MARIS M. HEROLD, M.S.

Assistant Police Chief, University of Cincinnati Police Division

Professional Experience

University of Cincinnati Police Division (present)

2016 Assistant Chief of Police

Accepted position to engage in the development and implementation of large-scale police reform efforts. Directly responsible for training reform, best practices research, improved community engagement processes, policy/procedure revision and implementation, and development of problem-solving as the principle strategy to reduce crime and disorder.

Cincinnati Police Department

2015 Patrol Special Project Captain

Developed a citywide violence reduction evidence-based policing model (P.I.V.O.T). Identified chronically violent locations to disrupt offender and place-based criminal networks. Coordinated the collection and analysis of intelligence data, the participation of various city departments, and resident/business associations to leverage community sustainability efforts.

2014 Police Captain

Directly responsible for police operations and supervision of 143 officers in District Four, with over 85,000 residents in 10 neighborhoods generating over 50,000 yearly calls for service.

2012 Police Lieutenant

Problem-Solving and Crime Analysis Commander • Shift Commander

1998 Police Sergeant

Community Relations Section Supervisor under Executive Director Gregory Baker • Training Section Supervisor • Neighborhood Liaison Supervisor • Internal Investigation Supervisor • Motorcycle Squad Supervisor • Relief Supervisor

1993 Police Officer/Specialist

Relief Officer • Bike Patrol Officer • Criminal Investigations Section

Contact Information

address: Three Edwards Center
51 West Corry Blvd.
Cincinnati, Ohio 45221-0215

Education

1993 M.S., Criminal Justice
Xavier University
Cincinnati, Ohio

1987 B.A., Sociology
Eckerd College
St. Petersburg, Florida

Significant Awards

2016 Collaborative Agreement Award
Members of the Cincinnati Collaborative Agreement

2012 Award for Professionalism
Cincinnati Citizen's Police Association

2005 Best Problem-Solving Project
ACLU and FOP

2002 Award for Valor
City of Cincinnati

2001 Merit Award for Bravery
Rotary Club
Steve Chabot, U.S. Congress

1995 Award for Bravery
State of Kentucky

Academic Positions

2016 Fall University of Cincinnati-Blue Ash
Adjunct Professor
Introduction to the Administration of Justice

Current Position

University of Cincinnati Police Division
Assistant Chief of Police

- Directly oversee the daily operations of 200 sworn and non-sworn University of Cincinnati Police Division (UCPD) employees responsible for the safety of students, faculty, staff, and surrounding businesses and communities.

- Assist University of Cincinnati's Vice President of Safety and Reform, Dr. Robin S. Engel, with the development and implementation of major police reform efforts, including management of $400,000 police reform training budget.

- Ensure UCPD compliance with over 100 substantive police reform recommendations made by an external monitoring team.

Advanced Training

Senior Management Institute for Police (SMIP)

Federal Bureau of Investigation U.S. Department of Justice / FBI National Academy

Regional Greater Cincinnati Chamber of Commerce
Women's Excel Executive Leadership Course

Model-Netics (Models in Action)
Executive Leadership Course

Ohio Police Officer Training Academy
Instructional Skills Course

ICAT Use-Of-Force Training
Police Executive Research Forum

Over 2000 hours of additional police related training on a variety of topics including:
leadership, operations, tactics, and administrative roles in policing

Professional Affiliations

FBI National Academy
Greater Cincinnati Regional Chamber of Commerce
Police Executive Research Forum
International Association of Chiefs of Police
Human Impact Partners Advisory Board

Publications

Madensen, T.M., **Herold, M.**, Hammer, M.G., and Christenson, B.R. "**Place Based Investigations to Disrupt Crime Place Networks**." *Police Chief* (April 2017), International Association of Chiefs of Police.

Engel, R.S., Isaza, G.T., Whalen, J.L., and **Herold, M.** (forthcoming). "**Implementing evidence based policing through academic partnerships to impact reform: lessons learned from Cincinnati.**" In H.N. Pontell (Ed.), *Oxford research encyclopedia of criminology and criminal justice.* Oxford, U.K.: Oxford University Press.

Select Invited/Conference Presentations

When Research Meets Practice: De-escalation Training and Use of Force
2017 IACP Conference

Understanding Place-Based Networks
2017 Problem-Oriented Policing Conference

Police-Academic Partnerships
University of Sheffield, United Kingdom

Gun Violence Reduction and Focused Deterrence
Greater Cincinnati United Way

Violence: Interventions that Work
Cincinnati Woman's City Club

Problem-Oriented Policing and Organizational Reform: The Cincinnati Experience
2015 Problem-Oriented Policing Conference

Robbery Interventions
Ohio Police Chief's Association

Problem-Solving
Center for Constitutional Rights

Police-Community Relations/Problem-Solving
Ferguson Commission

Police-Community Relations/Problem-Solving
Xavier University

Cincinnati's Collaborative Agreement and Problem-Solving
Cincinnati Mayor's Community Forum

Understanding Group/Gang Networks
University of Cincinnati
Criminal Justice Department

Place-Based Investigations and Community Relations
Charleston, SC Police Department

Effective Community-Based Policing Strategies
Greater Cincinnati World Affairs Council

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Major Professional Accomplishments

Organizational Development and Leadership

- Managed transition team during Cincinnati Police Department's move from a traditional policing model to Community Problem-Oriented Policing Model

- Developed the Strategic and Tactical Review for Solutions (STARS) format for CPD's weekly command staff crime analysis meeting

- Created a community interview process to assist with the selection process of key positions within CPD

- Developed and implemented new process for community call-in sessions for identified groups and gang members from the city's most violent neighborhood

- Served as CPD's subject matter expert in problem-solving and community-police relations

- Completed UCPD policy and procedure research, development, and implementation (examples):
  - Use of Force policy and procedure, including the doctrines of the Critical Decision Making Model (CDM)
  - Citizen Complaint and Professional Standards procedure
  - Community Collaboration Problem-Solving procedure
  - Police Training Model (PTO) mandating a problem-based learning model for newly hired police officers
  - Professional Development and Training procedure
  - Disciplinary matrix for UCPD's Early Warning System

- Co-developed UCPD's Mission, Vision and Value statements

Problem Solving and Crime Prevention

- Created P.I.V.O.T. - Place-based Investigations of Violent Offender Territories - policing strategy that reduced violent crime (> 80%) in targeted areas
  - ***Awarded the 2017 Herman Goldstein Award for Excellence in Problem-Oriented Policing*** for innovation/effectiveness
  - Contracted to train Dayton, OH police and city leaders on P.I.V.O.T. strategy

- Structured and assisted with developing all problem-solving projects that resulted in substantial compliance that ended federal monitoring of the CPD

- Implemented a district-wide place-based policing strategy involving several chronically violent multi-family apartment complexes, which culminated in successful litigation and reduced calls for service for violence

- Dismantled one of the most violent prolific gang structures in Cincinnati, resulting in homicide reduction in targeted neighborhood

- Partnered with University of Cincinnati (UC) while at CPD to implement a place-based policing strategy to reduce robberies and theft from auto surrounding the campus, resulting in double-digit reductions in both crime categories

- Responsible for developing place/offender/owner-based policing investigation of corner markets that resulted in legal compliance agreements requiring restructuring of management practices, generating reductions in calls for service

- Developed CPD place-based policing strategies to combat drug trafficking and violence, resulting in double-digit reductions in both crime categories

- Supervised three problem-solving projects at UCPD, resulting in reduced student robberies, theft victimizations (-75%), and NightRide accidents and injuries

Major Professional Accomplishments

Community Education and Training

- Partnered with various student, faculty, staff, and community councils, including the Community Advisory Council (CAC), formed in October 2015 to provide community input regarding reform efforts of the UCPD

  - Goal of the CAC: guide the UCPD forward to become a national model for best practices in urban-university policing

- Implemented citywide Landlord Education Program Training (over 500 landlords trained)

- Assisted with development of the Crime Prevention in Business Corridor's Training (over 100 business owners/managers trained)

- Designed Cincinnati's Infant Mortality Project – in conjunction with the City Health Department, County Prosecutors Office, and Coroner's Office – assembled a response team, developed/distributed informational pamphlets, trained hospital staff, standardized homicide forms, and conducted media campaign

- Co-authored guide on institutionalizing problem solving and community policing in police departments (for distribution through COPS office)

- Daily collaboration with the University of Cincinnati Department of Public Safety's Director of Police Community Relations on problem-solving and community engagement

Technology and Analysis

- Applied for and received Bureau of Justice funding to analyze citywide robberies

- Partnered with the University of Cincinnati to develop a department-wide workload analytical process to effectively deploy resources

- Developed strategic plan to place Real-Time Crime Center cameras in the most chronically violent locations throughout CPD District Four's main corridor

- Partnered with the University of Cincinnati to develop and implement a citywide data integrity process

- Planned implementation of Learning Management System (LMS) and Dashboard Crime Analysis system at UCPD

- Revised CPD data reporting and capturing mechanisms to track crime trends involving shooting victims

Other Prior Relevant Experience

1988	**Investigative Social Worker**
	Hamilton County, OH/State of Kentucky
1987	**Juvenile Psychology Intake Worker**
	Pinellas County, FL
1987 Grad	**Collegiate Athlete**
	Eckerd College, St. Petersburg, FL
	Women's Basketball

Additional Information and Media

See select list of publications/media links on LinkedIn

https://www.linkedin.com/in/MarisHerold

Linked in

Diversity and Leadership Statement

Maris M. Herold

Submitted to the University of Cincinnati
Assistant Police Chief Applicant
June 2016

My personal and professional background is briefly summarized in this statement, the details of which demonstrate my commitment to diversity and inclusion in the public safety sector. Childhood experiences, professional training, advanced education, teaching efforts, international travel, and careers working with diverse populations shape my cultural competency. I have developed a capacity to garner and build communities of trust by serving as a transparent leader, supervising a diverse workforce, and promoting inclusiveness during my leadership tenure within the Cincinnati Police Department. My accomplishments include developing strong training agendas, designing data-driven approaches, and facilitating progressive recruiting strategies.

Regarding my personal background, I was born in Los Angeles, California. My childhood is filled with memories of friendships with children from different backgrounds and cultures. Further, I have always felt that it is important to travel to international destinations to better understand cultures different from my own. I consciously surround myself with others who think differently than me, and this has significantly impacted the course and outcome of my career.

My early professional background separates me from most other police executives. As an emergency psychiatric intake worker and social worker, I served diverse urban populations and partnered with numerous social service agencies in an attempt to stabilize families in crisis. Much of my early career focused on investigating severe cases of child abuse and sexual assaults within a wide spectrum of population demographics. Given this task and related responsibilities, I completed numerous diversity and cultural competency training courses to better assess, and provide for, family and victim needs. These experiences would ultimately shape my leadership style, commitment to the principles of equity, and approach to serving underrepresented populations.

While providing social services in various communities, I worked with a highly diverse, female dominated workforce and executive team. My exposure to varying backgrounds and perspectives allowed me to learn how to effectively communicate and relate to different populations. Moreover, my role as an investigative social worker and psychiatric intake worker afforded me the opportunity to routinely interact with various police agencies and officers. I began to understand the crucial role police officers play in the community and the importance of having a diverse police force that mirrors the public it serves. Unfortunately, during this time, I also began to notice the lack of diversity within the many police agencies I worked with, especially at the supervisory level.

My role as a social worker combined with my work with different police agencies changed my views on policing in urban environments. This insight proved pivotal in my life; it would eventually alter the course of my career away from social work and toward policing. This understanding also inspired new educational goals. In 1993, I obtained a graduate degree in Criminal Justice. Ultimately, my professional goals shifted because I believed that my unique background would allow me to effect greater change through a career in policing.

When I joined the Cincinnati Police Department in 1993, it was obvious my background, life experiences, and sexual orientation set me apart from my other classmates. These differences still define my outlook and perspective on the importance of inclusiveness and diversity. Fortunately, my differences were valued in my agency. I was afforded opportunities to create innovative strategies, implement progressive training protocols, and assist with efforts to recruit underrepresented populations. Open-minded leaders who understood the importance of inclusiveness offered me these opportunities. I have never forgotten the role they played in my career development, and I have worked hard to provide similar opportunities to those I have supervised. I have directly mentored numerous officers, including women and other minorities seeking advancement to the ranks of sergeant, lieutenant, and captain.

I have been fortunate to hold numerous critical positions within the CPD, but the majority of my supervisory experience involved working in positions to support the Federal Collaborative Agreement. After a series of Cincinnati police intervention shootings of unarmed African-American men, the city experienced a period of civil unrest. This civil unrest would eventually culminate in the signing of the Federal Collaborative Agreement between the City of Cincinnati, the Black United Front, the ACLU, the FOP, and the community. The Collaborative Agreement would dramatically change the way the CPD policed.

The underlying principles of the Collaborative Agreement suggested that different groups within the community -- with different experiences and perspectives -- share more in common than not. Further, these groups can work together to achieve common goals and solve problems. The main mandate of the Collaborative requires the police to utilize Community Problem-Oriented Policing (CPOP) to address all crime and disorder issues. CPOP necessitates the review and analysis of data, use of a problem-solving model, and partnerships with stakeholders. CPOP would become the CPD's primary strategy to address crime and disorder.

Due to my work with the Collaborative Agreement, I developed and instructed diversity, racial profiling, and police legitimacy training. Teaching these classes proved challenging, but I garnered the respect of my colleagues, including African-American officers and the command staff. Based on my experience with the Collaborative Agreement, I have been requested to speak nationally on the concepts of police legitimacy and equity in policing. I have presented to the Ferguson Commission and Center for Constitutional Rights in New York about methods for creating fair and effective crime reduction strategies.

I worked diligently with various community leaders, churches, social service agencies, CPD leaders, and academics, to ensure that CPD practices were fully aligned with the goals of the Collaborative Agreement. I also assisted with recruiting efforts to hire and retain traditionally underrepresented applicants.

In addition, I have worked on large problem-solving projects requiring partnerships with a wide variety of groups and community members. Recently, I managed a diverse team that developed a citywide violence reduction strategy. The strategy required establishing partnerships with various groups, seeking community input, working with city leaders, and training officers on how to implement the strategy equitably. This work speaks to my willingness and eagerness to promote inclusiveness and involve the community when developing comprehensive policing strategies.

As an Operational Commander for District Four, I was responsible for the deployment of resources to 10 demographically diverse neighborhoods. I also managed a diverse team of 145 sworn and non-sworn employees. During my tenure, I was proud to develop a new process for interviewing, recommending, and selecting officers for critical positions in District Four. I requested that community panel members develop and ask the candidates questions that would determine levels of cultural competency. The learning experience for the candidates and the community panel members proved invaluable. Each walked away with a better understanding of the other's perspectives. I strongly believe this type of collaboration between community members and police build communities of trust and demonstrates the value of inclusiveness.

Over the past several years, I have attended numerous executive leadership programs with police executives from across the world. These programs allow for the exchange of ideas and inter-agency/organizational collaborations that have benefitted our city. For example, I developed violence reduction and crime prevention strategies for Cincinnati's emerging Latino population based on collaboration with a network of Latino police executives I met through leadership programs. During these projects, I partnered with non-profit organizations and community members to effectively problem-solve issues affecting Latino communities. I have also been afforded opportunities to travel to police jurisdictions with large Latino populations to research best practices. Using this knowledge, I developed and implemented numerous crime prevention measures in Cincinnati's Latino neighborhoods.

I was also fortunate to attend the Women's Excel (WE) program offered by the Cincinnati Regional Chamber of Commerce. Again, the female executive participants represented diverse backgrounds from both private and non-profit organizations. The program fostered an open and safe environment to trade ideas and learn from each other. Due to my experience in the WE program, I recommended other women police supervisors who subsequently benefitted from this advanced program. The three-month course and the friendships I developed continue to reinforce my belief that differences in the workplace are both powerful and essential.

My on-going commitment to the principles of diversity and inclusiveness will not waiver. In each of my supervisory roles, I have continued to develop innovative strategies, partner with diverse groups to solve problems, and promote fair and equitable treatment of all persons who work, live, and play within the city. A significant portion of my career has been dedicated to ensuring the goals of the Collaborative Agreement were fulfilled. Given recent events involving the University of Cincinnati's Police Department, and the efforts required to rebuild community trust, improve officer morale, and become the national model of policing reform, I am in a unique position to affect needed organizational change. My life experiences, background, professional history, and educational opportunities have provided me with the cultural competency to institute this significant and impactful reform.