

**Aegis Solutions**  
744 River Hill Drive  
Richmond, KY 40475

30 March 2021

Ms. Teresa Gonzales  
DFAS Purchasing  
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Greetings,

Please accept the attached document as Aegis Solutions' response to the City of Albuquerque's Request for Letters of Interest related to the External Force Investigation Team construct at the Albuquerque Police Department. Aegis has developed a core group of experienced, proven leaders in law enforcement that are willing and able to establish an investigatory team to assist, guide and mentor the Internal Affairs Force Division in Albuquerque.

Per stipulation found in the RFLI, Aegis acknowledges and agrees to the format and terms in the Draft Agreement without amendment.

Thank-you for your consideration. We look forward to a discussion regarding this proposal.

Sincerely,

Thor Morrison  
Principal  
Aegis Solutions  
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An old saying about the prospects and effort required to change police behavior likens the exercise and the effort to bending granite<sup>1</sup>. This is true when the wrong tools are employed. This is true when there is insufficient commitment to the task and realization of the goal. And this likewise is true when inappropriate or unrealistic goals are sought. The metaphor is useful in both describing the goal, assignment of appropriate effort, and certainly to the level of commitment.

While Albuquerque Police Department is certainly not figurative granite, there is well documented evidence of intransigence and cultural embeddedness of practice and custom in the recent past that will require careful selection of tools and methods, commitment in time and limited resources, and forthrightness to make and sustain significant positive change.

It is an expensive exercise to initiate and sustain any project that requires physical presence, support and provisional staffing to provide coverage any time of day, seven days a week. It is yet more expensive to establish a unit with highly qualified, well trained, and experienced personnel. But all this is, failing a significant and sustained change to occur, *less* expensive than continuing down a path of non-compliance with the Court Approved Stipulated Agreement (CASA), demonstrable lack of adherence to protocols and policies, insufficient or inaccurate practices, less than sufficient oversight, and resulting settlements and awards.

The City has paid significant sums in settlements and awards that resulted from behavior and actions that should be construed as preventable through appropriate training, oversight and accountability. Prevention of these behaviors and practices can occur in many forms and makes up a goodly portion of academic police studies. From a practical, operational standpoint, there at once appears to be several cultural issues at play.

Albuquerque Police Department (APD) appears to have accepted by default a culture that regarded the police as separate from the community it serves. Likewise, APD administration and management appears to have been unwilling or unable to transform this orientation to a more accountable posture and sustain it until the preponderance of the sworn population accepted it as their own, value-driven approach to their vocations. The independent monitor's several reports bear out this reality, among others, systematically and thoroughly.

And as awareness of city leaders, APD leadership, and APD began to shift their awareness and orientation, this too, is methodically traced in the monitor's reports. Up until the past year, significant progress was holistically at work: Primary and Secondary Compliance defined in the CASA were sustained at high levels and trending towards full compliance, significant benchmarks were achieved, and there appeared to be a path forward. But Operational Compliance was notably lagging. To some degree, this is understandable given the relationships between the three measures; policies necessarily must be further along the pathway for operational behavior to conform to those policies in a significant, meaningful way. But as Operational Compliance appears to have plateaued, the need for identification of new change methods or modification and enhancement of existing methods appears to be warranted.

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<sup>1</sup> See Guyot, Dorothy. 1979. "Bending Granite: Attempts to Change the Rank Structure of American Police Departments." *Journal of Police Science and Administration* 7:253-284. While Guyot and others have assigned the granite metaphor to change in rank structure, there are ample parallels to other police reform efforts.

It is at this point, following publication of the independent monitor's 12<sup>th</sup> report, that specific operational support to APD enters as a considered means. While the independent monitor has provided countless hours of technical assistance and monitoring of practices and work products, operational engagement with APD officers is unquestionably a new element in the Albuquerque consent decree. There was sufficient foreshadowing of this eventuality, but it likely seemed extreme and unprecedented.

Five years ago, events instigated a special report from the independent monitor. Implementation of EFIT at this juncture may well be informed prescience, but the present policy choice parallels distinctly:

The second scenario---an enhanced level of review---assumes that APD will implement some form of intensive review that will, in effect, create far a more compressed and assertive assessment-feedback cycle, which should produce far steeper progress toward the compliance standard. Moreover, because it is equally important to sustain compliance after achieving it, enhanced review may be necessary for an extended additional period to ensure that the improvements become institutionalized. The assumption, of course, is that at some point the Department's use of force oversight and accountability system will perform well enough to sustain compliance.

Independent Monitor's Special Report, 2016, p.18

The divide between American police and American communities requires much that is beyond the scope of this request for proposals and may or may not differ substantively from the police experience in Albuquerque. However, there are some commonalities, foundational elements of policing in a free society, that should be treated as overarching considerations of this proposal. Despite the good intentions of many and the likely virtuous inclinations of most, often our better angels need encouraged and cannot be relied upon to do things correctly, forthrightly or diligently on their own. For our civil society to inhere, power and practice of the state must be distinguishable by citizens to be above reproach; the public trust is not a trifling concept that is only the purview of philosophers. Without credibility, the police are perceived as a force of occupation, the enemy, and anathema to American virtues.

*Procedural justice and constitutional policing properly situated*

The preceding may appear to some to take a negative approach to police. This is emphatically not the case. The principals of Aegis and all contractors who work with us are deeply embedded in constitutional policing. Undoubtedly most officers in Albuquerque (like so many other law enforcement agencies throughout the United States) are police officers for the right reasons and try to do the right things. But in all things, how we perform matters. Each of us affiliated with Aegis believes fundamentally in professional policing that promotes and serves community, rights of citizens, and necessary limitations on state authority in this practice. In no case to memory or experience have peace officers rejected or failed to embrace clearly articulated direction with sufficient explanation and training where the goals of the organization are demonstrably consistent with support of the community they serve, state and federal laws, and the Constitution. The specific challenges to EFIT are at once

easily and succinctly described: establish expectations from clear policy directives, establish professional relationships based on trust and predictable if not guaranteed responses, express results of review and analysis in a clear, forthright manner, encourage good and proper behaviors, and provide corrective action in clearly articulated means. Consistent presence is an extraordinarily valuable tool to achieve all of the preceding and amplifies the currency of mentoring efforts.

Dr. Ginger put it directly and accurately:

“In the monitor’s experience, nothing beats the observant hand of a well-trained, knowledgeable, observant, forthright, no-nonsense sergeant in a police agency’s attempt to change officer behavior in the field.” Independent Monitor’s Special Report, 2016, p.21

It is in keeping with this understanding, that well-trained, knowledgeable, observant, forthright and no-nonsense investigators can mentor, guide, and remediate in a constructive manner use of force investigations by APD. Aegis represents an amalgam of individuals who have led law enforcement towards more professional practices through problem solving and adult learning models of training and education. We collectively embrace a guardian orientation of policing not as theoretical concept or as buzz word turn of phrase but rather as career long understandings of effective, community policing. At state and local levels of law enforcement, all partners in Aegis have demonstrated deliberate, goal-minded focus on establishing, rebuilding, and preserving the public trust in policing through objective, measurable goals, sustained elevation of quality training, and collaboration with civic leaders founded on trust relationships.

In short, we do not subscribe to the idea that police are granite. We are willing and eager to help APD’s IA Force investigators through application of the means and principles to serve their community with distinction and integrity.

*Please accept the following as a proposal for contracted services and response to the City of Albuquerque’s “Services for Oversight of Albuquerque Police Department External Force Investigation Team, Request for Letters of Interest.”*

## **Introduction**

Development of this proposal revolves about the construction of a specific team of individuals with the requisite skill sets, experience and professional demeanors necessary and sufficient to fulfill the obligations of the Scope of Services. All provisions of this proposal should be interpreted as appreciation and endorsement by the offeror for the utmost respect for the spirit and letter of the scope of services. Specifically, this proposal is offered in the context of:

- Deep appreciation for the limits of police authority and discretion;
- Understanding of the need for adherence to codified protocols and established procedures;
- Mindfulness of the profound influence of culturalization on police practice; and the
- Dichotomous constructs of limitations and positive obligations of constitutionally grounded policing.

How we want police to perform their difficult tasks—practices that we expect and encourage affirmatively and, conversely, that which we restrict or prohibit in policing—if properly construed and openly debated, establishes a baseline in which to measure that which occurs in practice. Our strength as a democratic republic invariably lies in the outward manifestation of encouragement of that which police excel and remediation and redress in that which police fail to meet expectations. All that is offered herein comes from a foundational expression of policing as a covenant of the public trust and probity.

### **Introduction, Team Lead**

Aegis will designate Thor Morrison, as team lead and Administrator. Thor is a native of Georgia and served in state government with the Department of Criminal Justice Training in Kentucky for 19 years in a variety of roles and is presently law enforcement community liaison and adjunct instructor with the College of Justice and Safety at Eastern Kentucky University.

From 1997 to 1999, Thor was one of the initial team assigned in the Department of Criminal Justice Training to the newly created Office Staff Services and Planning. This office was created to conduct ongoing research on the condition of law enforcement in the Commonwealth, develop legislative proposals that would further the goals of professional policing, and develop a long term plan for transformation of the state's articulation of interest in training (basic training and in-service training), professional standards development, and hiring and selection standards for police, telecommunicators, court security personnel, coroners and other public safety personnel. In this short time frame, Thor was agency lead for Kentucky's first Job Task Analysis of entry-level peace officers in at least 15 years; the methodology and statistical analysis employed in this study served as the foundational edifice for a reconstructed Basic Training curriculum and cadre of duty and assignment specific in-service classes. Concurrent with this major project, gubernatorial interest and willingness on the part the General Assembly provided an opportunity for legislation that would create several professional standards statutes for law enforcement. Operationalizing the new statutes as regulations and policies would consume the remainder of his tenure in this assignment.

In 1998, Kentucky enacted legislation promoted by the Department of Criminal Justice Training and all major law enforcement associations that would establish significant, modern minimum statewide standards for hiring and selection. Police certification and state programming for assistance for compliance with the new law to most of the 400 law enforcement agencies in the state became Thor's primary function on assignment to the Kentucky Law Enforcement Council (the functional equivalent of a POST agency). With approximately 7,300 peace officers in 400 agencies that varied from a one person to a one thousand sworn personnel compliment- all of whom were subject to the provisions of the 1998 Peace Officer Professional Standards Act, bringing the POPS Act to full operational capacity was all consuming.

In 2004, Thor was reassigned as Special Assistant to the Commissioner of the Department; in this assignment, functional responsibilities included serving as chief of staff officer for the agency with responsibilities for intra-division coordination, general counsel, planning, communications, legislative liaison, intergovernmental affairs, and special projects. Special projects varied based on executive or legislative branch interest and included inquiries into legislative initiatives, development of model policies, body worn camera and other technology advancement policies and protocols, methamphetamine public policy, development and inception of the Kentucky Office of Drug Control

Policy, enhancement of the Casualty Insurance Surcharge and Kentucky Law Enforcement Foundation Program Fund, support to the Kentucky Office of Homeland Security in planning, management, and discretionary grant awards process, and many others.

For the Department, Thor has been primary investigator and agency lead for multiple job task analyses for multiple law enforcement and auxiliary job roles, training needs assessments, hiring and promotion boards, and disciplinary review boards. Thor has been tasked with serving a policy lead for challenges to the regulations established by the Department for the operationalizing statutes requiring a physical agility standard for law enforcement applicants and was responsible for agency policy development for defense of challenges to those standards with respect to job relatedness and other 1990 Civil Rights Act challenges. Throughout this time, Thor served as counselor to the chairperson of the Kentucky Law Enforcement Council and was tasked with confidential advice and counsel on all matters relating to the executive branch's policy regarding peace officer certification, standards and training. With respect to tenure, Thor remained in this role for the next three gubernatorial administrations only departing for temporary duty assignments and collaborative special projects.

With a fourth gubernatorial administration change in 2016, Thor transitioned out of state government to higher education. His role from then to present at the College of Justice and Safety is to discover opportunities that will enhance the College's longstanding relationship with the law enforcement community that dates to inception of the College as a beneficiary of the late 1960's Law Enforcement Education Assistance Act (LEAA). As a beneficiary of the LEAA in the 1960's and initial host and sponsor of the then newly established Kentucky Law Enforcement Council, Eastern Kentucky University's College of Justice and Safety (then the College of Law Enforcement) has a long history with law enforcement and commitment towards professional policing.

In addition to law enforcement liaison and special projects duties, Thor regularly teaches at least two courses a year for upper division in the undergraduate Police Studies degree program that focus on police ethics and professional integrity.

### **Team Development**

For EFIT to be successful, team members should be selected in consideration of several key concepts: temporary presence, meaningful assistance, substantive remediation and accurate identification of CASA and policy deficiencies.

Notwithstanding the deliverables as outlined in the City's RFLI and Scope of Services, an important factor for success of EFIT is the interaction between EFIT and APD IA officers. This proposal is grounded on "meaningful assistance" to APD.

This proposal presumes close coordination with APD, DOJ and the Independent Monitor in all aspects of planning and operations. Mentoring and guiding APD IA Force investigators should occur congruently and complimentary to technical assistance provided by the Independent Monitor and DOJ. Likewise, timely and accurate reporting of deficiencies will be necessary for appropriate training, administrative review, and correction by all concerns.

As introduced previously, the lead for development of the team will be Thor Morrison. His experience with law enforcement personnel is substantial and has had considerable success in distinguishing the right person for a particular task or challenge, team building and program planning and inception.

The goals here are identifying individuals who are qualified, individuals who appreciate at a foundational level the importance of the role that the city, DOJ and monitor have prescribed for EFIT, and individuals with the necessary temperament and professional maturity to constructively engage. As the credibility of EFIT resides with each team member; identifying individuals with the preceding characteristics who also bring experience with internal investigations, case management, and law enforcement administration is paramount.

With these goals for team construction in mind, over 25 individuals have been approached for possible inclusion. Of these, several have conflicting commitments that may preclude participation in this project; this is not a reflection on this project as much as it underscores the unique needs for this project coupled with investment of time, geographic differences, and other factors. To achieve a 24/7 operational capacity assuming that aggregated Level 2 and Level 3 use of force investigations will occur on par with the last available collection of data, no less than seven (7) investigators and supervisors will need to be available for call out in Albuquerque at any given time. Based on existing policies in place at APD, this number may not be able to sufficiently cover active investigations and shepherd each to completion.

For the sake of consistency, rapport and trust with APD IA Force Division, and organizational constraints, the Administrator will make every effort to maintain the same personnel throughout the EFIT operational lifespan. Beyond the core group of investigators, an additional 6-7 equally qualified individuals will be available for rotation as needed.

At the time of the submission of this proposal, the foundation of the proposed EFIT cadre is in place; rotation team members are partially filled. These individuals understand the importance of success of EFIT to the city and APD, have been briefed on the CASA, have reviewed the Independent Monitor's reports, and public domain material available from APD and media. In short, their investment thus far is indicative of their commitment.

As several of the individuals sought for participation have not developed an agreed upon schedule for participation alongside other employment or commitments, their names have not been included in the proposal. Those that do not have this burden are identified with inclusion of their backgrounds in Attachment A. Whether identified herein or not, all individuals identified for inclusion with this team have executive experience in law enforcement; all of them have been acknowledged as leaders amongst their peers; and all of them have professional demeanors that are essential to the success of this type of project. All of them have advanced training in law enforcement; many are graduates of the FBI National Academy, University of Louisville's Southern Police Institute Administrative Officer's Course, and other nationally recognized law enforcement training. All of them have proven track records in leading people in general and law enforcement specifically. All of them are explicitly mindful of the role peace officers play in modern society, respectful of the constitutional limitations on police authority, and will, to the person, engage well as team members of EFIT if selected.

Attachment A provides relevant material detailing the backgrounds and work experience of a core group of partners. Each will be tasked with supervisory responsibilities for EFIT and each will contribute to development of protocols of EFIT at inception. Additional investigatory personnel will be introduced and, upon approval of the City, be integrated into their respective roles quickly after agreement execution and protocol development.

### **Administrative Support**

Records management, scheduling and other business management tasks are best performed on-site in Albuquerque. No assumption is made that, as a contracted entity, EFIT will be provided with direct support by the City. Accordingly, this proposal anticipates contracting with an individual qualified to perform these functions.

### **Accounting**

Accounting services will be contracted by a reputable firm in Albuquerque upon executing a contract agreement with the City.

### **Evaluation and Review**

As it may become necessary and useful to the City, this proposal includes an evaluation component where qualified researchers with relevant experience in civil liability, law enforcement practices and administration, and related fields may be contracted by EFIT for periodic review of practices and performance, congruence with the CASA, and evaluation of contractor performance. This component of EFIT and its work product will be made available to City upon request and as needed.

### **Initial Steps, Integration of EFIT with IA Force Division**

Congruence with the goals, objectives and methodology of the newly established Superintendent of Police Reform and the Chief of Police is an imperative function of EFIT. The RFLI does not situate EFIT explicitly into APD's organizational structure, but regardless of direct or indirect reporting, EFIT will have to develop a positive working relationship from the onset with both offices. Operational congruence is likewise necessary with the IA Force Investigation Division Commander and related supervisors. Command Staff of APD should be cognizant of EFIT's roles, objectives and scope. All of these relationships should be introduced with appropriate protocols and respect for APD's permanent leadership in the initial days of the EFIT's construction.

In addition to introductory orientations, EFIT should endeavor to learn as much as possible about its respective counterparts in IA Force in more than initial, informal interactions. Keeping in mind that IA Force personnel are already handling investigations and performing their duties, ramping up formal interaction with EFIT can be initially awkward and perhaps stressful. This Proposal recommends a proactive introduction to the concept of EFIT, goals and objectives of the unit, and sufficient opportunity for integration so that IA Force investigators do not embed resentment, mistrust, or disdain for the EFIT function. If the introductory steps are carefully, respectfully taken, a professional, collaborative approach is far easier to attain.

To this end, the EFIT Administrator and supervisors will prioritize the preceding steps from the onset.

Prior to onsite introductions and development of working relationships, EFIT should request as much information from APD as possible regarding the backgrounds of relevant personnel. This data should include training records, assignment details, and any other germane data. Broader, agency level data that would bear on EFIT's forward posture would include APD's most recent job-task analysis of entry-level officers, first line supervisors and, such that it may be available, management positions. If formal

training needs assessments for officers assigned to investigatory or internal affairs positions have been conducted, these reports would be requested for EFIT review as well.

Knowing as much about who we are there to help only increases the ability to provide that help.

### **Cost Approach**

Aegis approached the RFLI from two different cost approaches. The first approach prioritized onsite coverage for availability and utilized an hourly rate for onsite personnel. The second approach utilized the RFLI Exhibit B schedule. A blend of these two approaches with due consideration of the merits of both appears to be in the best interest of the City.

Availability necessarily embraces inefficient downtime and is cost driver not unlike employment of police officers and other first responders in public employ. Fixed costs are difficult to measure given the paucity of detailed data specific to APD. While collective experience can be utilized by Aegis and its partners to develop fixed costs per case type, there are significant unknown variables that give cause to pessimism concerning the accuracy of the actual hours involved in investigation, supervision and analysis. Likewise, a fixed cost approach creates a circumstance where the contractor would not be incentivized (if not penalized) for deploying sufficient coverage of expected cases unless fixed administratively costs associated with the project could be accurately predicted and utilized to overcome deficits in case production revenue. Even if fixed costs could be accurately determined, deployment of onsite personnel is placed in an antagonistic position with necessary and sufficient deployment; this Proposal cannot understate the need for regular contact between EFIT personnel and IA Force personnel for their to be sufficient review and professional mentoring to occur. This will occur during formal investigatory activities but also will occur in after action review, downtime, and likely informally as well.

Several iterations of these models have been run; the final iteration balances known and unknown variables but, more importantly, matches closely the second approach effort.

The second approach prioritized Exhibit B of the Request for Letters of Interest and focused on sufficient staffing with fixed costs. A completed Exhibit B is attached here with the same naming convention [Please see Attachment B: "Exhibit B"] This Proposal suggests that a mutually beneficial and risk averse position may be available to the City and the Contractor that differs somewhat from Exhibit B and the underlying approach of tying fixed costs to services. This Proposal recommends a blend of both approaches to effect the desired policy and practice outcome that all parties would find satisfactory; please accept this as an offer to discuss the merits of an alternative, blended cost method.

Data provided in a public response to questions regarding this RFLI include summary data for 2020; no other data concerning the average investigatory hours attributed to a specific case are made available. The City acknowledges the high variability of mean reported hours devoted to a case investigation, but the data provided likewise also reflects considerable variance *within* each category. While this variation would likely regress to a more stable mean if additional data (cases) were available for analysis, there may still exist a reality where the categories utilized conceal otherwise naturally occurring central tendency data groupings. For example, one group of Level 2 cases may require a limited number of hours for sufficient investigation and disposition and another group within this same Level 2 category requires significantly more hours devoted to complete the investigation and review. Construing these

two different sets of data into one Level 2 type and reflecting a mean number of hours may be fair accounting, but doing so may also embrace a gross underestimation or overestimation of time required. It is doubtful that any of the reported categories if plotted accurately will reflect a traditional bell curve of distributed data points; the Levels employed do not provide significant distinction lend description to subtypes. This is often the case with policy or statutorily driven definitions or categories being overlaid onto otherwise natural groupings of behavior. Subordinate groupings within these broad policy typologies may occur naturally and are concealed by aggregated, summary data.

As much as it may be useful to the City, this Proposal incorporates and recommends a vigorous accounting all work products. This accounting and subsequent reporting will provide the City with an objective accounting and analysis of the work products and behavior of IA Force investigations over discrete time periods. Efficiency and effectiveness may then be measured whereby staffing, workflow and dispositions may be scrutinized for performance review, budget analysis, policy review.

Holding all things equal, there is no reason to believe that the second half of calendar year 2021 IA Force needs will change significantly from 2020 aggregate data. If there is a dramatic decrease in police use of force and commensurate decrease in call outs for IA Force Investigations, a flat rate approach would save the City money over a flat rate contract. But from a contractor's standpoint, deployment of qualified personnel for readily available status is also an expensive factor; shifts in case volume may not match relative fixed expenses of having personnel available. Obviously, a provision for "Administrator Monthly Fee" provides an available buttress against variation. But even with this option, this cost structure necessarily guides prospective contractors to aim higher with the only variable that is available: flat fee costs. This Proposal attempts to avoid this inclination.

A component of this Proposal would recommend providing mutually agreed adjustments to the pricing schedule on a quarterly basis to ensure neither party is wasting limited resources. There is ample evidence to support this approach in the limited data provided. Internal affairs investigations range widely due to circumstances beyond the control of any party involved in this proposal. EFIT will comply with all reporting requirements per contract, CASA and interests of all parties. To measure the anticipated demand of EFIT investigators and supervisors, this Proposal incorporated an effort to normalize key data to arrive at an effective hourly rate for EFIT personnel. The datasets provided from a response to a prospective bidder on 19 March 2021 bear considerably on this analysis. Effective hourly rates may be tracked accurately based on known fixed rates and effective actual hours of work performed. Obviously this should be a goal of EFIT as a practical business function but also as a reporting tool for the benefit of the City. Variations or disparities in types of cases and their respective normalized rates should be reviewed at the recommended quarterly meetings and adjustments made upon mutual agreement.

In each case, case investigations are initiated with call-outs to scenes where a reportable use of force has been declared. Per APD policy, specific steps must be undertaken on scene by IA Force personnel including canvassing, review of body worn cameras, and interviews of all parties present. No accounting of hours associated with initial call-outs and the associated tasks on scene are reported in the public response data. Taking these hours into account for estimating cost and staffing levels is a critical function for EFIT to be successful. If this data is available, it should be incorporated in an efficiency and effectiveness analysis of IA Force investigations. If this data is not available, EFIT should be tasked with developing a model for capturing this data and reporting it as a course of regular business function. By

implication, EFIT should convey the importance and the methodology for regularly performing this function to IA Force division as a tool for ongoing business function of the unit.

**Cost Factors**

**1. Total Personnel EFIT**

Admin	1
Supv	3
Inv 2	7
Inv 3	2
Bus Mgr	1
Eval/Review	1
Accountant	1

**2. Staffing expectation for onsite provision, 24/7**

Supv	3
Inv	9

**3. Cost factors to the Contractor for #2, per individual, above.**

Lodging on-site
Insurance, conforming to City requirements at minimum
Vehicle Rental/Lease
Vehicle Insurance
Gasoline/oil/maintenance
Laptop (as monthly exp for acquisition)
Office 365
Mobile phone

Due to the volatility of vehicle lease and rental markets, it is difficult to accurately project associated costs. Other points of variance likewise are broad estimates at the time of this submission but are addressed as a matter of necessity. Total costs associated with onsite provision: approximately \$120,000 monthly.

**4. Hourly Pay Rate Approach**

Each of individuals this Proposal recommends for EFIT staffing has enjoyed stellar careers in law enforcement and exceeded peer trajectories in the domains of education, training, and experience. Accordingly, their expectations for remuneration are market driven. Comparable assignments that many of them have previously or currently engaged provide for hourly remuneration rates at \$100 per hour. Aegis has negotiated several assignment or shift scenarios with all prospective personnel; the goal

underlying this effort has been provisioning APD IA Force with available EFIT investigators and supervisors at all times. These models can provide that coverage.

Supervisors	2 weeks onsite	2 weeks off
	3 weeks onsite	1 week off
Investigators	2 weeks onsite	2 weeks off
	3 weeks onsite	1 week off
Business Manager	Normal business hours	
Administrator	Onsite (initially, 100%; thereafter, 75%)	Available offsite

While a total of four (5) Supervisors and twelve (18) Investigators are anticipated for an effective pool, cost is constructed based on onsite staffing at a minimum of one (1) Supervisor and seven (7) or eight (8) Investigators dependent upon existing caseload progress. This minimum onsite staffing is subject to change based on caseload requirements.

#### **5. Flat Fee Cost Integration**

Construction of flat fees assume the worst scenarios possible, multiple and uncooperative witnesses, multiple circumstantial details that appear initially to be contradictory, complex scenes, technological failings of equipment and the like. With low sample sizes, it is difficult to express average investigatory and supervisory hours of each type of force case. Doing so will and has yielded significant expenses expressed as flat rates that significantly exceed per hour rates. Likewise, per hour rates cannot sufficiently cover the expenses associated with necessary hours for completion of associated tasks. In short, everything revolves around the actual amount of hours that cases will require for investigation, supervision, analysis, and reporting. Reflected herein is a best estimate.

#### **6. Spirit and Construct**

Aegis and its partners are intrigued by the opportunity to serve City of Albuquerque and APD IA Force Investigations Division. We all believe that EFIT can be substantial change agent in this most critical facet of policing that can be the fulcrum for positive cultural change in APD. Down to the person, we believe that this effort represents a genuine and unique opportunity for a step in the right direction for professional policing. It is in this spirit that we offer this Proposal with the only caveat placed aside it that the cost analysis should be construed by the City as a best effort. Such that there are alternatives and modifications that both parties find agreeable, Aegis is more than willing to engage that conversation. Please see Attachment C: Monthly Costs as Hourly Rate Expensing as an alternative cost model. We are grateful for the opportunity to contribute to this worthwhile exercise and eager to discuss it further.

**Attachment A: Aegis Partners**

Included below are individuals that have been approached and agreed to participate in supervisory, investigatory, and advisory roles with EFIT. Based upon an executed agreement with the City, Aegis will add or modify an active list of personnel that can fulfill agreed upon onsite and standby staffing. Sufficient supervisory assignments will be an important component of this effort for communication with APD and effective management of EFIT. The following five individuals will constitute a significant portion of the management team and be initially available to develop protocols for engagement.

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## SUMMARY

- Administrator and executive advisor with 20 year service in state government; principal and cofounder of policy and management consulting company; co-owner of digitization and transcription services company.
- Established relationships built upon trust and integrity with Kentucky professional public safety community, legislature, federal entities, local units of government, and private sector. Familiarity with executive and legislative branch customs, policies, and procedures at multiple levels and types of government.
- Proven record of process development, team building and business facilitation.

## EXPERIENCE

### EASTERN KENTUCKY UNIVERSITY, JUSTICE & SAFETY

Richmond, KY

#### Specialist, Dean's Office

05/2017 to Current

Responsible to the Dean of the College of Justice and Safety for timely, accurate and insightful advice and recommendations concerning any aspect of the College's obligations as requested. Range of review includes management planning, fiscal management, personnel, special projects, grant management and acquisition and other related domains. Specific tasking for law enforcement community outreach.

### KENTUCKY DEPARTMENT OF CRIMINAL JUSTICE TRAINING

Richmond, KY

#### Special Assistant, Office of the Commissioner

08/2004 to 03/2016

- Chief Staff officer for the Department. Responsible for timely, accurate and insightful advice and recommendations concerning any aspect of departmental or cabinet obligations to the Commissioner, Secretary or Governor's Office as requested.
- Responsible for staff including Planning Office, Communications Office, Accreditation Office (CALEA, IACET), and General Counsel.
- Responsible for support to the Kentucky Law Enforcement Council (20 member commission statutorily responsible for oversight of law enforcement standards, training and officer, telecommunicator and court security certification) on all matters related to policy of the gubernatorial administration. Lead for support and coordination with the Chair of the Council. Lead for development, review and consensus development with the Council regarding resolutions, policy, and legal actions on the part of the Council including revocations, contracts, procedures, and endorsements.
- Responsible for restricted funds budget oversight; development of departmental policy and communication of that policy with other branches of government, client agencies and professional associations.
- Negotiation, development and management of contractual relationships for the department, cabinet, and the law enforcement council.
- Responsible for special projects including legislative initiatives, interagency contracts, and statewide policy programs within the department or the cabinet.

## KENTUCKY OFFICE OF DRUG CONTROL POLICY

Frankfort, KY

### **Interim Deputy Executive Director**

02/2004 to 12/2004

*As part of the Justice and Public Safety Cabinet, this office established the footprint and direction for the Office including first budget and selection guidelines for permanent staffing and responsible for establishment and operation of the newly created Office.*

- Developed transition protocols for relationship of ODCP with other agencies within executive branch as well as Administrative Office of the Courts, Legislative Research Commission, legislators, and federal agencies.
- Established metrics and milestones for public policy assessment.
- Developed budgetary formulae for the Office drawing from three major cabinets as funds sourcing.

## JUSTICE AND PUBLIC SAFETY CABINET

Frankfort, KY

### **Detail as Director, Data Coordination and Director, Planning**

12/2003 to 06/2004

*As part of the Lt. Governor's Drug Control Policy Summit the following tasks were performed. The Summit was a blue ribbon panel of 51 individuals from Enforcement, Prevention, and Treatment domains.*

- Liaison with all Summit appointees; coordinated staff support with executive committee.
- Developed and operationalized data collection process from public, program administrators and Summit members.
- Translated and analyzed data; generated findings and estimates; developed thematic policy recommendations and drafted final report of the Summit.
- Assisted consensus outcomes of the Summit amongst stakeholder members.
- Transitioned Final Report to operational entities within executive branch.

## KENTUCKY LAW ENFORCEMENT COUNCIL

Richmond, KY

### **Executive Staff Advisor and Staff Assistant**

05/1997 to 01/2004

- Operationalized the Peace Officer Professional Standards Act statewide; developed specialized applications from inception to fulfill statutory obligations to over 400 law enforcement agencies including physical agility test, polygraph, psychological suitability screening, and drug test.
- Responsible for all data collection, analysis, vendor administration, planning and oversight reporting for the Council.
- Client satisfaction rating (chiefs, sheriffs, directors of law enforcement agencies) over the 95th percentile for the office.
- Responsible for local and regional emergent issues and response for department and Council.
- Responsible for integration of two separate functions of the Council: training standards and peace officer standards.

## CONSULTING AND PRIVATE SECTOR

### **AEGIS SOLUTIONS**

Richmond, KY

### **Owner, Principal**

01/2001 to Current

- Provide project specific support to entities requiring business intelligence, advice and solutions to issues including needs assessments, job-task analyses, organizational development, and management review.

- Confidential solutions for sensitive business dilemmas
- Clientele ranges from small municipal to metropolitan governments; small private sector firms to complex corporate structure

**BLUE SHIELD SERVICES, LLC**

Richmond, KY

**Founder, Co-owner**

01/2012 to Current

*Blue Shield was conceptualized originally as non-profit service to enable law enforcement agencies to communicate more efficiently and effectively. To better leverage equity capital and interact with other private sector entities, Blue Shield migrated to a Type S corporation and pursues the effectiveness and efficiency model by aggregating a wide range of local law enforcement data such that it may be harnessed across multiple jurisdictions.*

- Developed original business model and concept.
- Managed multiple contracts to develop software and code backbone for the service in less than 12 months from inception.
- Negotiated transition from non-profit to for profit corporation.
- Negotiates subscriptions with all client agencies
- Manages permanent and contractual staff to meet goals and objectives.

**EDUCATIONAL BACKGROUND**

**MASTER OF SCIENCE: CRIMINAL JUSTICE ADMINISTRATION** 2001  
**Eastern Kentucky University**, Richmond, KY, United States

**BACHELOR OF SCIENCE: POLITICAL SCIENCE AND CRIMINAL JUSTICE** 1992  
**North Georgia College & State University**, Dahlonega, GA, United States

**1989 - 1991: POLITICAL SCIENCE, UNIVERSITY SCHOLARS PROGRAM**  
**Washington and Lee University**, Lexington, VA, United States

# John Michael Ward II

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2019 – Present PAE Contractor

**Summary of  
qualifications &  
Experience**

**Senior Law Enforcement Advisor – USDOJ / ICITAP Ukraine**

- PAE supports the U.S. Department of Justice (USDOJ) in providing specialized training, advisory and mentoring services to host nations under the Criminal Division’s International Criminal Investigative Training and Assistance Program (ICITAP).
- Currently assigned to the National Police of Ukraine’s Territorial Community Police Officer (TCPO) program.
- Teaching Community Policing, Problem Based Policing to patrol officers, supervisors, mid-level managers, Deputy Chiefs and Chiefs.
- Have taught academies in the cities of Kyiv, Lviv and Dnipro, Ukraine.

2001 – 2019 City of Alexandria Police Department

**Chief of Police** - Retired 2/1/2019

- Responsible for the administration, supervision, command and technical oversight of the police department.
- Administrative duties include but not limited to, budgeting, planning, coordinating and supervising the activities of the agency.
- Maintains law and order through the planning and coordination of patrol, criminal investigations, crime prevention and public education.
- Responsible for overseeing the departments work in the protection of life, property and civil rights through the enforcement of laws and ordinances.
- Formulates policy & procedure for all areas of the department.
- Oversee all Accreditation requirements as set forth by the Kentucky Association of Chief’s of Police.
- Maintains Security Clearance

2003 – 2019 Appointed by Governor Patton, Governor Fletcher and again by Governor Beshear to:

- Kentucky Law Enforcement Council
  - Vice Chair of the Council
  - Chaired the Certification Committee of Instructors from 2010 - 2017
- Kentucky Wireless Executive Infrastructure Committee
- Kentucky Office of Homeland Security, Kentucky Fusion Center Board of Directors

2008/2009 - President of the Kentucky Association of Chiefs of Police

1985 - 2001 City of Crescent Springs, Kentucky Police Department  
Chief of Police

1978 – 1989 United States Air Force Active Duty & Reserve  
Staff Sergeant, Security Police  
Service Connected Disabled Veteran with VA

Instructor - Kentucky Department of Criminal Justice Training – Supervision, Management and Leadership, Patrol, Firearms, SWAT

IACP New Chiefs Mentor Program – Mentor for small agencies Chiefs

IACP Forensic Science Committee 2012 - Present

IACP National Pretrial Working Group – 2013

Presenter for international law enforcement officers at the Southern Police Institute, University of Louisville

Panalist – IACP Small Agencies at the IACP Conference in Orlando, FL; IACP Small Agency Ethics Committee, Technology Committee, NIJ National Conference, National Association of Pretrial Services Agencies

### **Education**

Northern Kentucky University Highland Heights, Ky.

### **Studied Law Enforcement**

### **Justice Studies**

### **FBI National Academy**

Quantico Va.

- 187<sup>th</sup> Session Sept. 29 - Dec. 13. 1996

### **Kentucky Justice Cabinet**

### **Criminal Justice Executive Development Program**

Class # 1

### **Kentucky Leadership Institute**

### **School of Strategic Leadership**

Class # 1

### **Awards**

2001 – Northern Kentucky Area Development Districts

Police Chief of the Year

2003 – Governors Award for

Outstanding Contribution to Kentucky Law Enforcement

2006 – Kentucky Office of Homeland Security

Leadership

2009 – Kentucky Association of Chiefs of Police

Police Chief of the Year

### **Professional**

### **memberships**

- FBI National Academy Associate's
- FBI National Academy Associate's, Kentucky Chapter
- Northern Kentucky Police Chiefs' Association – Past President
- Kentucky Association Chief's of Police

- International Association of Chief's of Police
- Kentucky Peace Officers' Association
- National Association of Veteran Police Officers
- United States/Canada Joint Certification in Vulnerability Analysis & Assessments for Homeland Security. Trained by Sandia Labs

**Community  
activities**

- Instructor - "Violence in the Workplace" to businesses and non-profit organizations throughout Northern Kentucky.
- Member; CHARACTER COUNTS! [www.charactercounts.org](http://www.charactercounts.org)
- Diocese of Covington, KY Board of Education Member
- Virtus Facilitator "Protecting God's Children" for the Diocese of Covington, Kentucky
- Volunteer member of Bishop Brossart High School Christian Awakening Retreats
- Northern Kentucky Mental Health Court Board – Executive Board Member
- National Organization for the Mentally Ill (NOMI) Executive Board Member
- Knights of Columbus 4<sup>th</sup> Degree
- Campbell County KY Veterans Court Member

# ROBERT R. CARTER III

Current LINK/NCIC Clearance valid through August 2021

## Areas of Expertise

<p><b>Performance Management</b> + <b>Project Management</b> + <b>Records Management</b></p>	<p><b>Certified KLEC Instructor</b> + <b>Strategic Community Vision</b> + <b>Emotional Intelligence Trainer</b></p>	<p><b>Collaborative Teambuilding</b> + <b>Facilitation/Training Expertise</b> + <b>Results Oriented</b></p>
<p><b>STRATactical Planning Expertise</b> + <b>Budgetary Oversight / Compliance</b> + <b>Risk Management</b></p>	<p><b>Effective Oral + Written Communication Skills</b> + <b>Listening Skills</b></p>	<p><b>Integrity</b> + <b>Professionalism</b> + <b>Respect for Diversity</b></p>

**Director of Engagement, Equity, and School Support**

**2017 - Present**

Madisonville, KY - Hopkins County Schools

**Assistant Chief (Major), Madisonville Police Department (MPD)**

**2014 – 2017**

Madisonville, KY– Direct Report to Chief of Police

**Administration Division Commander (PIO), Lieutenant MPD**

**2011 – 2014**

Madisonville, KY – Direct Report to Major of Services

**Administration Sergeant (PIO), MPD**

**2005 – 2011**

Madisonville, KY - Direct report to Administrative Lieutenant

**Instructor, Kentucky Crisis Intervention Team (CIT)**

**2012 – Present**

Madisonville, KY– Direct Report to Director of Kentucky Law Enforcement Council

**Consultant, Kentucky Center for School Safety (KCSS)**

**2012 – Present**

Madisonville, KY– Direct Report to Director of KCSS

• **Professionalism / Executive Operational Command**

- Led the recruitment, retention and operations of staff comprised of 65 staff; 47 sworn law enforcement officers and 18 professional support staff engaged in patrol, detective, dispatch, admin, VICE/NARC, and task force assignments with the FBI and DEA
- Counseled subordinates on defining career and work related goals and objectives resulting in 15 promotions, 90% retention rate at 5+ years, and 29% increase in women and minority hires
- Lead Hostage Negotiator, MPD Emergency Response Team responsible for the design, development and implementation of emergency operation plans to address acute situation responses
  - NIMS certified through ICS 800 level courses
  - Led 2 natural disaster operational responses 2005 F4 Tornado and 2009 Severe Ice Storm

- ✓ 2005 F4 Tornado – Assistant Commander in Operational Incident Center (OIC)/Public Information Officer (PIO)
    - ✓ 2009 Severe Ice Storm - Deputy OIC/PIO
  - Led 8 and participated in 35 Table Top and Field exercises involving school shootings, terrorist attacks and natural disasters
  - Developed curriculum for MPD Citizens' Police Academy and served as lead instructor with 300+ graduates
  - Designed, developed and implemented new Public Relation/Marketing plan for MPD at zero cost resulting in 20+ positive media stories annually; led to creation of 6 neighborhood watch programs
  - Designed, developed and implemented 75 new policies for the MPD employee policy and procedure manuals
- **Strategic Planning / Organization / Execution**
  - Transformed the MPD from a Reactionary Call Response to an Intelligence Led Policing organization resulting in 27% reduction in crime and 20% reduction in overtime costs
  - Designed, developed and implemented the MPD operational structure to law enforcement best practices resulting in a 27% reduction in crime and a 13% reduction in traffic collisions
  - Established a new crime mapping project resulting to a 38% reduction of violent crime
  - Reorganized community outreach programs resulting in the establishment of neighborhood watch groups where there were previously none
  - Redesigning the VICE unit; increased detective staff, established a collective effort between all surrounding drug/vice units, increased community contacts and increased informants and cooperating witnesses
    - Resulting in 111% increase in arrests and seizure of \$2.4M illegal narcotics
  - Led 20+ large scale events involving 10K+ attendees and collaborated on 2 U.S. Presidential visits with zero incidents
- **Teamwork / Collaboration**
  - Keynote Speaker, Tennessee Department of Education (School Safety / Leadership)
  - Serve as advisor for Catholic Schools of KY (School Safety, Leadership and Diversity)
  - Acted as custodian of records for the agency, responsible for maintaining state and federal compliance concerning open records and privacy.
  - Created and maintained memorandums of understanding (MOU's) with each school within the agency jurisdiction.
  - Developed and delivered curriculum for Kentucky Center for Safe Schools (KCSS)
  - Developed and delivered curriculum for Kentucky School Board Association (KSBA)
  - Developed and delivered curriculum for Kentucky Association of School Administrators (KASA)
  - Developed and delivered curriculum for Kentucky Association of School Resource Officer (KYASRO)
  - Served as agency drug abuse coordinator/supervisor, continually training and educating area youth on Drug Abuse Resistance Education (D.A.R.E) programs.
  - Served as Task force member on the Governors Anti-Bullying Task Force
  - Eagle Scout, Boy Scouts of America
- **Communications / Liaison / Training**
  - Network with Senior Management Institute for Policing (SMIP) global graduates
  - Instructor
    - Police/Sheriff's Executive Command Course, "Intelligence Led Policing" for Law Enforcement Executives in KY
    - Kentucky Justice & Public Safety Cabinet, "The Value of Leadership" to youth across KY
    - Kentucky Department of Criminal Justice Training "Creating Positive Community Relationships" to KY officers
    - Tactical Communications trainer (Community Relationships and De-escalation)
    - Hostage negotiator trainer and negotiator
    - Madisonville Community College; Workplace Violence

- Alliance Coal Company (Drug Awareness / Leadership Development)
  - Kentucky Transportation Cabinet (Active Shooter Response)
  - Drug Abuse Resistance Education (D.A.R.E.)
  - Advanced School Resource Officer Trainer (KYASRO /DOCJT)
  - Predictive Index Practitioner (PILI)
  - First United Bank (De-escalation / Leadership Development)
- **Budget / Project Management / Compliance / Records Management**
    - Oversight of \$5.3 M annual operational MPD budget; created new accounting method to track appropriated funds
    - Authored and managed federal, state, non-profit, and profit grants resulting in \$444K+ in funds for MPD Traffic and Community Safety
    - Led and oversight of the design, development and implementation of the following projects
      - Rehabilitation of MPD headquarters at cost of \$210,000; under budget by 58% and completed project in 65% of time allotted, and responsible for 16 vendors related to public procurement, bidding, open records and meetings
      - Relocation of MPD dispatch call center to new facility at cost of \$200K and completed 2 months early; installed \$500K of new 911 equipment conducted by 3 vendors
      - Research and implementation of new weapon transition from 9mm to .40 cal, as well as from shotgun to patrol rifle
      - Acquisition of rifle rated personal body armor special threat vests for active shooter incidents; media story resulting in non-profit reimbursement of costs to MPD
      - Acquisition of 92 new fleet vehicles at average cost of \$35K each; under budget
    - Records custodian for MPD; processed 5K + record requests without incident; maintained records for MPD and 16 county-wide agencies representing 1M+ individual records including video, physical evidence, etc.

## **PROFESSIONAL CERTIFICATIONS**

2018: Talent Smart Emotional Intelligence Train the Trainer Levels I/II, San Francisco, CA  
 2016: Police Executive Command Course (PECC), KY Department of Criminal Justice Training  
 2016: Senior Management Institute for Police, Police Executive Research Forum (PERF), Boston, MA  
 2013: Criminal Justice Executive Development, KY Department of Criminal Justice Training  
 2012: Kentucky Law Enforcement Council, Instructor Certification, Eastern KY University  
 2012: Admin Officers Course, Southern Police Institute, Class Chaplain, University of Louisville, KY  
 2008: Academy of Police Supervision, KY Department of Criminal Justice Training

## **PROFESSIONAL MEMBERSHIPS**

2016 – Present: Member, Police Executive Research Forum (PERF)  
 2012 – Present: Member, Southern Police Institute Alumni Associates (SPIAA)  
 2008 – Present: Member, International Association of Chiefs of Police (IACP)  
 2008 – Present: Advisory Board, Criminal Justice Program, Madisonville Community College  
 2006 – Present: KY Association of Chiefs of Police

## **VOLUNTEER SERVICE/COMMUNITY SERVICE**

2018 – Junior Achievement Board Member  
 2015 – Big Brothers Big Sisters, Bowl for Kids Sake Co-Chair  
 2015 – Present: Volunteer Patrick Rudd Project (PRP 9/11 Heroes Run)  
 2014 – Present: Board Member, Madisonville Rotary (2019 President)  
 2013 – Present: Board Member Kentucky Agency for Substance Abuse Policy (KYASAP)  
 2012 – Present: Member, Crisis Intervention Team KY (CIT)

2012 – Present: Member, National Alliance of Mental Illness (NAMI)  
2012 – Present: Board Member, Minority Economic Development Council (2019 President)  
2009 – Present: Member, Kentucky Colonels Association  
2007 – 2017: Coordinator, Madisonville Police Volunteers in Police Services (VIPS)

**LANGUAGES - English**

- Worked extensively with, Spanish, French, and Creole Speaking Interpreters on 5 humanitarian missions to Haiti and Honduras

**EDUCATION**

**Master of Arts Administrative Leadership** – Oklahoma University, Norman, OK  
**Bachelor of Science Workforce Leadership** – University of Louisville, Louisville, KY

**SKILLS**

Computer	Communication	Social Media	Databases
PC MAC Microsoft Office Suite Semantic Pro applications	In-Person Meetings Working Groups Net Meeting Technology Instant Messaging Tools Microsoft SharePoint Public Information	LinkedIn Facebook Twitter NIXLE (public safety alert)	Law Enforcement Databases (various ORACLE - and Sequel Server - based systems) Open Source Center

# Bryan K. Carter

5610 Water Mills Dr.  
Milford, OH 45150 bryankcarter@outlook.com 1(859) 835-4775

## Education

Xavier University  
Master of Science in Criminal Justice, May 2006  
Northern Kentucky University  
Bachelor of Arts in Justice Studies, December 1994  
Northern Kentucky University  
Associate of Applied Science in Law Enforcement, December 1988  
University of Louisville  
Southern Police Institute Administrative Officer's Course, 2014  
Attended IBZ Schloss Gimborn Police/Human Rights Training in North Rhine-Westphalia, Germany

## Professional Experience

Engility/SAIC/PAE Contractor - U.S. Department of Justice (ICITAP), Kyiv, Ukraine (November 2017-Current)  
**Senior Police Advisor to National Police of Ukraine**  
Covington, KY Police Department (Hired March 1990)  
**Chief of Police** (appointed June 2015, retired August 2017)  
**Assistant Chief** in charge departmental operations (appointed September 2012)  
Northern Kentucky University  
Adjunct Professor January 2017 – May 2017 and August 2020 – December 2020

## Professional Achievements + Awards

2015 - 2017: Kenton County Emergency Communications Center Board Member  
2015: Invited presenter at Center for Problem-Oriented Policing Conference, Portland, OR  
2014: LISC-MetLife Foundation Community-Police Partnership Award for Excellence in Neighborhood Revitalization  
and Economic Vitality, on behalf of CPD and The Center for Great Neighborhoods of Covington  
2011-2012: Oversaw writing of RFP and implementation of the New CAD/RMS for the Police and Fire Communications Center  
2010: Covington Police Department Chief's Award for transitioning department from radio data modems to wireless broadband data access  
2009: Assisted in design and implementation of the 10-hour workday, allows schedule flexibility for existing officers and assists in recruitment of new officers  
2009: Rotary Club Police Administrator of the Year

# Brian Christopher Steffen

## EDUCATION

08/10 - 08/12 **University of Cincinnati** - Cincinnati, OH  
Master of Science, Criminal Justice, August 2012 GPA 3.97  
07/12 - 09/12 **University of Virginia** - Charlottesville, VA  
Undergraduate Certificate, Criminal Justice Education, September 2012 GPA 4.0  
11/10 - 03/11 **Eastern Kentucky University** - Richmond, KY  
Graduate Level Independent Study in Criminal Justice, Spring 2011 3 Credit Hours Earned  
08/92 - 05/09 **Northern Kentucky University** - Highland Heights, KY Bachelor of Arts, Criminal Justice, May 2009  
GPA 3.16  
Associate of Applied Science, Criminal Justice, May 2008 GPA 3.0

## PROFESSIONAL DEVELOPMENT

07/12 - 09/12 **U.S. Department of Justice** - Quantico, VA  
Federal Bureau of Investigation National Academy #250, October 2012 International / Federal Executive Command Course  
11/10 - 03/11 **Department of Criminal Justice Training** - Richmond, KY Criminal Justice Executive Development, March 2011  
Select State Executive Leadership Course  
10/08 - 11/08 **Department of Criminal Justice Training** - Richmond, KY Academy of Police Supervision, November 2008  
Introductory Leadership Course with Focus on Situational Leadership Studies  
01/97 - 05/97 **Department of Criminal Justice Training** - Richmond, KY Law Enforcement Basic Training Class #256, May 1997

## EMPLOYMENT HISTORY

04/20 – Present **Cold Spring Police Department** - Cold Spring, KY  
04/98 – 11/19  
*Police Officer Supervisor* - Chief Steve Collinsworth **Covington Police Department** - Covington, KY  
*Lieutenant Colonel* - *Assistant Chief of Police* - *Operations Supervisor* - Chief Robert Nader *Lieutenant Colonel* - *Assistant Chief of Police* - *Services Supervisor* - Chief Bryan Carter  
•2017 - Assigned to Assistant Chief of Police - Operations  
•2015 - Presenter for runner-up submission at the 25<sup>th</sup> Annual HermanGoldstein Award for Excellence in Problem-Oriented Policing Conference (Portland, Oregon)  
•2015 - 2019 - Public Information Officer and Media Relations  
•2015 - Promoted to Assistant Chief of Police - Services  
•2015 - Assigned to Policy and Procedure Review Board  
•2014 - Collaborated with Center for Great Neighborhoods on a successful LISC/MetLife grant application for developing a community policing /community development training curriculum  
•2013 - Promoted to Lieutenant  
•2012 - 2015 - Professional Compliance Board Member (Internal Affairs)  
•2012 - K-9 Program Coordinator  
•2012 - 2019 - Covington Police FBI National Academy Coordinator  
•2012 - CAD/Records Management System Build Team Member  
•2012 - Records Unit Supervisor  
•2008 - 2012 - Field Training Program Coordinator  
•2008 - Promoted to Sergeant

- 2006 - 2008 - Bicycle Patrol Member, IPMBA Certified
- 2003 - Crime Suppression Unit Detective / FBI Safe Streets Task Force
- 2001 - 2005 - Field Training Officer
- 2002 - 2011 - SWAT Team Member, Assistant Team Leader
- 1999 - 2001 - Honor Guard Member
- 1999 - 2000 - Pistol Team Member

*09/96 - 04/98 Northern Kentucky University Department of Public Safety*

*Highland Heights, KY*

*Police Officer*

*06/90 - 06/99 Kentucky Army National Guard - Co. D 1/123 AR BN - Louisville, KY*

*Specialist*

*M1 Armored Battle Tank Crew Member*

## ***PROFESSIONAL ACHIEVEMENTS / AWARDS***

- 2020 - Kentucky Law Enforcement Council Law Enforcement Investigator Certificate
- 2018 - 2019 - Northern Kentucky Police Chief's Association Executive Board Member 2019 - Treasurer

2018 - Secretary

- 2017 - Kentucky Law Enforcement Council Law Enforcement Executive Certificate
- 2015 - Present - International Association of Chiefs of Police
- 2015 - Law Enforcement Council Law Enforcement Manager Certificate
- 2013 - Kentucky Law Enforcement Council Law Enforcement Supervisor Certificate
- 2013 - Kentucky Law Enforcement Council Advanced Officer Certificate
- 2012 - Present - FBI National Academy Association, Kentucky Chapter
- 2012 - Covington Police Department Citation for Bravery
- 2007 - 2008 - Fraternal Order of Police, Covington KY Lodge #1 Executive Board

2008 - Vice-President

2007 - Secretary

- 2007 - SWAT "Top Gun" Award
- 2006 - SWAT "Top Gun" Award
- 2005 - November Officer of the Month
- 2004 - September Officer of the Month
- 2002 - Field Training Officer of the Year

## Attachment B: "City Exhibit B"

For the services identified as a case, the deliverable is a completed case. The steps necessary to complete a case are, in part, described in the Stipulated Order, especially paragraphs 17-26, and include but are not limited to an on-scene response, investigation, interviews, an investigative report, and assessment of the APD force personnel.

Type of Service	Subtype	Flat fee cost
		**Based on limited data provided by the City to another prospective offeror**
Standard Cases (Includes Misconduct Investigations)	Investigation: Level 2 or 3 - one officer using force	2500
	Investigation: Level 2 or 3 - two to four officers using force	3000
	Investigation: Level 2 or 3 - five or more officers using force	3500
Special Operations Call Out	All call-outs using force	4500
Complex Cases - Emergency Response Team (ERT) Call Out; Officer Involved Shootings (OIS); more than 6 Uses of Force (Includes Misconduct Investigations)	Investigation: Level 2 or 3 - one officer using force	5000
	Investigation: Level 2 or 3 - two to four officers using force	6000
	Investigation: Level 2 or 3 - five or more officers using force	6500
Administrator Monthly Fee	Management and Oversight of Project as provided in the Scope of Services	24000
Other Related Costs including Gross Receipts Tax, When Applicable	Expense Documentation	26000
Total		

Exhibit B

## Attachment C: Monthly Costs as Hourly Rate Expensing

Expense Categories				
		Rate	Quantity	Total
1.	Flat Operations Rate	141240	1	141240
2.	Administrator	21600	1	21600
3.	Supervisors	12000	4	48000
4.	Investigator (2 week)	7600	7	53200
5.	Investigator (3 week)	11400	5	57000
6.	Business Manager / Records / Production	5600	1	5600
7.	Evaluation / Review / Quality Control	6000	1	6000
8.	Accountant	2000	1	2000
	Monthly Expense:			334640