

TERESA C. CHAMBERS
P.O. Box 857
HUNTINGTOWN, MARYLAND 20639
301/868-6844

FORMAL EDUCATION

The Johns Hopkins University, Baltimore, Maryland.

Masters Degree in Applied Behavioral Science with a Concentration in Community Development, 5-97.
Graduated Summa Cum Laude – GPA: 4.0.

University of Maryland University College, College Park, Maryland.

Bachelor of Science in Law Enforcement, 12-87.

Minor: Health / History.

Graduated Cum Laude – GPA: 3.777.

Crossland Senior High School, Camp Springs, Maryland.

Graduated June 1974.

ADDITIONAL TRAINING

F.B.I. National Executive Institute, Quantico, Virginia.

24th Session; March through Spring 2002 (three-week course).

F.B.I. National Academy, Quantico, Virginia.

191st Session; September 28, 1997, through December 12, 1997.

Chiefs Program, Maryland Police Training Commission.

Graduated in 1996 from a “basic training” program for new police chiefs and prospective chiefs.

Leadership Prince George's, Class IX.

Similar to many of the approximately 800 community leadership programs across the country, this ten-month program (September, 1993, through June, 1994) enhances leadership skills and cultural flexibility, creates a networking system among community leaders, and engages participants in community issues.

North Florida Institute of Police Technology and Management.

Trained and certified as a traffic accident reconstructionist through six weeks of training between 1983 and 1986.

Maryland Police Training Commission.

Trained and certified in 1982 as an instructor in general police topics and firearms; maintained Maryland certification until departure from Maryland.

Prince George's County Police Academy.

Graduated December 5, 1978.

Miscellaneous.

More than 50 schools and seminars regarding law enforcement, supervision, management, leadership, and related topics.

EMPLOYMENT HISTORY

United States Park Police

2002 to 2004

Served as the Chief of Police of the United States Park Police, the oldest and only full service uniformed law enforcement agency in the country, including uniformed patrol, horse mounted patrol, motorcycles, aviation, SWAT, investigations, and other specialties; responsible for overseeing a \$79 Million budget and for protecting national parks, monuments, and parkways in the Washington, D.C., San Francisco, and New York City areas, providing liaison between the Park Police and National Park Service Rangers across the country as needed, and providing dignitary protection for the President of the United States and other officials. See "Details and Accomplishments" heading for additional information.

Durham Police Department

1998 to 2002

Served as the Chief of Police of the Durham, North Carolina, Police Department, a nationally accredited law enforcement agency of nearly 600 employees serving a population of 187,000 citizens. See "Details and Accomplishments" heading for additional information.

Police Executive Research Forum

1992 to 1998

Participated as a consultant for on-site management studies of police departments across the United States; researched and wrote detailed reports regarding various aspects of these agencies' operations and administrative practices and recommended improvements as necessary.

Prince George's County Police Department

1976 to 1997

Retired as one of the top command officers in the Prince George's County, Maryland, Police Department, a nationally accredited, full-service law enforcement agency with more than 1,500 employees. Bordering the southeast side of Washington, D.C., Prince George's County is home for nearly 800,000 individuals. See "Promotions and Duty Assignments" and "Details and Accomplishments of Duty Assignments" headings for detailed employment information.

Prince George's Community College

1997

Served as an adjunct faculty member in the college's criminal justice program.

Thomas V. Miller, Jr., Attorney at Law

1975 to 1976

Worked as a legal secretary, performing general office and clerical duties.

Vallario & Keiffer, Attorneys at Law

1974 to 1975

Worked as a legal secretary, performing general office and clerical duties.

PROFESSIONAL ORGANIZATIONS

- International Association of Chiefs of Police.
- Police Executive Research Forum.
- F.B.I. National Academy Associates.
- The Johns Hopkins University Alumni Association.
- Leadership Prince George's Alumni Association.
- University of Maryland University College Alumni Association.

SELECTED HONORS AND AWARDS

<u>National Center for Women and Policing</u>	2004
Lifetime Achievement Award.	
<u>Women of Achievement in Prince George's County History</u>	1994
Featured in a book which profiles exemplary women whose accomplishments have been instrumental in shaping Prince George's County's 300-year history.	
<u>Prince George's County Police Department</u>	1992
Chief's Award for development and implementation of the Citizens' Police Academy.	
<u>Mid-Atlantic Association of Women in Law Enforcement</u>	1990
Outstanding Service Award.	
<u>Outstanding Young Women of America</u>	1987
Selected as an "Outstanding Young Woman of America."	
<u>National Conference of Christians and Jews</u>	1985
Citation for contributions to improved human relations.	
<u>Prince George's County Jaycees</u>	1983
Outstanding Young Marylander Award.	
<u>Rotary Club of Southern Prince George's County</u>	1978
Sergeant Joseph K. Brown Award for highest scholastic average in police recruit class, Session 54.	
<u>Letters of Commendation and Appreciation</u>	1976 to Present
More than 400 letters of commendation and appreciation available for review upon request.	

CAREER PROGRESSION

Chief of Police

United States Park Police
Durham, North Carolina, Police Department

2-10-02 to 7-9-04
1-20-98 to 1-30-02

PROMOTIONS AND ASSIGNMENTS – PRINCE GEORGE’S COUNTY POLICE DEPARTMENT

Major

District I, District Commander
Acting Chief, Bureau of Administration
Training and Personnel Services, Commander
District V, District Commander

Date of Rank: 1-10-93

10-15-95 to 12-31-97
3-01-95 to 09-26-95
11-08-93 to 02-28-95
12-31-92 to 11-07-93

Captain

Administrative Assistant to the Chief, Bureau of Administration
Police Executive Research Forum, Fellowship
Basic Training Division, Commander
Community Relations Division, Commander

Date of Rank: 2-11-90

3-22-92 to 12-30-92
9-13-91 to 03-13-92
10-07-90 to 03-21-92
2-11-90 to 10-06-90

Lieutenant

District I, “B” Sector Commander

Date of Rank: 11-22-87

11-22-87 to 02-10-90

Sergeant

District IV, Squad 36

Date of Rank: 7-07-85

7-07-85 to 11-21-87

Corporal

District III, Squad 24
Training and Education Division

Date of Rank: 8-19-84

1-06-85 to 7-06-85
8-19-84 to 01-05-85

Police Officer First Class

Training and Education Division

Date of Rank: 8-07-83

08-07-83 to 08-18-84

Police Officer

Training and Education Division
District IV, Crime Prevention Unit
District IV, Squad 25

Date of Rank: 12-05-78

11-01-81 to 08-06-83
6-28-81 to 10-31-81
12-06-78 to 06-27-81

Police Cadet

Police Academy, Session 54
Various Assignments as a Police Cadet

Date of Appointment: 9-26-76

8-21-78 to 12-05-78
9-26-76 to 08-20-78

DETAILS AND ACCOMPLISHMENTS OF DUTY ASSIGNMENTS

Chief of Police

United States Park Police

2-10-2002 to Present

Responsible for the day-to-day operation of the United States Park Police and its nearly 800 employees; full police services to urban parks in the Washington, D.C., region, San Francisco area, and parks in the New York City / New Jersey area; and a \$79 Million budget.

Accomplishments

- Developed and implemented an annual leadership retreat for command officers and selected employees from across the Force.
- Transitioned to a more decentralized budget.
- Cleared the extensive backlog of overdue awards; planned and implemented formal awards and promotional ceremonies in the New York, San Francisco, and Washington, D.C., offices.
- Began an aggressive hiring strategy; with a focus on diversity.
- Cleared a significant number of backlogged discipline cases.
- With the assistance of a professional consultant, reviewed and revamped the internal investigative and discipline process.
- Developed and implemented a complex, post 9-11 process for security at major events, including but not limited to the 4th of July, First Amendment demonstrations, and the 2003 NFL Kick-Off.
- Developed and implemented the first Washington, D.C., area lateral recruit training program in more than 20 years.
- Developed an Information Technology Unit within the Force.
- Improved and maintained an active and positive relationship with the Fraternal Order of Police.
- Participated in full-time partnerships by assigning detailees to the Department of Homeland Security, the Department of the Interior's Office of Law Enforcement and Security, and Joint Terrorism Task Forces across the nation.
- Worked closely with retirees to gain insight and expertise into Force issues.
- Increased external communication with the public through enhanced media relations and activities..
- Redirected the United States Park Police focus to crime in the parks, focusing daily on occurrences and patterns.
- Initiated a Force-wide reorganization to provide more effective police service and to better utilize the talents of employees as well as expand their levels of experience in various components of the Force.
- Implemented significant recommendations of the National Academy of Public Administration (NAPA), including, but not limited to, civilianization of key positions in the organization, a reduction of the number of command and supervisory positions, and budget-related enhancements.
- Developed a plan for restructuring the United States Park Police to more fully implement the NAPA recommendations and to provide better security of and attention to the icon parks for which United States Park Police officers are responsible.

**Chief of Police
Durham, North Carolina, Police Department****1-20-98 to 1-31-02**

Responsible for the day-to-day operation of the Durham Police Department and its nearly 600 employees; responsible for daily 24-hour police service for the approximately 187,000 citizens residing in Durham and for managing the Department's \$36 Million budget.

Accomplishments

- Reorganized the Police Department, assigning geographic responsibility to District Commanders.
- Implemented biweekly Crime Abatement Briefings, modeled after New York City Police Department's Compstat meetings.
- Established morning operational briefings involving every operational component and a representative of the Press Information Office.
- Instituted Crime Prevention Through Environmental Design (CPTED) strategies.
- Developed and instituted the Gun Reduction and Interdiction Program (GRIP), a multi-faceted anti-gun violence initiative.
- Established positive working relationships with Federal law enforcement agencies impacting on Federal resources coming to the City of Durham and on significant prison time for violent repeat offenders in our community.
- Instituted the Strategies To Abate and Reduce Senseless violence (STARS) strategy, incorporating the Project Exile strategy and other strategies to aggressively prosecute repeat violent offenders.
- Established the Durham Resistance Against Gang Onset (DRAGON) program to eradicate gangs and their violence.
- Established a Special Investigations Division, staffed with a number of speciality units which, in addition to conducting their regular functions, are available for rapid deployment to areas needing increased police presence.
- Instituted mandatory "directed patrol" for commanders and officers in administrative assignments.
- After nearly a decade of rising crime, reduced crime in the City of Durham for three consecutive years resulting in a current reduction of 20% of Index Crimes and a 29% decrease in crime rate.
- Reduced formal internal grievances from 21 in the 12 months prior to my appointment as Chief of Police to zero for the 12 months following it.
- Using Federal grant funds, purchased a multi-purpose Police Mobile Substation for use throughout the City.
- Established a Press Information Office, including a public relations/marketing component.
- Instituted formal ceremonies for graduations, promotions, and other celebrations.
- Instituted a successful hiring strategy, bringing and keeping our sworn staffing at or near authorized strength.
- Expanded community policing throughout the City, assigning geographic responsibility to community police officers.
- Revamped the promotional process, building integrity and strict guidelines into it.
- Civilianized the position of Records Manager and incorporated all management information functions under one person (Records, Crime Analysis, Personal Computers, and Mobile Data Terminals).
- Developed a Community Police Officers program in public schools using Federal grant funds.
- Instituted an Employee Advisory Board, meeting with its members monthly.
- Expanded the Citizen Advisory Board to the Chief of Police, meeting with its members monthly.
- Instituted a weekly meeting of the Executive Command Staff with officers attending In-Service training to provide instant two-way communication between the officers and the Executive Team.
- Developed a Vision Statement and Customer Service Standards.
- Instituted regular training and retreats for all command staff members.

**Bureau of Patrol, District I, Commander,
Prince George's County Police Department
Major**

10-15-95 to 12-31-97

Responsible for the day-to-day operation of a patrol district and the 200 employees assigned there; responsible for daily 24-hour police service, including investigative follow-up of crimes, for the 200,000 citizens residing within the 37.25 square mile area of responsibility.

Accomplishments

- Expanded Community Oriented Policing efforts in District I, resulting in a reduction in violent crime and property crimes.
- Established a Violence Abatement Area and targeted it for specialized and intensive patrol, enforcement, and community outreach, resulting in a reduction of violent and property crimes.
- Instituted new concepts in Community Policing, including regionalization, CHOICE (COPs Helping Out in Creative Education), Operation Unwanted Guest, Joint Space Initiative with investigators, and multi-service community offices.
- Developed a rapport and working relationship with the 16 municipal governments and 13 municipal chiefs of police within District I, resulting in cooperative crime reduction and community service efforts.
- Worked with the Department of Corrections (DOC) in developing a policy for their assisting us with the transportation of prisoners to DOC.
- Adopted a policy allowing and encouraging fitness and aerobic training during one's tour of duty.
- Together with the Deputy Director of DOC, implemented Regional Processing at District I, allowing officers to drop off prisoners, complete a statement of probable cause, and return to service.
- Developed an operational plan for dealing with a long-term strike by union members of a large food chain.
- Redeployed lieutenants assigning them geographic responsibility and expanded authority.
- Periodically served as the Acting Chief, Bureau of Patrol, responsible for 24-hour police service throughout Prince George's County, the six district stations handling that police service, and the Special Operations Division.

**Acting Chief, Bureau of Administration
Acting Lieutenant Colonel**

3-1-95 to 9-26-95

Served as one of three deputy chiefs of police; responsible for the day-to-day operation of the entire Bureau of Administration, including Training and Personnel Services, the Community Relations Division, the Press Information Office, and the Chaplain Service.

Accomplishments

- Worked with members of the Promotional Committee toward making overall improvements to the promotional process.
- Served as the Department's Equal Employment Opportunity Coordinator.
- Developed a manual for persons chairing Administrative Hearing Boards.
- With the staff of the Personnel Division, redefined the standards and steps for hiring police officers.
- Developed and implemented the security procedures for the Police Services Complex.

**Training and Personnel Services, Commander
Major**

11-8-93 to 2-28-95

Responsible for overseeing the Psychological Services Division, the Personnel Division, and the Training and Education Division, including the hiring process, evaluations, promotional tests, awards process, the Citizens' Police Academy, basic training, advanced officer training, civilian in-service training, the command academy, and specialized training programs.

Accomplishments

- Worked with the staff of the Personnel Division to improve customer service and to enhance the efficiency and equity of the hiring process.
- Served as a liaison with the media on a variety of issues.
- Reorganized the work within the command and created a position of Special Projects Manager.
- Periodically served as the Acting Chief, Bureau of Administration, responsible for Training & Personnel Services, the Community Relations Division, the Community Affairs Liaison, and the Press Information Office.
- Regularly represented the Chief of Police at the National Conference of Christians and Jews Board of Directors meetings and the Council of Governments Police Chiefs Subcommittee meetings.

**Bureau of Patrol, District V, Commander
Major**

12-31-92 to 11-7-93

Responsible for the day-to-day operation of a patrol district and the sixty-seven officers and six civilians assigned there; responsible for daily 24-hour police service, including investigative follow-up of crimes, for the residents within the 170 square mile area of responsibility.

Accomplishments

- Chaired all three-member administrative hearing boards for calendar year 1993.
- Implemented a procedure to follow up business robberies with a visit by the crime prevention coordinator to express our concern, to evaluate security practices, and to offer crime prevention advice.
- Served as the Chairperson of the Pursuit Policy Review Committee, which ultimately drafted a new general order regarding pursuits.
- Improved communication within the District station by conducting daily "morning meetings" and by having minutes taken and posted for all staff members to review.
- Introduced staff members to the Total Quality Management (TQM) concept and utilized the TQM problem solving process to address District concerns.
- Developed the curriculum and taught an "Introduction to the One Minute Manager and Situational Leadership" to new field training officers.
- Periodically served as the Acting Executive Assistant to the Chief of Police, responsible for all correspondence and assignments coming in or going out of the Office of the Chief and for personally briefing the Chief on Departmental matters.
- Periodically served as the Acting Chief, Bureau of Patrol, responsible for 24-hour police service throughout Prince George's County, the six district stations handling that police service, and the Special Operations Division.

**Administrative Assistant, to the Chief,
Bureau of Administration
Captain**

3-22-92 to 12-30-92

Responsible for planning, organizing, and reviewing the daily work activities of the Bureau of Administration.

Accomplishments

- Developed a training guide for preparing correspondence for the Chief's and County Executive's signatures; taught this material to selected Bureau of Administration staff members.
- Served eleven weeks as the Acting Commander of Training and Personnel Services, responsible for overseeing the hiring process, promotional tests, evaluations, and training programs for all Departmental employees.
- Developed and taught a block of instruction on the Department's Mission Statement and the Citizens' Police Academy to all civilian personnel.
- Worked with members of the Police Executive Research Forum and the staff of Johns Hopkins University to develop the curriculum and format for a masters program for police executives.
- Developed a draft general order which eventually served as the foundation for the current Departmental policy regarding harassment and discrimination.

**TEMPORARY ASSIGNMENT -- Research Fellowship,
Police Executive Research Forum
Captain**

9-13-91 to 3-13-92

Participated in problem-oriented policing training programs, a variety of research projects, and management studies of police departments.

Accomplishments

- Participated in on-site management studies of the Tyler, Texas; Omaha, Nebraska; and Louisville, Colorado, Police Departments; researched and wrote detailed reports regarding various aspects of police operations and administration and recommended improvements as necessary.
- Gathered data and edited reports on a number of police-related topics, including school violence, secondary employment, and problem-oriented policing.
- Gathered, edited, and consolidated individual consultant reports regarding Tyler Police Department into the final 300+ page report; made recommendations regarding various areas of suggested improvement.

**Basic Training Division, Commander
Captain**

10-07-90 to 3-21-92

Responsible for entry level training of police officers and for other training programs as mandated by the Chief of Police; responsible for the day-to-day activities of ten sworn officers, one civilian, and recruit officers attending basic training.

Accomplishments

- Developed and implemented a Citizens' Police Academy.
- Reorganized the Division to enhance its effectiveness and efficiency.

- Implemented monthly Division staff meetings and weekly supervisors' meetings.
- Developed improved planning procedures, including the use of detailed briefing packages for each major assignment.
- Petitioned the Chief and received authorization for a new uniform hat for members of the Basic Training Division.
- Developed and implemented a one-week training program for ACTION team members.
- Modified the design and concept of a Public Safety Drivers' training facility resulting in a cost savings and a more usable facility.
- Assisted with the Department's accreditation process.
- Initiated formal, written critiques after each major Division event.
- Periodically served as the Acting Administrative Assistant to the Chief of Police, responsible for coordination of incidents and events with the County Executive's Office.
- Served five weeks as the Acting Commander of Training and Personnel Services, responsible for overseeing the hiring process, promotional tests, evaluations, and training programs for all Departmental employees.

**Community Relations Division, Commander
Captain**

2-11-90 to 10-06-90

Responsible for coordinating County-wide police-community relations projects, the DARE program, and the Crossing Guard functions; responsible for the day-to-day activities of 24 sworn officers, 3 civilians, and 152 crossing guards.

Accomplishments

- Expanded the DARE program into all County public elementary schools, bringing the program to approximately 10,000 children for the 1990-91 school year.
- Developed internal procedures for tracking program requests.
- Initiated formal, written critiques after each major Division event.
- Reorganized the Division to enhance its effectiveness and efficiency.
- Instituted a 40-hour in-house training program for new Division members.
- Developed an action plan for the implementation of community-relations-related Blue Ribbon Commission recommendations.
- Coordinated the Department's involvement in major community projects, including Christmas in April, National Night Out, Police Appreciation Day, and Safety Patrol Appreciation Day.
- Coordinated the "Comfort Bear" and the "Hug-A-Bear" programs, providing officers with teddy bears to comfort children in crises.
- Together with the Fire Department and the Chamber of Commerce, planned and implemented the 1990 Fire/Police Awards Banquet.
- Assisted with the Department's accreditation process.
- Served as the Department's liaison to each District's Citizens' Advisory Council.
- Initiated monthly Division staff meetings and weekly supervisors' staff meetings.
- Developed improved planning procedures, affixing functional responsibility for each assignment to an individual employee.
- Developed and implemented the use of detailed briefing packages for each major assignment.
- Coordinated the Department's involvement in the Police Explorer Scouting Program and the Police Athletic League.
- Developed an in-depth curriculum and taught a 15-hour block of instruction regarding management and leadership as part of the Command Academy.

**Hyattsville Station, "B" Sector Commander
Lieutenant**

11-22-87 to 2-10-90

Responsible for the day-to-day operation of a patrol sector and the 62 officers assigned there; responsible for daily 24-hour police service to the 100,000 residents of the Sector.

Accomplishments

- Developed District I's station security standard operating procedure, from which many of the current Department-wide standards were drawn.
- Initiated formal critiques of major or significant incidents.
- Assisted in the development and implementation of a personal computer program in District I; trained employees in the use of software programs.
- Assisted with the Department's accreditation process.
- Developed a handbook for supervisors at District I.
- Developed and implemented various "overlap" assignments impacting on training, morale, and special crime and traffic problems.
- Assisted in the expansion of the "B" Sector shift plan into other Sectors; trained other Sector Commanders to prepare shift schedules.
- Assisted with the development and implementation of the call clearance procedures and computerized prisoner processing.
- Together with the "A" Sector Commander, developed and implemented joint roll call procedures.
- Developed lesson plans for and taught both the "One Minute Manager" and "Situational Leadership" in supervisors' and managers' schools.
- Developed a lesson plan for and taught "Gender Roles in Policing" to each new recruit class.

**Oxon Hill Station, Patrol, OIC, Squad 36
Sergeant**

7-07-85 to 11-21-87

Responsible for the daily supervision of the nine police officers assigned to the squad and for police service within "K" Sector each tour of duty.

Accomplishments

- Obtained certification as a traffic accident reconstructionist.
- Assisted with the Department's accreditation process.
- Obtained training in advanced field sobriety testing and worked as a member of the Department's DWI Task Force.
- Developed general order drafts and standard operating procedures for a projected accident reconstruction unit.

**Seat Pleasant Station, Patrol, Squad 24
Corporal**

1-06-85 to 7-06-85

Patrolled "H" sector at large, providing police service during my tour of duty; served as the assistant sector supervisor, assisting with the supervision of the nine additional officers assigned to the squad.

**Training and Education Division
Police Officer through Corporal**

11-01-81 to 1-05-85

Provided basic entrance level training to seven recruit classes and yearly in-service training.

**Oxon Hill Station, Crime Prevention Unit
Police Officer**

6-28-81 to 10-31-81

Coordinated neighborhood watch programs and other police community relations projects within District IV.

**Oxon Hill Station, Patrol, Squad 25
Police Officer**

12-06-78 to 6-27-81

Provided police patrol and police service during each tour of duty within my assigned beat.

Police Academy, Session 54, Student Officer

8-21-78 to 12-05-78

Graduated with the highest scholastic average for my class.

Various Assignments as a Police Cadet

9-26-76 to 8-20-78

Held various assignments within the Department, including Central Records Division, the Office of the Chief, Training Division, Special Operations Division, and the Planning Division, where I gathered the research necessary for a Manpower Allocation Study in 1977.

VOLUNTARY COMMUNITY INVOLVEMENT

Member, Rotary Club of Durham	1998 to 2002
Member, Triangle United Way Board of Directors	1998 to 2002
Cantor, St. John's Church, Clinton, Maryland	1991 to 1997
Member, St. John's Church Choir	1987 to 1997
Member, American Red Cross Board of Directors	1995
Member, St. Ignatius Catholic Church Ladies' Guild (Served as Treasurer during 1985.)	1981 to 1986
Advisor, Boy Scouts of America Law Enforcement Explorer Posts	1980 to 1984
Chairperson, Public Relations Committee, St. John's Young Adult Club	1977 to 1978

Member, St. John's Church Choir	1977 to 1979
Member, Camp Springs Civic Association (Held office of Chairperson, Public Safety Committee, from 1979 through 1982.)	1976 to 1986
Instructor for St. John's Catholic Church preschool religion classes	1971 to 1977