#### **EDUCATION:**

Command College Graduate – Class #5
University of Phoenix - Master of Arts in Organizational Management
Mercy College of Detroit, (now University of Detroit/Mercy) – B.A. and A.A. in Law Enforcement/Corrections

#### **CREDENTIALS:**

Arizona: Peace Officer Standards and Training (POST) – Police Certification

<u>California</u>: POST – Management, Supervisory, Advanced, Intermediate and Basic Certificates <u>Michigan</u>: Commission on Law Enforcement Standards (MCOLES) – Police Certification

Oregon: Department of Public Safety Standards and Training (DPSST) - Executive Police/Corrections Certification

#### **CLEARANCE:**

U.S. Govt. – Secret Clearance/Member of the Joint Terrorism Task Force

#### **WORK EXPERIENCE:**

01/19 to date Dolores Stafford and Associates – Consultant Cadre

**Note:** Dolores Stafford and Associates is a professional consulting firm specializing in campus safety and security, compliance, sexual misconduct response and investigation, procedural justice presentations and law enforcement training for college and university campuses in both the United States and Canada. I have served as a cadre member since January 2019.

05/21 to 08/22 Middle Tennessee State University – Police Department

## **Interim Assistant Vice President for Police/Chief of Police**

Directed all campus safety, security and police operations at MTSU in Murfreesboro, TN and Division I athletic events Served as Chief/Interim Assistant Vice President at MTSU while managing budget allocations for the Police Department Served as a member of the Campus Non-Violence Committee at the request of the University President Ensured preparation and dissemination of the Annual Security and Fire Safety Report (Clery Report) Reestablished collaboration with local, county, and state law enforcement agencies Directed recruitment and retention efforts including Police Officers, Clery Coordinator and Emergency Manager Led Department of 71 sworn, civilian and student workers and an additional 50 contract employees (121 total)

10/20 to 04/21 North Seattle College, Department of Campus Safety and Security

#### **Interim Chief/Director of Campus Safety and Security**

Directed campus safety and security at North Seattle College (Seattle, WA)

Ensured preparation and dissemination of the Annual Security and Fire Safety Report (Clery Report)

Served as a member of the Concern Awareness Response Support (CARES) Team (early intervention of those at risk)

Conducted assessment of the department and prepared recommendations for change based on budget reduction

Directed revision of emergency management protocols

Revised the department's policy/procedure manual

Directed and conducted audits along with implementing controls regarding property management

01/19 to 07/20 Keene State College, Department of Campus Safety

### **Interim Chief/Director of Campus Safety**

Directed campus safety and security at Keene State College (Keene, NH)

Member of the Concern Awareness Response Support (CARES) Team (early intervention of those at risk)

Collaborated with local, state, and federal agencies who shared jurisdiction and to coordinate major events

Evaluated the structure of the department and prepared recommendations for change

Recruited and evaluated viable candidates for Associate Director and permanent Director

Assessed staffing and deployment needs and made necessary changes

Revised and edited the policy/procedural manual

Managed Department Budget

05/14 to 08/18

University of Michigan-Dearborn, Police and Public Safety Department

# Police Chief and Director of Public Safety

Directed all police operations at the University of Michigan-Dearborn Campus (Dearborn, MI)

Assigned, reviewed, and approved internal investigations of UMD-PD employees

Responsible for review of security contracts with external resources

Ensured preparation and dissemination of the Annual Security and Fire Safety Report (Clery Report)

Coordinated revision of emergency management protocols in collaboration with the EM Director

Member of the CARE Team responsible for receiving referrals regarding students of concern

Managed department budget with final determination for allocation of resources

Collaborated with federal, state, county, and local agencies who shared concurrent jurisdiction

08/10 to 06/14

Arizona State University Police Department (CALEA Accredited: Gold Standard Assessment)

## **Police Commander**

Directed all police operations at ASU – West, Downtown and Tempe Campuses

At Tempe Campus, managed police services to campus community exceeding 65,000 faculty, staff, and students Managed all Command Duty Officer responsibilities during off-hours

Managed coordination of staffing for every campus and all personnel assigned to patrol and Division I athletic events Reviewed security contracts with external resources including Securitas Security Services

Member of the West and Downtown Campus Senior Staff reflecting collaborative partnership with Vice Provosts, Deans of Students, Media Relations Directors, Facility Directors, and Information Technology management Collaborated with U.S. Secret Service, Phoenix, Tempe, and State Police to coordinate dignitary visits and security Staffed Tempe PD Emergency Operations Center as representative of ASU PD

04/10 to 08/10

Inglewood (California) Unified School District Police Department

## **Second in Command**

Served as Assistant Chief/Lieutenant within the School District Police Department

Served as acting Chief of Police during the Chief's absence

Managed the operation of a police department responsible for the safety and security of K-12 students Implemented policy and procedure revisions including a review of all existing policies

Conducted audits and established controls regarding property management

08/07 to 12/09: University of Oregon

#### Senior Campus Security/Law Enforcement Planner – 03/09 to 12/09

Developed computer-based approach to plotting crime patterns using geographic information systems Conducted research to identify specific strategies for effectively predicting and reducing criminal activity on campus Analyzed deployment and recommended reassignment of law enforcement personnel to ensure maximum effectiveness

## **Chief/Director of Public Safety** – 08/07 to 03/09

Managed \$5.9 million department budget

Chief Law Enforcement, security, and emergency response officer, for the University of Oregon

Ensured compliance with local, state, and federal reporting requirements including the Clery Act

Administered and evaluated intergovernmental agreements for supplemental police services

Supervised and evaluated law enforcement personnel with arrest authority

Established and implemented departmental goals, objectives and priorities including departmental policies

Developed protocols for training staff including monitoring demonstrations, picket lines and/or parades

Directed operations of entire agency including parking, patrol, investigations, and administration

Served as University liaison with Police and Fire Chiefs, D.A., Sheriff, FBI (with secret clearance) and Secret Service Initiated and approved internal investigations related to criminal and noncriminal behavior

03/05 to 08/07

Lane County Sheriff's Office

## **Captain/Corrections Division Commander**

Served as Acting Sheriff as needed

Managed \$25 million division budget with 237 employees

Supervised sworn deputies, sergeants, lieutenants, and medical professionals

Managed custody facility with large population of mentally ill inmates

Represented the Sheriff's Office during interviews with print, audio, and television media

Represented the Sheriff during presentations to state, local or county elected and appointed officials

Administered/approved contracts: cities of Eugene and Springfield, US Marshals, and the Bureau of Prisons

12/84 to 04/05

Los Angeles Police Department (LAPD)

#### **Police Lieutenant II** -11/95 to 04/05

Managed division budget that exceeded \$22 million

Commanded division with responsibility for 395 sworn and civilian employees

Managed 10 custody facilities with a capacity to house 1300 inmates

Coordinated administration of discipline

Joint Labor Management Team member

Qualified as Marksman, Sharpshooter and Expert with firearm

Taught watch commander's school at the police academy for 10 years

Resolved personnel issues involving five unions

Responsible for deployment, evaluation and training of personnel including management of our training unit

Managed three separate regional custody facilities located in Los Angeles as Section Officer-in-Charge

Supervised 130 sworn, civilian, clerical, janitorial and detention personnel as Section Officer-in-Charge

Police Lieutenant I, Police Sergeant II/Police Sergeant I/Detective I, LAPD – 07/89 to 11/95

Led patrol shifts as a watch commander

Supervised a team of background investigators
Reviewed investigations and coordinated gang violence suppression activities
Prepared employees for assumption of additional responsibility and promotion
Managed tactical situations in the field related to crime scenes, as incident commander
Assigned, reviewed, or approved hundreds of administrative, criminal, and/or internal investigations
Responsible for community policing, problem solving and foot beat, bicycle, and patrol officers
Assigned to Narcotics Division as an Asset Forfeiture Detective and Adjutant (administrative assistant)

## Police Officer (PO) III+1/PO III/PO II, PO I, LAPD – 12/84 to 07/89

Conducted patrol activities in three patrol divisions within Los Angeles
Spent two years assigned to Planning and Research Division as a staff researcher
Wrote several Special (General) Orders amending the LAPD Manual including its pursuit policy
Conducted extensive research on police related issues at the request or direction of the Chief of Police
Trained newly hired officers regarding management of crime scenes including proper search protocols

## **Additional Law Enforcement Service:**

Chief Deputy Reserve – Wayne County, Michigan Police Reserve Lieutenant – Oakridge, Oregon Public Safety Reserve Officer (police and fire) - Royal Oak Township, Michigan Police Reserve Officer – Detroit, Michigan

### **Guest Lecturer/Speaker:**

Oregon State Sheriff's Association – Command College
Department of Public Safety Standards and Training (DPSST) – Police/Corrections Academy
California State University – Fullerton and California State University, Northridge
Cass Technical High School – Detroit, MI
San Bernardino Valley College – San Bernardino, CA
University of Irvine - Irvine, CA

# Educational Milestones:

Mercy College of Detroit, GPA 3.79, Magna cum Laude, A.A., Law Enforcement/Corrections Mercy College of Detroit, GPA 3.77, Magna cum Laude, B.A., Law Enforcement/Corrections University of Phoenix, GPA 3.97, M.A., Organizational Management

# Significant Law Enforcement Certifications:

California POST Management Certificate #M5496 Oregon DPSST #45656, Executive Police Certificate Oregon DPSST #45656, Executive Corrections Certificate Arizona POST Certification Michigan MCOLES Certification #45881

# Significant Management Training:

Command College – Oregon (attended and presented) Command Officer Program – LAPD

Executive Command School – LAPD

California POST Management Course

Incident Command System ICS 100-400, 700, 701a, 702a, 703a, 704, 800b, 907

Custody Incident Commander School – Los Angeles County Sheriff's Office

Watch Commander School – LAPD (attended and taught for approximately 10 years)

### **Snapshot of Significant Qualifications:**

Served as staff researcher/writer revising LAPD Manual and the LAPD Custody/Jail Manual

Wrote LAPD Pursuit and Seatbelt use policies

Served as a patrol watch commander – four years (LAPD)

LAPD In-Service training instructor – taught watch commander school (10 years)

Taught promotional preparation seminars -39 years

Served as jail/custody administrator – LAPD and the Lane County Sheriff's Office

Managed budgets exceeding \$22 million

Mentored hundreds of sworn/civilian staff within and outside my agencies of employment

Supervised team of background investigators including review of hundreds of cases

Supervised team of supervisors conducting internal investigations

Managed custody division training unit overseeing all training for 395 employees

Taught detention supervisor school

Assisted with the development of the Michigan Chiefs' (MACP) Brochure "Know Your Rights"

Oversight of security/police management of massive crowds during Division I athletic events (UO/ASU/MTSU)

While assigned to LAPD Internal Affairs, completed complex criminal investigation in 28 days

Developed justification for gender specific hiring under BFOQ federal exception (Lane County Sheriff's Office)

## Snapshot of Participation as a Panelist, Presenter, Committee Memberships:

Michigan Association of Chiefs of Police (MACP) – six years as panelists for New Chiefs School National Organization of Black Law Enforcement Executives (NOBLE) – Education and Training Committee