

Rhonda Harris

The Florida Police Chief's STARS Program

stars@fpca.com

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Dear Search Coordinator,

I'm writing to confirm my interest in the Chief of Police position with the University of Central Florida listed as position number 37745. I have 12 years executive level experience leading two large public university police agencies and currently serve as Chief of Police and Assistant Vice President for Public Safety at Old Dominion University, with a population of approximately 30,000 students, faculty and staff located in Virginia. I lead 150 commissioned and non-commissioned civilian staff consisting of police, security, communications, emergency management, security technology, risk management, fire safety, and environmental health and safety personnel. I also chair the university threat team committee.

At Old Dominion I was recruited in as a change agent to reduce crime, calm community concerns regarding personal safety, and professionalize the police department. During my tenure the department has substantially reduced crime, with a 36% reduction in violent crime and an 80% reduction in on campus burglaries. Likewise both the number of complaints against officers and the number of sustained complaints against officers has experienced similar reductions. I've instituted a formalized training program, revised the policy manual and agency practices to conform to recognized best practices consistent with the standards for the Commission for Accreditation of Law Enforcement Accreditation. The department is well prepared for the scheduled on site assessors visit later this year. There have been numerous other progressive changes to practices including in staff development, recruitment and retention. Further, I have created opportunities to enhance the department's reputation while enhancing the coordination with the City of Norfolk Police Department, the state police, and with Naval Criminal Investigative Services and the Federal Bureau of Investigation.

I've administered the additional public safety entities of emergency management, physical technology services, fire safety, environmental health and safety, and risk management office's with equal success as they have been realigned to fall under my leadership within the public safety department. The emergency management program is actively pursuing Emergency Management Accreditation Program (EMAP), the fire safety program identified and coordinated the corrective measures to a system design error in the fire reporting infrastructure, the physical technology services has led the installation of over 1700 safety cameras on campus and consolidated the access systems into one platform. Likewise, the risk management office is leading the initiative to implement enterprise risk management across campus while the

environmental health and safety office has focused on developing the university's first chemical inventory and implementing workplace safety training programs for university faculty and staff.

Additionally, I have over thirteen years prior command level experience, six as Chief of Police at Rutgers University in New Jersey, which is also a large public research University. During my tenure the New Brunswick/Piscataway campus had over 62,000 students with nearly 18,000 of them residing in on campus residence halls and nearly 14,000 faculty and staff. I led a sworn force of 62 officers, a state of the art 911 dispatch center, which was complemented by a full time security staff, and a large part time student security staff; totaling over 90 fulltime employees and 120 part time employees.

During my tenure as Chief I planned and effected several successful initiatives including earning advanced accreditation of the Rutgers Police Department through the Commission for the Accreditation on Law Enforcement, Inc., implemented a shared services arrangement with a local municipality for dispatch services creating a revenue opportunity for the Rutgers University Police Department, worked with a labor union and University Labor Relations to reorganize the Security Department creating the opportunity to change the culture of the department and improve the quality of applicants for the position. In addition to these accomplishments I have made and strengthened the partnerships between the University Police Department and the surrounding local, state and federal law enforcement agencies. Likewise, I was involved in the planning and implementation of a multitude of other improvements to the policing and security operations all within a consistently declining budget model and controlling collective bargaining agreements. I would be interested in discussing my accomplishments and leadership role at both of these universities further with you.

In response to the request within the position notice to include salary requirements I would like to note that I have researched the University and the University Police Department prior to preparing this submission. Based on my understanding of the position requirements available in the posting, in addition to the value I could bring to the organization and my understanding of the market, my salary expectations would fall within the range provided on the University of Central Florida's position posting.

I would enjoy the opportunity to learn more about the position at the University of Central Florida and to discuss my qualifications for the Chief of Police position with the search committee. Please see my attached resume.

Sincerely,

Rhonda Harris
Assistant Vice President
Chief of Police

RHONDA L. HARRIS

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PROFILE

A dedicated, proactive law enforcement executive experienced in crime control, prevention, and investigation with a demonstrated record of progressive and innovative community partnerships. Skilled in assessing compliance and developing improvement programs to increase effectiveness of initiatives. Outstanding staff training, team leadership, and supervisory skills. Ensure leading-edge knowledge through commitment to continual training and examination of contemporary methodologies and technologies, enforcement practices, federal, state, and local laws and regulations, and police procedures. Consistent in exceeding departmental and personal goals and objectives. Excellent troubleshooting, problem solving, and crisis management skills. Exemplary moral and ethical standards.

PROFESSIONAL HISTORY

OLD DOMINION UNIVERSITY PUBLIC SAFETY DEPARTMENT, NORFOLK, VA

Assistant Vice President for Public Safety & Chief of Police, October 2014 – Present
Director of Public Safety & Chief of Police, February 2012-October 2014

Administer the operations of the university's public safety department, comprised of 150 commissioned and non-commissioned personnel within the office's of Police, Emergency Management, Fire Safety, Environmental Health and Safety, and Risk Management, with responsibility for strategic planning, executive oversight and leadership affecting the safety and security for all students, university personnel, and property throughout the university while ensuring compliance with federal and state laws, guidelines, regulations, and University policy.

- Ensure a healthy internal control environment is in place, compliance initiatives and goals are met, potential risks are identified, reduced, or communicated, data and reports are accurate and reliable, and applicable laws, regulations and policies are consistently followed.
- Develop programmatic strategies and initiatives to further public safety goals while ensuring alignment with the University's mission.
- Modified policing philosophy, identified and implemented crime reduction and prevention strategies resulting in 36% reduction in violent crime and 80% reduction in total burglaries on campus.
- Led the Police Department to recognition as a Finalist for 2017 Department of the Year by Safe Campus.
- Serve as an executive board member with the Joint Terrorism Task Force, The Norfolk Safe Streets oversight group, and chair the University's Threat Assessment Team.
- Prepare strategic budget requests and provide oversight to the development of departmental budgets ensuring the effective and efficient allocation of University resources.
- Develop enterprise level programs and provide oversight and mentorship to department leadership team to ensure implementation and execution within planned timeframes. Foster an environment encouraging departmental leaders to seek out, meet, or surpass best practices in their field.
- Successfully implemented transformational oriented program designed to modify the organizational culture and professionalize the public safety department.

RUTGERS UNIVERSITY POLICE DEPARTMENT, NEW BRUNSWICK, NJ

Chief of Police, February 2006 – February 2012

Direct all operations of a university police force, with total responsibility for strategic planning and executive decisions impacting safety and security for all students, university personnel, and property throughout the entire university complex:

- Led the department to achieve initial Advanced Accreditation status through the Commission on the Accreditation for Law Enforcement Agencies, Inc. (CALEA)
 - Recruit, hire, and supervise a team of over 100 police officers and civilian staff
 - Develop and oversee individualized training plans and conduct performance evaluations
 - Identify key personnel for advancement into position of higher responsibility and provide mentorship geared toward professional development to strengthen the organization
 - Develop and administer the \$10M annual operating and capital expenditures budget
 - Manage labor relations including contract negotiations, disputes, and grievances; oversee all internal affairs investigations
 - Re-engineered the organizational structure to reduce expenses by \$2M annually while improving department services and overall university security

RUTGERS UNIVERSITY POLICE DEPARTMENT, CONTINUED

Police Lieutenant, 1999 – 2006

- Managed patrol operations, communications, and the detective bureau with a staff of 14
- Supervised patrol, warrants, arrests, investigations, and prosecution of a wide range of case types including theft, burglary, robbery, kidnapping, harassment, assault, domestic violence, and controlled substance violations
- Conducted major internal investigations that resulted in replacing leadership positions of one division
- Administered career fairs and law enforcement seminars for students in the New Brunswick Public School System; participated in community events and charities to improve public relations
- Received ten service commendations for outstanding performance

Police Sergeant, 1993 – 1999

- Supervised a squad of six officers in executing warrants, arrests, prisoner safety, and evidence handling
- Directed classroom and individual training; oversaw professional conduct of officers
- Instituted an annual toy drive for children in need throughout the New Brunswick School System
- Received the *Exemplary Service Award*, 1994

Police Officer, 1989 – 1993

- Conducted proactive patrols – evaluated community issues and solved problems
- Earned the highest *Academic Achievement Award* in county history; 1989, Essex County Police Academy

CITY OF EL RENO, OK

Police Officer, 1985 – 1988

- Assisted an undercover operation that resulted in the largest total arrest and quantity of contraband seized in Canadian County, OK history
- Received the Meritorious Service Commendation for undercover work

EDUCATION

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, NEWARK, NJ

Master in Public Administration, May 2007
Dean's List – Pi Alpha Alpha Honor Society

JOHN JAY COLLEGE, NEW YORK, NY

Master in Forensic Psychology, May 1998
President's List; Psi Chi National Honor Society

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, NEWARK, NJ

B.A., Psychology, May 1993

PROFESSIONAL DEVELOPMENT

Harvard Kennedy School Executive Education, Leadership in Crises, 2017
Mid-Atlantic Law Enforcement Executive Development Seminar, Princeton 2010
Federal Bureau of Investigation (FBI) National Academy 232 Session, 2008
West Point Command and Leadership Program, 2002
Federal Bureau of Investigation (FBI) Advanced Criminal Investigation, 1999
Penn State - The Advanced Police Executive Development Program (POLEX), 1997
Federal Bureau of Investigation (FBI) High Intensity Drug Trafficking Area (HIDTA), 1995

LICENSURE

Virginia Division of Criminal Justice Services Certified Police Officer 2012
New Jersey Department of Criminal Justice Certified Community Policing Professional, 1998
New Jersey Police Training Commission Certified Police Officer, 1989