

To: The Honorable Mayor and Council Members

From: Alberto Destrade, Purchasing Director 

Date: January 10, 2017

RE: **A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF NORTH MIAMI, FLORIDA, AUTHORIZING THE CITY MANAGER AND CITY ATTORNEY TO NEGOTIATE AND EXECUTE AN AGREEMENT, IN SUBSTANTIALLY THE ATTACHED FORM, WITH THE POLICE EXECUTIVE RESEARCH FORUM, INC., TO PROVIDE THE CITY OF NORTH MIAMI POLICE DEPARTMENT WITH A "USE OF FORCE AND CRISIS INTERVENTION POLICE/TRAINING REVIEW" PROGRAM, FOR A TERM OF FOUR (4) MONTHS IN THE AMOUNT OF EIGHTY FOUR THOUSAND SEVEN HUNDRED EIGHTEEN DOLLARS (\$84,718.00), IN ACCORDANCE WITH SECTION 7-121 OF THE CITY OF NORTH MIAMI CODE OF ORDINANCES; PROVIDING FOR AN EFFECTIVE DATE AND FOR ALL OTHER PURPOSES.**

RECOMMENDATION

Staff is requesting that the Mayor and City Council hereby authorize the City Manager to finalize and execute an agreement with Police Executive Research Forum, Inc. (PERF) to provide the City of North Miami Police Department (NMPD) with a "Use of Force and Crisis Intervention Police/Training Review" and a report of their findings and recommendations for a not-to-exceed amount of \$84,718.

BACKGROUND

PERF is an organization based out of Washington, D.C., which specializes in providing research, studies, audits, technical assistance, training, executive search and other professional support and consulting services to police and sheriff departments, as well as other law enforcement agencies at all levels of government, and police related organizations worldwide. Accordingly, the purpose of this contract is for PERF to provide the NMPD with the following services:

- Review of Use of Force Policy, Training, and Practices.
- Four Hour Command Briefing on PERF's Guiding Principles on Use of Force.
- Findings and Recommendations (final report with supporting documentation).

This term of this contract shall be for four (4) months from date of execution and shall not extend beyond the agreed to completion date unless otherwise approved and extended by the City. The total compensation under this contract includes, but is not limited to, fees for actual work to be performed by PERF, travel expenses and other costs associated with the completion of their services. The entire scope of work to be performed by PERF on behalf of the City is contained in the attached contract.

The schedule of payments for this contract shall be as follows:

- Completion of first site visit: \$28,240.00
- Delivery of draft report: \$28,240.00
- Acceptance of final report: \$28,238.00

Pursuant to the City’s Procurement Code, the services to be provided under this contract are exempt from the competitive procurement process.

Given the above, staff is requesting that the Mayor and City Council authorize the City Manager to finalize and execute an agreement with PERF to provide the NMPD with a “Use of Force and Crisis Intervention Police/Training Review” program at a cost not-to-exceed \$84,718, for a term of four (4) months.

FUNDING SOURCE

Funding for this purchase is allocated from account 132-08-527001-521-319-000 (Federal Equitable Sharing Funds/Treasury).

ATTACHMENTS

- Resolution
- PERF Contract

RESOLUTION NO. _____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF NORTH MIAMI, FLORIDA, AUTHORIZING THE CITY MANAGER AND CITY ATTORNEY TO NEGOTIATE AND EXECUTE AN AGREEMENT, IN SUBSTANTIALLY THE ATTACHED FORM, WITH THE POLICE EXECUTIVE RESEARCH FORUM, INC., TO PROVIDE THE CITY OF NORTH MIAMI POLICE DEPARTMENT WITH A “USE OF FORCE AND CRISIS INTERVENTION POLICE/TRAINING REVIEW” PROGRAM, FOR A TERM OF FOUR (4) MONTHS IN THE AMOUNT OF EIGHTY-FOUR THOUSAND SEVEN HUNDRED EIGHTEEN DOLLARS (\$84,718.00), IN ACCORDANCE WITH SECTION 7-121 OF THE CITY OF NORTH MIAMI CODE OF ORDINANCES; PROVIDING FOR AN EFFECTIVE DATE AND FOR ALL OTHER PURPOSES.

WHEREAS, the City of North Miami (“City”) has identified the need for a “Use of Force and Crisis Intervention Police/Training Review” program, including a command staff presentation for the City Police Department; and

WHEREAS, the Police Executive Research Forum, Inc. (“Contractor”), is located in Washington, DC and is engaged in police and public safety management consulting and training services, including research, studies, audits, technical assistance, and other professional support and consulting services to police and sheriff’s departments, other law enforcement agencies at all levels of government, and police related organizations worldwide; and

WHEREAS, the “Use of Force and Crisis Intervention Police/Training Review” program will include: 1) a review of use of force policy, training and practices, 2) a four-hour command briefing on Contractor’s guiding principles on use of force, and 3) findings and recommendations as more specifically delineated in the attached agreement under the ‘Scope of Services’ (collectively referred hereto as “Services”); and

WHEREAS, the proposed agreement with Contractor shall be for a term of four (4) months in the amount of Eighty-Four Thousand Seven Hundred Eighteen Dollars (\$84,718.00), payable in three (3) installments for the complete execution of Services to the City; and

WHEREAS, the Contractor is engaged in accordance with Section 7-121 of the City of North Miami Code of Ordinances, which exempts Services from the procurement process including fees and costs of job-related seminars and training; and

WHEREAS, City administration respectfully requests that the Mayor and City Council authorize the City Manager and City Attorney to negotiate and execute an agreement with the Contractor, in substantially the attached form, to provide the City Police Department with a “Use of Force and Crisis Intervention Police/Training Review” program, for a term of four (4) months in the amount of Eighty-Four Thousand Seven Hundred Eighteen Dollars (\$84,718.00), in accordance with Section 7-121 of the City of North Miami Code of Ordinances; and

WHEREAS, the Mayor and City Council find the provision of Services by Contractor, is in the best interest of the City.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF NORTH MIAMI, FLORIDA:

Section 1. **Authority of Interim City Manager.** The Mayor and City Council of the City of North Miami, Florida, hereby authorize the City Manager and City Attorney to negotiate and execute an agreement, in substantially the attached form, with the Police Executive Research Forum, Inc., to provide the City of North Miami Police Department with a “Use of Force and Crisis Intervention Police/Training Review” program, for a term of four (4) months in the amount of Eighty-Four Thousand Seven Hundred Eighteen Dollars (\$84,718.00), in accordance with Section 7-121 of the City of North Miami Code of Ordinances.

Section 2. **Effective Date.** This Resolution shall be effective upon adoption.

PASSED AND ADOPTED by a _____ vote of the Mayor and City Council of the City of North Miami, Florida, this ___ day of _____, 2017.

DR. SMITH JOSEPH
MAYOR

ATTEST:

MICHAEL A. ETIENNE, ESQ.
CITY CLERK

APPROVED AS TO FORM
AND LEGAL SUFFICIENCY:

JEFF P. H. CAZEAU, ESQ.
CITY ATTORNEY

SPONSORED BY: CITY ADMINISTRATION

Moved by: _____

Seconded by: _____

Vote:

Mayor Smith Joseph, D.O., Pharm. D.
Vice Mayor Scott Galvin
Councilwoman Carol Keys, Esq.
Councilman Philippe Bien-Aime
Councilman Alix Desulme

_____ (Yes) _____ (No)
_____ (Yes) _____ (No)
_____ (Yes) _____ (No)
_____ (Yes) _____ (No)
_____ (Yes) _____ (No)

**CONTRACT BETWEEN
THE
NORTH MIAMI POLICE DEPARTMENT
AND THE
POLICE EXECUTIVE RESEARCH FORUM**

RECITALS

1. The Police Executive Research Forum (referred to hereinafter as "PERF") of Washington, D.C., is engaged in providing research, studies, audits, technical assistance, training, executive search and other professional support and consulting services to police and sheriff's departments, other law enforcement agencies at all levels of government, and police related organizations worldwide. The City of North Miami, through the North Miami Police Department, provides law enforcement services to the citizens of North Miami, Florida.
2. The Police Executive Research Forum (PERF) (referred to hereinafter as "Contractor") is engaged in police and public safety management consulting and training.
3. The North Miami Police Department (referred to hereinafter as the NMPD), in the interest of providing high quality services, desires to utilize PERF.
4. In consideration of the mutual promises set forth herein, it is agreed by and between the NMPD and PERF as follows:

SECTION ONE—SERVICES TO BE PERFORMED

The Contractor will provide a Use of Force and Crisis Intervention Policy/Training Review with a command staff presentation for the North Miami Police Department. Please refer to PERF's proposal (Attachment A) for a complete list of performance activities.

SECTION TWO—INDEPENDENT CONTRACTOR

The parties to this contract agree that the relationship created by this contract is that of the NMPD and an independent contractor (PERF). No federal, state, or local income tax, nor any payroll tax of any kind, shall be withheld or paid by the NMPD on behalf of the Contractor. The Contractor shall not be treated as an employee with respect to the services performed hereunder for federal or state tax purposes. The Contractor is not eligible for, and shall not participate in any employer pension, health, or other fringe benefit plan of the NMPD. The NMPD will not obtain workers' compensation insurance for the Contractor and the Contractor agrees to comply with applicable workers' compensation laws. The Contractor shall adhere to all laws and ethical standards applicable and shall perform in a manner consistent with generally accepted standards.

SECTION THREE—TERMS OF PAYMENT

The effective date of the contract shall be December 1, 2016 and shall not extend beyond the estimated completion date of May 31, 2017, unless further extended by amendment to this

contract. As compensation for performance hereunder, and upon timely and satisfactory completion of all work phases, the NMPD shall pay the Contractor a fixed fee of \$84,718. This flat rate includes fees for work performed, all travel expenses and other expenses associated with completion of this contract. Payment schedule is as follows:

| | |
|---------------------------------|-------------|
| Completion of first site visit: | \$28,240.00 |
| Delivery of draft report: | \$28,240.00 |
| Acceptance of final report: | \$28,238.00 |

SECTION FOUR—DELEGATION OF SERVICES

The Contractor agrees not to delegate any duties under this contract without the NMPD's express consent.

SECTION FIVE—CONTROL OF WORK

PERF, as an independent Contractor, retains the right to generally control or direct the manner or means by which the work described herein is to be performed. Any changes to the scope of work shall be written and ratified as an amendment to this contract.

SECTION SIX—CONFLICTS

The Contractor will use all reasonable efforts to ensure that they are under no obligation, agreement, written or verbal, nor have they previously worked or been otherwise in any position which will cause any conflict of interest to arise in connection with the services to be provided to the NMPD. This obligation to notify the NMPD of any potential conflict of interest pertains to both the basic contractual relationship and specific tasks to be performed under this contract.

SECTION SEVEN—CONFIDENTIAL INFORMATION

The Contractor agrees at all times, both during the term of this Contract and after the termination therefore, not to divulge to others in any manner for any reason any personally identifiable data accessed and/or information collected as a result of the performance of this Contract.

SECTION EIGHT—COPYRIGHTS AND DATA

The parties agree that this constitutes a work-for-hire agreement and that the NMPD holds the copyright to the final report produced under this agreement. As such the NMPD may use, disclose, reproduce, deliver, dispose of, and authorize others to do so in any lawful manner, the final report delivered to the NMPD, by the Contractor. The Contractor warrants that any writing produced by the Contractor for delivery to the NMPD shall be the original work of the Contractor and shall not knowingly infringe the copyright of anyone else or knowingly plagiarize another source.

SECTION NINE—NO AUTHORITY TO BIND

Neither party shall have the authority to enter into contracts or agreements on behalf of the other party.

SECTION TEN—ANTI-ASSIGNMENT

Neither the Contractor nor the NMPD shall assign any interest in this contract without the written consent of the other party.

SECTION ELEVEN—NON-WAIVER FOR MATERIAL BREACH

The failure of either party to exercise any of its rights under this agreement for a material breach thereof shall not be deemed to be a waiver of such rights or a waiver of any such subsequent breach.

SECTION TWELVE—TERMINATION

Should the Contractor fail to comply with any of the terms or conditions set forth in this contract or should the NMPD determine in good faith that the Contractor is in any way unfit, unqualified, or unable to perform all of the services outlined in this contract, then, in that event, this contract may be canceled. Neither party shall be responsible, so long as they act reasonably and in good faith, for any failure of performance due to Acts of God, labor disputes, governmental authority or other circumstances clearly beyond the control of the other party.

SECTION THIRTEEN—SEVERABILITY

If any part of this agreement shall be held unenforceable, the rest of this agreement will nevertheless remain in full force and effect.

SECTION FOURTEEN—WRITTEN NOTICE

Communication regarding this agreement may be sent to PERF at 1120 Connecticut Avenue, N.W., Suite #930, Washington, DC 20036 or Chief Gary Eugene, North Miami Police Department, 700 NE 124 Street, North Miami, FL, 33161.

SECTION FIFTEEN—GOVERNING LAW

This agreement shall be governed by the laws of the District of Columbia.

SECTION SIXTEEN—USE OF NAMES

Neither party will use the name of the other in any form of advertising or publicity without the express written permission of the other party.

SECTION SEVENTEEN—COMPLIANCE

Contractor represents and certifies that neither it nor its principles is presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal department or agency.

SECTION EIGHTEEN—DISCRIMINATION PROHIBITED

In hiring, employment, subcontracting or consulting arrangements made possible by or resulting from this contract, there will be no unlawful discrimination against any employee, applicant for employment or contractor on account of sex, race, religion, color, national origin or ancestry, age, disability, marital status, or sexual orientation. This shall apply to all business related activities, including but not limited to, recruitment and selection; demotion, transfer, lay-off or termination; rates of pay or other forms of compensation and selection for training. The Contractor agrees to include this provision on discriminatory practices in all appropriate subcontracts for work covered by this contract. Furthermore Contractor agrees to consider the feasibility of dividing total requirements into smaller tasks or quantities so as to permit maximum participation by small and minority firms and women's business enterprises when developing independent contracts for work covered by this contract.

SECTION NINETEEN—INDEMNIFICATION

The Contractor shall indemnify, defend and hold harmless the NMPD, its officers, employees and agents, from any and all loss, cost, damage or expense which the NMPD, its officers, employees and agents may incur by reason of any claims or liabilities asserted against it or any of them which arise out of negligence or other legal wrongdoing on the part of the Contractor, its officers, employees and agents which are in any way connected with activities under performance of this contract. The NMPD agrees to give the Contractor immediate notice of any claim, action or suit brought against the NMPD which is in any way connected with activities under this contract and applicable within this indemnification. The Contractor agrees to cooperate with and assist in the preparation of any audits, reports or other requirements imposed by any governmental or regulatory agencies. The NMPD agrees to indemnify, defend and hold Contractor harmless from any loss or expense Contractor may incur due to claims or liabilities which arise from the negligence or wrongdoing of the NMPD or based upon the NMPD's breach of this contract.

SECTION TWENTY—ADDITIONAL WORK

The NMPD may desire to have PERF perform work or render services in connection with the project other than provided for by the express intent of this contract. Any such work or services shall be considered as additional work, supplemental to this contract and billable at PERF's Professional Services rates as provided below:

| <u>Position</u> | <u>Hourly Rate</u> | | <u>Position</u> | <u>Hourly Rate</u> |
|----------------------------------|--------------------|--|------------------------------|--------------------|
| Executive Director | \$428.48 | | Chief of Staff | \$304.00 |
| Communications Director | \$268.80 | | Director of Applied Research | \$243.20 |
| Director of Technical Assistance | \$227.20 | | Executive Search Senior Lead | \$219.63 |
| Director of Project Management | \$216.00 | | Deputy Director | \$176.00 |
| Senior Associate 1 | \$165.38 | | Senior Associate 2 | \$154.77 |
| Senior Associate 3 | \$144.00 | | Executive Search Lead | \$142.76 |
| Executive Assistant | \$137.60 | | Research Associate 1 | \$123.20 |
| Research Associate 2 | \$115.38 | | Research Associate 3 | \$106.40 |
| Research Associate 4 | \$100.80 | | Senior Research Assistant | \$96.00 |
| Communications Coordinator | \$96.00 | | Project Assistant 1 | \$89.60 |
| Project Assistant 2 | \$83.20 | | Project Assistant 3 | \$80.00 |
| Lead Senior SME 1 | \$686.34 | | Lead Senior SME 2 | \$549.07 |
| Senior SME 1 | \$411.81 | | Senior SME 2 | \$274.54 |

Any additional work shall not proceed unless so authorized by the NMPD. Authorized additional work will be compensated for in accordance with a written supplemental contract between PERF and NMPD.

North Miami Police Department:



Gary Eugene
Chief of Police

11-16-2016
Date

Police Executive Research Forum:



Chuck Wexler
Executive Director

11/11/2016
Date

Attachment A Scope of Services

TASK 1: REVIEW OF USE OF FORCE POLICY, TRAINING, AND PRACTICES

To accomplish this task, the PERF team will review all use-of-force, crisis intervention, and related policies and procedures pertaining to the North Miami Police Department's use of force, both lethal and less-lethal. PERF will also review all use of force training provided by the department for its officers, along with related tools and equipment.

PERF will interview the chief and senior command staff to understand the agency's policing philosophy and community expectations, and will interview department trainers to determine the extent to which these reflect current departmental practice. PERF's recommendations will be based on progressive policing practices with regard to use of force.

TASK 2: FOUR HOUR COMMAND BRIEFING ON PERF'S GUIDING PRINCIPLES ON USE OF FORCE

PERF recently released 30 guiding principles on use of force based on years of work involving hundreds of police officials, including several conferences and field work in Scotland, Northern Ireland, and the New York City Police Department. The guiding principles were released and discussed at PERF's January 29th conference "Use of Force: Taking Policing to a Higher Standard," which was attended by approximately 200 police chiefs and other police officials from various ranks, as well as federal officials, academics, and mental health experts. PERF will present and discuss these guiding principles in an interactive forum with the department's command staff, paying specific attention to how these principles impact the department and the North Miami community. PERF's Executive Director Chuck Wexler and, PERF's Director for the Center of Applied Research and Management Tom Wilson, will add their insight and experience to the discussion.

FINDINGS AND RECOMMENDATIONS

The PERF team will prepare a report to include the findings, recommendations, and rationale for our recommendations and review them with department and city leaders. A draft report will be submitted for departmental review and discussion, followed by a final report.

COST AND TIMELINE

PERF proposes to conduct this study for a flat fee of **\$84,718.00** and does not include any additional licenses or fees that may be required by the City of North Miami. Work will commence on December 1, 2016 and conclude no later than May 31, 2017.

About PERF

Founded in 1976, the Police Executive Research Forum (PERF) is a premier police research organization and a provider of high quality management services, technical assistance, and training to support policing and the criminal justice system. As an international, private, non-profit 510 (c) (3) organization located in Washington DC, PERF improves the delivery of police services and the effectiveness of crime control through:

1. The exercise of strong national leadership;
2. Public debate of police and criminal justice issues;
3. Research and policy development; and
4. The provision of vital management and leadership services to police agencies.

PERF is a source of expertise on the policies, practices, and operations of police departments. For almost 40 years, PERF has provided consulting services to law enforcement agencies, conducted research on the issues of greatest concern to police executives, educated up-and-coming police officials at its Senior Management Institute for Police (SMIP), and stimulated debate about policing issues within the profession, in the news media, and among policy-makers and the public.

PERF is one of the nation's leading providers of management consulting services to police agencies, having conducted comprehensive studies of police departments and reviews of particular systems or issues in departments of all sizes across the nation. We offer a full range of consulting services to police organizations of all sizes, including:

- Comprehensive management surveys, performance audits, and organizational studies;
- Development of use-of-force policies and training and early intervention systems;
- Resource allocation studies, workload assessments, and beat planning;
- Human resource management reviews;
- Productivity analysis and recommendations for improvements;
- On-site assistance in implementing recommendations;
- Education and training development, delivery, and review;
- Technology and automation needs assessments, RFP development, and assistance with vendor selection;
- Organizational climate review and organizational development planning;
- Police communications and dispatch;
- Core process identification and process mapping; and
- Strategic planning assistance.

PERF has provided technical assistance in specialized areas such as records and information processing, budgeting, communications, crime prevention, management of criminal investigations, vice and narcotics unit operations and police handling of special populations. PERF has conducted over 250 comprehensive management studies of law enforcement agencies across the United States. Through this work and with PERF's close relationship with all levels of police practitioners, PERF enjoys an excellent national reputation for being in touch with contemporary law enforcement leadership styles, effective organizational structures, operations, and tactics - and how they relate to individual agency missions, professional values, and

expectations of the public.

Our consulting studies are based on the timely and accurate collection of information, since this is paramount to facilitating an effective study of a law enforcement agency. In this manner, PERF is able to glean the necessary information from the police department to provide a complete picture of the department's operations. And through our experience in conducting numerous management studies, our research, and our daily contacts with police executives, PERF has gained a wider, deeper, more thorough knowledge base on all aspects of contemporary policing. Our studies identify opportunities to improve current departmental practices. We also identify processes and functions in police agencies that add minimal or no value to the department and thus are candidates for realignment or elimination.

Our final work products are complete and comprehensive based upon the thorough analysis of the information obtained.

Past Work

Some of the PERF studies over the last 15 years of consulting include the following police and sheriff's agencies.

| Under 100,000 population | 100,000-399,999 population | Over 400,000 population |
|--------------------------|----------------------------|---------------------------|
| Annapolis, MD | Anchorage, AK | Albuquerque, NM |
| Ashland, OR | Akron, OH | Austin, TX |
| Boynton Beach, FL | Arlington, TX | Berks County, PA |
| Brooklyn Center, MN | Bell County, TX | Broward County, FL |
| Brooklyn Park, MN | Bellevue, WA | Charlotte/Mecklenburg, NC |
| Canton, CT | Brown County, WI | Chicago, IL |
| Cape Girardeau, MO | Bridgeport, CT | Denver, CO |
| Cape May County, NJ | Cleveland, OH | Fairfax County, VA |
| Clinton, CT | Dayton, OH | Fort Worth, TX |
| Corvallis, OR | Elk Grove, CA | Fresno, CA |
| Destin, FL | Eugene, OR | Fresno County, CA |
| East Haven, CT | Fayetteville, NC | Gwinnett County, GA |
| Edmond, OK | Fort Collins, CO | Houston, TX |
| Ferguson Twp., PA | Gainesville, FL | Indianapolis, IN |
| Fort Lee, NJ | Killeen, TX | Kansas City, MO |
| Grass Valley, CA | Lafayette Parish, LA | Kent County, MI |
| Greenbelt, MD | Lakewood, CO | Memphis, TN |
| Greenville, NC | Lane County, OR | Mesa, AZ |
| Groton, CT | Las Cruces, NM | Milwaukee, WI |
| Indian Trail, NC | Lowell, MA | Morris County, NJ |
| Indio, CA | Minneapolis, MN | Nashville, TN |
| Kiawah Island, SC | Naperville, IL | Nassau County, NY |
| Lake Park, FL | New Haven, CT | New Castle County, DE |
| Longview, WA | Oakland, CA | Ocean County, NJ |
| Lorain, OH | Overland Park, KS | Palm Beach County, FL |
| Lynchburg, VA | Pasadena, CA | |

| | | |
|---|---|--|
| Mansfield, CT Medford, OR Miami Beach, FL Ocean City, MD Old Brookville, NY Riverton, WY Rockville, MD Schenectady, NY Scranton, PA Sparks, NV Temple, TX The Woodlands, TX Windsor, CT Yarmouth, MA | Provo, UT Raleigh, NC Savannah Chatham, GA St. Louis, MO St. Petersburg, FL Stamford, CT Tacoma, WA Tallahassee, FL Tuscaloosa County, AL West Palm Beach, FL Wilmington, NC Wright County, MN | Phoenix, AZ Prince George's County, MD San Antonio, TX San Francisco, CA San José, CA Shelby County, TN Washington, DC York County, PA |
|---|---|--|

Project Team Bios

Chuck Wexler is Executive Director of the Police Executive Research Forum (PERF), an organization of law enforcement officials and others dedicated to improving the professionalism of policing.

Currently, Wexler is leading a project to reform police agencies' policies, training, and equipment regarding police use of force, in order to increase officers' safety while also preventing unnecessary or disproportionate uses of force. As part of this effort, PERF has released a set of 30 Guiding Principles, which begin with a statement that the sanctity of human life should be at the heart of police use-of-force policies. PERF calls upon police agencies to adopt policies and training that goes beyond current legal requirements.

PERF also has taken leading roles on setting policies for the use of body-worn cameras by police officers, the heroin epidemic in the United States, the role of local police in immigration enforcement, cybercrime investigations, improving the police response to sexual assault crimes, and other issues.

In addition to national policy and practice studies, Wexler has directed projects with local police departments in Minneapolis; Chicago; Kansas City; St. Louis; Los Angeles; Kingston, Tanzania, Middle East, Jamaica; London; and other locations to develop violence reduction strategies and improve the delivery of police services.

Prior to joining PERF, Wexler worked as an assistant to the nation's first Director of the Office of National Drug Control Policy. A native of Boston, Wexler held a number of positions in the Boston Police Department, where he was instrumental in the development and management of the Community Disorders Unit, which earned a reputation for prosecuting and preventing racially motivated crime.

Wexler earned an undergraduate degree from Boston University and a Ph.D. in urban studies and planning from the Massachusetts Institute of Technology (MIT). In 2006 he was awarded an OBE (Order of the British Empire) for his work with British and American police agencies.

Tom Wilson joined PERF in February 2013 and serves as Director of PERF's Center for Applied Research and Management, previously serving as Deputy Director of the Management Services Division. Prior to this, Mr. Wilson served for almost 24 years with the Anne Arundel County, MD Police Department, retiring as a Major. Anne Arundel County, MD is located in the Baltimore / Washington metropolitan area and surrounds the state capital city of Annapolis. The department is a full service C.A.L.E.A accredited police agency with roughly 1,000 sworn and civilian employees serving over 550,000 residents. As Major, Mr. Wilson served in command of both the Patrol Services and Administrative Services Bureaus.

His prior commands included the Anne Arundel County Police Department's four district police stations; the community relations division; the county 911 center (PSAP); homeland security and intelligence; departmental technology and integration (including RMS, CAD, ARS and MDTs); development and oversight of the departmental budget; strategic planning; the training academy;

police personnel; accreditation; the crime lab; evidence collection; departmental fleet; and the county animal control section.

As Captain, Mr. Wilson was appointed to serve almost three years as the Anne Arundel County Director of Emergency Management. His responsibilities included: developing and maintaining a comprehensive emergency management program for all hazards, design of the county's Emergency Operations Plan, compliance with the National Incident Management System, implementation of the Incident Command System into all aspects of county government, and oversight of federal and state homeland security funding.

Throughout his career, Mr. Wilson has served in almost all aspects of policing, including patrol, training, narcotics and major investigations. He has received extensive training in a variety of law enforcement, crisis management and emergency management matters.

Mr. Wilson holds a Master of Science in Administration from Central Michigan University and a Bachelor's in Criminal Justice from the University of Maryland, College Park. He is a graduate of PERF's Senior Management Institute for Police, the Maryland Police and Corrections Commission / Federal Bureau of Investigation "Maryland Excellence in Leadership" program and the Federal Bureau of Investigation's Law Enforcement Executive Development Association.

Lindsay Miller Goodison is a Deputy Director of the Center for Applied Research and Management at the Police Executive Research Forum (PERF). Miller Goodison has served as primary author for a number PERF's publications, including *Labor and Management Roundtable Discussions: Collaborating to Address Key Challenges in Policing (2015)*; *Implementing a Body-Worn Camera Program: Recommendations and Lessons Learned (2014)*; and *Local Police Perspectives on State Immigration Policies (2014)*. She has also managed assessments of police department policies and practices, including a review of homicide investigation processes at multiple agency sites across the country. Miller Goodison coordinated a series of Labor/Management Roundtable Discussions, which brought together top police executives and labor leaders to reach consensus on issues related to officer safety and wellness, including improving access to mental health and substance use programs, implementing physical fitness programs, and increasing the use of seatbelts and body armor among officers. Miller Goodison has a J.D. and an M.S. in Criminology.

Dr. Sean E. Goodison is a Deputy Director of the Center for Applied Research and Management at the Police Executive Research Forum. His work focuses on research methodology, statistical reasoning, data quality, and violent crime. Dr. Goodison is currently the principal investigator on a randomized trial evaluation of BWCS for Arlington, TX Police Department. He was the lead researcher for PERF's recent conference on re-engineering police use-of-force and contributed key analysis for PERF's publication of policing in the St. Louis region. Prior to joining PERF, Dr. Goodison was a law enforcement analyst within the Executive Office of the Chief of Police at the Washington, D.C., Metropolitan Police Department (MPDC). While at MPDC, he was the principle investigator for a longitudinal homicide case review that collected and analyzed 15 years of homicide data. He has a Ph.D. in Criminology and Criminal Justice from the University of Maryland, College Park.

Jason Cheney is a Research Associate with PERF's Center for Applied Research and Management and is responsible for day to day management and logistical support for numerous Center projects, specifically those on use of force, internal affairs, and overall staffing and management studies. Jason is also the lead author on Center project reports and has primary responsibility for proposal development to secure future Center funding. Previously, Jason served as a Research Associate for PERF's former Center on Force and Accountability (CFA), where he assisted in the editing of CFA publications and helped organize several national conferences on rising crime rates. He also served as a Legislative Specialist for PERF's Legislative Division, and was responsible for analyzing legislation relevant to law enforcement, conducting grass-roots lobbying on behalf of PERF's membership, representing PERF in meetings with Congressional staff regarding legislation of interest to PERF, and writing legislative updates for PERF's newsletter *Subject to Debate*.

He has also co-authored three publications: *Police-Community Partnerships to Address Domestic Violence*; *Enhancing Success of Police-Based Diversion Programs for People with Mental Illness*; and *Cop Crunch: Identifying Strategies for Dealing with the Recruiting and Hiring Crisis in Law Enforcement*. Prior to joining PERF, Mr. Cheney served as a Legal Assistant for an attorney in Toms River, New Jersey and was responsible for conducting legal research on immigration cases. He holds an MA in International Commerce and Policy from George Mason University and a BA in Political Science from Stockton College in New Jersey.