Fair and Impartial Policing:
A Science-Based Perspective

Introduction

Fair & Impartial Policing, LLC (FIP, LLC) is pleased to submit this technical proposal to provide the **Promoting Fair & Impartial Policing: A Science-Based Perspective** training program to the law enforcement personnel of the City of Cincinnati. This proposal:

- Describes the proposed training program to include:
  - The current research addressing the science of human bias,
  - The implications implicit bias has for policing,
  - The five Fair and Impartial Policing curricula, and
  - FIP, LLC's training strategy and implementation plan.
- Discusses the rationale for engaging FIP, LLC as the training services provider to include:
  - The qualifications and experience of FIP, LLC and our trainers, and
  - FIP's specific experience with Train the Trainer programs.
- Outlines a timeline, staffing and management plan for the proposed training.
- Includes a cost proposal, including a cost narrative.
- Provides a statement on economic inclusion.

The Promoting Fair & Impartial Policing: A Science-Based Perspective Training Program (FIP)

The FIP program is set apart from other implicit bias trainings for several key reasons. First, FIP is based on the modern science of bias, using decades of compelling research to inform the curriculum and its design. Second, the trainings are classroom-based and led by highly qualified instructors who are either current or former law enforcement professionals. Because of this, FIP, LLC is able to employ innovative approaches, including techniques aimed at addressing and reducing the skepticism and sometimes hostility that trainees bring to such trainings. Third, the FIP Train the Trainers program is in-depth and highly collaborative to ensure that the integrity of the curriculum is maintained across locally-based trainers.

The Science of Implicit Bias and Implications for Policing

Fair and impartial policing is both a moral and legal requirement for all public safety personnel. Biased policing practices violate an agency's commitment to ethics, integrity, and constitutional policing. U.S. Supreme Court Justice Lewis Powell Jr. (unknown date), captured the importance of impartial justice in the context of economic status, "Equal justice under law is not just a caption on the facade of the Supreme Court building. It is perhaps the most inspiring ideal of our society. It is

fundamental that justice should be the same, in substance and availability, without regard to economic status."

Democratic policing cannot exist without a commitment to impartiality. Public safety professionals must not inappropriately[1] distinguish in their application of justice on the basis of socioeconomic status, gender, race/ethnicity, age, sexual orientation, or other demographic or "status" factors. As U.S. Supreme Court Justice, Wiley Rutledge stated in 1941, "Equality before the law in a true democracy is a matter of right. It cannot be a matter of charity or of favor or of grace or of discretion."

Policing that is unfair and/or biased threatens decades of reforms in community policing. Community policing relies on the partnerships formed between police and community—partnerships based on trust and a common commitment to crime control and justice. The police cannot do their jobs absent a community that perceives them as a legitimate entity (Tyler 2004; Tyler et al., 2015). Biased policing and the perceptions of it threaten the relationship between law enforcement agencies and the diverse communities they serve.

Over many years, public safety personnel, researchers, community leaders and other stakeholders have engaged in a national discussion about policing and bias; biases based on race and ethnicity have received the most attention. Much of the national discussion, however, has been based on outdated notions of how bias manifests in our society. Early researchers on the psychology of bias reported that prejudice was based on animus toward groups and that a person with prejudice was aware of it. Bias with these characteristics is now known as "explicit bias"; racism is an example. More recent research on this topic provides us with a fuller understanding of how prejudice is manifested. Social psychologists report that bias has changed in our society. As one scientist proclaimed, "Modern prejudice is not your grandparents' prejudice" (Fiske, 2008: 14). What these scientists have determined—through voluminous research on this topic—is that bias today is less likely to manifest as explicit bias and more likely to manifest as "implicit" (or "unconscious") bias.

Bias starts with our automatic tendency to categorize individuals. We categorize individuals and objects to make sense of the world, which includes categorizing people we don't know according to group membership. We then attribute to these individuals the stereotypes associated with their group. This does not require animus; it requires only *knowledge* of the stereotype. Implicit bias, like explicit bias, can produce discriminatory actions.

Research has examined implicit biases linked to ethnicity and race, gender, social class, sexual orientation, religion, body shape, age, and so forth. Social psychologists have shown that implicit bias can impact on what people perceive and do, even in people who consciously hold non-prejudiced attitudes (Correll et al., 2002, 2007a, 2007b; Devine, 1989; Dovidio et al., 2000, 2009; Eberhardt et al., 2003; Greenwald et al., 2003; Payne, 2001; Plant and Peruche, 2005; Plant et al., 2005). Research has examined the manifestations of bias among members of various professional groups, such as doctors, other health professionals, medical students, educators, prosecutors, and law enforcement. Based on the social psychological research on human biases, we can conclude that even the best law enforcement officers may manifest bias because they are *human*, and even the best agencies will have biased policing because they *hire* humans.

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[1] As the FIPS curricula recognizes, there *are* situations when demographics and other appearance factors are legally relevant to police decisions, as set forth in law and policy.

In practice, implicit bias might lead the line officer to automatically perceive crime in the making when she observes two young Hispanic males driving in an all-Caucasian neighborhood. It may manifest among agency command staff who decide (without crime-relevant evidence) that the forthcoming gathering of African American college students bodes trouble, whereas the forthcoming gathering of white undergraduates does not. Moving beyond racial and ethnic biases, implicit bias might lead an officer to be consistently "over vigilant" with males and low-income individuals and "under vigilant" with female subjects or people of means. Where there is a crash with two different versions of what happened, implicit bias might lead the officer to believe the Caucasian man in the white shirt and tie driving the BMW as opposed to the Hispanic man in jeans and a pick-up truck.

So, the bad news is that prejudice remains widespread and manifests below conscious awareness, even in those of us who eschew, at a conscious level, prejudices and stereotypes. The good news comes from the large body of research that has identified how individuals can reduce their implicit biases or, at least, ensure that their implicit biases do not affect their behavior. Scientists have shown that implicit biases can be reduced, for instance, through positive contact with stereotyped groups and through counter-stereotyping, whereby individuals are exposed to information that is the opposite of the cultural stereotypes about the group (Dasgupta & Rivera, 2008; Pettigrew & Tropp, 2006; Peruche & Plant, 2006). Another set of remedies doesn't require that we rid ourselves of the implicit biases that took a lifetime to develop. The social psychologists have shown that, with information and motivation, people can implement "controlled" (unbiased) behavioral responses that override automatic (discrimination-promoting) associations and biases (Devine et al., 2012; Monteith et al., 2002).

Promoting Fair & Impartial Policing: A Science-Based Perspective Curriculum and Training

Around the country, traditional racial-profiling training programs have been based on outdated understandings about prejudice. Many such training programs have conveyed the message, "stop being prejudiced," with an emphasis on reducing animus toward stereotyped groups. From the science, we now know that this message is ill-suited for most individuals in modern society, including most individuals in policing, who may not have explicit prejudices. Further and more important, individuals receiving such messages can be offended—producing a backlash against these efforts.

The **Promoting Fair & Impartial Policing: A Science-Based Perspective** (FIP) training program applies the modern science of bias to policing; it trains officers on the effect of implicit bias and gives them the information and skills they need to reduce and manage their biases. The curricula address, not just racial/ethnic bias, but biases based on other factors, such as gender, sexual orientation, religion, socio-economic status and so forth. The curricula address various biases—including implicit associations, attentional bias, confirmation bias, and outgroup bias—and their implications for law enforcement.

These curricula are founded on the following fundamental principles:

- All people, even well-intentioned people, have biases.
- Having biases is normal to human functioning.
- Biases are often unconscious or "implicit," thus influencing choices and actions without conscious thinking or decision-making.
- Law enforcement actions based on biases or stereotypes are unsafe, ineffective and unjust.
- Fairness and impartiality are the cornerstones of procedural justice and important for the achievement of agency legitimacy.
- Officers can learn skills to reduce and manage their own biases.
- Supervisors can learn skills to identify biased behavior in their direct reports and take corrective actions when they detect biased decision-making.
- Public safety executives and their command-level staff can implement a comprehensive agency program to produce fair and impartial policing.

There are five FIP curricula. The curricula, all based on the science of bias, are customized for these audiences:

- Patrol officers (the patrol officers' curricula may also be used to train academy recruits with exercises customized for recruits)
- First-line supervisors
- Mid-managers
- Command-level personnel (or command personnel *and* community leaders)
- Trainers

Importantly, the curricula were designed to pro-actively address the defensiveness (sometimes hostility) that many law enforcement professionals may naturally bring to a training session on the topic of "biased law enforcement." However, the FIP curricula reflect a sound understanding of how to present challenging information in ways that "speak" to the concerns of law enforcement. In both design and delivery, the FIP training has received high praise from even the most skeptical training participants, who have indicated that the training was both valuable and enjoyable. Surveys are distributed at the end of each training session to all trainees. The surveys include both open- and closed-ended questions asking trainees to rate the course and the trainers as well as asking for feedback about the program (see Appendix A). FIP, LLC analyzes all training surveys and provides information on the analysis and results of the surveys to clients upon request.

All curricula were updated as of May 2018 to ensure that the science was current; to enhance the engaging, interactive nature of the training; and to enhance the application of the science in day-to-day law enforcement activities and experiences.

Both the **patrol officers'** and the **first-line supervisors'** curricula consist of four modules:

- Module 1: Introduction to Fair & Impartial Policing
- Module 2: Understanding Human Bias

- Module 3: The Impact of Biased Policing on Community Members and the Law Enforcement Organization (Procedural Justice)
- Module 4 (Patrol): The Skills for Promoting Fair & Impartial Policing
- Module 4 (First-Line Supervisors): Supervising for Fair & Impartial Policing

The first three modules in these two curricula are very similar, merely customized in language and exercises for the target audiences. The fourth module of each curriculum teaches the specific skills needed by that audience.

The 8-hour training program[2] for **Patrol Officers and Academy Recruits** helps these individuals to:

- Understand that even well-intentioned people have biases;
- Understand how implicit biases impact on what we *perceive/see* and can (unless prevented) impact on what we *do;*
- Understand that fair and impartial policing produces *just, safe and effective policing;* and,
- Use tools that help them (1) recognize their conscious and implicit biases, and (2) reduce and manage biases.

Overwhelmingly training participants have reported that the training has changed their perspectives and that the training had practical application to their day-to-day work. Participant feedback on the exercises and videos range from "great" to "awesome." As one participant who was returning to the job after being off for several years wrote, "I had [been impacted by stereotypes/biases] as an officer but did not know it until now. I could have used you guys back in 1995!"

The 8-hour training for **First-line Supervisors** (e.g., sergeants) starts with the three modules described above and then:

- Addresses how to identify subordinates who may be acting in a biased manner, including those well-meaning officers whose biased behavior may not be consciously produced;
- Provides guidance to supervisors on how they should respond to officers who exhibit biased policing behaviors;
- Challenges supervisors to think about how bias might manifest in their own behavior; and
- Provides guidance on how to speak about bias to individuals (e.g., officers, individual community members) and community groups, including routine and crisis communication messages.

Identifying the appropriate supervisory response to biased behavior can be challenging. Not only is biased behavior very difficult to prove, but, for the officers whose biased behavior is not intentional or malicious, "disciplinary" action would be inappropriate. Since, in many instances, there will only be "indications" and not "proof," it is important to convey when and how supervisors can intervene to stop what *appears* to be inappropriate conduct while keeping in mind the ambiguous nature of the evidence as well as the sensitive nature of the issue.

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[2] All time estimates include a 30- or 60-minute lunch break for attendees.

First-line supervisors who have participated in the training report that they now have a new perspective for thinking about how bias (not just racial bias) might manifest in their own decision-making as well as that of their officers. The comments indicate that they emerge believing (some expressing surprise) that biased behavior can be unintentional and can manifest even in well-intentioned subordinates. Overwhelmingly, the participants report that they will be able to apply the information and skills from the training into their daily jobs as supervisors. They report acquiring new tools for identifying when bias might be manifesting in their supervisees and new tools for intervening when they have concerns about subordinate behavior.

The **Mid-Managers'** curriculum is targeted toward individuals who are above the rank of first-line supervisor and below what might be considered "command staff" in an agency (e.g., Lieutenants). This training is also suitable for civilian managers. The 8-hour training combines elements from the command-level and first-line supervisor curricula; it:

- Introduces the trainees to the science of bias, including the science underlying mechanisms for reducing/managing biases;
- Helps mid-managers identify and intervene with subordinates who may be acting in a biased manner;
- Challenges mid-level managers to think about how bias might manifest in their own behavior;
- Provides guidance on how to speak about bias to individuals (e.g., sergeants, officers, individual community members) and groups/media; and
- Introduces the attendees to the elements of a comprehensive agency program to produce fair and impartial policing.

FIP, LLC has a 1.5-day training program for the agency **Executives and their Command-level Staff** (or command staff *and* community leaders). This training program covers the science of bias, its implications for policing and the elements of a comprehensive agency program to promote fair and impartial policing, which includes assessments and reform in the realms of policy, recruitment and hiring, training, supervision and accountability, leadership, culture, measurement, and outreach to diverse communities. Agency leaders exit the training with an action plan to implement a comprehensive program to promote fair and impartial public safety.

A 2.0-day **Law Enforcement Training-of-Trainers (TOT)** program is designed to enable instructors to implement both the patrol officers' and the first-line supervisors' training programs. This training "walks" participants through both the content and the training methodologies used throughout the FIP curricula and provides opportunities for participants to "practice" teaching the content. FIP, LLC instructors provide technical assistance, in small group workshops, on key concepts and techniques and provide critical assessments of participants' training skills during their "teach backs." Upon completion of the TOT (with some follow-up self-study and practice), participants are able to implement the two FIP curricula within their own agencies or academies. TOT participants will be able to:

- Understand the social-psychological research on implicit bias and its implications for both patrol officers' and first-line supervisors' actions.
- Discuss the impact of implicit bias on community members and the law enforcement organization.

- Discuss the knowledge and skills that patrol officers and supervisors need to promote fair and impartial policing.
- Demonstrate proficiency in using appropriate adult learning methods to support the training objectives and effectively present and debrief problem-based case scenarios.

A 2.0-day **Civilian Training-of-Trainers (TOT)** is designed to enable instructors to deliver an 8-hour program that is targeted to civilian personnel within a law enforcement agency/government. The course includes the same core content as the patrol and supervisor curricula but is customized to apply the concepts to the work of crime analysts, dispatchers, administrative support staff, victim advocates, front desk aides, and any other civilian roles. As with the patrol and supervisor TOT, this training "walks" participants through both the content and the training methodologies and provides opportunities for participants to "practice" teaching the content. FIP, LLC instructors provide technical assistance, in small group workshops, on key concepts and techniques and provide critical assessments of participants' training skills during their "teach backs." At the conclusion of the TOT, participants will be able to:

- Understand the social-psychological research on implicit bias and its implications for civilian personnel.
- Discuss the impact of implicit bias on community members and the law enforcement organization.
- Discuss the knowledge and skills that civilian personnel need to promote fair and impartial policing.
- Demonstrate proficiency in using appropriate adult learning methods to support the training objectives and effectively present and debrief problem-based case scenarios.

Individuals completing a FIP Training of Trainers (TOT) program will receive a certificate indicating they have successfully completed the program and are eligible to provide the FIP training to their respective trainees (either patrol and supervisor, and/or civilian personnel).

Pre- and/or Post-Testing

When requested, FIP, LLC can implement pre- and/or post-test instruments as part of the proposed training program. FIP, LLC is amenable to working with the City of Cincinnati to tailor such instruments to their specific needs.

Why FIP, LLC as the Training Services Provider?

FIP, LLC is a private, professional services firm specializing in the design and administration of implicit bias awareness training for public safety professionals. FIP, LLC is uniquely qualified to provide these training programs for the City of Cincinnati. Since 2009, FIP, LLC has been providing training to small, medium and large law enforcement agencies throughout the United States and Canada, including some of the largest organizations such as New York City, Albuquerque, Boston, British Columbia, Los Angeles, Las Vegas, Miami-Dade, Minneapolis, Milwaukee, Montgomery County, New Orleans, Ottawa, Peel Regional Police, Philadelphia, Sacramento, Salt Lake City, San Antonio, San Francisco, Seattle, and Toronto. Training programs have also been implemented

with state police organizations (e.g. Colorado State Police, Michigan State Police), university police (e.g. State University of New York, University of Massachusetts, Virginia Commonwealth University), and regional and state law enforcement academies (e.g. Kansas, Nebraska, New York, South Carolina, Virginia). FIP has been integrated into the IACP's Leadership of Police Organizations and Women's Leadership Institute training programs. FIP is presented each year at the FBI National Academy and at PERF's Senior Management Institute for Police (SMIP). The FIP curricula get overwhelming positive reviews from attendees.[3] The COPS Office has invested over $1.5 million into developing and administering the FIP training. As part of its Collaborative Reform initiative, the COPS Office provides FIP to agencies engaged in reform efforts.

Training Strategy and Implementation

The chart below outlines the type of training session, the number of Cincinnati Police Department employees in each session to be served, maximum class sizes, and the number of sessions to be held. This proposal is based on the City of Cincinnati's request to provide training to individuals from the Cincinnati Police Department who serve in command, supervisory, line, and civilian positions.

Training Audience/Location	Number of CPD Attendees	CPD Per Class	# Training Sessions
Training of Trainers (TOT): Officers and Supervisors	30	30	1
Command and Community Members	19	30	1
Mid-Managers	45	30	2
Training of Trainers (TOT): Civilians	30	30	1
TOTAL	124		5

Timeline

FIP, LLC proposes to commence the training at a mutually agreed upon date with the City of Cincinnati. FIP, LLC recommends beginning with training for the Command and Community participants. This training would include the executive staff of the Cincinnati Police Department (i.e., Captains and above) as well as select community members, which may include the city manager or other individuals as identified by the City of Cincinnati. This training would last 1.5 days. To keep travel expenses to a minimum, FIP, LLC recommends holding the mid-manager training sessions that same week. The mid-manager training is an 8-hour training and would include Lieutenants, any executive level staff that is unable to attend the Command and Community training, and any civilian managers. The two TOT sessions will be scheduled on dates

[3]A report to the COPS Office regarding the attendee evaluations of COPS-supported FIP trainings showed that the average ratings for the various FIP sessions types (e.g., patrol, supervisor) ranged from 4.37 to 4.66 on a 5-point scale. The averages indicate that the modal score for FIP training is a "5" on a 5-point scale.

to be determined by the Cincinnati Police Department and FIP, LLC. All training will be completed within one year's time from the signing of the contract.

Management and Staffing Plan

The FIP, LLC staffing and management plan ensures:
- that the City of Cincinnati and the Cincinnati Police Department will have access to our senior management team,
- efficient logistical planning and oversight to produce smooth implementation,
- that the Cincinnati Police Department will have superior instruction from trainers with both significant knowledge of the research addressing human bias and the ability to translate it into practical, "street-wise" applications for law enforcement personnel.

We propose the following staffing plan.

Dr. Lorie Fridell, Executive-Level Instructor & CEO, FIP, LLC. Dr. Fridell will provide corporate oversight for the program.

Mary Hoerig, Chief Operating Officer and Master Instructor, FIP, LLC. Ms. Hoerig will serve as the Program Manager for the CPD contract. She will oversee all implementation, review all materials, and ensure contractual obligations are met.

Laura Nickles, Logistics Manager, FIP, LLC will assign a Logistics Coordinator to serve as a liaison to the Cincinnati Police Department Program Manager to facilitate all logistical arrangements for the training sessions.

FIP, LLC Instructional Cadre. The FIP, LLC instructional cadre will include the following active and retired sworn law enforcement instructors: Lt. (ret.) Sandra Brown, Col. (ret.) Deborah Campbell, Deputy Chief Ian Cyr, Deputy Chief Clarence Hunter, Col. Joanne Johnson, Lt. Col. (ret.) Brenda Leffler, Lt. Timothy Leitzke, Captain Harvey Powers, Deputy Chief Anthony Raimondo, Sgt. John Sluth, Lt. David Tripp, Lt. (ret.) Cathleen Wichmann, Lt. (ret.) Scott Wong, and Chief (ret.) Noble Wray. Biographies of the entire FIP, LLC National Training team are included in Appendix B.

Cost Estimate

Please refer to the cost narrative in Appendix C. The narrative outlines the overall cost for the proposed training, and describes, in detail, the costs associated with each of the proposed training sessions and how those costs were derived.

Economic Inclusion

FIP, LLC is acquainted with and fully supports the tenets outlined in the City of Cincinnati's Economic Inclusion priorities. FIP, LLC is a woman owned and operated company with three female managing partners and a staff of mostly women. FIP, LLC offers a diverse cadre of 23

training specialists to include seven women, four African Americans, one Asian American, two Latinos, and one Arab. FIP, LLC strives for diversity and inclusion within our company as well as advocating the same through our training with law enforcement agencies.

Exceptions and Professional References

FIP, LLC agrees to comply with the terms and conditions as set forth in Section III of the RFP. FIP, LLC does not take any exception with the terms and does not intend to sub-contract for the proposed work as outlined herein.

Please find attached in Appendix D a list of professional references.

Appendix B:
Trainer Bios

EXECUTIVE TEAM

Lorie Fridell, PhD

Chief Executive Officer and Executive-Level Instructor

Dr. Lorie Fridell is the former Director of Research at the Police Executive Research Forum (PERF) and a national expert on biased policing. She has written several books, chapters, and articles on this topic. Her most recent book (published by Springer in 2017) is *Producing Bias-Free Policing: A Science-Based Approach*. With funding from the U.S. Department of Justice, and with assistance from national experts on law enforcement and the social psychology of bias, Dr. Fridell, with Anna Laszlo, produced the science-based Fair & Impartial Policing curricula for patrol officers, first-line supervisors, mid-level managers, command-level staff, and law enforcement trainers. Dr. Fridell is a faculty member in the Department of Criminology at the University of South Florida in Tampa and has, over her academic career, received five university-level teaching awards.

Anna T. Laszlo, MA

National Training Director and Master National Instructor

Ms. Laszlo is the National Training Director/Master Instructor for Fair & Impartial Policing (FIP), LLC. With Dr. Lorie Fridell, she co-authored the Fair & Impartial Policing Training Programs and has trained the FIP curriculum throughout the U.S. and Canada. She directs new product development, including FIP curricula for law enforcement agency civilian personnel, private security, community leaders/members, and other criminal justice system audiences. Ms. Laszlo brings over 36 years' experience designing and delivering national criminal justice and law enforcement training. Ms. Laszlo is extensively published in academic and professional journals on broad criminal justice topics. Her articles relating to implicit bias and policing appeared in the *Royal Canadian Mounted Police Journal—Special Issue: Policing Diverse Communities* and the *Harvard Business Review*. She has also been a featured speaker at MIT's Sloan School of Management annual conference addressing implicit bias. Ms. Laszlo has been an adjunct professor of criminal justice at Buffalo State College, Boston College, and Seattle University.

Inspector (ret.) Mary Hoerig, MBA

Chief Operating Officer and Master National Instructor

Inspector Hoerig was a member of the Milwaukee Police Department for 25 years until she retired in 2016 as an Inspector (Deputy Chief). She served in many areas of the Police Department including Patrol, Criminal Investigations, Internal Affairs, Intergovernmental Services, Field Operations, and Administration. Prior to retirement, she was assigned to command the Strategic Management Bureau, which included Strategic Analysis, Records, Technology, Community Development, Grants, Policy, Special Events Logistics, and the Office of Management, Analysis and Planning. Inspector Hoerig received her bachelor's degree in Criminal Justice Management from Concordia University, is a graduate of the Northwestern University Center for Public Safety (Police Staff and Command), and PERF's Senior Management Institute for Police (SMIP). Inspector Hoerig studied Law Enforcement Leadership at Marquette University and received her MBA from Alverno College.

EXECUTIVE-LEVEL INSTRUCTORS

Chief (ret.) Scott Cunningham, PhD

Chief Cunningham has over 37 years of experience in the policing profession. Prior to his retirement in 2017, he served as Chief in three agencies in North Carolina. He spent most of his professional career with the Tampa, FL Police Department where he retired as Assistant Chief over the Patrol and Special Operations Divisions. He has served in virtually all areas and ranks of a police agency. Chief Cunningham holds an MPA from Golden Gate University and a Ph.D. in Adult Education and Organizational Management from the University of South Florida. He authors articles and makes presentations on various topics including accreditation, pursuits, policies, management, leadership, ethics, and human resources. He is active in the International Association of Chiefs of Police and the NC Association of Chiefs of Police. He is an active team leader for the Commission on Accreditation for Law Enforcement Agencies.

Chief (ret.) Noble Wray

Chief Wray retired from the Madison (WI) Police Department (MPD) after almost 30 years of service. Before becoming Chief, Wray received Life Saving and Outstanding Service Awards as a member of the MPD. He was promoted through the ranks and was appointed as Chief in 2004. In leading the agency, Wray emphasized building trust both inside and outside of the organization. Before and since retirement, Wray has served as a nationally recognized consultant for law enforcement organizations such as the Police Executive Research Forum (PERF) and the Police Foundation in the areas of problem solving, community policing, and trust-based policing. Most recently, Wray headed the COPS Office "Policing Practices & Accountability Initiative." In addition to FIP, Chief Wray trains Blue Courage around the US and Canada. Chief Wray continues to live in Madison.

MASTER NATIONAL INSTRUCTORS

Lieutenant (ret.) Sandra Brown

Sandra Brown, a former Lieutenant, retired in 2011 after working five years as a Deputy Sheriff for the Santa Clara County Sheriff's Office and twenty-five years with the Palo Alto Police Department. Lieutenant Brown worked through various positions from Patrol, Traffic Enforcement, Property and Body Crimes, Crime Scene Investigations, Department Spokesperson, and Internal Affairs Commander. She ended her career in charge of the Personnel and Training Professional Standards Division. Lt. Brown joined Fair and Impartial Policing in 2009.

Lieutenant Colonel (ret.) Brenda Leffler Harteau

Lieutenant Colonel Brenda L. Harteau began her career in 1993 as a road trooper for the Colorado State Patrol and retired after 24 years of service. Following the September 11 attacks, Lt. Colonel Harteau was central in the development of the state's fusion center, the Colorado Information Analysis Center (CIAC). Harteau was promoted to Lieutenant Colonel in 2012 and acted as a regional commander. She supervised field districts, the Criminal Investigations Branch, the Training Services Branch, Internal Affairs, and the Strategic Budget Analysis Section. During her tenure, Lt. Colonel Harteau served on multiple boards and committees to include the Colorado Special Olympics Executive Committee. She has additional law enforcement experience from her 10 years of service in the United States Army. Lieutenant Colonel Harteau has a Bachelor of Science degree in Criminal Justice and is a graduate of the 241st Session of the FBI National Academy.

Colonel (ret.) JoAnn D. Johnson

Colonel Johnson retired from the Illinois State Police in 2018 after 29 years of service. She began her law enforcement career in 1989 as a Trooper with the Illinois State Police (ISP) in the Chicagoland area. During her tenure with the department, she worked Patrol, General Criminal Investigations, and Narcotics Investigations. Colonel Johnson served as the Operations Lieutenant in Patrol, the Curriculum Section Supervisor at the ISP training academy, and the Chief of the Office of Equal Employment Opportunity. She was appointed as Lieutenant Colonel of the Division of Internal Investigation in 2013 and was later appointed to Colonel of that division in 2016 where she served until her retirement. She is a graduate of the Northwestern University Center for Public Safety, School of Police Staff and Command Class #282. Colonel Johnson is a member of the National Association of Women Law Enforcement Executives (NAWLEE), and the National Organization of Black Law Enforcement (NOBLE).

Deputy Chief Anthony (Tony) Raimondo

Raimondo was promoted to Deputy Chief of the Sanford Police Department in 2017. He brings 22 years of Florida law enforcement experience to the FIP team. He has served in numerous supervisory positions within his department including Patrol, Street Crimes, and Narcotics/Vice Unit, and he has held administrative leadership positions in Professional Standards, Training, and Tactical Operations. Deputy Chief Raimondo has a MS in Criminal Justice from the University of Central Florida. He is also a graduate from the FBI National Academy 260th Session and the Command Officers Development Course through the Southern Police Institute, University of Louisville. Prior to entering law enforcement, Deputy Chief Raimondo served nine years in the United States Marine Corps as an infantryman and ANGLICO fire control team member. He is a veteran of operations in Panama and the Persian Gulf War.

SENIOR NATIONAL INSTRUCTORS

Colonel (ret.) Deborah J. Campbell

Colonel Campbell recently retired from the New York State Police after completing a 32-year career with the agency. During her time with the Division of State Police, she rose through the ranks from Trooper to Colonel, where she had oversight of the Division's EEO investigations, Recruitment, Promotional Examinations, Employee Assistance Program, Personnel, and Labor Relations. Prior to her retirement, Colonel Campbell was assigned to the Office of the Superintendent where she was responsible for oversight of the Protective Services Unit, Planning and Research, and special projects for the NYSP. Colonel Campbell assisted in the development of the New York Women in Law Enforcement (NYWLE) organization. She was an original member of the Board of Directors and served as the first President of NYWLE. In addition to teaching for FIP, Colonel Campbell consults and serves as an instructor for IACP's leadership programs. She holds a Bachelor of Science Degree from SUNY Cortland and a Master of Arts Degree in Criminal Justice from the Nelson A. Rockefeller Institute of Government.

Captain (ret.) Harvey S. Powers

Captain Powers is a 25-year veteran of the Richmond (Virginia) Police Department, serving there until he retired in May 2018. For the last five years of his Richmond career, Captain Powers was the Director of the Richmond Police Training Academy. In addition to his role in the Richmond Police Department, Captain Powers served for eight years as a regional leader and fundraiser for the Law Enforcement Torch Run to benefit Special Olympics. Captain Powers holds undergraduate degrees from James Madison University in both Psychology and History and has done graduate work in community agency counseling and accounting. He is a graduate of PERF's Senior Management Institute for Police (SMIP) and the Professional Executive Leadership School (PELS).

Lieutenant (ret.) Cathleen Wichmann

Lieutenant Wichmann retired in 2016 after a 25-year career with the Milwaukee Police Department. She served in many areas of the Police Department including Patrol, Communications, Tactical Enforcement (SWAT), and the Police Academy. Prior to retirement, she served as a Lieutenant over the Neighborhood Policing Bureau which included strategic/tactical operations, and supervision of the Tactical Enforcement, Motorcycle, Canine, Fugitive Apprehension, and Street Crimes units. Lieutenant Wichmann spent two tours of duty with the Tactical Enforcement Unit, both as a Sergeant and Unit Commander. During her tenure with the Milwaukee PD, she was a certified instructor for DAAT, EVOC (Master Instructor), Professional Communications, Active Shooter, Chemical Munitions Less-Lethal/Distraction Devices, Firearms (handgun, shotgun, patrol rifle, ECD), and Fair and Impartial Policing. She is a national instructor for IACP's Leadership in Police Organizations and the Women's Leadership Institute. Lieutenant Wichmann received her bachelor's degree in Criminal Justice from the University of Wisconsin-Platteville. She served in the US National Guard as a Military Police Officer, achieving the rank of 1st Lieutenant.

NATIONAL INSTRUCTORS

Deputy Chief Ian Cyr, MA

Deputy Chief Ian Cyr is in his 23rd year of service with the University of Massachusetts (Amherst) Police Department. He has held a wide variety of assignments including Field Training Officer, Defensive Tactics and Firearms instructor, Tactical Team leader, Chemical Munitions instructor, and Police Academy instructor. He is also responsible for incident command during major events at the university. Deputy Chief Cyr has been instrumental in developing the Citizens Police Academy and collaborates to develop strategic planning efforts for the department. He holds a B.S. in Criminal Justice and is currently pursuing a master's degree in Regional Planning. Deputy Chief Cyr graduated from the 234th session of the FBI National Academy. Cyr is currently assigned as the Deputy Chief of Police overseeing department operations. The UMass Police is a 63-member fully sworn police department serving the University community of approximately 33,000 people.

Lieutenant Colonel (ret.) Kevin Eldridge

Lt. Colonel Eldridge retired from the Colorado State Patrol after 31 years in law enforcement that includes serving in the Police Departments of Red Rocks Community College and Westminster. He supervised various areas including field troopers, Accident Reconstruction Team, Immigration Enforcement Unit, Records, Policy, C.A.L.E.A., Analysts, Aircraft Unit Communications, Training Academy, Public Affairs, Logistical Services, Capitol Security, and Dignitary Protection. Lt. Colonel Eldridge has presented across North America on the impacts of legalized recreational marijuana. He is a graduate of the FBI National Academy, 252nd Session, and the Northwestern University Center for Public Safety School of Police Staff and Command, 304th Session.

Major Steve J. Garcia

Major Garcia is currently the Commander of the Colorado State Patrol (CSP) District One – Metropolitan Denver. Throughout his 22-year career, Major Garcia has held various assignments and leadership positions, including Commander of both the Training Services Branch and the Criminal Investigation Branch; Director of the CSP Training Academy, Office of Preparedness and Security, and the Colorado Information Analysis Center (CIAC); and Deputy Director of the Intelligence and Operations Center and the CIAC where he helped establish the Terrorism Liaison Officer (TLO) program. He completed the 2010 FBI and Harvard School of Executive Education and Leadership in Counter-Terrorism. Major Garcia currently serves on the Colorado POST Academy Directors Board, the Colorado Legislative Marijuana Curriculum Committee, and the MADD Board of Executive Directors. He serves as the Commander of the Patrol's management, security and operations for major events such as the USA Pro-Cycling Challenge, the Boulder Ironman, visiting NFL teams playing the Denver Broncos, 9/11 Ceremonial events, and other statewide events.

Assistant Chief Clarence T. Hunter, Jr

Assistant Chief Clarence T. Hunter, Jr. joined the Henrico County (VA) Police Division in July 1996 as a police officer. During his tenure, Asst. Chief Hunter served in Criminal Investigations, Organized Crime, and SWAT. He also served as Commanding Officer for Patrol Operations, South Station, and Personnel and Training. Asst. Chief Hunter holds a bachelor's degree in Organizational Leadership. He is a graduate of the Administrative Officers Management Program at North Carolina State University, the Police Executive Leadership School at the University of Richmond, and the Senior Management Institute for Police, sponsored by the Police Executive Research Forum in Boston, MA. Prior to becoming a member of the Police Division, Asst. Chief Hunter served for six years as a police officer with the City of Richmond (VA) Police Department. He also served in the United States Army, 82nd Airborne Division, and the Virginia Army National Guard, retiring at the rank of Master Sergeant.

Police Lieutenant Timothy Leitzke

Police Lieutenant Timothy Leitzke is currently assigned to District One of the Milwaukee Police Department, proudly serving the Downtown and Upper East Side of Milwaukee. Lt. Leitzke has served in numerous roles within his department including Patrol, Criminal Investigations, and Internal Affairs. He is also a Wisconsin Law Enforcement Standards Board certified instructor in Defense and Arrest Tactics, Emergency Vehicle Operations, Professional Communications, and Vehicle Contacts. Lieutenant Leitzke is a member of MPD's Crisis Intervention Team, a platoon leader of the Major Incident Response Team, and has received multiple awards for Meritorious Service during his career to date.

Captain (ret.) Rodney Manning

Captain Manning retired from the Pennsylvania State Police after serving from 1984 to 2011. Captain Manning's experience includes Traffic and Criminal Investigations, Field Training, Supervision, Station Commander, Commander of Community/Special Services Section overseeing Community Service, Mounted Unit, Ceremonial Unit, and several Governors committees as representative for the Colonel. He attained the rank of Captain/Director of the Training Division and was responsible for all Cadet/Recruit training and a large percentage of enlisted and civilian training. In addition to his State Police duties, Captain Manning instructed at a University-sponsored police academy for 20 years. Since retirement he has continued his education by adding to his 83' Bachelor of Science with a 2016 Master of Arts in Organizational Behavior. Captain Manning has been an active instructor for the International Association of Chiefs of Police in their Leadership in Police Organization training for 10 years.

S. Ali Moosvi

S. Ali Moosvi is a serving police officer and has over twenty-nine years of experience with the Toronto Police Service. With a policing career ranging from front-line emergency response to major case task force investigations, Ali is the first Canadian law enforcement officer to join the Fair & Impartial Policing team. Moosvi provides dynamic context to the FIP curriculum by using his extensive policing experience to illustrate practical applications of the FIP program's science-based concepts and principles.

Lieutenant Chris Pérez

Lieutenant Chris Pérez, a decorated 22-year veteran of the Chandler (AZ) Police Department brings experience in patrol operations, child abduction response, violent crime, and special victim crime investigations. He currently leads Chandler Police Department's Special Investigations Section overseeing all Gang, Criminal Intelligence, Narcotics and Human Trafficking investigations. Lt. Pérez earned a bachelor's degree in history from Arizona State University and holds a master's degree in education from Northern Arizona University. Before his career with the Chandler Police Department, he served as a Hospital Corpsman in the United States Navy. In his spare time, Lt. Pérez is an adjunct college professor in the Administration of Justice Studies Program at Mesa Community College.

Sergeant John Sluth

Sergeant John Sluth started his policing career in 1985 when he enlisted in the United States Army for the Military Police Corps. After serving on active duty, he was hired by the Palm Beach County Sheriff's Office (PBSO). Sergeant Sluth currently serves in the agency's Training Division as the Training Coordinator. He has held numerous positions within PBSO, including Deputy Sheriff, Property Crimes Detective, Field Training Officer, Road Patrol Supervisor, Volunteer Services Supervisor, and Detective Sergeant. Sergeant Sluth is also currently assigned as the Assistant Commander of the department's Emergency Field Force and a Squad Leader for the Honor Guard. He is a graduate of the Southern Police Institute/University of Louisville's Command Officer Development Course and is a graduate of the FBI-LEEDA Trilogy program. Sergeant Sluth holds a Bachelor of Science degree in Emergency Management from Barry University and is currently pursuing his master's degree in Emergency Services Management.

Lieutenant Dave Tripp

Lieutenant Tripp has more than 30 years combined experience in training, leadership, and consulting. He understands the importance of life-long learning, and strives to build his knowledge base through education, training, and professional development opportunities. Lieutenant Tripp has served the last 21 years in a large public safety organization, much of that time spent in a high-level executive leadership position. As such, Lieutenant Tripp has experience leading a large operational component of the organization and has been responsible for the training and professional development of the entire organization, comprised of 300+ members. Lieutenant Tripp's leadership extends to many successful project teams, specialty teams, and change management initiatives. He has extensive experience and education in the fields of understanding human behavior and behavioral-based human resource development.

Lieutenant (ret.) Scott T. Wong

Lieutenant Wong was hired as a Police Officer for the City of Palo Alto in 1982. He was promoted to Agent in 1993, promoted to Sergeant in 1996, and promoted to the rank of Lieutenant in 2009. During his 29-year career, Lieutenant Wong served as a Field Training Officer, Property Crimes Detective, Recruiting Team member, SWAT Team member, Internal Affairs Team member, Secretary and President of the POA, Body Crimes Detective supervisor, Field Training supervisor, Traffic Team supervisor, K-9 Team manager, and founding President of the Palo Alto Police Managers' Association. After his retirement in 2011, Lieutenant Wong worked part time as the Palo Alto Police Department 911 Communications Manager from 2012-2013, and a Reserve Police Officer from 2013-2015.