

Shumeane L. Benford



Professional Goals & Objectives: To employ myself in growth oriented positions that enable me to provide sound, effective & professional law enforcement services. Education coupled with Community engagements are key components in my continued pursuit of personal & professional fulfillment.

Education and: Professional Development	9/04-9/07	Suffolk University, Masters Degree in Political Science
	9/96-6/98	Curry College, Bachelor of Arts, CJ
	12/90-6/93	North Shore CC, Associates Degree, CJ
	12/19-6/20	Harvard University-NPLI, Executive Education Program
	6/17-3/18-5/18	FBI-LEEDA Supervisor/Command/Executive Trilogy Award Recipient
	6/14	Police Executive Research Forum-PERF Senior Management Institute for Policing Session 56
	11/13	Roger Williams University, School of Justice Studies Command Training-Executive Development

Experience:

1/2021-Present

**City of Boston, Housing Authority Police
Chief**

Since the phasing out of the US Department of Housing and Urban Development (HUD), Drug Elimination Program (DEP) as the primary source of funding for Housing Authority Police, the City of Boston has struggled to identify a strategy that budget analyst could use as a benchmark for sustainable operating funding. In 2020, I was tasked with developing a strategy for a reimagined role for the BHA Police in the 21st century. With partners, we will implement a reform agenda that stresses community policing. Specifically centered around three core principles (Partnerships, Problem Solving and Prevention), our operational strategy and philosophical approach will foster a policing climate that values diversity and relationships, promotes inclusiveness and employs an operational model that represents the spirited temperament of the community we serve. In March of 2023, we completed the on-site assessment required for department certification by the Massachusetts Police Accreditation Commission

8/2018-Present

**City of Boston, Emergency Management (OEM)
Chief**

In this role I am charged with the city's Emergency Management planning, response and homeland security strategy. As the core city to the Metro Boston Homeland Security Region, OEM is the fiduciary and administrative support for the regions Homeland Security preparedness funding. OEM oversees as fiscal steward nearly \$40,000,000 in annual management and distribution of funds across the regions nine (9) cities and towns (Boston, Cambridge, Somerville, Quincy, Everett, Revere, Chelsea, Winthrop and Brookline). The OEM team maintains relationships with partners at all levels of government and the private sector in ensuring preparedness and readiness for crisis.

In my role I have successfully worked with partners internally, externally and within the region to repair and rebuild relationships. Together, we have led in the response to COVID-19, recent protests, improved fiscal management systems, increased staffing & expanded capacity and have forged new pathways in Public Safety thinking. We continue to institute reforms that support a multi-disciplined all hazards approach to Public Safety. In 2022 we successfully attained re-accreditation.

8/2013-8/2018

Boston Public Health Commission, Police Department
Deputy Chief of Public Safety

Assist the Director/Chief in running the Department. As 2nd in command of a Department with (42)- Officers and Administrative staff, my responsibilities included running day to day operations, working with other public and private law enforcement partners and furthering our mandate and commitment to community policing and professionalizing the Department.

Overtime cost reduction: Following years of loose oversight and limited accountability, I was charged with reviewing the departments OT procedures and creating innovative ideas and changes that would help to reduce OT spending and improve efficiency in our assignment and record keeping procedures. Beginning in FY15 we instituted "Overtime assignment reform". The plan called for a 3-phase improvements schedule.

- A. The design and implementation of an electronic OT tracking system. This would allow us the capability of producing overtime reconciliation reports by Officer, Assignment and Purpose. The tracking system also permits the department to electronically and permanently memorialize OT records.
- B. Re-deployment of Officers to better reflect necessary strength across the shifts and at peak service demand times. Equitable distribution of resources by need and time permitted the department to reduce its reliance on OT to fill regularly scheduled shift assignments.
- C. Streamlining the OT assignment process. We employed a system where calls for staffing OT shifts were made by (1) contact Officer during a centralized time. Additionally, pre-planned OT was filled (1) week in advance to promote efficiency in planning.

These improvements enabled the Department to better plan for regular and special event staffing needs and produce credible OT usage reports. OT spending in prior fiscal years consistently exceeded the budgeted

amount by between 50%-90%. Beginning in FY17 (July 1), It is expected that the department will realize significant reductions in OT spending. We anticipate the reforms to result in significant savings and improved efficiency. Through creativeness and innovation, the department's reform minded FY17 budget has been drafted in a way that promotes diversification and re-purposing of existing funds to help meet the departments 21st century needs without increasing the bottom line. As a result of our reforms, we successfully ended FY17 and FY18 with an overtime surplus. Year-end analysis of FY18 overtime spending to date suggest we are well positioned for similar or improved fiscal performance this year.

Design and creation of a new Public Safety Operations Center: The BPHC police department had not invested in substantial improvements or upgrades to its communication infrastructure in over 20 years. As part of our strategic vision, we committed to a plan which I led to improve our communication system and network interoperability with surrounding police and public safety agencies. The effort was successful in our department transitioning over to the Boston Police Department radio network. A multi-faceted phased implementation began in October of 2015in with primary emphasis in the following areas;

- Strategic decision to become part of the Boston Police Radio Network
- Re-training of staff on radio etiquette
- Assignment of a department wide dedicated call sign recognized in the BPD operations system
- Procurement and oversight of new space build out to house the communications Center.
- Negotiation to secure In-kind donation of CAD terminals, BPD portable and mobile radios capable of communicating directly with BPD and surrounding agencies. Installation of a new network antenna and data lines to enable current and future technological upgrades to the system
- Scheduled implementation of the 1st recorded phone and radio communications center
- Promulgation and implementation of new rules and regulations governing radio procedures
- Participated in efforts to upgrade our video surveillance capabilities as part of the cities unified surveillance program
- Transfer of mobile and portable radios department wide and with operable officer emergency buttons
- System programming and configuration to include the department in the Boston Police CAD, Network and radio system.

Strategic Planning: I created a 5-year strategic plan that with some changes was adopted by the Director. The strategic plan focused in (3) core areas; Partnerships, Problem Solving and Prevention. These core components of the plan will serve as the road map for achieving our general mandate of professionalizing the department. I am proud to say that many changes have been made and objectives identified in the plan have been accomplished with tangible results. During this same period we oversaw growth in personnel by approximately 30% from (34) sworn and civilian to personnel to (48) in years 2013-2018.

Training: Early in our administration it was determined that training would serve as the vehicle for personnel and performance improvement. I was the chief architect and led efforts for training reform. As part of our plan, we sought input and buy-in by our officers, supervisors and organization. Through our partnership with the Boston Police Academy, we've been able to successfully implement a distance learning In-

service training program. This will enable our officers to receive training updates and on demand access to the systems reliable training resources. The training module further aids the department by reducing the financial footprint for training and producing a better educated and more informed work force.

Partnerships/Community Policing:

- Growth in our society has compelled law enforcement to expand our approach to fighting crime. Community policing is at the root of contemporary police strategies. Building sustainable community, public and private sector relationships that center on prevention and partnerships are critical to a department's success. **Our recent improvements on training, served as the impetus for a new and exciting collaborative effort.** I led a multi-agency effort **between the Boston Police Department, Boston School Police, Boston Housing Police, Boston Public Health Commission Police, Boston Park Rangers and Boston Municipal Protective Services** to promote a unified academy curriculum where all of the cities Law Enforcement Departments would receive the same training and help shape the "1-message" model for legal interpretation and instruction across the city's police/public safety network. In August 2017 following a presentation, Boston Police Commissioner William Evans and Superintendent-In-Chief William Gross fully endorsed the merits of the proposal and authorized the preliminary review of the feasibility of managing the program by the Boston Police Academy.
- In October 2014 the Long Island Bridge was condemned by the state and City of Boston. As a result, up to 1,000 homeless, pre-release and persons in treatment were displaced and support services for this community were re-located into the heart of the city. Measurable increases in quality of life issues, crime and extreme loitering became the new reality. Law Enforcement was and remains a key partner in the cities response. A proposal I authored led to the resources of (9) law enforcement/security and emergency medical agencies (**Boston Police, Mass State PD, Transit Police, Suffolk County Sheriff's Department, Boston University PD, Boston Public Health Commission PD, Boston Medical Center Security, Securitas and Boston EMS**) being leveraged to create a coordinated response. The coordinated patrol focused on the compassionate delivery of services. The proposal promoted law enforcement as ambassadors of voluntary compliance of laws, social norms and advocates for treatment and intervention. The proposal empowered law enforcement to utilize the vast treatment and other resources as a mechanism to reduce crime, loitering and put individuals on paths to recovery. Law enforcement partners acknowledged and accepted one of the plans main tenets that enforcement would be counter-productive and that arrest would only be employed as last resort. The plan was integrated into the sustained response to the opioid crisis in the Mass Ave corridor and serves as a model for how law enforcement can work together as a stakeholder in response to social concerns.

Technology: As a manager, I fully embrace the contributions of technology in helping law enforcement meet its mandate. I believe through open, transparent and inclusive dialogue, we can rely upon our common beliefs to help create a safer and more equitable society. Fair and reasonable compromise on the balanced use of technology to support our safety is attainable. Efforts in developing and launching a successful and sustainable distant learning training model, on-line incident reporting, electronic time off request process and an enhanced camera system are examples of initiatives I have spearheaded or been

part of the development team.

Critical Incident Experience:

- COVID-19 response
- 2020 Social Equity Protests
- Long Island Evacuation
- Marathon Bombing (Citywide strength and control Support)
- Protest protection and support (Ferguson response)
- Investigative support in death & sexual assault investigations
- Dignitary protection for presidential candidates & during Senator Kennedy Funeral

Labor Relations:

- I Represented the Department as a member of the committee negotiating a successor collective bargaining agreement (2017). My role included articulating the present day and long-term strategic needs of the Department. Department priorities included the successful inclusion of request that were determined to be critical for improving the work experience for the Officers, improving efficiency in service delivery and internal operations and creating greater transparency and accountability. Incorporation of Drug and Alcohol testing and reporting responsibilities during severe weather were two main priorities that were successfully negotiated into the new agreement.
- Collaborative responses to grievances, Work place accommodations and other personnel related administrative and functional proceedings.

1/09-Present

Roxbury Community College

Adjunct Professor, Division of Liberal Arts-CJ

Duties and responsibilities include, instructing full & continuing education students.

10/13-Present

Police Training

As an MPTC state certified police trainer, I instruct In-service & new police recruits (Boston & Lowell Police Academies & Transit Police)

3/95-8/2013

Boston Police Department

Detective-Police Academy & Recruit Investigations

Duties & responsibilities included, instructing new & veteran officers from the BPD & partnering agencies on the local, state & federal level & the private sector in the application of new, existing & revised state/municipal laws. Additional responsibilities included the investigation of police and civilian candidates for employment with the BPD. (Certified Police Instructor by: The Commonwealth of Mass-MPTC and the FBI).

11/94-3/95

Boston Housing Police

Police Officer

Responsibilities included patrolling developments in a pro-active manner, while encouraging voluntary compliance with laws and residential codes of conduct as established by the BHA.

11/92-11/94

Northeastern University Police
Security & Police Officer

Duties included patrolling university property to promote a safe and tranquil learning community.

10/87-11/94

United States Environmental Protection Agency
Investigative Assistant

Assist federal investigators with administrative support in superfund hazardous waste site investigations.

Personal Interest: 12/05-2012 *United Granite Tenant, Thanksgiving meal for seniors - Financial Sponsor
*Paulist Center, Holiday Meal for the homeless - Financial Sponsor/Cook
6/03-12/31/12 Judge Banks Community Justice Program, Chairperson/Board member
1/01-3/08 MAMLEO, Chair/Member-BOD
10/07-6/08 Boston Center for Community Justice, Lead Boston, Social Justice Leader
10/04-9/06 MAMLEO, Political Debate Producer
Boston city council D4, 2nd Suffolk Senate Seat, Suffolk County DA
7/01, 7/02, 6/10 Whittier Street Neighborhood Reunion
9/95-1/01 Boston Public Schools, Volunteer