

Submitted by the Applicant:

TRANSPARENCY MATTERS, LLC

COMPLIANCE EVALUATOR TEAM APPLICATION

SPRINGFIELD POLICE DEPARTMENT

June 10, 2022



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Notice for Handling Application

This Application contains confidential information that shall not be disclosed to any third party not identified in the Request for Application to which the Applicant is responding. This confidential information shall also not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this Application. If, however, a contract is awarded to this Applicant as a result of, or in connection with, the submission of this Application, the United States Department of Justice ("DOJ") shall have the right to duplicate, use, or disclose said confidential information to the extent necessary in the resulting contract. This restriction does not limit the DOJ's right to use the confidential information contained in this Application if it is obtained from another source without restriction. The confidential information subject to this restriction contained in the Application is marked with the following legend: Use or disclosure of confidential information contained herein is subject to the restriction on the title page of this application.

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I. EXECUTIVE SUMMARY

Transparency Matters, LLC (hereinafter “Transparency Matters” or “TMLLC”) is a business enterprise that focuses on assisting large and small police departments to identify and effectively address their weaknesses in crucial areas including constitutional policing, bias-free policing, use of force, community engagement, personnel assessment systems, citizen complaint intake/process, internal affairs investigations, discipline, training, and records management. Transparency Matters can provide this wide array of assistance via its racially and ethnically diverse network of expert law enforcement professionals who have both decades of experience in their respective areas of specialization and the cultural sensitivity necessary to help bridge the gap between the police and the communities that they serve.

The Team

The Transparency Matters team possesses the ideal combination of executive-level law enforcement experience, monitoring, evaluating, auditing, and substantive experience necessary to facilitate success at the Springfield (Massachusetts) Police Department (SPD). In fact, six team members have served as senior executives in major law enforcement agencies and have a firsthand understanding of the many difficult issues that the SPD’s Chief and Department face on a daily basis; three have successfully contributed to their Departments’ compliance efforts during monitoring; one is a noted academic authority who has experience and expertise in statistical analysis, automation techniques, bias-free policing in law enforcement and training; and two have been and are members of monitoring teams that evaluate compliance with consent decrees and memorandum of agreements between cities, law enforcement departments and the U.S. Department of Justice (DOJ). As a result, the TMLLC team fully understands the requirements of such a project and understand the impact its assessment will have on the SPD.

It should also be noted that, the TMLLC team includes members who are affiliated with and/or have worked closely with such diverse organizations as the International Association of Chiefs of Police (IACP), the National Association for the Advancement of Colored People (NAACP), the National Organization of Black Law Enforcement Executives (NOBLE), the Fraternal Order of Police (FOP), the National Academy Association (FBINAA), PERF (Police Executive Research Forum), FBI Law Enforcement Executive Development Association (FBI LEEDA), and the National Association for Civilian Oversight (NACOLE).and other law enforcement, corrections and community organizations. Such diversity will undoubtedly be important to ensure community confidence in the work of the TMLLC team.

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The specific compliance evaluation team that Transparency Matters will deploy to help assess and guide the implementation of the policing reforms mandated in the consent decree between the United States Department of Justice (DOJ) and the Springfield Police Department shall include the following list of seasoned law enforcement professionals and academics:

1. Mr. John R. (Rick) Brown will serve as Compliance Evaluator and use of force and accountability expert. Mr. Brown formerly the Deputy Commissioner for Administration and Professional Responsibility of the Pennsylvania State Police (PSP), has over 29 years of active law enforcement experience within a 6,200 person police department that has an annual budget of more than 840 million dollars and serves a community with over 12.7 million residents. As Deputy Commissioner, Lieutenant Colonel Brown managed, among other things, the PSP's Bureau of Integrity and Professional Standards, Bureau of Training and Education, Bureau of Human Resources, Equal Employment Opportunity Office, Discipline Office, and Early Intervention Program Office. Moreover, since retiring from the PSP in 2010, Mr. Brown has worked as a monitoring team member on federal consent decrees with the Detroit, Michigan Police Department, Oakland, California Police Department, Maricopa County Sheriff's Office and on state consent decrees with the Niagara Falls, New York Police Department and currently with the Aurora (Colorado) Police Department. Mr. Brown was also a member of the United States Department of Justice (DOJ), Special Litigation Section, pattern and practice investigation of the Baltimore Police Department, Baltimore, MD that led to its current consent decree.
2. Mr. Robert M. Coupe will serve as Deputy Compliance Evaluator and accountability expert. Mr. Coupe has served as Chief of Staff for Delaware State Attorney General Kathleen Jennings since March 2020. As Chief of Staff, he directs communications, policy, legislation, budget, personnel, and other administrative issues for the over 500 employees of the Delaware Department of Justice, which includes criminal, civil, family, fraud and civil rights responsibilities and jurisdictions. Mr. Coupe has spent 37 years serving the citizens of the State of Delaware, previously serving as the Secretary of the Delaware Department of Safety and Homeland Security (DSHS) for three years before joining Attorney General Jennings' office. Prior to serving as the Secretary of DSHS, he served as the Commissioner of the Delaware Department of Correction (DOC) from 2013 to 2017. Mr. Coupe started his career in law enforcement serving with the Delaware State Police (DSP), retiring in 2013, after 28 years of service to the Division. He served as the Superintendent at the rank of Colonel during his last three and one-half years of service with the DSP.
3. Mr. Frank A. Mancini will serve as a police accountability and training expert. Mr. Mancini formerly the Superintendent, of the Boston Police Department's (BPD) Bureau of Professional Standards. Mr. Mancini planned, organized, and managed the operations of 45 staff within the Bureau of Professional Standards in BPD with oversight of Internal Affairs, Auditing and Review, Early Intervention System, and Anti-Corruption and Recruit Investigations in a 3000 person police agency. Mr. Mancini is also an Adjunct Faculty Member, Criminal Justice Program, Southern New Hampshire University (SNHU) and instructs courses on the Introduction to Criminal Justice, Technology and

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Criminal Justice, and Research Methods in Criminal Justice. Mr. Mancini provides consulting services in public sector investigations involving workplace misconduct, and law enforcement training. Mr. Mancini also has a Doctorate in Criminal Justice.

4. Mr. Charles J. Skurkis will serve as a police accountability expert. Mr. Skurkis, formerly held the rank of Major and served as the Deputy Commissioner of Administration and Professional Responsibility for the Pennsylvania State Police, has more than 33 years of active law enforcement experience and, for 26 years of his career, Mr. Skurkis help to create and then managed the PSP's Bureau of Integrity and Professional Standards. Moreover, having created an internal affairs bureau from the ground up and having served in every capacity within that Bureau, from an investigator to the director, Mr. Skurkis has developed the operational and administrative skills necessary to successfully assess and then assist the SPD's internal affairs division.
5. Dr. Robin S. Engel will serve as the team's data collection and analysis expert. Dr. Engel, is a Professor of Criminal Justice at the University of Cincinnati ("UC") and Director of the UC Center for Police Research and Policy, is a nationally recognized expert on biased-based policing and one of the top-ranked female academics in the country. Dr. Engel has studied and written extensively on biased-based policing and worked with police departments throughout the United States to help them improve and reform. She has published over 60 peer-reviewed articles and book chapters and conducted research on such topics as biased-based policing, police-community relations, police use of force, police use of discretion/decision making, police legitimacy, violence reduction initiatives, reform efforts, and problem-oriented policing. Dr. Engel has conducted statistical analyses examining racial/ethnic disparities in policing outcomes for over a dozen jurisdictions.
6. Mr. John T. Bey will serve as community engagement and police accountability expert. Mr. Bey formerly the Chief of Police for the Lancaster Bureau of Police (Pennsylvania). Mr. Bey has expertise in policy development and implementation, community policing, mediation and conflict resolution, interpersonal and organizational communications. During his time at the Lancaster Bureau of Police (LBP) Mr. Bey created the Office of Community Engagement and initiated a rewrite of the LBP's policy manual consistent with 21st Century Policing guidelines. Mr. Bey also served as Chief of Police for the Middletown Borough (Pennsylvania Police Department from 2014 – 2016 and prior to this appointment served as a sworn member of the PSP for 25 years retiring at the rank of Captain.
7. Mr. Joseph L. Lipari will serve as community engagement and police accountability expert. Mr. Lipari is currently the Independent Police Monitor for the City of Boulder, Colorado. Mr. Lipari formulates the strategic vision, objectives, and performance goals of the Office of the Independent Police Monitor. He supports the work of the civilian Police Oversight Panel and actively monitor all complaint investigations. Mr. Lipari reviews completed internal affairs investigations to ensure they are complete, thorough, and fair. Mr. Lipari conducts community outreach and provides analysis and best practices recommendations on police operations and disciplinary matters. Mr. Lipari also

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previously served as the Administrator for the Citizen Review Board for the City of Syracuse, NY.

II. SCOPE OF WORK

TMLLC's compliance methodology is described in this section and will be incorporated into the required annual Compliance Plans. We believe our methodology is straightforward, clear, and will provide the greatest opportunity for the SPD to achieve compliance by meeting consent decree requirements.

Generally, pole departments will be found "in compliance" when specific data show that in 94% or more the cases or events examined meet requirements of the consent decree. Compliance will ordinarily be reviewed on a quarterly basis, and it is possible for the SPD to move from being "in compliance" to being "not in compliance" if accomplishments are not sustained. Unless otherwise instructed by the Court, we do not intend to cease assessment of any requirements during the evaluation even though compliance may have been achieved at some point in time. We will recognize an interim position of "pending compliance" when the department has made significant progress, but appropriate data are not yet available to assess a statistical level of compliance. Pending compliance will be reported for no more than two quarters after which "not in compliance" will be reported if requirements are not fully met and the status of "in compliance" is not achieved.

The annual Compliance Plans will be developed within 90 days of assuming Compliance Evaluator responsibilities and will include an overview the TMLLC methodology, definition of the applicable requirements of the consent decree to be assessed with deadlines for the first two years of evaluation. An additional schedule will be incorporated into the plan for years three and four.

The evaluation team during each quarterly site visit, will examine all relevant and required records, files, tapes, logs, interviews, videos, reports, and other indicia, which will support a determination of the agency's compliance with the requirements of the consent decree. Further, field observations of training, operational processes, citizen interactions, and other indicators will be undertaken to determine SPD's compliance with the consent decree.

Additionally, during each site visit the evaluation team will examine documents to determine appropriate documentation of supervisory oversight and intervention relevant to an officer's performance, conduct and other criteria as enumerated in the accountability requirements of the consent decree.

Transparency Matters anticipates its team will need to conduct at least one 5-day on-site/virtual visits in Springfield each quarter and, in consultation with the parties, the team will establish protocols for additional on-site/virtual visits with the various parties ensuring that communications are open and effective.

Each requirement of the consent decree will be identified, analyzed, and a specific measure of compliance will be developed. Specific data necessary for measuring compliance and protocols for collecting it will be developed and discussed with the parties to assist in developing outcome measurement assessments after the first two years of implementation and incorporated into the Compliance Plan. The TMLLC team will conduct quantitative and

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qualitative outcome assessments to measure compliance with the Settlement Agreement. Prior to each site visit, and in a timely fashion, the TMLLC team will request documents and records necessary to maximize on-site time for compliance determination purposes.

In those months when the team does not conduct site-visits, subject to the concurrence of the involved parties, the Compliance Evaluator and/or the Deputy Compliance Evaluator will either travel to Springfield or participate in a telephone/virtual conference with the SPD Superintendent and her Compliance Coordinator to discuss progress with the consent decree and other matters of mutual concern. The Transparency Matters team will determine compliance through:

- 1) an examination of the creation of policies,
- 2) the training of SPD personnel on the policies,
- 3) the implementation of practices that support each requirement of the consent decree,
- 4) and application of the measures created to audit and/or review reforms for continued sustainability once the consent decree is dissolved.

For each outstanding requirement the TMLLC team will first define compliance and then outline the measures that will be utilized to determine compliance. It will also discuss the specific methodology with the parties to ensure that everyone involved understands the process.

Compliance will be measured by first determining if a policy or set of procedures has been established to support each consent decree requirement. In the event that an appropriate policy has been established, the TMLLC team will then determine if the policy has been promulgated and effectively implemented. Effective implementation shall include the provision of appropriate training to all areas of the Department, ensuring a thorough understanding of what is expected from Department employees. In general, to achieve compliance with a requirement of the consent decree, an appropriate policy must be *adopted, trained to, and effectively implemented*. Please note that the TMLLC team recognizes that some areas of the consent decree will require substantial work and time to achieve implementation and believe that it is appropriate to recognize when substantial progress towards implementation has occurred. Accordingly, the TMLLC team will describe three levels of compliance. Those levels of compliance are as follows:

Compliance – Instances in which effective implementation has been achieved.

Pending Compliance – Instances in which substantial progress toward compliance been made, however, fully compliance has not yet been achieved.

Not in Compliance – Instances in which compliance has not been achieved and substantial progress has not been made.

Analysis and reporting will be conducted by each TMLLC team member. Each team member will compose a report and forward their reports to the Deputy Compliance Evaluator and the Compliance Evaluator for review, editing, and approval. The Compliance Evaluator will prepare bi-annual reports, or more frequent reports, if required. (Please note that all the Compliance Evaluator's draft reports will be sent to the parties for comment prior to finalization.)

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The Transparency Matters team will ensure that the groups within the SPD whose work is being evaluated are treated fairly and with openness. TMLLC team members will work closely with these individuals during the site visits and will, as required or requested, provide technical assistance to assist them in achieving their objectives. Furthermore, at the close of each site visit, the TMLLC team will meet with SPD officials and DOJ to:

- 1) discuss the preliminary results of the visit,
- 2) address any procedural problems encountered during the visit,
- 3) collect copies of any documents necessary for review by team members off-site and,
- 4) determine reporting period dates for the next site visit.

The Transparency Matters team fully embraces the concept of openness and transparency, believing it is the most critical element to ensure that misunderstandings do not occur, that all facts are fully developed, and that the objectives are achieved. The desired outcome will be "organizational improvement."

III. PERSONNEL AND TIME COMMITMENTS

TMLLC Team Personnel

Transparency Matters has selected leaders in the law enforcement, academic and oversight fields for its independent evaluation team. Each team members' skills and experience uniquely qualify them for their role(s) on the team. The team is composed of the following individuals:

John R. "Rick" Brown (Compliance Evaluator) served over 29 years with the Pennsylvania State Police (PSP), one of the largest state police departments in North America. Mr. Brown rose through the ranks performing patrol, criminal investigation, vice/intelligence, and internal investigation duties. He ultimately rose to the rank of Lieutenant Colonel and was promoted to the position of Deputy Commissioner for Administration and Professional Responsibility. In this role, he managed the operations of the PSP's Bureau of Integrity and Professional Standards (Internal Affairs Division, Systems Process and Review Division, and Early Intervention Program), Department Discipline Office, Equal Employment Opportunity Office, Heritage Affairs Office, Office of Risk Management/Early Intervention Program, Bureau of Training and Education, Bureau of Human Resources, Member Assistance Program and Recruitment and Special Services Office.

Mr. Brown was also responsible for overseeing the PSP's reform and accountability efforts in the areas of personnel misconduct, sexual harassment/sexual misconduct, sworn member domestic violence, use of force and early intervention/risk management initiatives. Mr. Brown led the development of the PSP's Equal Employment Opportunity Office's statewide liaison program.

Mr. Brown served as the lead member of the PSP's contract negotiating team for collective bargaining proceedings in 2004 and 2008 with the Pennsylvania State Troopers Association. The outcome of the 2004 proceedings resulted in a landmark arbitration decision in favor of the PSP and resulted in public recognition for Mr. Brown and his negotiating team, by

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the Pennsylvania Governor, for reforming and improving member discipline and related processes. Most notably, the arbitration decision outlined 12 terminable misconduct offenses that were included in the contract that immediately threatens the integrity and effective sustaining of discipline within the PSP. The decision also released the department from prior restrictive arbitration awards and effectively created a “clean slate” for determining future discipline grievances.

Mr. Brown was selected by the Commissioner of the PSP to serve on the Pennsylvania Governor’s Executive Diversity Council and has received numerous awards and commendations to include the PSP Commendation Medal (the Department’s 2nd Highest Award), which is awarded to State Trooper who display selfless sacrifice and extraordinary service in protecting the image, integrity, and reputation of the PSP. He also was honored with a Certificate of Recognition from the Commonwealth of Pennsylvania’s Office of Inspector General for leading positive change in the implementation and administration of accountability measures because of a reform effort that was independently monitored.

Since his retirement from the PSP, Mr. Brown has served on the independent monitoring teams involving federal/state consent decrees for the Oakland, California Police Department, Detroit, Michigan Police Department, Maricopa County Sheriff’s Office, Phoenix, AZ, and state consent decrees with the Niagara Falls, (New York) Police Department and currently the Aurora Police Department, (Colorado) monitoring team. As a member of these monitoring teams, he is responsible for monitoring and assessing issues related to citizen’s complaint, internal investigation, discipline, use of force, and community relations/outreach processes.

Mr. Brown is a member of the following organizations, the International Association of Chiefs of Police (IACP), the Pennsylvania Chiefs of Police Association, the Pennsylvania Governor’s Diversity Council, the National Internal Affairs Investigators’ Association (NIAIA), the National Organization of Black Law Enforcement Executives (NOBLE), the International Association of Ethics Trainers (IAET). He is also a lifetime member of Delta Mu Delta and a member of the International Honor Society in Business Administration (Gamma Pi Chapter, Eastern University, St. David’s, PA).

Mr. Brown has a bachelor’s degree in Criminal Justice from Elizabethtown College and a master’s degree in Business Administration from Eastern University. Mr. Brown is a graduate of the 211th Session of the FBI National Academy.

Mr. Brown is ending his contractual responsibilities with the National Football League on July 31, 2022. Mr. Brown is currently serving part time as a use of force and accountability expert with the Aurora Police Department monitoring team. Mr. Brown is a subject matter expert for the New York State Attorney General’s Office on use of force and this commitment is expected to end December 31, 2022, or shortly thereafter. Mr. Brown is in the last phase of a commitment with Kroll, The Risk Consulting Company, Philadelphia, PA in evaluating lawsuits against the Austin Police Department regarding bias and discrimination complaints that is expected to end in early 2023. These current commitments take up approximately 60% of Mr. Brown’s time and at the end of 2022 Mr. Brown will have significant time to devote to this project moving forward.

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Robert M. Coupe will serve as Deputy Compliance Evaluator. Mr. Coupe has served as Chief of Staff for Attorney General Kathleen Jennings since March 2020. As Chief of Staff, he directs communications, policy, legislation, budget, personnel, and other administrative issues for the over 500 employees of the Delaware Department of Justice, which includes criminal, civil, family, fraud and civil rights responsibilities and jurisdictions.

Mr. Coupe has spent 37 years serving the citizens of the State of Delaware, previously serving as the Secretary of the Delaware Department of Safety and Homeland Security (DSHS) for three years before joining Attorney General Jennings' office. The Secretary of DSHS oversees eleven divisions, which include the Delaware State Police, the Delaware Emergency Management Agency, Division of Forensic Science, Capitol Police, Gaming Enforcement, Alcohol and Tobacco Enforcement, and two Councils that advocate for persons with disabilities.

Prior to serving as the Secretary of DSHS, Mr. Coupe served as the Commissioner of the Delaware Department of Correction (DOC) from 2013 to 2017. As Commissioner, he oversaw Delaware's correctional system, leading an agency with 2,500 employees who are responsible for the 6,500 incarcerated offenders in the Department's 11 facilities and 15,000 offenders in the community under the supervision of Probation and Parole.

Mr. Coupe started his career in law enforcement serving with the Delaware State Police (DSP), retiring in 2013, after 28 years of service to the Division. He served as the Superintendent at the rank of Colonel during his last 3 ½ years of service with the DSP. As a State Trooper, he worked in a wide variety of assignments to include Detective in the Major Crimes and Homicide Units; Drill Instructor at the Training Academy; Patrol Sergeant; Investigator with the Internal Affairs Unit; and as a Troop Commander.

Mr. Coupe attended the FBI National Academy 211th Session and the FBI Leadership in Counterterrorism Pacific Program in 2010-2011. Mr. Coupe earned a bachelor's degree in Criminal Justice from Wilmington University and an associate degree in Mechanical Engineering from Delaware Technical and Community College.

Mr. Coupe is currently a full-time employee with the Delaware State Attorney General's Office and is nearing retirement. Mr. Coupe will be able to devote most of his time to this project if the TMLLC is awarded this project.

Major (Ret.) Charles J. Skurkis (Police Accountability) enjoyed a 33-year career with the PSP retiring in 2011 as Deputy Commissioner of Administration and Professional responsibility.

In 1985, then Sergeant Skurkis was tasked with helping develop an Internal Affairs function to fill an investigative void within the Pennsylvania State Police. The newly created Bureau, currently known as the Bureau of Integrity and Professional Standards, was organized in 1986 with both an Internal Affairs Division and Staff Inspection Division. Over the next 26 years, Mr. Skurkis advanced with the fledgling Bureau. Having served in every Bureau capacity from investigator through Bureau Director, his operational and administrative experiences are unsurpassed. As the Director, his efforts to reduce department misconduct through improved regulations, enhanced in-service officer education, more comprehensive internal misconduct/physical force investigations, and standardized adjudication/discipline contributed to

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an overall decrease of 24% in the number of misconduct investigations from 2004 when he first took command of the Bureau through 2010, his final full year.

After his retirement, Mr. Skurkis maintained his relationship with the International Association of Chiefs of Police (IACP). Having worked closely with the IACP on its National Working Group on Sexual Offenses by Police Officers, the Group's efforts culminated in the development of an Executive Guide entitled "Addressing Sexual Offenses and Misconduct by Law Enforcement." At the 2011 IACP Conference in Chicago, Mr. Skurkis served as a presenter for the Education Session, "Failure to Serve and Protect: Leadership responds to Sexual Offenses and Misconduct by Law Enforcement."

Currently, Mr. Skurkis serves as a Senior Consultant for Transparency Matters, LLC located in Harrisburg, Pennsylvania. Mr. Skurkis work with Transparency Matters is focused on building public trust of law enforcement agencies through developing transparent policies and processes that reduce organizational risk and engender trust within and outside an organization and is committed to continued public service by promoting police accountability, diversity, community education, training, and monitoring.

Mr. Skurkis holds a Bachelor of Science in Law Enforcement and Corrections from The Pennsylvania State University, 1976.

Mr. Skurkis is retired and just completed an assessment project for the Lancaster Bureau of Police for TMLLC. Mr. Skurkis has no other pending commitments and is available as needed for this project.

Robin S. Engel, Ph. D, (Data Collection and Analysis), is Professor of Criminal Justice at the University of Cincinnati (UC) and Director of the International Association of Chiefs of Police / UC Center for Police Research and Policy. She recently served as UC's Vice President for Safety and Reform, where her administrative duties included oversight of the daily operations and reform efforts of the University of Cincinnati Police Division. She received her doctorate in 1999 from the University of Albany, State University of New York, School of Criminal Justice. Dr. Engel engages in police research and evaluation, with expertise in empirical assessments of police behavior, police-community relations, and crime reduction strategies. She promotes best practices in policing by establishing academic practitioner partnerships and has served as Principal Investigator for over eighty research grants, totaling over fifteen million dollars. She has published over sixty research articles, books, and book chapters, along with dozens of technical reports for practitioners, and is ranked among top academics, and the number one female in the field of criminal justice/criminology based on publications in prestigious peer-reviewed journals.

Dr. Engel has expertise in conducting empirical examinations of racial/ethnic disparities in police stops, arrests, and use of force with over a dozen police agencies, along with direct experience working to rebuild police-community relationships in the aftermath of controversial police uses of force. Her work on violence reduction resulted in several prominent team awards including the 2008 IACP/Motorola Webber Seavey Award for Excellence in Law Enforcement, the 2009 IACP/West Award for Excellence in Criminal Investigations, and the 2008 National Criminal Justice Association's Outstanding Criminal Justice Program Award. She has served as an expert on policing and violence reduction on panels convened at the White House and 10

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Downing Street. In 2017, Dr. Engel was awarded the Distinguished Alumni Award from the School of Criminal Justice at the University at Albany. In 2018, she was appointed by Governor John Kasich to the Ohio Collaborative Community-Police Advisory Board and reappointed in 2019 by Governor Mike DeWine. She also currently serves as the co-chair of IACP's Research Advisory Committee.

In July 2015, a sworn officer from the University of Cincinnati Police Division (UCPD) was involved in a fatal shooting of an unarmed motorist off-campus, resulting in the officer's termination and subsequent indictment for murder. Within a week following the incident, the University created the Office of Safety and Reform, and Dr. Engel was appointed as Vice President, charged with the design and implementation of systematic university police reform and rebuilding of community trust. She assumed direct oversight of the larger Department of Public Safety, staffed with roughly 160 employees, and reported directly to the University President and the University's Board of Trustees. She developed and implemented a three-year police reform plan that included: overseeing several external reviews; completing a two-year voluntary external monitorship (the first of its kind); hiring and managing new leaders; implementing significant changes to policy, training, and practice; securing additional resources and budget management; implementing evidence-based strategies to reduce crime; creating a community advisory council; handling all related media inquiries along with community concerns, complaints, and protests; working in partnership with UC's Office of General Counsel for all related litigation; and successful negotiations with four separate staff unions. In January 2019, the Office of Safety and Reform was dissolved after the UCPD was found in substantial compliance with 275 of the 276 external recommendations. Dr. Engel returned to her faculty position within the School of Criminal Justice and is currently working on best practice guides, peer-reviewed articles, and other materials regarding her experiences with urban police reform. She currently leads an international research center designed to bridge the gap between research and practice and promote the use of empirical evidence in police practices.

Dr. Engel is a full-time faculty member at UC with a 9-month annual contract. Dr. Engel has a part time role with the Aurora Police Department monitoring team and has time available for this project.

Mr. Frank A. Mancini (Police Accountability and Training) planned, organized, and managed the operations of the Bureau of Professional Standards in BPD with oversight of Internal Affairs, Auditing and Review, and the Early Intervention System. Mr. Mancini is also an Adjunct Faculty Member, Criminal Justice Program, Southern New Hampshire University (SNHU) and instructs courses on the Introduction to Criminal Justice, Technology and Criminal Justice, and Research Methods in Criminal Justice. Mr. Mancini provides consulting services in public sector investigations involving workplace misconduct, and law enforcement training. Mr. Mancini also has a Doctorate in Criminal Justice.

Mr. Mancini teaches part time several times during the year and will devote his full time to this project should TMLLC be awarded this project.

Mr. John T. Bey (Public/Community Engagement and Accountability). Mr. Bey has expertise in policy development and implementation, community policing, mediation and conflict resolution, interpersonal and organizational communications. Mr. Bey has adjudicated police misconduct investigations and imposed discipline when appropriate. Mr. Bey developed

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strategies to overcome cultural and historical barriers to increasing PSP diversity. Mr. Bey developed and maintained collaborations with diverse communities and faith-based organizations to build community trust and enhance recruitment efforts.

Mr. Bey retired from active law enforcement on May 19, 2022, and is available to work full time on this project.

Mr. Joseph L. Lipari (Public/Community Engagement and Accountability) formulates the strategic vision, objectives, and performance goals of the Office of the Independent Police Monitor. He supports the work of the civilian Police Oversight Panel and actively monitor all complaint investigations. Mr. Lipari reviews completed internal affairs investigations to ensure they are complete, thorough, and fair. Mr. Lipari conducts community outreach and provides analysis and best practices recommendations on police operations and disciplinary matters. Mr. Lipari also previously served as the Administrator for the Citizen Review Board for the City of Syracuse, NY and held various police accountability positions with the Office of Inspector General, for the City of Chicago and New York Police Department. Mr. Lipari has a Doctorate from the University of Illinois, Department of History and a Master of Arts degree in African American and Urban History.

Mr. Lipari outside of his police oversight duties can devote more than 20 hours a month to this project and has a flexible schedule.

IV. QUALIFICATIONS

RFO Qualifications Summary - Paragraph a.

1. Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations, including experience in monitoring settlements, consent decrees, or court orders.

Each of the members of the TMLLC Team brings specialized knowledge and experience in auditing, investigating, and reviewing the performance of organizations, particularly law enforcement agencies. As executives and academicians, they used these techniques extensively to monitor and evaluate the performance of the people and organizational entities they oversaw.

While serving as a Deputy Commissioner of the Pennsylvania State Police, Mr. Brown had responsibility for oversight of the Department's Bureau of Integrity and Professional Standards (BIPS). He audited, used, and analyzed data pertaining to the operations and programs of the PSP, a police organization of over 6,000 employees. During his period of executive management, he oversaw the successful reform of the PSP bring the department into compliance or substantial compliance with 40 recommendations overseen by an independent monitor team.

Mr. Brown has been a member of five consent decree monitor teams (Detroit, Oakland, Maricopa County Sheriff's Office, Niagara Falls, and Aurora Police Departments) where he audited, evaluated, and reviewed the performance of police departments and assessed their compliance with their respective consent decrees. Mr. Brown was also a member and subject

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matter expert on use of force with DOJ in their pattern and practice investigation of the Baltimore Police Department that led to its current consent decree.

Three TMLLC Team members, Mr. Brown, Mr. Skurkis and Dr. Engel held senior positions in police departments that were being monitored/evaluated and were assigned to work with the monitors. Mr. Brown and Mr. Skurkis handled the independent monitoring of the PSP and Dr. Engel the University of Cincinnati Police Department. All three of our team members dealt successfully with their independent monitors and brought their departments into compliance. These experiences provided them considerable insight into the monitoring process and understanding of its impact on their departments. As their agency's Compliance Coordinators, they ensured compliance through changes in agency policy, standard operating procedures, training, and most challenging, ensuring full implementation of the consent decree and buy-in by the department personnel at all levels.

Dr. Engel was appointed to Vice President at the University of Cincinnati that created the Office of Safety and Reform, and Dr. Engel was charged with the design and implementation of systematic university police reform and rebuilding of community trust. She assumed direct oversight of the larger UC Department of Public Safety. Dr. Engel is also a current member of the Aurora Police Department monitoring team.

2. Law enforcement practices, including community policing and engagement, use of force and use of force investigations, adjudication of complaints of officer misconduct, civilian oversight, policy development, and officer and staff training, and assessing compliance with constitutional and other legal requirements.

RFO Qualifications Summary - Paragraphs b., c., f., i., m., and r.

Every member of the TMLLC team believes that every level in law enforcement (local, state, federal) is improved through training, community policing and problem-oriented policing. All seven-law TMLLC team members have implemented these concepts in their executive leadership of law enforcement agencies and departments.

Mr. Brown evaluates use of force investigations to ensure constitutional policing requirements have been met and monitored Force Review Boards in the federal consent decree in Oakland, CA, he monitored and assessed Force Investigations and Command Level Force Review Teams (CLFRT) in the completed Detroit, MI federal consent decree, and monitors and assesses internal investigations, discipline, and community outreach (including training) with the Maricopa County Sheriff's Office and in the state consent decree with the Niagara Falls, NY consent decree. Mr. Brown is still sought out to conduct independent internal investigations and was recently retained by the Middletown Police Department, Middletown, PA and the Municipality of Anchorage, Anchorage, AK to perform this function.

Mr. Brown is also a Subject Matter Expert (SME) that was selected as part of the U.S. Office for Justice Programs (OJP) Diagnostic Center, Metro East Police District Commission (MEPDC) engagement in East St. Louis, IL.

Dr. Engel has conducted peer-reviewed research on the following policing topics: Biased-based policing, police-community relations, police use of force, police use of discretion/

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decision making, police legitimacy, violence reduction initiatives, reform efforts, problem-oriented policing. She has published over 50 articles and book chapters about these topics.

As Director of the PSP Bureau of Integrity and Professional Standards, Mr. Skurkis' efforts to reduce Department misconduct through improved regulations, enhanced in-service officer education, more comprehensive internal misconduct/physical force investigations, and standardized adjudication/discipline contributed to an overall decrease of 24% in the number of misconduct investigations from 2004 when he first took command of the Bureau through 2010, his final full year, his efforts to reduce Department misconduct through improved regulations, enhanced in-service officer education, more comprehensive internal misconduct/physical force investigations, and standardized adjudication/discipline contributed to an overall decrease of 24% in the number of misconduct investigations from 2004 when he first took command of the Bureau through 2010, his final full year.

Additionally, Mr. Coupe, Mr. Bey, and Mr. Lipari in the course of their duties have been intimately involved with the adjudication of complaints of officer misconduct, civilian oversight, policy development, and officer and staff training.

Familiarity with federal, state, and local laws, relating to constitutional law, civil rights, and policing: TMLLC members have extensive expertise in teaching, developing, and applying federal and state laws, policies and rules governing police practices. All TMLLC team members have in-depth understanding of best practices in law enforcement and community policing and, more importantly, their application to evaluating compliance with a consent decree.

Mr. Brown cooperated effectively throughout his career with every level of law enforcement agencies and as a monitor/auditor assesses the initial justification of use of force encounters by involved officers and their reviews by supervisory/command personnel. Mr. Brown and Mr. Coupe completed an accredited course on constitutional law while a student at the FBI National Academy and received continuing education credits from the University of Virginia. He also completed and received certification by the Force Science Institute.

Dr. Engel served as a member of the New Jersey Department of Law & Public Safety and the New Jersey Office of the Attorney General Advisory Board *Eliminating Unintentional Racial Biases in Police Officer Decision-Making*.

Mr. Mancini is a retired member of the Boston Police Department and has familiarity with state and local laws affecting SPD.

Civilian Oversight: The Transparency Matters team will approach this aspect of the consent decree calling on the experience and expertise of its team in four principal areas:

- 1) Building effective community relations,
- 2) Citizen's Complaints/Complaint Intake,
- 3) internal investigations, and
- 4) Employee discipline.

Effective civilian oversight can lead to greater understanding of the police department's responsibilities, activities, limitations, and the difficulties it confronts in serving the citizens of Springfield. It should enhance the understanding of the police by the community and work to

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enhance community policing. Experience, understanding, and fostering of more effective community policing/engagement will be important elements of this aspect of evaluation.

The Transparency Matters team understands that every level in law enforcement (local, state, federal) can be improved through a closer relationship with the citizens that are served by the department. All seven experienced law enforcement senior consultants on our team have successfully reached out to diverse elements of the communities they serve. Team members have participated in countless community meetings answering questions and explaining the police role, accomplishments, and limitations.

A second important aspect of creation and evaluation of meaningful civilian oversight will be finding the proper role for citizens in the internal affairs process. Experience in internal affairs and, particularly, in non-law enforcement oversight will be helpful. TMLLC understands the important link between building and sustaining community trust through police accountability processes. The unethical behavior of one officer can indict the entire SPD and their accountability processes especially if the community does not have a clear understanding or belief that the internal processes of the SPD are complete, thorough, and consistent with proper accountability tied into the behavior. The TMLLC Team will work with the SPD to enhance community trust by having the appropriate outreach through helping the department implement a robust and informational community policing strategy.

During the Detroit Police Department monitoring, Mr. Brown met periodically with the Detroit Office of Chief Investigator (OCI) that was an outside investigation and review process of citizen complaints, not quite the Board of Police Commissioners contemplated in the Negotiated Settlement Agreement, but an organization that faced many similar obstacles. The citizens who staff such organizations often do not understand police culture, the investigative and adjudication processes, officer's due process rights, and grievances and appeals.

Additionally, Mr. Brown was a key participant and facilitator in the IACP project with the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice named "Building Trust Between the Police and the Citizens They Serve; An Internal Affairs Promising Practices Guide for Local Law Enforcement." TMLLC understands for civilian oversight to be successful that the reviewers must believe the process has been carried out with integrity from complaint reception, investigation, adjudication, and discipline where appropriate. Mr. Brown and Mr. Skurkis have both investigated police misconduct criminally and administratively and can provide the assistance the SPD needs to address their theft problem by officers.

Four TMLLC Team members have strong backgrounds in processing complaints of misconduct, conducting complete internal investigations, adjudication, and resultant discipline and will be able to assess the efficacy of citizen oversight and, frankly, will be able to offer technical assistance to the SPD and the Board of Police Commissioners as it is being established. Mr. Skurkis had a 26-year span serving at every level in the PSP Internal Affairs Division and Staff Inspection Division capacity from investigator through Bureau Director.

Mr. Lipari reviews completed internal affairs and use of force investigations to ensure they are complete, thorough, and fair in his role as an outside civilian police oversight practitioner. Mr. Lipari conducts community outreach and provides analysis and best practices recommendations on police operations and disciplinary matters.

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Mr. Bey has adjudicated police misconduct investigations and imposed discipline when appropriate. Mr. Bey developed strategies to overcome cultural and historical barriers to increasing PSP diversity. Mr. Bey developed and maintained collaborations with diverse communities and faith-based organizations to build community trust and enhance recruitment efforts.

TMLLC Team members are intimately familiar with the issues that confront the review and resolution of allegations of police misconduct and its impact on the community.

3. Statistical and data analysis, and evaluating organizational change and institutional reform, by applying qualitative and quantitative analyses to assess progress, performance, and outcomes.

RFO Paragraph 28, Sections e., g., h., j., k., n., and o.

In all agencies and positions where TMLLC team members have served, they have used data collection, review, and analysis to evaluate operations under their command. Crime trends, organizational readiness and performance, citizen complaints, stop data analysis, indicators of integrity issues and fiscal information were under continuous review by these law enforcement executives.

Dr. Engel have conducted a wide range of research studies involving descriptive and inferential statistical procedures. She has lengthy experience examining official data including crime data, incident data and case processing data. Dr. Engel is competent with a wide range of analytic procedures and has completed analyses including multivariate and time series analyses of large data sets, as well as quantitative and qualitative analyses of interview and observation data. Dr. Engel has studied, analyzed, and written extensively about bias free policing.

Dr. Engel engages in police research and evaluation, with expertise in empirical assessments of police behavior, police-community relations, and crime reduction strategies. She promotes best practices in policing by establishing academic practitioner partnerships and has served as Principal Investigator for over eighty research grants, totaling over fifteen million dollars. She has published over sixty research articles, books, and book chapters, along with dozens of technical reports for practitioners, and is ranked among top academics, and the number one female in the field of criminal justice/criminology based on publications in prestigious peer-reviewed journals.

Dr. Engel has expertise in conducting empirical examinations of racial/ethnic disparities in police stops, arrests, and use of force with over a dozen police agencies, along with direct experience working to rebuild police-community relationships in the aftermath of controversial police uses of force. Dr. Engel is a current member of the Aurora Police Department monitoring team

All TMLLC team members have extensive experience in working with governmental entities at the federal, state, and local level in their positions as Chief of Police and Superintendent and agency Collective Bargaining Units.

Mr. Brown was selected to serve as member of the Department's contract negotiating team for collective bargaining proceedings in 2004 (Act 111) and in 2008 with the Pennsylvania State Troopers Association (Union) that represents PSP members from the rank of Trooper

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through Major. The outcome of the 2004 proceedings resulted in a landmark arbitration decision received by the department and recognized by Pennsylvania Governor Edward G. Rendell in 2004, for reforming and improving member discipline and related processes.

Mr. Brown collaborated with the Governor's Advisory Commissions on Latino, African American, and Asian Affairs in the development of innovative community based and process strategies to improve and reform the department's hiring processes to recruit qualified minorities and women into enlisted and civilian positions.

During Mr. Brown's PSP career, he served as a criminal investigator and internal affairs investigator and subsequently held supervisory and command positions within these specialized areas and has interacted successfully with law enforcement and outside agencies governmental at all levels.

Since creating TMLLC Mr. Brown has been engaged with a variety of government agencies across the U.S. to include the Oakland, CA Police Department, Detroit, MI Police Department, Maricopa County Sheriff's Office, Niagara Falls, NY Police Department, Aurora Police Department, Austin Police Department, Municipality of Anchorage Alaska, Anchorage, Alaska Police Department, Middletown Borough Police Department, Metro East Police District Commission – East St. Louis, IL, DOJ - Office for Justice Programs – Diagnostic Center, and the DOJ - Office for Victims of Crime (OVC).

Throughout his career, Mr. Skurkis worked successfully with many state, local and federal agencies and dealt with several union issues.

4. Familiarity and understanding of local issues and conditions.

RFQ paragraph d.

Six of our team members were senior executives in local and state police organizations. They are intimately familiar with issues confronting local police departments. The Transparency Matters team will be quick to understand the conditions and issues confronting the SPD.

Mr. Mancini resides in the Boston area and is the TMLLC team's local resource.

5. Preparing for and participating in court proceedings.

RFQ paragraph l.

TMLLC Team members have appeared in court as monitors, investigators, witnesses, and expert witnesses. They have testified before city, state, and federal governmental entities in civil, criminal, and administrative hearings. They are all comfortable and effective as witnesses.

Mr. Brown and Mr. Skurkis has extensive experience during their law enforcement careers preparing and testifying as the investigator in criminal trials, including suppression hearings, in the Pennsylvania State Courts of Common Pleas. Also, during Mr. Brown and Mr. Skurkis' career they prepared and testified in civil proceedings in federal and state courts. Mr. Brown's experience extends to quasi court proceeding such as testifying before police misconduct arbitrators and arbitration panels, Unfair Labor Practice Hearings, and Workman's Compensation Hearings.

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6. Report Writing.

RFO Paragraph m.

As documented by the many reports they have written during their extensive law enforcement and academic careers the TMLLC members are all experienced and accomplished report writers and possess an understanding of the requirements for reporting on SPD's implementation of each substantive provision of the consent decree. Each TMLLC Team member will write his/her area of assignment submitting reports to Mr. Coupe and Mr. Brown, who will as Compliance Evaluator, will have final edit authority.

Mr. Brown has written extensively in his career. He has contributed important segments to the Independent Monitor's final reports in Oakland, Detroit, Maricopa County, and Niagara Falls. He also authors complex internal investigations with TMLLC as an independent investigator.

Throughout his career with the PSP, Mr. Skurkis authored hundreds of regulations, memorandums, policies, and procedures. His expertise was frequently solicited by other state and municipal law enforcement agencies throughout the country seeking guidance towards improving/enhancing their individual internal accountability measures.

Dr. Engel has published over sixty research articles, books, and book chapters, along with dozens of technical reports for practitioners, and is ranked among top academics, and the number one female in the field of criminal justice/criminology based on publications in prestigious peer-reviewed journals.

2. Municipal budgets and budgeting processes.

RFO Paragraph p. and q.

Mr. Brown and Mr. Coupe will have responsibility for meeting deadlines for reporting. They will also coordinate team compliance with budget. Throughout their careers, they have each consistently operated within deadlines and established budgets.

Mr. Brown has submitted many segments for monitoring reports without ever missing a deadline. TMLLC has completed many contracts and never exceeded an agreed upon budget.

All members of the TMLLC Team have consistently completed projects and met deadlines as required at every position they have held from entry level through senior executive or senior academic positions.

All TMLLC team members due to their experience in executive leadership positions have experience in working with budgets and budget processes. Mr. Brown testified in PSP budget processes annually as Deputy Commissioner before the Pennsylvania House of Representatives and Senate.

V. PRIOR EXPERIENCE AND REFERENCES

The following table lists consent decree monitoring project experience for two TMLLC team members.

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Team Member	Project Reference	Monitor Area/Dates
Mr. John R. Brown	Oakland PD Consent Decree Police Administration Building ██████████ ██████████ phone: ██████████ Assistant Chief (Ret.) Paul Figueroa Cell# ██████████ Email: ██████████@██████████	Use of Force, Force Review and Executive Force Review Boards 2010-2015
Mr. John R. Brown	Detroit PD Consent Decree Detroit Police Department Detroit Public Safety Headquarters ██████████ ██████████ Captain Shelley Holderbaum Cell# ██████████ Email: ██████████@██████████	Use of Force – Force Investigation Unit, Command Level Force Review Teams, Internal Controls 2010 - 2014
Mr. John R. Brown	Niagara Falls PD Consent Decree Superintendent (Ret.) E. Bryan DalPorto Niagara Falls Police Department ██████████ ██████████ Phone: ██████████	Internal Affairs Internal Affairs, Use of Force, Discipline Community Relations 2011- 2015
Mr. John R. Brown	Maricopa County Sheriff’s Office Consent Decree ██████████ ██████████ Chief Stephanie Molina, Bureau of Compliance (██████████)	Police Accountability and Training, 2016 - 2018
Mr. John R. Brown	Aurora PD Consent Decree ██████████ ██████████ ██████████ Division Chief Chris Juul	Use of Force and Police Accountability, 2022 - present
Dr. Robin S. Engel	Aurora PD Consent Decree ██████████ ██████████ ██████████ Division Chief Chris Juul	Data Collection and Analysis, Bias -Based Policing 2022 - present

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TMLLC NON-CONFIDENTIAL WORK PRODUCTS

[Microsoft Word - CSPD Use of Force, Final Transparency Matters Report April 2022 \(coloradosprings.gov\)](#)

<https://www.austintexas.gov/edims/document.cfm?id=375462> (Qualitative Review Use of Force)

VI. BUDGET

On-site in person/virtual reviews will be quarterly and one week in duration (40 hours) for team member throughout the project. A three-person team (the Compliance Evaluator, Deputy Compliance Evaluator and one team member) will visit on-site for five days at the outset of the project to perform a detailed assessment and introductory sessions. Finally, we have also planned for the Compliance Evaluator and Deputy Compliance Evaluator to visit in-person or virtually during the months there is not a quarterly on-site/virtual review. The remaining work will be performed off site. We estimate in our detailed breakdown of yearly hours and costs, 15% of the time expended by team members will be for technical assistance, when needed. The remaining work hours will be expended on reviews, analysis, auditing, and reporting. Costs are projected based on the following assumptions:

1) Travel will be under the guidelines published by GSA for federal travelers.

2) All members of the TMLLC team will travel four times to Springfield for reviews and remain there for five nights. Use or disclosure of confidential information contained herein is subject to the restriction on the title page of this application.

Attached to this proposal are spreadsheets containing Evaluation Costs and reflects all projected costs for this project for four years.

VII. COLLABORATION AND COST EFFECTIVENESS

TMLLC will explore the use of partnerships with work with academic institutions and non-profit organizations by using pro bono time, reduce rates, especially in cleaning and collating SPD data to facilitate the TMLLC team data analyses.

TMLLC attempted to curtail travel costs and will work with the SPD and City to be flexible and can conduct virtual contacts when appropriate, however if more in person visits are required, any additional travel expenses will be added.

VIII. POTENTIAL CONFLICTS OF INTEREST OR BIAS

The Transparency Matters Team does not have any potential conflicts of interest or bias.

Mr. Brown is familiar with Deputy Chief Paul Killebrew, DOJ, Special Litigation Section from some minor interactions while Mr. Brown served on the Maricopa County Sheriff's Office monitor team as a police accountability expert.

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IX. CONCLUSION

The Compliance Evaluator must deal with an exceptional process that involves monitoring, evaluating, auditing, and providing technical assistance under the federal consent decree. Success in this endeavor will require experience, expertise, and sound judgment.

Evaluation team members who are experienced in conducting assessments and evaluations of law enforcement agencies provide the team a foundation for understanding the fundamental monitoring/evaluation process. We understand the process and have a sound methodology for evaluating the consent decree for compliance.

The TMLLC team is a diverse team composed of seasoned law enforcement professionals and academicians who bring a variety of experience, mature judgment, and expertise to the tasks of evaluating the consent decree. Our team is particularly suited to the duties required by the decree. Mr. Brown is ideally suited to the role of Compliance Evaluator. He has law enforcement experience, has served on other high-level panels and committees that examined controversial police-community issues. He has a well-earned reputation for a leadership and dealing successfully with a variety of important law enforcement issues.

Mr. Brown has experience monitoring the aspects of a consent decree that will be central to its successful resolution. Most law enforcement consent decrees have a genesis involving excessive use of force and other police misconduct. As we noted above, these are the core issues that necessitate the need for reform. Mr. Brown has years of experience reforming major police departments in these very areas. He experienced monitoring from the inside of a police department when he worked with an independent monitor on behalf of the PSP and, as we have noted, he also has experience as a member of independent monitor teams for five different police departments. Mr. Brown qualified to both monitor compliance and to understand how to achieve the reforms necessary for successful resolution of the consent decree.

The entire TMLLC Team has the experience necessary to assess reform from complaint reception through investigation, adjudication, discipline, the grievance/appeal process, and assessing use of force. The TMLLC Team also recognizes the link between effective police accountability processes and building community trust.

The TMLLC Team contains a nucleus of two individuals who are experienced in monitoring existing consent decrees; all members of the team bring proven and seasoned experience to the Springfield project. Three of our team members have served as a police chief and Superintendents, two served as deputy commissioners, is an accomplished academic researcher and all understand the dimensions of Community Oriented Policing and civilian oversight. Our team members, with a broad array of police and governmental experience, will bring unparalleled background and expertise to assist the Springfield community and its police department in their commitment to improve the police – community relationship.

The TMLLC Team understands the unique nature of the consent decree and its importance in achieving a sustained partnership between the SPD and the community it serves.

We are eager to be a part of the process and thank you for your consideration to be included in this RFQ assessment.

YEAR ONE Cost Item	Technical Assistance On-Site and/or Virtual			Review, Data Analysis and Report Writing			Other Direct and Indirect	Year One Totals	
	Rate	Hrs	Costs	Rate	Hrs	Costs		Costs	Hrs
Brown	\$ 200	328	\$ 65,600	\$ 200	304	\$ 60,800		632	\$ 126,400
Coupe	\$ 160	328	\$ 52,480	\$ 160	264	\$ 42,240		592	\$ 94,720
Engel	\$ 175	200	\$ 35,000	\$ 175	256	\$ 44,800		456	\$ 79,800
Mancini	\$ 150	200	\$ 30,000	\$ 150	256	\$ 38,400		456	\$ 68,400
Bey	\$ 150	200	\$ 30,000	\$ 150	256	\$ 38,400		456	\$ 68,400
Skurkis	\$ 150	200	\$ 30,000	\$ 150	256	\$ 38,400		456	\$ 68,400
Lipari	\$ 150	200	\$ 30,000	\$ 150	256	\$ 38,400		456	\$ 68,400
Total Subcontractors		1,656	\$ 273,080		1,848	\$ 301,440		3,504	\$ 574,520
Travel							\$ 92,000		\$ 92,000
Office Space							\$ 5,000		\$ 5,000
Subcontractor Equipment and supplies							\$ 7,000		\$ 7,000
Other General and Administrative							\$ 12,000		\$ 12,000
Profit (10% of total costs)							\$ 69,052		\$ 69,052
Total Costs							\$ 185,052		\$ 759,572
Cost of Living increase of 5.0% projected through all costs except subcontractors									

YEAR TWO Cost Item	Technical Assistance On-Site and/or Virtual			Review, Data Analysis and Report Writing			Other Direct and Indirect	Year Two Totals	
	Rate	Hrs	Costs	Rate	Hrs	Costs		Costs	Hrs
Brown	\$ 205	288	\$ 59,040	\$ 205	304	\$ 62,320		592	\$ 121,360
Coupe	\$ 165	288	\$ 47,520	\$ 165	264	\$ 43,560		552	\$ 91,080
Engel	\$ 180	176	\$ 31,680	\$ 180	256	\$ 46,080		432	\$ 77,760
Mancini	\$ 155	176	\$ 27,280	\$ 155	256	\$ 39,680		432	\$ 66,960
Bey	\$ 155	176	\$ 27,280	\$ 155	256	\$ 39,680		432	\$ 66,960
Skurkis	\$ 155	176	\$ 27,280	\$ 155	256	\$ 39,680		432	\$ 66,960
Lipari	\$ 155	176	\$ 27,280	\$ 155	256	\$ 39,680		432	\$ 66,960
Total Subcontractors		1,456	\$ 247,360		1,848	\$ 310,680		3,304	\$ 558,040
Travel							\$ 82,000		\$ 82,000
Office Space							\$ 5,250		\$ 5,250
Subcontractor Equipment and supplies							\$ 7,350		\$ 7,350
Other General and Administrative							\$ 12,600		\$ 12,600
Profit (10% of total costs)							\$ 66,524		\$ 66,524
Total Costs							\$ 173,724		\$ 731,764
Cost of Living increase of 5.0% projected through all costs except subcontractors									

YEAR THREE Cost Item	Technical Assistance On-Site and/or Virtual			Review, Data Analysis and Report Writing			Other Direct and Indirect	Year Three Totals	
	Rate	Hrs	Costs	Rate	Hrs	Costs		Costs	Hrs
Brown	\$ 210	288	\$ 60,480	\$ 210	304	\$ 63,840		592	\$ 124,320
Coupe	\$ 170	288	\$ 48,960	\$ 170	264	\$ 44,880		552	\$ 93,840
Engel	\$ 185	176	\$ 32,560	\$ 185	256	\$ 47,360		432	\$ 79,920
Mancini	\$ 160	176	\$ 28,160	\$ 160	256	\$ 40,960		432	\$ 69,120
Bey	\$ 160	176	\$ 28,160	\$ 160	256	\$ 40,960		432	\$ 69,120
Skurkis	\$ 160	176	\$ 28,160	\$ 160	256	\$ 40,960		432	\$ 69,120
Lipari	\$ 160	176	\$ 28,160	\$ 160	256	\$ 40,960		432	\$ 69,120
Total Subcontractors		1,456	\$ 254,640		1,848	\$ 319,920		3,304	\$ 574,560
Travel							\$ 86,000		\$ 86,000
Office Space							\$ 5,513		\$ 5,513
Subcontractor Equipment and supplies							\$ 7,718		\$ 7,718
Other General and Administrative							\$ 13,230		\$ 13,230
Profit (10% of total costs)							\$ 68,702		\$ 68,702
Total Costs							\$ 181,162		\$ 755,722
Cost of Living increase of 5.0% projected through all costs except subcontractors									

YEAR FOUR Cost Item	Technical Assistance On-Site and/or Virtual			Review, Data Analysis and Report Writing			Other Direct and Indirect	Year Four Totals	
	Rate	Hrs	Costs	Rate	Hrs	Costs	Costs	Hrs	Total Costs
Brown	\$ 215	288	\$ 61,920	\$ 215	304	\$ 65,360		592	\$ 127,280
Coupe	\$ 175	288	\$ 50,400	\$ 175	264	\$ 46,200		552	\$ 96,600
Engel	\$ 190	176	\$ 33,440	\$ 190	256	\$ 48,640		432	\$ 82,080
Mancini	\$ 165	176	\$ 29,040	\$ 165	256	\$ 42,240		432	\$ 71,280
Bey	\$ 165	176	\$ 29,040	\$ 165	256	\$ 42,240		432	\$ 71,280
Skurkis	\$ 165	176	\$ 29,040	\$ 165	256	\$ 42,240		432	\$ 71,280
Lipari	\$ 165	176	\$ 29,040	\$ 165	256	\$ 42,240		432	\$ 71,280
Total Subcontractors		1,456	\$ 261,920		1,848	\$ 329,160		3,304	\$ 591,080
Travel							\$ 90,000		\$ 90,000
Office Space							\$ 5,788		\$ 5,788
Subcontractor Equipment and supplies							\$ 8,103		\$ 8,103
Other General and Administrative							\$ 13,892		\$ 13,892
Profit (10% of total costs)							\$ 70,886		\$ 70,886
Total Costs							\$ 188,669		\$ 779,749
Cost of Living increase of 5.0% projected through all costs except subcontractors									

CONTRACT TOTALS Cost Item	Technical Assistance On-Site and/or Virtual		Review, Data Analysis and Report Writing			Other Direct and Indirect	Contract Totals		
		Hrs	Costs		Hrs	Costs	Costs	Hrs	Total Costs
Brown		1,192	\$ 247,040		1,216	\$ 252,320		2,408	\$ 499,360
Coupe		1,192	\$ 199,360		1,056	\$ 176,880		2,248	\$ 376,240
Engel		728	\$ 132,680		1,024	\$ 186,880		1,752	\$ 319,560
Mancini		728	\$ 114,480		1,024	\$ 161,280		1,752	\$ 275,760
Bey		728	\$ 114,480		1,024	\$ 161,280		1,752	\$ 275,760
Skurkis		728	\$ 114,480		1,024	\$ 161,280		1,752	\$ 275,760
Lipari		728	\$ 114,480		1,024	\$ 161,280		1,752	\$ 275,760
Total Subcontractors		6,024	\$ 1,037,000		7,392	\$ 1,261,200		13,416	\$ 2,298,200
Travel							\$ 350,000		\$ 350,000
Office Space							\$ 21,551		\$ 21,551
Subcontractor Equipment and supplies							\$ 30,171		\$ 30,171
Other General and Administrative							\$ 51,722		\$ 51,722
Profit (10% of total costs)							\$ 275,164		\$ 275,164
Total Costs							\$ 728,607		\$ 3,026,807
Cost of Living increase of 5.0% projected through all costs except subcontractors									

**Transparency Matters Compliance Evaluation Team
Springfield Police Department Consent Decree Application**



John R. (Rick) Brown



Robert M. Coupe



Frank A. Mancini



Charles J. Skurkis



Robin S. Engel



John T. Bey



Joseph L. Lipari

Submitted by the Applicant:

TRANSPARENCY MATTERS, LLC

COMPLIANCE EVALUATOR AND TEAM RESUMES

SPRINGFIELD POLICE DEPARTMENT

June 10, 2022



AUTHORIZED NEGOTIATORS	TELEPHONE	FACSIMILE	EMAIL	AUTHORIZED SIGNER
John R. Brown	██████████	██████████	████████████████████	✓

Notice for Handling Application

This Application contains confidential information that shall not be disclosed to any third party not identified in the Request for Application to which the Applicant is responding. This confidential information shall also not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this Application. If, however, a contract is awarded to this Applicant as a result of, or in connection with, the submission of this Application, the United States Department of Justice ("DOJ") shall have the right to duplicate, use, or disclose said confidential information to the extent necessary in the resulting contract. This restriction does not limit the DOJ's right to use the confidential information contained in this Application if it is obtained from another source without restriction. The confidential information subject to this restriction contained in the Application is marked with the following legend: Use or disclosure of confidential information contained herein is subject to the restriction on the title page of this application.

JOHN R. "RICK" BROWN

TRANSPARENCY MATTERS, LLC

Home: [REDACTED]

Mobile: [REDACTED]

Motivational leader and "hands-on" team contributor that is experienced at managing multiple responsibilities simultaneously in a fast-paced, highly visible environment. Proven communicator that develops trusting relationships with integrity and a commitment to service.

CAREER ACCOMPLISHMENTS

- Selected to work with the independent Monitor in the United States District Court for the District of Arizona under the direction of Judge G. Murray Snow in the case of Manuel de Jesus Ortega Melendres v. Joseph M. Arpaio, Sheriff of Maricopa County, Arizona. Monitor and technical assistance, engagement complete March 2018.
- Selected to work with the Office of the Independent Monitor of the Oakland Police Department in the Negotiated Settlement Agreement (NSA) in the case of *Delphine Allen, et al., vs. City of Oakland, et al.* in the United States District Court for the Northern District of California under the direction of Judge Thelton E. Henderson.
- Selected to work with the Office of the Independent Monitor of the City of Detroit Police Department in the July 18, 2003, Consent Decree brought by the United States Department of Justice in the United States District Court for the Eastern District of Michigan Southern District under the direction of Judge Julian Abele Cook, Monitor and technical assistance engagement complete August 2014.
- Selected to work with the Office of the Independent Monitor of the Niagara Falls, New York Police Department in the November 30, 2010, Consent Decree brought by the State of New York in the Supreme Court of the State of New York for Niagara County under the direction of Judge Ralph A. Boniello III, monitor and technical assistance engagement complete February 2015.
- Oversee all segments logically related in scope to the investigation, accountability, and policies employed by the Pennsylvania State Police regarding police misconduct, with an emphasis on prevention through training programs at all levels.
- Designated as the department liaison between the Pennsylvania Office of Inspector General, Office of the Governor, Pennsylvania State Police Commissioner, and Kroll, The Risk Consulting Company, during their independent investigation and monitoring of the department's handling of sensitive internal sexual harassment, sexual misconduct, and domestic violence issues. The department complied with the forty recommendations identified by the Office of Inspector General in one year.
- Selected to serve as Member of the Department's contract negotiating team for collective bargaining proceedings in 2004 (Act 111) and in 2008 with the Pennsylvania State Troopers Association (Union). The outcome of the 2004 proceedings resulted in a landmark arbitration decision received by the department and recognized by Pennsylvania Governor Edward G. Rendell in 2004, for reforming and improving member discipline and related processes.
- Collaborate with the Governor's Advisory Commissions on Latino, African American, and Asian Affairs in the development of innovative community based and process strategies to improve and reform the department's hiring processes to recruit qualified minorities and women into enlisted and civilian positions.
- Maintain overall supervisory responsibility for the independent research Police-Citizen Contact Project voluntarily initiated by the Pennsylvania State Police. Utilize applied research to determine if the department engages in racial or biased based profiling during motor vehicle stops. Implement proactive training and operational strategies to monitor and prevent racial profiling.

- Guest Speaker; International Association of Chiefs of Police, Washington (State) Association of Sheriffs and Police Chiefs, American University – Washington, DC, George Mason University, Fairfax, VA, California State University of Pennsylvania, Elizabethtown College – Elizabethtown, Pennsylvania, Pennsylvania Department of Corrections Annual Training Symposium, Office of National Drug Control Policy - Domestic Highway Enforcement Program (DHE) – High Intensity Drug Trafficking Areas (HIDTA) Annual Conference.

PROFESSIONAL EXPERIENCE

TRANSPARENCY MATTERS, LLC (TMLLC), Harrisburg, Pennsylvania, 2010 – Present, www.transparencymattersllc.com, Certified MBE (Third Party - Eastern Minority Supplier Development Council) and Veteran-Owned Small Business (VOSB).

Owner/Independent Consultant

- Law enforcement consultant focused on building transparent policing policies and process change that provides organizational efficiencies, personnel accountability, diversity, community education, training, and monitoring.
- Subject Matter Expert, retained by The Sotos Law Firm, P.C., Chicago, IL 60604 to provide an expert opinion on the police practices employed by the Naperville Police Department, Illinois (NPD) regarding a 1995 during a suspicious death/homicide criminal investigation, March 2021 - present.
- Subject Matter Expert, Subcontractor, for BerryDunn, LLC for the City of Northglenn, CO, Northglenn Police Department, Community Co-Production Policing (CCPP), February 2021 – September 2021.
- Subject Matter Expert, Primary Contractor, City of Colorado Springs, CO, Colorado Springs Police Department, Stop Data and Use of Force Assessment, November 23, 2020 – present.
- Subject Matter Expert, Subcontractor for Kroll Associates, Inc., New York, NY, Investigate and Audit Discrimination and Racism in the Austin Police Department, TX, November 12, 2020 – present.
- Subject Matter Expert, Use of Force Review and Analysis retained by the San Francisco, CA District Attorney's Office in a confidential Officer Involved Shooting Death Case October 2020 – Present.
- Subject Matter Expert, Challenge of Discriminatory Practices, retained by the Law Firm of Arnold & Porter, Washington DC, Attorney John Freedman in the case of the Hispanic National Law Enforcement Association (HNLEA) v. Prince George's County, MD, September 2020 – July 20, 2021.
- Subject Matter Expert, Use of Force Review and Analysis retained by Attorney Charles Bonner, Sausalito, CA in case Michael Lawrence v. Village of Newark (NY), Police Department, May 2020 – present.
- Subject Matter Expert, Use of Force Review and Analysis retained by Attorney Charles Bonner, Sausalito, CA, in case Lisa Acquah v. Syracuse Police Department, May 2020 – October 2020.
- Subject Matter Expert, Use of Force Review and Analysis retained by Attorney Charles Bonner, Sausalito, CA in case Maurice Crawley v. Syracuse Police Department, October 2018 – October 2020.
- Subject Matter Expert, Use of Force Review and Analysis, retained by J. Mark Pecci, II, Marks, O'Neill, O'Brien, Doherty & Kelly, P.C., Philadelphia Office, One Penn Center, 1617 John F. Kennedy Boulevard, Suite 1010, Philadelphia, PA in case Ryan Patterson v. Michael Fiocca (Delaware River Port Authority Police) retained March 8, 2018 – October 2018.
- Moderator/Expert/Policing Chairman, American University, Washington, DC, Inaugural; And Justice for All Symposium Series (Criminal Justice Reform), October 2018 – Present.
- Subject Matter Expert and Team Leader, Police Foundation, Homicide Operations Assessment, New Orleans Police Department, New Orleans, LA, October 2017 – July 2018.
- Subject Matter Expert, United States Office for Justice Programs (OJP), Diagnostic Center, Hartford Police Department, Hartford CT, Recruitment, Diversity, and Retention Issues, September 2017 – May 2018.
- Subject Matter Expert and Independent Investigator Internal Administrative Investigation, Coral Gables Police Department, Coral Gables, FL, September 2017 – February 2018.
- Subject Matter Expert, Use of Force Review and Analysis retained by Plaintiff's Attorney Charles Bonner, Sausalito, CA in an excessive force case involving Alonzo Grant v. Syracuse Police Department, Jury Trial Verdict, September 2016 – October 2018.

- Subject Matter Expert contracted by Kroll Associates, Inc., Philadelphia PA to conduct an internal assessment of Community Engagement policies and practices, of the University of Chicago Police Department, Chicago, IL, November 2016 – January 2017.
- Stadium Security Risk and Vulnerability Assessment, Contracted by MSA Security, Inc., [REDACTED]; [REDACTED]; University of Maryland, College Park, MD and University of Michigan, Ann Arbor, MI (Big Ten Conference), October 2016 – November 2016.
- Independent Monitor for the Maricopa County Sheriff's Office, Phoenix, AZ, Internal Investigations and related training, August 2016 – March 2018.
- Moderator/Panelist, National Black Prosecutor's Conference, St. Louis, MO, on the President's Task Force Report on 21st Century Policing, July 11, 2016.
- Guest Speaker, International Association of Chiefs of Police (IACP), Institute for Community-Police Relations, July 2016 – 2018.
- Subject Matter Expert, United States Office for Justice Programs (OJP), Diagnostic Center, Springettsbury Township Police Department, Police-Community Relations, Use of Force, and Citizen Complaints Engagement, York County, PA; May 2016 – August 2018.
- Subject Matter Expert contracted by the United States Department of Justice, Special Litigation Section, Washington, DC for the pattern and practice investigation of the Baltimore Police Department, Baltimore, MD; September 2015 – Completed August 2016.
- Security Supervisor for Apex Security; VIP and Altar Detail for the visit of Pope Francis, World Meeting of Families, Ben Franklin Parkway, Philadelphia, PA, September 26-27, 2015.
- Subject Matter Expert contracted by Kroll Associates, Inc., Philadelphia PA to conduct an internal administrative investigation (tactics and the use of deadly force analysis) of the University of Cincinnati Police Department Fatal Officer Involved Shooting in the City of Cincinnati, July 2015 – September 2015.
- Subject Matter Expert on tactics and the use of deadly force analysis contracted by the law firm of Elliott Greenleaf, Philadelphia, PA by a Hummelstown, Pennsylvania Police Officer, August 2015 – November 2015.
- Consultant for the Middletown Police Department, Middletown, Pennsylvania to assess policies; conduct internal investigations, develop Executive Search Protocols, and conduct operational reviews; June 2014 - 2017.
- Subject Matter Expert and Independent Investigator Municipality of Anchorage; Internal investigation into the conduct of the Anchorage Police Department and Alaska National Guard regarding Sexual Assault Complaints and Illegal Narcotics Distribution Allegations, October 2014 – November 2018.
- Subject Matter Expert, United States Office for Justice Programs (OJP), Diagnostic Center, Metro East Police District Commission (MEPDC) Engagement, Ethics and Accountability Initiative, East St. Louis, IL; July 2013 – December 2016.
- Primary Security Representative/Investigator, National Football League (NFL), Philadelphia, PA, Domestic Violence, Sexual Misconduct, Personal Conduct Policy investigations, June 2013 - Present.
- Presenter teamed with Daigle Law Group, Southington, CT conduct instruction on special (internal) investigations at the Connecticut State Police Academy; June 2014 and Westport, CT Police September 2015. Community Relations and Police Use of Force, Use of Force Summit, Uncasville, CT; December 2014.
- Consultant for the Anchorage, Alaska Police Department with the International Association of Chiefs of Police (IACP), assessed policies and practices and made recommendations to Mitigate Sexual Misconduct June – September 2012.
- Independent Monitor for the Niagara Falls, New York Police Department, Internal Investigations, Use of Force, Discipline and Community Relations; August 2011-February 2015.
- Subject Matter Expert with the Puerto Rico Police Department (2nd largest U.S. Police Department), Community Outreach, Complaint Reception and Processing, Internal Investigations, Member/Employee Discipline, and Training December 2010-February 2015.
- Independent Monitor for the City of Detroit Police Department teamed with Police Performance Solutions LLC, Dover, NH; October 2010-August 2014. The United States Department of Justice announced successful resolution of the Consent Judgment on August 25, 2014, Monitor engagement complete.
- Independent Monitor for the Oakland Police Department teamed with Police Performance Solutions LLC, Dover, New Hampshire; May 2010-Present.

- Office for Victims of Crime, United States Department of Justice, Diversity Working Group; March 2010-Present.

PENNSYLVANIA STATE POLICE, Harrisburg, Pennsylvania

1981 – 2010

Deputy Commissioner of Administration and Professional Responsibility, 2006-2010

Deputy Commissioner of Professional Responsibility, 2004-2010

Rank: Lieutenant Colonel

- Accepted additional responsibilities in December 2006 formerly assigned to the Deputy Commissioner of Administration
 - Maintain executive oversight of the Bureau of Training and Education (Academy/Training Centers), Bureau of Human Resources, Member Assistance Program, and the Recruitment and Special Services Office (Targeting minorities and women for employment).
 - Appointed by Governor Edward G. Rendell to maintain executive oversight of the Bureau of Integrity and Professional Standards, Equal Employment Opportunity Office, Department Discipline Office, and the Early Intervention Program Office (March 2004). Acquired the Heritage Affairs Office in May 2006 and the newly created Office of Risk Management in January 2009.
- Contribute to the oversight of an annual budget over \$840 Million involving 4664 sworn and 1600 non-sworn personnel; and responsible for all segments logically related in scope to the prevention, investigation and accountability measures employed by the department regarding police misconduct.
- Maintain oversight for all risk management issues across the full spectrum of potential liability affecting department operations.
- Commissioner's Designation of Duties, in his absence; assume the duties of Acting Commissioner with responsibility for the day-to-day administrative, operational, and policy decisions of the Department. Act as liaison with the Governor, Deputy Chief of Staff, Criminal Justice Policy Office, and cabinet officials.

Director, Bureau of Professional Responsibility; Rank: Major, 2003-2004

- Provided executive oversight of two Divisions and one Office with 35 personnel within the Bureau.
- Managed the Internal Affairs Division, Systems and Process Review Division, and the Early Intervention Program Office.
- Led the development of the Early Intervention Program Office of the Pennsylvania State Police.
- Designated as the liaison to the Pennsylvania Office of Inspector General during their independent review of department misconduct investigations, policies, and procedures.
- Designated as liaison with Kroll, The Risk Consulting Company during their independent monitoring of the department's implementation of the forty recommendations identified by the Pennsylvania Office of Inspector General. Kroll provided periodic reports to the Office of the Governor.

Director, Internal Affairs Division; Rank: Captain, 2000-2003

(Acting Captain from April 26, 1999 - January 29, 2000)

Responsible for directing the work of fifteen subordinates; direct and investigate complex criminal and administrative investigations involving allegations of misconduct involving Department personnel. Responsible for non-complaint investigations mandated by directives, assist the Office of Chief Counsel and conduct other confidential investigations as directed by the Commissioner.

Commander, Central Section, Internal Affairs Division; Rank: Lieutenant, 1997-2000

Direct and investigate complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force. Supervise the work of four investigators.

Administrative Officer, Internal Affairs Division; Rank: Corporal to Sergeant, 1994-1997

Review confidential investigative reports for accuracy, completeness, compliance with regulations, and labor agreements. Conduct training seminars; aid in receiving and tracking personnel complaints, and track active investigations to ensure timely submission.

Criminal Investigation Unit (First Line) Supervisor, Troop H, Harrisburg; Rank: Corporal, 1993-1994

Supervise complex criminal investigations; perform normal supervisory duties of eleven-member unit. Be familiar with all facets of criminal investigation, including but not limited to homicide, robbery, rape, burglary, theft, etc. Supervise confidential background investigations on applicants for Commonwealth and other law enforcement agency employment.

Patrol Unit (First Line) Supervisor, Troop H, Harrisburg; Rank: Corporal, 1993

Supervise patrol members responding to crime scenes, motor vehicle accidents, warrant service, special situations, and other patrol related duties. Responsible for reviewing criminal investigation and patrol related reports.

Intelligence/Vice Officer, Troop H, Harrisburg; Rank: Trooper, 1992-1993

Responsible for collecting, recording, and disseminating confidential intelligence information regarding sex offenders, gangs, organized crime, and other subversive organizations. Intelligence gathered to ensure Commonwealth domestic security.

Criminal Investigator, Troop H, York, and Harrisburg Stations; Rank: Trooper, 1984-1992

Responsible for investigations into all facets of crime, including but not limited to homicide, robbery, rape, burglary, theft, motor vehicle theft, organized crime, etc. Job responsibilities also include conducting confidential background investigations on applicants for Commonwealth and other law enforcement agency employment.

Patrol Officer, Troop H Harrisburg – York Station; Rank: Trooper, 1983-1984

Investigate motor vehicle accidents and thefts. Enforce criminal and traffic laws and serve arrest warrants. Secure and search crime scenes; completing investigative reports; collect and compile evidence in ongoing cases, testify in court; operate radar.

Criminal Investigator, Troop K, Philadelphia; Rank: Trooper 1983

Responsible for investigating robberies occurring at State Stores, investigations on State Hospital grounds; warrant service and confidential background investigations on applicants for Commonwealth employment.

Patrol Officer, Troop K, Philadelphia; Rank: Trooper, 1981-1983

Investigate motor vehicle accidents and thefts. Enforce criminal and traffic laws and serve arrest warrants. Secure and search crime scenes; completing investigative reports; collect and compile evidence in ongoing cases, testify in court; operate radar.

MILITARY EXPERIENCE

United States Navy

1976 - 1980

Aviation Maintenance Administrator; Highest Rank: E-5

- Oversaw personnel assigned to the Maintenance Control Divisions of Attack Squadron 93 (VA-93), on the aircraft carrier USS Midway, and Patrol Squadron 46 (PATRON 46), Moffett Field, CA.
- Ensured accuracy, completion, and secure storage of all data related to the configuration, history, maintenance, receipt, and transfer of Naval Aircraft and related aeronautical equipment.
- Earned Secret Security Clearance.
- Received Honorable discharge.

EDUCATION

EASTERN UNIVERSITY, St. Davids, Pennsylvania

Master of Business Administration, Management Concentration

ELIZABETHTOWN COLLEGE, Elizabethtown, Pennsylvania

Bachelor of Professional Studies, Major in Criminal Justice

Middletown Area High School graduated June 1976

TRAINING AND CERTIFICATIONS

- Private Investigator's License, Approved Dauphin County President Judge Todd A. Hoover, June 4, 2013.
- National Football League (NFL) Primary Security Representative Annual One-Week Training, Ft. Lauderdale, FL; June 2013; San Diego, CA June 2014, Ft. Lauderdale, FL May 2015, San Diego, CA May 2016, Washington, DC 2017, San Diego, CA 2018, Virtual Three-Day Training (COVID-19) May 2020.
- Law Enforcement Officer's Safety Act (LEOSA) Certified to Carry Firearms, Commonwealth of Pennsylvania Card #000018626, Dauphin County Sheriff's Confirmation #1960640896.
- Force Science Institute, Force Science Certification, Alexandria, VA, April 22-26, 2013.
- U.S. Department of Homeland Security, Emergency Management Institute, FEMA, IS-00700, National Incident Management System (NIMS), March 31, 2006.
- The Police Executive Development Program (POLEX), Advanced Part 2, Pennsylvania State University, earned 3 undergraduate credits, March 2004.
- Federal Bureau of Investigation National Academy, 211th Class, University of Virginia, Quantico, Virginia, completed December 13, 2002, earned 15 undergraduate credits
- The Police Executive Development Program (POLEX), Pennsylvania State University, Basic Part 1, earned 3 undergraduate credits, March 1999.
- Pennsylvania State Police Academy, July 1981.
- United States Navy, Aviation Maintenance Administration "A" School, NTTC Meridian, MS, November 1976.
- United States Navy Basic Training, Great Lakes, IL, August 1976.

PROFESSIONAL RECOGNITION

- Community Excellence Award, Youth 10x Better Ministries, Middletown, PA, June 2018.
- Commonwealth of Pennsylvania, Office of Inspector General, Certificate of Recognition, August 21, 2010, for leading positive change in the implementation and administration of accountability measures.
- Complimentary Letter from former Pennsylvania State Police Commissioner Paul J. Evanko for work on high level department internal investigations.
- Pennsylvania State Police, Medal of Commendation (Department's 2nd Highest Award), for selfless sacrifice and extraordinary service in protecting the image, integrity, and reputation of the Department.
- Honorable Discharge, Pennsylvania State Police, May 21, 2010.
- Certificate of Appreciation, International Association of Chiefs of Police (IACP), for outstanding contributions toward the professionalization of Law Enforcement.
- Record of Service Citation from the Pennsylvania House of Representatives May 11, 2010.
- Record of Service Citation from the Senate of Pennsylvania May 2, 2010.
- Complimentary Letter from the United States Secret Service, G-20 Economic Summit, Pittsburgh, Pennsylvania, dated September 28, 2009.
- Commissioner's Certificate of Recognition, 2009 Barack Obama 44th Presidential Inauguration; January 20, 2009.
- Recognized by Kroll, The Risk Consulting Company in their Fourth (Final) Report of the Independent Monitor of the Pennsylvania State Police for providing invaluable assistance to the Monitor, February 21, 2005.
- Complimentary Letter from Pennsylvania State Police Commissioner Jeffrey B. Miller for work on discipline improvements during the 2004, Act 111 Interest Arbitration, and subsequent Award; dated January 17, 2005.
- Troop Commander's Letter of Commendation; dated June 15, 1994, for work in a bank robbery investigation.
- Letter of Appreciation from the New York State Police; dated September 26, 1991, and Troop Commander's Letter of Commendation; dated March 16, 1993, for work in a high-profile homicide investigation.

- Commissioner's Letter of Commendation; dated January 11, 1991, for arrests in child abuse and sexual abuse criminal investigations dated January 9, 1991.
- Complimentary Letter from the Harrisburg, PA Director of the YWCA Rape Crisis and Domestic Violence Services Office for work on a child sexual assault case.
- Troop Commander's Letter of Commendation; March 8, 1990, for work in a Corrupt Organizations investigation.
- Complimentary Letter from Dauphin County District Attorney Richard A. Lewis; dated August 6, 1986, for work in a public corruption investigation.
- United States Navy Good Conduct Award, June 1980.
- Patrol Squadron 46 (VP-46), Sailor of the Month, February 1980.
- Attack Squadron 93 (VA-93), Sailor of the Month, July 1978.

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- Federal Bureau of Investigation, National Academy Associates (FBINA) December 2002-Present.
- International Association of Chiefs of Police (IACP) January 2000-Present.
 - Serve as member of the Advisory Committee on the Linking Local Law Enforcement Internal Affairs Practices and Community Trust Building Project Phase 1, completed October 2009.
 - Serve as a member of the IACP Advisory Committee on Employing Returning Combat Veterans as Police Officers, commenced April 2008.
 - Serve as a member of the Advisory Committee on Police Response to Persons with Mental Illness, commenced May 2009.
- Pennsylvania Chiefs of Police Association (PCPA).
- Governor's Executive Diversity Council.
 - Assigned by the Commissioner to serve on his behalf regarding Commonwealth Diversity Recruiting Initiatives with the Office of Diversity Management.
- Executive Reviewer, Evaluation and Demonstration Programs, National Institute of Justice, in collaboration with Educational Services, Inc., Bethesda, Maryland.
- Independent Consultant with the U.S. Department of Justice, Office for Victims of Crime, on Witness intimidation and Diversity issues.
- National Internal Affairs Investigator's Association (NIAIA).
- Lifetime member of Delta Mu Delta, International Honor Society in Business Administration, Gamma Pi Chapter, Eastern University 2009.
- Member National Organization of Black Law Enforcement Executives (NOBLE).
- Member International Association of Ethics Trainers (IAET).
- Keystone Technical Institute, Criminal Justice Program Advisory Committee.
- Certified Minority Business Enterprise (MBE) – Eastern Minority Supplier Development Council, Pennsylvania, New Jersey and Delaware, Certificate Number PT0655.
- U.S. Navy Veteran's Networking Group.

References and supporting documentation are available upon request.

APPENDAGE A

Training and Experience Related to the Use of Force in Policing

Lt. Colonel John R. "Rick" Brown served over 29 years of active law enforcement experience with the Pennsylvania State Police (PSP), with a compliment of 4664-sworn and 1600 non-sworn personnel, and an operating budget of over \$850 million dollars. Lt Col. Brown rose through the ranks performing patrol, criminal investigation, vice/intelligence, and internal investigation duties. He ultimately rose to the position of Deputy Commissioner of Administration and Professional Responsibility. In this role, he managed the operations of the PSP's Bureau of Integrity and Professional Standards (Including the Internal Affairs Division) and Bureau of Training and Education amongst other agency components.

Lt. Col. Brown was also responsible for overseeing the PSP's reform and accountability efforts in the areas of personnel misconduct, sexual harassment/sexual misconduct, sworn member domestic violence, use of force, and early intervention/risk management initiatives.

Since retiring from the PSP in May 2010, Lt. Col. Brown has worked as an independent monitoring team member with the Detroit, Michigan Police Department, Oakland, California Police Department, Niagara Falls, New York Police Department, and the Maricopa County Sheriff's Office, Phoenix, AZ. Lt. Col. Brown also was a member of the United States Department of Justice's (DOJ) pattern and practice investigation of the Baltimore Police Department prior to the issuance of the Department's current federal Consent Decree. During these assessments Lt. Col. Brown applied the legal standards of *Graham v. Conner* and *Tennessee v. Garner* as appropriate assessing each case from the perspective of a reasonable police officer (active police officer for over 29 years) at the scene. The following is additional information relating to the federal/state Consent Decree Litigation:

- a. Selected to work with the Office of the Independent Monitor of the Oakland Police Department in the Negotiated Settlement Agreement (NSA) in the case of *Delphine Allen, et al., vs. City of Oakland, et al.* in the United States District Court for the Northern District of California under the direction of Judge Thelton E. Henderson, engagement complete February 2015.
- b. Selected to work with the Office of the Independent Monitor of the City of Detroit Police Department in the July 18, 2003, Consent Decree brought by the United States Department of Justice in the United States District Court for the Eastern District of Michigan Southern District under the direction of Judge Julian Abele Cook, engagement complete August 2014.
- c. Selected to work with the Office of the Independent Monitor of the Niagara Falls, New York Police Department in the November 30, 2010, Consent Decree brought by the State of New York in the Supreme Court of the State of New York for Niagara County under the direction of Judge Ralph A. Boniello III, engagement complete February 2015.
- d. Subject Matter Expert contracted by the U.S. DOJ, Special Litigation Section, Washington, DC for the pattern and practice investigation involving the use of force of the Baltimore Police Department, Baltimore, MD; September 2015 – Completed August 2016. The Baltimore Police Department because of the DOJ investigation is currently under a federal Consent Decree.
- e. Selected to work with the Independent Monitor for the Maricopa County Sheriff's Office, Phoenix, AZ, Internal Investigations, to include reviews of police misconduct, use of force investigations, and related training, in the United States District Court for the District of Arizona under the direction of Judge G. Murray Snow, in the case of *Manuel de Jesus Ortega Melendres v. Joseph M. Arpaio, Sheriff of Maricopa County, Arizona*, engagement complete March 2018.

Lt. Col. Brown monitored and assessed use of force investigations, including but not limited to, police pursuits resulting in injury or death, in custody deaths, use of chemical spray, baton strikes, officer involved shootings, etc., and Force Review Boards in the federal consent decree in Oakland, CA, he monitored and assessed Force Investigations (Oakland assessed between 90 – 100 cases every quarter) and Command Level Force Review Teams (CLFRT) in the completed (completed August 2014) Detroit, MI federal consent decree (Detroit assessed approximately 20 – 30 cases every quarter), and monitors and assesses internal investigations, to include use of force investigations, in the state consent decree with the

Appendage A - Continued

Niagara Falls, NY consent decree and the federal court orders/Consent Decree with the Maricopa County Sheriff's Office.

Lt. Col. Brown has written extensively in his career. He has contributed important segments to the Independent Monitor's final reports in Oakland, Detroit, Niagara Falls, and Maricopa County. Lt. Col. Brown was the lead assessor of the Special Report of the Independent Monitor for the Oakland Police Department: Officer Involved Shootings (Including their supervisory/command reviews) dated October 2, 2012, in response to an order issued by the Judge Thelton Henderson. Lt. Col. Brown also provided reports to the DOJ in their pattern and practice investigation of the Baltimore Police Department.

- a. Subject Matter Expert contracted by Kroll Associates, Inc., Philadelphia PA to conduct an internal administrative investigation (tactics and the use of deadly force analysis) of the University of Cincinnati Police Department Fatal Officer Involved Shooting of Samuel DuBose in the City of Cincinnati, July 2015 – September 2015. Wrongful death litigation was filed, and the case was ultimately settled out of court.
- b. Subject Matter Expert on tactics and the use of deadly force analysis contracted by the law firm of Elliott Greenleaf, Philadelphia, PA by a Hummelstown, Pennsylvania Police Officer, August 2015 – November 2015. Wrongful death litigation was filed, and the case was ultimately settled out of court.
- c. Subject Matter Expert, Use of Force Review and Analysis, retained by J. Mark Pecci, II, Marks, O'Neill, O'Brien, Doherty & Kelly, P.C., Philadelphia Office, One Penn Center, 1617 John F. Kennedy Boulevard, Suite 1010, Philadelphia, PA in case Ryan Patterson v. Michael Fiocca (Delaware River Port Authority Police Officer) retained March 8, 2018 – October 2018. Case settled out of court.
- d. Subject Matter Expert, retained by Attorney Charles Bonner of the Law Offices of Bonner & Bonner, ██████████ to provide an opinion on the Use of Force used by the Syracuse Police Department in the case of Alonzo Grant v. City of Syracuse, NY. On October 16, 2018, certified as an Expert Witness during trial testimony in police use of force by United States District Judge David Hurd, U.S. District Court, Northern District of New York, ██████████. Jury verdict in favor of Plaintiff (client).
- e. Subject Matter Expert, Use of Force Review and Analysis retained by Attorney Charles Bonner, Sausalito, CA in case Maurice Crawley v. Syracuse Police Department, October 2018 – October 2020, case ultimately settled out of court.
- f. Subject Matter Expert, Use of Force Review and Analysis retained by Attorney Charles Bonner, Sausalito, CA, in case Lisa Acquah v. Syracuse Police Department, May 2020 – October 2020, case ultimately settled out of court.
- g. Subject Matter Expert, Use of Force Review and Analysis retained by Attorney Charles Bonner, Sausalito, CA in case Michael Lawrence v. Village of Newark (NY), Police Department, May 2020 – present.
- h. Subject Matter Expert, challenge of discriminatory workplace practices, retained by the Law Firm of Arnold & Porter, Washington DC, Attorney John Freedman in the case of the Hispanic National Law Enforcement Association (HNLEA) v. Prince George's County, MD, September 2020, case was ultimately settled out of court on July 20, 2021.
- i. Subject Matter Expert, retained by The Sotos Law Firm, P.C., ██████████ to provide an expert opinion on the police practices employed by the Naperville Police Department, Illinois (NPD) regarding interviews William E. Amor had with NPD officers in 1995 during a suspicious death/homicide criminal investigation, March 2021 - present.

Use of Force Training After Retirement from the Pennsylvania State Police

- Daigle Law Group, LLC, [REDACTED], Virtual Use of Force Summit, Uncasville, CT December 1 – 3, 2020.
- Daigle Law Group, LLC, [REDACTED], Use of Force Summit, Uncasville, CT November 28 – 30, 2018.
- Daigle Law Group, LLC, [REDACTED], Community Relations and Police Use of Force (Guest Speaker), Use of Force Summit, Uncasville, CT; December 2015. (Note: The Daigle Law Group three-day use of force course of instruction (State of Connecticut, Police Officer Standards and Training Council Accredited) included specific modules on the legal standards of *Graham v. Conner*, *Tennessee v. Garner*, and *Monell v. Department of Social Services*, 1978; amongst other cases)
- Daigle Law Group, LLC, [REDACTED], Community Relations and Police Use of Force (Guest Speaker), Use of Force Summit, Uncasville, CT; December 2014.
- Force Science Institute, [REDACTED], Certificate of Completion, April 2013. (Full week of training.)
- Daigle Law Group, LLC, [REDACTED], Use of Force Summit, Uncasville, CT; November 2012.

PENNSYLVANIA STATE POLICE, Harrisburg, Pennsylvania

1981 – 2010

During Lt Col. Brown's PSP career, he served as a criminal investigator and internal affairs investigator and subsequently held supervisory and command positions within these specialized areas. The following is a summary from 1984 until his retirement in 2010 that relates to his training and experience with use of force investigations and their reviews both criminally and administratively:

Deputy Commissioner of Administration and Professional Responsibility, 2006-2010

Deputy Commissioner of Professional Responsibility, 2004-2010

Rank: Lieutenant Colonel

- Maintain executive oversight of the Bureau of Training and Education (Academy/Training Centers).
- Appointed by Governor Edward G. Rendell to maintain executive oversight of the Bureau of Integrity and Professional Standards.
- Maintain oversight for all risk management issues across the full spectrum of potential liability affecting department operations.

Director, Bureau of Professional Responsibility; Rank: Major, 2003-2004

- Provided executive oversight of two Divisions and one Office with 35 personnel within the Bureau.
- Managed the Internal Affairs Division, Systems and Process Review Division, and the Early Intervention Program Office.
- Ultimately responsible for all PSP internal investigation to include the use of force by sworn personnel initiated by policy (subject received medical treatment with no complainant), complaints of excessive force, and member's use of deadly force.

Director, Internal Affairs Division; Rank: Captain, 2000-2003

(Acting Captain from April 26, 1999 - January 29, 2000)

Responsible for directing the work of fifteen subordinates; direct and investigate complex criminal and administrative investigations involving allegations of misconduct, to include use of force and complaints of excessive force, and the use of deadly force involving Department personnel.

Commander, Central Section, Internal Affairs Division; Rank: Lieutenant, 1997-2000

Direct and investigate complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force involving department personnel. Supervise the work of four investigators.

Appendage A - Continued

Administrative Officer, Internal Affairs Division; Rank: Corporal to Sergeant, 1994-1997

Review confidential investigative misconduct and use of force (including member's use of deadly force) investigation reports for accuracy, completeness, compliance with regulations.

Criminal Investigation Unit (First Line) Supervisor, Troop H, Harrisburg; Rank: Corporal, 1993-1994

Supervise complex criminal investigations; perform normal supervisory duties of eleven-member unit. Be familiar with all facets of criminal investigation, including but not limited to homicide, robbery, rape, burglary, theft, and police officer involved shootings, etc.

Significant Officer Involved Shooting resulting in paralysis: Primary criminal investigator, even though a supervisor, into the officer involved shooting by four police officers of an armed subject that as a result was critically injured and ultimately was paralyzed.

Criminal Investigator, Troop H, York, and Harrisburg Stations; Rank: Trooper, 1984-1992

Responsible for investigations into all facets of crime, including but not limited to homicide, robbery, rape, burglary, theft, motor vehicle theft, organized crime, officer involved shootings, etc. It's important to note that despite being assigned to a criminal investigation unit the writer on occasion made car stops for serious traffic offenses (DUI, etc.) and felony incidents (auto theft, wanted person, etc.).

Significant Officer Involved Shooting resulting in death: Criminal investigation into the fatal shooting of an armed subject by a Harrisburg City Police Officer after responding to a reported domestic violence incident.

Federal Bureau of Investigation National Academy, 211th Class, University of Virginia, Quantico, Virginia, completed December 13, 2002, earned 15 undergraduate credits to include a three-credit course of instruction on Constitutional Law. This course of accredited instruction extensively covered 4th Amendment issues.

Attended annual Mandatory in-service training on a regular basis that included legal updates (including 4th Amendment issues) and use of force training as required and deemed appropriate by the Pennsylvania State Police Academy up to retirement from active service.

APPENDAGE B

Training and Experience Related to Security

Pennsylvania State Police:

- Pennsylvania State Police, Assistant Commander, Mobile Field Force, President Barack Obama's G-20 World Economic Summit, Pittsburgh, Pennsylvania, September 28, 2009.
- Pennsylvania State Police, 2009 Barack Obama 44th Presidential Inauguration Security Detail; January 20, 2009.

National Football League:

NFL Primary Security Representative, Philadelphia, PA (Includes Eastern, PA, New Jersey, and Delaware) June 2013 – Present.

- NFL Primary Security Representative Annual One-Week Training, Best Practices for Stadium Security, Ft. Lauderdale, FL; June 2013; San Diego, CA June 2014, Ft. Lauderdale, FL May 2015, San Diego, CA May 2016, Washington, DC 2017, San Diego, CA 2018.

1. Game Day Security Services:

- Perform the activities set forth in the NFL Operations and Investigations Manuals.
- Attend necessary pre-game meetings and each Assigned Member Club's games at its home stadium, and away at the Divisional Championship, Super Bowl, and international game(s).
- Respond to any security concerns that may arise on game day.
- Pre-game coordination with the Assigned Member Club, visiting club, stadium authorities, law enforcement, stadium security and game officials during the week prior to each home game.
- Perform any other appropriate functions relating to game day security, crowd management, crowd control, game day report preparation, and such other services as reasonably requested by the NFL.
- Monitor and report to the NFL Chief Security Officer, or designee, significant deviations in compliance with critical NFL Best Practices for Stadium Security standards.
- As determined by the NFL, assist independent inspectors in the performance and documentation of NFL Best Practices for Stadium Security compliance inspections.
- Submit preliminary and final game day reports to NFL Chief Security Officer.

2. Services for Players, Member Club and NFL Personnel:

- Provide advice and coordination of investigative and security activities for the cyber and physical protection of NFL players, the Assigned Member Club and NFL personnel, and their families, and for investigations concerning the location or recovery of their property, and financial assets and such other services as requested by the NFL. Consultant shall not perform other services for players without prior written approval from the NFL and shall advise players accordingly.

3. Information Services:

- Gather information as requested from public records and other publicly available sources, including, without limitation, criminal and civil justice records, asset and authorized credit records, social media, sports media, and additional open-source information.

4. Training Camp Services:

- Attend and assist at training camp presentations for the Assigned Member Club as requested and authorized in writing by the NFL Regional Director or other designated NFL representative.

5. Other Investigative Services:

- Assist in investigations and inquiries related to personnel matters, integrity of the game and fair competition among Member Clubs, as requested and authorized in writing by the NFL Chief Security Officer or other designated NFL representative.
- Report investigations to the NFL Regional Director within established deadlines or written notification to the NFL Regional Director stating when the reports will be received.

Appendage B - Continued

- Document all interviews, evidence, reports, photos, etc. and enter into league's Records Management System.
6. Liaison Services:
- Maintain reasonable liaison with the Assigned Member Club and law enforcement personnel.
 - Provide a written summary of liaison activities monthly to the NFL Regional Director.
7. Event Security Services:
- Provide services relating to NFL events or meetings, as assigned by the NFL, including:
 - coordinating with appropriate NFL personnel, game officials and venue authorities during the week prior to an event.
 - making other necessary preparations for event-related security.
 - Attending the event and responding to any security concerns that may arise; and
 - performing any other necessary functions relating to event security, crowd management and crowd control.
 - Serving as sub-committee or committee chair for event planning
 - Preparing operational plans and/or written after action reports.
8. Training Services:
- Assist in training and orienting new security representative(s) or consultant(s) or NFL representatives as requested by the NFL Chief Security Officer or other authorized NFL representative.
9. Additional Specific Events:
- NFL Wildcard Playoff Game, Philadelphia Eagles vs. New Orleans Saints, Philadelphia, PA, January 2014.
 - Security Lead, 2017 NFL Pro Bowl, Camping World Stadium, Orlando, FL, January 2017.
 - Security Team, Public Safety & Security Liaison, 2017 NFL Draft, Benjamin Franklin Parkway, Philadelphia, PA, April 2017.
 - Security Lead, 2018 NFL Pro Bowl, Camping World Stadium, Orlando, FL January 2018.
 - NFL Eastern Conference Divisional Playoff Game, Philadelphia Eagles vs. Atlanta Falcons, Philadelphia, PA, January 2018.
 - NFL Eastern Conference Championship Game, Philadelphia Eagles vs. Minnesota Vikings, Philadelphia, PA, January 2018.
 - Super Bowl 52, Philadelphia Eagles vs. New England Patriots, Minneapolis, MN, February 2018.
 - Security Team, Public Safety & Security Liaison, 2017 NFL Draft, Benjamin Franklin Parkway, Philadelphia, PA, April 2017.
 - Security Team, Draft Experience & Red Carpet, 2018 NFL Draft, AT & T Stadium, Arlington, TX, April 2018.
 - International Regular Season Game, Philadelphia Eagles vs. Jacksonville Jaguars, London, England, October 2018.
 - Security Lead, 2019 NFL Pro Bowl, Camping World Stadium, Orlando, FL January 2019.
 - Security Team, Red Carpet, 2019 NFL Draft, Nissan Stadium, Nashville, TN, April 2019.

Apex Security:

- Security Supervisor for Apex Security; VIP and Altar Detail for the visit of Pope Francis, World Meeting of Families, Ben Franklin Parkway, Philadelphia, PA, September 26-27, 2015.

MSA Security, Inc.:

- Stadium Security Risk and Vulnerability Assessment, Contracted by MSA Security, Inc., [REDACTED]; University of Maryland Stadium, College Park, MD and University of Michigan Stadium, Ann Arbor, MI (Big Ten Conference), October 2016 – November 2016.

ROBERT M. COUPE

Cell

LAW ENFORCEMENT/LEADERSHIP SPECIALIST

- ◆ **Chief of Staff, Office of the Attorney General, Delaware Department of Justice** directs policy, budget, legislation, communications, personnel, strategic planning and other administrative issues for the 575 employees of the Delaware Department of Justice, which includes criminal, civil, family, fraud and civil rights responsibilities and jurisdictions. Provides leadership support and serves as an advisor to the Attorney General.
- ◆ **Secretary of Delaware Department of Safety & Homeland Security** oversaw eleven divisions, which include the Delaware State Police, the Delaware Emergency Management Agency, Capitol Police, Gaming Enforcement, Highway Safety, and two Councils that advocate for persons with disabilities.
- ◆ **Commissioner Delaware Department of Correction** oversaw the Department's 2,500 employees who are responsible for the 7, 000 incarcerated offenders in the Department's 11 facilities and 15,000 offenders in the community under the supervision of Probation & Parole.
- ◆ **State Police Superintendent** leads, plans, organizes, directs, coordinates, and controls the direction of the Agency regarding service functions and operations, public relations, employee relations, government relations and all activities related to the Agency's service to the citizens. Responsible for policy development, conflict resolution, recruitment and retention, staff development and legal compliance. Develops partnerships with Federal, State and Local government, community organizations and private industry.
- ◆ **Criminal Investigative Unit Commander** oversaw criminal investigations of serious felony crimes, directed enforcement initiatives and special investigations, including street crimes, white collar crimes, internal investigations, and drug investigations. Responsible for employee and public relations and maintaining healthy work environment for all employees. Served on committees developing policies and procedures for Agency.
- ◆ **Multiple Law Enforcement Assignments**, served as an investigator completing detailed documentation of investigations, evidence collection and courtroom testimony. Served as a supervisor and a trainer, responsible for evaluating, directing, and inspiring subordinates. Built relationships with community and other government agencies.

PROFESSIONAL EXPERIENCE

3/2020 to Present – Chief of Staff, Office of the Attorney General, Delaware Department of Justice

- Mission to provide fair, efficient, and comprehensive legal services to the State, its citizens, agencies, boards, commissions, officials, and other instrumentalities of State government.
- Chief of Staff reports directly to Attorney General Kathleen Jennings.
- The Department is comprised of 6 Divisions with almost 575 employees and an annual budget of \$53 million dollars.
- The Department is comprised of the Criminal Division, Civil Division, Division of Civil Rights and Public Trust, Family Division, Fraud and Consumer Protection Division and Administrative Division

1/2017 to 2/2020 – Secretary of Delaware Department of Safety & Homeland Security

- Mission to promote and protect the safety of people and property in Delaware.
- Secretary is a Cabinet Secretary reporting directly to Governor John Carney.
- The Department is comprised of 11 Divisions with almost 1,300 employees and an annual budget of \$150 million dollars.
- The Department is comprised of: the Office of the Secretary, the Delaware State Police, the Office of Highway Safety, the Division of Communications, the Delaware Emergency Management Agency, the Capitol Police, the Division of Forensic Science, the Division of Gaming Enforcement, the Division of Alcohol and Tobacco Enforcement, the Office of the Alcoholic Beverage Control Commissioner, the Developmental Disabilities Council, and the State Council for Persons with Disabilities.

ROBERT M. COUPE

PROFESSIONAL EXPERIENCE *(CONTINUED)*

3/2013 to 1/2017 - Commissioner Delaware Department of Correction

- Delaware has a unified correctional system and the State is responsible for all Corrections operations to include, jail operations, sentenced offenders and Probation & Parole.
- Commissioner is a Cabinet Secretary and reported directly to Governor Jack Markell.
- Commissioner's team is comprised of a Deputy Commissioner and four Bureau Chiefs, Bureau of Prisons, Bureau of Community Corrections, Bureau of Correctional Healthcare Services and Bureau of Administrative Services.
- The FY17 Operating Budget for the Department of Correction was \$295 million dollars.

7/2009 to 12/2012 - Superintendent Delaware State Police - Colonel

- Supervising 676 Sworn and 270 Civilian employees
- Appointed on July 7, 2009, by Governor Jack Markell.
- Operating budget of \$134 million

5/2006 to 7/2009 - Troop 2 Criminal Investigative Unit (CIU) - Unit Commander

- Supervising 13 Special Units comprised of 85 Detectives and Civilian staff
- The Criminal Investigative Unit (CIU) was responsible for investigating all serious crimes in Delaware State Police jurisdiction in New Castle County to include robbery, burglary, fraud & financial crimes, sex crimes, serious assaults, etc.

10/2005 to 5/2006 - Troop 6- Troop Commander

- Promoted to the rank of Captain on October 1, 2005
- Supervised 60 Patrol Troopers. Responsible for Troop operation and partnering with community to target quality of life issues.

4/2002 to 10/2005 - Internal Affairs Unit - Investigator - Lieutenant

- Assigned to Internal Affairs on April 8, 2002, as an investigator.
- Responsible to investigate administrative and citizen's complaints against Troopers and civilian employees of DSP

1985 to 2002 - Multiple Assignments in Delaware State Police/Promotions Leading To Above Positions

EDUCATION & CERTIFICATIONS

2009 to 2012 - Wilmington University

- Major: Criminal Justice
- Degree: Bachelor of Science GPA: 4.0

2002 FBI National Academy Quantico, VA

- 211th Session
- 11-week training session (University of Virginia 16 semester hours in Criminal Justice Education)

1981-1983 - Delaware Technical & Community College

- Major: Mechanical Engineering
- Degree: Associate of Science GPA: 3.57

ROBERT M. COUPE

SPECIALIZED TRAINING

*FBI/DHS Secret Security Clearance
FBI Leadership in Counterterrorism
Pacific Course 2010-2011 (4-week
course- training in Seattle, WA,
Boston, MA and Australia)
Securing the Human Cybersecurity
Government Leaders Development
Program
All Directors Training (Assoc State
Correctional Admin)
Process Improvement Champions
Seminar
Statewide Cyber Security Exercise*

*Delaware State Police Academy
Instructor – Courses instructed: Laws
of Arrest, Search and Seizure, CPR,
Persons with Disabilities
Northwestern University/the Traffic
Institute – Technical Motor Vehicle
Traffic Accident Investigation (80 hrs
Course)
DE Law Enforcement Domestic Violence
Conf
New Directors Training
Special Issues Seminar: Federal Impact
on Corrections
Annual Professional Development
Seminar*

*Harvard Associates in Police
Science – Homicide Investigation
Seminar (40 hrs) Baltimore, MD
Delaware State Police
Leadership Training (40 hrs)
Grass Roots Leadership Training
(40 hrs)
Domestic Preparedness
Conference (16 hrs)
Incident Command System (ICS
200-700 Level Training)
Scenario-Based Executive Level
Training WCPI/VCPI (16 hrs)*

OF NOTE

Professional Memberships

- FBINAA (FBI National Academy Associates)
- National Association of Attorneys General (NAAG) – (member)

Board & Committee Positions

- Delaware Criminal Justice Information System (DELJIS)– Board of Managers (Vice Chair)
- Delaware Election Security Group (ESG) (DOJ Representative & cofounder)
- Committees and Task Forces created by General Assembly
 - Law Enforcement Task Force – Transparency and Accountability Subcommittee (DOJ Rep)
 - Ability to Pay Task Force (DOJ Rep)

Non-Profit Associations

- Delaware Special Olympics –Board of Directors since 2017 (Executive Board President Elect) and volunteer from 1987 to present

REFERENCES

Furnished on request

KEY RESULTS IN LEADERSHIP POSITIONS

Furnished on request

FRANK ANTHONY MANCINI



VALUE ADD to TRANSPARENCY MATTERS, LLC : To leverage my law enforcement operational, administrative, and policy expertise, as well as my academic degrees and teaching experience, as subject matter expert in areas of operations, police accountability, application of discipline, internal affairs processes, police officer administrative and criminal investigations, organizational risk analysis, Early Intervention Systems, police/community mediation, law enforcement auditing and inspections, community outreach, and police oversight mechanisms.

Areas of Academic / Operational + Executive Administrative Criminal Justice Expertise

<p>SWORN LAW ENFORCEMENT</p> <p>Operational + Administrative Expertise / Command + Professional / Proactive / Innovative + Organizational Policy Development</p>	<p>CRIMINAL JUSTICE EXPERTISE</p> <p>Critical Thinking / Problem Solving + Community Policing Philosophy + Practice + Mentoring / Pragmatic Application / Outreach</p>
<p>LIFE-LONG LEARNER</p> <p>Technologically Astute + Accomplishment / Results Oriented</p>	<p>COLLABORATIVE RELATIONSHIPS</p> <p>Networking / Teaching / Learning / Writing + Honesty / Integrity / Fairness / Resiliency</p>

EDUCATION

Doctor of Criminal Justice (DCJ) - California University (CALU) of Pennsylvania

- Doctoral Research Portfolio
 - Dissertation Title "*Technology and Police Accountability: Body-Worn Cameras, Effects on Complaints and Use of Force*"
 - Received the 2020 Jay S. Albanese Award for Academic Excellence in Doctoral Criminal Justice Studies, 4.0 GPA
 - Awarded the CALU 2020 Presidential Scholar recognition for academic excellence and scholarship
 - Awarded the CALU 2019 Presidential Scholar recognition for academic excellence and scholarship

Master of Arts (MA), Criminal Justice – Boston University, Boston, MA

Bachelor of Arts (BA), Criminal Justice – Curry College, Milton, MA

Associate in Science (AS), Electronic Technology – Bunker Hill Community College, Boston, MA

EMPLOYMENT HISTORY

Adjunct Faculty, Criminal Justice Program, Southern New Hampshire University (SNHU) 2020 – Present

- Courses: Introduction to Criminal Justice, Technology and Criminal Justice, Research Methods in Criminal Justice

Consultant / Subject Matter Expert (SME), Kroll Corporation 2019 – 2021

- Austin Police Department: reviewed and advised on police use of force application, de-escalation, UOF policy
- City of Boston: consulted, reviewed, and presented on marijuana dispensary physical security plan

Consultant/Subject Matter Expert (SME), Transparency Matters, LLC 2021

- Austin Police Department: reviewed/advised on police application of force, force policy adherence, 496 incidents

Prezza Consulting LLC (principal/owner) 2019- Present

- Public Sector Investigations; Workplace Misconduct, Law Enforcement Training and Consulting

Superintendent, Bureau of Professional Standards, Boston Police Department (BPD)

2012 – 2019

- Captain, District 7 Commander (2010 – 2012)
- Captain, District 14 Commander (2007 – 2010)
- Lieutenant Detective / Commander, Anti-Corruption Division (2002 – 2007)
- Lieutenant, District 7 (1998 – 2002)
- Sergeant, District 2 (1995 – 1998)
- Patrol Officer, Various Commands (1989 – 1995)

Boston, MA – Direct Report to the Boston Police Commissioner

INSTRUCTIONAL TOPICS + EXPERTISE

- **Academic Institutions**
 - “Police Organizational Accountability - Systems and Trends”, Administration of Criminal Justice Organizations course with ~. 20 students at Salem State University, 2020
 - Instructed in the “Introduction to Criminal Justice” course with ~20-25 students at North Shore Community College, 7 times between 2014 – 2019
- **Conference Presentations**
 - “Psychological Impact of Fraud and other Crimes in the Workplace” for ~ 20 attendees at the Academy of Organizational and Occupational Psychiatry (AOOP) Annual Conference, 2020
 - “Emerging Trends in Police Organizational Accountability” for ~ 30 attendees at the Academy of Criminal Justice Sciences (ACJA), Annual Conference, 2019
 - “Police Accountability, Internal Affairs, Auditing and Inspections” for ~ 100 attendees at the Law Enforcement Inspections and Auditing Group (LEIAG), 2018
 - Collaborated with Albany, NY’s John F. Finn Institute for Public Safety, Inc., in a research project on “Early Intervention Systems for Police Officers; results presented at the National Association for Civilian Oversight of Law Enforcement (NACOLE) Annual Conference, 2017, by Director Robert Worden
- **Law Enforcement Audiences**
 - Internal Affairs (IA) Process / IA Case Management / Police – Community Relations / Police Accountability / Public Corruption Investigations (2006 – 2019) to the following:
 - **Domestic**
 - ✓ Cambridge Police Department Internal Affairs Supervisors, 8-hours of instruction, 2018
 - ✓ Seattle Police Department with ~ 15 attendees, 2016
 - ✓ U.S. Attorney’s Office + FBI, Massachusetts with ~ 10 attendees, 2015
 - ✓ Advised Newton, MA Police Department on reorganizing their Internal Affairs Bureau resulting in updated protocols in their internal affairs process, 2013
 - **International**
 - ✓ Mexican Regional Internal Affairs Investigators + Mexican Federal Police / Military, 4-hour course instruction; 4 separate cohorts of 25+ attendees in each cohort, 2017 – 2019
 - ✓ Republic of Moldova Police, 8 attendees, 2016
 - ✓ Polish National Police, ~ 10 attendees, 2015
 - ✓ South African Police, ~ 10 attendees, 2014 - 2015
 - ✓ Tunisian National Police, ~7 attendees, 2014 - 2015
 - ✓ Iraqi National Police, ~ 15 attendees, 2014
 - ✓ National Police of Panama + Panamanian Federal Prosecutors, 200+ attendees, 2006
- **Law Enforcement Operations / Administration**
 - CompStat presentation every 4-6 weeks for a 5-year period, 2007 – 2012 to 60-80 BPD command staff and the Police Commissioner related to crime strategies, tactics and quality of life issues
 - Conducted 200+ public speeches for community groups, business owner associations, schools and universities regarding safety, security, danger recognition and student victimization, 2007 – 2012
 - Redesigned and implemented the Boston Police Early Intervention System (EIS), crafted written protocols for administration of EIS, and directly managed the operational aspect of EIS, 2014 – 2019
 - Responsible for organizing, scheduling, and chairing regular disciplinary review hearings regarding completed and sustained internal affairs investigations with recommendations for disciplinary actions to the BPD Police Commissioner
 - Provided to high level BPD command staff, e.g., Superintendent-in-Chief, various Chief Superintendents of Bureaus, Internal Affairs, and the Office of the Legal Advisor

- Regularly testified in BPD internal disciplinary hearings, Massachusetts Civil Service hearings, and arbitrations related to appeals of imposed police officer discipline and terminations
- Revised and streamlined the BPD internal affairs process resulting in greater efficiency of operations, qualitative improvement, and thorough and unbiased investigations
 - Streamlined the internal affairs computerized case management system resulting in more effective auditing of electronic files and more reliable data for both the Police Commissioner, the public and media requests for records

OPERATIONAL LAW ENFORCEMENT COMMAND / ADMINISTRATIVE EXPERTISE

- **Leadership**
 - Lead, plan, organize and direct the operations of 45 staff as the Superintendent of the Bureau of Professional Standards within BPD with oversight of Internal Affairs, Auditing and Review, Anti-Corruption and Recruit Investigations in a 3K+ person police agency
 - Commanded a Police District comprised of 115 police officers and 5 civilians to ensure the safety and security of 80K+ citizens including 4 major universities and their students
 - Commanded a Police District comprised of 110 police officers and 4 civilians to ensure the safety and security of ~45K residents
- **Emergency Management**
 - Certified in FEMA Incident Command System (ICS) and commanded the multi-agency Unified Command Center at BPD HQ during the week of the Boston Marathon bombings in 2013, numerous Patriots Super Bowl games and Red Sox World Series events
- **Investigations / Investigative Oversight**
 - Conducted ~200 criminal investigations throughout career with BPD
 - Oversight of ~60 annual criminal investigations and 5-10 annual prosecutions by the Boston Police Anti-Corruption Division of officers and civilian employees of BPD, as well as 17K+ City of Boston employees suspected of criminal activity or corruption; oversight of ~350 criminal investigations between 2012-2019 as Bureau Chief of BPS

COLLABORATIVE RELATIONSHIPS / LIAISON / EFFECTIVE COMMUNICATIONS

- Consulted and advised Massachusetts State Representative Adrian Madaro (2020) on various aspects of the 2020 Massachusetts Police Reform Bill
- Consulted and made recommendations to Massachusetts State Representative Mark Cusack (2017) regarding a Bill to regulate the examination of police evidence rooms and evidentiary procedures
- Member of North Shore Community College Criminal Justice Advisory Board (2018 – Present)
 - Meet with faculty and administration, identify current trends in the criminal justice field, receive updates on workforce needs, make recommendations and discuss new initiatives
- Identified and collaborated with Harvard University's Harvard Mediation Program (HMP)
 - Designed protocols and drafted written policy on the first formalized BPD community-police mediation program
 - Negotiated and collaborated with 3 BPD unions in identifying best practices in implementing mediation protocols
 - Created a partnership with HMP in conducting mediation sessions between citizens and police officers
- Created partnerships with multiple law enforcement and prosecutors at all local, state and federal levels including the U.S. Attorney's Office, FBI Public Corruption Unit, U.S. and Massachusetts Attorney General's Office, Massachusetts State Police, and numerous Offices of the District Attorney within Massachusetts
- Collaborated with the City of Boston civilian oversight board; appointed by the Mayor of Boston, the Community Ombudsman Oversight Panel (COOP)
 - Member of COOP; regularly met with and communicated with the COOP board members regarding their reviews of BPD internal affairs investigations for thoroughness, fairness, and indications of bias; reviewed, adopted, and implemented selected recommendations on the internal affairs process and complaint intake, 2014-2019
 - Direct report to the Police Commissioner on all matters related to the COOP

DEVELOPMENT OF INSTRUCTIONAL CURRICULA

- Engage in continual pursuit of best practices utilizing Adult Learning Theory as well as industry standards and evidence-based academic research, for lesson plans needed in the design of any course
- Consultant, Subject Matter Expert (SME); collaborated with the Associate Dean of Criminal Justice and Social Sciences, College of Online and Continuing Education, SNHU (2018) in the redevelopment of the Criminal Justice Program for a Bachelor of Science degree
- Consultant and SME in the development of a 40-hour training course for the Baltimore Police Department, Internal Affairs Investigators, in collaboration with the School of Justice Studies, Roger Williams University, Rhode Island (2018 – 2019)
- SME for E.B. Jacobs, LLC for 2014 and 2008 BPD promotional exams for Sergeants, Lieutenants and Captains
- Collaborated with Northeastern University, School of Criminology and Criminal Justice, on a research project involving Body Worn Cameras and Citizen Complaints with the BPD resulting in publicly released preliminary report in 2018 entitled
 - *“The Impact of Body-Worn Cameras on Complaints Against Officers and Officer Use of Force Incident Reports: Preliminary Evaluation Findings”*
 - Final Study Report by Braga et.al, *Measuring the Direct and Spillover Effects of Body Worn Cameras on the Civility of Police-Citizen Encounters and Police Work Activities*, *Journal of Quantitative Criminology*, October, 2019
- Completed research work specific to the BPD in collaboration with 22 major city police departments, funded by a DOJ COPS grant
 - Resulting in an online publication produced by the COPS office titled *“Standards and Guidelines for Internal Affairs, Recommendations from a Community of Practice”* as a reference document on all aspects of Internal Affairs investigations for police agencies

PROFESSIONAL CERTIFICATIONS

- 2020 – Present: Conducting Proper and Effective Internal Affairs Investigations, Daigle Law Group
- 2017 – Present: Police Executive Leadership Institute V (PELI), Major Cities Chiefs Association
- 2015 – Present: National Preparedness Leadership Initiative Cohort 12 -Harvard Kennedy School, Boston, MA
- 2013 – Present: Law Enforcement Inspections and Auditing, with LEIAC Designation, LD Consulting LLC
- 2012 – Present: Managing and Conducting Internal Affairs Investigations, FBI LEEDA
- 2008 – Present: Senior Management Institute for Policing – Police Executive Research Forum, Washington, DC
- 2008 – Present: Allocation and Deployment for Law Enforcement Managers, IACP
- 2007 – Present: Executive Leadership Development, FBI LEEDA
- 2003 – Present: Internal Affairs Legal and Operational Issues, IACP
- 1989 – Present: All ranks/levels from the Municipal Police Training Committee (MPTC)
- 1981 – Present: Computer Technology, Control Data Institute

PROFESSIONAL MEMBERSHIPS

- 2019 – Present: Member, Licensed Private Detectives Association of Massachusetts (LPDMA)
- 2019 – Present: Member, Academy of Criminal Justice Sciences (ACJS)
- 2018 – Present: Member, American Society of Industrial Security, International (ASIS)
- 2016 – Present: International Association of Chiefs of Police (IACP)
- 2015 – Present: Member, Italian American Police Officers Association (IAPOA)
- 2008 – Present: Member, Police Executive Research Forum (PERF)
- 2007 – Present: Member, FBI Law Enforcement Executive Development Association (FBI LEEDA)
- 2007 – Present: Member, Associazione Nazionale Carabinieri Sezione Carlo Alberto Dalla Chiesa, Boston Consigliere

LANGUAGES

Italian – Fluent proficiency level 4 in reading, writing, and speaking

Spanish – Basic proficiency level 2 in reading, writing, and speaking

AWARDS / HONORS / RECOGNITIONS

2017: Public Service to the Community Award, Massachusetts Italian American Police Officers Association

2013: Commission for Social Justice Law Enforcement Award, Massachusetts Sons of Italy

2013: Official Citation in Recognition for Contributions to Law Enforcement in Massachusetts, Massachusetts State Senate

2012: Proclamation in Recognition for Service in the Field of Law Enforcement, Massachusetts House of Representatives

2012: Official Citation in Recognition for Service to the Community of East Boston, Boston City Council

2010: Official Citation in Recognition for Joint Public Corruption Investigations Leading to Convictions, FBI

2009: Public Service Award for Successful Prosecutions in Federal Court, United States Attorney Office, District of Massachusetts

CHARLES JOSEPH SKURKIS

PROFESSIONAL EXPERIENCE

TRANSPARENCY MATTERS LLC, JANUARY 2012 – PRESENT

Senior Consultant

- Serves as a reviewer/editor of draft police policies.
 - Applied “best practices” concept whenever suitable.
 - Suggested revisions as appropriate.
- Assist in preparing specific law enforcement best practice policies relating to the broad spectrum of accountability processes: Rules of Conduct, Complaint Reception, Internal Investigations, Discipline, and Discipline Matrix.
- Organized Ethics Audit/Rubrics.
- Conducts internal administrative investigations as appropriate.
- Completed an intensive organizational assessment of the entire Middletown Police Department, Middletown, Pennsylvania, including appropriate recommendations for improvement. (Report and Recommendations for reform adopted by all parties)
- Selected Subject Matter Expert (SME) to assist on the Ethics and Accountability Project, United States Office for Justice Programs (OJP), Metro East Police District Commission (MEPDC) Engagement, East St. Louis, IL

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP), March 2010 – October 2011

- Served as a member of the IACP National Working Group on Sexual Offenses by Police Officers.
 - Attended periodic meetings/discussion groups at IACP headquarters in Alexandria, Virginia.
 - Assisted in the development of the IACP Executive Guide: Addressing Sexual Offenses and Misconduct by Law Enforcement.
 - Selected as a presenter for the 2011 Annual IACP Conference in Chicago, Illinois, session entitled - Failure to Serve and Protect: Leadership Responds to Sexual Offenses and Misconduct by Law Enforcement.

PENNSYLVANIA STATE POLICE, 1978 – April 2011 (Retirement)

Deputy Commissioner of Administration and Professional Responsibility, May 2010 – April 2011

Rank: Major

- Accepted all affiliated responsibilities in response to the retirement of the previous Deputy Commissioner.
- Maintained executive oversight of the following Department entities: Bureau of Training and Education (Academy/Training Centers); Bureau of Human Resources; Bureau of Integrity and Professional Standards; Department Discipline Office; Risk Management Office; Equal Employment Opportunity Office; Heritage Affairs Office; Early Intervention Program; and, the Recruitment and Special Services Section (targeting minorities and women for employment).

- Responsible for all segments logically related in scope to the prevention, investigation and accountability measures employed by the Department with regard to police misconduct.
- Provided oversight for the Department Training Academy and four Regional Training Centers with responsibility for the recruitment, training, and employment aspects of an authorized Department complement of 4,677 sworn members and 1,674 civilian staff.
- Maintained oversight for all risk management issues across the full spectrum of potential liability affecting Department operations.
- Oversaw the Department's Random Drug Testing Program.
- Shared oversight of an annual budget over \$900 Million.
- Served as the Department Labor Relations Coordinator on all union-related issues involving Department personnel.

Director, Bureau of Integrity and Professional Standards, 2004 -2011***Rank: Major***

- Managed the Internal Affairs Division and Systems and Process Review Division.
 - Implemented computer automation and electronic record retention of all Bureau database and reporting procedures including adoption of IAPro and BlueTeam commercial software.
 - Implemented investigative procedures to improve the overall effectiveness of processing allegations of misconduct within collective bargaining constraints.
- Designated as the liaison to the Pennsylvania Office of Inspector General during its independent review of Department misconduct investigations, policies, and procedures.
- Designated as liaison with Kroll, The Risk Consulting Company, during its independent monitoring of the Department's implementation of the recommendations identified by the Pennsylvania Office of Inspector General.
 - Assisted Kroll in providing periodic status reports to the Office of the Governor.
 - Developed policies and procedures to ensure sustainability beyond the monitored period.

Emergency Preparedness Officer, 1997 - 2011

- Designated as the Department's liaison with the Pennsylvania Emergency Management Agency (PEMA).
 - Activated as on-scene manager at the Pennsylvania Emergency Operations Center during mobilizations resulting from natural or manmade disasters, acts of terrorism (9/11), nuclear power plant events, and anticipated serious weather events.
 - Interacted with the Lieutenant Governor of Pennsylvania and other State Agency leaders in devising and implementing solutions.
 - Directed the Pennsylvania State Police involvement and response.
 - Liaison with the Federal Emergency Management Agency (FEMA) during federally declared emergencies.

Director, Systems and Process Review Division, 1998-2004***Rank: Captain***

- Responsible for directing the work of four review teams tasked with conducting in-depth inspections of facilities, vehicles, equipment, records, reports, and secured property at 170 Department locations on a three-year recurring cycle.
 - Developed "Task Lists," specific to the individual areas under review, to standardize review team efforts and provide advance notice of what was being measured for compliance.
 - Assisted in preparing Executive Summaries outlining the level of compliance with existing regulations for each location inspected.
 - Personally, met with Commanders whose commands were not in significant compliance, to discuss shortcomings and develop corrective action.
- Managed the Department line inspection program including semi-annual self-inspections at 170 Department locations, reviewed the affiliated reports, and ensured corrective action was implemented when required.
- Ensured Department compliance with standards promulgated by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Pennsylvania Chiefs of Police Association.
- Promoted the concept of "Specialty Reviews" by which Department Commanders could formally request an independent critical analysis of a specific policy or procedure under their command. Most often became intimately involved in the analysis in order to ensure management perspective was properly addressed.

Director, Internal Affairs Division, 1997-1998***Rank: Captain***

- Managed the Internal Affairs initiative from complaint receipt through adjudication.
- Oversaw complex criminal and administrative investigations involving allegations of misconduct against Department personnel.
- Conducted training seminars on investigative procedures for Department personnel.

Section Commander, Internal Affairs Division, 1993-1997***Rank: Lieutenant***

- Directed and conducted complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force.
- Directed and conducted non-complaint investigations mandated by directives, assisted the Office of Chief Counsel, and conducted other confidential investigations as directed by the Commissioner.
- Supervised the work of IAD investigators assigned to the Section.

Investigator, Internal Affairs Division, 1986-1993***Rank: Sergeant***

- Conducted complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force.

- Conducted non-complaint investigations mandated by directives, assisted the Office of Chief Counsel, and conducted other confidential investigations as directed by the Commissioner.
- Served as Intake Officer processing complaints for investigation, tracking investigations, and ensuring deadlines were met.
- Served as reviewing officer for all completed IAD investigations, approximately 1200 per year, ensuring accuracy, investigative completeness, and compliance with regulations.

Patrol Unit Supervisor, Troop J, Avondale, 1985-1986***Rank: Sergeant***

- Supervised Station personnel, prepared duty rosters, provided field supervision at police incidents as necessary, and performed other supervisory/administrative duties as required.

Patrol Unit Supervisor, Troop H, Harrisburg, 1985***Rank: Corporal***

- Supervised patrol members responding to crime scenes, motor vehicle accidents, warrant service, special situations, and other patrol related duties.
- Responsible for reviewing criminal investigations and patrol related reports.

Patrol Unit Supervisor, Troop L, Pottsville, 1984-1985***Rank: Corporal***

- Supervised Crime Unit, Patrol Unit, and Communications-Desk Unit personnel.
- Supervised patrol members and criminal investigators responding to crime scenes, motor vehicle accidents, warrant service, special situations, and other patrol related duties.
- Responsible for reviewing criminal investigations and patrol related reports.

Crime Unit Member, Troop H, York, 1983-1984***Rank: Trooper***

- Responsible for investigations into criminal activity including homicide, robbery, rape, burglary, theft, motor vehicle theft, organized crime and drug related offenses.
- Conducted confidential background investigations on applicants for Commonwealth and other law enforcement agency employment.

Patrol Unit Member, Troop H, York, 1978-1984***Rank: Trooper***

- Investigated motor vehicle accidents and criminal incidents. Enforced Pennsylvania Vehicle and Crimes Codes. Performed routine patrol duties as required.

PRIOR RELEVANT WORK EXPERIENCE***Schuylkill County Juvenile Probation Department, 1976-1978******Juvenile Probation Officer***

- Maintained caseload of approximately thirty juvenile offenders on probation/parole.
- Conducted pre-sentence investigations.
- Arranged for placement/institutionalization of juvenile offenders.
- Served as the after-hours representative of the Juvenile Court in determining the appropriateness of juvenile detention pending actual appearance before the Court.

Schuylkill County District Attorney's Office, 1975***Detective***

- Conducted criminal and background investigations as directed by the District Attorney.
- Assisted in preparing cases for criminal court proceedings.

Schuylkill County Juvenile Detention Center, 1973-1974***Child Care Worker***

- Supervised court-committed juveniles who were temporarily detained pending further court action.

RELEVANT EDUCATION***The Pennsylvania State University, 1972-1976***

Bachelor of Science Degree, Law Enforcement and Corrections

North Schuylkill School District, 1968-1972

High School Graduate

TRAINING AND CERTIFICATIONS

- The Police Executive Development Program (POLEX), Advanced, Pennsylvania State University, 1998, earned 3 undergraduate credits
- The Police Executive Development Program (POLEX), Basic, Pennsylvania State University, 1997, earned 3 undergraduate credits
- Pennsylvania State Police Academy, 1978, earned 12 undergraduate credits
- Attended Numerous training opportunities, extraneous to the Pennsylvania State Police, including areas of: Internal Affairs; Use of Force; Risk Management and Civil Liability; Sexual Harassment; Domestic Violence; and Sexual Misconduct by Police Officers.

References, additional training, professional affiliations, and supporting documentation relating to this resume are available upon request.

ROBIN SHEPARD ENGEL

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EDUCATION

- Ph.D. Criminal Justice** 1999
Rockefeller College of Public Affairs and Policy
University at Albany, State University of New York
Street Level Supervision: Styles of Patrol Supervisors & their Effects on Subordinate Behavior
Specialization areas: Administration of criminal justice, criminal law
Research tool: Advanced statistics, systematic social observation
- M.A. Criminal Justice** 1994
Rockefeller College of Public Affairs and Policy
University at Albany, State University of New York
- B.A. Criminal Justice, Psychology, Magna Cum Laude** 1992
Concentration: Political Science / American Government
University at Albany, State University of New York

PROFESSIONAL EMPLOYMENT

- 07/13 – present **Professor**, School of Criminal Justice, University of Cincinnati, Cincinnati, Ohio
- 01/15 – present **Director**, IACP / UC Center for Police Research and Policy, Alexandria, Virginia
Funder: Arnold Ventures (formerly Laura and John Arnold Foundation)
- 08/15 – 01/19 **Vice President for Safety and Reform**, University of Cincinnati, Cincinnati, Ohio
- 06/06 – 12/15 **Director**, Institute for Crime Science (ICS), formerly University of Cincinnati Policing Institute (UCPI), University of Cincinnati, Cincinnati, Ohio
- 04/06 – 05/11 **Director**, University of Cincinnati Policing Institute (UCPI), Cincinnati, Ohio
- 06/02 – 06/13 **Associate Professor**, School of Criminal Justice, University of Cincinnati, Cincinnati, Ohio
- 06/02 – 08/03 **Visiting Scientist**, Population Research Institute, The Pennsylvania State University, State College, Pennsylvania
- 07/99 – 06/02 **Assistant Professor**, Crime, Law and Justice, Department of Sociology, The Pennsylvania State University, State College, Pennsylvania
- 08/98 – 06/99 **Instructor**, Crime, Law and Justice, Department of Sociology, Pennsylvania State University, State College, Pennsylvania
- 09/93 – 05/94 **Instructor**, School of Criminal Justice, University at Albany, Albany, New York

FUNDED RESEARCH

Total Awarded: \$19,845,933

- 09/20 – 03/22 **Principal Investigator**, *Project on Police Citizen-Contacts: Collection and Analysis of Traffic Stop Data for the Pennsylvania State Police*, funded by the PA State Police, Harrisburg, PA (\$174,000).
- 01/21 – 12/23 **Principal Investigator** (with Co-PI Hannah McManus, Gabrielle Isaza), *Facilitating Multilayered Approaches in Police Crisis Response: An Academic-Based Initiative for Training and Technical Assistance*, funded by Department of Justice, Bureau of Justice Assistance, (\$2,256,088).
- 07/20 – 06/21 **Principal Investigator**, *Survey and Crime Analysis of Law Enforcement and Correctional Agencies to Determine Response and Effect of COVID 19*, funded by Ohio Office of Criminal Justice Services, (\$99,164).
- 05/20 – 04/23 **Principal Investigator** (with Co-PI Nicholas Corsaro), *Implementing and Evaluating Place-Based Network Investigations (PNI) Violence reduction Strategies in Six Jurisdictions*, invited submission for funding by Arnold Ventures (\$2,072,209).
- 04/20 – 10/20 **Principal Investigator** (with Co-PI Edward Latessa), *Pilot Test Study of the Impact of COVID-19 on Law Enforcement and Jail Practices in Hamilton County, Ohio*, funded by the University of Cincinnati, Office of Sponsored Research Services (\$7,500).
- 01/20 – 12/22 **Principal Investigator** (with Co-PI Hannah McManus, Nicholas Corsaro, Paula Smith), *An Academic-based Training Initiative to Improve Police Responses for People with Mental Illness and Intellectual and Developmental Disabilities*, funded by Department of Justice, Bureau of Justice Assistance, Award No. 2020-NT-BX-K001 (\$2,244,856).
- 11/19 – 12/21 **Co-Principal Investigator** (with PI-Nicholas Corsaro, Co-PIs John Wright, M. Murat Ozer), *The Impact of Constitutional Carry Legislation on Urban Violence, Arrests, and Police-Citizen Encounters*, funded by Department of Justice, National Institute of Justice, Award No. 2019-R2-CX-0065 (\$323,263)
- 11/19 – 12/21 **Principal Investigator** (with Co-PI Nicholas Corsaro), *The Utility of Sobering Centers as an Alternative to Arrest: National Survey and Multi-Site Comparisons*, funded by Arnold Ventures, (\$493,198)
- 06/19 – 9/21 **Principal Investigator**, *Community-Based Crime Reduction Training and Technical Assistance*, Department of Justice, Bureau of Justice Assistance (BJA), subcontract with the International Association of Chiefs of Police (\$399,067)
- 10/18 – 9/19 **Principal Investigator**, *University of Cincinnati Police Division: Active Threat Preparedness Program for ULEOs*, funded by the Ohio Office of Criminal Justice Services (\$11,857)
- 10/18 – 12/19 **Principal Investigator** (with Co-PI Nicholas Corsaro), *Evaluation of the Collaborative Reform Initiative for Technical Assistance Center (CRI-TAC)*. Department of Justice, COPS Office Award No. 2017CRWVK001, subcontract with the International Association of Chiefs of Police (\$163,720)

- 10/18 – 02/19 **Co-Principal Investigator** (with PI-Nicholas Corsaro). *Evaluation of the Technology Innovation in Public Safety (TIPS)*. Department of Justice, Bureau of Justice Assistance (BJA), subcontract with the Cincinnati Police Department (25,000)
- 03-18 – 12/19 **Principal Investigator** (with Co-PI Nicholas Corsaro), *Resilience Training Program and Evaluation (VALOR)*. Bureau of Justice Assistance Award No. 2017-VI-BX-K001 BJA, subcontract with the International Association of Chiefs of Police (\$293,759)
- 11/16 – 09/17 **Co-Principal Investigator** (with PI Nicholas Corsaro). *Assessing the Long-Term Impact of Focused Deterrence in New Orleans: A Documentation of Changes in Homicides and Firearm Recoveries*. National Institute of Justice Award No. 2013-R2-CX-00013, subcontract with the International Association of Chiefs of Police (\$128,080)
- 07/16 – 06/18 **Principal Investigator**, *Enhancing Police-Community Relations with the University of Cincinnati Police Department*, funded by the Ohio Office of Criminal Justice Services (\$40,000)
- 04/16 – 09/19 **Principal Investigator**, *IACP/LJAF Center for Police Research and Policy*, funded by the John and Laura Arnold Foundation (\$3,775,780 -- \$1,967,065 IACP, \$1,362,999 UC, \$445,716 UC in-kind)
- 01/16 – 12/16 **Principal Investigator** (with Daniel Gerard), *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$44,740)
- 05/15 – 07/15 **Principal Investigator** (with Co-PI Nicholas Corsaro and M. Murat Ozer), *Developing a Strategic Plan for Public Safety in Partnership with the Tulsa Police Department*, funded by the George Kaiser Family Foundation (\$87,351)
- 03/15 – 8/17 **Principal Investigator** (with Co-PI Nicholas Corsaro), *Evaluation of the CITI Camp Program for the Cincinnati Police Department*, funded by the City of Cincinnati from the Office of Minority Health (\$133,469)
- 02/15 – 12/15 **Principal Investigator** (with Co-PI M. Murat Ozer), *Enhancing Data Analytics and Evidence-Based Policing Practices in the Cincinnati Police Department*, funded by the City of Cincinnati (\$60,859)
- 01/15 – 12/15 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$190,355)
- 01/15 – 12/15 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$35,000)
- 01/15 – 06/16 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by Ohio Office of Criminal Justice Services (\$3,500)
- 10/14 – 09/15 **Principal Investigator** (with co-PI Nicholas Corsaro), *Consultation and Technical Assistance to Reduce Violence in 61st and Peoria, Planning Grant*, funded by the City of Tulsa from the Bureau of Criminal Justice (BJA) Byrne Criminal Justice Innovation Grant (\$46,389)
- 07/14 – 06/15 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$105,267)

- 07/14 – 09/15 **Co-Principal Investigator**, (with PI Edward Latessa and Co-PI Nicholas Corsaro), *Ohio Consortium for Crime Science*, funded by the Bureau of Justice Assistance through the Ohio Office of Criminal Justice Services, (\$361,748)
- 01/14 – 12/14 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$154,476)
- 01/14 – 12/14 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$30,000)
- 01/14 – 12/14 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by Ohio Office of Criminal Justice Services (\$2,001)
- 07/13 – 06/14 **Principal Investigator**, *Using Crime Analysis and Evidence-Based Practices to Reduce Crime and Disorder in Tulsa, Oklahoma*, funded by the George Kaiser Family Foundation (\$82,636)
- 07/13 – 09/13 **Principal Investigator**, *Reducing Gang Violence in Bridgeport and Hartford, Connecticut: Proposal for Technical Assistance, Consulting, and Training*, funded by the State of Connecticut, (\$70,463)
- 07/13 – 07/14 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$160,267)
- 01/13 – 12/13 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$81,918)
- 01/13 – 12/13 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$25,000)
- 01/13 – 12/13 **Principal Investigator**, *Project Safe Neighborhoods: Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the Department of Justice, US Attorney's Office, Southern District of Ohio (\$79,998)
- 01/13 – 12/13 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by Ohio Office of Criminal Justice Services (\$5,000)
- 10/12 – 12/12 **Principal Investigator**, *Reducing Gang Violence in Baton Rouge, Louisiana: Proposal for technical Assistance, Consulting, and Training for Project BRAVE (Baton Rouge Area Violence Elimination)*, funded by the Office of the District Attorney, Baton Rouge, Louisiana, (\$35,000)
- 09/12 – 12/12 **Principal Investigator**, *Reducing Gang Violence in Detroit: Proposal for Technical Assistance, Consulting, and Training*, funded by the BING Foundation, (\$35,000)
- 08/12 – 08/13 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$159,403)
- 07/12 – 09/12 **Principal Investigator**, *Reducing Gang Violence in New Haven, Connecticut: Proposal for Technical Assistance, Consulting, and Training*, funded by the State of Connecticut, (\$20,000)

- 05/12 – 12/13 **Principal Investigator** (with Co-PI Nicholas Corsaro), *Reducing Gang Violence in New Orleans, Louisiana: Technical Assistance, Consulting, and Evaluation*, funded by the Bloomberg Foundation (\$223,480)
- 03/12 – 12/13 **Principal Investigator**, *Best Practices in Law Enforcement: Addressing AB109 Criminal Justice Realignment in Yolo County, California*, funded by the Yolo County Probation Department (\$97,000)
- 05/12 – 12/14 **Co-Principal Investigator** (with PI Christopher Sullivan & Co-PI Edward Latessa), *State of Ohio Disproportionate Minority Contact (DMC) Assessment*, funded by the Ohio Department of Youth Services, (\$777,792)
- 03/12 – 12/12 **Principal Investigator** (with Co-PI Edward Latessa and Co-PI Nicholas Corsaro), *Ohio Consortium for Crime Science: Pilot Test*, funded by the Ohio Office of Criminal Justice Services (\$50,081)
- 03/12 – 12/12 **Principal Investigator**, *Violence Reduction in Toledo & Youngstown, Ohio: Implementing Ohio Community Initiatives to Reduce Violence (OCIRV)*, funded by the Ohio Office of Criminal Justice Services (\$50,053)
- 01/12 – 12/12 **Principal Investigator**, *Evaluation of CIRV Home Visits by the Cincinnati Police Department*, funded by Ohio Office of Criminal Justice Services (\$5,000)
- 01/12 – 12/12 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$21,000)
- 03/11 – 02/12 **Principal Investigator**, *Traffic Stop Data Analysis Study, Year 5 Extension*, funded by the Arizona Department of Public Safety (\$151,986)
- 01/11 – 12/11 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$20,000)
- 01/11 – 12/11 **Principal Investigator**, *Crime Analysis*, funded by Ohio Office of Criminal Justice Services (\$84,377)
- 01/11 – 12/11 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by Ohio Office of Criminal Justice Services (\$8,059)
- 03/10 – 02/11 **Principal Investigator**, *Traffic Stop Data Analysis Study, Year 4 Extension*, funded by the Arizona Department of Public Safety (\$151,078)
- 01/10 – 12/10 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$17,500)
- 01/10 – 12/10 **Principal Investigator**, *Ohio Community Initiatives to Reduce Violence (OCIRV) Best Practices*, funded by Ohio Office of Criminal Justice Services (\$182,506)
- 01/10 – 12/10 **Principal Investigator**, *Innovations in Reducing Crime, Cincinnati Police Department Crime Analysts*, funded by Ohio Office of Criminal Justice Services (\$215,692)
- 01/10 – 12/10 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by Ohio Office of Criminal Justice Services (\$4,000)

- 02/10 – 02/11 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 4*, funded by the City of Cincinnati (\$50,000)
- 01/10 – 12/11 **Principal Investigator**, *Project on Police-Citizen Contacts, Years 9 & 10*, funded by the Pennsylvania State Police (\$184,469)
- 10/09 – 05/10 **Principal Investigator**, *Gang Related Violence Reduction Techniques: Technical Assistance and Training Provided to Pittsburg Initiative to Reduce Crime*, funded by Univ of Pittsburg (\$40,000)
- 09/09 – 02/10 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 3*, funded by the City of Cincinnati (\$60,000)
- 01/09 – 12/09 **Principal Investigator**, *Evaluation of CIRV Home Visits*, funded by the Cincinnati Police Department & Office of Criminal Justice Services (\$17,000)
- 04/08 – 03/09 **Principal Investigator**, *Ohio Community Initiative to Reduce Violence*, funded by Ohio Office of Criminal Justice Services (\$244,236)
- 04/08 – 03/09 **Principal Investigator**, *Ohio Community Initiative to Reduce Violence, Start-up Funding*, funded by Ohio Office of Criminal Justice Services (\$34,458)
- 04/08 – 03/09 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 2*, funded by the City of Cincinnati (\$181,927)
- 07/07 – 09/07 **Principal Investigator**, *Seattle Open Air Drug Markets Observation Study*, funded by the City of Seattle (\$21,740)
- 06/07 – 05/08 **Principal Investigator**, *Evaluation and Dissemination of the Cincinnati Initiative to Reduce Violence (CIRV)*, funded by Ohio Office of Criminal Justice Services (\$66,373)
- 4/07 – 03/08 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati (\$353,209)
- 03/07 – 09/07 **Principal Investigator**, *Identifying Best Practices in Criminal Interdiction Activities*, funded by the Nebraska State Patrol (\$35,308)
- 03/07 – 12/09 **Principal Investigator**, *Traffic Stop Data Analysis Study*, funded by the Arizona Department of Public Safety (\$580,927)
- 01/07 – 12/07 **Principal Investigator** (with Co-PI James Frank), *Less Lethal Technology: Situational and Contextual Factors in the Use of Force*, funded by Ohio Office of Criminal Justice Services (\$65,333)
- 01/07 – 12/07 **Principal Investigator**, *Crime Analysis Partnership with the Cincinnati Police Department*, funded by the Cincinnati Police Department (\$33,354)
- 11/06 – 07/08 **Principal Investigator** (with Co-PI Lawrence Travis), *Evaluation of the Ohio State Highway Patrol Vehicle Integration Technology Demonstration Project*, funded by the Ohio State Highway Patrol (\$49,362)
- 09/06 – 12/09 **Principal Investigator**, *Project on Police-Citizen Contacts, Years 5-8*, funded by the

- Pennsylvania State Police (\$332,559)
- 01/06 – 04/06 **Principal Investigator** (with Co-PI James Frank), *Traffic Stop Data Collection Extension for the City of Cleveland, Department of Public Safety, Division of Police, Data Collection Extension*, funded Cleveland Division of Police (\$9,190)
- 01/06 – 12/06 **Principal Investigator**, *Search and Seizure: Best Practices*, funded by Ohio Office of Criminal Justice Services and the Ohio State Highway Patrol (\$92,006).
- 07/05 – 09/06 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 4*, funded by the Pennsylvania State Police (\$186,214)
- 07/04 – 12/05 **Principal Investigator** (with Co-PI James Frank), *Traffic Stop Data Collection Project for the City of Cleveland, Department of Public Safety, Division of Police*, funded by the Cleveland Division of Police (\$95,679)
- 06/04 – 08/05 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 3*, funded by the Pennsylvania State Police (\$124,040)
- 07/03 – 08/04 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 2*, funded by the Pennsylvania State Police (\$144,174)
- 01/02 – 07/03 **Principal Investigator**, *Project on Police-Citizen Contacts*, funded by the Pennsylvania State Police (\$251,804)
- 02/02 **Recipient**, U.S. Speaker and Specialist Grant, U.S. Department of State, Office of International Programs, and Trinidad and Tobago's Ministry of National Security. Travel grant to Trinidad and Tobago (\$4,500)
- 05/99 – 09/99 **Principal Investigator**, *Police Research Methodologies: Comparisons of Structured Survey Items and Semi-structured Debriefing Data for Police Supervisors*, funded by the Research & Graduate Studies Office and the Center for Research on Crime and Justice, The Pennsylvania State University (\$7,700)

PUBLISHED RESEARCH

Peer-Reviewed Journal Articles

- Engel, R. S., McManus, H. D., & Herold, T. D. (2020). Does de-escalation training work? A systematic review and call for evidence in police use of force reform. *Criminology and Public Policy*, 19(3): 721-759.
- Engel, R. S., McManus, H. D., & Isaza, Gabrielle D. (2020). Moving beyond "best practice": The need for evidence to reduce officer-involved shootings. *ANNALS of American Academy of Political & Social Sciences*, 687, 146-165.
- Engel, R. S. (2018). Focused deterrence strategies save lives: Introduction and discussion of an updated systematic review and meta-analysis. *Criminology and Public Policy*, 17(1): 199-203.
- Engel, R. S., Corsaro, N., & Ozer, M. M. (2017). The impact of police on criminal justice reform: Evidence from Cincinnati, Ohio. *Criminology & Public Policy*, 16(2): 375-402.
- Madero-Hernandez, A., Deryol, R., Ozer, M. M., & Engel, R.S. (2017). Examining the impact of early childhood school

investments on neighborhood crime. *Justice Quarterly*, 34(5).

- Corsaro, N. & **Engel, R. S.** (2015). The most challenging of contexts: Assessing the impact of focused deterrence on serious violence in New Orleans. *Criminology and Public Policy*, 14(3): 471-505.
- Engel, R. S.** (2015). Police encounters with people with mental illness: Use of force, injuries, and perceptions of dangerousness, *Criminology and Public Policy*, 14(2): 247-251.
- Kaminski, R., **Engel, R. S.**, Rojek, J., Alpert, G., & Smith, M.R. (2015). A quantum of force: The consequences of counting routine conducted energy device punctures as injuries. *Justice Quarterly*, 32(4):598-625.
- Engel, R. S.**, Tillyer, M. S., & Corsaro, N. (2013). Reducing gang violence using focused deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV). *Justice Quarterly*, 30(3): 403-439.
- Tillyer, R. & **Engel, R. S.** (2013). The impact of drivers' race, gender, and age during traffic stops: Assessing interaction terms and the social conditioning model. *Crime and Delinquency*, 59(3): 369-395.
- Corsaro, N., Gerard, D., **Engel, R. S.**, Eck, J. E. (2012). Not by accident: An analytical approach to traffic crash harm reduction. *Journal of Criminal Justice*, 40(6): 502-514.
- Tillyer, R. & **Engel, R. S.** (2012). Racial differences in speeding patterns: Exploring the differential offending hypothesis. *Journal of Criminal Justice*, 40(4): 285-295.
- Engel, R. S.**, Smith, M. R., Cullen F. T. (2012). Race, place, and drug enforcement: Reconsidering the impact of citizen complaints and crime rates on drug arrests. *Criminology and Public Policy*, 11(4): 601-635.
- Tillyer, M. S., **Engel, R. S.**, and Lovins, B. (2012). Beyond Boston: Applying theory to understand and address sustainability issues in focused deterrence initiatives for violence reduction. *Crime & Delinquency* 58: 973-997.
- Engel, R. S.**, Tillyer, R., Klahm, C. F., & Frank, J. (2012). From the officer's perspective: A multilevel examination of citizens' demeanor during traffic stops. *Justice Quarterly* 29(5): 650-683.
- Tiller, R., Klahm, C. F., & **Engel, R. S.** (2012). The Discretion to Search: A multilevel examination of citizen demographics and officer characteristics. *Journal of Contemporary Criminal Justice* 28(2): 184-205.
- Ozer, M. & **Engel, R. S.** (2012). Revisiting the use of propensity score matching to understand the relationship between gang membership and violent victimization: A cautionary note. *Justice Quarterly*, 29(1): 105-124.
- Engel, R. S.** & Whalen J. L. (2010). Police-Academic Partnerships: Ending the *Dialogue of the Deaf*, the Cincinnati Experience. *Police Practice and Research*, 11:105-116.
- Tillyer, R., **Engel, R. S.** & Cherkauskas, J. M. (2010). Best practices in vehicle stop data collection and analysis. *Policing: An International Journal of Police Strategies & Management*, 33(1): 69-92.
- Engel, R. S.** & Smith, M. R. (2009). Perceptual distortions and reasonableness during police shootings: Law, legitimacy and future research. *Criminology and Public Policy*, 8(1):141-151.
- Engel, R. S.** (2008). Revisiting critical issues in police use-of-force research. *Criminology and Public Policy*, 7:557-561.
- Tillyer, R., **Engel, R. S.**, & Wooldredge, J. (2008). The intersection of racial profiling research and the law. *Journal of Criminal Justice*, 36(2):138-153.
- Engel, R. S.** & Tillyer, R. (2008). Searching for equilibrium: The tenuous nature of the outcome test. *Justice Quarterly*,

25(1):54-71.

- Engel, R. S.** (2008). A critique of the outcome test in racial profiling research. *Justice Quarterly*, 25(1):1-36.
- Engel, R. S.** & Johnson, R. (2006). Toward a better understanding of racial and ethnic disparities in search and seizure rates for state police agencies. *Journal of Criminal Justice*, 34: 605-617.
- Engel, R. S.** (2005). Citizens' perceptions of procedural and distributive injustice during traffic stops with police. *Journal of Research in Crime and Delinquency*, 42(4): 445-481.
- Novak, K. S. & **Engel, R. S.** (2005). Disentangling the influence of suspects' demeanor and mental disorder on arrest. *Policing: An International Journal of Police Strategies & Management*, 28(3): 493-512.
- Bernard, T. B., Calnon, J. M., **Engel, R. S.**, & Hays, Z. R. (2005). Efficiency and the New Differential Processing. *Journal of Crime & Justice*, 28(1): 79-105.
- Engel, R. S.** & Calnon, J. M. (2004). Examining the influence of drivers' characteristics during traffic stops with police: Results from a national survey. *Justice Quarterly*, 21(1): 49-90.
- Reprinted in Bell, J. (2006). *The International Library of Essays on Law and Society: Police and Policing Law*. Ashgate Publishing: Aldershot (UK).
- Engel, R. S.** & Calnon, J. M. (2004). Comparing benchmark methodologies for police-citizen contacts: Traffic stop data collection for the Pennsylvania State Police. *Police Quarterly*, 7(1): 97-125.
- Engel, R. S.** & Worden, R. E. (2003). Police officers' attitudes, behavior, and supervisory influences: An analysis of problem solving. *Criminology*, 41(1): 131-166.
- Engel, R. S.** (2003). Explaining suspects' resistance and disrespect toward police. *Journal of Criminal Justice*, 31:475-92.
- Engel, R. S.**, Calnon, J. M., & Bernard, T. J. (2002). Theory and racial profiling: Shortcomings and future directions in research. *Justice Quarterly*, 19(2): 249-273.
- Engel, R. S.** (2002). Patrol officer supervision in the community policing era. *Journal of Criminal Justice*, 30(1): 51-64.
- Novak, K. J., Frank, J., Smith, B. W., & **Engel, R. S.** (2002). Revisiting the decision to arrest: Comparing beat and community officers. *Crime & Delinquency*, 48(1): 70-98.
- Reprinted in Bell, J. (2006). *The International Library of Essays on Law and Society: Police and Policing Law*, pp. 261-290. Ashgate Publishing: Aldershot (UK).
- Engel, R. S.** & Silver, E. (2001). Policing mentally disordered suspects: A reexamination of the criminalization hypothesis. *Criminology*, 39(2): 225-252.
- Bernard, T. J. & **Engel, R. S.** (2001). Conceptualizing criminal justice theory. *Justice Quarterly*, 18(1):1-30.
- Reprinted in S. Cote (ed.), 2002. *Criminological Theories: Bridging the Past to the Future*. Newbury Park: Sage Publications, chapter 3.
- Engel, R. S.** (2001). Supervisory styles of patrol sergeants and lieutenants. *Journal of Criminal Justice*, 29: 341-355.

Reprinted in Stojkovic, S., Klofas, J., & Kalinich, D. (2004). *The Administration and Management of Criminal Justice Organizations, A Book of Readings, Fourth Edition*. Prospect Heights, IL: Waveland Press, Inc.

- Engel, R. S.** (2000). The effects of supervisory styles on patrol officer behavior. *Police Quarterly*, 3(3): 262-293.
- Engel, R. S., Sobol, J., & Worden, R. E.** (2000). Further exploration of the demeanor hypothesis: The interaction effects of suspects' characteristics and demeanor on police behavior. *Justice Quarterly*, 17(2): 235-258.
- Worden, R. E. & **Shepard, R. L.** (1996). Demeanor, crime, and police behavior: A reexamination of the Police Services Study data. *Criminology*, 34(1): 83-105.
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Non-Peer Review Articles

- Engel, R. S., & Meisenholder, T.** (2020). Leading the way to evidence-based policing. *Police Chief Magazine*, January, 44-49.
- McManus, H., Isaza, I., & **Engel, R. S.** (2018). The untapped potential of first-line supervisors. *Police Chief Magazine*, January.
- Engel, R. S. & Serpas, R.** (2017). Evidence-based use of force policy: How research could improve development and training. *Police Chief Magazine*, April, 28-36.
- Engel, R. S. & Eck, J. E.** (2015). Effectiveness vs. equity in policing: Is a tradeoff inevitable? *Ideas in American Policing*. Police Foundation, Washington, D.C.
- Gerard, D., Corsaro, N., **Engel, R. S.**, & Eck, J.E. (2012). Cincinnati CARS: A crash reduction analysis strategy. *Police Chief Magazine*, July.
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Books / Monographs / Book Chapters

- Engel, R. S., Worden, R. E., Corsaro, N., McManus, H.D., Reynolds, D., Cochran, H., Isaza, G. T., Cherkauskas, J. C.** (2019). *The Power of Arrest: Lessons Learned from Research*. Springer.
- Henderson, S., Peterson, S., & **Engel, R. S.** (2016). Pulling levers to prevent violence: "The Boston Miracle", its adaptations, and future directions for research. In *Advances in Prevention Science*, Vol. 2 (Brent Teasdale and Mindy Bradley, eds.), Springer Press.

- Engel, R. S. & Clutter, J.** (2014). Violence, Police, and Criminal Justice Systems. In *Violence: A Global Health Priority* (Catherine Ward & Peter Donnelly, eds.), Oxford University Press.
- Engel, R. S. & Cohen, D.** (2014). Racial profiling. In *Oxford Handbook on Police and Policing* (M. Reisig & R. Kane, eds.). New York: Oxford Press.
- Engel, R. S. & Swartz, K.** (2014). Race, crime, and policing. In *Oxford Handbook on Ethnicity, Crime, and Immigration* (S. M. Bucarius & M. Tonry, eds.). New York: Oxford Press.
- Engel, R. S.** (2013). Forward. In *Policing Youth Violence: Atlantic Connections*, by Ross Deuchar, Tentham Books.
- Engel, R. S. & Peterson, S.** (2013). Leading by example: The untapped resource of first line police supervisors. In *The Future of Policing: Lord Stevens' Independent Policing Commission into the Future of Policing in England and Wales* (Jennifer Brown, eds.), Routledge.
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- Engel, R. S.** (2010). Forward. In *Race, Ethnicity, and Policing: New and Essential Readings* (Stephen K. Rice and Michael D. White, eds.). New York: New York University Press.
- Engel, R. S., Klahm, C. F., Tillyer, R.** (2010). Citizens' demeanor, race and traffic stops. In *Race, Ethnicity, and Policing: New and Essential Readings* (Stephen K. Rice and Michael D. White, eds.). NY: New York University Press.
- Engel, R. S.** (2001). Police officer behavior. In J. Dressler (ed.) *Encyclopedia of Crime and Justice, Revised Edition*. New York: Macmillan Reference.
- Engel, R. S.** (2001). Police history. In J. Dressler (ed.) *Encyclopedia of Crime and Justice, Revised Edition*. New York: Macmillan Reference.
- Engel, R. S.** (2001). Urban police. In J. Dressler (ed.) *Encyclopedia of Crime and Justice, Revised Edition*. New York: Macmillan Reference.

TECHNICAL / EXPERT REPORTS

- Worden, Robert E., McLean, S. J., **Engel, R.S.**, Cochran, H. Corsaro, N., Reynolds, D., Isaza, G., & Najdowski, C. (2020). *The Impact of Implicit Bias Awareness Training in the New York City Police Department*. Report submitted to the New York City Command Staff and the International Association of Chiefs of Police.
- Smith, M., Tillyer, R., **Engel, R. S.**, & Shoulberg, A. D. (2020). *A Multi-Method Investigation of Officer Decision-Making and Force Used or Avoided in Arrest Situations: Tulsa, Oklahoma and Cincinnati, Ohio Police Use of Force Narrative Data Analysis Report*. Report submitted to Tulsa Police Department, Cincinnati Police Department, International Association of Chiefs of Police, and Arnold Ventures.
- Herold, T.D., **Engel, R. S.**, Corsaro, N., & Clouse, S. L. (2020). *Place Network Investigations in Las Vegas, Nevada: Program Review and Process Evaluation*. Report submitted to Las Vegas Metro Police Department, International Association of Chiefs of Police, and Arnold Ventures.
- McManus, H., **Engel, R. S.**, Cherkauskas, J.C., Light, S.C., Shoulberg, A.M. (2020). *Street Violence Crime Reduction*

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- Engel, R. S.**, Corsaro, N., & Herold, T.D. (2020). *Implementing Gang & Gun Violence Reduction Strategies in Las Vegas, Nevada: Evaluation of Offender Notification Meetings*. Report submitted to Las Vegas Metro Police Department, International Association of Chiefs of Police, and Arnold Ventures.
- Corsaro, N., **Engel, R. S.**, Herold, T.D., & Yildirim, M. (2020). *Implementing Gang & Gun Violence Reduction Strategies in Las Vegas, Nevada: Hot Spots Evaluation Results*. Report submitted to Las Vegas Metro Police Department, International Association of Chiefs of Police, and Arnold Ventures.
- Isaza, G.T., **Engel, R. S.**, Corsaro, N., & Ozer, M.M. (2019). *Understanding Domestic Violence Patterns: A Problem Analysis Conducted for the Tulsa, Oklahoma Police Department*. Report submitted to Tulsa Police Department, International Association of Chiefs of Police, and Arnold Ventures.
- Isaza, G.T., **Engel, R. S.**, McManus, H. D., Corsaro, N. (2019). *Evaluation of Police Use of Force De-escalation Training: Assessing the Impact of the Integrating Communications, Assessment, and Tactics (ICAT) Training Program for the University of Cincinnati, OH Police Division (UCPD)*. Report submitted to UCPD, International Association of Chiefs of Police, and Arnold Ventures.
- Worden, R. E., McLean, S.J., **Engel, R. S.**, Cochran, H., Corsaro, N., Reynolds, D., Isaza, G.T., & Najdowski, C. (2019). *The Impacts of Implicit Bias Awareness Training in the New York City Police Department*. Report submitted to New York City Police Department, and International Association of Chiefs of Police.
- Smith, M., Tillyer, R., & **Engel, R. S.** (2019). *A Multi-Method Investigation of Officer Decision-Making and Force Used or Avoided in Arrest Situations: Tulsa, Oklahoma Police Department Administrative Data Analysis Report*. Report submitted to Tulsa Police Department, International Association of Chiefs of Police, and Arnold Ventures.
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- Engel, R. S.**, Worden, R. E., Corsaro, N., McManus, H.D., Reynolds, D., Cochran, H., Isaza, G. T., Cherkaskas, J.C. (2018). *Deconstructing the Power of Arrest: Lessons Learned from Research*. Report submitted to Arnold Ventures and International Association of Chiefs of Police.
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Engel, R. S., Corsaro, N., & Tillyer, M. S. (2010). *Evaluation of the Cincinnati Initiative to Reduce Violence*. Submitted to City of Cincinnati, OH, Office of the Mayor.

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University of Cincinnati Policing Institute (2009). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Year 2 Final Report*. Submitted to City of Cincinnati, OH, Office of the Mayor.

Engel, R. S., Tillyer, M. S., Monk, K., Dunham, J. R. (2009). *Ohio Community Initiatives to Reduce Violence Final Report*. Submitted to Ohio Office of Criminal Justice Services, Columbus, OH.

Engel, R. S., Cherkauskas, J. M., & Smith, M. R. (2009). *Traffic Stop Data Analysis Study: Year 3 Final Report*. Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.

Engel, R. S., Tillyer, R., and Cherkauskas, J. M. (2009). *Project on Police-Citizen Contacts: Final Report, 2007*. Submitted to Pennsylvania State Police, Office of Commissioner, Harrisburg, PA.

Engel, R. S., Duru, H., Ozer, M., Henson, B., Monk, K.M., Hall, D. (2009). *Ohio Community Initiative to Reduce Violence, Summary of Findings for Toledo, Ohio: Supplemental Report #2*. Submitted to Toledo Police Department, Toledo, OH.

Engel, R. S., & Dunham, J. R. (2009). *Cincinnati Initiative to Reduce Violence (CIRV): 2008 Juvenile Network Analysis Summary*. Cincinnati, OH: University of Cincinnati Policing Institute.

Engel, R. S., Tillyer, R., and Cherkauskas, J. M. (2008). *Project on Police-Citizen Contacts: Final Report, 2006*. Submitted to Pennsylvania State Police, Office of Commissioner, Harrisburg, PA.

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Engel, R. S., Tillyer, M. S., Ozer, M., Monk, K., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence*

Summary of Findings from Cleveland, OH. Submitted to Cleveland Police Department, Cleveland, OH.

- Engel, R. S.,** Monk, K., Tillyer, M. S., Dunham, J., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Mansfield, OH.* Submitted to Mansfield Police Department, Mansfield, OH.
- Engel, R. S.,** Tillyer, M. S., Duru, H., Monk, K., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Youngstown, OH.* Submitted to the Youngstown, OH Police Department.
- Engel, R. S.,** Tillyer, M. S., Ozer, M., Hall, D., Dunham, J., Monk, K. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Dayton, OH.* Submitted to Dayton Police Department, Dayton, OH.
- Engel, R. S.,** Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Year 1 Report.* Submitted to City of Cincinnati, OH.
- Engel, R. S.,** Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Interim Report.* Submitted to City of Cincinnati, OH.
- Engel, R. S.,** Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Interim Report.* Submitted to Ohio Office of Criminal Justice Services (OCJS), Columbus, OH.
- Engel, R. S.** (2008). *Identifying and Promoting Best Practices during Traffic Stops: Final Report Prepared for the Fairfield, OH Police Department.* Submitted to City of Fairfield, OH.
- Engel, R. S.,** Cherkauskas, J. C., & Beck, S. (2008). *Identifying Best Practices in Criminal Interdiction Activities for the Nebraska State Patrol.* Submitted Nebraska State Patrol, Omaha, NE.
- Engel, R. S.,** Cherkauskas, J. M., and Smith, M. R. (2008). *Traffic Stop Data Analysis Study: Year 2 Final Report.* Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Engel, R. S.,** Cherkauskas, J. M., and Smith, M. R. (2008). *Utilizing Focus Groups to Evaluate Criminal Interdiction Practices for the Arizona Department of Public Safety: Final Report.* Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Frank, J., Cherkauskas, J. M., **Engel, R. S.,** and Smith, M. R. (2008). *Citizen Perceptions of Traffic Stops Conducted by the Arizona Department of Public Safety.* Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Smith, M. R., & **Engel, R. S.** (2008). *Race, Drugs and Policing in Seattle: A Reexamination of the Evidence.* Submitted to City of Seattle, Seattle, WA.
- Engel, R. S.,** Tillyer, R., Cherkauskas, J. M., Frank, J. (2007). *Traffic Stop Data Analysis Study: Year 1 Final Report.* Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Engel, R. S.,** Cherkauskas, J. M., & Tillyer, R. (2007). *Traffic Stop Data Analysis Study Interim Report: Literature Review and Review of Other Jurisdictions.* Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Engel, R. S.,** Tillyer, R. & Cherkauskas, J. C. (2007). *Understanding Best Search and Seizure Practices: Final Report.* Submitted to Ohio State Highway Patrol, Office of the Superintendent, Columbus, OH.
- Engel, R. S.,** Tillyer, R., Stoddard, C., Hoehn, B. & Johnson, R. (2007). *Project on Police-Citizen Contacts: Year 3 & 4*

Final Report, January 2004 – December 2005. Submitted to Pennsylvania State Police, Office of the Commissioner, Harrisburg, PA.

- Engel, R. S.,** Tillyer, R., Stoddard, C., & Klahm, C. (2007). *Understanding Best Search and Seizure Practices: Interim Report.* Submitted to Office of the Superintendent, Ohio State Highway Patrol, Columbus, OH.
- Klahm, C. Payne, T., Travis, L., & **Engel, R. S.** (2007). *TACNET Focus Group Report.* Submitted to Office of the Superintendent, Ohio State Highway Patrol, Columbus, OH.
- Engel, R. S.,** Frank, J., Tillyer, R., Klahm, C. (2006). *Cleveland Division of Police Traffic Stop Study: Final Report.* Submitted to City of Cleveland, Division of Police, Office of the Chief, Cleveland, OH.
- Tillyer, R., Klahm, C., **Engel, R. S.,** & Frank, J. (2005). *Pilot Test Report for the Cleveland Division of Police Traffic Stop Study.* Submitted to City of Cleveland, Division of Public Safety, Cleveland, OH.
- Engel, R. S.,** Calnon, J. M., Tillyer, R., Johnson, R. R. Liu, L. & Wang, X. (2005). *Project on Police-Citizen Contacts, Year 2 Final Report.* Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., Liu, L., & Johnson, R. R. (2004). *Project on Police-Citizen Contacts, Year 1 Final Report.* Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2003). *Project on Police Citizen Contacts: Third Quarter Report.* Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2003). *Project on Police Citizen Contacts: Six Month Report.* Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2002). *Project on Police Citizen Contacts: First Quarter Report.* Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.** & Worden R. E. (2000). *Police Officers' Attitudes, Behavior, and Supervisory Influences: An Analysis of Problem-Solving.* Submitted to National Institute of Justice, Washington DC: U.S. Department of Justice.
- Engel, R. S.** (2000). *Patrol Officer Supervision in the Community Policing Era.* Submitted to National Institute of Justice, Washington DC: U.S. Department of Justice.
- Engel, R. S.** & Silver, E. (2000). *Policing Mentally Disordered Suspects: A Reexamination of the Criminalization Hypothesis.* Submitted to National Institute of Justice, Washington DC: U.S. Department of Justice.
- Shepard, R. L.** (1999). *Patrol Supervisory Styles.* Submitted to National Institute of Justice, Washington DC: U.S. Department of Justice.
- Parks, R. B., Mastrofski, S. D., Reiss, Jr., A., Worden, R., Terrill, W., DeJong, C., Stroshine, M., & **Shepard, R.L.** (1998). *St. Petersburg Project on Policing Neighborhoods: A Study of the Police and the Community.* Submitted to St. Petersburg, FL Police Department.

EXPERT REPORTS

- Engel, R. S.** (2005). *Arizona Department of Safety Traffic Stop Data Report, January 2003-December 2003, Focus on I-17*. Submitted to U.S. District Attorney's Office (District of Arizona) in the matter of *U.S. v. Bustamante*.
- Engel, R. S., Tillyer R. & Wooldredge, J.** (2004). *Critique of Solop's I-40 and I-17 Stop Data Reports*. Submitted to U.S. District Attorney's Office (District of Arizona) in the matter of *U.S. v. Gayle*.
- Engel, R. S.** (2004). *Arizona Department of Safety Traffic Stop Data Report, January 2003- December 2003*. Submitted to U.S. District Attorney's Office (District of Arizona) in the matter of *U.S. v. Gayle* and the Coconino County, Arizona Prosecutor's Office in the matter of *Arizona v. Palacios, Arizona v. Avila, Arizona v. Jones*.
- Engel, R. S.** Deposition given in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey, Feb 7, 2006.
- Engel, R. S.** (2005). *Response to the "Supplemental Certification of John Lamberth"*. Prepared for State of New Jersey, Office of the Attorney General in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey.
- Engel, R. S.** (2005). *Critique of the "Certification of John Lamberth"*. Prepared for State of New Jersey, Office of the Attorney General in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey.
- Engel, R. S.** Remarks delivered at Ministry of National Security's War on Crime Program, National Address, Port of Spain, Trinidad, February 25, 2002. Live nationwide radio and television broadcasts.
- Engel, R. S.** Expert testimony given before the Pennsylvania House of Representatives, Judiciary Committee on House Resolution 269 and the issue of racial profiling, October 22, 2001, Harrisburg, PA

CONSULTING

Bias-based policing, policy, and statistical consultant:

New York City Police Department	2020 – present
Fairfax, VA Police Department	2020 – present
Cincinnati, OH Police Department	2007 – 2015
Oklahoma State Attorneys General Office	2013 – 2014
Seattle, WA Police Department	2007 – 2009
Fairfield, Ohio Police Department	2007 – 2008
NAACP (Baltimore, Maryland)	2007 – 2008
Office of the Commissioner, Nebraska State Patrol	2006 – 2008
Office of the Commissioner, Ohio State Highway Patrol	2005 – 2007
Office of the Commissioner, Pennsylvania State Police	2001 – 2010
New Jersey State Attorney General	2005 – 2006
U.S. Department of Justice, United States Attorney, District of Arizona	2004 – 2006
County of Coconino, Office of the District Attorney	2004 – 2005
OSHP and SIEC committee	2003 – 2004
Minister of National Security, Trinidad & Tobago	2002

COURSES TAUGHT

University of Cincinnati

Introduction to Criminal Justice – undergraduate
Introduction to Policing – undergraduate
Police and the Community – undergraduate
Special Topics: Preventing Gang Violence –undergrad/masters
Special Topics: Explaining Police Behavior – masters
CJ Administration & Management – masters
Theory and Practice of Law Enforcement – masters
Seminar on Criminal Justice Theory – doctoral
Police and the Community – doctoral

Pennsylvania State University

Introduction to the Administration of Justice – undergraduate
Policing in America – undergraduate
Criminal Justice Agency Administration – distance learning
Criminal Justice System and Organizations – doctoral
Issues in Law Enforcement – doctoral

University at Albany

Introduction to the Nature of Crime – undergraduate
Introduction to the Administration of Justice – undergraduate

TRAINING SEMINARS

- Engel, R. S. & Whalen, J.L.** *Violent Crime Reduction Training*. Training workshop presented to Cincinnati Police Department Command Staff, Cincinnati, OH, July 15, 2013.
- Engel, R. S.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to Baton Rouge Police Department, Baton Rouge, LA, November 5, 2012.
- Engel, R. S., & Whalen, J. L.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to New Haven Police Department and U.S. Attorney's Office, New Haven, CT, August 13, 2012.
- Engel, R. S., & Whalen, J. L.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to Kansas City, Missouri Police Department, Kansas City, Missouri, April 10, 2012.
- Engel, R. S.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to New Orleans Innovation Delivery Team, Office of the Mayor, New Orleans, LA, April 2, 2012.
- Engel, R. S. & Gerard, D.W.** *What Works in Policing? Facilitating Evidence-Based Practices*. Presentation to Yolo County, CA Law Enforcement Officials, Woodland, CA, Jan 12, 2012.
- Engel, R. S.** *Data Collection and Analyses for Gang Enforcement (and other academic nonsense that might actually help law enforcement)*. Institute for Intergovernmental Research. Bureau of Justice Assistance (BJA). Cincinnati Police Department Training Academy, Cincinnati, OH, June 3, 2009.
- Engel, R. S. & Lovins, B.** *Ohio Community Initiatives to Reduce Violence: Research Roundtable Workshop*. Training workshop presented to Ohio law enforcement officials and community members, Columbus, OH, April 3, 2009.

- Engel, R. S.** *Ohio Community Initiatives to Reduce Violence: Data Collection Workshop*. Training presented to Ohio law enforcement officials and community members, Cincinnati Police Department Training Academy, Cincinnati, OH, January 20, 2009.
- Engel, R. S., & Gerard, D.** *Ohio Community Initiatives to Reduce Violence: Gang Enforcement Workshop*. Training presented to Ohio law enforcement officials and community members, Cincinnati Police Department Training Academy, Cincinnati, OH, January 20, 2009.
- Engel, R. S. & Whalen, J.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Youngstown Law Enforcement Team, Youngstown, OH, August 25, 2008.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Mansfield Law Enforcement Team, Mansfield, OH, June 18, 2008.
- Engel, R. S. & Gerard, D.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Cleveland Law Enforcement Team, Cleveland, OH, June 2, 2008.
- Engel, R. S., Baker, S. G., Whalen, J., Spector, A., & Ross, S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Ohio Office of Criminal Justice Services Training Seminar, Richfield, OH, April 2-3, 2008.
- Engel, R. S.** *Violence Prevention Initiatives: Focused Deterrence Approaches in Action*. Training workshop presented to Northern Ohio Violent Crime Consortium, Richmond, OH, April 2-3, 2008.
- Engel, R. S. & Johnson, R.** *Effective Supervision in the Community Policing Era*. Training workshop presented to Fairfield, OH Police Department, October 1, 2004.
- Engel, R. S. & Johnson, R.** *Effective Supervision in the Community Policing Era*. Training workshop presented to Roanoke, VA Police Department, December 10, 2003.

ADVISORY BOARD MEMBER

- Expert Panel, Preventing and Reducing Youth Gang and Gun Violence*, Urban Institute, National Institute of Justice, & Office of Juvenile Justice and Delinquency Prevention, Washington, D.C., April 2019 – present.
- National Advisory Board, Comprehensive Opioid Abuse Program (COAP)*, U.S. Department of Justice, Bureau of Justice Assistance, Washington, D.C., April 2019 – present.
- International Association of Chiefs of Police, Research Advisory Committee*, Co-Chair, Alexandria, VA, October 2018 – present.
- NCS-XNIBRS Methodology Review Committee*, U.S. Department of Justice, Washington, DC, 2018 – present. *Police Foundation*. Washington, D.C. 2012 – 2015.
- Stop, Question and Frisk Advisory Committee*, John Jay College, NY, NY, 2012 – 2014
- TSA Behavior Detection and Analysis Program Research TAC*. American Institutes of Research, 2013 - 2014
- Lord Steven's Independent Commission into the Future of Policing in England and Wales*, 2012 - 2014
- Forensic Genetics Working Group*. National Institute of Justice. 2009 –2010.

Agenda 360. City of Cincinnati 10-Year Strategic Plan. Urban Renaissance Action Team, expert consultant, Jun 2007 – Jun 2008.

2nd Annual Istanbul Conference on Democracy and Global Security. Sponsored by Turkish National Police. Advisory Board Member, 2006-2007.

Out of the Crossfire. Funded by the University of Cincinnati Hospital and Cincinnati Bar Foundation. Executive Board Member, Feb 2007 – Sep 2009.

Biased-Based Policing, Denominator Conferences. Funded by Police Executive Research Forum and COPS, Department of Justice. Advisory Board Member, March 2004 – August 2004.

Eliminating Unintentional Racial Biases in Police Officer Decision-Making. New Jersey Department of Law & Public Safety and New Jersey Office of the Attorney General. Advisory Board Member, Feb 2004 – Feb 2005.

INVITED CONFERENCE PARTICIPANT

Fatal Police Shootings. Conference for Producing a Volume of the ANNALS of the AAPSS, University of Pennsylvania, Philadelphia, PA, February 6-7, 2019.

Working Session on Police Discretion. National Network for Safe Communities, John Jay College, NY, NY, Feb 6, 2019.

And Justice for All. Transforming the Justice System: Rejecting the Status Quo, Speeding the Pace of Reform. Role: Meeting Facilitator. Sponsored by American University of Public Affairs, Washington, DC., December 10, 2019.

Workshop: Deconstructing The Power of Arrest. Role: Meeting Facilitator. Sponsored by Laura and John Arnold Foundation, IACP Headquarters, Alexandria, VA, February 21-22, 2018.

50-State Summit on Public Safety. Sponsored by Council of State Governments, Washington, D.C., Nov 13-14, 2017.

Misdemeanor Justice Project, Sponsored by Laura and John Arnold Foundation, John Jay College, New York, NY, November 16-17, 2015.

The White House Working Session on Technology and Data Innovation for Transparency and Accountability in Policing, Sponsored by Laura and John Arnold Foundation, Washington, D.C. April 8, 2015.

Roundtable on Pretrial Practices, Sponsored by Laura and John Arnold Foundation, John Jay College of Criminal Justice, New York, NY, March 18-19, 2015.

Convening on the State of Innovations in American policing, Sponsored by John D. and Catherine T. MacArthur Foundation. Chicago, Illinois, November 6-7, 2014.

Police Research Conference, Sponsored by Scottish Institute for Police Research, George Mason University, Scottish Government, and Police Scotland, Tulliallan Castle, Kincardine Scotland, Scotland, October 20-21, 2014.

Symposium on the Future of Policing. Sponsored by Griffith University and Queensland Police Service, Brisbane, Australia, September 8, 2014.

First International Congress on Internal Affairs: Police Control in Democracies, Sponsored by National Commissioner for the Security of Mexico and the Federal Police of Mexico, Los Cabos, Mexico, October 23-25, 2013.

Center for Evidence-Based Crime Policy – Scottish Institute for Police Research 2013 Symposium, Washington, D.C., April 9-10, 2013.

Scotland & Violence Prevention Conference, Sponsored by Strathclyde Police, Violence Reduction Unit, Tulliallan Castle, Kincardine Scotland, October 12-15, 2012.

International Forum of Experts on Gangs, Sponsored by Home Office in partnership with Association of Chief Police Officers, London, England, October 12 -13, 2011.

Harvard Executive Sessions on Policing and Public Safety, Sponsored by National Institute of Justice, at Harvard University, Cambridge, MA, January 13-15, 2011.

National Network for Safe Communities: Annual Conference, John Jay College, New York, NY, December 4-5, 2009.

Restoring Respect, conference sponsored by Youth Justice Agency, Belfast, Ireland, Nov 12-14, 2009.

Istanbul Conference on Democracy and Global Security, Istanbul Turkey, June 9-11, 2005.

2005 Criminology and Economics Summer Workshop. Programs on the Economics of Crime and Justice Policy, University of Maryland, Elkridge, Maryland

Status Check: Police Studies, International Conference. Eastern Kentucky University, Richmond, KY, Jun 12-14, 2003.

Confronting Racial Profiling in the 21st Century: Implications for Racial Justice. Northeastern University, Boston, MA, March 8-9, 2003.

INVITED PRESENTATIONS

(List of academic conference presentations available upon request)

Engel, R. S., McManus, H. D., & Herold, T. D. *The Deafening Demand for De-escalation Training: A Systematic Review and Call for Evidence in Police Use of Force Reform*. Presentation at Fatal Police Shootings Conference for Producing a Volume of the ANNALS of the AAPSS, University of Pennsylvania, Philadelphia, PA, February 6-7, 2019.

Engel, R. S. *Police Discretion and the Power of Arrest*. Working Session on Police Discretion. National Network for Safe Communities, John Jay College, NY, NY, February 6, 2019.

Engel, R. S. *Exploring Alternatives to Arrest*. International Association of Chiefs of Police, Annual Meeting, Orlando, FL, October 8, 2018.

Engel, R. S. *Justice Reinvestment in Ohio: Evidence-Based Policing Strategies to Reduce Violence*. Presentation to Ohio Justice Reinvestment Committee of the Ohio Criminal Sentencing Commission, Columbus, Ohio, April 5, 2018.

Engel, R. S. *Deconstructing the Power to Arrest: Lessons from Research*, The Power of Arrest Workshop, International Association of Chiefs of Police, Alexandria, VA, February 22, 2018.

Engel, R. S. *How States Can Support Law Enforcement Efforts to Reduce Violent Crime*. 50-State Summit on Public Safety. Sponsored by Council of State Governments, Washington, D.C., November 13, 2017.

Engel, R. S. *How Philanthropy Can Support Policing*. The Philanthropic Roundtable, Annual Meetings, Scottsdale, AZ, October 26, 2017.

Engel, R. S. *Blueprint for 21st Century Policing: The Role of Research*, International Association of Chiefs of Police, Annual Meeting, Philadelphia, PA, October 22, 2017.

Engel, R. S. *Update to the IACP Research Advisory Council*. International Association of Chiefs of Police, Annual Meeting, Philadelphia, PA, October 22, 2017.

Engel, R. S. *Violence Against Police: Findings Presented to the IACP Task Force*. International Association of Chiefs of Police, Annual Meeting, Philadelphia, PA, October 22, 2017.

Engel, R. S. *Where Research Meets Practice: De-Escalation Training and Use-of-Force*, International Association of Chiefs of Police, Annual Meeting, Philadelphia, PA, October 24, 2017.

Engel, R. S., Madensen, T.D. & McManus, H. D. *The Evidence-Base for De-escalation Tactics*. The 2017 Center for Evidence-Based Crime Policy (CEBCP) Symposium on Evidence-Based Crime Policy George Mason University, Annual Meeting, Fairfax, VA, June 26, 2017.

Engel, R. S. *Use of Force Revisited: Approaches from Around the Globe*, International Association of Chiefs of Police, Annual Meetings, San Diego, CA, October 15, 2016.

Engel, R. S. *Connecting Police Research to Practice: Taking Science to the Streets*, International Association of Chiefs of Police, Annual Meeting, San Diego, CA, October 16, 2016.

Engel, R. S. & Ozer, M. M. *The Power of Reform: Patterns of Crime and Arrest in Cincinnati, Ohio 1997-2014*. Misdemeanor Justice Project, sponsored by Laura and John Arnold Foundation, John Jay College, New York, NY, November 16, 2015.

Engel, R. S. *Getting Smart on Crime: Merging Research and Practice. A Celebration of Cincinnati Criminal Justice Officials*. Keynote Speaker, Cincinnati Citizen Police Association's Annual Black Tie Event, Queen City Club, Cincinnati, OH, April 22, 2015

Engel, R. S. *The Role of Police in Pretrial Justice: Changing how Police View Arrest*. Roundtable on Pretrial Practices, sponsored by Laura and John Arnold Foundation, John Jay College of Criminal Justice, New York, NY, March 18, 2015.

Engel, R. S. *Police-Academic Partnerships: Replicating What Works and Eliminating What Doesn't*. SIPR/GMU Police Research Conference, Tulliallan, Scotland, October 20, 2014.

Engel, R. S. *What Works in Policing? Moving from Research to Practice*. Best Practices in Public Safety Seminar, Sponsored by Oklahoma State Attorney General, Oklahoma City, Oklahoma, October 1, 2014.

Engel, R. S. *Technology and Policing: Some Clever?? Thoughts*. Symposium on the Future of Policing, Sponsored by Griffith University and Queensland Police Service, Brisbane, Australia, September 8, 2014.

Engel, R. S., Whalen, J. L., & Baker, S.G. *Cincinnati Initiative to Reduce Violence: Update*. Presentation to City of Cincinnati, City Council, Law and Public Safety Committee, Cincinnati, OH, September 15, 2014.

Engel, R. S. *Cincinnati Initiative to Reduce Violence: Update*. Presentation to Cincinnati Mayor John Cranley and CIRV Governing Board, Cincinnati, OH July 29, 2014.

Engel, R. S. *Effectiveness vs. Equity in Policing: Is a Tradeoff Inevitable?* Police Foundation Ideas in American Policing Lecture, June 25, 2014.

Engel, R. S. *Cincinnati Initiative to Reduce Violence: Update.* Presentation to Cincinnati Mayor John Cranley and CIRV Governing Board, Cincinnati, OH June 24, 2014.

Engel, R. S. *Cincinnati Initiative to Reduce Violence: Update.* Presentation to Cincinnati Mayor John Cranley and CIRV Governing Board, Cincinnati, OH April 29, 2014.

Engel, R. S. *Refocusing on Focused Deterrence: Cincinnati Initiative to Reduce Violence.* Presentation to City Manager's Advisory Group, Cincinnati, OH, March 28, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to Tulsa Police Department, Tulsa, OK, March 7, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Using Focused Deterrence to Reduce Gang Violence.* Presentation to Tulsa Police Department, Tulsa, OK, March 7, 2014.

Engel, R. S. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to George Kaiser Family Foundation, Tulsa, Oklahoma, March 7, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to Oklahoma City Police Department, Oklahoma City, OK, March 6, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Using Focused Deterrence to Reduce Gang Violence.* Presentation to Oklahoma City Police Department, Oklahoma City, OK, March 6, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to Ada Police Department, Ada, Oklahoma, March 5, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to Lawton Police Department, Lawton, Oklahoma, March 5, 2014.

Engel, R. S. *Enhancing Campus Safety: Report from the Campus Crime Reduction Committee.* Presentation to Faculty Senate Joint Governance Meeting, University of Cincinnati, Cincinnati, OH, February 13, 2014.

Engel, R. S. *Refocusing on Focused Deterrence: Cincinnati Initiative to Reduce Violence.* Presentation to Cincinnati City Council, Law & Public Safety Committee, Cincinnati, OH, Feb 3, 2014.

Engel, R. S. *What Works in Policing? Assessing the Gap between Evidence and Practice.* Presentation to West Palm Beach, FL Police Department, West Palm Beach, FL, January 24, 2014.

Engel, R. S. *Using Focused Deterrence to Reduce Gang Violence.* Presentation to West Palm Beach Police Department, West Palm Beach, FL, January 24, 2014.

Engel, R. S. *Refocusing on Focused Deterrence: Developing the Next Iteration of CIRV.* Presentation to Cincinnati Police Department, 2014 Command Staff Retreat, Cincinnati, OH, Jan 15, 2014.

Engel, R. S. *What Works in Policing? Assessing the Gap between Evidence and Practice.* Presentation to *Best Practices in Public Safety Seminar*, sponsored by Oklahoma State Attorney General's Office, Oklahoma City, OK, Dec 6, 2013.

Engel, R. S. *Using Focused Deterrence to Reduce Gang Violence.* Presentation to California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.

Engel, R. S. *Funding What Works: Promoting Evidence-Based Policing and Crime Reduction Proposals.* Presentation to California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.

Engel, R. S. *What Works in Policing? Identifying and Facilitating Evidence-Based Practices.* Presentation to California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.

Engel, R. S. & Whalen, J. L. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience.* Presentation to Loraine, OH Law Enforcement Officials, October 11, 2013.

Engel, R. S. & Whalen, J. L. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience.* Presentation to Hartford, Connecticut Law Enforcement Officials, Hartford, CT, Aug 18, 2013.

Engel, R.S. & Graham, W. *Reducing Gang Violence across Cities and Cultures: Experiences from Cincinnati, Ohio and Glasgow, Scotland.* U.S. Congressional Briefing, Washington D.C., April 8, 2013.

Engel, R.S. & Graham, W. *The Importance of Police Partnerships to Reduce Violence: Experiences from Cincinnati, Ohio and Glasgow, Scotland.* The 2013 CEBCP-SIPR Joint Symposium on Evidence-Based Policing, George Mason University, Arlington, VA, April 8, 2013.

Engel, R. S. *Evaluation of the Cincinnati Initiative to Reduce Violence.* Presentation to the Scotland & Violence Prevention Conference, sponsored by the Strathclyde Police, Violence Reduction Unit, Tulliallan Castle, Kincardine Scotland, October 12-15, 2012.

Engel, R. S., Cherkauskas, J. M., & Smith, M. R. *Traffic Stop Data Analysis Study: Year 5 Final Report.* Presentation to Arizona Department of Public Safety, Phoenix, AZ, Feb 28-29, 2012.

Engel, R. S. & Whalen, J. L. *Focused Deterrence Approaches to Reduce Violence.* Presentation to Ohio Office of Criminal Justice Services (OCJS), Strategic Planning Conference, Columbus, Ohio, November 3, 2011.

Engel, R. S., Cherkauskas, J. M., & Smith, M. R. *Traffic Stop Data Analysis Study: Year 4 Final Report.* Presentation to Arizona Department of Public Safety Senior Command Staff, Phoenix, AZ, January 27, 2011.

Engel, R. S. *Reducing Gang Violence Using Focused Deterrence Strategies.* National Alliance of Gang Investigators Association, 2011 World Gang Summit, Phoenix, AZ, January 25, 2011.

Engel, R. S., Whalen, J.L., Baker, S.G., & Gerard, D. *Violence Reduction through a Focused Deterrence Approach: The Cincinnati Initiative to Reduce Violence.* Forum on Youth and Violence: A Strategic Response to Gangs and Guns. Georgia State University and the Atlanta Police Department, Atlanta, GA, October 5-6, 2010.

Engel, R. S. & CIRV Team Members. *Update for the Cincinnati Initiative to Reduce Violence.* Presentation to Cincinnati City Counsel, Cincinnati, OH, August 2, 2010.

Engel, R. S. & Whalen, J.L. *Update for the Cincinnati Initiative to Reduce Violence.* Presentation to Cincinnati City Counsel, Cincinnati, OH, January 20, 2010.

Engel, R. S., & Gerard, D. *CIRV Taliband Gang Enforcement.* Presentation to the National Network for Safe Communities (NNSC) Annual Conference, John Jay College, New York City, Dec 6, 2009.

- Engel, R. S.** *Youth, Gangs & Violence: Promising Violence Reduction Initiatives in the United States*. Presentation to Youth Justice Agency, "Restoring Respect" Conference, Belfast, Ireland, November 12, 2009.
- Engel, R. S.**, Cherkauskas, J. M., & Smith, M. R. *Traffic Stop Data Analysis Study: Year 3 Final Report*. Presentation to Arizona Department of Public Safety Senior Command Staff, Phoenix, AZ, November 17, 2009.
- Engel, R. S.**, Baker, G., & Whalen, J. *Cincinnati Initiative to Reduce Violence*. Presentation to Tri-State Conference on Gang Crimes, Hamilton, OH, September 22, 2009.
- Engel, R. S.**, & Baker, G. *Cincinnati Initiative to Reduce Violence*. Presentation to City Manager's City Department Head's Meeting, Cincinnati, OH, August 11, 2009.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence*, presentation to Cincinnati Human Relations Commission Board of Directors, Cincinnati, OH, July 9, 2009.
- Engel, R. S.**, Baker, G., & Ware, N. *Cincinnati Initiative to Reduce Violence*. Presentation to Cincinnati Association, Cincinnati, OH, May 12, 2009.
- Engel, R. S.**, Whalen, J., & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to Woodward Technical High School Faculty and Staff. Cincinnati, OH, April 13, 2009.
- Engel, R. S.**, Gerard, D., & Dunham, J. *CIRV Taliband Gang Enforcement*. Occasional Symposium Series, Center for Crime Prevention and Control John Jay College, NY, March 24, 2009.
- Engel, R. S.** *A Decade of Crime and Safety: Overview and Future Trends*. Presentation to Cincinnati Police Department Command Staff Retreat, Xavier University, Cincinnati, OH, Mar 13, 2009.
- Engel, R. S.** & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to Cincinnati Police Department Command Staff Retreat, Xavier University, Cincinnati, OH, Mar 12, 2009.
- Whalen, J. L., Gerard, D. and **Engel, R. S.** *CIRV Taliband Gang Enforcement*. Presentation to Hamilton County Chiefs Association, Amberley, OH, January 2009.
- Engel, R. S.** & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to Northern Ohio Violence Consortium Cities; Sponsored by the Ohio Office of Criminal Justice Services (OCJS), Cincinnati, OH, January 20, 2009.
- Engel, R. S.** *Ohio Community Initiatives to Reduce Violence: Updates from Cincinnati*. Presentation to Northern Ohio Violence Consortium Cities, sponsored by Ohio Office of Criminal Justice Services, Cincinnati, OH, Jan 20, 2009.
- Engel, R. S.** & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to City Manager's Advisory Group, Cincinnati, OH, January 9, 2009.
- Engel, R. S.** & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to Cincinnati Police Department, Criminal Investigation Division, Cincinnati, OH, December 17, 2009.
- Engel, R. S.**, Cherkauskas, J. M., Smith, M. R. & Frank, J. *Traffic Stop Data Analysis Study: Year 2 Final Report*. Presentation to Arizona Department of Public Safety Criminal Intelligence Division, Phoenix, AZ, November 5, 2008.
- Engel, R. S.**, Cherkauskas, J. M., Smith, M. R. & Frank, J. *Traffic Stop Data Analysis Study: Year 2 Final Report*. Presentation to Arizona Department of Public Safety, Phoenix, AZ, November 3- 4, 2008.

Engel, R. S. & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Toledo Law Enforcement Team, Toledo, OH, October 22, 2008.

Baker, S.G., Streicher, T. H., **Engel, R. S.**, Whalen, J., Love, R., Dowdell, G., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati City Council, Law & Public Safety Committee, Cincinnati, OH, Oct 21, 2008.

Baker, S. G., **Engel, R. S.**, Whalen, J., Garcia, V., Love, R., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Governing Board, Cincinnati, OH, October 20, 2008.

Engel, R. S. *An Evening at a Great University: Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to H.C. Buck Niehoff 12th Annual "An Evening with Great Professor" at the University of Cincinnati, Cincinnati, OH, October 16, 2008.

Engel, R. S. *Violence Reduction Initiatives: Promising Practices*. Presentation to 2008 Ohio Crime Conference: Effective Strategies for Reducing and Preventing Crime, Columbus, OH, September 18, 2008.

Engel, R. S., Baker, S. G., and Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to 2008 Ohio Crime Conference: Effective Strategies for Reducing and Preventing Crime, Columbus, OH, September 18, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to National Forum on Criminal Justice & Public Safety, Louisville, KY, August 5, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Ohio Senate Democratic Caucus: Listening Tour, Cincinnati, OH, June 25, 2008.

Engel, R. S., Baker, S. G., Streicher, T.H., Whalen, J., Garcia, V., Love, R., Dowdell, G., Ross, S. & Kennedy, D. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati City Council, Law and Public Safety Committee, Cincinnati, OH, May 6, 2008.

Engel, R. S. & Baker, S. G. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Hamilton County Juvenile Justice Commission, Cincinnati, OH, April 17, 2008.

Engel, R. S., Baker, S. G., & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Hamilton County Juvenile Court, Cincinnati, OH, April 16, 2008.

Engel, R. S., Baker, S. G., Whalen, J., Garcia, V., Love, R., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Governing Board, Cincinnati, OH, April 14, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to MARCC Delegates Council, Cincinnati, OH, April 9, 2008.

Engel, R. S. 2008. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to University of Cincinnati Board of Trustees, Cincinnati, OH, March 18, 2008.

Engel, R. S., Baker, S. G., Whalen, J., & Kennedy, D. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Hamilton County Juvenile Court, Cincinnati, OH, February 27, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to UC / Uptown Consortium, community partners' luncheon featuring Dr. Steven Covey, Cincinnati, OH, February 18, 2008.

Baker, S. G., **Engel, R. S.**, & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati Neighborhood Summit, Cincinnati, OH, February 16, 2008.

- Engel, R. S. & Baker, S. G.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati City Council, Law and Public Safety Committee, Cincinnati, OH, February 12, 2008.
- Engel, R. S.** *Traffic Stop Data Analysis Study: Final Report*. Presentation to Arizona Department of Public Safety, Phoenix AZ, November 6, 2007.
- Baker, S. G., & **Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Urban League of Greater Cincinnati Board of Directors, Cincinnati, OH, October 18, 2007.
- Baker, S. G., Whalen, J., & **Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati Police Department, Annual Leadership Retreat, Cincinnati, OH, Oct 9, 2007.
- Engel, R. S.**, Tillyer, M. S., Baker, S. G., & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Columbus Police Department, Columbus, OH, September 11, 2007.
- Engel, R. S. & Baker, S. G.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Governing Board, Cincinnati, OH, August 14, 2007.
- Engel, R. S. & Tillyer, M. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Uptown Consortium Public Safety Committee, Cincinnati, OH, August 8, 2007.
- Streicher, T., Garcia, V., Ross, S., Spector, A., **Engel, R. S.**, Kennedy, D. M., & Tillyer, M. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Ohio Association of Chiefs of Police, 2007 Annual Conference, Cincinnati, OH, August 1, 2007.
- Engel, R. S.**, & Baker, S. G. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Friends of the Collaborative, Cincinnati, OH, July 19, 2007.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Ohio State Attorney General's Office Staff, Cincinnati, OH, June 29, 2007.
- Engel, R. S. & Tillyer, R.** *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to Arizona Department of Public Safety Highway Patrol Staff, Tucson AZ, May 31, 2007.
- Engel, R. S. & Tillyer, R.** *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to Arizona Department of Public Safety Patrol Staff, Phoenix AZ, May 30, 2007.
- Engel, R. S. & Tillyer, R.** *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to Arizona Department of Public Safety Highway Patrol Staff, Flagstaff AZ, May 30, 2007.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to MARCC Delegates Council, Cincinnati, OH, May 9, 2007.
- Engel, R. S. & Garcia, V.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati Gang Initiative Group, Cincinnati, OH, April 24, 2007.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati Children's Hospital and Medical Center Board of Directors, Cincinnati, OH, April 20, 2007.
- Engel, R. S.** *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to Arizona Department of Public Safety, Phoenix AZ, Mar 28, 2007.

- Engel, R. S.** *Results from the Cleveland Division of Police, Traffic Stop Study*. Presentation to Cleveland City Council Public Safety Committee, Cleveland, OH, February 28, 2007.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Uptown Consortium Executive Board, Cincinnati, OH, February 21, 2007.
- Engel, R. S.** *Update on Bias-Based Policing Litigation and Research*. Presentation to Fairfield Police Department, Fairfield, OH, December 13, 2006.
- Engel, R. S.** *Identifying Best Practices in Search and Seizure Activities*. Presentation to Ohio State Highway Patrol Command Staff Annual Meeting, Columbus, OH, November 2, 2006.
- Engel, R. S.** 2006. *Update on Bias-Based Policing Litigation and Research*. Presentation to Nebraska State Patrol command staff, August 25, 2006.
- Frank, J., **Engel, R. S.**, Tillyer, R., Klahm, C. *Cleveland Division of Police Traffic Stop Study: Final Report*. Presentation to City of Cleveland, Division of Police, Office of the Chief, Cleveland, OH, August 2, 2006.
- Engel, R. S.** *Examining Racial and Ethnic Disparities in Search and Seizure Rates: Implications for Training*. Presentation to Pennsylvania State Police training staff and command personnel, Harrisburg, PA, July 20, 2006.
- Engel, R. S.** *Update on Bias-Based Policing Litigation and Research*. Presentation to International Association of Chiefs of Police North Central Region, State and Provincial Police, Regional Meetings, Columbus Ohio, May 16, 2006.
- Engel, R. S. & Eck, J.** *Can we have it all? Toward equitable and effective policing*. Presentation to Istanbul Conference on Democracy and Global Security, Istanbul Turkey, June 9-11, 2005.
- Engel, R. S.** *A Critique of the KPT Principle*. Presentation to 2005 Criminology and Economics Summer Workshop. Programs on the Economics of Crime and Justice Policy, University of Maryland, Elkridge, Maryland, June 6, 2005.
- Engel, R. S. & Tillyer, R.** *The State of Racial Profiling Research: Analytical Issues Involved in Benchmarking and Examining Post-Stop Outcomes*. Presentation to Ohio Highway Patrol, Columbus, OH, March 1, 2005.
- Engel, R. S.** *Yes or No – Does “Consent” Matter? Examining Consent Searches for Two State Police Agencies*. Presentation to Police Policy Research Group at the University of Albany, Albany, NY, February 23, 2005.
- Engel, R. S.** *The All Important Numerator (Stop Data)*. Presentation to “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, Aug 25, 2004.
- Engel, R. S.** and Alpert, G. *Ensuring Data Quality*. Presentation to “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, August 24, 2004.
- Engel, R. S.** *Analyzing Post-Stop Data*. Presentation to “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, August 24-25, 2004.
- Zingraff, M. and **Engel, R. S.** *Observation Benchmarking*. Presentation to “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum, COPS Office, Kansas City, MO, August 24, 2004.
- Engel, R. S.** *Project on Police-Citizen Contacts Year 1 Final Report*. Presentation to Commonwealth of Pennsylvania Legislative Black Caucus, Harrisburg, PA, May 25, 2004.

- Engel, R. S. & Edelman, W.** *Results from the MARCS intra-operability study*. Presentation to Ohio Highway Patrol and SIEC committee, Columbus, OH, March 31, 2004.
- Engel, R.S.** *Racial Profiling: Research Issues & Findings*. Presentation to Roanoke, VA Police Department, Dec 11, 2003.
- Engel, R. S.** *Issues Surrounding Benchmarking in Racial Profiling Research*. Presentation to Third National Symposium on Racial Profiling, sponsored by Northwestern University Center for Public Safety and Police Executive Research Forum, Chicago, November 5, 2003.
- Engel, R. S.** *Understanding community policing policies in the United States: Assessing similarities, differences, and effectiveness*. Presentation to Minister of National Security, Commissioner of Police, and senior officers from Trinidad and Tobago, Port of Spain, Trinidad, Feb 21, 2002.
- Engel, R. S.** *Why do cops do what they do?* Colloquium series sponsored by Pennsylvania Prison Society, Centre County Branch, State College, PA, February 5, 2002.
- Engel, R. S. & Silver, E.** *Policing mentally disordered suspects*. Colloquium series sponsored by Psychiatry Department and Center for Mental Health Policy and Service Research, University of Pennsylvania, January 14, 2002.
- Shepard, R. L.** *The effects of supervisory styles on patrol officer behavior*. Presentation to National Institute of Justice, Annual Conference, Washington, D.C., July 18-21, 1998.

HONORS AND AWARDS

Member, Ohio Collaborative Community-Police Advisory Board, Appointment by Governor John R. Kasich, State of Ohio Reappointed by Governor Mike DeWine, State of Ohio	2018 – present
<i>Distinguished Alumni Award</i> , School of Criminal Justice, University at Albany	2017
Invited speaker, <i>Life of the Mind</i> , University of Cincinnati	2012
University of Cincinnati “Breakfast of Champions” invitee and medal recipient Faculty recognition program sponsored by the Darwin T. Turner Scholars	2012
National Institute of Justice (NIJ) inaugural Scientific Review Panel (SRP), Justice Systems Research Division	2012 – 2014
Invited guest to reception with David Cameron, Prime Minister, United Kingdom	2011
Annual Faculty Incentive Award for Research and Scholarship College of Education, CJ, & Human Services, University of Cincinnati	2003 – 2015
<i>International Association of Chiefs of Police / West Excellence in Criminal Investigations Award</i> (Team Award with the Cincinnati Police Department)	2009
<i>Outstanding Service Award</i> , Division of Criminal Justice, University of Cincinnati	2009
<i>Fraternal Order of Police Citizen’s Award</i> (Award Selection Committee: Cincinnati Police Department, FBI, FOP, Hamilton Co. Sheriff’s Office, Hamilton Co. Prosecutor’s Office, Hamilton Co. Police Association)	2009
<i>International Association of Chiefs of Police / Motorola Webber Seavey Award for Excellence in Law Enforcement</i> (Team award for the Cincinnati Initiative to Reduce Violence)	2008
<i>National Criminal Justice Association’s Outstanding Criminal Justice Program Award</i> (Team award for the Cincinnati Initiative to Reduce Violence)	2008
Selected speaker, H.C. Buck Niehoff 12 th Annual “An Evening with a Great Professor” at the University of Cincinnati, October 16, 2008	2008
Graduate Student and Faculty Research Mentoring Grant (with Jessica Dunham) College of Education, CJ, & Human Services, University of Cincinnati	2008
Graduate Student and Faculty Research Mentoring Grant (with Rob Tillyer) College of Education, CJ, & Human Services, University of Cincinnati	2006

Graduate Student and Faculty Research Mentoring Grant (with Richard Johnson) College of Education, CJ, & Human Services, University of Cincinnati	2005
Promotion of Diversity Award, Center for the Advancement of Teaching & Learning University of Cincinnati	2004
Recipient, U.S. Speaker and Specialist Grant, U.S. State Department, Office of International Information Programs	2002
Selected workshop participant, "Quantitative Analysis of Crime and Criminal Justice," Inter-university Consortium for Political and Social Research, University of Michigan	2001
<i>Eliot H. Lumbard Award</i> for academic excellence, School of Criminal Justice, University at Albany	1998
Travel grant award (competitive funding), Graduate Student Organization, University at Albany	1997
<i>Initiatives for Women Award</i> (for academic achievement), University at Albany	1995
Teaching assistant (competitive funding), University at Albany	1993-1994
Graduate student fellowship (competitive funding), University at Albany	1992-1993
Phi Beta Kappa National Honor Society	1992
Alpha Phi Sigma Criminal Justice National Honor Society	1992
Golden Key National Honor Society	1992

SERVICE

<u>University of Cincinnati</u>	
CECH Decanal Review Committee, <i>member</i>	2020-2021
Criminal Justice Program Head, Search Committee, <i>faculty elected member</i>	2020
Vice President of Research, Search Committee, <i>member</i>	2014-2015
CECH Decanal Review Committee, <i>member</i>	2014-2015
UCPD Police Chief Search Committee, <i>member</i>	2014
Provost's Cluster Hiring Proposal Review Committee, <i>member</i>	2014
Distinguished Research Professor Award Review Committee, <i>member</i>	2014
Threat Assessment Group, <i>member</i>	2013-2015
University of Cincinnati Research Institute CEO Search Committee, <i>member</i>	2013
Campus Crime Reduction Committee, <i>founder and chair</i>	2013 - present
President Santa J. Ono's Campus Safety Committee, <i>member</i>	2013 - 2015
Public Safety Strategic Planning Committee, <i>member</i>	2013
Ad Hoc Academic Misconduct Inquiry Committee, <i>member</i>	2013
UCPD Police Chief Search Committee, <i>member</i>	2012
<u>University of Cincinnati, School of Criminal Justice</u>	
Policing committee, <i>member</i>	2013- present
Policing committee, <i>chair</i>	2003 - 2012
Speakers committee, <i>chair</i>	2003 - 2004, 2006 - 2007, 2009 - 2010, 2012-2013
Graduate committee, <i>member</i>	2002 - 2003, 2004 - 2005
Masters committee, <i>member</i>	2002 - 2003
Criminal justice committee, <i>member</i>	2002 - 2012
Policing committee, <i>member</i>	2002 - 2003
Undergraduate curriculum committee, <i>member</i>	2003 - 2004
Search committee, <i>member</i>	2005-2006, 2009 - 2010, 2011 - 2013
Fundraising committee, <i>chair</i>	2011 - present

Pennsylvania State University, Crime Law & Justice Program

Faculty liaison for the Justice Association (undergraduate group)	2000 – 2002
Departmental advisory board committee, <i>member</i>	1998 – 1999
Undergraduate committee, <i>member</i>	2000 – 2002
Social committee, <i>chair</i>	1998 – 2001
Recruitment committee, <i>member</i>	1999 – 2002
Graduate committee, <i>member</i>	1998 – 2002

External Professional Service

Editorial Board Member, <i>Criminology & Public Policy</i>	2019 – present
IACP Policy Committee, Bias-Free Policing Model Policy, <i>Member</i>	2019 – present
IACP Task Force on Violence against Law Enforcement, <i>Member</i>	2017 – 2018
Editorial Board Member, <i>Justice Quarterly</i>	2016 – present
American Society of Criminology, Policing Section, Award Committees, <i>chair</i>	2015 – 2016
Editorial Board Member, <i>Policing: A journal of policy and practice</i> , Oxford University Press	2015 - present
Associate Editor – <i>Police Quarterly</i>	2008 – present
American Society of Criminology, Ad Hoc Media Relations Committee	2013 – 2014
Academy of Criminal Justice Sciences, Annual Meeting Area Chair	2013 – 2014
American Society of Criminology, Annual Meeting Area Chair	2012 – 2013
Academy of Criminal Justice Sciences, Policy Committee, <i>Member</i>	2010 – 2012
American Society of Criminology, Ruth Schonle Cavan Young Scholars Award Committee (chair)	2011
American Society of Criminology, Ruth Schonle Cavan Young Scholars Award Committee (member)	2010
American Society of Criminology, Block Award Committee, <i>member</i>	2009 – 2010
Academy of Criminal Justice Sciences, Finance Committee, <i>member</i>	2008 – 2009
American Society of Criminology, Constitution Committee, <i>member</i>	2007 – 2008
Police Supervisory Training Seminars provided for municipal police agencies	2003 – 2004
American Society of Criminology 2006 Annual Meetings, <i>Area Chair</i>	2005 – 2006
Academy of Criminal Justice Sciences, Award Committee, <i>Member</i>	2005 – 2006
American Society of Criminology, Ethical Issues Committee, <i>Member</i>	2004 – 2006
Academy of Criminal Justice Sciences, Ethics Committee, <i>Chair</i>	2005 – 2007
Academy of Criminal Justice Sciences, Ethics Committee, <i>Member</i>	2004 – 2007
American Society of Criminology 2004 Annual Meetings, <i>Area Chair</i>	2003 – 2004
Academy of Criminal Justice Sciences 2004 Annual Meetings, <i>Area Chair</i>	2003 – 2004
Associate Editor – <i>Justice Quarterly</i>	2001 – 2009
Manuscript reviewer for <i>Criminology</i> , <i>Justice Quarterly</i> , <i>Criminology & Public Policy</i> , <i>Law & Society Review</i> , <i>Social Science Quarterly</i> , <i>Journal of Research in Crime and Delinquency</i> , <i>Police Quarterly</i> , <i>Criminal Justice Review</i> , <i>Police Practice and Research: An International Journal</i> , <i>Policing: An International Journal of Police Strategies & Management</i> , <i>Journal of Health Politics</i> , <i>Theoretical Criminology</i>	1999 – present
Panel chair and discussant at the ACJS annual meetings	1995 – present
Panel chair and discussant at the ASC annual meetings	1999 – present
Academic course consultation for Elizabethtown College, Elizabethtown, PA	2000
American Society of Criminology, employment exchange committee	1998 – 2000

External Community Service

<i>Agenda 360</i> , Urban Renaissance Action Team, <i>Committee Member</i>	2007 – 2008
<i>Out of the Crossfire</i> , University Hospital, <i>Board of Directors</i>	2006 – 2009
<i>Who Killed Our Kids</i> , Cincinnati, OH, <i>volunteer grant writer</i>	2007 – 2009
Fundraiser event coordinator, Women's Resource Center, State College, PA	2000

PROFESSIONAL MEMBERSHIPS

American Society of Criminology (ASC)
Academy of Criminal Justice Sciences (ACJS)
Criminal Justice Research Alliance (CJRA)
International Association of Chiefs of Police (IACP)
Police Executive Research Forum (PERF)
Hamilton County, OH Police Association (HCPA)
Cincinnati Citizen's Police Association (CCPA)

John T. Bey

Cell: [REDACTED]

Email: [REDACTED]

PROFESSIONAL PROFILE

Extensive law enforcement background, including expertise in operational and administrative oversight, policy development and implementation, community policing, media relations, interpersonal and organizational communications, public speaking, hate/bias incidents and hate organizations, mediation and conflict resolution, hostage and crisis negotiations, effective recruitment of minorities and women, program development and implementation, crime prevention and analysis, criminal investigation and case management, investigative interviewing, statement analysis and patrol functions. Extensive training and experience in disaster and crisis emergency management consistent with unified command and coordination principles; FEMA NIMS and ICS trained.

EDUCATION

B.A., Corporate Communications
Elizabethtown College, Elizabethtown, PA (2010 – 2012)

FBI National Academy Graduate (FBI N.A.), 240th Session, Quantico Va. (2010)

Associates Degree, Financial Management
Community College of the Air Force, (2015)

EMPLOYMENT

Chief of Police

Lancaster City Bureau of Police (December 2020 – May 2022) Lancaster City, Lancaster Pa.

- Oversee the daily administrative and operational functions of one of the oldest inland cities in the United States with a population of approximately 60,000 residents
- Manage and lead a Bureau staffed with 145 sworn officers, 79 civilians and a budget of \$28 million dollars
- Committed to fiscal responsibility, strengthening community trust, increasing transparency and embracing fair, impartial and constitutional policing.
- Enhanced and reorganized the Bureau's community engagement efforts by creating the Office of Community Engagement
- Initiated a rewrite of the Bureau's policy manual that's consistent with 21st century policing guidelines
- Hired external consultant to evaluate and conduct a gap analysis of the B bureau's Internal Affairs process, civilian complaints and discipline
- Revamped and enhanced the Bureau's recruitment efforts with a goal of increasing the the number of city residents, people of color & women in the Bureau
- Hired the first Communications Manager to widely share the Bureau's proactive community programs and increase transparency
- Established the Bureau's first Human Resources Office inside the Bureau to be more responsive to the needs of the Officers
- Updated the Civil Service regulations to promote the tenets of DEI
- Established an applicant oral board process that included implicit bias for the interviewers

Chief Master Sergeant (E9) Superintendent, Comptroller's Office

PA Air National Guard, 193rd SOW, HIA Middletown Pa. (2017 – 2020)

- Provides leadership and guidance to sixteen military and eight civilians assigned to the Comptroller Squadron.
- Responsible for Financial Services and Financial Management for installation active duty and civilian personnel while managing a Wing budget of over \$300 million dollars
- Serves as the Senior Advisor to the commander on issues affecting training, additional duties, manpower of enlisted personnel and provides oversight of FM war planning.
- Oversees the Commander's Support Staff functions including higher HQ taskings, enlisted performance reports, awards and decorations programs.

Chief of Police

Middletown Borough Police Department (Oct. 2014 – Dec.2016) Middletown Borough, Dauphin Co. PA.

- Oversee the daily administrative and operational functions of the Middletown Borough Police Department which serves the 9000 residents of Dauphin County's oldest Borough

Captain, Director, Training Division, Bureau of Training and Education

Pennsylvania State Police, Hershey, PA (2013 – 2014)

- Carry out responsibilities of the office by carrying out duties/assignments assigned by the Bureau Director.
- Counsel Cadets for violations of Academy rules and regulations, Review/adjudicate internal investigations and endorse correspondence.
- Attend meetings; serve on various boards or committees pertaining to the development, improvement, or enhancement of training.
- Schedule and provide instruction at suitable locations, utilizing Department instructors, personnel from other agencies, and lecturers from other sources.
- Direct research and revision of academic materials, inform the Bureau Director on training effectiveness of instructional programs, and provide administrative guidance or assistance on important Academy matters.
- Coordinate and supervise in-service and other decentralized training programs by reviewing and evaluating course critiques and monitoring classes.

Captain, Emergency Planning Liaison Officer, (PEMA E.P.L.O.)

Pennsylvania State Police, (2012 – 2014)

- Collect and report to PEMA any information on major or significant disaster effects and problems that may lead to a major emergency or disaster.
- Respond and report to the PEMA EOC to assist the state government's response to any disaster, natural event, or natural weather events that have potential for catastrophic consequences.
- Assist in the dissemination of essential public safety and security information and instructions in support of disaster operations.
- Notify the state EOC and respond when necessary, to a major prison disturbance or disaster.
- Develop and maintain procedures for emergency support in the event of a major disturbance, disaster or hazard at a State Correctional Facility (SCI) facility.

- Serve as primary Commonwealth agency for law enforcement during incidents involving civil disturbance and coordinate law enforcement in support of municipal responding agencies.
- Implement, on request of the Governor, suspension of the sale of alcoholic beverages, firearms, explosives, combustibles or other items the Governor feels are detrimental to disaster emergency situations.
- Establish traffic access control points and traffic patterns in the immediate area of special events for natural or manmade disasters to aid in its security and containment.
- Provide security, in conjunction with the United States Marshall Service (USMS), in transporting prophylaxis and vaccines from the Strategic National Stockpile to the Receipt, Shipping and Storage (RSS) sites.
- Provide and manage security at Points of Distribution (POD) sites within areas of primary PSP jurisdiction.
- Provide special tactical operations units, such as canine or hazardous device and explosive sections, to support local agencies or augment National Guard units.
- Provide force protection for emergency responders and workers operating in high threat environments Augment the communication systems of PEMA.
- Provide initial response to any terrorist event and then provide liaison with FBI Joint Operations Center. Provide airlift and highway escort for the movement of key emergency management personnel and critical support equipment to the disaster area.

Captain, Director, Administrative Division, Bureau of Training and Education
Pennsylvania State Police, Hershey, PA (2010 – 2013)

- Handle administrative responsibilities of the Administrative Division including approvals and authorizations by examining and signing documents including reports and checks; preparing budgetary information; authorizing projects and expenditures; developing project ideas and reviewing ideas and suggestions of subordinates and others.
- Coordinate intra-departmental activities by locating and providing information as requested and directing and participating in staff meetings and command conferences.
- Supervise and manage personnel by monitoring, documenting, coaching and correcting performance; conducting performance evaluations; resolving personnel problems and conflicts; ensuring compliance with rules and regulations; ensuring due dates are met and ensuring a non-discriminatory work environment.

Captain, Director, Recruitment and Special Services Office
Pennsylvania State Police, Harrisburg, PA (2008 - 2010)

- Managed and supervised the Department's recruitment efforts as directed by the Deputy Commissioner of Administration and Professional Responsibility.
 - Developed, analyzed and evaluated statistical data pertaining to recruitment initiatives.
 - Reviewed and updated the Department's recruitment policies and procedures.
 - Developed grass roots strategies to overcome cultural and historical barriers in ethnic communities to build trust and enhance recruitment efforts.
 - Developed and managed collaborations with minority community and faith-based organizations to advocate on behalf of the department to enhance recruiting.
 - Managed and supervised the Department's Random Drug Testing Program and Awards Program.
-

Lieutenant, Director Heritage Affairs Office

Pennsylvania State Police, Harrisburg, PA (2006 - 2008)

- Served as the Department's liaison with the Inter –Agency Task Force on Civil Tension which consists Of state and federal law enforcement agencies and local human relations and civil rights organizations.
- Developed and conducted training presentations to law enforcement agencies and community organizations regarding hate/bias crimes and incidents.
- Provided guidance, direction and assistance to troop personnel, local law enforcement agencies and community organizers who are actively responding to a hate/bias crime or incident.
- Ensured effective interaction with external agencies and other organizational segments of the Department by developing and maintaining effective relationships through meetings and consultation.
- Evaluated existing hate/bias law enforcement training programs for the Department and other agencies.
- Assisted in developing training that is current and relevant to existing legislation.

Lieutenant, Criminal Investigation Section Commander

Pennsylvania State Police, Harrisburg, PA (2005 – 2006)

- Responsible for managing the operational and criminal investigation function of the troop and provided administrative support to the Troop Commander.
- Responsible for the overall accomplishment of criminal investigations within the troop by overseeing criminal investigations within the troop.
- Directed major case team/crime task forces by leading and supervising all personnel involved in major case investigations.
- Received and coordinated criminal intelligence information with federal, state and local law enforcement agencies.

Lieutenant, Patrol Section Commander

Pennsylvania State Police, Hollidaysburg, PA (2003 – 2005)

- Ensure personnel in the patrol function of the troop were knowledgeable of new regulations and laws, changes in laws and regulations, and issues of interest.
- Oversaw the training of all patrol personnel within the Troop by reviewing available training, making recommendations to the Troop Commander as to training that is relevant and will enhance the overall patrol function.
- Coordinated programs for traffic enforcement by developing implementation plans, including highway emergency plans that detail location, number of Troopers, times and dates in accordance with regulations.
- Administered the Probationary Trooper program by selecting Field Training Officers, implementing a tracking program, review the probationary Trooper's progress every 60 days.

See addendum for training, professional affiliations and references

Joseph L. Lipari
Independent Police Monitor
City of Boulder, Colorado

PROFESSIONAL PROFILE

Independent Police Monitor, City Manager's Office
City of Boulder, July 2020 – Present

- Formulate strategic vision, objectives, and performance goals of the Office of the Independent Police Monitor
- Support the work of the civilian Police Oversight Panel
- Actively monitor all complaint investigations
- Observe all interviews
- Review completed internal affairs investigations to ensure they are complete, thorough, and fair
- Conduct community outreach
- Provide analysis and best practices recommendations on police operations and disciplinary matters

Deputy Inspector General for Public Safety, Office of Inspector General
City of Chicago, August 2018 – May 2020

- Formulate the strategic vision, objectives, and performance goals for the Public Safety section
- Day-to-day supervisory leadership, coordination, and guidance for the work of the Chief Performance Analysts and the Chief Investigator including training, evaluation, and the assignment of work
- Coordinate operations with the office's Investigations section
- Assure quality control for all Public Safety section outputs
- Managed the completion and public release of reports on topics including CPD's gang database, body-worn camera policies, predictive risk models, school resource officers, and internal affairs operations.

Assistant Inspector General, Office of Inspector General for the New York Police
Department, New York, New York, May 2018 – July 2018

Senior Policy Manager, Office of Inspector General for the New York Police
Department, New York, New York, May 2016 – May 2018

- Led teams comprised of policy analysts, attorneys, investigators, data assistants, and auditors who conduct investigations and review the operations, policies, and practices of the NYPD to develop recommendations for reform
- Manage the day-to-day operations of OIG-NYPD's Policy Analysis Unit
- Coordinate with OIG-NYPD's Investigative Unit where appropriate
- Supervise staff
- Ensure the proper training of employees within the unit
- Monitor and guide project progress
- Draft, review, and edit reports containing qualitative and quantitative analysis
- Interview and evaluate potential new hires

- Project Leader on the following reports:
 - *Putting Training into Practice: A Review of NYPD's Approach to Handling Interactions with People in Mental Crisis*, January 2017
 - Identified gaps in NYPD's Crisis Intervention Team (C.I.T.) policy and dispatch procedures
 - Provided 13 policy and training recommendations to improve program
 - *Addressing Inefficiencies in NYPD's Handling of Complaints: An Investigation of the "Outside Guidelines" Complaint Process*, February 2017
 - Encouraged NYPD to overhaul its outdated, paper-based complaint tracking system
 - Resulted in the creation of a new electronic case management system implemented in January 2018
 - *An Investigation of NYPD's New Force Reporting System*, February 2018
 - Demonstrated that NYPD's Use-of-Force rate represents a significant under-counting of force used by officers
 - Provided 20 policy and procedure recommendations to ensure accuracy and reliability of use-of-force data

Administrator, Citizen Review Board, Syracuse, New York, May 2012 – May 2016

Responsible for all agency operations including:

- Complaint intake
- Interviews
- Conducting investigations
- Developing case disposition recommendations
- Managing and facilitating review board hearings
- Community outreach
- Office management
- Developing policy and training recommendations
- Producing quarterly and annual reports
- Managing agency budget
- Managing relationships with elected officials, relevant law enforcement agencies, and the District Attorney's office
- Managing multiple external accounts with third party contractors for outside legal counsel, media relations, mediation services, and medical consultation for cases involving physical injuries

Advanced Practitioner Fellow, Eurasia Foundation, Social Expertise Exchange Program, Spring 2015

- In April 2015 I travelled to Russia for two weeks as part of a partnership between the Eurasia Foundation and the National Association for Civilian Oversight of Law Enforcement. I was a member of the program's Rule of Law Working Group which was responsible for assessing the applicability of public

oversight models currently used in Russia and the US and to identify opportunities for improvement. The Rule of Law Working Group aimed to expand the knowledge of citizens on how they could build effective institutions of police accountability.

Executive Director, Citizens Alert, Chicago, Illinois, 2010 – 2012

- Citizens Alert was a non-profit organization that provided information and assistance to the public on issues of police accountability. I also handled media relations, grant writing, and worked with community groups concerned with security policies and police-youth relations in Chicago Public Schools.

Spokesperson and Chair of Community Outreach, The Chicago Coalition for Police Accountability (CCPA), 2008 – 2012

- The CCPA was a partnership of civic and community groups (including the Cook County Public Defender's Office and the Illinois ACLU) that worked with the Mayor's office, the City Council, and police officials to strengthen and reform the city's police oversight mechanisms. In this capacity, I facilitated community meetings with the Chief Administrator of the Independent Police Review Authority, met with City Council members to build support for proposals to reform Chicago's Police Board, and consulted with the Mayor's office and City Council in a successful effort to pass a Police Board reform ordinance in 2011.

Lecturer, African American and Urban History, University of Illinois at Chicago, 2006 – 2012

- Areas of Specialization: Urban Policing, U.S. History, African American History, World History
- Research Areas: History of Police-Community Race-Relations in Chicago, History of Police Reform Efforts in Chicago
- As part of my research, I examined the history and evolution of civilian oversight mechanisms in Chicago and throughout the nation.

Family Support Coordinator, Habitat for Humanity of Greater Baton Rouge, 2000 – 2002 (AmeriCorps service)

- In this position, I provided social support services to families and individuals who purchased homes through Habitat for Humanity. I also wrote and received a grant from the State of Louisiana to assist the organization's homeowners in starting their own small businesses through a micro-finance program.

EDUCATION

- Ph.D. (ABD) 2006, University of Illinois at Chicago, Department of History
Dissertation: Policing, Race, and Reform in 20th Century Chicago, 1897-1975
- M.A. 2004 University of Illinois at Chicago, Department of History
Area of study: African American and Urban History
- B.A. 2000 Louisiana State University, Department of Geography and
Anthropology (Major: Cultural Anthropology, Minor: Political Science)

TRAINING AND CERTIFICATION

- Association of Inspectors General, Certified Inspector General, March 2019
- Police Internal Affairs Training (40 hours), Institute of Police Training and
Management, University of North Florida, February 2014
- Use of Force Summit (21 hours), Daigle Law Group, LLC, Uncasville,
Connecticut, December 2014
- Certified Practitioner of Oversight, National Association for Civilian Oversight of
Law Enforcement (NACOLE)

PROFESSIONAL ASSOCIATION

National Association for Civilian Oversight of Law Enforcement
Member of Strategic Planning Committee, 2012 - 2016

- Assisted in interviewing and selecting a strategic planner to facilitate NACOLE's
current five-year development plan NACOLE 2020, contributed to the redrafting of
NACOLE's by-laws, developed grant proposals, and assembled a list of academic
researchers in the fields of civilian oversight and police science to be made
available on the NACOLE website.
- Attended NACOLE conferences in 2012, 2014, 2015, 2019 and 2021.
 - Facilitator, workshop on *How to Develop and Strengthen an Effective
Oversight Agency – Lessons Learned from Small Agencies that Have
Managed to Survive and Thrive*, Kansas City, MO, September 2014
 - Panel Presenter, *International Perspectives on Civilian Oversight*,
Riverside, CA, October 2015

- Panel Presenter, *Chicago Oversight: Collaboration and Challenges in Practice*, Detroit, MI, September 2019
- Panel Facilitator, *From Data Analysis to Policy Recommendation*, Virtual Conference, September 2021
- Panel Presenter, *Partnering Law Enforcement with Mental Health Social Workers in Community Co-Response*, Tucson, AZ, December 2021

ACADEMIC PAPERS, PRESENTATIONS & PUBLICATIONS

- *Putting Training into Practice: A Review of NYPD's Approach to Handling Interactions with People in Mental Crisis*. American Society of Criminology, Philadelphia, PA, November 2017
- *Transformations in Policing: Chicago and America in the 1960s*. Chicago History Conference, April 2010
- *Social Change and Police Reform: The Policing of Crowd Violence during Chicago's Era of Integration, 1945-1959*. Chicago History Conference, April 2009
- *Policing Race and "Vice" from the Progressive Era through the Depression, 1897- 1938*. Chicago History Conference, April 2008
- *Policing Inter-racialism in Jazz Age Chicago, 1915-1927*. University of Illinois-Chicago, History Department Lecture, March 2008
- "The Fraternal Order of Police," in *Encyclopedia of U.S. Labor and Working-Class History*, 3 vols., ed. Eric Arnesen. New York and London: Routledge, 2007
- *The Policing of Post-Katrina New Orleans* at The University of Illinois at Chicago, April 26, 2006. This presentation focused on the police and military response in New Orleans in the aftermath of Hurricane Katrina.