

Fred Fletcher
Chief of Police (Retired) & Public Safety Consultant
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STATEMENT OF QUALIFICATIONS

Over 25 years of servant leadership in law enforcement and public safety in Austin (TX), Chattanooga (TN), and national consulting. More than 15 years of executive, command, and leadership experience including as Chief Executive of a large municipal police department in Chattanooga. Real world, results-driven police leadership supported by a business and academic background uniquely combined to enhance executive management and leadership skills. Particular focus on the importance of values-based training, coaching, and mentoring in developing the individuals that comprise a successful organization. Demonstrated ability for building bridges between the men and women of law enforcement and the communities we serve.

A passion for supporting the most vulnerable, diverse, and historically marginalized communities. A core belief in transparency, mutual respect, active dialogue, and development of a common vision for improving safety, quality of life, and well-being through procedurally just and collaborative policing, deliberate teamwork, meaningful relationships, and the progressive and innovative use of technology. Demonstrated leadership through partnerships with diverse community groups, relationships with elected city officials, mutual projects with community-wide organizations, aggressive pursuit of technology to improve efficiency and effectiveness, selfless service to the police department and its officers, and an energetic and highly visible presence in the community. A commitment to serving victims as individuals and building an organization which profoundly understands that although *we cannot prevent every crime, we CAN care about every victim.*

Provided leadership and vision in Chattanooga for 600 police personnel - including 486 sworn officers - and a \$64 million annual budget serving approximately 175,000 permanent residents in a destination city. Built an organization that is recognized for its community policing, problem-oriented approach, and focus on supporting victims.

Consulting services include general operational support with a particular focus and passion for organizational development that focuses on supporting victims, trauma-informed care, combating violence against women, promoting diversity, and initiating organizational and cultural change that reflect these values.

I have been fortunate to lead organizations to decreased crime and improved internal and external relationships wherever I have had the privilege to serve. I believe such success is based on the bold embrace of a core set of values shared with the community, supported by sound leadership and progressive strategies, and combined with a fundamental concern and appreciation for the diverse individuals and groups who comprise our communities and institutions. -Chief Fred Fletcher

Public Safety Consultant

Self-employed

2017 to present

Provide training, consulting, and coaching with a focus on violence against women, victims' rights, trauma-informed & victim-focused policing, leadership, and general management & operational consulting.

Consulting highlights detailed chronologically below

BerryDunn Assurance, Tax, and Consulting

Management and Operational Studies

2020 to present

- Serve as consultant and subject matter expert as an independent subcontractor
- Work with police departments to identify and implement best practices while improving organizational effectiveness and efficiencies
- Provide staffing, deployment, policy, practice, and process consulting
- Specific focus on improving police response to victims, violence against women, and diversity issues

Institute for Intergovernmental Research

Training, Mentoring, and Subject Matter Expertise

2020 to present

- Serve as consultant and subject matter expert as an independent subcontractor
- Work with police departments to identify and implement best practices regarding supporting victims

Ending Violence Against Women International

Cadre of Experts, member

2020 to present

- Provide training and subject matter expertise for violence against women crimes
- Assist police agencies improve their response to violence against women crimes

International Association of Chiefs of Police

Law Enforcement Policy Center

2019 to present

- Serve as consultant, subject matter expert, and contributor regarding stalking policy
- Assist in development of a Consideration Paper addressing stalking
- Assist in development of a Concepts & Issues Paper addressing stalking

International Association of Chiefs of Police

Identifying and Preventing Gender Bias in Law Enforcement

2017 – present

- Serve as consultant, trainer, mentor/coach, and subject matter expert on violence against women, domestic violence, sexual assault, strangulation, and law-enforcement perpetrated sexual violence
- Work with partner agencies to improve vision, values, processes, policies, practices, and relationships with partners such as prosecutors, service providers, and community stakeholders

- Coach, mentor, and develop senior staff including chief executive on addressing gender bias in law enforcement
- Provide coaching, mentoring, and training in organizational change that supports victims and positively addressing violence against women

International Association of Chiefs of Police

Management and Operational Studies

2017 to present

- Serve as consultant, subject matter expert, and project lead as an independent subcontractor
- Work with police departments and other organizations to identify and implement best practices while improving organizational effectiveness and efficiencies
- Provide staffing, deployment, policy, practice, and process consulting
- Specific focus on improving police response to victims, violence against women, and diversity issues

International Association of Chiefs of Police

Enhancing Law Enforcement Response to Victims

2019

- Served as subject matter expert, writer, and editor in preparation of implementation and strategy guides

Rockport (TX) Police Department

Interim Civilian Police Administrator/Chief of Police

2018 to 2019

- Rehabilitated relationship with local County/District Attorney
- Implemented Community-Oriented and Problem-Oriented Policing
- Modernized policies, practices, and procedures
- Recruited and hired new Police Chief
- Helped agency without change in Chief in 29 years develop skills for change
- Implemented community and employee engagement
- Developed a suite of accountability processes
- Coached and developed command staff in management, leadership, and accountability
- Provided coaching, mentoring, and relationship-building in supporting victims

International Association of Chiefs of Police

Roundtable on Innovative Approaches to Human Trafficking (Washington, DC)

September 2019

- Facilitated workshop for senior law enforcement leaders to identify best practices and innovative approaches to address human trafficking

International Association of Chiefs of Police

Consultant, Law Enforcement Role in Supporting Victims of Crime

2017 – 2019

- Served as consultant, trainer, and subject matter expert
- Developed videos, tip cards, pamphlets, and training curricula to assist agencies with improving their support of victims of crime
- Provided training in utilization of related toolkit for victims of crime

International Association of Chiefs of Police

National Law Enforcement Leadership Institute on Violence Against Women

July 2019

- Served as faculty and staff for the institute
- Coached, mentored, and trained police executives to support recognize significance of VAW, understand importance of leadership's role in enhancing police response to VAW, and provide the tools to help executives change their organizations culturally

Conference on Crimes Against Women (Dallas, TX)

April 2019

- Presented training, facilitation, and coaching/mentoring on organizational change and developing a victim centered trauma-informed police agency

Ending Violence Against Women Conference (San Diego, CA)

April 2019

- Presented training on organizational change and developing a victim-centered, trauma-informed police agency

International Association of Chiefs of Police Conference (Orlando, FL) ***Organizational Change and Cultural Change to address Gender Bias***

October 2018

- Presented training and coaching on organizational change and developing a victim-centered, trauma-informed police agency

National Center for Victims of Crime Conference (Orlando, FL) ***Victim Compensation***

September 2018

- Presented training and coaching on Victim Compensation Practices and Tools

VOCA Conference (Savannah, GA)

Victim Compensation

August 2018

- Presented training and coaching on Victim Compensation Practices and Tools

Department of Justice and Office of Victims of Crime

Roundtable on Community Policing Approaches to Human Trafficking (Washington, DC)

May 2018

- Served as consultant, trainer, and facilitator
- Presented training to and facilitated workshop for senior law enforcement leaders to identify best practices regarding integrating community policing approaches with modern strategies to address human trafficking

BAE Austin Quarterly Leadership Summit (Austin, TX)

Organizational Development and Leadership Consulting

November 2017

- Provided training, facilitation, coaching, and mentoring to senior leadership to help develop leadership skills to influence organizational change and growth

Chief of Police

Chattanooga Police Department

June 2014 to July 2017

PRIMARY AREAS OF RESPONSIBILITY

- Five Assistant Chiefs, eight Captains, 19 Lieutenants
- Authorized force of 486 sworn officers and approximately 100 non-sworn employees
- Report directly to elected Mayor in a strong Mayor-City Council government
- Manage relationships with nine-member City Council and other local, regional, and state elected officials including testifying in State Legislature regarding public safety
- Approximately \$64 million-dollar budget
- City of over 175,000 official population. Tennessee is often among the states with highest crime rates and Chattanooga's location makes it a natural transit point for visitors - both legitimate and with criminal intent - as they travel the region and spike the daytime population. Despite these factors, crime - including violent crime - decreased under my leadership
- Regional explosive ordinance and SWAT teams that service a multi-county region.
- Tourist destination with 160+ special events served formally by the police department including: US Cycling Championships, IronMan Triathlon, IronMan 70.3 triathlon, IronMan World Championships, 9-day musical festival called Riverbend, 7 Bridges Marathon, nation's largest rowing regatta, River Rocks Outdoor Festival, Chattanooga Marathon, and many more
- Family Justice Center
- Police response to over 250,000 calls for service including over 11,000 vehicle crashes and submission of over 100,000 reports every year
- Regional, multi-agency Firearms, K9, and Explosive Training Facility
- Administration of one of only four municipal Police Training Academies in Tennessee

SIGNIFICANT SUCCESSES IN CHATTANOOGA

Reforms, Accountability and Employee Development

- Assumed leadership over a department with a significant and extended leadership vacuum including six months with no chief and no Executive Staff except a single Assistant Chief. This situation required the selection, appointment, training, and mentoring of three members of Executive Staff - one of whom has since been recognized nationally for his leadership contributions
- Implemented a department and community collaboration effort called RESTART (Recruiting, Engagement, Selection, Transfer and Assignment Team) to reform the recruiting, hiring, transfer, promotion, and other operational processes with active participation by internal and external stakeholders to ensure equitable performance in all areas by the department. RESTART has been recognized in publication by the Department of Justice as a promising practice
- Re-organized department structurally and operationally to support emphasis on reducing violent crime through data, empowerment of all employees, and accountability of command staff using statistical analysis and technology to maximize efficiency and leverage effectiveness
 - Developed a unique command accountability function called Predictive Community and Intelligence-Led Policing (Pre-CIP)
- Collaborated with employees and community to develop new Mission, Vision, Values and Motto to support community-informed expectations of police service
- Worked in collaboration with community, officers of all ranks, employee associations,

professional peers, and national organizations to build a police agency supported by three core policing strategies:

- Community Oriented Policing & Problem Oriented Policing
- Focused Deterrence
- Intelligence Led Policing & Data Driven Policing
- Proven track record of holding officers accountable for misconduct
- Implemented education-based discipline protocols to minimize need for discipline while improving service. Developed discipline matrix for consistency, equity, and transparency
- Developed and implemented first-ever mediation program to resolve police-community disputes and conflicts while strengthening relationships
- Enhanced relationships with employee associations including regular meetings to solicit participation in policy/strategy development and operational decisions
- Led effort to teach and mentor entire department how to participate in the Budgeting For Outcomes (BFO) process to produce a consensus budget
 - Led successful adoption of multiple budget programs and an overall increase in budget all years
- Implemented department-wide Watch Commander program to ensure command leadership presence on patrol and enhance mentoring and professional development opportunities

Crime Reduction

- Two percent reduction in overall crime (as reported to the State of Tennessee) from 2013 to 2014. Achieved this crime reduction while also reducing total arrests - a clear indication of success of our core policing strategies
- Ten percent reduction in overall crime from 2014 to 2015
- Five-year lows in robberies and burglaries in 2015
- Continued crime reduction YTD 2016

Building Trust, Implementing Community Policing & Developing Relationships

- Crime reductions in 2014 as noted above were made while making fewer arrests than the previous year. This demonstrates a commitment to focused enforcement, community and problem-oriented practices, and progressive use of technology and intelligence
- Provided department-wide training and support for Community Policing and Problem-Oriented Policing including customized Community Policing and Relationship-Building curricula
- Created a Community Policing Unit including liaison officers for minority and traditionally disenfranchised communities.
- Created first Hispanic Community Liaison with regular office hours in a community advocacy office
- Implemented Refugee and Immigrant Safety Education Program.
- Resurrected moribund Hispanic Citizens Police Academy and trained over 90 participants to date
- Proven creativity in developing and deploying critical training and community
- outreach initiatives such as the Cadet Community Immersion Program
- Created first-of-its-kind Minority Internship Program
- First Chattanooga Police Executive to speak at Chattanooga Gay Pride Festival and march in Pride parade
- Fielded most diverse cadet class ever at Chattanooga PD

- Earned outside grant to fund a minority recruiting financial incentive program called “Each One Reach One” in partnership with Urban League of Chattanooga
- Created a Special Victims Unit to focus on the most vulnerable violent crimes victims consistent with a victim-centered philosophy
- Recognized by local NAACP branch for community service & relationship-building
- Recognized by Department of Justice in 2016 report about improving diversity
- Recognized by International Association of Chiefs of Police for diversity efforts
- Led a collaborative effort that reformed report writing process and reduced written reports by over 40% to create uncommitted time to support Community Policing Efforts
- Reformed crash reporting process to reduce number of written crash reports to create uncommitted time to support Community Policing Efforts
- Developed “Front Porch Line-up” to implement walking patrols and face-to-face relationship building in diverse communities
- Developed monthly “Chief’s CommUNITY Walks” in rotating neighborhoods to bring community interaction and dialogue to the streets in diverse communities

Building Trust, continued

- Developed PLAY (Police Leadership And Youth) to bring police and other public safety professionals into the lives of youth through athletics and leadership
- Built a mobile Community Outreach and Recreation Trailer
- Participated in record number of community events
- Three straight years of improved community rating of police services

Focused Deterrence and Other Crime Initiatives

- Led implementation of Focused Deterrence strategy to impact gang and gang- related violence while building police legitimacy and restoring community trust
- Recognized for expertise in focused deterrence by National Network of Safe Communities as evidenced by continued role as a training agency
- Perfected the delivery of focused deterrence-based Custom Notifications and CPD has been utilized to train other cities implementing focused deterrence
- Developed a nationally recognized best practice: Community and Police Responding to Victims of Violence (CPRVV)
- Implemented SHOCAP (Serious Habitual Offender Community Action Plan) in partnership with Juvenile Court
- Developed “Juvenile Informational Call-in Events” to provide access to information about accountability and community services to teen offenders from a broad-based panel of community stakeholders
- Developed “Most Violent Weeks and Surge Response” as a problem-oriented policing strategy in conjunction with Crime Analysis’ expanded capacity
 - Saw first long-term reduction in gang violence in the six months following implementation of this strategy
- Developed “Action Teams” enforcement strategy to utilize quantitative intelligence and statistical analysis from Crime Analysis and qualitative analysis and human intelligence from Intelligence Unit to attack crime spikes and trends
- Developed “Chattanooga Firearms Initiative” and “Follow the Gun” strategy
- Built a regional public safety partnership called “Greater Chattanooga Area Law Enforcement and Public Safety Team” comprised of 18 or more local, county, state, regional, and federal partners
- Built a partnership with Chattanooga Department of Economic and

Community Development's Code Enforcement Division to partner with Code Enforcement and co-locate inspectors with police officers to pursue problem-oriented policing

Intelligence-Led Policing and Technology

- Continued commitment to crime reduction through best national practices.
- Created Crime Analysis Unit with four full time professional analysts to provide quantitative and statistical intelligence and analysis
- Created Criminal Intelligence Unit to provide qualitative and human intelligence and analysis
- Created a customized approach to intelligence-led and data-driven policing using the above resources, cultivated a strategy-driven mentality department-wide, and built an accountability process called Pre-CIP (Predictive Community and Intelligence-led Policing)
- Led acquisition of field-based quality control system for report writing that will reduce data lag from 15+ days to mere minutes and eliminate need for numerous data entry and quality control personnel positions which will be repurposed to support Community Policing efforts
- Collaborated with Department of Alcohol, Tobacco, and Firearms to build the Chattanooga Firearms Initiative and build a National Integrated Ballistics Identification Network regional forensics and intelligence program
- Developed and opened a Real Time Intelligence Center (RTIC) to include a robust business intelligence capacity, comprehensive city-wide public safety cameras, a mobile police-community interaction application, and near-24-hour intelligence and investigative support for patrol and investigations
- Earned a \$300,000 grant for body worn imaging and evidence management technology

Victim-Centered Organization, Trauma-Informed Care and Family Justice Center

- Re-organized department to create a trauma-informed and victim-centered approach to community violence
- Supported the development, construction, and launch of Chattanooga's Family Justice Center (FJC) to provide a 'one-stop-shop' of wrap-around services for victims of intimate partner violence, sexual violence, child abuse, elder abuse and other special crimes
- Created the Special Victims Unit to build expert investigators for the types of crimes supported by the FJC
- Created Chattanooga Police's first-ever Victim Services Unit - including hiring a Victim Services Coordinator - and deployed Licensed Clinical Social Workers in the field for post-event victim services
 - Earned a \$300,000 grant from the DOJ's Office of Victims of Crime and IACP to implement Victim Services
 - Earned a \$200,000 DOJ Project Safe Neighborhoods grant to deploy Licensed Clinical Social Workers to support victims of crime and trauma
- Created Community and Police Response to Victims of Violence (CPRVV) to provide support and outreach to communities in the immediate aftermath of violence and trauma. CPRVV was recognized by the National Network of Safe Communities as a best practice
- Recognized by regional branch of National Association of Social Worker for contributions to this field
- Signed historic memorandum of understanding with University of Tennessee at Chattanooga to formalize investigative partnership and information sharing regarding sexual assault and violence against women

Communications

- Created a Communications Coordinator position and built a full-service Police Information Office
- Developed and implemented progressive use of social media and proactive internal and external communications to develop relationships and improve two-way communication with the community to build external relationships and improve internal morale
- Created and trained adjunct Police Information Officers and trained supervisors and commanders in public communication

Traffic Safety

- Reduced alcohol related fatalities 21% compared to 2015 (YTD thru Nov 16)
- Reduced fatal crashes 37% vs 2015 and 24% vs 2014 (YTD thru Nov 16)
 - State of TN experienced 8% increase in approximately the same time frame
- Reduced injury crashes by 9% vs 2015 (YTD thru Nov 16)
- Crash reduction achieved while also reducing total citations 29%. This reflects the use of Data Driven Approaches to Crime and Traffic Safety and supports overall policing philosophy of focus on the relatively few offenders who cause majority of disorder which builds police legitimacy
- Implemented Chattanooga Safe Biking Initiative in May 2015. This program is well received by the community with various companies donating thousands of dollars to develop a first-of-its-kind acoustical technology to enforce safe passing laws and employ 18 billboards for education. The SBI saw an almost 25% decrease in cycling crashes the year after implementation and a survey saw quantifiable improvements in perception of safe cycling. Recognized by Bicycling Magazine for contributions to cycling safety; Chattanooga named one of 30 Best Bicycling Cities

Critical Incidents

- Led the Chattanooga Police Department through the terror attack of July 16, 2015, in which a gunman attacked two military facilities, killed five service members, wounded another, and seriously wounded a Chattanooga Police Officer
- Worked directly with United States Marine Corps and United States Navy to build safety and armed security protocol for nationwide deployment
- Led the Chattanooga Police Department through numerous Black Lives Matter rallies and protests with no arrests, no disturbances, and no violence
- Led Chattanooga Police Department through mass casualty event during semi-trailer crash on major interstate highway in 2015
- Led Chattanooga Police Department through mass casualty event during school bus crash in 2016

Financial Management

- Worked with City Staff to create a budget that delivered community-requested police resources and services
- Demonstrated fiduciary responsibility over a very large police budget and resources as exemplified by being consistently under budget
- Earned over \$1,000,000 in federal and local grants to initiate, expand, and support progressive policing programs
- Previous career was as a financial auditor for one of the world's largest CPA firms

Commander, Region III (Central East and South-Central Austin)

Austin Police Department

October 2012 to June 2014

During my tenure at the Austin Police Department we served a population of ~885,000 community members in an area of 271 square miles. The City of Austin is the capital of Texas. At the time it was, the 11th largest city in the country and has been designated as one of the fastest growing large cities in the United States. The Austin Police Department employs 2300 and has a \$283 million annual budget.

While in my final assignment at the Austin Police Department, I commanded APD's Region III that serves over 175,000 community members representing the most diverse population of Austin in an area of over 59 square miles.

Provided leadership for 260 sworn personnel including patrol, investigative, undercover street crimes, and community policing units.

Managed a \$27 million annual budget. Provided leadership for regional crime analysis unit and administrative support for the region.

Administered response to over 116,000 calls for service annually.

SIGNIFICANT SUCCESSES IN AUSTIN

Regional and citywide mission for a diverse urban community

- Two "Area Commands" which serve traditionally African-American Central East Austin and traditionally Latino South-Central Austin
- Two destination-type entertainment districts
- Circuit of The Americas - an international Formula 1 and MotoGP race track with a large amphitheater concert venue

Problem-oriented violence and crime reduction solutions

- Focused Deterrence effort, **Drug Market Intervention** ("*High Point Model*"):
 - Implemented David Kennedy's (John Jay College and National Network of Safe Communities) "*High Point DMI model*" and eradicated chronic, multi-generational open-air drug market
- Built successful partnerships with community members and leaders, neighborhoods, criminal justice agencies, service providers, academic leaders, businesses, media, and advocacy groups
- Created a regional Top Offender program. This crime reduction program is data driven and focuses on individuals with repeat contact with the police. This program has helped identify specific suspects responsible for large numbers of offenses

Demonstrable Crime Reduction

- Violent crime in Region III decreased 14% and property crime decreased 9% from 2012 to 2013
- In 2014 violent crime in Region 3 was 32% below the five-year high and property crime was 15% below five-year high
- Austin recognized as the second safest big city in the country

Crime reduction through implementation of national practices including

- Intelligence-Led and Data-Driven Policing using daily statistical analysis
- Weekly “Rapid Response” meetings
- Monthly Executive Updates
- Partnership with local policing experts in academia (e.g., Geographic Profiling Study)
- Special projects in problem solving

Improved Traffic Safety

- Worked directly with patrol to create and implement ‘bottom up’ traffic initiative.
- 19 traffic fatalities in 2013 versus 25 in 2012
- Created Safe Biking Initiative (SBI) to address dangerous behavior and poor relationships between cyclists and motorists that has been recognized as a best practice in the state

Sound Financial Management

- Demonstrated fiduciary responsibility over police budget and resources as exemplified by being consistently under budget through utilization of creative staffing models and active leadership
- Elected trustee of a financially stable and nationally recognized police pension for prior ten years (with prior 6 years as Vice Chair). Fund has grown from under \$400 million to over \$600 million under my leadership

Demonstrated commitment to Community Oriented and Problem-Oriented Policing and proven creativity in developing critical training, relationship- building and community outreach initiatives.

- Annual Community Walk to show visible unity with neighborhood and police.
- Refugee & Immigrant Safety Education (RISE) Program
 - *Opportunities for two-way cultural learning between police officers and some of the most vulnerable community members – refugees and immigrants – in a safe, non- intimidating environment with a focus on reinforcing new residents’ rights and protections. Program is designed to provide public safety contact with every single political refugee to Central Texas and hundreds of traditional immigrants each year.*
- “We Are Here”
 - *Create follow up and stability – post Drug Market Initiative – based on community relationships which rebuild trust and partnerships in a community accustomed to failed attempts at real change in a chronic high crime area. Meaningful partnerships developed with service providers, community residents, neighborhood associations and advocacy groups. Program includes a signed contract with community.*
- Safe Biking Initiative
 - *Reform motorist, cyclist and police relationships through community-based partnerships, round tables, forums, education/outreach, enforcement and broad marketing effort with creative multi-media strategies.*
- District Representative Training and Transition Improvement project
 - *Reform citywide District Representative training and transition based on best practices developed in Region III through collaboration with community members and neighborhood groups.*

Data-Oriented and Mentoring-Focused Leadership

- Established three goals intended to enhance customer service, reduce crime and increase feelings of safety and the overall quality of life in the region:
 1. Improve morale

2. Improve community relationships
 3. Decrease violent crime (evidenced by improved crime statistics)
- Improved morale through demonstrable leadership:
 - Dramatically reduced vacancy rates in Region III
 - Mentored and developed lieutenants and sergeants
 - Improved community relationships by cultivating exceptionally strong ties with diverse community and rebuilt trust by establishing, organizing and participating in series of community town hall meetings, commander forums, neighborhood walks, community sponsored events and one-on-one meetings with formal and informal community leaders
 - Reformed region to focus on two-way communication with public and to increase customer service
 - Decreased violent crime by embracing use of intelligence-led and data-driven policing through use of Compstat-type models
 - Focused regional crime efforts on demonstrable statistical and anecdotal intelligence and created opportunities to leverage the overlap between both types of data
 - Created collaboration between regional crime analysis and local academics to develop studies of geographic profiling opportunities

Other Community Programs Initiated

- Street Law course (assist youth to navigate law enforcement encounters)
- Colony Park Outreach
- Fall Fest (community pet adoption and crime prevention festival)
- Cops & Coffee
- NextDoor and Facebook efforts
- Tour de Community (African American Bicycle Festival and research partnership with University of TX)
- Books and Badges
- Conversational Spanish for Police Officers
- Restorative Justice in Schools – A Program for Effective Justice for Youth
- Lasting partnerships and successful program implementation with NAACP, Texas Civil Rights Project, Caritas, Refugee Services of Texas, AVANCE and others

Significant Ancillary Command Duties

- Commander of Counter Assault Strike Team
- Policy Review Committee
- Public Safety Camera System Board
- Pension Board Trustee and Vice Chair for 10 years

ADDITIONAL PROFESSIONAL HISTORY AT AUSTIN POLICE DEPT

Lieutenant, Region IV, Patrol

December 2011 to October 2012

Responsible for all patrol operations in two area commands for second (evening) shift:

- Daily leadership and management of 12 sergeants and 60 patrol officers in a large geographic region with significant urban policing issues
- Served as liaison with community, businesses and media and developed productive relationships with businesses and residents to combat chronic crime issues

Lieutenant, Professional Standards (Internal Affairs)

November 2009 December 2011

Responsible for 12 sergeants and all investigations of alleged officer misconduct

- Selected by Chief of Police to lead reform and reorganization of Internal Affairs after a high-profile officer-involved shooting investigation and misconduct in Internal Affairs
- Reformed Internal Affairs policy and procedures and developed first Operations Manual.
- Created new, comprehensive training protocol and professional development plan
- Rebuilt relationships with Office of Police Monitor (responsible for civilian oversight of the investigation of police misconduct)

Lieutenant, Special Operations

November 2007 to November 2009

Responsible for full-time SWAT team (four supervisors and 21 members) plus reserve team:

- Austin SWAT was one of only seven full-time SWAT teams in the state of Texas
- Also, commander of Patrol K9 and Hostage Negotiation teams
- Served as SWAT commander for 121 high-risk warrant services, barricaded subjects and other critical events with no loss of life and no significant injuries to civilians or officers
- Reformed SWAT team to provide focus on serving internal customers better and communicating with external customers more effectively
- Developed Tactical Patrol Officer Program
- Reformed testing and selection procedures to ensure equity, fairness, and transparency
- Participated in multi-jurisdictional task forces and resource procurement committees

Lieutenant, Support, Downtown Area Command

February 2007 to November 2007

Responsible for all non-patrol police services in Downtown Area Command including detectives, street crimes, community policing and civilian ranger units

- Served as Executive Officers to Region Commander and reviewed all complaints, responses to resistance and other administrative tasks
- Helped coordinate multiple wide-scale, multi-day entertainment events such as international music festival SxSW which draws almost a quarter million visitors
- Created a sound/noise enforcement protocol and developed partnerships for enforcement and education to ensure voluntary compliance
- Helped create a problem-oriented, relationship-centered solution to emerging and unregulated pedi-cab industry
- Developed lasting relationships with both business and service organizations.
- Initiated Public Safety Camera Project

Sergeant and Lieutenant, Advanced Officer and Cadet Training

March 2003 to February 2007

Sergeant of advanced officer and cadet training. Appointed Director of Cadet Training upon promotion to Lieutenant. Ultimately responsible for training over 400 cadets who became Austin Police officers. Notable accomplishments:

- Dramatically increased use of scenario-based training (as many as 3,500 scenarios per class)
- Redefined physical testing standards while obtaining new statistical samplings
- Reformed assessment, testing, mentoring, and support systems resulting in dramatic improvement in academic success internally and on state licensing exams
- Oversaw reform of entire lesson plan system and library

- Built a 'test bank' to ensure fair and impartial standardized internal testing and ability to support improved external testing performance
- Developed and implemented Community Immersion Program to educate new officers in Austin's rich cultural diversity and to develop appreciation for differences while developing vital communication skills
- Created class on off-duty conduct and ethical behavior ("*The Other 128*") to expose new officers to the pitfalls of off-duty behavior
- Developed and supported Cadet "Family Academy" to ensure success of entire family as well as Police Cadet

Significant Critical Event During Training Assignment

Served as overall supervisor at the Austin Convention Center during the temporary sheltering of over 5,000 displaced community members from the Gulf Coast following hurricanes Katrina and Rita. Responsible for all police services for several thousand community members and a temporary community for overnight shift for several weeks.

Sergeant, Patrol, Central West Area Command

February 2002 to March 2003

- First line supervisor for large central command that includes one of largest public universities in the country, State Capitol, two major hospitals including a Level 1 Trauma center and the Sexual Assault Response hospital, and the downtown area with multiple entertainment districts and regular special events, protests, rallies, etc.

Detective, Various Assignments

March 1997 to February 2002

- Street Detective, Central East Austin
- Violent Crimes (Sex Crimes)
- Internal Affairs

Patrol Officer, Various Assignments

July 1994 to March 1997

- Central West (downtown) and Southwest Austin

PROFESSIONAL EXPERIENCE PRIOR TO LAW ENFORCEMENT

Auditor, KPMG, Dallas and Austin, TX

August 1990 to July 1994

Four years of increasing supervisory responsibility as financial auditor for largest Certified Public Accounting firm in world

- KPMG is an international audit, tax and advisory firm with over 23,000 employees in the US and over 152,000 worldwide
- Promoted annually; departed as Supervising Senior Auditor to be promoted to Manager
- Responsible for developing and maintaining client relationships, performing audit tests, interviewing key management personnel, conducting analytical and statistical review, developing systems tests, writing audit documents, and other audit and client service tasks
- Clients included Fortune 500 and SEC-regulated companies

ADDITIONAL BACKGROUND INFORMATION

EDUCATION and PROFESSIONAL TRAINING

Bachelor of Business Administration in Accounting

- University of Texas, 1990

Federal Bureau of Investigation National Academy

- Class 242, 2009

Leadership Command

College

- Austin Police Department, 2012

United States Marine Corps Platoon Leaders Class

- Officer Candidate, 1987

SIGNIFICANT AWARDS and COMMUNITY RECOGNITION

- Vision Award Chattanooga Connected (Ebony and Ivory)
- Public Official of the Year Award, Regional National Association of Social Workers (Chattanooga) Award of Excellence, United States Army (Chattanooga)
- Community Champion Award, La Paz (Chattanooga)
- Community Service and Leadership Award, Caritas of Austin (Austin)
- Chief of the Year Award, Tennessee Association of Chiefs of Police (Eastern Tennessee) Numerous awards and recognition for service in Austin Police Department including awards for service, leadership, and valor (Austin)
- Community Service Recognition Award, Chattanooga Branch of NAACP (Chattanooga) "H.E.R.O" (Helping Everyone Reach Opportunities) Award, United States Army (Chattanooga) Distinguished Citizen Award, Chattanooga Chapter of Freedoms Foundation

PERSONAL and RECREATIONAL INTERESTS

- Distance and trail running
- Backpacking, Hiking, and Paddling
- Snow skiing and snow shoeing
- Fly fishing
- Studying Spanish
- Learning guitar
- Road cycling and mountain biking
- Motorcycling, on and off-road

CURRENT AND PRIOR PROFESSIONAL SERVICE, MEMBERSHIPS AND COMMUNITY INVOLVEMENT

- Member, Ending Violence Against Women International's Cadre of Experts
- Member, Police Executive Research Forum
- Member, International Association of Chiefs of Police
- Member, Tennessee Association of Chiefs of Police
- Member, Combined Law Enforcement Agencies of Texas
- Member, Fraternal Order of Police
- Member, International Brotherhood of Police Officers
- Member, Law Enforcement Leaders to Reduce Crime and Incarceration
- Member, Law Enforcement Immigration Task Force
- Member, National Organization of Black Law Enforcement Executives
- Member, IACP Stalking Working Group

CURRENT AND PRIOR PROFESSIONAL SERVICE, MEMBERSHIPS AND COMMUNITY INVOLVEMENT, *continued*

- Trustee & Vice Chair, Austin Police Retirement System
 - 10 years total as trustee, 6 of those years as Vice Chair
 - Helped financially stable fund grow from under \$400 million to over \$600 millionTrustee, Austin Police Association Board
- Director, Board of Directors of Please Be Kind to Cyclists (Austin)
- Director, Habitat for Humanity Board of Directors (Chattanooga)
- Director and Chair, La Paz of Chattanooga Board of Directors (Chattanooga)
- Director, Sexual Assault Nurse Examiner Board of Directors (Austin)
- Instructor, APD's West Point Leadership Academy
- Instructor, APD's Citizen Police Academy
- Instructor, Developer, & Coordinator, Perspectives on Profiling
 - Customized anti-Bias Based Policing curriculum using community and police to teach police and community
- Instructor, APD cadet training and advanced officer training
- Instructor/facilitator, APD and CPD Community Immersion Program
- Instructor, public and personal safety for active residents
- International Instructor and Coordinator, Police Skills, Tactics, Language & Peer Exchange Program (Coahuila, Mexico)
- Graduate, Spanish language immersion and live/study program (Guanajuato, Mexico)
- Facilitator/instructor, Simon Wiesenthal Center's Museum of Tolerance Programs
- Participant, Simon Wiesenthal Center's Museum of Tolerance Leadership Conference
- Graduate, Simon Wiesenthal Center's Executive Command Development Program (2006)
- Guest Instructor, University of Tennessee at Chattanooga Business School
- Keynote Speaker, Advanced Law Enforcement Rapid Response Annual National Training Conference
- Guest Speaker, Civilian Law Enforcement and Military Cooperation Committee
- Guest Speaker, 2015 International Association of Chiefs of Police
 - Regarding leading police through terror attacks and aftermath
- Guest Speaker, 2014 Texas Trails and Active Transportation
- Conference Guest speaker, 2016 International Association of Chiefs of Police Conference
 - Best practices developed to promote/build diversity in law enforcement.
- Contributor, Department of Justice and PERF Task Force Report on Identifying Gender Bias in Law Enforcement Response to Sexual Assault and Domestic Violence (2016)
- Annual Luncheon Chair, Cherokee Council of Boy Scouts of America
- Member, Austin Marathon Pacing Team
- Coach and mentor, community-based running and general fitness programs
- Coach and mentor, youth sports
- Volunteer, Special Olympics