organizes and implements the Federal Security Crisis Management and Response Plan, including coordination with airport and airline management, other federal, state and local government and law enforcement organizations, and appropriate private sector entities; Assumes direct responsibility and oversight for passenger, baggage, and air cargo security screening; Oversees the implementation and maintenance of security technology within established guidelines; Directs the activities of all TSA employees within his/her area of responsibility. Establishes the organizational structure and management systems required for threat identification, risk management, crisis management, employee accountability, and security of the facility, including all aircraft. Interacts regularly with federal, state and local officials regarding airport operations and security policies, procedures and practices at the airport.

**President
M.W. Brown Law Enforcement Consulting Services, Inc.
April 2002 to December 2007**

Provides law enforcement consulting services to clients in law enforcement patterns/practices and law enforcement research. Many of the services are confidential. Services include but not limited to use of force, arrest search and seizure, policy/procedure review, training and hiring practices. **(Business inactive – reactivated January 2017)**

**Chief of Raleigh Police Department
March 1994 to Dec 2000**

Managed and directed the State's 2nd largest municipal police department. The Raleigh Police Department was authorized 775+ employees with an operating budget of \$50+ million. The department is a full-service agency, which is nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Department is recognized as being a progressive department, which encourages interagency cooperation between local, state and federal law enforcement agencies. Appointed to this after a national search was conducted.

**Patrol Officer to Division Commander
Feb 1972 to Feb 1994**

- Oath of office Feb 7, 1972
- Work assignments during these years covered a variety of areas:
 - Patrol officer
 - Personnel Investigator
 - Training Officer
 - Criminal Investigator
 - Personnel Officer
 - Line Sergeant
 - S.W.A.T. Team Leader
 - Lieutenant Internal Affairs
 - Lieutenant Drugs/Vice
 - Captain Investigation Division
 - Watch Commander
 - Division Commander

**U. S. Army
Sept. 1967 to Jan 1972**

- Served in the US Army Security Agency in Intelligence
- Honorable Discharge
- Top Secret Crypto Clearance

Education

- Nova University – Graduate Courses in Criminal Justice
- North Carolina Wesleyan College, BS in Criminal Justice
- Wake Technical Community College, AAS in Police Science
- J.W. Ligon High School, Diploma 1967
- Received more than 1800 hrs of professional instruction in specialized schools and courses
- Completed the FBI’s National Academy
- Completed Northwestern University Police Management School
- Completed the FBI’s National Executive Institute (NEI)

Professional Memberships, Certificated, Activities

Memberships

- International Association of Chiefs of Police (IACP)
- Police Executive Research Forum (PERF)
- North Carolina Association of Chiefs of Police (NCACP)

CHIEF (RET.) WILLIAM MURPHY

William A. Murphy

Cell:
Email:

Curriculum Vitae

My qualifications as an expert in training management, curriculum design, use of force, and police operations are described below, including any publications I have authored:

I. Education and degrees:

- MPA – Public Administration, California State University (CSU), Long Beach, Graduate Deans List, Dec 1996
- BA – Economics, University of Massachusetts, Boston, May 1983
- Studied Engineering at University of Lowell, Massachusetts, Sept 1978 - Jan 1980

II. Professional experience with the Los Angeles Police Department (LAPD):

- Deputy Chief, Commanding Officer of Police Sciences and Training Bureau. In charge of all training, Jan 2015 - Mar 2017 (retired March 31, 2017)
- Assistant-Chair-Use of Force Review Board (UOFRB), In this role I adjudicated Categorical Use of Force (UOF) incidents, Mar 2013 - Mar 2017
- Commander, Assistant Commanding Officer of Personnel and Training Bureau. In charge of all training and personnel, Mar 2013 - Jan 2015
- Area Captain, Commanding Officer of Northeast Area, in charge of all police operations for approximately 300K people and 30 square miles, Mar 2008 - Mar 2013
- Captain, Commanding Officer of Training Division, Director of the Police Academy. During this time reorganized and completely rewrote the entire Academy curriculum. Approximately 1200 recruits graduated during this time, Aug 2006 - Mar 2008
- Captain, Commanding Officer of Newton Patrol, in charge of all patrol officers Jan 2006 - Aug 2006

- Captain, Commanding Officer of 77th Street Patrol, in charge of all patrol officers, Mar 2005 - Jan 2006
- Lieutenant, Adjutant to Director of the Office of Operations (OO) and the Office of Support Services. Assisted the Director of OO and Support Services in managing all patrol and training functions on the LAPD, Mar 2003 - Mar 2005
- Lieutenant, Officer in Charge, Professional Development Section, Continuing Education Division, responsible for all LAPD curriculum and instructional development, West Point Leadership Program, Field Training Officer, Instructor Development Course, Continuing Education Delivery Plan, etc. Mar 2000 - Mar 2003
- Lieutenant, Watch Commander, Hollenbeck Area, in charge of all patrol officers assigned to a watch, Oct 1998 - Mar 2000
- Sergeant, Commander's Aide, assisted Commander of Police in managing many functions such as upgrade of 9-1-1 system, construction of new police facilities, creating new policies and procedures for inclusion in the LAPD manual, etc., Jun 1995 - Oct 1998
- Sergeant, field supervisor at police stations, Oct 1993 - Jun 1995
- Police officer, worked as a Field Training Officer, Gang Task Force, Special Problems Unit, foot beat, and patrol officer, Dec 1988 - Oct 1993
- Recruit officer, Los Angeles Police Academy, Jun 1988 - Dec 1988

Additional responsibilities:

- Served on several California, Peace Officer Standards and Training (POST) committees for developing curriculum on topics such as Police Academy, leadership, and racial profiling, 2000-2004
- Represented the LAPD on training issues at numerous POST and other law enforcement agency meetings and seminars.
- Director of Police Academy when the entire 1060 hours of Academy instruction was re-written to improve critical thinking skills using adult learning theory methods, 2006-2008
- Wrote numerous training lesson plans and expanded course outlines for topics such as leadership, UOF, tactics, constitutional policing, conflict management, firearms, weapons of mass destruction, procedural justice, fair and impartial policing, etc. 2000 – to retirement Mar 2017.
- Lead instructor for train the trainer components of the Continuing Education Delivery Plan (CEDP), 2000-2003
- Board member, Tactics Training Review Committee, 2000-2003, 2006-2008
- Chair, Tactics Training Review Committee, 2013-2015

- Advocate for Chief of Police on training, UOF and tactics issues in Board of Police Commissioners meetings, 2013 to retirement in Mar 2017
- Conducted LAPD review of all UOF and Officer Involved Shootings, 2013-2014
- Speaker: training development and instruction at the International Association of Directors of Law Enforcement Standards and Training, 2015
- Speaker: training, tactics, and curriculum development at the Police Executive Research Forum conference on “Re-Engineering Training on Police Use of Force,” 2015
- Speaker: training and tactics at the Police Executive Research Forum conference on “Guiding Principles on Use of Force,” 2016
- Speaker; training, tactics and building public trust at the Missouri POST conference, 2016.
- Recognized expert in curriculum and instructional design, UOF, tactics, leadership, and training management, many other training topics
- Assisted United States Department of Justice (US-DOJ), Civil Rights Division, in working with the Chicago Police Department and the Baltimore Police Department in developing innovative training programs as they enter state and federal consent decrees.

III. Professional experience as a Federal Consent Decree Monitor:

- Currently, work on the New Orleans Police Department (NOPD) federal consent decree as a monitor working for the Office of the Consent Decree Monitors (OCDM)
- Achieved substantial compliance for all consent decree training paragraphs. Re-sequenced entire curriculum, created Recruit, Safety, and Standard Operating Procedures Manuals, established procedures for verifying training compliance, approved Annual Master Training Plan, etc.
- Conducted audits on specialized field units such as District Task Force Units to ensure that they operated professionally and adhered to constitutional policing. Some audit findings resulted in significant NOPD organizational changes.
- Assisted other OCDM monitors on improving NOPD police operations, policies, and procedures.
- Created the Field Operations Bureau (FOB) inspections process to assist in achieving substantial compliance on stop, search, and arrest (SSA) and bias free policing.

IV. Professional experience as a Police Practice Expert for the US-DOJ:

- Currently, work as a Police Practice Expert assisting the US-DOJ in reviewing the Portland Police Bureau (PPB) actions responding to the numerous protests that resulted from the tragic George Floyd incident. Also, assigned to US-DOJ team conducting a *pattern and practice* investigation of the Phoenix Police Department (PPD).

- Personally observed PPB handle protests on July 3-4, 2020, and provided detailed accounts of their actions to US-DOJ.
- Reviewed PPB's After-Action Reports that explained their rationale for taking the actions that they did on the protests.
- Will work with US-DOJ and PPB to develop improved training to address any deficiencies identified in the observations or review of the After-Action Reports.
- Provide police practice expertise to a team of US-DOJ civil rights litigators as they conduct a *pattern and practice* investigation of the PPD.
- Review documents such as policies, procedures, and training materials, participate in tours of training facilities, assist litigators during interviews of PPD personnel, conduct ride alongs in field with PPD personnel, and prepare detailed reports of my findings to US-DOJ.

V. Professional experience as a consultant for Effective Law Enforcement for All (ELE4A):

- ELE4A is a consulting agency that is made up of current Federal Consent Decree Monitors and other consultants with expertise in all police operations.
- Conducted performance audit on the Orlando Police Department (OPD) and identified many recommendations to improve Academy and in-service training.
- Recommendations were adopted by the Orlando City Council and efforts are currently underway to implement the recommendations.
- Conducted performance audit on the Montgomery County Police Department (MCPD) and identified many recommendations to improve Academy and in-service training.
- Final report on MCPD is currently under review and many of our recommendations will be adopted. County Executive has approved ELE4A to provide technical assistance to implement the recommendations.

VI. Professional experience as a law enforcement consultant:

- Worked as a police practice expert with the University of Pennsylvania's Law School and the *Quatrone Center for the Fair Administration of Justice*, reviewing the Madison (Wisconsin) Police Department's (MPD) response to the protests due to the tragic death of George Floyd.
- Provided expert technical assistance on protest dynamics and police operations. Reviewed all documents associated with MPD. Participated in focus group discussions with senior MPD staff and community members to identify ways to managed protests more effectively in the future.

- The Quatrone Center authored a report titled: “Madison Police Department Sentinel Event Review, dated November 16, 2021” that included many recommendations to improve police protest operations and how to build stronger community relations.

VI. Training Certificates:

- Police Academy Director Certificate
- LAPD Command Officer School Graduate & Certificate
- POST Management School Graduate
- POST - Executive, Management, Intermediate, and Basic Certificates
- West Point Leadership Graduate & Instructor Certificate
- Enhanced Incident Management/Unified Command Certificate
- Crowd Management/Crowd Control Certificate
- Incident Command System Certificate
- MACTAC Squad Leader Certificate
- Unified Command Certificate
- Watch Commander School Graduate
- Arrest and Control School Graduate
- Supervisory School Graduate
- Glock Transition School Graduate
- Beretta Transition School Graduate
- Attended numerous LAPD/POST certified training schools and classes.

VII. Professional designations and associations:

- International Association of Chiefs of Police
- California Academy Directors Association

VIII. Academic appointments:

- Adjunct Professor, Extended Education, CSU, Los Angeles, Instructor of Record for the West Point Leadership Program, 2000-2007
- Adjunct Professor, Extended Education, University of California, Los Angeles, Instructor of Record for the LAPD Instructor Development Course, 2000-2004

IX. Awards received:

- Los Angeles Police Department Meritorious Unit Citation and medal for creating the CEDP training program, 2002.
- Los Angeles Police Department Meritorious Unit Citation and medal for the LAPD re-organization plan, 2003

- Los Angeles Police Department Meritorious Unit Citation and medal for being the lead instructor for the West Point Leadership Program, 2007
- Awarded LAPD “Master Instructor” certificate and pin, 2003.
- Awarded approximately 130 commendations for handling various police operational incidents.
- Awarded numerous State, county, municipal commendations, and certificates of recognition by elected public officials.

X.Publications:

- Murphy, W. & Gascon, G., *New Training Program Helps LAPD Meet Training Mandates*, The Police Chief, November 2001, 38-42
- Murphy, W. & Gascon, G., *Target: Los Angeles, How the LAPD tackles WMD*, Homeland Defense Journal, December 2003, 28-32

ATTORNEY GRANDE LUM

GRANDE HAMILTON LUM [REDACTED] • [REDACTED]

PROFESSIONAL EXPERIENCE

2018-Present **MENLO COLLEGE**

ATHERTON, CA

Provost and Vice President for Academic Affairs. Serves as the Chief Academic Officer and determines the vision and provides leadership for all academic programs. Is responsible for all operations of the College as they relate to academic leadership and program development, curriculum, accreditation, institutional research, personnel management, budget planning, and fiscal management. All academic units, the office of information technology and library services report to the Provost. Oversees fundraising and alumni relations. Ensures that the College offers an inclusive environment and promotes understanding and respect within a diverse campus.

Oversees recruitment, evaluation, and coaching of faculty, librarians and staff. Works in partnership with the faculty governance system. Works with the Curriculum Committee to formulate and implement a strong curriculum. Oversees accreditation processes, participates in writing accreditation reports, and upholds academic standards set by professional accrediting bodies. Directs the activities of the Office of Alumni Engagement and Development. Collects, maintains, and distributes information for effective administration of the College's academic programs, including research and evaluation.

Accomplishments

- New concentration in Business Analytics approved and started Fall 2020
- Minors approved for the first time and starts Fall 2021
- Signed agreement to transfer graduate program to Menlo
- Joined Stanford's Preparing Future Professors Program and worked with universities and community colleges to mentor graduate students
- Hired research university external data analytics department chair to be new Business School Dean
- Revamping general education and business core
- Created and hiring new position of senior diversity officer
- Finalized \$1 million naming rights by Fortune 500 company
- Led conversion of an entirely traditional classroom faculty to distance learning in Spring 2020 due to COVID-19
- Implemented HyFlex technology in classrooms and training for faculty for Spring 2021 Semester
- Conducted overhaul of entire Alumni Engagement and Development department
- 17% increase in YTD donations over last year
- 40% increase in total donations over FY18
- Implementing a structural change with regional accreditors to College to offer graduate programs at Menlo for the first time
- Successfully led AACSB Continuous Improvement Renewal report and site visit leading to renewal of accreditation in 2019
- Created partnership agreement in 2020 with Silicon Valley incubator to create joint program for high schoolers and college students

2016-2018

OSU MORITZ COLLEGE OF LAW

COLUMBUS, OH

Director. Managed the Divided Community Project (DCP), hosted by The Ohio State University Moritz College of Law Program on Dispute Resolution, which was named the number one law school dispute resolution program by US News Report in 2016. DCP strengthens community

efforts to transform division into action. The project focuses on

PROFESSIONAL EXPERIENCE (CONTINUED)

how communities can respond constructively to civil unrest as well as on how they can identify and meaningfully address the reasons underlying community division. Current initiatives include establishing pilot programs to developing plans to address possible civil unrest; designing dispute system processes that address systemic changes; and developing conflict assessment tools.

Reports now available include *Divided Communities and Social Media*, a guidance plan for communities grappling with social media challenges, *Planning in Advance of Civil Unrest*, a document offering points to consider in developing a strategy to deal with civil unrest before it occurs and *Key Considerations for Community Leaders Facing Civil Unrest*, a checklist to consider when a community faces civil unrest. The JAMS Foundation provides significant support for the Project. Raised over \$1 million (includes fundraising initiated by me and received after I left Director position). The Kettering Foundation partnered in the Project early work and Ohio State’s Democracy Studies Program provided initial support. The American Arbitration Association/International Centre for Dispute Resolution Foundation has provided a recent grant.

2012-2016

US DEPARTMENT OF JUSTICE (DOJ)

WASHINGTON DC

Director. Managed the Community Relations Service (CRS), an agency within DOJ. CRS assists state and local government, private and public organizations, and community groups with preventing and resolving racial and ethnic tensions, incidents, and civil disorders, and in restoring racial stability and harmony. In addition, CRS also works with communities to employ strategies to prevent and respond to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion or disability. Nominated to the position by the President and US Senate confirmed by unanimous consent.

Guided the agency when race and law enforcement reemerged as an ongoing critical national priority. This included the Florida George Zimmerman trial, the Michael Brown Ferguson Missouri shooting and the Freddie Gray Baltimore tragedy. Expanded services in the areas of Transgender and Law Enforcement interaction, anti-Muslim hate crime prevention, Intellectual Disabilities and Restorative Practices. Increased budget by \$ 2.4 million and staff positions by 18 for FY2016.

2010-2012

US SMALL BUSINESS ADMINISTRATION (SBA)

WASHINGTON DC

Director. Managed the Historically Underutilized Business Zone (HUBZone) Program within SBA Government Contracts and Business Development. The HUBZone program provides federal government contracting assistance to businesses located in disadvantaged areas including poor urban and rural areas, Native American reservations, Non-US Mainland Difficult Development Areas (e.g. Puerto Rico and American Samoa) and military base closure areas. During tenure, HUBZone federal contracts averaged more than twelve billion dollars per year. Program is responsible for certification and portfolio monitoring. Reduced backlog by 45% within six months and application processing time by 66%. Removed 32% of ineligible businesses to reduce fraud, waste and abuse. Managed seventeen federal staff employees as well as more than twelve additional contractors. Was a Presidential appointee.

PROFESSIONAL EXPERIENCE (CONTINUED)

GOMEZ OVERSIGHT GROUP

1982-1986 **UNIVERSITY OF CALIFORNIA, BERKELEY** **BERKELEY, CA**
Bachelor of Arts in Psychology, December 1986
Activities included: UC Berkeley Club Basketball Team, Clinical Psychology Research
Honors included: Phi Beta Kappa, UC Berkeley Distinguished Service Award, Golden Key
National Honor Society, Psi Chi National Honor Society in Psychology.

TEACHING EXPERIENCE

2017-2018 **OSU MORITZ COLLEGE OF LAW** **COLUMBUS, OH**
Distinguished Practitioner in Residence. Taught Resolving Community Civil Rights
Conflicts.

2016-2018 **STANFORD LAW SCHOOL** **PALO ALTO, CA**
Lecturer in Law. Taught Negotiation Seminar and Advanced Public Policy Course:
Divided Communities.

2008 **STANFORD LAW SCHOOL** **PALO ALTO, CA**
Alternative Dispute Resolution Externship Program Manager. Co-led in Spring 2008.

2008 **STANFORD UNIVERSITY CONTINUING STUDIES** **PALO ALTO, CA**
Adjunct Professor. Taught Mastering Negotiations.

2008 **UC BERKELEY SCHOOL OF LAW** **BERKELEY, CA**
Adjunct Professor. Taught Negotiation in Spring 2008.

2007 **UC HASTINGS COLLEGE OF THE LAW** **SAN FRANCISCO, CA**
Adjunct Professor. Taught Negotiation and Settlement class in Fall 2007.

2006-2007 **DOMINICAN UNIVERSITY** **SAN RAFAEL, CA**
Adjunct Lecturer. Taught MBA course on Business Communication.

ADDITIONAL ACADEMIC EXPERIENCE

2016-Present **STANFORD LAW SCHOOL** **PALO ALTO, CA**
Research Fellow. Research and write at Gould Center for Conflict Resolution.

1997-Present **ORDER OF THE GOLDEN BEAR** **BERKELEY, CA**
Fellow. Participate in University of California Berkeley organization of student leaders,
administrators, professors and alumni who gather to discuss issues facing the university.

ADDITIONAL ACADEMIC EXPERIENCE

2017-2019 **UNIVERSITY OF VIRGINIA** **CHARLOTTESVILLE, VA**
National Advisory Committee Member, Transforming Community Spaces.
Help communities address the legacies of harm and transform destructive narratives embodied in
monuments, memorials, and other sites identified with slavery and other harmful histories.

2018 **UC BERKELEY CENTER FOR STUDIES IN
HIGHER EDUCATION** **BERKELEY, CA**

GOMEZ OVERSIGHT GROUP

Executive Leadership Academy Fellow. Was selected for and participated in a program that prepares college and university officials in leadership and strategic planning.

- 2009 **UNIVERSITY OF COLOGNE LAW SCHOOL** **COLOGNE, GERMANY**
Lecturer. Taught at Center for Transnational Law and the German Institute of Arbitration, Summer Academy on Business Negotiation and Mediation.
- 1991 **HARVARD NEGOTIATION PROJECT** **CAMBRIDGE, MA**
Researcher. Researched and developed negotiation cases for Professor Bruce Patton.
1991. **HARVARD NEGOTIATION PROJECT** **CAMBRIDGE, MA**
Teaching Fellow. Led and facilitated negotiation workshop section for Professor Roger Fisher's Harvard Program for law school class and the Instruction of Lawyers (PIL) Negotiation Workshop for lawyers, diplomats and business executives.
- 1990 **HARVARD UNIVERSITY** **CAMBRIDGE, MA**
Teaching Fellow. Led discussion section for Sociology Department Course on Race and Ethnic Relations taught by Professor Mary Waters.

ADDITIONAL PROFESSIONAL EXPERIENCE

- 2021-Present** **REBUILD CONGRESS INITIATIVE** **CAMBRIDGE, MA**
Senior Advisor. Consulted on work streams and co-facilitated retreat session of national leaders from across the political spectrum. The initiative is a collaboration of the Harvard Negotiation Project and Issue One.
- 2018-Present **OSU MORITZ COLLEGE OF LAW** **COLUMBUS, OH**
Steering Committee Chair. Serves as chair of the steering committee of the Divided Community Project which focuses on strengthening community efforts to transform division into action.
- 2020-Present** **NOT IN OUR TOWN** **OAKLAND, CA**
Board Member. **Provides strategy and advice to Not In Our Town which seeks to stop hate, address bullying, and build safe, inclusive communities for all. With film, social media, and organizing tools, Not In Our Town helps leaders build vibrant, diverse cities and towns.**
- 2019-Present** **UNIVERSITY OF SAN FRANCISCO** **SAN FRANCISCO, CA**
Advisor. **Supports the USF Institute for Nonviolence and Social Justice. The Institute advances transformational nonviolence to overcome injustice and systemic violence and contribute to the just resolution of communal conflict.**

ADDITIONAL PROFESSIONAL EXPERIENCE (CONTINUED)

- 2016-2020 **NEXTDOOR** **SAN FRANCISCO, CA**
Senior Advisor. Consults on issues of conflict resolution, law enforcement-community relations, and public agency utilization for Nextdoor, a private social network for neighborhood communities.
- 2018-2019 **NATIONAL ASIAN PACIFIC AMERICAN** **WASHINGTON DC**
BAR ASSOCIATION
Founding Co-Chair. Co-created a new committee on dispute resolution.
- 2017-2019 **MY90** **SAN CARLOS, CA**

GOMEZ OVERSIGHT GROUP

Senior Advisor. Provide marketing, sales and funding advice to this government tech start up that uses anonymous communication and data analysis to help the public to give feedback to police, so that police can improve trust, transparency, and safety.

- 2016-2019 **JURILYTICS** **SAN RAFAEL, CA**
Senior Advisor. Advised on marketing and assisted on growth strategy to JuriLytics, a legal tech startup that utilizes scientific peer review as a tool in litigation discovery and disclosure.
- 2013-2018 **INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE WASHINGTON DC**
Member, Human and Civil Rights Committee. Studies, considers, and determines those programs, policies, and initiatives that will enhance law enforcement's role in strengthening and protecting the civil rights of all people. Chaired Subcommittee on Community Engagement and Education.
- 2013-2015 **AMERICAN BAR ASSOCIATION** **WASHINGTON DC**
Co-Chair, Dispute Resolution Section Government Committee. This committee addresses issues effecting ADR practice and programs in state, local or federal government settings including program design, implementation and institutionalization.
- 2013-2015 **WHITE HOUSE** **WASHINGTON DC**
Interagency Working Group, White House Initiative on Asian Americans and Pacific Islanders. Oversaw creation and implementation of agency plans to increase participation in and access to federal programs in which Asian Americans and Pacific Islanders may be underserved. Served as Department of Justice representative in the Working Group.
- 2010-2013 **BALDRIDGE NATIONAL QUALITY PROGRAM** **WASHINGTON DC**
Board of Overseers. Program is an initiative of the US Department of Commerce, which awards the Malcolm Baldrige Award, the only presidential award for organizational performance excellence.
- 2006-2010 **PENINSULA CONFLICT RESOLUTION CENTER** **SAN MATEO, CA**
Vice-Chair, Board Member and Volunteer. Involved in fundraising committee and focused on marketing and new revenue streams. Volunteered in mediation and facilitation.
- 2008-2009 **LEADERSHIP SAN MATEO FOSTER CITY BURLINGAME HILLSBOROUGH** **SAN MATEO, CA**
Participant. Engaged in community leadership training and networking program.

ADDITIONAL PROFESSIONAL EXPERIENCE (CONTINUED)

- 2007-2008 **CALIFORNIA STATE BAR ASSOCIATION** **SAN FRANCISCO, CA**
Member, Committee on Alternative Dispute Resolution. This committee analyzed and commented on proposals relating to alternative dispute resolution. It also identified issues concerning the relationship of ADR to the practice of law.
- 1998-2003 **CENTER FOR ASIAN AMERICAN MEDIA** **SAN FRANCISCO, CA**
Board Member and Co-Chair. Helped lead organization with the priority of media issues related to Asian Americans. Focused on supporting and creating films, organizing international film festival, and increasing public funding.

PUBLICATIONS

BOOKS:

America's Peacemakers: The Community Relations Service and Civil Rights. University of Missouri Press. 2020 (Co-author with Bertram Levine for Second Edition)

Tear Down the Wall: Be Your Own Mediator in Conflict. Optimality Press. 2013

Negotiation Fieldbook: Simple Strategies for Every Negotiation. McGraw-Hill. First Edition 2005, Second Edition 2010

Expand the Pie: How to Create More Value in Any Negotiation. (Earlier version of Negotiation Fieldbook) Castle Pacific Publishing. 2003 (Co-authored with Irma Tyler-Wood and Anthony Wanis-St. John)

SELECTED ARTICLES:

“Feeling the Beating Heart of Lives Well Spent” (Book Review of *Evolution of a Field: Personal Histories in Conflict Resolution*) *Negotiation Journal* **March 28, 2022**

“Biden should make the Community Relations Service his ‘secret weapon’.” *The Hill.* **May 18, 2021 (Co-authored with Grace Flores-Hughes)**

“The Attacks on Asian Americans won’t Just Go Away. We Must Act.” *San Francisco Chronicle* **March 17, 2021**

“When it comes to Negotiation, Biden is as Underrated as Trump is Overrated” *Medium.com* **October 27, 2020 (Co-authored with Andrea Kupfer Schneider)**

“To Prevent More George Floyd Tragedies, We Need Federal Peacemakers to Bring Communities and Law Enforcement Together” *Medium.com* **June 15, 2020 (Co-authored with Grace Flores-Hughes)**

“Trump Budget Would End Agency that Resolves Differences in a Time of Deep Division” *The Hill.* February 23, 2018

“The Community Service’s Work in Preventing and Responding to Unfounded Racially and Religiously Motivated Violence after 9/11” *Texas A&M Journal of Property Law.* 5 No. 2 (2018): 139-155.

SELECTED ARTICLES: (CONTINUED)

“Still Relishing Being Angry? Or Ready to Start Talking About an American Spirit 2.0?” *Center for Media and Peace Building.* December 2017 (Co-authored with Nancy Rogers)

“Preventing Division-Five Social Media Strategies for Community Leaders” *Nextdoor’s Community Engager.* August 2017 (Co-authored with William Froehlich)

“Planning in Advance of Civil Unrest: A Role for Mediation-wise Attorneys” *American Bar Association Dispute Resolution Magazine.* Summer 2016 (Co-authored with Nancy Rogers and William Froehlich)

“The United States Department of Justice Community Relations Service: Assisting Communities in Restoring Conflicts and Restoring Peace” *Police Chief Magazine.* December 2013 (Co-authored with Francis Amoroso and Rosa Melendez)

“A New ICON – Use This Win-Win Model” *Executive Excellence.* February 2004 (Co-authored with Anthony Wanis-St. John)

GOMEZ OVERSIGHT GROUP

“Adversaries to Allies: Lessons from the San Diego City Schools Contract Negotiations” *Mediate.com*. 2001 (Co-authored with Monica Christie)

“Rethinking the Role of the Strategic Account Manager” *Velocity, the Strategic Account Management Association Journal*. Fall 1999 (Co-authored with Andrew Ayers)

“Collective Bargaining In Education: Getting Started In Interest Based Negotiation” *Journal of the North American Association of Educational Negotiators*. October/November 1996

ADDITIONAL MEDIA

MEDIA INTERVIEWS:

Interviewed by NPR shows All Things Considered and Here and Now, USA Today, ProPublica, Forbes, NBS News and local affiliates of ABC-TV and FOX-TV. Also interviewed for several podcasts.

WEB-BASED TRAINING:

“ICON Training” Web-based self-paced introductory negotiation training. 2005 updated 2019

CASE SIMULATIONS:

“Khellie Essence” Negotiation case focused on fixed pie assumptions and the value of integrative bargaining, supplementary tools and teaching notes. 2005

“Show Me the Truth” Negotiation case focused on principal-agent tensions and the value of relationship building, supplementary tools and teaching notes. 2005

INTERNET BLOGS AND POSTS:

Huffington Post. Contributed posts on politics, conflict resolution, and negotiation. 2007-2010, 2017-2018

Monster.com. Contributed entries on negotiation and other executive issues. 2002-2003

FILMS:

“The Oak Park Story” Served as assistant producer on documentary concerning a coalition of Latino and Cambodian apartment tenants in Oakland, California, who organize to fight their landlords over substandard housing conditions. 2010

“Getting Schools to Yes” Served as producer on a training film for educators on collaborative problem solving to improve shared governance, reform efforts and collective bargaining. 1995

INVITED LECTURES AND KEYNOTE SPEECHES

Association of Family and Conciliation Courts, Opening Plenary *The Nexus of Family Justice Disputes and Seemingly Intractable Community Conflict*. 2021

The Center on Dispute Resolution, Quinnipiac University School of Law and the Arthur Liman Center for Public Interest Law at Yale, *America’s Peacemakers: The Community Relations Service and Civil Rights*. 2021

Harvard Law School, *Harvard Negotiation Law Review 2017 Symposium Keynote: Reflections on the Intersection of Alternative Dispute Resolution and Activism*. 2017

University of Akron, *Transforming American Racial Conflicts: Why Peacemaking is Desperately Needed Today*. 2016

Indiana University School of Public and Environmental Affairs, *Still a Peacemaker: The United States Community Relations Service at 50*. 2015

National Organization of Black Law Enforcement, *Conference Keynote Address*. 2015

Community Boards, *Healing Communities in Conflict: Federal Strategies and Services for Public Mediation*. 2015

George Mason University School for Conflict Analysis and Resolution, *Graduation Convocation Address*. 2015

Federal Civil Rights Conference, *Civil Rights and ADR*. 2015

University of the District of Columbia Law School, *Engaging Diverse Communities through Alternative Dispute Resolution*. 2015

Ohio State University Moritz College of Law, *Lawrence Lecture: Peacemaking in America*. 2014

National Coalition for Dialogue and Deliberation, *Keynote Address*. 2014

Peninsula Conflict Resolution Center, *Why Community Dispute Resolution Matters*. 2008

SELECTED PRESENTATIONS

Harvard Negotiation Law Review, Annual Symposium, *Difficult Conversations: Negotiating and Mediating Across Socio-Political Differences*. 2022

C.G. Jung Institute, *Reimagining Trauma: Depth Oriented Approaches to Anguish in our Times, Truth Racial Healing and Transformation*. 2022

Stanford Law School, *Rethinking Systems Design for Racial Justice and Equity Symposium, Moderated panel on Framing Reconciliation, Reparations and Racial Justice in California and Beyond*. February 25, 2022

Peace History Society, *Peace-building efforts by Governments and Intergovernmental Organizations*. October 23, 2021

University of Maryland, Asian American Public Policy Course, *Dispute Resolution and Public Policy*. 2021

CDA – Collaborative Learning, *Challenging the Ways We See the World Around Us*. 2021

Jimmy and Rosalyn Carter Center for Peace and Conflict Resolution at George Mason University, *Global Lessons from America's Peacemakers*. 2021

Alliance for Peacebuilding, *Community Responses to Violence – From Top Down and the Bottom Up*. 2021 (Co-hosted by Mediators Beyond Borders International and the National Association for Community Mediation)

University of San Francisco, Center for Nonviolence and Social Justice, *After the Election: Where do we go from here?* 2020

Cambridge Negotiation Institute, *CNI Roundtable: Polarization, Dialogue, and Election 2020: Why and How.* 2020

Not In Our Town, *Virtual Conversation Series: Responding Locally to Rising Hate and Conflict.* 2020

The Ohio State University Moritz College of Law, Divided Community Project Campus Academy, *Building Campus Capacity: Preparing the Campus at a Time of National Polarization: Developing Resilience.* 2020

American Bar Association, Dispute Resolution Section Annual Conference, *Virtual Tools: Inspiration for addressing division in your community.* 2020

American Bar Association, Dispute Resolution Section Annual Conference, *Re-framing Hate: Practice-Based Ideas for Dispute Resolution's Role Regarding Hate Incidents.* 2018

Salzburg Global Seminar, Hong Kong School of Global Leadership Launch: Leadership for Inclusive Future in Hong Kong, *Bridging Divides for an Inclusive Hong Kong: Conflict Mediation and Effective Advocacy and How to Create Successful Cross-Sector Interactions.* 2017

University of Missouri, The First Amendment on Campus: Identifying Principles for Best Practices for Managing and Resolving Disputes, *Dispute Resolutions Perspectives.* 2017

SELECTED PRESENTATIONS (CONTINUED)

College of Commercial Arbitrators, National Conference, *Law Enforcement Behavior and Community Tensions.* 2017

Federal Judicial Center and Ninth Circuit Court of Appeals, Symposium: The Nature and Practice of Civil Discourse. (Convened by U.S. Supreme Court Justice Anthony Kennedy) 2017

Stanford University Pre-Collegiate Program, Summer Institute (for high school students), *Building Apps for Divided Communities.* 2017

University of Hawaii-Manoa, Conflict Management for Educators Graduate Seminar. *Mediation and Peacebuilding in the Community.* 2017

American Bar Association, Dispute Resolution Section Annual Conference, *Building Trust and Resilience in Divided Communities.* 2017

American Bar Association, Dispute Resolution Section Annual Conference, *Black and Blue: Healing the Divide in Police-Community Relations.* 2017

Government Social Media, National Conference, *Divided Communities and Social Media.* 2017

American Bar Association, Dispute Resolution Section Annual Conference, *Polarized Communities: Lawyers Making An Impact.* 2016

Peninsula Conflict Resolution Center, *ADRx Talks: The Superpower of Not Taking Sides.* 2016

GOMEZ OVERSIGHT GROUP

Fred T. Korematsu Institute, 6th Annual Korematsu Day Celebration, *Re(ad)ressing Racial Injustice: From Japanese American Incarceration to Anti-Muslim Bigotry*. 2016

United States Attorneys, National Conference, *Ferguson and the Aftermath*. 2015

White House, *Addressing African American Faith Leaders Following Ferguson*. 2014

Stanford Law School Online Dispute Resolution Conference, *Community Relations Service, Technology and Peacekeeping*. 2014

Office for Security and Cooperation in Europe, *Cooperation Between Law Enforcement and Muslim Communities in Combating Hate Crimes Against Muslims*. 2014

Department of Justice, *Rollout of Law Enforcement Transgender Training*. 2014

White House, *Sikh Guru Nanak Celebration*. 2013

International Association of Chiefs of Police, *Forum on LGBT-Law Enforcement Issues*. 2013

Department of Justice, *Asian American Pacific Islander Heritage Month Program*. 2013

Federal Asian Pacific American Council, *Career Development Program Workshop – Powerful Networking*. 2012

SELECTED PRESENTATIONS (CONTINUED)

National LGBT Law Association, Lavender Law Conference, *Advanced Topics on the Intersections of Race, Sexual Orientation, and Gender Identity*. 2012

Mississippi Development Authority & Mississippi Procurement Technical Assistance Program, *Government Contracting and Business Development Update*. 2011

NASA & Small Business Administration, *HUBZone Program: Benefits, Opportunities and Fit*. 2011

White House Asian American Pacific Islander Initiative, *Government Contracting Panel: Opportunities for Businesses*. 2011

UC Hastings College of the Law, Palo Alto Alumni Event, *Mediation Advocacy*. 2009

Goldman School of Public Policy, University of California at Berkeley *Education Negotiations*. 2008

Stanford University, Entrepreneurship Summit, *Entrepreneur as Negotiator*. 2005

Haas School of Business, University of California, Berkeley. MBA Negotiation. *Case Studies*. 2005

Major League Baseball, *Negotiating Internally and Externally*. 2001

City College of San Francisco. *Conflict Resolution for Student Government Leaders*. 2000

Smith College, Management Program for Executives, *Negotiation and Conflict Management*. 1994-1996

AWARDS

The International Institute for Conflict Prevention and Resolution, *Outstanding Book in the Field of Alternative Dispute Resolution Award.* 2020

American Bar Association Section of Dispute Resolution, *Lawyer as Problem Solver Award.* (Recognition of the Divided Community Project where I serve as Director) 2018

The Mediation Society, *Outstanding Contribution to the Field.* 2016

Society of Asian Federal Officers, *Person of the Year.* 2014

American Bar Association Section of Dispute Resolution, *Lawyer as Problem Solver Award.* (Recognition of Community Relations Service when I served as Director) 2014

Association of Conflict Resolution, *Peacemaker Award.* (Recognition of CRS when I served as Director. Past recipients include Nobel Prize winner Leymah Gabowe and Senator George Mitchell.) 2013

Southwest Interagency Committee, *Appreciation Award.* 2013

United Sikhs, *Appreciation Award.* 2013

General Motors-Saturn, *Labor-Management Award-2nd Place.* (Recognition of San Diego Schools collective bargaining approach in which I served as mediator) 1997

ATTORNEY DAPHNE FELTEN GREEN

DAPHNE S. FELTEN-GREEN, Esq.

Cell [REDACTED] [REDACTED]

Dynamic executive with extensive public sector management and subject matter expertise in areas such as civil rights enforcement, community engagement, diversity, equity, and inclusion, and development and implementation of public policies. Focus areas include: law enforcement and corrections agencies, community conflict resolution, and financial services.

DSFG Solutions, LLC

President

2022 to present

Provider of services such as community dialogue facilitation, mediation, policy research, review, and analysis, and training on a variety of topics.

Rebuild Congress Initiative, Issue One

Consultant

2021 to 2022

Oversaw and developed operational processes including budget and hiring, conducted outreach to nonprofit, faith, business, and government leaders around democracy-reform dialogues.

Consumer Financial Protection Bureau

Senior Policy Counsel, Office of Fair Lending & Equal Opportunity

2020 to 2021

- Led Bureau team on analysis and engagement on PAVE government initiative to address home appraisal bias.
- Created and led a series of dialogues with academic and industry leaders, and consumer advocates to explore impact on consumers of emerging technologies such as Artificial Intelligence (AI) and Explainable AI.
- Conducted outreach to industry, legal, fair lending, and financial services organizations on priorities and policies involving consumer protection and fair lending.

Federal Reserve Board of Governors, Division of Consumer and Community Affairs

Advisor, Consumer Policy & Outreach (12-month Detail)

2019 to 2020

- Led group analyzing impact on financial inclusion of algorithms, machine learning, explainability, bias, alternative data, black box issues, and fairness/ethical guidelines.
- Led outreach and created dialogue sessions with experts in consumer advocacy, academia, civil rights and agency partners on emerging developments in AI and Machine Learning.
- Led research and development of Roundtable briefing for Board of Governors by experts on FinTech and bias and consumer protection.
- Co-presented session on consumer protection in FinTech-related lending for senior executives at the Richmond Federal Bank in Baltimore.

Consumer Financial Protection Bureau, Office of Minority Women Inclusion

Deputy Director

2014 to 2018

- Carried out duties of Office Director from March to December 2018 including managing diversity, equity, inclusion (DEI) office operations, briefing new administration senior executives on programs, and testifying before House Financial Services Committee Democratic Members' Roundtable.
- Regularly advised and briefed CFPB Director, OMWI Director, and other senior leaders on agency DEI metrics, policies, challenges, initiatives, and opportunities.
- Led team in creating innovative programs to increase diversity and inclusion at CFPB, and in developing programs to encourage the financial services industry to report employee diversity measures and to increase participation of minority- and women-owned businesses in contracting.
- Developed and facilitated roundtable discussion between inaugural Bureau Director, OMWI Director, and senior mortgage industry executives to discuss diversity and inclusion challenges in the industry and to highlight innovative practices.

U.S. Department of Justice, Community Relations Service 2012 to 2014

Chief of Staff/Senior Counsel (Obama Administration Appointee)

- Member of Executive Management Team at the DOJ agency known as "America's Peacemaker," and advisor to agency Director on significant policy and legal issues around community conflict and hate crimes prevention.
- Liaison with DOJ Senior Management Offices and White House officials on Administration policy objectives, such as innovative strategies to address civil rights tensions and to prevent hate crimes and violence, including leading CRS team in developing the first-ever federal training program on transgender cultural competency for police officials nationwide.
- Advised Director on effective agency operations of Washington, D.C. headquarters and 15 regional and field offices.

U.S. Department of Justice, Office for Civil Rights, Office of Justice Programs Special Counsel 1997 to 2012

- Oversaw teams of attorneys and investigators planning and investigating large complex cases of potential violations of Title VI of the 1964 Civil Rights Act, ADA, Section 504 of the Rehabilitation Act, Title IX, Safe Streets Act, Age Act, Violence against Women Act, and Victims of Crime Act.
- Negotiated complex and wide-ranging voluntary resolution agreements of civil rights cases with senior officials at large police departments, departments of corrections, local municipal agencies and governments and nonprofit organizations.

U.S. Department of Justice, Office of Community Oriented Policing Services

Associate General Counsel

1994 to 1996

Part of founding team at new federal agency created to promote community-oriented policing practices nationwide. Assisted in development of agency procedures, oversaw investigations to ensure that funded state, local, and tribal law enforcement agencies implemented required community policing practices and adhered to Federal requirements.

Howrey, L.L.P.

Litigation Associate

1992 to 1996

Conducted legal research, wrote briefs, and provided trial support in complex commercial litigation for construction, commodities, space, and manufacturing clients.

State of Connecticut, Dept. of Children and Families

Child Protective Services Social Worker

1988 to 1989

Provided support for vulnerable families and ensured safety and well-being of children through social services and court intervention.

VOLUNTEER ACTIVITIES /PROFESSIONAL RECOGNITION

- **Founder-***Cheverly Community Forum for Accountability and Action* (www.Cheverlyforum.org) Community engagement initiative to spur community dialogue, civic engagement, and action around racial and social justice issues and policies in Cheverly, MD (2020 to present)
- **Member-** Board of Directors, *Vine Corps* (www.vinecorps.org) Community non-profit youth development organization providing holistic academic and social support to at-risk youth in Prince George's County, MD (2010 to present)
- **Keynote Speaker**, Westfield State University's Undergraduate Commencement ceremony (2018)
- **Recipient** "Key to the City" (Cheverly, MD) for outstanding civic participation and community leadership

ADVANCED PROFESSIONAL SKILL TRAINING

- **40-Hour Basic Mediation** – Fulfills training requirement of Maryland Rules for court-appointed Mediators.
- **Community Dialogue Facilitation** - Trauma-informed listening and dialogue-circle training focused on truth-telling, racial justice, and trauma transformation.

EDUCATION

University of Chicago Law School, Juris Doctor 1992 **Admitted: Maryland and D.C. Bars
*Edwin F. Mandel Legal Aid Clinic: Criminal Defense and Child Support Enforcement clinics***

**Westfield State University, Bachelor of Arts, Cum Laude 1987 English and Psychology
Honors: Dean's List; Award for Academic Excellence; Psi Chi and Alpha Chi National Honor Societies**

ATTORNEY COLLEEN MONROE

COLLEEN A. MONROE, ESQ.

LEGAL EXPERIENCE

Office of the Attorney General for the Commonwealth of Massachusetts Springfield, MA
Assistant Attorney General, Criminal Bureau 20/Aug/2018 to present

- Manages a caseload of gaming and non-gaming cases from arraignment through disposition trial in District and Superior Courts (including trials, and grand jury presentations, when applicable);
- Researches, drafts, and litigates evidentiary and non-evidentiary motions;
- Liaises with law enforcement to strategize and investigate various types of criminal activity—including, but not limited to, money laundering, larceny, embezzlement, and casino cheating;
- Maintains contact with victims and witnesses of crime with assistance of victim witness advocates

District Attorney's Office for Hampden County Springfield, MA
Assistant District Attorney 03/Feb/2016 to 17/Aug/2018

- Managed a diverse caseload from arraignment up to, and through trial;
- Tried over 20 cases as a first-chair;
- Researched, drafted, and litigated evidentiary and non-evidentiary motions and legal memoranda;
- Reviewed and assessed strengths and weaknesses of cases based on facts and law and made appropriate sentencing recommendations;
- Appointed by District Attorney to Police and Community Relations Committee for the City of Springfield;
- Reviewed appellate matters as needed

Bacon Wilson, P.C. Springfield, MA
Associate Attorney 15/Nov/2014 to 02/Feb/
2016

- Maintained a caseload including criminal defense, domestic relations, and civil matters;
- Engaged in all aspects of civil discovery including depositions, requests for interrogatories, requests for production of documents, and responses to the same;
- Appeared in court for various proceedings including pretrial hearings, motion hearings, and adjudications in criminal, domestic relations, and civil cases;
- Drafted pleadings and motions including complaints, answers, counterclaims, pretrial motions, dispositive motions and opposed same;
- Performed pro bono work on behalf of indigent or disabled clients in civil and landlord-tenant matters

PROFESSORSHIP

Western New England University School of Law Springfield, MA
Adjunct Professor 19/Jan/2021 to 15/Jan/
2022

- Instructed an introductory digital evidence course for law students one time per week for 105 minutes;
- Prepared a curriculum, maintained a class syllabus, and additional materials for students;
- Planned lectures, assignments, and in-field experiences to give students a practical understanding of the subject matter

OTHER EXPERIENCE

Connecticut Innocence Project

Hartford, CT

Summer Intern

17/May/2013 to 15/Aug/2013

- Reviewed applications for the Project's services and determined viability of innocence claims;
- Made recommendations to supervising attorney as to whether or not to accept cases;
- Assisted in investigations on pending cases by conducting DNA analyses, performing detailed reviews of voluminous trial transcripts, witness statements, and client interviews

United States District Court for the Hon. Kenneth P. Neiman, U.S.M.J.

Springfield, MA

Judicial Intern

17/Jan/2013 to 14/May/2013

- Researched, and drafted a judicial opinion on an issue pertaining to an International Child Abduction and the Hague Convention;
- Completed various other research and writing assignments on civil issues;
- Attended courtroom proceedings including criminal arraignments, and civil scheduling, status, and motion hearings

The Law Offices of Joseph D. Bernard, P.C.

Springfield, MA

Law Clerk—Criminal

06/Dec/2012 to 16/Aug/

2014

- Completed numerous research assignments, and regularly advised the supervising attorney on varying issues of law;
- Completed countless writing assignments including criminal defense motions, memoranda, and appeals;
- Drafted client correspondence, prepared discovery responses and requests, and evidentiary motions;
- Assisted supervising attorney in strategizing and general trial preparation including preparation of trial notebooks

Connecticut Division of Public Defender Services

New Haven,

CT

Student Attorney

17/Aug/2012 to 19/Dec/

2012

- Provided full representation to clients from arraignment up to, and through pleas;
- Strategized cases, negotiated dispositions and plea agreements with prosecutors, represented clients in pretrial conference hearings, advised clients on their rights, strengths and weaknesses of their cases, and pleas;
- Performed a variety of legal research assignments for my own cases in addition to assignments for other attorneys in the office;
- Attended weekly meetings with supervising attorney to discuss cases and strategies

Office of the Capital Defender - Georgia Public Defender Council

Atlanta, GA

Summer Law Clerk

14/May/2012 to 12/Aug/

2012

- Prepared death penalty cases pretrial by conducting thorough and detailed review of discovery materials including witness interviews, physical evidence, autopsies, and forensic evidence;
- Completed extensive research, and drafted a lengthy memoranda regarding a client's constitutional right to speedy trial;
- Completed numerous other research and writing assignments consisting of primarily written memoranda to supervising attorney;
- Attended court hearings with supervising attorney

Domestic Violence Services of Greater New Haven

New Haven, CT

Court-Based Family Violence Victim Advocate

19/May/2008 to 12/Aug/2011

- Provided direct services to victims of domestic violence including court representation, and service as a liaison between victims and community resource agencies;
- Assigned to the docket focused on repeat offenders, and the more serious domestic violence cases
- Collaborated with prosecutors and family relations officers to assist in the prosecution (or exoneration) of the accused;

GOMEZ OVERSIGHT GROUP

- Remained in continuous contact with victims to keep them informed of their statutory rights as victims of crime, explain court processes, case statuses, and engage in safety-planning exercises;
- Appeared in court daily for criminal arraignments and pretrial hearings on behalf of victims

BAR ADMISSIONS

Commonwealth of Massachusetts, 11/2014, BBO #691111
State of Connecticut, 02/2016, JURIS #437302
United States District Court, District of Massachusetts, 01/2016
State of Florida, 2022, *admission pending*

EDUCATION

Western New England University School of Law
Juris Doctor, concentration in International and Comparative Law

Springfield, MA
05/2014

Honors and Awards:

- **Recipient**, James C. Faison Memorial Multicultural Leadership Award (2014)
- **Recipient**, Career Services Award (2014)
- **Recipient**, CALI Excellence for the Future Award, International Law (2013)
- Dean's List Spring 2012 and Fall 2012
- **Nominee**, Massachusetts Black Lawyers Book Award (2012)
- **Recipient**, Levi/Seiden Endowed Scholarship (2012) (merit-based scholarship)

Activities:

- **Assistant Articles Editor**, Western New England Law Review, Vol. 36
- **Student Attorney**, International Human Rights Clinic, **Student**, Independent Study on Law and Terrorism, **Member**, WNEU AAJ Trial Team
- **President**, Black Law Students Association
- **Student Representative**, WNEU Student Affairs Committee – Board of Trustees
- **Co-Chair**, WNEU 2012 Orientation Committee

- Articles (unpublished): NATIONAL SECURITY—Balancing National Security Interests and Privacy: Why the Europeans Are Able to Figure It Out, and We Can't (2014); STATE V. GUILBERT—A Step in the Right Direction, but Where Do We Go From Here? (2012)

University of New Haven
Bachelor of Science, Legal Studies
Bachelor of Science, Criminal Justice

West Haven, CT
05/2008
05/2008

Honors and Awards:

- **Dean's List**

Activities:

Intern, Center for Family Justice, **Intern**, Law Offices of Robert Berke

ATTACHMENT C: REPORT OF CHIEF JUDGE GOMEZ

Sent separately.



REPORT OF THE TERM OF CHIEF JUDGE CURTIS V. GÓMEZ

2006–2013

District Court of the Virgin Islands

Report of the Chief Judge

DISTRICT COURT OF THE VIRGIN ISLANDS



As Chief Judge of the District Court of the Virgin Islands, it is my pleasure to present the report of some of the Court's activities and accomplishments for the seven year period of 2006 through 2013.

This has been a period of tremendous growth and change at the Court. We have seen the addition of two new members of the Court, Magistrate Judge Ruth Miller and District Judge Wilma A. Lewis. We also welcomed a new Clerk of Court, Glenda L. Lake.

Our Court has also grown in a more literal sense, with the recent completion of a third courtroom in the St. Thomas

Courthouse. Since it became fully operational in October, 2012, it has more than met our expectations for a modern, functional courtroom.

We have also adopted the Electronic Case Filing (ECF) system for both civil and criminal cases, a system that has revolutionized the way cases are handled by the Court and Bar. Today, using our internet-based ECF system, judges and attorneys, working from home if they wish, can file and serve electronically all pleadings twenty-four hours a day. We have shortened our case disposition time at the same time that we have increased our trial productivity.

For the first time, the Court has implemented a robust internal controls manual, as well as established policies and procedures to ensure financial and operational integrity. Another first occurred when we undertook a comprehensive review of our records and uncovered over 2700 historic files, some of which date back to 1767. Those files are now slated for preservation.

The Court also has been fortunate to attract renowned scholars, jurists, and legal experts from across the country to our Annual District Court Conference. Now entering its fifth year, the Conference has featured judges from as far away as Guam and the Confederation of the Northern Mariana Islands; from as nearby as the Superior and Supreme Courts of the Virgin Islands; and even from the Supreme Court of the United States. The Conference regularly attracts over 200 attendees.

Over the past seven years, the Court has initiated an aggressive community outreach effort. Kids and the Court, an exploration of the judicial system for middle-school-aged children, was attended by over 800 children in the past year alone. Power of Women ("POW"), a program initiated earlier this year, aims to empower young women by introducing them to the stories of successful women in our community. We have also recently witnessed the first graduation ceremony of our Reentry Program, which aims to train and find jobs for non-violent offenders.

It has been an honor and a privilege to serve as Chief Judge during the past seven years. Thank you for taking the time to read our report.

Curtis V. Gómez
Chief Judge

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THE JUDGES OF THE COURT

ACTIVE JUDGES

- Chief Judge Curtis V. Gómez
- Judge Wilma A. Lewis
- Magistrate Judge Ruth Miller
- Magistrate Judge George W. Cannon



SENIOR JUDGES

- Judge Raymond L. Finch
- Magistrate Judge Geoffrey W. Barnard



APPOINTMENTS AND MILESTONES

- Chief Judge Curtis V. Gómez assumed office on January 4, 2005. He became Chief Judge on August 16, 2006.
- Judge Wilma A. Lewis assumed office on June 30, 2011.
- Magistrate Judge Ruth Miller assumed office on April 26, 2010.
- Judge Raymond L. Finch took senior status on August 15, 2008.
- Magistrate Judge Geoffrey W. Barnard was recalled on April 26, 2010.



CLERK'S OFFICE

EXECUTIVE TEAM

- Glenda L. Lake, Clerk of the Court
- Joanne Barry, Chief Deputy

SENIOR MANAGEMENT DEPARTURE

- Wilfredo Morales retired after having served as the Clerk of the Court from January 1, 2001, until February 29, 2012.

U.S. PROBATION OFFICE

EXECUTIVE TEAM

- Denise L. Donadelle-DeCosta, Chief Probation Officer
- Fritzroy E. Petty, Deputy Chief



Court staff at an All Hands Meeting.

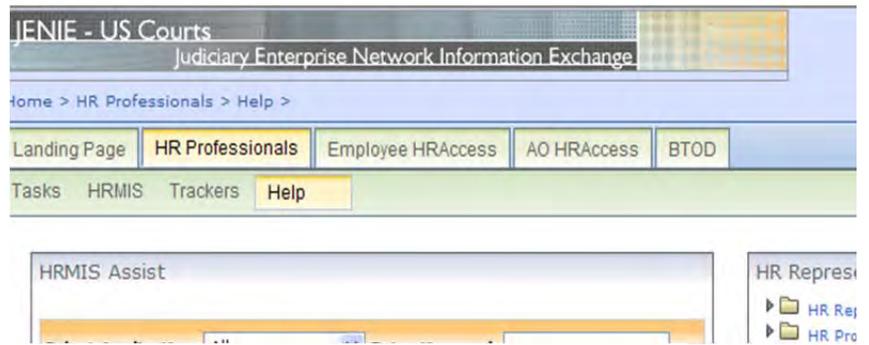
HARNESSING THE INTERNET: WEB-BASED INITIATIVES

As early as 2007, the Court implemented a series of web-based initiatives. Some of those initiatives are listed below.

- In 2012, the Court implemented a redesigned website geared towards increasing usability and ease of access.



- The Court has also implemented the Human Resource Management Information System (HRMIS). HRMIS allows the Court to maintain personnel files, payroll records, and other human-resources information online where they may be accessed by employees.



- The Court also recently switched to the National Internet Protocol Telephone (IPT) service. This web-based telephone service cuts costs by eliminating the need to pay for a local telephone provider, and improves the Court's connectivity with other federal courts.



- The Court also began accepting filing fees and other payments online, through pay.gov.



COMMITTEE APPOINTMENTS

Beginning in 2006, the Court undertook several efforts to improve its efficiency and the litigants' experience. To that end, the Court appointed members of the judiciary and the bar to conduct a comprehensive review of the local Rules of Civil Procedure and the Local Rules of Criminal Procedure. The Court was fortunate to secure the assistance of a preeminent scholar on federal rules, Professor Stephen B. Burbank, from the University of Pennsylvania Law School. That committee promptly completed its work and the rules it proposed remain in force, largely unaltered, to this day.

The following is a representative sampling of committees that were established to improve court governance, productivity, and responsiveness to the community.

AD HOC COMMITTEES

- CJA Panel District Representative Review Committee**
- Local Rules of Civil Procedure Review Committee**
- Local Rules of Criminal Procedure Review Committee**

STANDING COMMITTEES

- Lawyers Advisory Committee**—Renée André, Chair

Members:

Alphonso Andrews
Sharmaine Brathwaite
Aquanette Chinnery
Pamela Colon
Andrew Capdeville
Emile Henderson
Darren John-Baptiste
Jomo Meade
Chad Messier

- CJA Advisory Group/Felony Panel Review Committee**—Magistrate Judge Ruth Miller, Chair

Members:

Magistrate Judge George W. Cannon
George H. Hodge, Jr.
Darren John-Baptiste
Jomo Meade

- CJA Panel Selection Committee**—Chief Judge, Chair

Members:

All Active Judicial Officers
Federal Public Defender

IT Committee—Chief Judge, Chair

Members:

All Active Judicial Officers
Clerk of Court, Glenda L. Lake
Chief Probation Officer, Denise L. Donadelle-DeCosta
Systems Manager, Jim Jamison

Security Committee—Chief Judge, Chair

Members:

All Active Judicial Officers
U.S. Marshal, Cheryl Jacobs
Clerk of Court, Glenda L. Lake
Chief Probation Officer, Denise L. Donadelle-DeCosta

NOTABLE CASES

Every case heard by the Court is important. Some cases draw extraordinary public attention and require the Court to make accommodations to ensure that the right to a public trial is not abridged. Some of those cases are listed below.

CRIMINAL CASES

SUMMARY

United States v. Dean C. Plaskett, Marc A. Biggs, and Leroy L. Marchena (2008)

This case involved the prosecution of the Commissioner of the Department of Planning and Natural Resources, and the Commissioner of the Department of Property and Procurement, for bribery and obstruction of justice.

United States v. Alicia Hansen (2008)

This case involved the prosecution of a Virgin Islands Senator for failing to file income tax returns.

United States v. Enid Edwards, Francis Brooks, and Bill John-Baptiste (2010)

This case involved the prosecution of veteran Virgin Islands law-enforcement officers for racketeering and extortion.

CIVIL CASES

SUMMARY

Berne Corporation v. Government of the Virgin Islands

Various Virgin Islands corporations sued the Government for improperly assessing their real estate taxes. The Court imposed a stay that prevented the Government from re-assessing any property taxes. After nearly a decade, the case was finally settled in 2011.

Hon. Leon A. Kendall v. Members of the Virgin Islands Commission on Judicial Disabilities (2007)

A Virgin Islands Superior Court judge sought to enjoin the Virgin Islands Commission on Judicial Disabilities from removing him from the bench on the basis of complaints regarding the judge's rulings.

United Steel, Paper & Forestry, Rubber, Manufacturing, Allied Industrial and Service Workers International Union AFL-CIO-CLC v. Government of the Virgin Islands (2011)

Several public-sector unions sued the Government. They challenged the constitutionality of an eight-percent wage cut for Virgin Islands government employees.

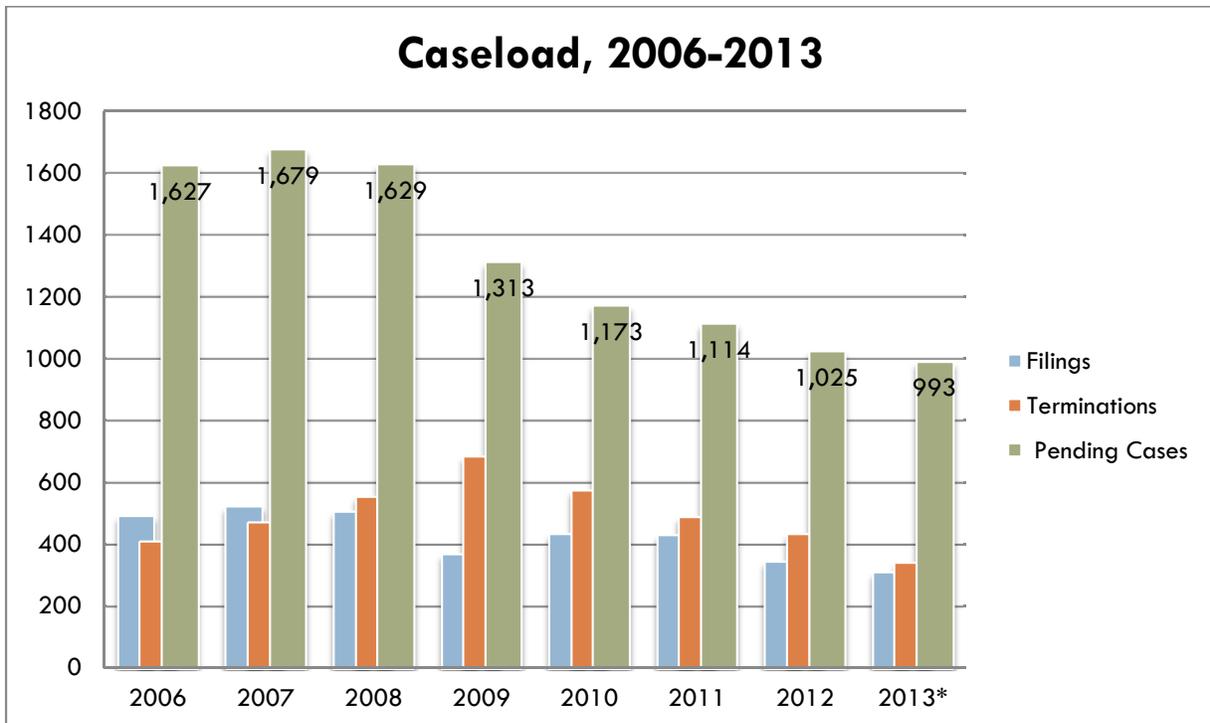
Bryan v. Fifth Revision Constitutional Convention (2012)

A group of Virgin Islands taxpayers brought suit to challenge the election of six members of the St. Croix Board of Elections.

EFFICIENCY AND ECONOMY IN CASE MANAGEMENT

SPEEDY JUSTICE

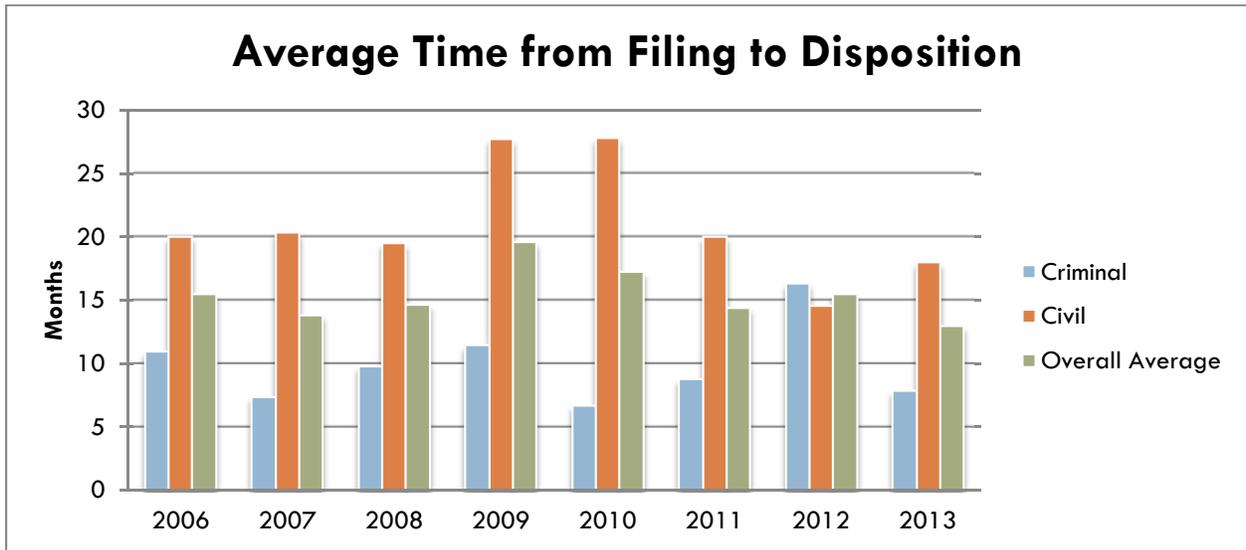
The mission of the District Court of the Virgin Islands is to serve the people of our community by providing impartial, cost-effective, timely and accessible administration of justice to all; and to treat all persons with integrity, fairness and respect. To that end, the Court has endeavored to resolve long-pending cases and to streamline the case resolution process for newer filings. Our efforts have borne some fruit.



This chart includes all filings, both civil and criminal. A case is “terminated” when litigation on the merits ceases, either because a judgment or verdict has been rendered, or the matter has been dismissed. Since 2006, the number of pending cases has been reduced by over a third. A significant factor in this reduction is that since 2008, case terminations have exceeded case filings by an average of 28.5%.

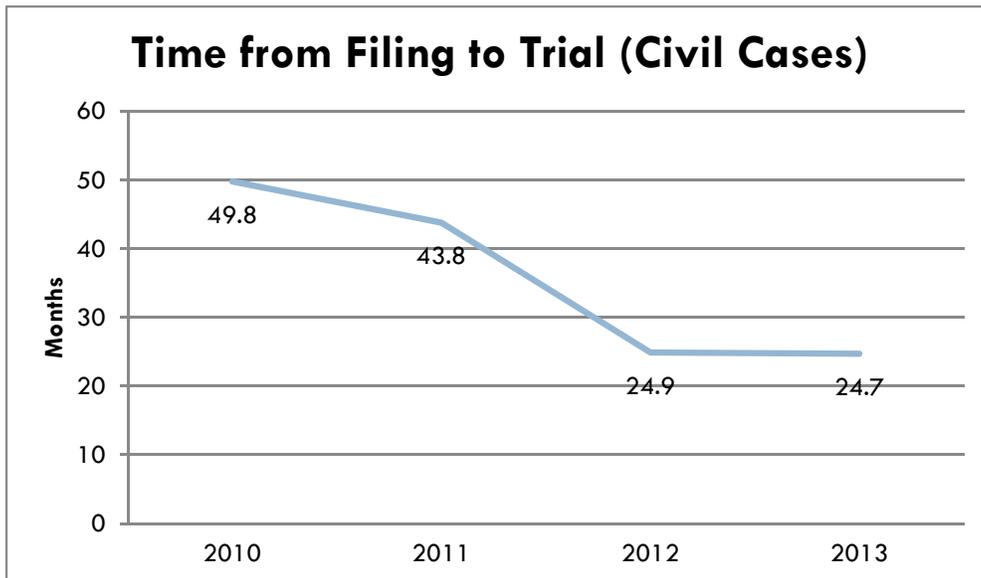
* Caseload figures reflect annual reports prepared in March of each year. Thus, for example, 2013 figures reflect the cases filed and terminated between April, 2012, and March, 2013.

Another contributing factor to the reduction in the Court’s caseload was a substantial reduction in the time between the filing of a case and its ultimate disposition:



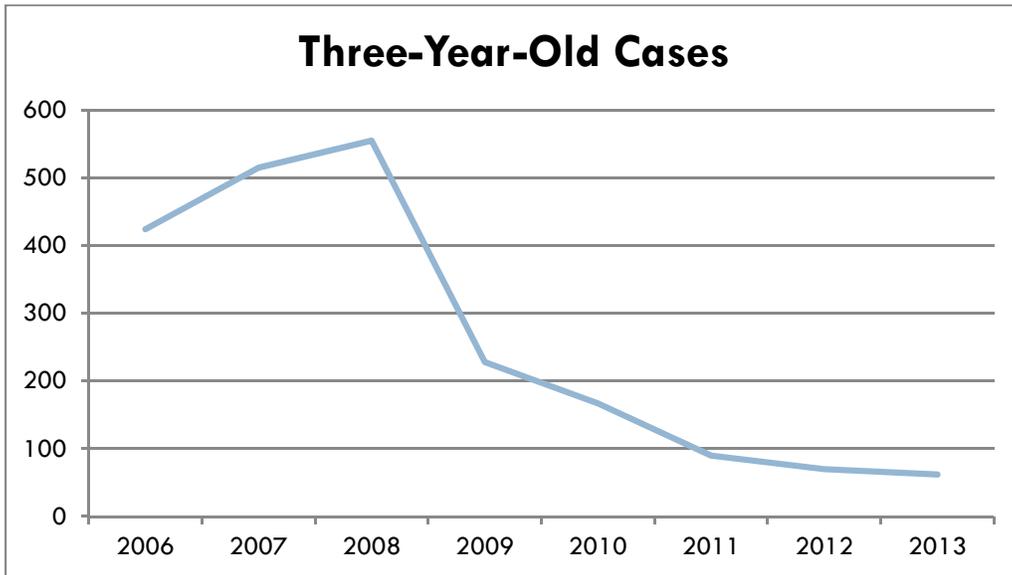
The time between a case’s initial filing until its ultimate disposition is now at its lowest ever—just over 12 months. This represents a reduction in the average disposition time by nearly 33%—or over seven months—in the past four years. In fact, this Court’s disposition of criminal cases is now the speediest in the Third Circuit.

The Court has also worked hard to significantly reduce the length of time between the filing of a civil case and the trial, in cases where there is no pretrial disposition:



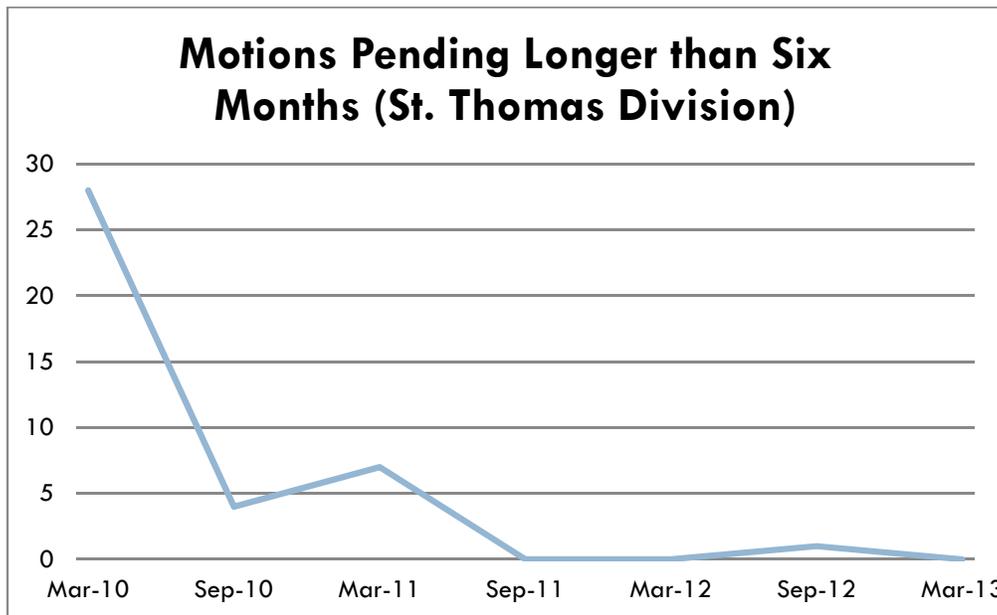
The Court now has the second-lowest average time from filing to trial in the Third Circuit.

Perhaps the most significant factor in the Court’s caseload reduction has been the disposition of civil cases pending for more than three years:



Over this period, three-year-old cases fell from a high of 46.8% of the Court’s docket to just 6.2%. This means that nearly 94% of all civil cases are resolved in less than three years after they are initiated.

A crucial component of this Court’s disposition of three-year-old cases has been its serious commitment to ruling on pending motions in civil cases within six months of the date of their filing. For example, in St. Thomas, the Court has virtually eliminated the motions backlog:



A significant factor in the Court’s ability to reduce its caseload has been a commitment to productivity while on the Bench. At the end of the 2012 fiscal year, the Court was ranked thirteenth in the nation in overall productivity. During the past year, the Court also had the third most civil trials and the seventeenth

most criminal trials of any federal district in the country—all with only two active judges. In fact, on a per-judgeship basis, the Court held 47.7% more trials than the national average.

CASE MANAGEMENT/ELECTRONIC CASE FILING

It is no coincidence that the Court's significant caseload reduction coincided with the implementation of an internet-based electronic case management and case filing system, known as "CM/ECF."

Implementing CM/ECF has been a major accomplishment, as the Court transitioned from an entirely paper-based system to a largely paperless one. CM/ECF

allows litigants to submit all filings electronically. Similarly, the Court publishes all notices, orders, and opinions through the CM/ECF system. This allows cases to be docketed and managed entirely online, with no need to maintain costly paper records. The CM/ECF system also automatically generates notices of every filing, which it transmits to users via email. This eliminates the need to personally serve post-complaint filings.

The adoption of CM/ECF began in stages. First, in 2005, CM/ECF was implemented by the Bankruptcy Division. In 2007, CM/ECF was adopted for all civil cases. Criminal cases followed shortly thereafter in 2008.

Since its implementation, our Court's CM/ECF has managed over 22,000 matters with nearly 623,000 docket entries. There are currently more than 1,300 registered CM/ECF users.

On June 29, 2013, the Court became the first district court to host its CM/ECF at a centralized server. Not only does this eliminate the expense of maintaining a host server on-site, it also improves the system's security and reduces its vulnerability to local power outages or similar problems.

It simply would not have been possible for the Court to reduce its caseload and substantially shorten the amount of time required to bring cases to disposition without an electronic case management system. The electronic system has greatly helped to increase the Court's efficiency.



MODERNIZING THE TRIAL EXPERIENCE

JURY MANAGEMENT SYSTEM AND AUTOMATED JUROR INFORMATION SYSTEM

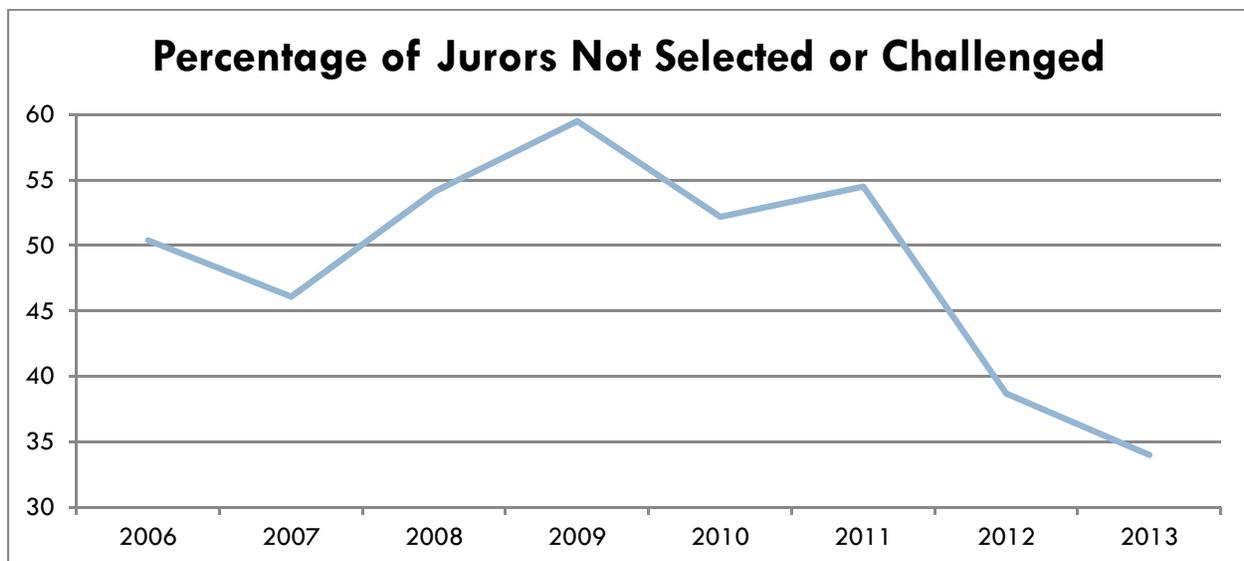
In 2008, the Court began the use of the Jury Management System (JMS) and the Automated Juror Information System (AJIS).

JMS selects jurors from the population of eligible citizens in the District. When a new jury pool is needed, JMS automatically produces notices to a group of individuals, informing them they will be “on call” for a three-month period. JMS then processes juror exemptions, deferrals, and medical excuses. JMS also produces jury questionnaires, which the jurors may fill out in advance of their selection.

Before a trial, JMS selects a portion of the jury pool to be the “venire pool,” that is, from which the trial jury will ultimately be selected. JMS then transmits the venire pool information to AJIS, an automated telephone system. Jurors who have been notified that they are “on call” can contact AJIS, which will inform them as to when they must come to court.

On the day of jury selection, JMS automatically produces the potential jurors’ questionnaire forms. Should a juror be selected, JMS will automatically produce a jury service attendance letter for the juror’s employer. JMS also generates records based on the number of days served, allowing for the timely processing of juror payments.

Since their implementation, JMS and AJIS have had a tremendous impact on the Court’s “juror utilization.” Juror utilization is a measure of the number of jurors called into court relative to the number of jurors ultimately selected to serve on a trial. A court achieves greater juror efficiency when it lowers its percentage of jurors called but not selected. Better juror utilization saves money and reduces the burden on the members of our community who graciously give their time in jury service.



Thanks to JMS and AJIS, since 2009, the percentage of jurors summoned for a venire pool but not selected to serve on a trial jury has been cut in half.

JURY EVIDENCE RECORDING SYSTEM



The JERS display and touchscreen user interface

The Court has recently installed the Jury Evidence Recording System (JERS). JERS allows jurors to view evidence on a flat screen television in the jury deliberation room. Electronic copies of all exhibits are submitted to the Court, which are in turn uploaded onto JERS system. If an exhibit is admitted, JERS allows the jurors to view it. Jurors can switch between admitted exhibits, magnify them, or, if the exhibit is a video or audio file, play, pause, rewind, or otherwise view or listen as necessary.

The introduction of JERS has simplified the trial experience in two significant ways. First, litigants no longer need to produce multiple, paper copies of exhibits for jurors. Instead, exhibits may be submitted electronically, at a significant cost savings for litigants. Second, JERS greatly reduces the need for jurors to return to the courtroom to view particular pieces of evidence, such as videos or audio recordings. Instead, JERS provides a single means for jurors to access all forms of evidence, at their convenience, and without having to leave the deliberation room.

THE ELECTRONIC COURTROOM

In October, 2012, the Court completed construction of a new courtroom in the St. Thomas Courthouse. The courtroom was designed to be a truly electronic one with computer access for counsel and the Court, the ability to display any kind of evidence immediately and effortlessly to the Court, opposing counsel, the jury, and the gallery.



The Modern Bench



The view from the jury box

Exhibits published to the jury are displayed on individual screens, which jurors can adjust for optimum visibility. Thus, all jurors may see every exhibit with equal clarity simultaneously, thereby eliminating the need to pause trials while jurors inspect exhibits individually.

Attorneys also have access to modern technology, with computer access both at counsel's table as well as at the podium. From both locations, counsel can present evidence to the judge and, if admitted, to the jury as well. Each counsel can see all exhibits as they are presented on a monitor at counsel's table.



The view from Counsel's table



The Podium



The Court is also equipped with the latest wireless headset technology to permit seamless translation services for defendants who speak a language other than English.

The new courtroom has already been put to good use. It has seen several hearings, trials, and a week's worth of oral arguments when a panel for the Court of Appeals for the Third Circuit visited us in December, 2012.

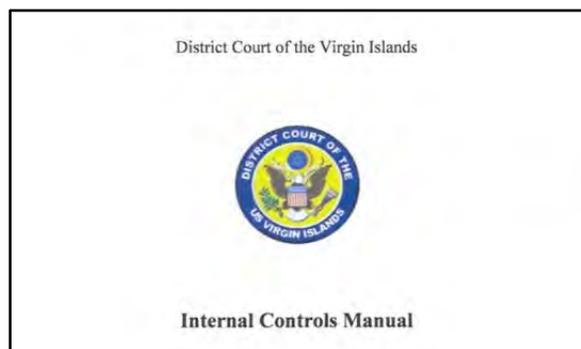
The Court is proud to have a courtroom truly befitting this digital age. The Court hopes to make great

use of this courtroom, and all it has to offer in the coming years.

INTERNAL CONTROLS

Financial and operational accountability and integrity are of paramount importance to the Court. To ensure that the Court's financial and operational undertakings function at the highest level, the Court, for the first time, has implemented a rigorous internal controls manual, as well as procedures, to maintain consistently high standards.

Led by the stellar example of the U.S. Probation Office, each Court unit now regularly conducts annual internal self-audits. These efforts have led to improvements in the cyclical audits conducted by independent external auditors.



COMMUNITY OUTREACH

“IN AN INSTANT”—VIDEO TO COMBAT GUN VIOLENCE

The outreach program is a very important initiative of the Court. As part of the outreach program, the Court tasked the U.S. Probation Office with creating a video entitled “In An Instant.” The video is shown during presentations to various Virgin Islands organizations and schools with the goal of reducing gun violence in the community.

The video tells the story of a young man who foolishly agrees to carry a gun which was used in a violent crime.



Judge Curtis Gómez addresses students and faculty at an "In An Instant" Presentation



Although he is at first enthusiastic about his new-found acquisition, even showing the gun off to his family (much to their dismay), he quickly realizes his mistake when he is arrested after a routine traffic stop.



The defendant from "In An Instant" faces sentencing.

The video then portrays his subsequent sentencing at the mandatory minimum of fifteen years.

The Court plans to continue with its firm commitment to our community's youth, and to ensuring they do not embark on the wayward path portrayed in "In An Instant."

THE “POWER OF WOMEN” (POW) PROGRAM

Another aspect of the Court’s outreach effort is the POW program. The main goal of POW is to empower young women in the community to make more responsible and sensible life decisions.



Former offender, turned empowered woman, Anna Sprauve, sharing her personal experiences regarding the poor decisions she made, and the unfortunate consequences that followed those decisions.

The POW presentation is made to female students primarily, by female members of the community, including a former offender, court personnel, and other community professionals. A judge also offers insight into the adverse legal consequences that occur when poor decisions are made. The primary focus of the presentation is the decision-making of the ex-offender, and ways to make better decisions. The presentation is very interactive.

REENTRY COURT PROGRAM



On June 29, 2010, the Court, the Probation/Pretrial Services Office, the United States Attorney's Office, and the Federal Public Defender's Office created the Reentry Court Program.

The Reentry Court Program is designed to help reduce recidivism and improve public safety through the use of judicial oversight. The program is voluntary for its reentrants. The reentrants are required to enter into a contract, and abide by the contract terms. Successful

reentrants are involved in the program for at least one year. During this period, the participants are referred to various resources, such as substance abuse treatment programs, businesses or employment agencies, education programs, and other rehabilitation services. The program also involves regularly scheduled court appearances in order to report on the reentrants' progress. Additionally, failure to abide by the mandates of the program may result in expulsion from the program and a return to traditional supervision.

In an effort to facilitate the reentrants' integration into the labor market, the District Court and the Virgin Islands Housing Authority (VIHA) have entered into a formal agreement where VIHA has agreed to employ the reentrants. VIHA has also agreed to provide training to the reentrants to improve their basic job skills, as well as skills in the various maintenance trades. The Reentry Court Program serves only people who were previously convicted and sentenced in the District Court of the Virgin Islands or a United States District Court, and who are serving a term of supervision. The reentrants are offenders who are struggling with supervision issues identified by the probation office.

On November 19, 2012, the Reentry Court Program held its first graduation ceremony, after Lenne Blash completed a year-long program with VIHA.



Blash sits at the defendant's table for the final time.



Gabriel Villegas, an Assistant Federal Public Defender, speaks on behalf of Blash.



A number of Blash's coworkers were present at the ceremony to attest to his spirit and work ethic.



Blash addresses the Court. In recognition of Blash's accomplishments, Judge Gómez not only presented him with a certificate of graduation, but also ended his supervised release a year early.

KIDS AND THE COURT

In 2005, Judge Gómez launched the “Kids and the Court” program, an interactive exploration of the judicial process for middle-school aged children. The Kids and the Court program has taught thousands of local students about the operation of our criminal-justice system. Indeed, in the last year alone, over 800 students in total attended our monthly Kids and the Court programs.



Kids and the Court begins with a mock trial already in session when the students arrive. The children observe the end of a criminal trial, after which a “jury” renders a verdict and the defendant is swiftly sentenced. The students then hear from the lawyers from each side, as well as the judge, the court reporter, and the United States Marshals.

The Marshal Service’s tactical demonstration is always a highlight:



Sometimes, a particularly enthusiastic youngster is chosen for a live demonstration of the Marshal's restraint techniques.



A "lucky" kid gets handcuffed and shackled . . .



. . . and escorted by the Marshals to the lock-up!

BUILDING THE BAR

THE DISTRICT COURT BAR

The Court is committed to making itself more accessible to the Virgin Islands bar and to the public. As such, pursuant to Federal Law, the District Court bar was created. Admission to the District Court bar is governed by Rule 83.1 of the Local Rules of Civil Procedure.

Rule 83.1 Admission of Attorneys

(a) SCOPE OF ADMISSION. The bar of the Court shall consist of those persons heretofore admitted to practice in the Court and those who may hereafter be admitted in accordance with these rules. Notwithstanding the provisions of subsection (b), the following category of persons shall not be admitted: any attorney who has been suspended or disbarred, or who has resigned or withdrawn from the practice of law and has not been reinstated as a member of the bar of this Court.

In order to provide the members of its bar with timely and interesting legal information and continuing legal education opportunities, the District Court implemented two new programs: quarterly Brown Bag Lunches, and semiannual Conferences.

BROWN BAG LUNCHES



Brown bag luncheons are informal meetings between the several judges of the District Court and the members of the District Court bar. The meetings are held quarterly and alternate between St. Thomas and St. Croix. During the meetings, participants have the opportunity to engage in open dialogue which serves to improve bench-bar relations, resolve existing issues, and avoid potential issues. The District Court provides lunch for each attendee. Attendees also receive one hour of CLE credit. Brown Bag lunches are offered free of charge.

THE CONFERENCES



Beginning in 2010, the Court began hosting district-wide conferences for Virgin Islands attorneys, jurists, and other members of the legal profession.

The Court offers two conferences: one during the winter and one during the summer. The winter, or the “Annual Conference,” is a day-long event that has attracted dozens of preeminent scholars and jurists. The summer conference is a free, half-day session.

The conferences have presented Virgin Islands

lawyers with a unique opportunity to learn from leading scholars. The conferences are also an opportunity to strengthen our small but vibrant legal community. Indeed, attendance at the Annual Conferences has grown year over year, and now regularly exceeds over 200 attendees.





Erwin Chemerinsky, Dean of the University of Irvine, School of Law, is one of our regular guests.



Judge Gómez introduces Professor David Sonenshein, who spoke about the rules of evidence.



Magistrate Judge George Cannon, Virgin Islands Superior Court Judge Douglas Brady; and Judge Juan R. Sánchez, from the Eastern District of Pennsylvania.



At the 2011 Conference, Supreme Court Justice Sandra Day O'Connor spoke about her time on the nation's highest Court.



Another regular guest is the Chief Judge of the Third Circuit, Theodore McKee. Above: remarking on Third Circuit cases; right: sitting with Judge Gómez, Judge Lewis, and Judge Royce Lamberth, of the District Court for the District of Columbia.



The Annual Conference regularly features panel discussions about recent developments in the law. Here, Professor Jessica Silbey; Pedro Williams, Esq.; Assistant Attorney General Aquanette Chinnery; Daryl Barnes, Esq.; and Professor Jennifer Mnookin discuss the role of forensic science in civil cases.

Here, Professor Mnookin moderates another panel on the role of forensic science in criminal cases, with Judge Lamberth, Superior Court Judge Harold W.L. Willocks, United States Attorney Ronald W. Sharpe, and Former Federal Public Defender Thurston T. McKelvin.



A panel featuring Chad C. Messier, Esq.; Superior Court Judge Brenda J. Hollar, Virgin Islands Supreme Court Chief Justice Rhys S. Hodge; and Guam Supreme Court Chief Justice F. Philip Carbullido.

Court staff play an important role in helping the Conferences run smoothly



At the 2013 Conference, David Boies, renowned litigator and founder of the law firm Boies, Schiller and Flexner, spoke about the skills essential to a successful practitioner. Here, he speaks with Judge Gómez and Judge Lewis.



HISTORIC PRESERVATION



The Court is well aware of the importance of maintaining a record for posterity. This is particularly pronounced where historic records are concerned.

For the first time in its history, the Court launched a comprehensive review of its records, with an eye towards preserving historic documents in its possession. In conjunction with, and with the invaluable assistance of, the Administrative Office Judiciary Records Management Program, the Court uncovered historic

documents dating back to 1767, some of which are in Danish. The records are a reflection of the unique role of the Court in the Virgin Islands' history.

The Court continues to work with the Administrative Office and the National Archives to restore, preserve, and display over 2700 historic civil case files.



Virgin Islands Court Discovers Historic Danish Records

(November 15, 2012)

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Historical documents dating back to 1767 were found at the District Court of the Virgin Islands.

A comprehensive review of case records at the U.S. District Court of the Virgin Islands uncovered historic documents dating back to 1767 — when Denmark still owned the islands and the American colonies had yet to declare their independence from Great Britain.

"While veteran members of the court were generally aware that 'old documents' were in the file room, the historic significance of those documents was not fully appreciated until we initiated a records management initiative," said Chief Judge Curtis Gomez. "I fully appreciated the historic value when I was asked to put on a surgical mask and gloves before I was shown what appeared to be centuries-old and meticulously detailed Danish ledgers."

The documents are bound together in a book that appears to detail civil, military, and court programs and other policies. Entries are in Danish but continue in English as the dates progress from 1767 to 1880.

"Keep in mind, a Danish king ruled the Virgin Islands, there was no separation of powers," said Omar Herran, AO Judiciary Records Management Program. "The Court was the center of authority and communication. We suspect the book contains one-of-a-kind stories of life from that time period."



Entries date from 1767 to 1880, starting in Danish and ending in English.

"The records reflect the unique role of the judiciary in Virgin Islands history, as well as the rich and varied languages and customs that are a part of that history," Gomez said.

The district court will work with the Administrative Office and the National Archives to restore, preserve, and display the documents and the court's case files for current and future generations. In total, more than 2,700 civil case files are scheduled for long-term historical preservation.

Related Topics: [Court Records](#)



Documents are bound together in a book and detail civil, military, and court programs.

THE THIRD BRANCH NEWS

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Judicial Milestones



None of the accomplishments in this report would have been possible without the contributions of the dedicated, thoughtful and competent group of professionals that comprise the Court family. The judicial officers, the staff from the Office of the Clerk of the Court, the staff from the United States Probation Office and my law clerks, have repeatedly proven to me that they are as talented and capable as one could hope. I am grateful for their efforts.