

CYNTHIA HERRIOTT

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EXPERIENCED CRIMINAL JUSTICE EXECUTIVE

Progressive leader with extensive experience in program management with ethics, compliance, human resources, policy development, law enforcement, and criminal justice management. Successful in strengthening organizations with innovative programs, policies, and procedures that support change and organizational improvements.

- ❖ Adept at engaging with and leading community-, state-, and nation-wide initiatives and compliance.
- ❖ Cultivator of impactful enterprise-wide results through strategic relationship-building and goal attainment.
- ❖ Change Agent, swiftly grasping the big picture, assessing risk, removing barriers, and achieving business goals.

CORE STRENGTHS

Program Management | Legal & Regulatory Compliance | Policies & Procedures Development & Implementation
Ethics | Operational Development & Management | Budgets | Risk Management | Employee Training
Criminal & Private Investigations | Consulting | Conflict Management | Public Speaking & Presentations | Audits
Committee Leadership | Community Outreach | **Multiple Certifications** | **Master's Degree: Criminal Justice Admin.**

PROFESSIONAL EXPERIENCE

Rochester Housing Authority (RHA), Rochester, NY | August 2016 – Present

Deputy Executive Director | Chief Ethics Officer | Records Access Officer, since April 2019

Promoted from Chief Compliance, Diversity, and Inclusion Officer (CDI) | Public Safety Officer

—RHA serves 26K+ low-income residents and program participants in 5-county Greater Rochester Area; 214 EEs

Plan, oversee, and organize all operational activities, managing operations of 5 departments: Compliance, Public Safety, Human Resources, Leasing Operations, and Family Self Sufficiency. Hire, mentor, train, and evaluate employees. Manage 6 direct and 113 indirect reports; report to and partner with the executive director to manage \$80M budget. Introduced and monitor adequate controls for tracking and documenting regulatory risks. Established compliance framework and manage / monitor documents. Drive process and procedure improvements to achieve agency and HUD compliance. Enhance organizational abilities to meet performance goals and implement / track quality control procedures.

- Minimized legal issues and avoided penalties, leading compliance programs and ensuring the organization complies with applicable laws and regulations.
- Enhanced operational efficiency and improved governance, creating 50+ policies and procedures that streamlined operational processes and provided a structured framework for actions and responsibilities.
- Responded to a critical intersection between behavioral health and housing instability by creating the Guardian at Litem program, which mitigates safety risks to people and enhances community well-being.
- Improved compliance by creating a structured, organized approach to document management, including investigations, subpoenas, projects, and other confidential documents, ensuring that vital records are accessible, audit trails are maintained, and regulatory requirements are met.
- Built trust with the public with efficient responses to requests and provided requested information following all legal requirements; trained staff to interact with the public and stakeholders in a friendly, professional manner.
- Established and led the first Compliance Unit in 2016, successfully collecting \$689K+ in debt arrears dollars through 2023; laid foundation for effective oversight and adherence to state, federal, and local laws.
- Fostered inclusivity and compliance culture and created the first diversity committee to support diversity and inclusion programs and principles.
- Recognized for driving change in multiple areas and received **Keeper of the Flame Award** for commitment to public service; **Woman of Substance Award**, national recognition for doing extraordinary things that lead to a positive influence in professional communities; **Diversity Leadership Finalist** for advancing D&I initiatives; and **City of Rochester Trailblazer Award** recognition.

Seamless Communications Group (SCG), Rochester, NY | September 2014 – August 2016**Chief Operating Officer**

–SCG is a privately held telecommunications, IOT company: network, telecom, security, EV Charging, and other services.

Led, managed, and set the vision to achieve proper operational controls, administrative / reporting procedures, and HR / people systems, which ensured financial strength, operating efficiency, and regulatory compliance. Managed several IT contractors; promoted positive work culture, which improved performance. Oversaw programs and projects and enhanced customer satisfaction, delivering quality services and addressing customer needs.

- Negotiated and finalized \$8M+ of contracts with clients, vendors, and partners; ensured that terms and conditions aligned with the company's operational capabilities and strategic goals.
- Implemented quality control measures to ensure products / services delivered met contractual standards.
- Optimized operational efficiency, implementing processes, procedures, and systems; assessed operational resources requirements to fulfill contractual requirements.
- Identified areas for operational process improvements, maintained positive relationships with clients and stakeholders, and ensured company complied with all contractual terms and relevant laws / regulations.

ADDITIONAL RELEVANT EXPERIENCE**CHS Project Management, Penfield, NY / Washington, DC | February 2012 – Present****Business, Compliance, and Training Consultant | Principal Owner**

Launched and grew consulting firm offering custom solutions in strategic human resources and business services to government agencies, nonprofits, educational institutions, and businesses. Conduct need assessments, offer recommendations, and provide action plans in training and development, conflict resolution, program evaluation, compliance, policy analysis, and more. Focus on strategic problem-solving to deliver results for a broad range of customers. Accept short-term contracts with full disclosure to RHA and stakeholders.

- Partnered with state government leaders to evaluate and provide recommendations that improved statewide Healthcare Administration and Offender Management policies.
- Transformed Fortune 500 company's image through strategic creation of innovative training and development products, empowering female employees for leadership roles—results include remarkable 5X increase in the number of women in management positions since 1989.
- Ensured fair and impartial assessment of programs as peer reviewer, leading to the equitable distribution of \$20 billion in government funding among eligible initiatives.
- Fostered cross-cultural understanding and collaboration while engaging law enforcement trainees from 7 countries as instructor, trainer, and advisor to an international police training project in Botswana, Africa.

Additional Results & Highlights:

- Played a critical role, partnering with educational customers and providing strategies to grow from 100 to 1200 students and 15 to 90 staff members; planned and guided execution of a staff development plan to drive results.
- Co-chaired RASE Commission, Law Enforcement, and Criminal Justice subcommittee and improved community outcomes, implementing and overseeing 39 metrics and driving improvements in specific areas.
- Served as law enforcement subject matter expert (SME), working with Dept. of Justice's Crisis Intervention team.
- Advocated for and achieved schools reducing suspensions 40%, which minimizes the likelihood of student involvement in the criminal justice system; wrote new Code of Conduct for the Rochester School District as part of the Community Task Force on School Climate Committee.
- Improved management of criminal justice-involved populations throughout the US as management consultant with Community Oriented Correctional Health Services; assessed staff duties, collaborated with state and local governments, and streamlined operations, ensuring effective implementation of state policies.

Rochester Police Department, Rochester, NY | October 2020 – October 2021

Chief of Police — Appointed by the Mayor for 1-year Term to Drive Changes and Improvements

Roles from Earlier 12+ yrs.: Executive Lieutenant and Critical Incident Investigations, Federal Grant Program Manager

Planned, staffed, coordinated teams, and controlled all departmental functions, and served as the final decision-maker in all matters of departmental policy, operations, and discipline. Earlier law enforcement experience included progression and advancement into senior and management roles for driving results, managing grant programs, and improving policies and procedures. Managed \$90M+ budget with grants, 5 direct reports, and supervised 784 officers and staff. Maintained Security Clearance; briefed on confidential investigations and partnered with federal agents.

- Created and executed plan that reduced hundreds of complaints and lawsuits for the first year with zero lawsuits filed and zero personnel complaints after thousands engaged in community protests; devised staff plan to effectively manage community protesters that included modern strategies to respond with emphasis on de-escalation, patience, and cooperative approach.
- Modernized and drove organizational changes, creating new policies with positive impact, including Use of Force and Use of Force for Juveniles, and updated critical policies: Duty to Intervene, Chokehold Ban, Mental Hygiene Detention, and De-escalation; developed the mandatory Governor's Executive Order 203 Report that outlined improvements to police department operations, training, and the newly formed Officer Wellness Unit concept.
- Prevented unlawful evictions in communities by writing policies and procedures: Eviction Response Protocol.
- Created the first law enforcement Compliance Unit in the Rochester Police Department and served as instructor for Law Enforcement Ethics training.

Additional Results & Highlights:

- Enhanced public engagement and collaboration toward solving nearly 600 cold cases in Rochester by creating a dedicated Cold Case website.
- Improved transparency and communication by establishing a Critical Incident Public Briefing process, ensuring timely and accurate information dissemination during critical incidents.
- Elevated professional capabilities of the entire police force by overseeing comprehensive Training and Development initiatives as the Chief of Police.
- Spearheaded the inaugural Robert E. Craig Law Enforcement Training Summit, providing a unique platform for several hundred law enforcement staff to enhance their skills and knowledge, fostering a culture of continuous improvement within the department.
- Honored to receive the W Award for exceptional courage, outstanding accomplishments, and significant contributions to the advancement of women in law enforcement.

EDUCATION

Master of Science (MS) in Criminal Justice Administration – Keuka College, Keuka, NY

Bachelor of Science (BS) in Organizational Management – Roberts Wesleyan College, Rochester, NY

TRAINING | PROFESSIONAL DEVELOPMENT

Leadership Professional in Ethics & Compliance (LPEC) Certification I Fellow - Institute for Polarities of Democracy
Compliance Officer Professional Certification | Labor/Arbitration and Contract Negotiation Certificate | Instructor Cert.
Professionally Certified Executive — Public Housing Authorities Directors Association (PHADA)

Society for Corporate Compliance and Ethics | Leadership America Graduate I National Sheriff's Association Member |
National Organization of Black Law Enforcement Executives Member | CART Committee on Law Enforcement and
Criminal Justice Co-Chair | American Association of University Women | Ethics and Compliance Initiative Member |
Society for Human Resource Management (SHRM) Member | International Association of Chiefs of Police Member |
National Association of Women Law Enforcement Executives Member