EXHIBIT "B"

CENTER for INNOVATIONS in COMMUNITY SAFETY

GEORGETOWN LAW

Mathis v. County of Siskiyou External Auditor Proposal

July 30, 2026

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Introduction

Georgetown Law's Center for Innovations in Community Safety (CICS, pronounced "kicks") submits this proposal to serve as the external auditor pursuant to the settlement agreement in *Mathis v. County of Siskiyou*. As the external auditor, the CICS team seeks to partner with the Siskiyou County Sheriff's Office ("SCSO") in its effort to provide competent, effective, and responsive public safety services, while affording dignity and respect to all persons.

CICS's approach and proposal are anchored in three principles:

1. Successful settlement agreement auditing requires building effective relationships both with the parties to the agreement and with the broader set of involved stakeholders. This includes forging a collaborative partnership with the parties, understanding the concerns and perspectives of all stakeholders, and prioritizing transparency and open communication.
2. The County, the Sheriff's Office, and the Siskiyou County community will all benefit from the Sheriff's Office successfully implementing the agreement and reaching substantial compliance as rapidly as possible.
3. Law enforcement agency auditors should strive to make their work as cost-effective and straightforward as possible, without compromising quality and accuracy. Audits and reviews designed with sustainability and long-term impact in mind are more feasible for a local agency and its community to replicate as needed, helping ensure that gains made during external oversight are maintained over time.

CICS is a non-profit, mission-driven academic center at Georgetown Law. We are home to a wealth of experience working closely with law enforcement agencies to build stronger, more just public safety infrastructures. CICS has long collaborated with law enforcement agencies to this end through its flagship ABLE (Active Bystandership for Law Enforcement) project, a training program designed to build cultures of active bystandership in our partner agencies. The ABLE Project partners with over 430 law enforcement agencies nationwide.

CICS has led several other projects at the nexus of law enforcement and community. CICS convened and facilitated a community-driven problem-solving process that brought together Washington, DC's Metropolitan Police Department, area hospital-based violence intervention programs, medical staff, and community members, to develop policies governing law enforcement interactions with patients in hospital emergency rooms. We worked closely with line-level officers through our Police for Tomorrow Fellowship program, which gave Washington DC officers the opportunity to learn more about the communities they police, and how their conduct shapes the impact of policing on those communities. We also are adept at law enforcement research and have a PhD mixed-methods researcher with expertise in quantitative and qualitative analysis, program evaluation, and community-engaged research on staff. We are currently in the later stages of a complex collaborative research project with a county law enforcement agency in Virginia that includes a randomized controlled trial regarding the impact of training on officer conduct. This mixed-methods applied research project relied on an in-depth community engagement process to inform the study design, shape data collection and provide qualitative insights into the team's findings.

To serve as the external auditor of the *Mathis* settlement, CICS has assembled a team of experts that includes law enforcement professionals, civil rights lawyers, and others with significant experience auditing and implementing law enforcement settlement agreements. Members of this team have extensive experience across all aspects of the agreement implementation: as part of defendant law enforcement agencies, including agencies that have been the subject of settlement agreements, as plaintiff-side and defendant-side experts and investigators, as community members, and as independent monitors, auditors and evaluators.

This proposal will outline the CICS team's relevant experience and qualifications, the contemplated responsibilities of the team, a summary of the planned methodological approach, and the estimated time and costs of the project.

Experience and Qualifications

Deputy Chief (retired) Chris Bolton and CICS Co-Faculty Director/Georgetown Professor, **Christy Lopez** will serve as co-lead auditors of the *Mathis* agreement's implementation. CICS Executive Director **Tahir Duckett** initially will serve as Project Director before transferring this role to the **CICS Director of Law Enforcement Initiatives** when that individual has been brought on board (CICS is in the process of hiring for this position). CICS Senior Researcher **Linda Phiri** will lead the design and execution of the data analysis portions of the audits. **Emily Gunston** will focus on reviewing video footage of stops. She also will assist Christy Lopez and other CICS staff in training and supervising Georgetown law students who will conduct first-level review of stop video footage. **Danny Murphy** will take the lead in developing and updating the agreement's audit plan and will be available for additional consultation on overcoming any barriers to fully implementing the agreement.

The experience of each of these team members is summarized below. The CVs for each of these team members are attached to this proposal.

Co-Lead Auditor:

Chris Bolton is a Northern-California based policing professional and public safety consultant with more than 30 years of law enforcement experience. He spent 23 years at the Oakland Police Department (OPD), with assignments including Deputy Chief of Police, Inspector General, Internal Affairs Commander, and Field Operations Command. While at OPD, he customized a police auditing program that assessed compliance, identified risks, and drove police reforms in areas of use of force, internal affairs, and performance. He leveraged community policing strategies, intelligence-led policing, risk management, and the use of data and strategy to address implicit bias and racially disparate impacts. He also coordinated public information and community engagement efforts for the department.

Co-Lead Auditor:

Christy Lopez is the Faculty Co-Director at CICS and a Professor from Practice at Georgetown Law where she teaches courses on policing, civil rights enforcement, and criminal procedure, including the law of traffic stops and searches.

Professor Lopez served over ten years in the Special Litigation Section of the Civil Rights Division at the U.S. Department of Justice, including as a Deputy Chief of the Section. Professor Lopez led the Section's group conducting pattern-or-practice investigations of police departments and other law enforcement agencies, including litigating, negotiating, and implementing settlement agreements to resolve investigative findings. These matters included, among others, the Los Angeles County Sheriff's Department; Missoula (MT) Police Department; New Orleans Police Department; Newark (NJ) Police Department; Chicago Police Department; Ferguson (MO) Police Department; the Evangeline Parish (LA) Sheriff's Office; Ville Platte (LA) Police Department; and the Colorado City (AZ) Police Department.

Professor Lopez also served as a federal court monitor of the Oakland (California) Police Department from 2003-2010. Professor Lopez has conducted independent reviews of police shootings; was an Advisor and Project Fellow on the American Law Institute (ALI) Principles of Law, Policing; was an Advisor on the Bureau of Justice Assistance publication, *Monitoring Law Enforcement Consent Decrees: An Introduction & Starter Toolkit;* co-chaired the DC Police Reform Commission; and has served on various other commissions and working groups related to police standards and practices.

Christy was born and raised in California and received her B.A. from the University of California at Riverside.

Project Director[1]

Tahir Duckett is the Executive Director at CICS and an Adjunct Professor at Georgetown Law. He was previously an attorney at Relman Colfax, a nationally renowned civil rights law firm specializing in discriminatory policing, housing, lending, employment, education, and public accommodation. He was also a founding executive committee member of Law For Black Lives-DC (L4BLDC), an organization providing legal and policy support to the Movement for Black Lives in the Washington, DC metropolitan area. He is a member of the non-partisan Council on Criminal Justice.

As Executive Director at CICS, Tahir has managed several large-scale, complex, multi-year projects, including:

[1] As noted above, CICS is in the process of hiring a Director of Law Enforcement Initiatives. This person will become the primary manager of this project, working closely with Christy Lopez, Tahir Duckett, and the entire audit team.

- The Alternative Response Research Collective, a partnership of nine community crisis response programs in an ongoing community of practice delivering white papers on key issues facing the field
- Ongoing operations of the ABLE Project, CICS's flagship active bystandership training program serving over 430 law enforcement agencies across the United States and Canada
- The Health CARE Collaborative for Justice, a multi-year participatory policymaking project involving the Metropolitan Police Department, DC-area hospitals, and community stakeholders

Senior Researcher

Linda Phiri, PhD, is the Senior Research Associate at CICS. Her research focuses on police organizations, police-community relations, accountability, procedural justice, and race & ethnicity from a global and comparative perspective. Dr. Phiri was previously a research fellow at Arnold Ventures and was recognized as an inaugural scholar in the American Society of Evidence-Based Policing program on applied Criminology & Data Management. Dr. Phiri holds a PhD from American University, a Master's in Community Development from the University of Cambridge, and a Bachelor's in International Relations & Business from Brandeis University.

Additional Subject Matter Experts

Emily Gunston began her legal career in California as a deputy public defender in Contra Costa County. She now has more than 20 years of experience in litigation, investigations, police practices, civil rights, and public policy. For nine years, Emily served in the Civil Rights Division of the United States Department of Justice, where she helped lead the Division's group conducting pattern or practice investigations of police departments. There, she led some of the Civil Rights Division's highest profile and politically sensitive cases, including the enforcement of the consent decree to reform the New Orleans Police Department and the civil investigation of the Chicago Police Department. She has helped select monitoring teams, worked closely with monitoring teams to implement consent decrees and, since leaving DOJ, has consulted with police agencies around the country to improve practices.

Emily also served as the First Assistant Attorney General at the Office of Attorney General for the District of Columbia where she advised the Attorney General on the full range of issues affecting District government and helped manage the agency's 700-person staff and its annual budget of more than $150 million. Emily created, developed, and supervised the agency's Policy and Legislative Affairs Team, managing all the agency's policy and legislative work and serving as the principal liaison to the Council of the District of Columbia.

Emily Gunston continues to provide subject matter expertise on a variety of law enforcement practices. Note: Emily Gunston is a Senior Advisor for 21st Century Policing Solutions, which is involved in other projects in which the ACLU is a party. Emily is not involved in these projects.

Danny Murphy brings more than ten years of experience in executive leadership and nationwide consulting. He directed the execution of comprehensive reform efforts as the Deputy Superintendent for the New Orleans Police Department and subsequently as the Deputy Commissioner for the Baltimore Police Department. Mr. Murphy has since provided strategic guidance to departments across the country, including those in Minneapolis and Louisville. In addition to his broad national background, he offers specific expertise in California-based reforms, where he is currently assisting the Vallejo Police Department in fulfilling a major settlement agreement with the state. His contributions in Vallejo involved the evaluation of RIPA data and the creation of a specialized stops auditing framework.

Approach and General Methodology

Our approach as an auditing team is to **build effective relationships** with the parties and stakeholders to the agreement; **create clear compliance metrics** that provide the County the opportunity to **implement the agreement, achieve substantial compliance and exit the settlement agreement as quickly and successfully as possible**; and **employ cost-effective and straightforward methodologies** for determining compliance to make it user-friendly for the County and its many communities to sustain the gains made during the period of external oversight. This approach is woven into our scope of work, as set out below.

Stated broadly, our methodology for determining substantial compliance with the agreement is to first determine whether the agreement requirements have been put into policy, as appropriate; determine whether relevant SCSO staff has been trained in the relevant policy; and finally to determine whether the requirements of the agreement have been implemented and are being followed in actual practice. The parties' agreed-upon traffic stop policy puts SCSO far ahead of where many law enforcement agencies are at the outset of a settlement agreement, as this policy appears to encompass nearly all of the requirements of the agreement. That said, the third step in implementing agreements–ensuring agreement requirements are in place and being followed–is both the hardest to achieve and the most complicated to assess. The details of how this assessment will be conducted will be set out in the auditing plan required by the agreement.

Proposed Scope of Work

The following proposed scope of work reflects the approach and general methodology set out above.

Most fundamentally, the auditor's role is to determine whether the County has implemented the settlement agreement and is maintaining substantial compliance with it. This proposed scope of work is divided into four phases that map onto the major components of the auditing team's work, followed by a description of work that may occur, contingent on to the parties' requests, needs, and conduct.

Please note that this scope of work and the budget that follows focus on anticipated work during the first year of the agreement. During subsequent years, the parties should expect that some of the work will shift. For example, after the first year the auditing team will have developed the auditing plan, so that fixed-cost price will not be repeated, and hours committed to audit plan

development and revision will be far less. However, in subsequent years more time will be spent conducting audits and reporting out the auditing team's work and findings. For these reasons we do not anticipate that the hours committed to this project, or the associated costs, will decrease over time.

Initial Engagement and Development of Auditing Plan | Months 1–3

Key Personnel: Chris Bolton, Christy Lopez, Danny Murphy, Tahir Duckett, Linda Phiri

Within the first 90 days, the team will develop the audit plan required by the settlement agreement. To inform the audit plan and better understand SCSO operations and the perspectives and concerns of SCSO and the various Siskiyou County communities, the team will prioritize engaging with key stakeholders during this time.

Key stakeholders include the parties, Sheriff's Office leadership and rank and file, union representatives, interested community members and community leadership, and County leadership, among others. We expect to remain engaged with the parties and other stakeholders throughout the agreement, via regular and as-needed meetings and other communications, both in-person and virtually. We anticipate meeting with the parties and stakeholders more intensively during the first six months, as we develop the auditing plan and seek to provide insight into the team's work from the outset.

Chris Bolton and **Christy Lopez** will serve as the primary liaisons to the SCSO and community stakeholders.

The auditor's role is necessarily and appropriately limited, and should end successfully as quickly as possible. In our experience, when all stakeholders have confidence that settlement agreement achievements can be demonstrably maintained, it is easier to end outside auditing, exit the agreement, and to have that exit recognized as a success. Confidence that SCSO's advancements will be sustained requires that the public understands the change that has occurred over time, and views that change as positive, durable, and measurable. To facilitate this level of understanding, we will develop relationships with trusted community leaders and work with them to ensure community members, like SCSO, have the opportunity to learn what we are doing, how we are doing it, and why. This approach will enhance community understanding of and appreciation for the agreement, and better equip community members to remain constructively engaged with the SCSO after the agreement has ended.

Once initial engagement and learning has taken place, the team, led by **Danny Murphy** and **Linda Phiri,** will draft the audit plan. The audit plan can be thought of as the operational plan for the auditing team's work. It will set the shared expectations of the parties and the audit team and guide the work of the team throughout the agreement. **Danny Murphy** has significant experience developing and implementing audit plans in jurisdictions large and small. In partnership with the parties, he will do the bulk of the work creating the audit plan and related tools and protocols. This will include creating proposed benchmarks and compliance metrics, proposed review methodologies and timing, and related elements. Mr. Murphy's audit plan work is captured in the budget as the "audit plan fixed cost." We have budgeted additional hours for Mr. Murphy for work

adjacent to developing the audit plan, including revisions to the plan and contributing to the first bi-annual report. **Linda Phiri** also will be closely involved in developing the audit plan, particularly in developing proposed review methodologies and protocols.

Audit plan benchmarks and compliance metrics will be drafted with sufficient clarity, specificity and objectivity to allow SCSO to know what is expected of it to achieve substantial compliance and how to get there as rapidly and durably as possible. Metrics will be based on inputs from the agreement's key stakeholders (the parties, SCSO leadership and rank and file, and community), as well as national best practices. Once drafted, we will circulate the audit plan to the parties for review, then finalize.

During this time, the team also will execute contracts, establish secure methods of sharing information, and begin to build evaluation protocols.

Compliance Reviews and Audits: Review of Policies, Training Materials, and Stop Data | Months 3–12

Key Personnel: Emily Gunston, Chris Bolton, Christy Lopez, Linda Phiri, Tahir Duckett

Pursuant to the agreement, the team will conduct reviews of all policies, training materials, and records relevant to determining compliance with the terms of the Traffic Stop Policy and related settlement agreement requirements. This is where the lion's share of the auditor's work lies.

The agreement requires that the Traffic Stop Policy be adopted within 30 days of the Effective Date of the agreement, and that officers be trained on the policy within three months. Our review will begin with confirming that the agreed-upon policy has been formally adopted and determining whether all relevant personnel have been trained on the policy. Our review of training will include a review of training materials and documentation, as well as observing representative training presentations, where feasible.

Once policy adoption and initial training have been confirmed, the audit team will focus on whether the Traffic Stop Policy and other requirements of the agreement have been implemented. This verification will be conducted via the review mechanisms that are outlined in the settlement agreement and that will be detailed in the audit plan. The agreement requires the County to provide relevant information, including written documentation related to stops; body-worn and dash camera footage of vehicle stops; and consent search documentation, to the auditing team at least every two months. This allows for ongoing review and immediate feedback where that would be helpful to attaining or maintaining compliance with the agreement. The team will remain in ongoing dialogue with the parties regarding its review findings and will make recommendations regarding implementation as appropriate and consistent with the agreement.

One of the most costly aspects of auditing traffic stops is the important but time-intensive work of reviewing video footage of stops. Consistent with the element of our approach that emphasizes developing cost-effective assessment methods that are more easily continued after the agreement ends, we will be leveraging the skills, abilities, and availability of Georgetown law students to assist in the review of video footage of stops. We intend to carefully select, vet, and train law students to review body-worn camera footage as a component of our compliance reviews.

Reviewing body-worn camera footage for compliance with law and policy has been a routine part of many Georgetown law students' externships during law school.

Students' review of video footage of stops will be supervised by **Christy Lopez**, **Emily Gunston**, and **Tahir Duckett** (in addition to the incoming **Director of Law Enforcement Initiatives**), with secondary review of certain stops conducted by them and/or by **Chris Bolton**. We do not currently contemplate using machine learning or similar digital tools for semi-automated video review, as permitted by the agreement. However, we will continue to follow developments of this technology and may decide to use these tools should it appear that they have become sufficiently reliable and cost-effective.

Community Engagement Sessions/Ongoing Engagement | Months 3-12

Key Personnel: Chris Bolton, Christy Lopez, Tahir Duckett, Linda Phiri

Community engagement pursuant to this agreement will take various forms. The agreement requires a community engagement or listening session once every six months. These listening sessions are a key part of CICS's approach to this project, as they are to all of our law enforcement projects. The qualitative information gathered from community and law enforcement engagement will provide nuance and context to the quantitative data we analyze and help illuminate the sources of any ongoing experiences or perceptions of bias or unfair treatment. Community and law enforcement engagement also will create the foundation for oversight and accountability once the agreement has ended.

In addition to learning from Siskiyou County community members during these sessions, CICS intends to use this time to share developments as they occur, explain how and what we are auditing, and workshop how community members and the County can work together after the agreement has ended to ensure gains are maintained. **Linda Phiri** is experienced in developing qualitative analytic tools to facilitate incorporating community perspectives into audits and will be able to do so if the agreed-upon auditing plan calls for such tools.

CICS also recommends regular meetings with the parties and our team to discuss progress and workshop challenges related to agreement implementation. These meetings could be held evert two months and virtually. The CICS team will also be in regular contact with the parties and other stakeholders in order to facilitate agreement implementation.

Auditor's Bi-Annual Reports | Months 6-12

Key Personnel: Chris Bolton, Christy Lopez, Tahir Duckett, Linda Phiri

The agreement requires the auditor to prepare a bi-annual report (twice per year) that provides certain information (like the work performed by the auditor during that reporting period, and a summary and findings for any public complaints about traffic stops), and discusses specified topics (for example, the methodology and findings for each compliance review conducted, and the auditor's recommendations regarding necessary steps to achieve or maintain substantial compliance). Consistent with the agreement, this report will be provided to the parties, the Court, and the public (with appropriate redactions).

Our team has substantial experience writing reports that distill and clearly explain complex information to a variety of audiences. The challenge with such reports is ensuring they are both complete and accessible. When they are, auditor reports can be both valuable public education instruments, and important documentation of the County's progress over time. We will work with the parties and key stakeholders to draft and disseminate bi-annual reports in ways that will enhance uptake of their key points, while not compromising their accuracy or completeness.

Optional/Contingent Auditor Responsibilities | Months 1-12

Key Personnel: Chris Bolton, Christy Lopez + additional relevant team members

In addition to the responsibilities set out above, the auditor has additional optional or contingent responsibilities. These responsibilities fall under one of three general categories: making recommendations; handling allegations of misconduct/violations of the agreement; and participating in court proceedings/enforcement actions. **With the exception of recommendations associated with the development of the audit plan and other initial activities, the work associated with these optional or contingent responsibilities is not reflected in the proposed budget estimate for the first year of the agreement. The audit team anticipates increasing work related to providing recommendations over the course of the agreement. However, should significant additional work, not within the control of the auditor, be required to fulfill these optional or contingent responsibilities, the auditor may need to seek additional funds, be required to shift work, or be unable to undertake the optional or contingent work. If, for example, the parties engage in court proceedings that require significant participation from any member(s) of the audit team, the auditor may need additional funding to cover the additional work required of the auditing team in order to avoid curtailing work in other areas.**

Recommendations

The agreement speaks at various points to the auditor's responsibilities related to making recommendations, including the option to provide recommendations (Section 5.c.); the obligation to propose corrective action to correct non-compliance (Section 5.a.); and, more specifically, to recommend a system for tracking compliance, and recommend policies, procedures, and practices capable of achieving durable and sustained compliance (Section 5.a.).

Regarding a system for tracking compliance, our intent is to share the system we develop for determining and tracking compliance with SCSO so that it can eventually assume (perhaps shared) responsibility for tracking compliance and maintaining the gains it has achieved pursuant to the settlement agreement. Otherwise, while we expect it will be helpful for our team to provide recommendations more generally, it is impossible to know for certain the frequency or extent of such recommendations.

Should such recommendations be useful and feasible, we are well-equipped in this respect. Effectively providing such guidance and assistance requires knowledge of best practices and innovative approaches, and solid relationships between the audit team and key stakeholders. Our team has significant experience working within and outside law enforcement agencies to provide guidance and assistance to implement and maintain settlement agreement requirements.

Handling Allegations of Violations

The agreement requires the auditor to accept allegations of non-compliance with the agreement from the plaintiffs' counsel and make an initial determination within 45 days of notification (unless the time period is extended), and to accept complaints related to traffic stops from members of the public. These complaints may be provided, with the complainant's consent, to either the plaintiffs' counsel or the Sheriff's Office. The agreement states that the auditor "may" investigate these complaints, if they raise credible and relevant allegations, but does not require that the auditor investigate these complaints. The auditing team will need to decide upon receiving such complaints whether and to what extent to investigate public complaints that are not forwarded to plaintiffs' counsel or the Sheriff's Office.

The auditor is also required to provide SCSO and the parties with a notice of violations if it finds evidence of non-compliance with policies that did *not* result in a SCSO investigation. Several members of our team have significant experience handling complaints of policy violations/misconduct, as well as of violations of settlement agreements. It is of course not possible to know now what the timing or frequency of traffic-stop related complaints or violations will be, but we are well-equipped to respond to such complaints or evidence of violations should they occur.

Participation in Court Proceedings/Enforcement Actions

The settlement agreement does not contemplate regular court status conferences or hearings. The agreement does set out a court-involved process for the parties to resolve disputes if they disagree as to whether the County has been in substantial compliance for two years, or with the auditor's determination of substantial compliance (Section 5.a.); for actions to enforce the settlement agreement (Section 8); and a dispute resolution process for compliance issues prior to the appointment of the external auditor, or where the auditor is incapacitated (Section 7). Given the uncertainty of any court participation by the auditing team, particularly during the first year of the agreement, we do not discuss any work we complete related to these responsibilities, and potential court participation is not reflected in the proposed budget.

Budget and Time Allocation Estimate

Total Hours and Budget Estimate

Personnel				
Name	**Time**	**Unit**	**Rate**	**Total Cost**
Christy Lopez (Co-Lead Civil Rights & Police Practices SME)	161	Hours	$ 0*	$ 0
Chris Bolton (Co-Lead LE SME)	175	Hours	$ 225	$ 39,375
Tahir Duckett / Pending Director of Law Enforcement Initiatives (Project Director/Civil Rights & Police Practices SME)	145	Hours	$ 225	$ 32,625
Linda Phiri (Senior Researcher)	58	Hours	$ 225	$ 13,050
Law Student Reviewers	336	Hours	$ 20	$ 6,720
Emily Gunston (Civil Rights & Police Practices SME)	40	Hours	$ 225	$ 9,000
Danny Murphy (Change Management & Police Practices SME)	27	Hours	$ 225	$ 6,075
Audit Plan Fixed Cost				$ 12,000
Total				*$ 118,845*
Travel				
Activities	**# of items**	**Unit**	**Unit cost**	**Total Cost**
Flights	4	RT Flights	$ 700	$ 2,800
Mileage	1200	miles	$ .725	$ 870
Hotel	12	Nights	$ 250	$ 3,000
Local Travel	7	Days	$ 100	$ 700
Per Diem (M&IE)	8	Days	$ 68	$ 544
Total				*$ 7,914*
Direct Costs Total				**$ 126,759**
Indirect Costs (15%)**				**$ 19,014**
GRAND TOTAL				**$ 145,773**

Professor Lopez's work will be pro bono, i.e. free of charge.

Time Allocation Estimate

Tasks	CL Hours	CB Hours	TD/DLE Hours	LP Hours	EG Hours	DM Hours	Student Hours
Initial Engagement, Onboarding, and Developing Auditing Plan	40	24	24	14	3	0***	0
Compliance Reviews & Audits	62	107	62	34	36	15	336
Ongoing Community Engagement/Stakeholder Communication	43	40	35	6	0	4	0
Auditor's Bi-Annual Reports	16	4	24	4	1	8	0
Total Hours****	161	175	145	58	40	27	336
Estimated number of Onsite Hours During First Year: 64***	24	24	16	0	0	0	

***Georgetown requires each Center to apply a 15% indirect cost rate to each contract*

****Does not include work on fixed-cost development of audit plan*

*****Hour distributions by person and task are general estimates*

******Two in-person visits each by C. Bolton and C. Lopez; one in-person visit by 1-2 additional CICS SME(s).*

Attachments: Team Member CVs/Resumes

CHRISTOPHER BOLTON

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Summary

Experienced policing professional and public safety consultant with more than 30 years of law enforcement and executive leadership experience. Expertise in police accountability, constitutional policing, compliance auditing, risk management, administrative and criminal investigations, and policy development. Extensive experience reviewing law enforcement stop, detention, search, arrest, and investigative documentation for legal sufficiency, policy compliance, and adherence to constitutional standards.

Proven ability to conduct compliance audits, inspections, and performance assessments while reviewing critical incidents, use-of-force cases, vehicle pursuits, misconduct investigations, and disciplinary matters. Assisted in developing and updating departmental search and seizure policies and related training. Recognized for strengthening accountability, improving operational performance, and advancing evidence-based policing practices.

Skills

- **Police Investigations & Accountability –** Expertise in completing use-of-force investigations, misconduct investigations, and disciplinary decision-making at the executive level.
- **Critical Incident & Accountability Reviews –** Directed, participated in, or reviewed 1,000+ misconduct investigations, hundreds of use-of-force cases, and dozens of vehicle pursuits. Chaired and served on executive review boards for critical incidents and other high-risk public safety events.
- **Policy Development & Compliance** - Proficient in drafting, reviewing, and implementing policies based on state and federal legal requirements, best practices, and agency needs.
- **Law Enforcement Training & Organizational Development –** Developed and delivered training programs on investigative integrity, risk mitigation, and police leadership.
- **Public Safety Consulting -** Provides expert guidance, policy recommendations, and strategic consulting to law enforcement agencies, private sector clients, and government organizations.
- **Compliance Audits & Performance Reviews –** Conducted audits, inspections, and assessments to evaluate compliance with law, policy, and professional standards.

Experience

Justice and Public Safety Consulting
Field Based Consulting, LLC
03/2022 - Present

- Principal founder of Field Based Consulting, LLC, providing contracted consulting services to the private and public sectors.
- Specializes in collaborative public safety problem-solving through thought leadership, strategic goal setting, policy and program development, training, and data-driven approaches to measure,

enhance, and achieve success.

- Clients and projects include:
  - Slalom, LLC (strategic advisor for justice and public safety data visualization, project approaches, client relationships, and delivery).
  - IDEA Analytics (Internal Affairs Subject Matter Expert for creation and implementation of misconduct complaint procedures, processes, and investigations).
  - Polis Solutions, Inc (product development for TrustStat™ and other Polis data analytics tools and consulting services to ensure optimal value, convenience, and transparency for client agencies and communities). Policy, procedure and training reviews to assess compliance with standard, required, suggested, or recommended practices pertaining to internal affairs, use of force, or vehicle pursuit policy supervision and management.
  - National Institute for Criminal Justice Reform (supports gun violence reduction strategies through technical assistance, policy review, research, evaluation, and implementation training).
  - ShotSpotter, Inc (intelligence-led policing technological integration and use consultant).
- Successful partnerships and project outcomes with teams in Cleveland, OH; Philadelphia, PA; Portland, OR; Beaverton, OR; Berkeley, CA; Green Bay, WI; New Orleans, LA; Dallas, TX; Los Angeles, CA and statewide initiatives in Maine and Massachusetts.

Oakland Police Department
Oakland, CA

Assignments including Deputy Chief of Police, Inspector General, Internal Affairs Commander & Field Operations Command
03/1999 – 05/2022 (Service Retirement)

- **Public Safety Leadership, Operations & Strategic Planning** – Directed large-scale public safety initiatives, crime reduction strategies, and special resource operations while overseeing a $70M budget. Managed all manners of public safety service and response, crowd management, risk management, and operational effectiveness for a diverse population of 250,000 residents and over two hundred Bureau personnel. Utilized data, information, and intelligence to identify trends and strategize optimal patrol and public safety goals and assignments in line with evidence-based practices.
- **Policy Development & Compliance** – Customized a police auditing program that transparently assessed compliance, identified risks, and drove policy reforms in areas of use of force, internal affairs, and performance.
- **Subject Matter Expertise** – Leveraged community policing, intelligence-led policing, risk management, and the utilization of data and strategy to address performance outcomes and the problems of implicit bias and racially disparate impacts.
- **Community Engagement & Public Communication** – Coordinated public information efforts and implemented innovative community policing initiatives. Built consensus with employees, executive managers, elected officials, labor organizations, police accountability boards, community policing commissions, department and city staff, and community groups.
- **Incident Review & Accountability** – Convened and chaired incident review boards for serious or lethal uses of force, in-custody deaths, fatal

vehicle pursuits, and crowd control incidents. Authored relevant public reports.

- **Data-Informed Communication and Transparency** – Project managed internal and public facing dashboards for incidents of force, vehicle pursuit, detentions, and arrests.
- **Complaint Intake & Investigations** – Contributed to the development, implementation, and evaluation of new complaint acceptance policies and procedures. Directed, managed, and reviewed complaint intake and investigations to ensure thoroughness, accuracy, fairness, and compliance with established standards, laws, and guidelines.
- **Training & Field Leadership** – Served as a field commander, supervisor, field training officer, and police academy instructor, shaping the development and readiness of law enforcement personnel.

Education, Certifications and Training -

National University | La Jolla, CA
Bachelor of Science, Criminal Justice Administration (2021)

California State Commission on Peace Officer Standards and Training (POST) Management Certificate (2018) - Supervisory Certificate (2010) - Advanced Certificate (2009) - Intermediate Certificate (2007) - Basic Certificate (1999)

Accomplishments

- Presenter: AI Value in Body Worn Camera Programs. American Society for Evidence Based Policing (2026)
- Presenter: Police1 Webinar - Accelerate investigations by bridging data gaps and facilitating interagency collaboration (2022)
- Presenter: The Role of Leadership in Risk Management. American Society for Evidence Based Policing (2021)
- Presenter and Letter of Recognition: Intelligence-Led Policing Practices. Berkeley, CA Fair and Impartial Policing Working Group (2020)
- Outstanding Community Partner Award - Temescal Business District, Oakland, CA (2020)
- Presenter: Racial Disparity and Precision-Based Practices. National Organization of Black Law Enforcement Leaders (2018)
- Presenter: Community Engagement and Trust Via Social Media. Smart Policing Summit (2015)
- Citizens' Advisory Committee Outstanding Officer of the Year Award (2015).
- ASIS International Bay Area Chapter - outstanding performance in implementation of law enforcement social media (2014)
- Chief's Leadership Award – Recognition for challenging the status quo and fostering innovation and creativity in police service delivery (2012)
- Medal of Merit - superior tactics and de-escalation during a life-threatening incident (2001)
- Recipient of multiple Outstanding Performance Awards and Good Conduct Awards
- Honorable discharge, Staff Sergeant, California Army National Guard and U.S. Army Military Police Corps (1989 - 1999)

Tahir Duckett

Center for Innovations in Community Safety
Georgetown University Law Center
CELL 770-823-7656 • **E-MAIL** tahir.duckett@georgetown.edu

EXPERIENCE

Center for Innovations in Community Safety,
Georgetown Law
Executive Director, Adjunct Professor, September 2021 — Present — Washington, DC

- Lead development, operations, strategic vision, and long-range planning for community safety oriented programs, including Police for Tomorrow Fellowship, Active Bystandership for Law Enforcement, policy and research support for hospital-based violence intervention programs and alternative response models
- Coach and develop direct reports; build systems for evaluating and managing employee performance; establish employee development plans that align with organizational mission
- Develop budgets, manage grant reporting and donor and key stakeholder relationships

Relman Colfax, PLLC
Attorney, September 2019 — August 2021 — Washington, DC

- Represent plaintiffs in housing, policing, and education civil rights actions in federal courts across the country, including minor children in settlement of the Flint Water Crisis litigation and twenty-one fair housing non-profit organizations in a suit against Fannie Mae alleging discriminatory maintenance of real-estate owned properties in the aftermath of the foreclosure crisis
- Conduct written and oral discovery, brief and argue motions, negotiate settlements, and maintain client relationships
- Bring in and develop cases, including a lawsuit against the Metropolitan Police Department challenging the mass arrest and conditions of confinement of Black Lives Matter protesters on Swann Street in Summer 2020

The Honorable George Hazel, United States District Court for the District of Maryland
Law Clerk, August 2018 — August 2019 — Greenbelt, MD

- Researched and drafted opinions in various areas of federal law, including civil rights, immigration, habeas corpus, and complex civil litigation; assist the Judge in preparation for oral arguments and in the management and maintenance of the civil docket

Public Citizen
Supreme Court Assistance Project Fellow, August 2017 — August 2018 — Washington, DC

- Monitored Supreme Court docket, reviewed and wrote memoranda summarizing petitions for certiorari, and recommended whether to offer assistance to public interest parties in opposition to certiorari during the October 2017 term
- Provided assistance at the certiorari and merits stage, including offering procedural advice, substantive comments and edits, and drafting briefs; served as co-counsel in the denial of certiorari in *Mayor and City Council of Baltimore v. Humbert*
- Hosted and participated in moot courts of twenty public interest cases before the Court, including *Masterpiece Cakeshop*, *Husted v. APRI*, and *NIFLA v. Becerra*

ReThink
Founder and Executive Director, September 2013 — August 2022 Washington, DC

- Established and directed a 501(c)(3) non-profit corporation that prevents sexual violence by engaging men and boys; developed and delivered trauma-informed, age-appropriate curriculum on consent, gender stereotyping, emotional awareness, and empathy in schools, workplaces, and other community settings; built cooperative programming partnerships with outside organizations
- Published essays and spoke on the record in Huffington Post, Associated Press, Think Progress, Education Week, and other national media

AFL-CIO
National Young Worker Coordinator, July 2013 — April 2015 Washington, DC

- Oversaw all aspects of AFL-CIO youth engagement, mobilization, and development program, including the development of youth policy and campaigns, organizing efforts, communications and digital strategy, and community partnerships; built organizational model for a nationwide program capable of mobilizing hundreds of workers across the country; advised AFL-CIO Secretary-Treasurer and Executive Council on federation policy and program relating to young workers

Working America, AFL-CIO
Deputy National Field Director, February 2007 — June 2013 Washington, DC

- Coordinated and provided core vision and strategy for large-scale organizing campaigns across the country with hundreds of paid staff; supervised, trained, and developed team of directors and core leaders; facilitated and mediated personnel conflicts with a unionized workforce; directed political and 501(c)(3) programming in Virginia from 2008-2011, including organizing members around key legislative and electoral fights
- Led Working America's efforts to improve diversity at all levels within the organization; developed and delivered privilege and equity trainings for organizers and leadership staff

Democratic Party of Georgia
Field Director, August 2004 — December 2006 Atlanta, GA

Grassroots Campaigns, Inc.
Canvass Director, May 2004 — August 2004 Atlanta, GA

EDUCATION

Georgetown University Law Center Washington, DC
Juris Doctor, May 2017
GPA: 3.75, Top 10%
Honors: *magna cum laude*, Public Interest Law Scholar, Order of the Coif, Exceptional Pro Bono Pledge Recognition, Dean's List ('13-'14, '14-'15, '16-'17)
Internships: James and Hoffman, PC (May 2015-June 2015), NAACP Legal Defense Fund (June 2015 – October 2015), Georgetown University Civil Rights Clinic (January 2016-June 2016), United States Department of Justice, Civil Rights Division, Special Litigation Section (January 2017-April 2017)

Emory University Atlanta, GA
Bachelor of Arts in Political Science and Religion, December 2005

SELECTED PUBLIC COMMENTARY

Academic articles, reports, and book chapters

The Carceral System Has No Future in *The Black Agenda: Bold Solutions for a Broken System*, ed. Anna Gifty Opoku-Agyeman, Macmillan, 2022

The Spark to Change in *Believe Me: How Trusting Women Can Change the World*, eds. Jessica Valenti & Jaclyn Friedman, Seal Press, 2020

Unreasonably Immune: Rethinking Qualified Immunity in Fourth Amendment Excessive Force Cases, American Criminal Law Review, 2016

Speaking Engagements

Keynote, Alternative Mobile Services Association Annual Conference, June 2024
IVLP Keynote on Policing, Department of State, October 2023
IVLP Keynote on Policing, Department of State, September 2023
In Search of Healthy Masculinities, Omaha Women's Fund, June 2022
Police Abuse Litigation Corps, Advancement Project, October 2021/May 2022
Impacted Families-Justice After Police Killings, ArchCity Defenders, August 2021
What Does Defund the Police Really Mean Here in DC and in 2021, District of Columbia Bar, August 2021
Labor Union Role in Police Reform, AFL-CIO Union Lawyers Alliance Conference, May 2021
Keynote, 2021 American Constitution Society Student Convention, March 2021

VOLUNTEER

Council on Criminal Justice, Member, September 2025 — Present
Alternative Mobile Services Association, Board of Directors, August 2023 — Present
EducateUS, Advisory Board, November 2021 — Present
Law for Black Lives-DC, Founding Executive Committee, July 2015 — August 2018

EMILY A. GUNSTON

EmilyGunston@eagadvising.com

PROFESSIONAL EXPERIENCE

EAG Advising, Washington, DC
Principal and Founder, February 2024-present
21st Century Policing Solutions
Senior Advisor, February 2024-present
Provide consulting and services to public safety and law enforcement entities, colleges and universities, non-profit organizations, and government agencies in the areas of police practices and oversight, criminal justice reform, internal and external investigations, civil rights litigation, and public policy.

Office of the Attorney General for the District of Columbia, Washington, DC
First Assistant Attorney General, January 2023 - January 2024
Senior Counsel to the Attorney General and Deputy Attorney General for Policy and Legislative Affairs, July 2020 - January 2023

- Together with the Attorney General and the Chief Deputy Attorney General, managed 700-person agency, including its $150 million budget.
- Advised the Attorney General on all significant legal, policy, and organizational matters, affecting nearly every aspect of District of Columbia government.
- Served as the principal legislative affairs advisor to the Attorney General. Designed and implemented legislative strategies and served as liaison to the Council of the District of Columbia.
- Led OAG's Policy and Legislative Affairs unit to research, develop, and advise the Attorney General on all policy issues affecting the District's interests.

Washington Lawyers' Committee for Civil Rights and Urban Affairs, Washington, DC
Deputy Legal Director, August 2018 – July 2020

- Developed and led complex civil rights lawsuits to advance criminal justice reform.
- Served on management team to identify litigation and advocacy priorities for the Committee. Designed and implemented systems and procedures for practice to increase the impact and quality of the Committee's work.
- Worked in coalition with community partners to develop and advance Committee priorities. Successfully elevated the quality, reach, and reputation of the Committee's criminal justice system reform advocacy.
- Worked with coalition partners to develop and implement the Compassionate Release Clearinghouse to recruit, train, and support private attorneys to represent federal and DC prisoners seeking compassionate release.

United States Department of Justice, Civil Rights Division, Special Litigation Section, Washington, DC
Deputy Chief, January 2017 – August 2018
Special Counsel, January 2014 – January 2017
Trial Attorney, September 2009 – January 2014

- Directed the Special Litigation Section's enforcement of federal statute concerning police misconduct during period of unprecedented national attention. Advised the Section Chief, Deputy Assistant Attorney General, and the Assistant Attorney General for Civil Rights on relevant legal issues and case updates.
- Supervised some of the Department of Justice's highest profile matters, including civil investigation of the Chicago Police Department and drafting of public report of findings.

- Routinely interacted with high-ranking government officials, including United States Attorneys, Mayors, and chiefs of police.
- Worked closely with law enforcement officers and command staff to implement reforms, including by drafting and revising policies and developing systems for training and accountability.
- Consulted with and managed experts, including prominent law enforcement leaders, and led a robust community outreach program to solicit feedback and ensure support for reforms.

Awards from the Department of Justice:

- **Special Commendation from the Assistant Attorney General** for outstanding service in the Civil Rights Division, 2017
- **Assistant Attorney General's Distinguished Service Award** for work to reform the Cleveland Division of Police, 2015
- **Director's Award**, the highest award for litigation given by the Executive Office of United States Attorneys, for work to reform the Seattle Police Department, 2014
- **Attorney General's John Marshall Award** for participation in litigation to reform the New Orleans Police Department, 2013
- **Assistant Attorney General's Distinguished Service Award** for work on Consent Decree to reform the New Orleans Police Department, 2012
- **Assistant Attorney General's Distinguished Service Award** for work on case involving allegations of unnecessary institutionalization of individuals with disabilities in the state of Georgia, 2011

Contra Costa County Office of the Public Defender, Martinez, CA
Deputy Public Defender, December 2001 – September 2009

- Represented indigent clients in criminal matters from arraignment through conclusion of case.
- Managed caseload of 35-40 serious felonies, including homicides.
- Represented clients at over 40 jury trials and at hundreds of hearings, including preliminary and evidentiary motion hearings.

EDUCATION

University of California, Berkeley, School of Law
J.D. May 2001; Moot Court Board

University of Maryland, College Park
B.A., cum laude, with honors in History, Certificate in Women's Studies, May 1998
Honors: Phi Beta Kappa, Phi Kappa Phi, President's Scholar

PROFESSIONAL MEMBERSHIPS

State Bar of California (inactive)
District of Columbia Bar

CHRISTY E. LOPEZ

Georgetown University Law Center
600 New Jersey Ave., N.W.
Washington, D.C. 20001
christy.lopez@georgetown.edu

CURRENT WORK & PROFESSIONAL ACTIVITIES

Georgetown Law
January 2017-Present

- Professor from Practice
  - Teach first-year required course on criminal procedure (*Constitutional Criminal Procedure*) (2018-Present)
  - Teach upper-level paper seminars and exam courses, including:
    - exam course on civil rights litigation and police accountability (Fall 2023, 2024, 2025, 2026)
    - writing-requirement seminar on advanced topics in policing (Spring 2027)
    - writing-requirement seminar on police accountability (Fall 2021)
    - writing-requirement seminar on police abolition (Fall 2020)
    - seminar on recent books about policing (Spring 2021, 2022, 2024, 2026)
    - seminar on police transformation (Spring 2017, Fall 2017)
    - seminar on criminal justice reform (Fall 2023)
  - Teach and supervise experiential practicum on policing (Fall 2018, 2019, 2022; Spring 2019, 2020)
  - Research and write on topics related to the criminal legal system
  - Supervise research assistants and students conducting researching for their own projects
  - Support students and student groups through participation in panels, moots, and affinity groups, and arranging for speakers of interest.
  - Support administration through participation in committees and working groups (Professor-from-Practice Committee; Georgetown University Public Safety Working Group) and interviewing candidates for Georgetown University staff positions
  - Serve as Public Interest Law Scholars (PILS) program mentor

- Co-Founder/Faculty Director of Center for Innovations in Community Safety (CICS) (formerly Innovative Policing Program)
    - Co-founded nationwide Active Bystandership for Law Enforcement (ABLE) Project
    - Involved in other CICS projects, including:
        - Alternative First Response project. Providing technical assistance and research support to local communities seeking to develop non-police responses to community needs
        - ABLE Leadership Institute. Providing guidance to local law enforcement agency leadership regarding law and strategy for preventing and responding to abusive or dangerous conduct by federal law enforcement actors.
        - Hospital-Based Violence Intervention program. Working with local hospital-based violence intervention groups to develop policies to restrict law enforcement access to patient areas and patient property.
        - Police for Tomorrow Fellowship (ended). A program for new officers and professional staff of Washington, D.C.'s Metropolitan Police Department
        - MPD Academy Sessions (ended). A program growing out of Police for Tomorrow in which Georgetown Law Students provided education to MPD recruits on topics including the science of youth-brain development; the role police place in mass incarceration; the history of resistance to police abuse in Washington D.C.

Contributing Editor, Lawfare
2026-Present

- Contributing editor covering policing and civil rights.

Contributing Columnist, Washington Post
2020-present

- Write opinion pieces focused on policing and civil rights.

Council on Criminal Justice, Member
March 2021-Present

- Elected member of the Council on Criminal Justice, a national invitational membership organization and think tank. Independent and nonpartisan, CCJ

advances understanding of the criminal justice policy choices facing the nation and builds consensus for solutions that enhance safety and justice for all.

Impact/Justice, Board of Directors
2024-Present

- I/J works to advance safety, justice, and opportunity for people who are currently or recently incarcerated through boundary-breaking work that honors and empowers people.

PREVIOUS WORK

United States Department of Justice, Civil Rights Division, Special Litigation Section
Deputy Chief
October 2010-January 2017
Special Attorney
June 2010-October 2010

- Supervised and managed pattern-or-practice law enforcement matters brought pursuant to 42 U.S.C. § 14141 (now 34 U.S.C. § 12601), including investigations, litigation, and settlement agreements. Matters handled included those in: Ferguson, MO; Chicago, IL; New Orleans, LA; Newark, NJ; Missoula, MT; and Los Angeles Co., CA.
- Led the section's Police Practice Group. Collaborated with other managers of the Special Litigation Section to manage and supervise Section, including attorneys and support staff, budget, personnel matters, staffing, and caseloads.
- Assisted in the development and implementation of non-case related Section, Division, and Department-wide police-reform related projects and enforcement efforts.
- Coordinated and worked closely with United States Attorneys' Offices, including Assistant United States Attorneys and United States Attorneys themselves on both case-specific matters and non-case specific issues.
- Conducted outreach to educate, develop and maintain relationships, and improve understanding of Division's police reform work.
- Outreach included federal, state, and local law enforcement agencies; professional organizations (e.g. National Police Foundation (now Institute) (NPI); Police Executive Research Forum (PERF); International Association of Chiefs of Police (IACP); National Sheriffs Association' (NSA); NACOLE

(National Association of Civilian Oversight of Law Enforcement)); and community, academic, civil rights practitioner, and student groups.

Independent Assessment and Monitoring, LLP, Founding Partner,
April 2006-June 2010

Founded partnership providing oversight and review services related to police and prison matters. Managed diverse staff of administrative professionals and consultants on multi-year, multi-million dollar project. Projects included:

Federal Court Monitor, Oakland Police Department
U.S. District Court, Northern District of California
(The Hon. Thelton Henderson)
January 2003-2010

Co-led consent decree monitoring team. Work included developing and carrying out monitoring plan; drafting public reports regarding status of decree implementation; communicating with Court; policy review and approval; designing and conducting audits to assess implementation of decree requirements; and maintaining communication with parties and other stakeholders to decree.

Relman & Associates (now Relman, Dane & Colfax)
Washington, D.C.
2001-2004

Litigated civil rights cases, including co-chairing trial in federal court and arguing appeal in federal court.

United States Department of Justice,
Civil Rights Division, Special Litigation Section,
Senior Trial Attorney
1995-2001

Investigated and litigated cases regarding conditions of confinement in prisons, jails, and other public institutions. Investigated patterns and practices of misconduct in state and local law enforcement agencies. First-chaired six-week trial regarding systemic violations of misconduct in state mental health system.

Judicial Clerk
Justice Robert L. Eastaugh,
Supreme Court of Alaska
1994-1995

Drafted legal memoranda and judicial opinions on a broad variety of issues, from corporate taxation and voting rights, to the proper allocation of goldmine proceeds in divorce settlements.

PREVIOUS PROFESSIONAL ACTIVITIES

American Law Institute (ALI), Principles of the Law, Policing, Fellow
2015-2025

- Drafter/Fellow from 2019-2025. Co-drafting/editing chapters on internal and external agency accountability mechanisms.
- Advisory Group Member from 2015-2018.

Policing Project Fair and Effective Policing Fellowship
2022-2023

- Assist in development of 2024 tool kit for police consent decree monitors, *Monitoring Law Enforcement Consent Decrees: An Introduction & Starter Toolkit*, in partnership with U.S. Department of Justice Bureau of Justice Assistance and Civil Rights Division.

ACLU of Maryland Committee on Litigation & Legal Priorities
2007 – 2010; 2017-2023

- Participate in committee of ACLU Board of Governors to aid the ACLU of Maryland in setting priorities for the work of the Legal Program.

Public Rights Project Advisory Board
2018-2023

- Advise new public interest organization that places recently graduated law students in state and local government organizations to advance affirmative enforcement work.
- Conduct webinars to educate Public Rights Project Fellows.

Washington D.C. Police Reform Commission Co-Chair
August 2020-May 2021

- Co-led 20-member Commission tasked with recommending new legislative and policy initiatives to transform public safety and policing in the District of Columbia. The Commission's report, *Decentering Police to Improve Public Safety*, has provided a road-map for reengineering community safety in the District to lawmakers, community advocates, and law enforcement officials.

Carnegie Endowment for International Peace Encryption Working Group
2018-2020

- Part of small group of experts consisting of former FBI and National Security officials, academics, privacy advocates, computer scientists, that developed guidelines for evaluating policy initiatives related to cell phone encryption.

Axon (formally Taser) AI Ethics Advisory Board
March 2019-August 2021

- Advised public safety technology company on ethical implications of proposed AI technology use as part of first-of-its-kind ethics advisory board in this field.

Google/Jigsaw VR Technology Working Group
September 2019-2021

- Advised Google-offshoot on development of virtual reality use of force training for officers.

Open Society Foundations Working Group on Reimagining the Future of Policing
2018-2020

- Participate in recurring sessions that bring together law enforcement and grassroots community organization representatives to discuss fundamental changes to policing.

Ambassadors for Racial Justice, National Mentor
2019-2020

- Mentor to racial justice ambassadors advocating for youth justice as part of the Racial Justice & Juvenile Defense Initiative at Georgetown Law.

Peace Officer Use of Force Project, Association of Prosecuting Attorneys,
2016

- Participated in development of recommendations for how prosecutors can respond to and investigate police use of force cases in a manner that promotes prosecutor integrity and promotes equal justice and safer communities.

Independent Reviewer
Rockford Police Department,
Rockford, Illinois
October 2009-June 2010

- Conducted review of fatal shooting of Mark Anthony Barmore by police and drafted public report documenting findings and recommendations.

Maryland Attorney General's Task Force on Electronic Weapons
January-December 2009
Participated in working group meetings; received testimony during hearings; and drafted sections of the report, recommendations, and findings that were submitted to the Attorney General and made public in December 2009.

IACP Internal Invest. Best Practices Guide Working Group
January 2008 – June 2009

PREA Commission Report & Standards Contributing Writer
February 2008 – June 2009

Working Group on National Guidelines for Police Monitors Member **2008**

Internal Investigation Expert Committee, PREA Commission
February – September 2007

American University Washington College of Law
Fall 2005 and Spring 2006
Taught courses on racial profiling and on negotiations as Adjunct Professor.

EDUCATION

Yale Law School, **Juris Doctor, 1994**
Honors: Potter Stewart Prize, Moot Court Competition, 1994
Activities: Immigration Clinic, Yale Legal Services Organization, 1991-1992; Lowenstein Human Rights Clinic (Haitian Refugee Litigation), 1993-94.

University of California at Riverside **, Bachelor of Arts, History, 1990**

Trinity College Dublin, **University of California Education Abroad Program, 1988-89 Dublin, Ireland**

Licensed to practice law in the District of Columbia (active) and California (inactive).

SELECTED AWARDS AND HONORS

- 2023 University of California at Riverside Distinguished Alumni Award, the highest award given by the UCR Alumni Association, based on distinction in one's field and significant contribution to humankind.
- 2016 Recipient of the *Flame* Award from the National Association for Civilian Oversight of Law Enforcement, awarded to one individual each year.
- 2016 G. Rollie White Public Interest Scholar in Residence, William Wayne Justice Center for Public Interest Law, University of Texas School of Law. Delivered keynote address, Policing the Police: The Federal Government's Role in Reforming Police Practices.
- 2015 team recipient of the United States Attorney General's Award for Exceptional Service, the Department of Justice's highest award for any employee, for the investigation and consent decree negotiation regarding the Ferguson Police Department.
- 2013 team recipient of the United States Attorney General's John Marshall Award, the Department of Justice's highest award for attorneys, for the investigation and consent decree negotiation regarding the New Orleans Police Department.
- 2012 team recipient of the USDOJ Civil Rights Division's Assistant Attorney General's Distinguished Service Award for the investigation and findings report regarding the New Orleans Police Department.

SELECTED PUBLICATIONS, MEDIA AND APPEARANCES

Academic and Magazine Articles, Reports, and Book Chapters

Realizing the Potential of Police Consent Decrees (with Joanna Schwartz), University of Chicago Legal Forum (forthcoming).

Trump Moved to Dismiss Police Consent Decrees—How can Judges Respond?, Lawfare (June 24, 2025).

Trump's Vision for Policing Comes into Focus, Lawfare (May 21, 2025).

Crime Suppression Policing and Excessive Force at the Memphis Police Department, Lawfare (January 8, 2025).

A Pattern of Injustice. The Ferguson report was a landmark. But the Justice Department needs to do much more to empower communities in the fight to end police abuse, Inquest (August 8, 2024).

Crime and Punishment: Can American Policing be Fixed? by Ras Baraka, Rosa Brooks, Barry Friedman, Christy E. Lopez, Tracey L. Meares, Brian O'Hara, Patrick Sharkey, Harper's Magazine (April 2024)

DOJ Police Pattern or Practice Investigations, American Bar Association Criminal Justice Magazine (Spring 2022).

Abolish Carceral Logic, 17 Stan. J. C.R. & C.L. 379 (2022).

The Civil Rights Division: Crown Jewel of the Department of Justice, Essay in Yale Law Journal Forum Collection on the 150-year anniversary of the creation of the Department of Justice (Volume 130, Jan. 15, 2021)

Preventing and Remedying Patterns or Practices of Law Enforcement Misconduct, Governing for Impact Proposed Action Memorandum (January 2021)

Responding to the (Dual) Policing Crisis in Ferguson, in *Crisis Lawyering: Effective Legal Advocacy in Emergency Situations* (Ray Brescia & Eric Stern, Editors) (NYU Press, 2021).

Changing the Law to Change Policing: First Steps (June 2020) (with B. Friedman, B. Garrett, R. Harmon, T.Meares, M. Ponomarenko, C.Slobogin, and T.Tyler).

Policing in a Time of Pandemic: Recommendations for Law Enforcement, Issue Paper for The Edmond J. Safra Center for Ethics at Harvard (April 2020) (with Rosa Brooks).

The Reasonable Latinx: A Response to Professor Henning's The Reasonable Black Child: Race, Adolescence, and the Fourth Amendment, 68 AM.U.L.REV.F. 55 (2019) (online forum).

Keeping Each Other Safe: An Assessment of the Use of Peer Intervention Programs to Prevent Police Officer Mistakes and Misconduct, Using New Orleans' Epic Program as a Potential National Model, 20 POLICE Q. 295 – 321 (2017) (with Jonathan Aronie).

Disorderly (Mis)Conduct: The Problem With "Contempt of Cop" Arrests, Issue Paper for the American Constitution Society (June 2010).

Commentary

Lawmakers are right to try to bar ICE agents from hiding their identities, Opinion by Christy E. Lopez and Barry Friedman, *Los Angeles Times*, June 29, 2025.

Fix First Response, Opinion by Christy E. Lopez, *Washington Post,* March 19, 2024.

Justice Department Reports Reflect Shift in Thinking About Police Reform. Christy E. Lopez, *Lawfare,* July 6, 2023.

Why Justice's report on Minneapolis policing is such a watershed. Opinion by Christy E. Lopez, *Washington Post,* June 21, 2023.

Why Scorpion and Similar Special Policing Units are Dangerous, and Entrenched. Opinion by Christy E. Lopez, *Vital City,* February 9, 2023.

Cities Should Get Rid of their Toxic Crime-Suppression Units. Op-ed by Christy E. Lopez, *The Washington Post,* January 31, 2022.

A Dismissal at Customs and Border Protection Shows How Hard Law Enforcement Reform Can Be. Op-Ed by Christy E. Lopez, *The Los Angeles Times,* November 25, 2022.

The Uvalde Paradox: So Many Police, So Little Protection. Op-ed by Christy E. Lopez, *The Washington Post,* July 25, 2022.

Biden's Order is a Good Start on Police Reform. But Congress Must also Act. Op-ed by Christy E. Lopez, *The Washington Post,* May 27, 2022.

The Officers Who Didn't Stop Derek Chauvin are on Trial. Their Prosecution May Matter Even More than His Did. Op-ed by Christy E. Lopez, *The Washington Post,* January 23, 2022.

The pop culture that influenced our columnists this year, Washington Post, December 21, 2021 (discussing Kris Henning book, *The Rage of Innocence*).

Beware *the Extremist, Dangerous and Unconstitutional 'Constitutional Sheriffs.'* Op-ed by Christy E. Lopez, *The Washington Post,* December 17, 2021.

Limiting Police Officers' Qualified Immunity isn't the Only Change Needed to Achieve Real Police Reform. Op-ed by Christy E. Lopez, *The Washington Post,* May 4, 2021.

The Lessons We Learned from Minneapolis This Week. Op-ed by Christy E. Lopez, *The Washington Post,* April 22, 2021.

Traffic Enforcement is Broken in the United States. Here's How We Can Fix It. Op-ed by Christy E. Lopez, *The Washington Post,* April 19, 2021.

Maryland Needs to Fix its Decades-Old Mistake on Police Accountability Without Creating New Issues. Op-ed by Christy E. Lopez, *The Washington Post,* February 18, 2021.

Police Officers Should be Guardians, not Warriors. That Could have saved Andre Hill's Life. Op-ed by Christy E. Lopez, *The Washington Post,* December 31, 2020.

Two Things Law Enforcement Agencies Should Do to Keep Police Responses from Ending in Tragedy. Op-ed by Christy E. Lopez, *The Washington Post,* October 30, 2020.

Just Prosecuting Police Officers Won't Make us Safe. Here's What's Needed. Op-ed by Christy E. Lopez, *The Washington Post,* September 25, 2020.

Don't Overlook One of the Most Brutal and Unnecessary Parts of Policing: Police Dogs. Op-ed by Christy E. Lopez, *The Washington Post,* July 6, 2020.

Defund the Police? Here's What That Really Means. Op-ed by Christy E. Lopez, *The Washington Post,* June 7, 2020.

George Floyd's Death Could Have Been Prevented If We Had a Police Culture of Intervention. Op-ed by Christy E. Lopez, *The Washington Post,* May 29, 2020.

The Importance of Equity in Contract Tracing. Christy E. Lopez, Susan Landau, Laura Moy, *Lawfare,* May 1, 2020.

Here's Why Jeff Sessions' Parting Shot is Worse than You Thought. Commentary by Christy E. Lopez, *The Marshall Project*, November 19, 2018.

Why Go Backwards? Opinion by Roy L. Austin, Jr. and Christy E. Lopez, *Times-Picayune*, May 1, 2018.

As DOJ Rolls Back Monitoring of Police Conduct Prosecutors Should Step Up Their Efforts. Opinion by Christy E. Lopez and Miriam Krinsky, *USA Today,* September 30, 2017.

Why Jeff Sessions Should Police the Police. Opinion by Christy E. Lopez, *The Marshall Project,* January 30, 2017.

Selected Presentations

(Panelist/Presenter Unless Otherwise Noted)

Moderator, *Uprooted: Rediscovering American History, The influence of culture and civic power in shaping American Democracy,* Brookings Institution, Race, Prosperity, and Inclusion Initiative, Washington D.C. (March 25, 2026)

Guest Speaker, *Harvard Law Race & Law Clinic Seminar,* (March 2, 2026)

Panelist, *From the Ground Up: Self-Determination & Local Autonomy in the Fight Against Poverty,* Georgetown Journal on Poverty Law & Policy Spring Symposium (February 20, 2026)

Panelist, *Author Meets Critics: Police Diversity, Police Culture & Police Warriors,* American Society of Criminogy Annual Meeting, Washington D.C. (Nov. 13, 2025)

Presenter, *ABLE Leadership Institute convening,* Washington D.C. (Nov 13, 2025)

Presented paper-in-progress, *Authority, Oversight, and Accountability,* 2025 University of Chicago Legal Forum Symposium (Nov. 7, 2025)

Paper commenter, *Yale Law School Criminal Justice Roundtable,* New Haven (April 25-26, 2025)

Supreme Court Institute moot court panelist: *Barnes v. Felix,* Georgetown Law (Jan. 17, 2025)

Stop Calling the Police: Alternatives to Police Response, University of Texas at Austin School of Law (Feb. 23, 2024)

AIR Research Lightning Talk, 2023 American Society of Criminology Annual Conference (Nov. 17, 2023)

Consent Decrees, Community Engagement, and Collaborative Reform, 5th Annual Consent Decree Conference, Tarlton State University, Fort Worth, TX (Oct. 19, 2023)

Pathways to Peace: Reimagining Public Safety for Youth and Communities, AIR Equity Initiative Symposium, Nashville, TN (Oct. 12, 2023)

Fair and Just Prosecution Fall Convening, (various panels over two days), Washington D.C. (Sept. 22-23, 2023)

Are NYC's Jails Ungovernable? Vital City Online Forum (August 2, 2023)

State Attorneys General Police Oversight, Institute for Innovation in Prosecution, John Jay College of Criminal Justice, New York, NY (June 16, 2023)

Law of Policing, University of Chicago Law School (June 6-7, 2023)

Richmond Criminal Law Books Workshop, University of Richmond School of Law (May 19, 2023)

The Jury's Still Out: What the Murder of Henry Glover tells us about Police Accountability and our Justice System Today, George Washington Law School (May 2, 2023)

Criminal Procedure Class Simulation, Georgetown Law Early Outreach Initiative, Georgetown Law (May 1, 2023)

Georgetown Law Early Outreach Initiative, College Match LA, Georgetown Law (March 30, 2023)

Breonna Taylor Three Years Later: Reflections on Litigation and Organizing: A Conversation with Kenneth Walker, Center for Innovations in Community Safety, Georgetown Black Law Students Association, Georgetown Human Rights Institute, Georgetown Law School (March 8, 2023).

Moderator, *Policing and Disabilities: A Conversation* Georgetown Law ACLU, Criminal Law Association and Disability Law Students Association, Georgetown Law School (November 1, 2022).

Litigating Hard Cases in Hard Places: Hope for Police Accountability in 2022, National Police Accountability Project (October 20, 2022).

Law of Policing, University of South Carolina School of Law (June 8-10, 2022).

The Future of Alternative First Response, Center for Innovation in Community Safety and Policing Project Convening, Georgetown Law (June 2022)

Host and Panelist, *Changing Culture and Resetting Institutions: Addressing Hiring, Enhancing Training and Peer Intervention, Promoting Racial Equity and Resetting Values,* Fair and Just Prosecution Convening of Police and Prosecutors (May 12, 2022).

Moderator, *Policing Panel* at launch event for *University of Chicago Crime Lab Community Safety Leadership Academies* (May 10, 2022).

Washington Interfaith Network Public Safety Teach-In (February 24, 2022).

What does "defund the police" really mean here in the District of Columbia in 2021? D.C. Bar Communities (August 3, 2021).

The Future of Policing in the District: A Roundtable Discussion on Reform, Center for Court Excellence (May 4, 2021).

The Laws that Govern Policing: The Consent Decree and other Policies, Principles and Perspectives Guiding Policing, The Chicago Community Trust (November 20, 2020).

Reimagining Policing, National Consortium on Racial and Ethnic Fairness in the Courts (November 13, 2020).

Reimagining Public Safety: Session 1, Yale Law School Justice Collaboratory (October 23, 2020).

Addressing the Crisis in Policing Today: Race, Masculinity, and the Police Use of Force in America, George Washington University Law Review (October 22, 2020).

Organizer and Moderator, *Reimagining the Role of Police Stops in Public Safety,* Georgetown Law, Howard Law, and TheLab@DC, seven-part workshop series bringing together researchers, police and community members to discuss gaps in current research related to benefits and harms of police stops (October 12-23, 2020).

Mayors' Office Hours: Rethinking the Role of Police, Leadership Conference for Civil and Human Rights (September 23, 2020).

Supreme Court Preview, Torres v. Madrid, Georgetown Law (September 16, 2020).

Privacy and Equity in the Pandemic, Georgetown Law (July 2020).

Convening with State Attorney General Civil Rights Bureau Chiefs, American Constitution Society (July 2020).

What Does It Mean to Defund the Police? The City Club of Cleveland (July 2020).

Moderator, *Police Abolition, What does it Mean?* Georgetown Law (June 2020).

Rethinking Policing: Activism and Reform, Georgetown Law (June 2020).

Justice for George Floyd: Understanding and Responding to Minneapolis, Georgetown Law (June 2020).

Digital Contact Tracing and Civil Rights Briefing, Coalition Briefing for the Leadership Conference on Civil and Human Rights (May 2020).

Movement for Public Safety and Police Oversight, The Leadership Conference on Civil and Human Rights Annual Conference, Washington, D.C. (December 2019).

Guest Instructor, University of California at Berkeley Police Officer Leadership Institute, session on *Policing in the Future* (December 2019).

Addressing Police Misconduct, Public Rights Project Webinar for Affirmative Law Fellows (November 2019).

Witness, *Minnesota Working Group on Police-Involved Deadly Force Encounters: Hearing on Policy and Legal Implications* (October 2019).

Keynote Speaker, Detroit Board of Police Commissioners 45th Anniversary Dinner, *The Dual Crisis of Policing* (September 2019).

Policing Reform in the Era of Trump: Strategies When DOJ is MIA, NAACP 110th National Convention, Detroit, MI (July 2019).

Ethical Policing Is Courageous (EPIC) Conference, Loyola Law School, New Orleans, LA (June 2019).

Legal Strategies to Challenge Racial and Ethnic Disparities for Young People in the Justice System: A Litigation Convening, Juvenile Law Center, Philadelphia, PA (May 2019).

Policing for the Future, NFL Players' Coalition, Miami, FL (April 2019).

Moderator, *Criminal Justice Reform and the 2020 Election,* Georgetown University Law School, Washington, D.C. (April 2019).

Trust and Transparency: NYC Symposium on Oversight of Law Enforcement, John Jay College of Criminal Justice, New York, NY (March 2019).

The Humanities and the Police, Busboys and Poets Anacostia, Washington, D.C. (March 2019).

ACLR Symposium 2019: Women's Rights in the Criminal Justice System, Georgetown University Law School, Washington, D.C. (March 2019).

Surveillance Technology and Policing, George Washington Law School, Washington, D.C. (March 2019).

Constitutional Policing, Safety, and Security Johns Hopkins University, Baltimore, MD (November 2018).

Guest Lecturer, *Students of Color Outreach Day,* Georgetown University Law School, Washington, D.C. (November 2018).

The Role of Prosecutors in Criminal Justice Reform: Do They Have a Role or are They the Problem? Georgetown Law Reunion Weekend, Washington, D.C. (October 2018).

Moderator, *Front End Police Accountability,* NACOLE Annual Conference, St. Petersburg, FL (October 2018).

In-Studio Guest, *Collateral Damage: A WAMU Investigation into D.C. Police's Gun Recovery Unit,* Kojo Nnamdi Show, WAMU, Washington, D.C. (September 2018).

Moderator, *Interview with Larry Krasner,* Office of Public Interest Career Services (OPICS) at Georgetown University Law School, Washington, D.C. (September 2018).

Racial and Identity Profiling Advisory (RIPA) Board: Accountability and Rights of Impacted Families Expert Panel, San Francisco, CA (via video conference) (June 2018).

Understanding *Implicit Bias and Policing,* University of Sheffield School of Law, Sheffield, England (June 2018).

Ethical Policing Is Courageous (EPIC) Conference, Loyola Law School, New Orleans, LA (April 2018).

Featured Speaker, *Federal Responses to Police Misconduct: Possibilities and Limits*, University of Illinois Law School Symposium, Champaign, IL (April 2018).

Is it Time for Truth & Reconciliation in Post-Ferguson America? Michigan State Law Review Spring Symposium, East Lansing, MI (March 2018).

Exploring the Use of Big Data in Policing, Impact Justice, Oakland, CA (March 2018).

A More Human Dwelling Place: Reimagining the Racialized Architecture of America, University of Michigan Law School, Ann Arbor, MI (February 2018).

Fostering Innovative Policing: Georgetown & MPD "Police for Tomorrow Fellowship," The Lunch @DC, Washington, D.C. (February 2018).

Access to Justice, Minnesota Judicial Education Annual Conference, Minneapolis, MN (December 2017).

FJP Convening for Newly Elected Prosecutors, Fair and Just Prosecution, Tampa, FL (November 2017).

HBO's Baltimore Rising Advance Screening, Georgetown Law (November 2017).
Ferguson as a Case Study in Persuasion, University of Minnesota Law School Institute on Law and Rationality Conference, Minneapolis, MN (October 2017).

Best Policing Practices, NAACP 108th National Convention, Baltimore, MD (July 2017).

The Future of Policing, Association of American Law Schools Midyear Meeting, Washington, D.C. (June 2017).

Race and Juvenile Justice Symposium—The Right to Remain Children, Georgetown Law (May

2017).

Defending the Consent Decree, Baltimore Consent Decree Symposium, Open Society Institute, Baltimore, MD (May 2017).

Bending the Arc: Strategies to Advance Democracy, Human Rights, and the Rule of Law in the New Administration, Yale Law School, New Haven, CT (March 2017).

Katz @50, American Criminal Law Review Symposium, Georgetown Law (March 2017).

Profiling and Criminalization in Communities of Color, Racial Justice Working Group & Office of Equity, Community, and Inclusion, Georgetown Law (March 2017).

Understanding the Role of the U.S. Department of Justice Special Litigation Section, NACOLE Annual Conference, Albuquerque, NM (November 2016).

Featured Speaker, *Transforming the Police*, 47th Annual Meeting of the American Academy of Psychiatry and the Law, Portland, OR (October 2016).

Keynote Address, *Policing the Police*, 28th Annual McDonald Lecture, *Centre for Constitutional Studies, University of Alberta Law Centre,* Edmonton, Alberta (October 2016).

Beyond the Bridge: Police and Community Engagement: A Conference on Law Enforcement and Human Rights, FBI Birmingham and Birmingham Civil Rights Institute Annual Conference, Birmingham, AL (May 2015).
Civil Rights and Community Trust Building, U.S. Attorneys' National Conference, Washington, D.C. (May 2015).

El Nuevo Juan Cuervo: Police Fraud and Abuse Against Criminalized Latino/a Communities, MetroLALSA 5th Annual Conference, *Pa'lante V: Atrévete a Volar,* Brooklyn Law School, New York (April 2015).

General Session: Police Practices and the Courts: What Are They Hearing? What Are They Learning? 2014 Ninth Circuit Judicial Conference, Monterey, CA (July 2014).

The Consent Decree Process: Finding Your Balance, Annual NACOLE Conference, Salt Lake City, UT (September 2013).

Featured Speaker, *Civil Rights Investigation of Local Police: Lessons Learned,* Police Executive Research Forum, Washington, D.C. (July 2013).

Police Peer Intervention Training: Practicing Ethical Decision-Making and Critical Loyalty to Prevent Police Misconduct, NACOLE Annual Conference, San Diego, CA (October 2012).

Sustaining Success: Police Pattern and Practice, USDOJ Civil Rights Division & Office of Justice Programs Conference, Washington, D.C. (June 2010).

Featured Speaker, *Why Lawyers Matter: Prosecutors and Ethics,* University of Illinois College of Law, Champaign, IL (March 2009).

Working Conference on the Special Litigation Section and Police Reform, University of Pittsburgh School of Law, Pittsburgh, PA (March 2009).

Working Group on Guidelines for Federal and Local Monitors, Police Assessment Resource Center (PARC) and Bureau of Justice Assistance (BJA), Los Angeles, CA (March 2008)

Police and Prison Litigation Compared, *Forum on Police Pattern or Practice Litigation: A Ten-Year Assessment,* Bureau of Justice Assistance, Washington, D.C. (February 2005).

Witness, U.S. Senate, Judiciary Committee Hearing on Post 9/11 Airline Discrimination, June 24, 2004.

Witness, U.S. House of Representatives, Judiciary Committee Hearing on Civil Liberties Post 9/11, January 24, 2002.

Flying While Brown, American-Arab Anti-Discrimination Committee Annual Convention, Washington, D.C., (2002).

Selected Media

Improving Policing Through Effective Reform with Christy Lopez, The Jeff-alytics Podcast (July 1, 2026)

After the Trump DOJ Halted Police Reform, This City Stepped In. Then Officers Shot and Killed Katelyn Hall Topher Sanders, ProPublica (June 2, 2026)

Caught in the Crackdown: Cases Against Arrested Anti-Ice Protesters Keep Falling Apart, Democracy Now! (April 21, 2026)

Caught in the Crackdown: As Arrests at Anti-ICE Protests Piled Up, Prosecutions Crumbled (investigative article and documentary film), ProPublica/Frontline/PBS (April 2026)

UpClose With Christy Lopez, Council on Criminal Justice (February, 2026)

When Trump Officials' Claims About Shootings Unravel in Court, Alexandra Berzon and Allison McCann, New York Times (Feb. 10, 2026)

Louisville moves ahead with police reform after federal oversight plan is tossed, Roberto Roldan, NPR Morning Edition (Feb. 6, 2026)

Border Czar tells Minnesotans to stop impeding ICE. It's not always clear what that means, Greta Kaul and Sarah Ritter, Minnesota Star Tribune (Feb. 6, 2026)

Backlash over ICE Tactics in Minnesota, June Grasso, Bloomberg Law Podcast. 30-minute interview (Jan. 28, 2026)

Videos Showing Aggressive ICE Tactics in Minnesota Fuel a Backlash, Elena Shao, Raj Saha, et al., New York Times (Jan. 24, 2026)

San Diego to pay $30M after SDPD killing of Konoa Wilson (with Prof. Shawn Fields), Jade Hindmon, KPBS Midday Edition (Dec. 9, 2025)

How Many People Have Been Shot in ICE Raids? By Jenniver Mascia, The Trace (Dec. 8, 2025)
Chicago Promoted Two Police Officers After Investigators Found They Engaged in Sexual Misconduct, Maria Ines Zamudio, et al. ProPublica (Dec. 4, 2025)

Charlottesville's Police Civilian Oversight Board regroups—with a bold plan to fix what's not working, Anastasiia Carrier, Charlottesville Tomorrow (Dec. 3, 2025)

Trump's Immigration Forces Deploy "Less Lethal" Weapons in Dangerous Ways, Skirting Rules and Maiming Protesters, A.C. Thompson, J. David McSwane, Frontline (Nov. 25, 2025)

At the Justice Department, Civil Rights Now Means Gun Rights, Will Van Sant, Mother Jones (Nov. 19, 2025)

From Fighting the Klan to Fighting DEI: The Justice Department's Shift on Civil Rights, Christina Carrega, Capital B (Nov. 13, 2025)

Trump Says Federal Deployments Make Cities Safer. Local Officials Disagree. Beth Schwartzapfel, The Marshall Project (Nov. 4, 2025)

Unanimous US Supreme Court ruling could change police force cases nationwide, Shannon Weston, Investigate TV (Oct. 24, 2025)

How ICE is using the LAPD to track down immigrants for deportation, Jany Libor, Los Angeles Times (July 30, 2025)

How much education does a California police officer need? What a new bill proposes. Cayla Mihalovich, Cal Matters (July 8, 2025)

President Trump's DOJ freezes federal oversight of the Phoenix Police Department, Dave Biscobing, ABC15 news (May 21, 2025)

Mississippi's No-Knock Raids Have Led to Death and Injury. Dozens of Warrants Lacked Clear Justification, Caleb Bedillion, The Marshall Project (March 20, 2025)

Trump is Backing Away from Police Reform. Here's What that Means for 12 Places, Daphne Duret et al, The Marshal Project (March 12, 2025)

Beyond excessive force: How police abuse women, the poor, the homeless, David Nakamura, Washington Post, (Dec. 27, 2024)

Will Troubled Police Departments Escape Federal Accountability?, Shaila Dewan, New York Times (Dec. 24, 2024)

What the incoming Trump administration could mean for Louisville's new consent decree, Roberto Roldan, Louisville Public Media (Dec. 13, 2024)

'We're not feeling protected. We're feeling hunted': Community calls for changes to SDPD K-9 policy, Katie Hyson, KPBS (Dec. 6, 2024)

How will Trump's win impact Minneapolis police reform plans? One scholar says it could put a stop to the progress, Katrina Pross, MPR News (Nov. 13, 2024)

Inside Trump's ominous plan to turn civil rights law against vulnerable Americans, Zack Beauchamp, Vox (Nov. 1, 2024)

Deputy's fatal shooting of Sonya Massey highlights risky practice of hiring America's legion of 'wandering officers,' Ray Sanchez, CNN (Aug. 3, 2024)

Sonya Massey's Killing Shows the Danger Police Pose to Black Disabled People, Tatyana Tandanpolie, truthout/Salon (July 28, 2024)

D.C. Judges Keep Tossing MPD Gun Seizures Out of Court. Have Cops Changed Their Ways? Alex Koma, Washington City Paper (June 25, 2024)

Trump's Stop-and-Frisk Agenda, Ronald Brownstein, The Atlantic (May 25, 2024)

Eight Ideas for a Safer D.C. Washington Post Staff (March 26, 2024)

Appearance, *Power*. Documentary film examining the history of policing (2023)

Appearance, *Sound of the Police*. Documentary film examining relationship between African Americans and Police (2023)

Interview, *Police Reform and Carceral Logic*, Unpacking History: Height Libraries Interviews (September 2023).

Podcast, *The Lawfare Podcast: A New Era in Police Reform? With Christy Lopez*, (August 4, 2023).

Podcast, Police Reform in the District of Columbia, *Let's Brief it! DC Bar Podcast Made for Law Students by Law Students* (February 10, 2023).

From George Floyd to Tyre Nichols, Pleas for Police Reform Meet Bleak Reality, Washington Post (February 2, 2023)

Child Welfare Algorithm Faces Justice Department Scrutiny, Associated Press (January 31, 2023)

Was race a factor in the beating of Tyre Nichols? NBC Nightly News (January 29, 2023)

As Memphis Mourns Tyre Nichols, City Seeks Police Accountability, Christian Science Monitor (January 27, 2023)

What Tyre Nichols Death at the hands of Black officers Says about Race in Policing, Los Angeles Times (January 27, 2023)

Podcast, *Border Protection Needs a New Leader. Can the Agency Be Reformed?* KCRW Left, Right & Center with David Greene (December 2, 2022).

Does Your Sheriff Think He's More Powerful Than the President? The Marshall Project/USA Today (November 3, 2022)

DOJ: Lawsuit in Maryland Over Fatal Police Shooting Should Not be Dismissed Yet, Washington Post (October 16, 2022).

Audit finds DC in Violation of Law to Create Public Safety Teams to Reduce Crime, Violence, WJLA Television News (September 22, 2022)

Overwhelmed: Cops combat violent crime as ranks dwindle, Associated Press (August 8, 2023)

A Traffic Stop Ended in a Gainsville Police K9 Ripping Out His Eye. Terrell Bradley's Story is More than a Police Report, NPR/PBS (July 28, 2022)

Biden's Police Reform Agenda in Limbo Two Years after George Floyd's Murder, Financial Times (May 28, 2022).

How Biden's Executive Order Will Impact Policing Practices, PBS NewsHour with Geoff Bennett (May 25, 2022).

Why Biden's Executive Order on Policing Is Still Up in the Air, Washington Post (April 7, 2022).

No Charges in Locke Shooting Is No Surprise to Legal Experts, Star Tribune (April 6, 2022).

Help or Handcuff? LAPD Officers Often Delay Providing Medical Aid After Shooting People, Los Angeles Times (April 5, 2022)

What a Minnesota Trial Says about Police Officers' Responsibility to Intervene, PBS NewsHour (February 17, 2022).

Were 3 Officers Negligent in George Floyd's Death?, CNN, Smerconish (January 30, 2022).

What the "duty to intervene" means in policing, MPR News with Kerri Miller (June 24, 2021).

Podcast, *What it Takes to Police the Police*, Post Reports with Martine Powers (May 5, 2021).

DOJ Ramping Up Investigations as Congress Debates Police Reform. CNN Newsroom with Jim Sciutto (May 4, 2021).

Justice Dept. Probe Into Minneapolis Police "Not Meant to Fix Policing." NPR All Things Considered with Michelle Martin (April 25, 2021).

Recipe for Conflict: How a Heavy Dependence on Police Enables the Use of Lethal Force. PBS NewsHour (April 28, 2021).

Podcast, *Is Police Reform Over?*, Criminal (In)justice (March 23, 2021)

Police Bystandership, Up to Date, KCUR Kansas City (November 9, 2020).

Cities Aim to Remove Police from Most Psychiatric, Substance Abuse Calls, NPR Morning Edition (October 15, 2020).

Mental Health and Police Violence: How crisis Intervention Team are Failing, NPR KPBS (September 18, 2020).

Appearance, *Policing the Police 2020.* Frontline documentary film by Jelani Cobb focused on Newark, New Jersey, reform efforts (released September 2020).

George Floyd's Death Renews Discussion on Police Training, Los Angeles Times (June 19, 2020).

Police Abolition and Defunding the Police Washington Journal (June 13, 2020).

The "abolish the police" movement, explained by 7 scholars and activists, Vox (June 12, 2020).

Justice in Policing Act, Video Interview by Senator Dick Durbin (June 12, 2020).

Defunding the Police, MSNBC Live with Joy Reid (June 12, 2020).

Podcast, *What it Means to "Defund the Police,"* Post Reports (June 11, 2020).

What Would it Mean to Defund the Police? KQED Forum (June 10, 2020).

George Floyd and Defunding the Police, All In with Chris Hayes, MSNBC (June 9, 2020).

Training Police to Step In and Prevent Another George Floyd, PEW Stateline (June 5, 2020).

In-Studio Guest, *Transparency of MPD's Body Camera Program: Are Solutions in Sight?* Kojo Nnamdi Show, WAMU, Washington, D.C. (November 2019).

Appearance, *16 Shots*. Documentary film examining 2014 shooting of Laquan McDonald and subsequent coverup and federal investigation of Chicago Police Department (2019).

In-Studio Guest, *Chicago Police Verdict,* Here & Now, NPR (December 2018).

Podcast, *16 Shots,* WBEZ (November 2018).

Podcast, *Policing for Tomorrow,* The Podcast@DC, Washington, D.C. (April 2018).

In-Studio Guest, *How the Supreme Court Ruling on the D.C. 'Peaches Party' Affects Policing of Private Homes,* Kojo Nnamdi Show, WAMU, Washington, D.C. (January 2018).

Law School Tackles Police Reform, American Bar Association Journal (January 2019).

A Roomful Of Cops Asked If It's Better To 'Do Nothing' Sometimes. Why That's A Good Thing, The Washington Post (December 15, 2018).

Can Law Schools Reform Policing? Georgetown Is Trying, National Law Journal (October 23, 2018).

Our Fresh Takes On Policing This Week, USA Today (Dec. 27, 2018).

Georgetown Program Fosters Police Tactics Of The Future, NBC4 (Video) (October 23, 2018).

Georgetown Law Offers Police Fellowship Program, The Georgetown Patch (June 6, 2017).

Georgetown Law Program Offers Fellowship For Young D.C. Police Officers, The Washington Post (June 5, 2017).

D.C. Police Team Up With Georgetown To Train And Retain Young Officers, WAMU 88.5 7 (audio) (June 7, 2017).

Media appearances regarding post 9/11 ethnic profiling including, numerous CNN programs; Good Morning America; and presentation to American Arab Anti-Discrimination Committee broadcast live on CSPAN (2002).

Danny Murphy

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Professional Experience

Danny Murphy Consulting LLC, New Orleans, Louisiana
Founder and Principal, July 2021-Present

- Provides strategic guidance to organizations across the nation on implementing police reforms effectively and efficiently.
- Supports agencies implementing extensive police reform decrees and agreements such as the Minneapolis Police Department, Louisville Metro Police Department, Puerto Rico Police Bureau, Vallejo (CA) Police Department, and Chicago Police Department. Support includes providing guidance regarding executive leadership, change management, organizational restructuring, reform capacity building, project management, policy, training, technology, audits, analytics, and organizational accountability systems.
- Facilitated the Albuquerque Police Department's dramatic reform turnaround, helping the Department achieve full compliance only a few years after the consent decree monitor found "near-terminal problems" with leadership. Support included providing continual executive guidance on building reform infrastructure, managing reform implementation, developing an analytics unit, incorporating analytics into ongoing management, developing and deploying impactful audits to improve compliance, conducting an effective force review board, and otherwise addressing compliance challenges.
- Supported the Seattle Police Consent Decree Monitoring Team in conducting compliance reviews, producing statistical outcome assessments, and drafting comprehensive assessment reports on the Seattle Police Department's compliance with its consent decree.
- Consulted with police agencies responding to Department of Justice investigations, such as the Louisville Metro Police Department, Minneapolis Police Department, and Phoenix Police Department. Support focused on preparing the agencies for effective reform implementation and included providing guidance regarding change management, organizational restructuring, reform capacity building, reform planning, project management, policy, training, technology, audits, analytics, communications, and organizational accountability systems.
- Consulted with Louisville Metro and the City of Minneapolis on consent decree negotiations with the Department of Justice. Provided guidance on the impacts of potential requirements and opportunities to improve the agreements to support more effective and efficient reform implementation. Provided support on preparing the organizations for successful decree implementation. Drafted comprehensive compliance reviews to enable self-monitoring of reforms early in the implementation process.
- Contributed to the Department of Justice's "Monitoring Law Enforcement Consent Decrees" guide to support effective monitoring of consent decrees.
- Collaborated with a team from Harvard University to produce the "Minneapolis Safe and Thriving Communities Report" that is guiding community safety and wellbeing initiatives in Minneapolis.
- Served as the court-appointed transition monitor for the Orleans Parish Sheriff's Office's federal consent decree, facilitating the transition between administrations in 2026 and

providing guidance on change management and compliance strategies for the incoming administration.
- Contributed to staffing plans for agencies such as the Albuquerque Police Department and the Prince George's County Police Department to determine necessary staffing levels to achieve operational needs, as well as identify opportunities for organizational efficiencies to improve operations and reduce staffing needs.

Baltimore Police Department, Baltimore, Maryland
Deputy Commissioner over the Compliance Bureau, April 2019-July 2021
- Led the implementation of Baltimore's extensive consent decree which mandates comprehensive reforms to improve operations and build public trust.
- Created and supervised a bureau managing reform implementation, policy, training, technology, performance auditing and analysis, and financial auditing.
- Created the ReformStat meeting framework to accelerate organizational change by assigning reform responsibilities, generating deliverables, and measuring progress, thereby increasing accountability, transparency, and urgency in the reform process.
- Oversaw the comprehensive redevelopment of departmental policies in accordance with reform mandates, modern policing standards, and community input.
- Created the Department's first-ever Community Policing Plan, incorporating community and officer input, research, and leading practices in the field.
- Supervised the development and delivery of comprehensive training to all officers on topics such as constitutional policing, use of force, crisis intervention, and community policing.
- Implemented the EPIC (Ethical Policing Is Courageous) peer intervention program through department-wide training and a variety of organizational support mechanisms to empower officers to step in to prevent misconduct and mistakes.
- Initiated a comprehensive technology overhaul to modernize antiquated technology systems, address consent decree requirements, and improve efficiency and effectiveness. This overhaul included the implementation of a new records management system and planning for a new early intervention system.
- Implemented a new audit and inspection system to increase the frequency and precision of performance feedback and amplify operational impact through incorporation into central management meetings.
- Contributed to the United States Conference of Mayors Working Group on Police Reform and Racial Justice to help guide reform efforts in cities across the nation.
- Served on the International Association of Chiefs of Police's Policy Center Advisory Group, helping develop and review model policies and considerations documents to facilitate agencies in the development of their own policies.
- Regularly provided reform guidance to agencies across the nation, including New York, Chicago, Philadelphia, Newark, Albuquerque, and others.

New Orleans Police Department, New Orleans, Louisiana
Deputy Superintendent over the Compliance Bureau, August 2016-March 2019
- Led the implementation of sweeping criminal justice reforms as part of an extensive federal consent decree, contributing to increased public trust, significant reductions in serious uses of force, and other improvements. The federal judge praised NOPD's

"tremendous progress," and court-appointed monitors concluded the department was a "changed agency."
- Supervised a bureau managing reform implementation, policy, technology, audits, and inspections.
- Managed the comprehensive revision of all departmental policies to incorporate consent decree requirements, modern policing standards, and community expectations.
- Implemented innovative, timely, and precise reform performance audits and inspections to accelerate organizational change.
- Supported the creation and implementation of the EPIC (Ethical Policing Is Courageous) peer intervention program, a first of its kind program in policing to help officers prevent misconduct and mistakes. The EPIC program has since become a national model under the title Active Bystandership in Law Enforcement (ABLE).
- Facilitated the development and implementation of the Department's first early intervention system to support officer improvement and reduce potential performance problems.
- Coordinated with a federal judge, the Department of Justice, consent decree monitors, city agencies, external partners, and community advocates to gather feedback and improve operations.
- Publicly presented on reform progress at federal court hearings and other public meetings.
- Authored a journal article with the federal judge presiding over the consent decree entitled "Police Reform Through Data-Driven Management" which was published in *Police Quarterly*.
- Presented at International Association of Chiefs of Police annual conferences and other conferences on "Police Reform Through Data-Driven Management" and other reform topics.
- Served on the International Association of Chiefs of Police's Policy Center Advisory Group, helping develop and review model policies and considerations documents to facilitate agencies in the development of their own policies.
- Provided guidance and/or training on implementing reforms to departments across the nation, including New York, Baltimore, Chicago, Newark, Albuquerque, and the Virgin Islands.

Compliance Manager, May 2014-August 2016
- Led reform implementation across wide-ranging sections of NOPD's extensive consent decree.
- Created policies, built supervisory and accountability tools, and oversaw performance audits to facilitate reforms spanning department operations.
- Supervised a new auditing unit that developed innovative accountability audits using body-worn camera footage, significantly improving officer performance.
- Through collaboration with NOPD leadership and community advocates, produced a "remarkable turnaround" on sexual assault investigations, according to the Office of Inspector General (OIG), one year after the OIG uncovered rampant problems with such investigations.
- Created a behavioral health Crisis Intervention Team (CIT) in collaboration with community members to train officers to de-escalate potential use of force situations and

connect individuals in need to community services. Consent decree monitors reported that "officers and community members uniformly praise the CIT program."

Recovery School District, New Orleans, Louisiana
Grants Manager and Special Projects Manager, September 2012-May 2014

- Managed 68 grant programs totaling $45 million for Recovery School District schools.
- Authorized and reported on all grant expenditures, including payroll, contracts, and purchases.

Greater New Orleans Foundation, New Orleans, Louisiana
Programs and Organizational Effectiveness Assistant, August 2011-September 2012

- Facilitated initiatives involving economic development, education, nonprofit financial management, program evaluation, and fundraising.
- Evaluated programs by surveying, performing data analysis, and producing written reports.

Education

University of New Orleans, New Orleans, Louisiana
Master of Business Administration, December 2015.

Georgetown University, Washington, District of Columbia
Bachelor of Arts, May 2009. Double major: Political Economy and English.

- Thesis: "No Road Home: The Relationship Between Race, Income, and Post-Katrina Aid"

Publications

Murphy, Danny. "Hurricane Katrina: Reflecting History and Forcing Change in the New Orleans Police Department." *Routledge International Handbook of Policing Crises and Emergencies*, edited by Gary Cordner & Martin Wright, Routledge, 2024, pp. 59-72.

Oftelie, Antonio, Uma Ahluwalia, Robert Muschler, and Danny Murphy. "Minneapolis Safe and Thriving Communities Report: A Vision and Action Plan for the Future of Community Safety and Wellbeing." 2023.

Murphy, Danny. "From Crisis to Community Policing: How Baltimore Is Moving Forward." *Police Chief Online*. July 22, 2020.

Morgan, Susie, Danny Murphy, and Benjamin Horwitz. "Police Reform Through Data-Driven Management." *Police Quarterly.* Volume 20, Issue 3. 2017.

Presentations

Alikhan, Arif, Danny Murphy, Brian Maxey, Pete Schulte. "Lessons Learned from Consent Decree Cities." International Association of Chiefs of Police Legal Officers Section Training & Midyear Meeting. New Orleans, LA. May 7, 2024. Conference panel participant.

Murphy, Danny, Timothy Mygatt, Benjamin Horwitz, Cori Lowe, Paul Humphrey. "What Works and What Doesn't in Reform Implementation." 2023 Consent Decree Conference. Fort Worth, TX. October 20, 2023. Conference panel moderator and participant.

Murphy, Danny, Michael Harrison, Brian Maxey, Shannon Sullivan, Martin Bartness. "Making Consent Decrees Work: The Agency Perspective." 2022 Consent Decree Conference. Fort Worth, TX. March 31, 2022. Conference panel moderator and participant.

Alikhan, Arif, Geoff Alpert, Emily Gunston, Danny Murphy, Tyeesha Dixon. "Consent Decree Pattern and Practice Investigations." Major City Chiefs Association Webinar. July 20, 2021. Webinar.

McHale, Joe, Danny Murphy, Nola Joyce, Arif Alikhan. "Constitutional and Proactive Policing." Public Safety Partnership Virtual Violent Crime Summit. April 22, 2021. Virtual conference panel.

Murphy, Danny, Martin Bartness, Gary Cordner. "Building Community Partnerships to Improve Police Training; Implementing a Comprehensive Peer Intervention Program." National Symposium on Police Academies and Training. April 9, 2021. Virtual conference panel.

Williams, Chad, Danny Murphy, Jeff Philips. "Law Enforcement Auditing: Establishing and Maintaining an Effective Internal Audit Function." International Association of Chiefs of Police 2020 Annual Conference. October 23, 2020. Virtual conference panel.

Murphy, Danny. "Implementing Procedural Justice: Improving Community-Police Interactions through BWC Reviews." International Association of Chiefs of Police 2020 Annual Conference. October 22, 2020. Virtual conference presentation.

Murphy, Danny, Martin Bartness, Staci Yutzie, John Bostain. "Making Police Training More Effective: Less Teaching, More Learning." International Association of Chiefs of Police 2020 Annual Conference. October 21, 2020. Virtual conference panel.

Zehnder, Dan, Danny Murphy, Jeff Spiess, Albert Handy. "Complying with Body-Worn Camera Policy: Monitoring and Auditing BWC Usage." Body-Worn Camera Training and Technical Assistance National Conference. August 26, 2020. Virtual conference panel.

Murphy, Danny, Ari Vidali. "Transparency is No Longer Optional." Envisage Webinar Series: Five Keys to Leading Through the Policing Crisis. August 12, 2020. Virtual webinar presentation.

Gernon, Nicholas, Danny Murphy, Danielle Outlaw. "EPIC and Policing in America." Third Annual Police Peer Intervention Executive Leadership Conference. August 5, 2020. Virtual conference panel.

Del Carmen, Alex, Danny Murphy, Kenton Rainey, Noble Wray, and Mark Smith. "Bias-Based Complaints: a Chief's Perspective on Classification, Investigation, Outcomes and Measures." International Association of Chiefs of Police 2019 Annual Conference. October 26, 2019. Chicago, IL. Conference panel.

Murphy, Danny, Arif Alikhan, Christopher Fisher, Ben Horwitz, Maureen McGough, and James Bredar. "Accelerating and Sustaining Reforms with Data-Driven Management." Third Annual Consent Decree Conference: Police Reform and Beyond. Fort Worth, TX. October 17, 2019. Conference panel.

Thompson, Marcia, Theron Bowman, Danielle Outlaw, Kenton Rainey, and Danny Murphy. "Creating Cultural Shifts in Policing: A Leadership Perspective on Creating Sustainable Change." National Organization of Black Law Enforcement Executives 2019 Annual Conference. August 13, 2019. New Orleans, LA. Conference panel.

Kunard, Laura, Danny Murphy, Cassandra Deck-Brown, and Marcia Thompson. "Chief of Police at the Intersection of Body Worn Camera and the Fallibility of the Human Brain." International Association of Chiefs of Police 2018 Annual Conference. October 7, 2018. Orlando, FL. Conference presentation.

Murphy, Danny, and Benjamin Horwitz. "Police Reform Through Data-Driven Management." International Association of Chiefs of Police 2018 Annual Conference. October 6, 2018. Orlando, FL. Conference presentation.

Murphy, Danny. "Police Reform Through Data-Driven Management." New York Police Department. December 6, 2018. Presentation.

Murphy, Danny. "Using Performance Audits and Data-Driven Management to Implement a Consent Decree." United States Virgin Islands Police Department. May 22-23, 2018. Training.

Murphy, Danny, Benjamin Horwitz, and John Thomas. "NOPD's Peer Intervention Program: EPIC (Ethical Policing is Courageous)." University of Chicago Crime Lab/Chicago Police Department Early Intervention System National Advisory Committee. Chicago, IL. May 8, 2018. Presentation.

Murphy, Danny, Benjamin Horwitz, Scott Cragg, and Chris Copeland. "Using Technology to Implement and Monitor Reform." Implementation of Police Department Consent Decrees: Working Together Toward Institutional Change. Fort Worth, TX. February 15, 2018. Conference presentation and panel.

Murphy, Danny. "Successfully Implementing a Consent Decree." Baltimore Police Department. January 11-12, 2018. Training.

Murphy, Danny, and Benjamin Horwitz. "Police Reform Through Data-Driven Management." International Association of Chiefs of Police 2017 Annual Conference. October 21, 2017. Philadelphia, PA. Conference presentation.

O'Toole, Kathleen, Michael Harrison, John Thomas, Arlinda Westbrook, Scott Sargent, and Danny Murphy. "Effective Departmental Supervision in Police Organizations." Implementation of Police Department Consent Decrees: Working Together Toward Institutional Change. Fort Worth, TX. November 4, 2016. Conference presentation.

Honors and Awards

- **Loyola University Institute of Politics Fellow**, 2017-2018.
- **New Orleans Police Department's Service of Excellence Award**, for developing the Crisis Intervention Team (CIT) program in collaboration with department and community members, 2015.
- **City of New Orleans Office of the Mayor's Certificate of Recognition**, for facilitating the implementation of trauma-informed, victim-centered responses to domestic violence incidents, 2015.
- **University of New Orleans MBA Academic Excellence Award**, 2015.
- **Valedictorian of Jesuit High School of New Orleans**, 2005.

LINDA PHIRI, PhD

Washington, DC
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EDUCATION

American University - ***Washington, DC***
PhD, Justice, Law & Criminology, 2023
Dissertation: *Change, Innovation & Reform in Policing: Understanding the Crucial Role of Officer Receptivity*

University of Cambridge - ***Cambridge, UK***
MPhil, Development Studies, 2018
Focus: Justice, Cities, Economics, Sociology of community development

Brandeis University - ***Waltham, MA***
BA, Magna Cum Laude, 2016
Business; International & Global Studies (Highest Honors)

PROFESSIONAL EXPERIENCE

Center for Innovations in Community Safety (CICS), Georgetown Law, *Washington, DC*

Senior Research Associate | 2024–Present

- Provide research and operational leadership across multiple concurrent public safety research and evaluation workstreams.
- Lead end-to-end execution of mixed-methods studies evaluating policing and alternatives-to-policing initiatives.
- Design and pilot surveys, interview guides, observation protocols, and coding frameworks; conduct and oversee coding and analysis.
- Coordinate with law enforcement agencies, research and community partners
- Develop workflow calendars, timelines and project management protocols
- Recruit, hire, onboard, and supervise Research Assistants
- Manage IRB submissions and modifications, research documentation, and compliance processes.
- Translate findings into actionable insights through reports, briefings, and presentations for policymakers, funders, and practitioners.

Arnold Ventures - *Washington, DC*

Criminal Justice Research Fellow | 2023–2024

- Supported the Vice President of Criminal Justice Research in advancing cross-system research agendas spanning policing, violence reduction, pretrial justice, incarceration, and reentry.
- Co-edited the Police Accountability Research Agenda with advocacy and research partners.
- Synthesized findings from funded research investments to inform strategic direction and funding decisions.
- Drafted literature reviews, issue briefs, internal memos, and funding recommendations.
- Supported in drafting the current RFP on Causal Research on Community Safety and the Criminal Justice System

International Association of Chiefs of Police (IACP) - ***Alexandria, VA***

Research & Program Intern (BCJI) | 2021

- Mainly supported the Byrne Criminal Justice Innovation (BCJI) program through project management and stakeholder coordination for community-centered crime reduction in about 30 cities
- Liaised with IACP leaders, police departments, researchers, and community organizations on major events as needed.

American University - ***Washington, DC***

Graduate Research Assistant | 2019–2023

- Conducted mixed-methods research across projects on policing, courts, public health, and racial disparities.
- Led data collection, cleaning, and analysis of administrative, survey, and interview data.
- Conducted interviews with law enforcement officers, medication-assisted treatment (MAT) providers for justice involved populations, and policymakers.
- Conference Coordinator, American Society of Evidence-Based Policing Conference (2022).

TEACHING EXPERIENCE

American University - Instructor

- *Introduction to Criminology* (2022–2023) & *Justice and Deviance* (2022)

LEADERSHIP, SERVICE & PROFESSIONAL ENGAGEMENT

- **Panel Chair**, American Society of Criminology (2025):
  - *Community Perspectives on Policing and Law*
  - *Courts and Public Perspectives on Crime, Punishment, and Justice*
- **Invited Panelist**, American Society of Evidence-Based Policing Annual Meeting (2026)

- **Volunteer**, Trigger Project: End Gun Violence Conference and Festival (2024)

PUBLICATIONS

- Phiri, L., & Alan, K. (2026). The long-game: A quantitative examination of the relationship between recruit characteristics and retention. **National Policing Institute Special Issue**.
- Greenwald, E., & Phiri, L. (2024). Technology assessment: On accountability-Genetic tools for justice and injustice in criminal proceedings. **Journal of Science Policy & Governance**, 25(1).
- McGough, M., Camp, K., & Phiri, L. (2022). Public health approaches to public safety in North America: An overview of results from GLEPHA's envisioning the future project. **Journal of Community Safety and Well-Being.**
- Gould, J. B., Senn, L. B., Lowrey-Kinberg, B., & Phiri, L. (2020). Mapping the path of Brady violations: Typologies, causes, and consequences in erroneous conviction cases. **Syracuse Law Review,** 71, 1061–1119.

HONORS & FELLOWSHIPS

- Neil & Ann Kerwin Doctoral Fellowship, American University (2022–2023)
- Applied Criminology & Data Management Fellow, American Society of Evidence Based Policing (2022–2023)
- Center of Development Studies Scholarship, University of Cambridge (2017)
- Sylvia Hassenfeld Endowed Scholarship for Leadership & Academic Excellence (2013 - 2016)

TRAINING & SKILLS

Training

- *Managing to Change the World*, The Management Center (2024)
- *Randomized Controlled Trial (RCT) Design*, MITx (2024)

Skills

- Project Management
- Applied Research & Evaluation; Survey Design, Qualitative Coding (NVivo, Dedoose), Quantitative Analysis (Stata)
- Stakeholder & Community Advisory Facilitation

Languages & Global Experience

- English, Portuguese, Chichewa (fluent); Spanish (intermediate)
- Lived/worked in Africa, Latin America, Europe, Australia, and the U.S.