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**(REVISED 01/2012)**

## **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. Has been qualified as an expert witness in state and federal court. 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 more than twenty (20) law enforcement agencies seeking Accreditation. Has conducted Operational, Organization and/or Policy reviews for several agencies, most recently the Kane County Sheriff's Office, the Armenian National Police (for the World Bank) and Kankakee Police Department. 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, 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 into the newly created District Chicago, the largest state police district in Illinois. Directed 330 employees; responsible for overseeing patrol and investigative functions as well as specialized units, such as the Public Integrity Task Force, 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

Attend 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  
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)

### **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
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## **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

## **ADDITIONAL ACADEMIC AND PROFESSIONAL TRAINING (CONTINUED)**

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

Sudden In – Death Custody: Beyond Positional Asphyxia: Systems Based Approach, 2002

Assessment (Assessor) Center Training Course (by IL.ACP & Stanard & Associates), 2003

## **ADDITIONAL ACADEMIC AND PROFESSIONAL TRAINING (CONTINUED)**

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 4<sup>th</sup> 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)

## **ADDITIONAL ACADEMIC AND PROFESSIONAL TRAINING (CONTINUED)**

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)

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)



**ADDITIONAL ACADEMIC AND PROFESSIONAL TRAINING (CONTINUED)**

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 Seminar (Gwinnett County, GA - 2011)

**QUALIFICATIONS/EXPERIENCE**  
**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

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

Responsibility for supervisory oversight/approval of ISP Tactical Response Team operations.

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. Also reviewed an officer involved shooting. 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. Attended several conferences and seminars on use of force subjects. Attended and received certification in Force Science Analysis from Force Science Research Institute

Served on Amtrak Police Department Use of Force Review Committee. Reviewed all use of Force incidents by APD Officers nationwide

Chaired Amtrak Police Department's Training Committee with oversight for the Firearms and Defensive Tactics subcommittees

Assisted in rewrite of Amtrak Use of Force Policy

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

Regularly attend Conferences where Use of Force issues are part of the agenda

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

**QUALIFICATIONS/EXPERIENCE**  
**EMERGENCY VEHICLE OPERATION/PURSUIITS**

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 and related materials for CALEA standards compliance RE: Pursuits for several agencies as a CALEA Assessor

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