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BACKGROUND AND EXPERIENCE

Law Enforcement Policy and Practices Consultant (Self Employed)

01/99 - Present

Private Consultant

Consult with law enforcement agencies concerning policy issues. Provide consultation and expert witness testimony regarding litigation relating to police practices and conduct. Retained in approximately 200 cases in numerous states and Federal Districts. Has been qualified as an expert witness in state and federal courts. Has conducted several independent internal inquiries for municipalities regarding allegations of police misconduct. Serves as an assessor (Team Leader) for the Commission on the Accreditation for Law Enforcement Agencies (CALEA) and has reviewed the operations of approximately thirty-five (35) law enforcement agencies seeking Accreditation. Has conducted Operational, Organization and/or Policy reviews for numerous law enforcement agencies independent of CALEA assessments. Served as Interim Public Safety Director and Chief of Police Forest View (IL) and assisted in search for the Director's position.

National Railroad Passenger Corporation (AMTRAK) – Amtrak Police Department*

*** CALEA Accredited since 1992**

01/02 – 05/05

Inspector/Director of Police – Western Region

Responsible for oversight of Amtrak Police Personnel, Operations and Budgets for the Western Region (30 States) including the Chicago, Indianapolis (Beech Grove), New Orleans, Los Angeles and San Francisco field offices and several detective posts located throughout region. This oversight included supervision and review of Patrol, Investigative and Administrative functions, which are directed to protect the Corporation; its customers, employees and assets as well as the public in general. Conducted Internal Inquiries and reviewed all complaint investigations within Region. Chaired Training Committee with oversight for Defensive Tactics and Firearms Sub-Committees and served as member of the Use of Force Committee – reviewed all use of force incidents nationwide.

Illinois Department of Law Enforcement/Illinois State Police:

5/98 - 12/98

Interim Police Superintendent, Cicero Police Department

Appointed by State Police Director and Cicero Town President, with the approval of Governor Edgar's Office, to oversee daily operations of the Cicero Police Department. Responsible for spearheading the effort to restore an embattled police department to operating condition which had been devastated by the loss of the superintendent, top command staff and over one third of the police force. Awards were received from the Illinois State Police and the Town of Cicero for accomplishing this mission.

10/96 - 5/98

Lt. Colonel, Region I Commander

Commanded over 600 employees with oversight for Operations (Patrol and Investigations) and Administration of District Chicago, District 15, Region I Tactical Response team (SWAT), Helicopter Unit, USART (underwater search and rescue team), Tactical Operations Group (gang and narcotic enforcement) and various Task Force Personnel.

2/95 - 10/96

Major, District Chicago Commander

Implemented the merger of two Illinois State Police districts 3 & 4 into a combined District Chicago, the largest state police district in Illinois. Directed 330 employees; responsible for overseeing patrol and investigative functions and specialized units, such as the Public Integrity Task Force (PITF), South Suburban Auto Theft Task Force (SSATIN) and the Cook County Metropolitan Enforcement Group (CCMEG). Developed, implemented and provided oversight of the Public Integrity Task Force, Formulated and oversaw the operational plan for State Police duties during the 1996 Democratic National Convention in Chicago.

1984 - 1995

Captain

Area I Commander - Commanded Districts 3, 4 and 15 and other specialty functions. Oversaw the state police operations for the 1994 World Cup Soccer Championship in Chicago, the largest detail ever undertaken by the Illinois State Police at the time. Developed and implemented the concept of a helicopter unit.

District 4 Commander - Restructured the District operations by merging both patrol and investigative functions under a single command. The effectiveness of this District Pilot Project led to statewide implementation.

Zone 3 Commander - Responsible for operations and administration of three squads of investigators whose assignments included violent crime and general criminal investigations, child exploitation, narcotics investigations, etc.

Intelligence Commander (Northern) - Led the strategic and intelligence operations in specialized areas of organized crime, terrorism and extremist groups. Reorganized and significantly enlarged the unit to include tactical

operations; instrumental in the creation of the first gang crimes unit in the state police.

Fraud Unit Commander (Area I) - Responsible for the operation and administration of four squads whose investigative responsibilities were Medicaid Fraud, Public Aid Fraud, Drug Diversion Investigations and White Collar Crime.

1978 - 1984

Lieutenant, Master Sergeant and Sergeant

Served as Squad Supervisor and Area Supervisor of the Cook County Metropolitan Enforcement Group, a multi-agency drug enforcement unit.

1972 - 1978

Investigator

Served in General Criminal (Property and Violent Crimes), Narcotic and Racetrack investigative areas.

Metropolitan Police Department, Washington, DC:

3/71-11/72

Patrolman, Third District. Graduated first in academy class. Served as an officer in one of the District of Columbia's highest crime areas.

ACADEMIC AND PROFESSIONAL TRAINING

St. Joseph's College, (Rensselaer, Indiana), B.S. Political Science, 1970

American University, (Washington DC), 1971-1972
Graduate studies in Criminal Justice

University of Illinois at Springfield, (Springfield, Illinois), 1973
Graduate studies in Criminal Justice

Extensive law enforcement, management and operational training courses. Cumulative hours in excess of 3,000.

PROFESSIONAL AFFILIATIONS (Past and Current)

International Association of Chiefs of Police
Illinois Association of Chiefs of Police
South Suburban (Cook County) Chiefs of Police - Executive Board Member
Commission on Accreditation for Law Enforcement Agencies (CALEA) – Assessor
International Law Enforcement Educators and Trainers Association (ILEETA)
Illinois State Police Command Officer's Association
Crimestoppers of Cook County – Executive Board Member
Lake County (IL) Major Crimes Task Force (Original Formation Committee)
Metropolitan Enforcement Group - Policy Board Member
Public Integrity Task Force - Executive Board Member

Illinois State Police Forensic Services Advisory Board
Law Enforcement Executive Development Association
International Narcotic Enforcement Officers Association
Illinois Police Accreditation Coalition
High Intensity Drug Trafficking Area (HIDTA) – Executive Board Member (Chicago HIDTA)
Association of Force Investigators

ILLINOIS STATE POLICE AWARDS

- Cicero Detail
- Democratic National Convention Detail
- District Chicago Consolidation
- Helicopter Unit (Concept Development and Implementation)
- World Cup Soccer Detail
- Project Mortar (Area I Fraud Unit)
- Awards also received from the Federal Bureau of Investigation, U.S. Drug Enforcement Administration, HIDTA (Chicago), U.S. Secret Service, U.S. Customs Service, Bureau of Alcohol, Tobacco and Firearms, Chicago Police Department, Cook County State's Attorney and Cook County Crimestoppers
- Numerous letters of commendation

AMTRAK POLICE AWARDS

- Certificate of Appreciation RE: Performance & Contributions
- Letter RE: Contributions to the Department (including Training & Use of Force)

ADDITIONAL RECOGNITION

- Numerous letters of Thanks and appreciation for efforts as a Consultant and Special Investigator



ADDITIONAL ACADEMIC AND PROFESSIONAL TRAINING (Not All Inclusive)

Metropolitan Police Academy, (Washington, DC), 1971
Basic Police Training - Illinois Bureau of Investigation, 1972
Weapons Training, Annual Training, (MPDC, ISP & APD)
Control and Arrest Tactics, Annual Training, (MPDC, ISP & APD)
Illinois Bureau of Investigation Financial Crime School, 1974
INEOA Special Narcotic Enforcement Training Conference, 1975
Basic Supervisor Training, 1979
Laws of Arrest, Search and Seizure (update), 1979
Prosecution/Investigation of Drug Cases, 1979
Interview and Interrogation (John Reid Course), 1981
Command Officer Management Development (by Michigan State University), 1981
Basic Photography for Law Enforcement Officers, 1982
Leadership through People Skills (DMT II), 1983
Narcotic Conspiracy Class, 1983
Financial Investigative Techniques - I.R.S., 1984
International Terrorism Conference, 1986
Sting Operations, 1987
Dynamics of Negotiations, 1987
Assessment Center (Assessor) Training, 1988
Organized Crime Management, 1988
Arrest, Search & Seizure (update), 1989
Asset Seizure & Forfeiture, 1990
Intelligence Management, 1990
Crash Report Training, 1993
Strategic Leadership Training, 1993
International Terrorism Conference, 1993
Diversity Training, 1995
Tactical Incident Management for Command Officers, 1995
Work Place Crime 2000, 1995
Executive Management Program (Northwestern University Traffic Institute), 1996
Ethics in the Workplace, 1996
Stop Stick Training, 1997
Pursuit and Emergency Response - Instructor Training, 1997
High-Tech Crime Seminar, 1997
FBI - Law Enforcement Executive Development, 1997
Domestic Violence Training, 1998
Civil Liability and Risk Management, 1999
CALEA Assessor Training, 1999
Managing Generation X Employees, 2000
National Symposium on Racial Profiling and Traffic Stops, 2000
Investigation and Management of Officer Involved Shootings, 2001
CALEA On-Site (Revised) Training, 2002
Internal Inspections and Investigations (by the Community Policing Consortium), 2002
Physical and Psychological Aspects of Police Shootings, 2002

ADDITIONAL ACADEMIC AND PROFESSIONAL TRAINING (CONTINUED)

Sudden In – Death Custody: Beyond Positional Asphyxia: Systems Based Approach, 2002
Assessment (Assessor) Center Training Course (by IL.ACP & Stanard & Associates), 2003
Workplace Violence (Amtrak), 2003
Harassment (Amtrak), 2003
CALEA Team Leader Training, 2003
CALEA Assessor Refresher Training, 2003
Use of Force Conference, 2003
Cultural Diversity Training (Amtrak), 2003 & 2006
Bias Based Profiling Training (Amtrak PD), 2003
Internal Affairs Policy (IACP Conference), 2003
Effective Leadership Training (IACP Conference), 2003
LTATP (Anti-Terrorism (TSA/FLETC), 2003
Mental Preparation for Armed Confrontation (LECC), 2004
Recent Developments in the 4th Amendment Arena (IACP Conference), 2004
New Department of Justice Use of Force Policy (IACP Conference), 2004
Law Enforcement Response to Domestic Violence (IL Chief's Conference – 2005)
Nuts & Bolts Internal Affairs Legal Update (IL Chief's Conference – 2005)
Police Misconduct (Lorman Education Services – IACET - 2005)
CALEA Assessor Team Leader Refresher Training, 2006
Police Liability in Illinois (Lorman Education Services- IACET – 2006)
Why Law Enforcement Managers Fail to Make an Impact (Illinois Chiefs Conference – 2007)
What Every Chief Needs to Know About a SWAT Callout (Illinois Chiefs Conference – 2007)
Legal Update - Liability Explosion in Wrongful Conviction and Employment Retaliation
Litigation (Illinois Chiefs Conference – 2007)
Investigation of Officer Involved Shootings (ILEETA Conference – 2007)
Analyzing Human Factors & Contextual Cues in Use of lethal Force (ILEETA Conference 2007)
CALEA Team Leader & Report Writing Refresher Training (Atlanta 2008)
CALEA Assessor (Refresher) Training (Atlanta 2008)
Force Science Research Center - Focus of Attention (ILLEETA 2008)
Psychological Issues in officer Involved Shootings (ILEETA 2008)
The Deadly Mix Recognizing Threats (ILEETA 2008)
Force Science Research Center – Human Factors – Certification Course (2009)
Police Pursuit Policy Workshop – (Illinois Chief's Winter Training Conference - 2010)
Reducing Lawsuit Exposure – (South Suburban Chief's Association Training – 2010)
Officer Involved Shootings and Traumatic Reactions: What Command Staff Should
Know/International Association of Chiefs' of Police Psychological Section's Officer Involved
Guidelines – (South Suburban Chief's Association Training – 2011)
CALEA Assessor (Refresher) Training (Bethesda 2011)
Creating Defensible Personnel Practices (CALEA Conference – Bethesda 2011)
Smart Use of Force: In the Jail on the Street (ILEETA 2011)
Understanding Reaction Time & Response (ILEETA 2011)
Rapid Threat Recognition (ILEETA 2011)
Understanding Force Standards of Accountability (ILEETA 2011)
Excited Delirium Response Protocol (ILEETA 2011)
Contemporary Issues in Use of Force (IACP Conference 2011)

ADDITIONAL ACADEMIC AND PROFESSIONAL TRAINING (CONTINUED)

Revisiting Use of Force in American Law Enforcement: The Chief's Role in Addressing Current Trends and Issues (IACP Conference 2011)

Interaction between Police and People with Mental Illness and the Mental Health Care System – Canadian Perspective (IACP Conference 2011)

Surviving the Threat: The Psychology of Survival in Life Threatening Encounters (IACP Conference 2011)

Police Pursuits Policy and Practice – Risk Versus Reward (IACP Conference 2011)

Organizational Accountability/Force Management (IACP Conference 2011)

Eyewitness Evidence Reform (IACP Conference 2011)

Chief I've been Involved in a Shooting: What Happens Next (IACP Conference 2011)

TASER – Use of Force, Risk Management and Legal Strategies (Gwinnett County, GA - 2011)

Post-Conviction Investigations –Avoiding Wrongful Convictions (ILEETA 2012)

Pursuit Policy Workshop (ILEETA 2012)

Search Warrants and Working with Informants Seminar (CCSA Office – 6th District 2013)

Management, Oversight and Monitoring of Use of Force (AELE 2013)

Lethal and Less Lethal Use of Force (AELE 2013)

Use of Force Liability (ILEETA 2014)

Application of Force Science Principles (ILEETA 2014)

Best Practices for Dangerous Dog Encounters (ILEETA 2014)

Excited Delirium Syndrome-What it is/What to do about it (ILEETA 2014)

Taser Training Update (ILEETA 2014)

The Right to Photograph & Record in Public (ILEETA 2014)

Non-Custodial Interrogation and False Confessions (ILEETA 2014)

Criminal Interview & Interrogation (ILEETA 2014)

Improving the Practice of Interrogation (ILEETA 2014)

CALEA Assessor (Refresher) Training (Orange County, CA 2014)

Discipline and Internal Investigations (AELE 2014)

Use of Force Investigations – Policy, Practices and Oversight (IACP 2015)

Body Worn Body Cameras – Legal Issues and Implications (IACP 2015)

The Psychology of Deadly Force Encounters (IACP 2015)

Taser Webinar: Risk Management – Success Stories and CEW field data (2016)

Body Cameras & Other Recordings in Law Enforcement: Critical Force Science® Issues Impacting Investigations, Policy, and Incident Analysis (Force Science Institute - 2016)

Organizational Accountability – Use of Force Management (ILACP - 2016)

CALEA Assessor (Refresher) Training (2017)

Realistic De-Escalation (Force Science Institute (2017)

Association of Force Science Conference (2018)

Officer Involved Death Investigations - Best Practices (ILACP - 2019)

De-escalation and other use of force concepts (IACP Conference - 2019)

Policing Mental Health (Federal L. E. Training Ctr. Webinar - 2021)

Understanding Kalkines-Garrity (Federal L.E Training Ctr. Webinar - 2021)

Investigating Duty to Intervene (Assoc. of Force Investigators Webinar - 2022)

Officer Involved Shooting Investigations: The Video Demonstrative - (ILACOP/Midwest Security & Police Conference/Expo -2022)

Law Enforcement Interaction with Autism and their Caregivers - (ILACOP/Midwest Security & Police Conference/Expo - 2022)

Advanced Body-Worn Cameras (Force Science Institute - 2022)

USE OF FORCE/POLICE OFFICER INVOLVED SHOOTINGS

Personally investigated police officer involved shootings and use of force incidents. Supervised/Reviewed/Oversight for investigations regarding use of force incidents, officer involved shootings and accidental firearm discharges of Unit, District and Region personnel as well as shootings/ use of force by members of other departments investigated by the State Police. Responsibility for supervisory oversight/approval of ISP Tactical Response Team operations

Created the Public Integrity Task Force, a joint task force of Illinois State Police personnel, Cook County Sheriff's and Cook County State's Attorney (Investigations Bureau) personnel to investigate allegations of wrongdoing to include unlawful use of force as well as all officer (suburban) involved shootings in Cook County (Nation's second largest county)

Reviewed all suburban (Cook County) officer involved shootings investigated by the Public Integrity Task Force for the period of March, 1996 through May, 1998

Developed and implemented Use of Force Policy for the Cicero Police Department. Implemented Control and Arrest Tactics (C.A.T.) training for the Cicero Police Department based on the Illinois State Police model. Reviewed all use of Force reports while serving as Interim Superintendent of Cicero Police Department. Recommended dismissal of officer involved in a shooting

Received basic and repeated in service training regarding firearms, use of force and control and arrest tactics training while a member of the Metropolitan Police Department (Washington, D.C.), Illinois State Police and Amtrak Police Department. Have attended and continue to attend numerous conferences and seminars on use of force subjects.

Certifications - Force Science Analysis from Force Science Research Institute

Served on the Amtrak Police Department's Use of Force Review Committee. Reviewed all use of force incidents by APD Officers nationwide. Assisted in rewrite of Amtrak Use of Force Policy. Chaired Amtrak Police Department's Training Committee with oversight for the Firearms and Defensive Tactics subcommittees

Serve as an Assessor for the Commission for the Accreditation of Law Enforcement agencies (CALEA) and have conducted assessments of approximately 35 law enforcement agencies throughout the U.S. Reviews, include reviewing agency uses of force, reporting and analysis of agencies' force as well as their policies, practices and training, including the review of Use of Force lesson plans and a three-year analysis of agency Uses of Force

Retained, consulted, qualified as an expert and provided deposition and trial testimony on Use of Force/Officer Involved Shootings cases in State and Federal court

Regularly review Law Enforcement Journals and articles related to Use of Force topics

EMERGENCY VEHICLE OPERATION/PURSUIT

Reviewed pursuits by Region I and District personnel (ISP), Cicero Police, Amtrak Western Region and Forest View Police personnel while serving in Command/Agency Head positions

Reviewed squad car accidents as a Region, District and Unit Commander, Interim Superintendent (Cicero, IL PD), Amtrak Police Inspector/Director and Chief of Police (Forest View, IL PD)

Served on Accident Review Board (ISP). Served as a senior level advisor for Illinois State Police Pursuit Policy/Oversight for Instructors training revised ISP policy

Oversight/Approved guidelines for use of ISP helicopter in pursuits

Developed and implemented Pursuit Policy for Cicero Police Department

Developed and implemented Patrol Procedures - Emergency Vehicles and Call Response for Cicero Police Department

Created and implemented Accident Review Board for Cicero Police Department

Personally participated in numerous pursuits

Personally participated in hundreds of emergency calls

Served as a policy consultant to local departments regarding Emergency Vehicle Operations/Pursuit Policies

Reviewed the policies, annual analyses and training materials RE: Pursuits for over thirty (30) law enforcement agencies throughout the United States as a CALEA Assessor

Certifications - Force Science Analysis from Force Science Research Institute & Certified Litigation Specialist from Americans for Effective Law Enforcement (AELE)

Retained, consulted and provided deposition and trial testimony on Pursuit/Emergency Vehicle operation

Regularly review several Law Enforcement Journals that include articles related to the subject matter and have attended numerous seminars regarding pursuit practices

Serve as an Assessor for the Commission for the Accreditation of Law Enforcement agencies (CALEA) and have conducted assessments of approximately 35 law enforcement agencies throughout the U.S. Reviews, include reviewing agency pursuits, reporting and analysis of agencies' pursuits as well as their policies, practices and training, including the review of Pursuit lesson plans and a three-year analysis of agency pursuits.