

Independent Monitor City of Ferguson

REQUEST FOR APPLICATION [RFA]

SUBMITTED BY:

E. BEVERLY YOUNG, PHD, EBEVYYG LEARNING SOLUTIONS, LLC

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EXECUTIVE SUMMARY

EbevyYG Learning Solutions, LLC, a minority owned business located in Harrisburg, Pennsylvania, functions from two specific needs. First function is to provide technical writing services for building instructional content found in law enforcement training to reflect current best policing practices. Next, the focus is to assist with identifying strategies that stimulate and sustain commitment to meaningful discussion between police and community to change perception and the relationship between the two stakeholders. The ultimate goal is to return and sustain legitimacy to policing within our communities, regardless of race, ethnicity, and religious beliefs.

Seven law enforcement professionals with knowledge and abilities distinguishing them for their expertise comprise the Team. The Team structure includes one Project Director and six Project Team Specialists. All team members are former or current law enforcement individuals with experience that includes:

1. monitoring activities negotiated through settlement agreements
2. ensuring compliance with consent decree
3. auditing operations for compliance and quality assurance
4. expert testimony on use of force and police training issues
5. command and leadership oversight
6. regulatory compliance
7. policy development
8. crime analysis and investigations
9. police curriculum development
10. performance standards

Proposed budgeted costs reflecting salary, travel and supplies for the five-year project:

Year 1 - \$350,000.00 (the maximum allowed for any single year per RFA)

Year 2 - \$345,000.00

Years 3 through 5 - \$185,000.00 for each year

Team members are independent contractors (consultants) who will provide professional services and conduct monitoring-related travel. Hourly billing rates will apply for on-site and off-site work completed by consultants. The specific monitoring-related activity governs frequency of travel to Ferguson, Missouri for each team member. During the first year, all team members will travel to the work site to meet with stakeholders from Ferguson, Missouri. Subsequent travel beyond the first year to the work site depends on the monitoring-related activity and an internal evaluation of project progress.

B. Personnel and Current Time Commitments

Jon Blum, Founder and CEO, Force Concepts Inc.
Project Team Specialist

A. Background Summary

Jon has 25 years of public safety experience as both law enforcement officer and executive. Jon was also the Basic Law Enforcement Training Director for the N.C. Department of Justice and has distinct Public Information Officer / Media Relations experience. Jon has led blended corporate/government teams responsible for developing training curricula. He is the founder of FORCE Concepts, Inc. His signature 'Documenting Force' curriculum approved for Peace Officers' Standards and Training credit in 28 states and nationally certified by the International Association for Directors of Law Enforcement Standards and Training. He is a qualified use of force and police practices expert. Jon has testified both for and against law enforcement agencies in both state and federal court proceedings.

B. Area of responsibility within the Team Organization

- **Body-Worn and In-Car Cameras; Use of Force; Crisis Intervention**

C. Current Time Commitments

Currently Jon is serving part-time as Project Director/Team Leader contracted by the Commonwealth of Massachusetts to oversee the project and construct course content for recruit courses taught by the Massachusetts Police Training Committee. Time commitment for the recruit training project (that concludes in May 2017) includes literature research, oversight of subject matter experts writing course content, occasional travel to the work site to meet with content writers.

Curriculum Rewrite Project for review and approval by the Massachusetts Police Training Committee (see BD-15-1015-MPTCQ-HQ-00000003140)

Timothy Bonadies, Founder, Law Enforcement Learning
Project Team Specialist

A. Background Summary

Tim presents several years of law enforcement experience with the Air Force Office of Special Investigations. He has held positions as a federal law enforcement agent, Federal Law Enforcement Training Center instructor, and unit commander. Tim has led blended corporate/government and international teams responsible for developing training curricula. He is the founder of Law Enforcement Learning, an on-line training provider for public safety and security professionals. His technology enables law enforcement and security professionals to create and deliver online courses, and he has assisted in the design and creation of over 100 law enforcement-specific educational offerings.

B. Area of responsibility within the Team Organization

- **Supplemental Recruit and In-Service Training; School Resource Officer Program**

C. Current Time Commitments

Tim is currently involved in four projects:

1. Leading online content development for Law Enforcement Learning. Time commitment involves analyzing law enforcement training content, developing suitable distance learning syllabi, and assisting with content development. Time commitment also includes supervising team of engineers responsible for website maintenance and feature improvement.
2. Acting as a Team Leader contracted by the Commonwealth of Massachusetts to construct course content for recruit courses taught by the Massachusetts Police Training Committee. Time commitment for the recruit training project (that concludes in May 2017) includes literature research, oversight of subject matter experts writing course content, occasional travel to the work site to meet with content writers.
Curriculum Rewrite Project for review and approval by the Massachusetts Police Training Committee (see BD-15-1015-MPTCQ-HQ-00000003140)
3. Serving as reserve officer (Major) in the Air Force Office of Special Investigations. Time commitment includes 24 duty days each year, with at least 10 days performed at Osan AB, Korea.

4. Functioning as a technical instructor for US military training exercises. Time commitment varies between 15 and 40 days each year.

M. Rebecca Downing, Retired, York City Police Department (Lieutenant) and York County Detectives (Chief)

Project Team Specialist

1. Background Summary

- Municipal police officer and commander for the York City Police Department, York PA. (Third class city, population approximately 50,000).
- Chief of Police for the York County Detectives, York, County, PA. Provided specialized expertise to 35 police agencies in York County, PA. Served in this highly diversified and specialized criminal investigation agency with special County task force units in the areas of juvenile crimes, domestic violence violations, crimes against children, drug law violations, auto theft unit, and computer crimes unit.
- Formed special countywide forensics and critical response (SWAT) team.
- Pennsylvania law enforcement certified under the Municipal Police Education and Training Act (Act 120)
- Police Instructor certification, under the Pa. State Municipal Instructor Certification. Began teaching police academy basic training, and then in-service and professional development courses to personnel representing various ranks and positions within the organizational hierarchy. Developed total courses with the Education Specialists at the Municipal Police Officer's Education and Training Commission.
- Employed as an adjunct professor at Penn State University, delivering courses of instruction to in service officers across the United States in supervisory and specialized courses through the Justice and Training Institute (JASI) Employed by the Harrisburg Area Community College, Harrisburg, PA teaching in Basic Police Academy, in-service annual update programs required for Pa. Municipal Police Officers
- Has authored five courses, approved and certified for delivery by the Pa. Municipal Police Education and Training Commission. Teaches and coordinates course scheduling, instructor assignments for the Police Academy.
- Previously employed as an instructor for the Pennsylvania Commission on Crime and Delinquency.
- Previously employed as an instructor for the U.S. Department of Justice (DOJ) requiring travel across Pennsylvania teaching Hate Crimes Investigations to Pennsylvania police officers alongside U.S. DOJ attorneys
- Previously employed as adjunct professor at York College of Pennsylvania, York, PA to teach undergraduate criminal justice courses.
- Past Instructor and Board Member of the National Police Officer's Suicide Foundation.

- Past Instructor for the United States Immigrations and Customs Enforcement agency, travelled to several states, training Border Patrol Agents on police officer wellness, police stress and police suicide.
- Authored numerous department policies, testified in local, state and Federal courts regarding police use of force, administrative and criminal proceedings, and achieved Pa. Accreditation in the York Co. Detectives Agency.
- Subject matter expert in the areas of police ethics, history and principles of law enforcement, communications in law enforcement, perception of human behavior, ethnic intimidation, community oriented and problem oriented policing, behavior management and crisis intervention, traumatic brain injuries and post-traumatic stress disorder.
- Actively involved in co-writing new, updated Pennsylvania Basic Police Recruit curriculum for police ethics and community policing under authority of PA Municipal Police Offices Education and Training Commission (MPOETC).
- Current employment includes consultant as a subject matter expert creating course content for the Massachusetts Police Training Committee and as a course reviewer for the International Association of Directors of Law Enforcement Standards and Training for the National Certification Project.

2. Area of responsibility within the Team Organization

- **Supervision; Recruitment; First Amendment Protected Activity**

3. Current Time Commitments

Currently this applicant accepts courses she selects from Penn State University Justice and Training Center and regular academy and specialized courses through Harrisburg Area Community College. These courses represent only approximately 30 days per year, in addition to accepted course content development contracts.

Rudy M. Grubesky, Police Curriculum Specialist (Retired)
 Pennsylvania-Municipal Police Officers' Education and Training Commission
Project Team Specialist

A. Background Summary

Rudy Grubesky following retirement joined Cardinal Associates, LLC, a consulting company in Gettysburg, Pennsylvania primarily responsible for managing projects specializing in training program evaluation and review, curriculum development, and instructor training for law enforcement agencies.

He was previously employed by the Pennsylvania State Police and assigned to the Municipal Police Officers' Education and Training Commission (MPOETC) until retirement. Initially hired as a municipal police consultant, later promoted to Police Education Training Specialist and subsequently promoted to Police Training Curriculum Specialist, assuming directorship duties of the Training and Curriculum Development Section. He was one of the initial developers of the MPOETC's Mandatory In-Service Training Program and coordinator of the Commission's Advanced Instructor Development Program.

Law enforcement career highlights include:

1. Career as a municipal police officer in Pennsylvania following graduation from the Pennsylvania State Police Academy as a member of the 29th municipal police class
2. Teaching in the MPOETC's Basic Training Program at the police academy at the Indiana University of Pennsylvania.
3. Police officer in the State of Texas and earning an Advanced Certificate from the Texas Commission on Law Enforcement Standards and Education, today known as the Texas Commission on Law Enforcement.
4. Promotion to Corporal and assigned to his department's Training Division. He held several different positions including in-service training coordinator, field training and evaluation program coordinator, and was one of the department's firearms instructors.
5. Special agent in the Office of Special Investigations conducting white-collar investigations involving fraud, waste and abuse in programs funded with federal and state tax dollars.
6. Internship with the London Metropolitan Police Department.
7. Completing a comparative study of American and British Police in the area of police discretion for his master's program

B. Area of responsibility within the Team Organization

- **Performance Evaluations and Promotions; Officer Assistance and Support**

C. Current Time Commitments

Mr. Grubesky completes projects through Cardinal Associates, LLC on an as needed basis. His primary focus has been coaching soccer. He is a part-time coach at the Hershey Soccer Club.

Kimberly L. Shaw, Special Agent, Investigations Division (D.C. Office of the Inspector General)

Project Team Specialist

A. Background Summary

- Former municipal police officer and detective for the Temple University Police Department, Philadelphia, PA
- Pennsylvania certified under the Municipal Police Education and Training Act (Act 120)
- Police instructor certification, teaching in-service courses to personnel representing various ranks and positions within the organizational hierarchy
- Former Police Training Education Specialist with the Pennsylvania-Municipal Police Officers' Education and Training Commission (Commission). Designed, developed, facilitated, and evaluated police in-service training programs. Updated and revised Basic Police Recruit Training. Conducted instructor training needs assessment. Inspected municipal police training centers and lethal weapon training schools
- Conducted administrative investigations
- Former Adjunct professor for Alvernia University teaching *Victimology*, *Modern Policing in America*, *Introduction to Criminal Justice*, and *Introduction to Criminal Investigation* classes
- Former Intelligence Analyst for the Pennsylvania State Police. Analyzed and evaluated a variety of intelligence data to predict the capabilities, intentions, and vulnerabilities of organized crime groups. Developed and disseminated intelligence products to support law enforcement
- Former Criminal Research Specialist for the Metropolitan Police Department, Washington, D.C. Researched, prioritized, and provided vital information from numerous automated and manual resources in support of criminal investigations involving serious offenses
- Criminal Investigator (Special Agent) for the District of Columbia Office of the Inspector General, Washington, D.C. Independently plan and conduct criminal and administrative investigations related to fraud, procurement and contract irregularities, conflict of interest false pretense, employment falsification, etc. Give sworn testimony at criminal and administrative proceedings

B. Area of responsibility within the Team Organization

- **Voluntary Contacts, Stops, Searches, Citations, and Arrests**

C. Current Time Commitments

Kimberly is currently serving full time as a Criminal Investigator with the District of Columbia Office of the Inspector General. Time commitment includes investigating criminal and administrative cases involving allegations of fraud, waste, abuse, and misconduct within District government

Glenn Walp, PhD, Affiliate - Justice Center for Research at Penn State University
Project Team Specialist

A. Background Summary

Career highlights include:

1. Extensive law enforcement career, most of that time in top commander or CEO positions. Held every rank within the Pennsylvania State Police, was the Chief of Police of two municipalities, the Chief of Police of a Capitol Police organization, and was top investigator of criminal and national security investigations at the Los Alamos National Laboratory.
2. Consultant to the president of the University of California to assist in resolving leadership issues at the Los Alamos National Laboratory.
3. International award winning author concerning issues related to national security investigations.
4. Instructor for Penn State University in matters related to supervision and leadership to include a course he authored entitled "*Policing Ethics*."
5. Keynote presenter for multiple groups including attendees from Canadian Law Enforcement on topics of leadership oversight.
6. Teacher of leadership courses nationally and internationally.
7. Past Chairman of the Pennsylvania Municipal Police Officer's Training and Education Commission.
8. Former certified instructor with the Pennsylvania Municipal Police Officer's Training and Education Commission, with some courses related to supervision and leadership oversight.

B. Area of responsibility within the Team Organization

- **Reform of the Ferguson Municipal Code; Municipal Court Reform; Bias-Free Police and Court Practices**

C. Current Time Commitments

Dr. Walp notifies the writer of this application, "I am currently campaigning for a political office in the State of Arizona. I will know if I won the seat by the first week in November 2016. If I win, I will take the political position. This means I would not be able to be a part of the team unless my team responsibilities required minimal time on site, and that my work requirements could be handled mainly by computer, correspondence or telephone. However, if I do not win the election I can devote the needed team time to the project as required".

**E. Beverly Young, PhD, EbevyYG Learning Solutions, LLC
Project Director**

A. Background Summary

- Former municipal police officer and commander for the Temple University Police Department, Philadelphia, PA
- Pennsylvania certified under the Municipal Police Education and Training Act (Act 120).
- Police instructor certification, teaching in-service and professional development classes to personnel representing various ranks and positions within the organizational hierarchy.
- Police Training Education Specialist with the Pennsylvania-Municipal Police Officers' Education and Training Commission (Commission)
- Administrative Officer with duties focused on compliance with certification and training standards. Additional compliance responsibilities encompassed reviewing course content, reviews designed to approve courses for equivalent in-service training credit in conjunction with Commission eligibility standards
- Right-to-Know Liaison
- EEO Representative and Subpoena Coordinator.
- monitoring activities negotiated through settlement agreements
- auditing operations for compliance and quality assurance
- testifying at administrative and criminal proceedings
- policy development
- command and leadership oversight
- police curriculum development
- Certified Course Content Reviewer for the International Association for Directors of Law Enforcement Standards and Training National Certification Program
- advisory board membership

B. Area of responsibility within the Team Organization

- **Policies and Training, Community Engagement, Accountability, Civilian Oversight; Data Collection, Reporting, and Transparency**

C. Current Time Commitments

Currently Beverly is one of two project team leaders contracted to construct course content for recruit courses taught by the Massachusetts Police Training Committee. Time commitment for the recruit training project (that concludes in May 2017) includes literature research, oversight of subject matter experts writing course content, occasional travel to the work site to meet with content writers.

Curriculum Rewrite Project for review and approval by the Massachusetts Police Training Committee (see BD-15-1015-MPTCQ-HQ-00000003140)

C. Qualifications

Jon Blum, Founder and CEO, Force Concepts Inc.

1. *Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony*

a. FORCE CONCEPTS, Inc.

Vice President of Training & Development (2005-Present): Trial consultant and qualified expert witness on public safety practices and procedures.

b. Case Vitae

Case	#	Issues	Notes
Jones v. City of Durham, et. al	02CVS-2620	Vehicle Operations; Training	R, D
Hastings Massasoit v. Sheriff Lane Carter	04CV-0151	Use of Force; Training; Policy	
Denton v. Franklin County Sheriff's Dept.	05CVS-0298	Use of Force; Training; Policy	
Blair v. County of Davidson	05CV-0011	Use of Force; Training; Policy	R, D
Gentry v. Goforth & Davidson County Sheriff	07CVS-1586	Deadly Force; Training; Policy	R
McCloud v. Hildebrand & City of Hickory	07CVS-2544	Deadly Force; Training; Policy	R, D
Absher v. Wilkes County Sheriff, et al.	08CV-0107	Use of Force; Training; Policy	R, D
Cook v. County of Bladen	08CVS-0303	Deadly Force; Training; Policy	R
Lunsford v. Franklinton Police Department	08CVS-0567	Vehicle Operations; Training	R
Lyons v. Kings Mountain Police Department	08CVS-1373	Use of Force; Training; Policy	R
Barber v. City of Concord	09CVS-16400	Vehicle Operations; Training	R
Robinson v. Bladen County Sheriff's Office	7:10 CV146	Use of Force; Training; Policy	R
Catoe v. City of Columbia, SC	09CP4005132	Deadly Force; Training; Policy	P, R
Michael Pyrtle v. Rockingham County Sheriff	1:10 CV-0683	Use of Force; Training; Policy	P, R, D
Patricia Jackson v. Wal-Mart	CP-26-02175	Unlawful Restraint; Training	P,R,D,T
Ramsey v. Marion County	19407	Use of Force; Training; Policy	R
Wallace vs. City of Spring Lake	10-CVS-6793	Search & Seizure; Training	R, D
Ballentine v. Town of Coats	5:11-CV-524	Use of Force; Training; Policy	R
Strickland v. Town of Coats	5:12-CV-630	Use of Force; Training; Policy	R
Foster v. Bradley County Tennessee	1:12-CV-00179	Deadly Force; Training; Policy	R
Truhan v. Walston	12: CVS-450	Vehicle Operations; Policy	R

Booth v. Town of Weldon	4:12-CV-117-D	Use of Force; Training; Policy	
Smith v. Phillip Redmond, et al.	5:12-CV-153	Arrest; Training; Retention	R, D
Lucas v. Brake	5:12-CV-735-FL	Use of Force; Training; Policy	R
Johnson v. City of Fayetteville	5:12-CV-00456-F	Negligent Retention	R
Carpenter v. Statesville Police Department	5:14-CV-16	False Arrest; Training	R
Stafford v. Guilford County Sheriff	1:14-CV-267	Use of Force; Training; Policy	R
Suba v. City of Johns Creek (Georgia)	1:14: EV-001901	Use of Force; Training; Policy	
Jarrell v. NC Department of Public Safety	IC# TA-24434	Emergency Vehicle Operations	P, R
Harrison v. City of Greenville	4:15-cv-00017	Use of Force	P, R
Batchelor v. Geske, Holt, Newland & Hammond	5:15-CV-00122	Use of Force	R
Landolo v. City of Hickory Police Department	14 CVS 1160	Use of Force	
Anderson v. City of Greenville, SC	6:15-cv-3259	Use of Force	R
Swilling v. City of Greenville, SC	14-CP-23-03013	Use of Force	R
Laba v. City of Charlotte	3:15-CV-316	False Arrest; Training	R

Notes column: **R**=Report/Affidavit submitted; **D**=Deposition taken; **T**=Trial testimony; **P** = retained by Plaintiff;

2. Completing projects within anticipated deadlines and budget

Massachusetts Curriculum Rewrite Project for review and approval by the Massachusetts Police Training Committee (see BD-15-1015-MPTCQ-HQ-00000003140)

Qualifications (continued)

Timothy Bonadies, Founder, Law Enforcement Learning

- 1. Law enforcement practices, including use of force and investigations of force; search and seizure practices; constitutional policing; bias-free policing; community policing, problem-oriented policing and engagement; crisis intervention and de-escalation techniques; First Amendment speech and protest-related rights; intake, investigation, and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and officer and staff training*

Tim is a graduate of the Federal Law Enforcement Training Center's Criminal Investigator Training Program having completed advanced training in a variety of relevant law enforcement skills to include use of force, search and seizure, and de-escalation techniques. He has an earned Master's Degree in Negotiation and Dispute Resolution where he focused on developing a conflict management protocol for law enforcement officers. Using conflict management and law enforcement research and resources, the training program he designed focused on ways to help officers safely and effectively identify, engage, and manage conflicts. Additionally, Tim is a certified instructor through the Federal Law Enforcement Training Center's Law Enforcement Instructor Training Program, a certified facilitator, and trained in the DISC personality profile instrument. These certifications have enabled him to identify, investigate, and adjudicate complaints of officer misconduct as a commander with the Air Force Office of Special Investigations and develop a variety of law enforcement-specific training programs.

- 2. Evaluating, developing, or implementing processes for supervisors and managers to oversee training and accountability in a law enforcement organization*

As an instructor at the Federal Law Enforcement Training Center, Tim designed and developed a blended in-service training program for new Air Force Office of Special Investigations agents. The program consisted of a series of distance learning courses taught by instructors at the Federal Law Enforcement Training Center and supported by each student's direct supervisor. The program design integrated supervisors into the training process by assigning them critical feedback and oversight roles while ensuring all new agents received standardized training. This construct created a more accountable organization with a cohesive approach to in-service training requirements.

- 3. Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation;*

Tim's focus while pursuing master's level education was on developing a conflict management protocol for law enforcement officers. Using conflict management and law enforcement research and resources, he developed a training program designed to help officers safely and effectively identify, engage, and manage conflicts.

Additionally, Tim completed a 30-hour residential program in the theory and practice of mediation.

4. Use of technology and information systems—including data collection and management, and analytic tools—to support and enhance law enforcement and court practices

Tim designed and developed a distance learning resource for law enforcement and security personnel. The resource, which is available at <https://lawenforcementlearning.com/>, uses data collection, data management, and analytic tools to support and enhance the delivery of training materials to law enforcement officers around the world.

5. Writing complex reports for dissemination to diverse sets of stakeholders

Tim has written a variety of complex reports for dissemination to diverse stakeholders. These include reports of investigation detailing felony-level criminal investigations and reports documenting officer misconduct.

Qualifications (continued)

M. Rebecca Downing, Retired, York City Police Department (Lieutenant) and York County Detectives (Chief)

1. *Use of technology and information systems—including data collection and management, and analytic tools—to support and enhance law enforcement and court practices*

While serving as Commanding Officer- Records / Professional Development responsibilities included,

- overseeing all arrest and report data entry
- directed all police computer operations
- trained entire agency in electronic mail and related computer operations
- brought live scan fingerprinting to the agency and trained entire department in its use

2. *Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices*

Employed as an adjunct professor at Penn State University, delivering courses of instruction to in service officers across the United States in supervisory and specialized courses through the Justice and Training Institute (JASI)

As a Commanding Officer, she authored and disseminated police policy and guidelines.

3. *Familiarity and understanding of local issues and conditions*

As Chief of Police, Ms. Downing lead a diversified and specialized criminal investigation agency organized with County task force units such as juvenile crimes, domestic violence violations, crimes against children, drug law violations, auto theft, and computer crimes. Additionally, she is credited with forming a special countywide critical response team.

As Sergeant, Traffic Safety and Special Events Division she authored a City ordinance to monitor false burglar alarms and administered enforcement of it.

4. *Institutional transformation and change management*

As the Chief,

- Totally revitalized and re-organized the York County Detectives, bringing them into compliance with standards detailed in the Municipal Police Education and Training Act (Act 120)

- Hired additional detectives, created four additional specialized investigative units,
- Vastly increased training for the Detectives, and the training that they deliver, countywide;
- Updated equipment, expanded enforcement
- Achieved agency Accreditation by the Pennsylvania Chiefs of Police in

Qualifications (continued)

Rudy M. Grubesky, Police Curriculum Specialist (Retired) **Pennsylvania-Municipal Police Officers' Education and Training Commission**

- Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices*

Mr. Grubesky supervised the development and revision of basic and in-service police training programs by utilizing current, state-of-the-art procedures in order to provide complete training to Municipal Police Officers. He also supervised training programs for police officers and instructors throughout the state by ensuring lesson plans, handouts, training aids are prepared and that instructors utilize state-of-the-art delivery methods in order to provide adequate training of police officers. In addition, he supervised the development of training needs analysis by preparing and analyzing survey instruments in order to determine the training needs throughout the Commonwealth.

As director, he supervised the inspection of 21 academies certified under the Municipal Police Officers Training Act and 30 training schools certified under the Lethal Weapons Training Act annually and when needed conducted on site analysis of school records and programs in order to determine appropriateness of school training programs.

He determined a school's eligibility for new or continued certification by reviewing reports, appropriate school records, and visiting facilities, to identify discrepancies, recommend corrective action, and ultimately determine suitability for participation in the program. Mr. Grubesky documented improper procedures of schools by comparing practices of the school to the Act and Rules and Regulations in order to recommend necessary changes and/or decertification or non-certification of a school. He monitored in-service courses approved for grant funding, conducted on-site class audits to determine compliance with provisions of the grant or compliance with approved teaching techniques for presenting course content included in instructor training sessions. In addition, he determined budgetary impact of training courses/programs approved for implementation by estimating costs in comparison with agency's budgetary allocations.

2. *Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony*

Mr. Grubesky provided sworn testimony during administrative hearings, presenting facts obtained during on-site class audits, facility inspection and follow-up inquiries in order to uphold administrative action taken against a school affecting continued certification.

3. *Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing*

As the Director of the Training and Curriculum Development Section, he made presentations to external stakeholders such as borough and township groups to include police organizations addressing concerns in their understanding and application of provisions in the Municipal Police Education and Training Act and Lethal Weapons Training Act. He presented information and responded to questions to clarify statutory provisions of both Acts.

4. *Evaluating, developing, or implementing processes for supervisors and managers to oversee training and accountability in a law enforcement organization*

He supervised the firearms training program, overseeing and directing the qualification program, identifying a baseline standard that would guide annual firearms training for police department use. Additionally, he provided leadership over the firearms simulator program and use of force programs to ensure consistency with Commission rules and guidelines and consistency with state law.

5. *Assessing legal sufficiency and compliance with constitutional and other legal requirements*

Mr. Grubesky took a lead role in the creation of standards for firearms training and approving applicants from firearms instructors seeking eligibility to provide use of force instruction and firearm(s) qualification under Pennsylvania's Act 79, The Retired Law Enforcement Identification Act. He also supervised the records retention processes in compliance with statutory provisions.

Qualifications (continued)

Kimberly L. Shaw, Special Agent, Investigations Division (D.C. Office of the Inspector General)

1. *Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders*

Given responsibility as a Police Training Education Specialist to inspect police academies. Tasks performed included,

- Examining police academy recruit training files for all classes completed within a specific calendar period
- Calculating the number of instructional hours reflected on a class schedule to ensure completion of required training hours
- Confirming proper certification for each instructor named on a class schedule and requiring the repeat of instruction if the review determined that a non-certified instructor had been used to teach a course.
- Completing detailed written reports annotating inspection findings to include recommendations for follow up action if needed to keep the police academy in compliance with regulations.
- Evaluating instructor performance and effectiveness
- Evaluating instructor performance during probationary status of an academy to ensure compliance with settlement agreements
- Investigated allegations of cheating and other improprieties

2. *Use of technology and information systems—including data collection and management, and analytic tools—to support and enhance law enforcement and court practices*

Appointed Intelligence Analyst for the Pennsylvania State Police Bureau of Criminal Investigation. In this capacity, Ms. Shaw researched and provided vital information retrieved from automated and manual resources. Additional tasks included to avoid jeopardizing homeland security, checking current certification status for individuals prior to broadcasting intelligence information to any police officer within the Commonwealth of Pennsylvania.

3. *Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies*

In the capacity of Intelligence Analyst, she prioritized and provided information in support of criminal investigations by police departments involving serious offenses. Additionally, Ms. Shaw developed and disseminated intelligence products to support law enforcement.

4. *Statistical and data analysis*

Analyzed and evaluated a variety of intelligence data to predict the capabilities, intentions, and vulnerabilities of organized crime groups.

Qualifications (continued)

Glenn Walp, PhD, Affiliate - Justice Center for Research at Penn State University

1. *Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders*

As Commissioner of the Pennsylvania State Police, Colonel Walp created a federal consent decree settlement plan for presentation to the federal court for approval that was eventually accepted by the court, resolving a 25-year-old consent decree. From the point of initiating the settlement process, Dr. Walp constantly monitored the negotiating processes between the parties involved. The process eventually lead to a decree resolution that still stands.

Because of a special effort to recruit minorities initiated for the department, during his tenure minority recruitment increased 42%, recognized by The National Organization of Black Law Enforcement Executives (NOBLE). The recognition read, for “*Recognition of Your Commitment to Affirmative Action while in Executive Position as Commissioner of the Pennsylvania State Police*”. He received additional recognition from the Pennsylvania State Guardians Organization, “*For your Dedication to Equal Access and Your Commitment to a Level Playing Field*”, and from the Pennsylvania Human Relations Commission “*For Outstanding Leadership for Human Rights*.”

Formed statewide State Police “*Heritage Affairs Community Interactive Programs*”, “*Hate Crime Response Teams*” and “*Cultural Awareness Training*” to monitor and resolve minority issues before they became conflicts.

Created a strategic planning program in the Pennsylvania State Police that addressed among multiple other aspects, minority recruitment and minority relations within the department and with the citizenry.

Was a keynote presenter for “*Culture Awareness-Ethnic Intimidation-Harassment Training*” throughout the State of Pennsylvania in concert with the Pennsylvania Human Relations Commission, the Anti-Defamation League of B’nai B’rith and the PA State Attorney Generals’ Office, teaching over 10,000 individuals.

2. *Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony*

Provides expert testimony on use of force and police training issues, listed as an expert witness in police policy and procedures - to include use of force - with the Forensic Group. He has been performing expert witness case investigation, report and testimony

for years, to include the states of New Mexico, Arizona, California, Texas and Hawaii. Multiple cases involved police shootings and discrimination.

3. *Evaluating, developing, or implementing processes for supervisors and managers to oversee training and accountability in a law enforcement organization*

a. Command and leadership oversight

Having been in law enforcement for several years, most of that time spent in top commander or CEO positions. He held every rank within the Pennsylvania State Police, was the Chief of Police of two municipalities, the Chief of Police of a Capitol Police organization, and top investigator of criminal and national security investigations at the Los Alamos National Laboratory. Additionally, he was a consultant to the president of the University of California to assist in resolving leadership issues at the Los Alamos National Laboratory. Dr. Walp is an international award winning author on issues related to national security investigations. Currently, he is an instructor for Penn State University in matters related to supervision and leadership to include a course he authored entitled "*Policing Ethics*." He has been a keynote presenter for multiple groups including attendees from Canadian Law Enforcement on topics of leadership oversight, having taught leadership courses nationally and internationally. He is a past Chairman of the Pennsylvania Municipal Police Officer's Training and Education Commission and certified instructor with the same organization, teaching courses related to supervision and leadership oversight.

b. Policy development:

As a sergeant in the Pennsylvania State Police, he was the supervisor of systems and procedures within the Bureau of Research and Development, responsible for authoring all Pennsylvania State Police policy and procedures. As Chief of Police for Bullhead City, Arizona, he authored over 60 police policy and procedures and as Chief of Police for Apache Junction, Arizona he authored over 40 police policy and procedures. As Commissioner of the Pennsylvania State Police, he spearheaded the department's process toward achieving Commission on Accreditation for Law Enforcement accreditation, with the department becoming the largest state police organization in America to become accredited, thus ensuring police professionalism to include aspects of supervision and leadership.

Qualifications (continued)

E. Beverly Young, PhD, Founder, EbevyYG Learning Solutions, LLC

1. *Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders.*

As the Administrative Officer for the Municipal Police Officers' Education & Training Commission (Commission), Beverly became lead investigator and point of contact for a complaint of alleged improprieties occurring at two police academies certified by the Commission. In one instance, academy operations were suspended and later placed in a probationary operational status. In the second matter, academy operations were placed in a probationary status. Beverly's specific responsibilities during the probationary periods included,

- to ensure compliance with provisions articulated in the negotiated settlement,
- to monitor activities through a Commission contracted on-site monitor
- to maintain a cost sheet relating to expenses incurred by the monitor and Commission staff
- to maintain an administrative chronology detailing news media inquiry, attorney inquiries, findings from monitoring activities, problem areas still requiring change.

2. *Appearing in court to provide testimony*

Offered sworn testimony on behalf of the Commission at administrative hearings to present evidence of regulatory violations affecting police officer certification. Testified in Commonwealth Court on compliance matters relating training.

3. *Writing complex reports for dissemination to diverse sets of stakeholders.*

Completed detailed investigatory reports relating to police academy certification, documents relating to Right-to-Know Law and Subpoena requests.

4. *Completing projects within anticipated deadlines and budget.*

Completing research and development of course content for the Massachusetts Curriculum Rewrite Project for review and approval by the Massachusetts Police Training Committee (see BD-15-1015-MPTCQ-HQ-00000003140)

5. *Assessing legal sufficiency and compliance with constitutional and other legal requirements*
 - a. Shared a lead role in the creation of regulations governing the Administration of the Retired Law Enforcement Identification Program for the Commonwealth of Pennsylvania. Discussions focused on establishing standards for eligible retirees, expectations of police and law enforcement agencies in accordance with HR 218, the Law Enforcement Officers Safety Act, duties and responsibilities for the Sheriff and requirements for renewal of certification.
 - b. Determined ineligibility for initial and continuing police officer certification based on a detailed review of statutory (Municipal Police Education and Training Act, Act 120 or Lethal Weapons Training Act, Act 235) and regulatory requirements. Made recommendation to revoke certification with cause based on the review. Also made decisions to deny applicant requests for certification based on factors (e.g. disqualifying criminal convictions, failing to meet training requirements, and other certification requirements) detailed within the regulation. Prepared documents to use as supporting evidence at administrative hearings.

D. Prior Experience and References

List current or recent (within the past 10 years) project experience for members of the team relevant to the monitoring duties and responsibilities; references for each project listed, including the name of the organization, contact person, title, address, e-mail address and telephone number.

There are no current or recent references relating to project experience for any member of this Team. Monitoring activities delineated for some members occurred outside the requested ten-year period.

E. Potential Conflicts of Interest or Bias

Disclose any potential or perceived conflicts of interest involving the Monitor and/or any members of the Monitor's team, associated firms or organizations, and any employee(s) assigned to the project, or proposed subcontractor(s), including current or former employment, contracts or grants with the City of Ferguson, the FPD, St. Louis County, the State of Missouri, or the United States and any involvement in the last eight years (whether paid or unpaid) with a claim or lawsuit by or against the City of Ferguson, the FPD, St. Louis County, the State of Missouri, or the United States or any of their officers, agents, or employees. Any close, familial, or business relationship with any of the mentioned entities, or their agents or employees, must be disclosed. Disclose whether any member of the team has been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct. To the extent a conflict or potential bias exists, explain why it does not bar the individual's or the team's selection, including any legal or ethical opinions or waivers upon which the team relies.

There are no potential conflicts of interest or bias precluding selection of any contractor identified in this application.

F. Estimated Costs

There are nineteen requirements delineated in the Consent Decree.

1. Community Policing Engagement
2. Reform of the Ferguson Municipal Code
3. Policies and Training
4. Bias-Free Police and Court Practices
5. Voluntary Contacts, Stops, Searches, Citations, and Arrests
6. First Amendment Protected Activity
7. Use of Force
8. Crisis Intervention
9. School Resource Officer Program
10. Body-Worn and In-Car Cameras
11. Supervision
12. Officer Assistance and Support
13. Recruitment
14. Performance Evaluations and Promotions
15. Supplemental Recruit and In-Service Training
16. Municipal Court Reform
17. Accountability
18. Civilian Oversight
19. Data Collection, Reporting, and Transparency

Based on substantive requirements for monitoring activities and deadlines inherent with this project, the following reflects staff assignments, activities and weekly commitment in hours. The number of commitment hours is subject to change based on evaluation of the progress of implementing mandated changes. Division of work will change based on complexity and necessity to supplement a monitoring activity with additional staffing support, possible through the diversity in experience in team membership.

Table 1 **Hourly commitment per Team Member**

Position	Monitoring Activities	Location	Hourly Commitment	Fixed Cost
Project Director (Young)	Policies and Training; Accountability Community Engagement; Civilian Oversight; Data Collection, Reporting, and Transparency	On-site	16 hours quarterly	\$187, 500.00
		Off-site	20 hours wkly	
Project Team Specialist 1 (Shaw)	Voluntary Contacts, Stops, Searches, Citations, and Arrests	On-site	16 Hrs. biannually	\$177, 083.00
		Off-site	15 hrs. wkly	
Project Team Specialist 2 (Bonadies)	Supplemental Recruit and In-Service Training; School Resource Officer Program	On-site	16 hrs. biannually	\$177, 083.00
		Off-site	12 hrs. wkly	
Project Team Specialist 3 (Walp)	Reform of the Ferguson Municipal Code; Municipal Court Reform Bias-Free Police and Court Practices	On-site	Once annually	\$177, 083.00
		Off-site	8 hrs. wkly	
Project Team Specialist 4 (Downing)	Supervision; Recruitment; First Amendment Protected Activity	On-site	40 hrs. 1 st year	\$177, 083.00
		Off-site	8 hrs. wkly	
Project Team Specialist 5 (Blum)	Body-Worn and In-Car Cameras; Use of Force Crisis Intervention	On-site	8 hours monthly/1 st 3 months/ biannually subsequent years	\$177, 083.00
			8 hrs. wkly	
Project Team Specialist 6 (Grubesky)	Performance Evaluations and Promotions; Officer Assistance and Support	On-site	8 hours bi-annually	\$177, 083.00
		Off-site	6 hrs. wkly	

Table 2- Annual Salary and Fixed Costs

Position	Monitoring Activities	Annual Salary	+Travel costs per year	Fixed Cost
Project Director (Young)	Policies and Training; Accountability; Community Engagement; Civilian Oversight; Data Collection, Reporting, and Transparency	\$27, 100.00	\$10,400.00	\$187, 500.00
Project Team Specialist 1 (Shaw)	Voluntary Contacts, Stops, Searches, Citations, and Arrests;	\$31, 966.60	\$3, 450.00	\$177, 083.00
Project Team Specialist 2 (Bonadies)	Supplemental Recruit and In-Service Training; School Resource Officer Program	\$32, 016.00	\$3, 400.00	\$177, 083.00
Project Team Specialist 3 (Walp)	Reform of the Ferguson Municipal Code; Municipal Court Reform Bias-Free Police and Court Practices	\$32, 916.60	\$2, 500.00	\$177, 083.00
Project Team Specialist 4 (Downing)	Supervision; Recruitment; First Amendment Protected Activity	\$35, 191.60	\$225.00	\$177, 083.00
Project Team Specialist 5 (Blum)	Body-Worn and In-Car Cameras; Use of Force Crisis Intervention	\$31, 016.60	\$4, 400.00	\$177, 083.00
Project Team Specialist 6 (Grubesky)	Performance Evaluations and Promotions; Officer Assistance and Support	\$31, 966.60	\$3, 500.00	\$177, 083.00

Table 3 Monitoring provisions and activities

Position	Monitoring Provision	Monitoring Activity	Section/Page reference in Consent Decree
Project Director	Policies and Training; Accountability Community Engagement; Civilian Oversight; Data Collection, Reporting, and Transparency	Policy Review On-Site Auditing	Sections III, V, XIX, XX, XXI Pages 4-9, 11-16, 89-102
Project Team Specialist 1	Voluntary Contacts, Stops, Searches, Citations, and Arrests	Policy Review On-Site Auditing Technical Assistance	Section VII, IX Pages 19-26, 30-45
Project Team Specialist 2	Supplemental Recruit and In-Service Training; School Resource Officer Program	Curriculum Writing Technical Assistance Training and Guidance	Section XVII Pages 71-78
Project Team Specialist 3	Reform of the Ferguson Municipal Code; Municipal Court Reform Bias-Free Police and Court Practices	Policy Review Technical Assistance	Sections IV, VI, XVIII Pages 9, 10, 16-18, 78-88
Project Team Specialist 4	Supervision; Recruitment; First Amendment Protected Activity	On-Site Audit Policy Review Technical Assistance	Section XIII, XV Pages 57-62, 64-67
Project Team Specialist 5	Body-Worn and In-Car Cameras; Use of Force Crisis Intervention	Policy Review Technical Assistance	Section X, XII Pages 46-48, 52-57
Project Team Specialist 6	Performance Evaluations and Promotions; Officer Assistance and Support	Technical Assistance Policy Review	Section XIV, XVI Pages 62-64, 68-70