

THOMAS R ORR

Profile

Experienced Executive Director with 15+ years of expertise in municipal management and operations. Successfully transformed agency similar to NORCOM into high-performing PSAP during six-plus years as Executive Director. Proven track record of strong people management skills, leadership of multi-disciplinary teams, innovation and technology implementation. Extensive experience collaborating at all levels within local, state and federal agencies to facilitate essential public safety services, present and defend budgets, and brief municipal, county and regional agencies, boards and committees. Effective attorney with strong oral/written communication, presentation, organization, negotiation and interpersonal skills. Outstanding academic credentials as Managing Editor of Law Review and graduation *magna cum laude* (8th in class of 338). Former law enforcement officer. Current Top Secret Security Clearance (TS/SCI with current SSBI).

Executive Director Strengths

- Internal & External Communications
- Team Leadership and Motivation
- Performance Measures & Best Practices
- Change Management, Risk Management
- Strategic Planning, Cost Reduction, Expense Control
- Reporting to and Working with Boards & Agencies
- Management and Oversight of Large Staff
- Budgetary & Fiscal Management and Planning

Negotiation, Presentation & Advocacy Strengths

- Negotiations, Mediations and Arbitrations
- Representation & Advice to Electeds and Boards
- Collaborating towards "Win-Win" Solutions
- Case Management & Policy Development
- Complex Litigation with Detailed Discovery
- Written and Oral Advocacy and Persuasion

Accomplishments

- Guided development and implementation of six-year strategic plan and Six Sigma business methodology that resulted in organizational wide improvements to technology, business processes, training and operational methodology including a 24% improvement in 9-1-1 service level, 63% improvement in average answering speed, and 201% improvement in the speed of handling of fire and medical calls.
- Implemented business methodologies and other best practices to achieve vision of becoming a world-class PSAP successfully reversing a 13 year decline in performance; improving recruiting and hiring by 84%; and assuring 99.9% reliability and up-time of complex systems.
- Achieved national accreditation of LESA from the Commission for Accreditation of Law Enforcement Agencies.
- Nationally recognized for PSAP leadership excellence by International Association of Public Safety Communications Officials (APCO) – 2008 Communications Center Director of the Year.
- Developed strong personal alliances and collaborated with members from 34 local, state, tribal and federal agencies; and elected officials and executives representing those agencies.
- Established first-in-nation real time crime center co-located with 9-1-1 center to combine advanced data mining, tactical crime analysis and integration of wide-array of discrete video feeds from homeowners, neighborhood organizations, businesses, schools and others.
- Achieved \$2.1 million reduction in budget while simultaneously improving overall performance by 24%.
- Aggressively expanded number of agencies contracting with LESA for services and successfully retained major agency seriously contemplating a change in service provider prior to appointment as Executive Director.
- Accountable for \$40 million biennial budget and received clean financial audit opinions for every year of operation (6 years total).
- Developed and implemented an entirely new innovative awards, recognition and incentive program – (<http://www.lesa.net/recognition.shtml>); and reversed a prior adverse labor-management relationship resulting in a new labor agreement with the first ever pay-for-performance provisions.
- Overhauled and improved public website resulting in over 2.3 million hits and citation as "one of the best public safety websites" by a nationally renowned 9-1-1 public safety consultant.
- Leadership in strategic planning and technology implementation profiled in two APCO "Thought Leadership" films (<http://www.lesa.net/flash/apocvision1.shtml>, <http://www.lesa.net/flash/apocleads.shtml>).

Professional Experience

EXECUTIVE DIRECTOR, Law Enforcement Support Agency, Pierce County, WA

2005 to June, 2012

Lead a 160-person diverse, multi-cultural team operating in fast-pace, demanding environment to provide 24/7/365 critical Information Technology, Emergency Communications, 9-1-1 Services and Records Management for joint City-County agency serving a population of 778,665, 16 widely-diverse local and federal law enforcement agencies, 2 prosecutorial offices, 2 court systems, a major transit system, and a major regional correctional facility.

- Report to 9 member governing board consisting of elected officials and law enforcement CEOs representing the 15 local agencies served by LESA.
- Responsible for oversight of 5-member executive team, 9-member management team, and 160 law enforcement support employees (dispatchers, 9-1-1 call takers, non-emergency call takers, telephone report writers, tactical crime analysts, tactical action officers, records specialists, programmers, network engineers, project managers, database administrators and other information technology personnel).
- Direct oversight of assistant directors and managers responsible for Operations, Information Technology, Records, Finance, Human Resources, Public Relations, Accreditation and Facilities.
- Oversight of agency budget (currently \$19.7 million per annum) - clean state and federal audits every year.
- Responsible for simultaneously meeting and exceeding the unique needs and requirements of 15 agencies serving cities with populations ranging from 750 to 37,000 to 201,000.
- Created new revenue streams through aggressive grant effort resulting in \$5.1 million in funding. (most recent grant award of \$3.8 million achieved at time when only 3.3% of 3,578 applicants funded).
- Directed and managed negotiations, grievances, arbitrations, civil service proceedings involving labor contract issues, claims of discrimination, ADA, FMLA, FLSA, etc.
- Formed in-house negotiation team to replace outside firm and oversaw negotiations for two successive collective bargaining agreements for 120 law enforcement employees.
- Led transition and negotiations that resulted in first-ever pay-for-performance labor contract.
- See www.lesa.net for additional information (Annual Reports at <http://www.lesa.net/aboutus.shtml>).

POLICE LEGAL ADVISOR, City of Tacoma, WA

2002 - 2005

Deputy City Attorney assigned as Police Legal Advisor to the Tacoma Police Department (414 officers and civilians serving a population of 119,637).and the Law Enforcement Support Agency (160 dispatchers, call takers, records, information technology and administrative personnel serving a population of 778,665). Primary police legal advisor to Police Chief, LESA Executive Board, LESA Director and command staff of both organizations with respect to labor relations, employment, human resources, public disclosure, records management, budget, contracts, memoranda of understanding, legislative review, training, workplace safety, and ordinance drafting. Represented both agencies during mediations, grievances, arbitrations and administrative hearings related to labor and employment matters.

- Actively involved in TPD's community policing effort including working closely with citizens and numerous neighborhood associations to develop ordinance to stop sale of drug paraphernalia by convenience stores.
- Built alliances with neighborhood associations and other community groups in response to concerns regarding dangerous weapons sold by convenience stores.
- Reduced false alarms by 42% through development and implementation of new ordinance creating economic incentives for alarm companies to reduce false alarms.
- Advised and represented department in labor relations matters with respect to four unions representing employees.
- Represented and advised Tacoma Police Department in over 24 disciplinary matters ranging from no discipline to termination. LESA in two disciplinary matters through arbitration; responded to labor grievances on behalf of TPD and LESA; negotiated and met with labor representatives.
- Prepared internal investigations staff for case presentation during grievances, arbitration and litigation; defended all disciplinary decisions in subsequent civil service, grievance, arbitration or legal proceedings; conducted numerous depositions and other witness examinations on the record.

SENIOR LABOR & EMPLOYMENT ATTORNEY, Alaska Airlines, Seattle, WA

2001-2002

Managed grievances and arbitrations related to six unions representing over 9,000 employees working for the seventh-largest U.S. airline. Focused on all aspects of labor relations and employment.

- Resolved an inherited backlog of 30+ pending grievances through negotiation, mediation or arbitration.
- Member of negotiation team responsible for interest-based negotiations with Airline Pilots Association to determine wages, hours and working conditions related to the introduction of new aircraft type (Boeing 737-900).

ASSISTANT CITY ATTORNEY – Employment Section, Seattle, WA

1999-2000

Assigned to Employment Section where defended and represented all departments of the City of Seattle with respect to labor and employment matters involving the City's 11,000 employees. Professional duties included representation in arbitrations, trials and appeals at all stages of routine and complex litigation.

- Managed heavy trial and discovery case load involving wide array of issues including briefing and argument before court of appeals on major employment case. Significant number of witness interviews, depositions and motions.
- Prevailed on appeal to Washington Court of Appeals on employment case.
- Successful outcome as lead attorney in a three-month jury trial in a multi-million-dollar wrongful discharge case. Case involved over seventy witnesses, six experts, and many lay witnesses.
- Led team in development of digital system for storing, retrieving and displaying documents, evidence, and deposition testimony to jury in complex cases - system utilized in Pang warehouse fire litigation and other major litigation.

POLICE LEGAL ADVISOR & FIRST. ASST. COUNTY ATTORNEY, Colorado Springs, CO

1992-1999

As First Assistant, managed and prioritized legal and litigation matters for 5-attorney, 2-paralegal legal department serving a population of 500,000+ in the greater Colorado Springs area; and served as primary legal counsel in cases where County had major risk, precedents were difficult to identify or in cases of significant interest to the public. Lead attorney for major wrongful termination or other significant employment-related proceedings.

- Promoted in 1996 to fill newly-created position of Legal Advisor to Sheriff. As Police Legal Advisor, represented Sheriff's Office in civil matters; reviewed internal affairs investigations for legal sufficiency; advised chain of command on imposition of discipline; advised personnel, budget and administrative departments on interpretation and application of all federal labor and other laws; negotiated with Fraternal Order of Police; responded to employee grievances and represented the Office in all phases of personnel matters.
- Developed and implemented risk management strategies that resulted in 82% drop in overall losses to Sheriff's Office.
- Advised Board of County Commissioners, Sheriff, County departments and Human Resources Personnel with respect to all aspects of the employment relationship relating to discipline, termination, worker's compensation claims, application of policy and procedure, employee pension benefit plan including fiduciary obligations, tax matters, and investments.
- Represented County in administrative and judicial proceedings relating to labor matters such as alleged wrongful terminations, worker's compensation, unemployment insurance, discrimination, benefits, etc.
- Obtained summary judgment in difficult wrongful termination case with equities favoring employee.
- Represented El Paso County, particularly the Sheriff's department, in numerous tort cases alleging section 1983 violations or other violations of constitutional rights for excessive force, inmate injuries, etc.
- Successfully defended major county department in sexual harassment case.
- Successfully represented County with respect to three ADA cases.
- Lectured statewide to police departments and trained first line supervisors with respect to all aspects of the employment relationship including discipline, termination, and sexual harassment.
- Conducted significant number of depositions as well as witness examinations and cross-examinations.
- Drafted intergovernmental agreements, contracts, leases, ordinances, resolutions, deeds and other legal documents.

CHIEF CORPORATE COUNSEL, Child Safety Sciences, Inc., Holtsville, NY; Colorado Springs, CO;

1992-1993

Led 2-attorney, 3 paralegal department of a multi-state manufacturing company. Responsible for handling labor relations, employment matters, general corporate matters, corporate finance, real estate, litigation, international transactions, environmental, government contracting, securities, patent, and tax.

- Provided advice and counsel on labor and employment matters including imposition of discipline; and represented company in any legal proceedings related to labor and employment matters.
- Represented company in unemployment and compensation hearings, local court proceedings, unfair labor complaints, etc. with favorable outcomes.
- Drafted arbitration agreements or clauses for employment contracts and commercial contracts, and enforced same by compelling arbitration.
- Conducted legal audit of personnel practices, and drafted various employee manuals as well as policies and procedures related to employment practices; and drafted three-volume personnel policy and

procedure manual for entire company.

- Regularly advised Board of Directors, Chief Operating Officer, and Chief Financial Officer; conducted shareholder meetings and met with shareholders on as-needed basis.
- Litigated numerous arbitrations, e.g., enforcement and collection of \$1,000,000 in damages awarded for breach of a commercial contract.
- Successfully litigated case involving regional corporate distributors alleging status as employees.
- Represented corporation in administrative proceedings related to termination of salesman terminated for lack of production.
- Obtained \$200,000 arbitration award in employment contract dispute.
- Successfully arbitrated claim to enforce and collect \$1,000,000 as damages for breach of a commercial contract collection.
- Drafted over twenty non-competition agreements for employees, as well as other legal documents related to trade secrets and other confidential business information.

ASSOCIATE ATTORNEY, Holland & Hart, Colorado Springs, CO

1989-1992

Litigation associate with 400-lawyer firm with 15 offices in Colorado, Wyoming, Idaho, Montana, Nevada, New Mexico, Utah, and the District of Columbia. Represented national and international businesses, corporations and non-profits in a variety of litigation including labor and employment issues (24% of practice). Regularly represented clients in a variety of administrative proceedings including appearances before governing bodies and boards.

- Obtained reinstatement of two library trustees based on failure to follow administrative procedure.
- Lead responsibility for major wrongful-death litigation as a Plaintiff's attorney for the air crash disaster in Sioux City, Iowa in 1989. Required appearances in Federal Court in Chicago and before the Judicial Panel on Multi-District Litigation in Boston. Efforts resulted in \$2.6 million settlement.
- Prepared case and prevailed on summary judgment motion on behalf of major regional bank relating to \$2.5 million commercial transaction involving New York investors in Colorado.
- Lead Attorney for Section 1983, RICO, and personal injury case in parallel proceedings before the state and federal courts of New Mexico, and argued before New Mexico Supreme Court on writ of prohibition and mandamus regarding jurisdictional issues.

JUDICIAL EXTERN, Ninth Circuit Court of Appeals, Seattle, WA

1987

Researched and analyzed law and motion matters involving employment, fraud, venue, criminal procedure, admiralty, land use, environmental, contracts and other matters. Drafted bench memoranda with recommendations regarding court's actions on motions to dismiss, motions for summary judgment, discovery matters and evidentiary issues. Evaluated writs of habeas corpus and submitted written analysis on merits of writs. Participated in case review conferences with assigned Judge and observed appellate argument.

POLICE SERGEANT / POLICE OFFICER, Seattle Police Department

1981-1988

Various tours in patrol, traffic, Emergency Response Team (SWAT), field training officer, hostage negotiator, and Office of the Chief of Police. Numerous letters of commendation. While assigned to the Chief's office:

- Assisted in development of the department budget.
- Developed computerized data analysis systems (utilized Fortran)
- Responded to environmental impact statements.
- Twice managed the publication of the Department Annual report.
- Drafted new policy and procedure, and updated current policy to reflect current judicial and administrative decisions.

Military Experience

INFORMATION DOMINANCE OFFICER - INTELLIGENCE, U.S. Navy (CAPTAIN Select)

Veteran

Multiple intelligence assignments in progressively responsible positions including department head tours as Training Officer and Operations Officer; Aviation Intelligence Officer for Adversary Squadron at Navy Top Gun Fighter Weapons School; Ship Intelligence Officer; Battle Group Admiral Intelligence Staff; Expeditionary Strike Group Admiral Deputy Intelligence Officer; Deputy Chief U.S. National Intelligence Cell at Combined Air Operations Center, Vicenza, Italy; Senior Iraq Task Force Officer at Office of Naval Intelligence; and Executive Officer.

- Expertise in numerous intelligence specialties including scientific and technical intelligence; all source analysis; counter-intelligence; intelligence fusion; intelligence surveillance and reconnaissance; human intelligence; counterdrug operations; tactical intelligence; military intelligence database; collection management, operational intelligence and intelligence training.
- Awards and Decorations include: Bronze Star, Meritorious Service Medal, Joint Service Commendation Medal,

Two Navy Commendation Medals, Three Navy Achievement Medals, Letter of Commendation from Admiral Gary Roughead, former Chief of Naval Operations.

- Warfare Qualifications: Information Dominance Warfare Officer; Naval Aviation Observer Wings

Education, Credentials & Professional Development

Seattle University School of Law, Seattle, WA

- Juris Doctor, *Magna Cum Laude*, Class rank: 8th out of 338, Managing Editor of Law Review
- American Jurisprudence Awards & ABA Certificate of Recognition for Outstanding Academic Performance
- Admitted to U.S. Supreme Court, Washington State & Colorado Bars.

University of Washington, Seattle

- Bachelor of Arts, Society & Justice, *Cum Laude*, Honor Society

National Institute for Trial Advocacy, Graduate, 1991.

University of Wisconsin, Milwaukee – Certificate in Labor Relations Management

Harvard Law School, Boston – Program on Negotiation

Basic & Advanced Police Legal Advisor Training, Dept. of Homeland Security, Glynco, GA, 2004, 2005.