

DJJ2614-0002 Collaborative Reform Initiative for Technical Assistance: Technical Assistance Work Plan for the Saint Anthony Village Police Department and Community

Background

In October 2017, at the request of the SAPD, representatives from the U.S. Department of Justice (DOJ) COPS Office met with representatives from the SAPD and the Saint Anthony Village City Manager for a technical assistance consultation. The purpose of the consultation was to identify potential areas of technical assistance that could be provided to the SAPD and the community, based on the information and community feedback that was used to create the original goals and objectives document completed in 2017. As a result of the consultation, the SAPD provided the COPS Office with a list of technical assistance requests that are listed below in this work plan.

Technical Assistance Priorities

Based on the technical assistance request and subsequent discussions with SAPD personnel and COPS Office staff, the following technical assistance priorities were identified:

- Assistance with revising the St. Anthony Village Police Department Principles and Practices Manual. The SAPD included the following areas they would like to see improved:
 - Cultural competencies to facilitate positive interactions and implement fair and impartial policing practices with members of the community;
 - Recruitment, hiring, and promotional practices and procedures to ensure fair and transparent outcomes;
 - Training, policies, practices, and procedures related to receiving, processing, and investigating internal and external complaints and use of force incidents as well as the methods used to discipline officers involved in misconduct;
 - Training, policies, practices, and procedures to ensure that performance is being appropriately evaluated and that members are encouraged to engage in fair and impartial policing practices, community policing, and procedural justice;
 - An early intervention system to help with monitoring employee performance for both positive and negative employee outputs;
 - Training, policies, practices, and procedures to ensure that department activities, such as arrest and traffic stop data, are appropriately transparent to the community;
 - Create a broader emphasis on community policing as a guiding principle or philosophy of the department.

- Assistance with developing a data-driven strategic plan regarding initiating and conducting vehicle and pedestrian stops.
 - Issues of racial profiling related to traffic stops have remained a focus in the community
 - Assistance in identifying data collection and dissemination strategies that will assist with placing traffic data within context.
- Assistance with developing a community engagement strategic plan to enhance community policing practices.
- Assistance with training, practices, and procedures regarding employees' professional development within these specific areas of importance: use of force, de-escalation training, encounters with the mentally ill, and leadership.

Assumptions for Work Plan Performance

This work plan identifies the technical assistance, engagement, and activities that will occur under the Collaborative Reform Initiative for Technical Assistance (CRI-TA), serving as a roadmap of planned assistance. However, as a living document, the work plan is subject to change based upon emerging needs or external influences affecting the progression of technical assistance and improvements within the SAPD.

After approval of the Technical Assistance Work Plan and Budget, the Site-Specific Project Manager (SSPM) will maintain oversight of all site visits and schedules, the project budget and timeline, data availability and condition, and all other related technical assistance work in close communication and coordination with the Federal Site Lead (FSL) and Contracting Officer's Representative (COR). Any changes requested by the COPS Office that may affect any of the above, including but not limited to cancellation of site events and rework of technical assistance materials or deliverables, may result in a delay in the timeline for the provision of technical assistance, an increase in the overall budget, or elimination of some of the technical assistance activities. The Project Director (PD) and SSPM will address any issues related to this Work Plan or budget with the FSL and COR in a timely manner.

Site Management Plan

The following outlines the roles of the technical assistance team members as well as the planned activities for this technical assistance engagement.

The Technical Assistance Team

The FSL will oversee the project on behalf of the COPS Office for the duration of the Technical Assistance engagement. The PD will provide additional oversight of the project, and, working with both the FSL and SSPM, will manage the project's timeline to allow for the efficient and quality delivery of all requirements outlined in the contract or as agreed upon by the FSL and the Contractor. During this

engagement, the SSPM will be supported by subject matter experts (SMEs) and a Specialist — Senior Research Scientist (SSRS).

The role breakdown for Contractor staff is as follows:

The SSPM will provide ongoing overall site management. The SSPM will oversee the delivery of technical assistance and the daily activities of the project as well as coordinate on-site and off-site activities. The SSPM will also serve as the primary point of contact for the FSL. As directed by the FSL, the SSPM will mitigate any challenges that occur on the ground to keep the project moving forward, and will ensure timely adherence with all contractual requirements, project deliverables, and any adjustments agreed upon with the FSL and COR. The SSPM will manage the SMEs and, along with the SMEs, will be responsible for the delivery of technical assistance. The SSPM will manage the technical assistance to ensure accuracy and adherence to promising practices. Additionally, if the Project Director is not available, the SSPM will attend peer-to-peer visits with SAPD staff.

- **SSPM Robert Boehmer.** Robert Boehmer will serve as the SSPM for the SAPD technical assistance engagement. He previously served as the SSPM for CRI-TA projects in Milwaukee and Saint Anthony Village. He also has significant experience in areas such as community policing, strategic planning, and information sharing, and can assist the SMEs in those areas.

The PD has ultimate responsibility for ensuring contract performance and will play a key role in ensuring the timely delivery of all contractual requirements. The PD will retain oversight of the Saint Anthony Village engagement, and will have ongoing coordination responsibility with the COR in support of this Work Plan. The PD will support the on-site work of the SSPM and the SMEs during this Work Plan and will provide: (1) input and guidance on the process and key deliverables; (2) subject matter expertise in support of the technical assistance priorities as needed based on his knowledge and background in key CRI-TA areas; and (3) internal review of the products to ensure the overall quality of the deliverable of site-specific outcomes. Although minimal site time is anticipated, the PD will participate in an initial site visit and site visits when the SSPM is not available or as necessary to provide technical assistance, especially as related to training strategy development. The PD will attend two peer-to-peer visits with SAPD staff. Additionally, he will be available to attend critical meetings with the SAPD if the SSPM is unavailable or if attendance by the PD is appropriate or requested by the FSL or COR.

- **PD Rob Davis.** Rob Davis will serve as the PD. Rob has served as the Hillard Heintze PD for CRI-TA for the past several years. He is a retired police chief and, besides his general oversight of this engagement, will apply his expertise to the technical assistance engagement, especially as related to community policing and training development.

The SMEs will be primarily responsible for delivering the technical assistance through both on-site and off-site activities. The SMEs will include a combination of a SME who previously provided assistance to the SAPD in order to provide continuity, as well as two new SMEs specifically engaged to provide assistance to the SAPD. While several SMEs have been identified at the outset, upon consultation with and approval of the COPS Office, SMEs may be added during the technical assistance period as the need arises.

- **Edward Denmark.** Edward Denmark is currently chief of the 17-member police department in Harvard, Massachusetts. In addition to his 27 years in policing, Chief Denmark has worked nationally and internationally as an instructor, trainer, and advisor, offering expertise on numerous law enforcement topics including communications advanced community policing and internal affairs investigations. Additionally, he is a Certified Force Science Analyst, a background that will be helpful in assisting the SAPD with its use of force policy. For the past year, he has been teaching Fair and Impartial Policing/Procedural Justice through the Municipal Police Training Committee in Massachusetts, reaching approximately 400 officers statewide. Chief Denmark will provide his expertise in both policy development and assistance related to Fair and Impartial Policing and Procedural Justice.
- **David Kurz.** David Kurz is the chief of the 20-member police department in Durham, New Hampshire. Chief Kurz will provide his expertise within a number of technical assistance areas, including the development of strategic plans for community policing, performance evaluations and recruitment, and hiring and promotions. Among other work that he has done, Chief Kurz has assisted in drafting police department strategic plans, is an Assessor/Team Leader for the Commission on Accreditation for Law Enforcement Agencies and has written guidelines for small police departments for the Bureau of Justice Assistance and the International Association of Chiefs of Police (IACP).
- **John Williams.** John Williams has worked with communities and at-risk youth for over two decades. John, a licensed clinical professional counselor, will provide his expertise in developing community engagement strategies, facilitating community discussions, and assisting with the provision of training in the areas of mental health awareness. John is a CIT instructor and has been an instructor for various law enforcement related topics, including communicating with youth and families. John served on the CRI-TA Assessment Team for Saint Anthony Village and understands several of the issues the community is dealing with in relation to the police department.

An SSRS will provide assistance in the areas related to data collection and analysis.

- **Dr. Jon Maskály.** Dr. Maskály will provide assistance in areas related to collecting, accessing, organizing, managing, and analyzing data in support of operational priorities as well as the development of strategic plans related to traffic and pedestrian stops. Additionally, Dr. Maskály will provide his expertise to assist the department in developing surveys to gather baseline knowledge about the community's overall perception of the SAPD and its community policing activities. He will also address other data needs as necessary. He will also draft the content for a data manual for the SAPD to use to enable officers to collect and analyze data for operational and strategic purposes. He has experience working with large and complex police data sets, using data to improve data-driven decision making, and designing, collecting, and analyzing data from community surveys.

Planned Activities

This work plan covers a period of eight months and includes site visits, the use of SMEs to support implementation and organizational transformation goals, scheduled training as appropriate, policy

review and input, two peer-to-peer exchanges at other police departments, and ongoing off-site technical assistance. ***Activities are planned not only to provide technical assistance in particular areas, but they are designed with an emphasis on assisting the department in enhancing its internal capacity to conduct activities such as policy development and data analysis in the future when technical assistance is no longer available.***

The state of Minnesota has recently added new training requirements for officers in the areas of de-escalation, mental health response, and implicit bias, the Upper Midwest Community Policing Institute (MCPI) will be providing some of these courses free of charge throughout Minnesota. The technical assistance team will refer the SAPD to the UMCPI for these free courses. The technical assistance team is also prepared to deliver directly training in the areas of community policing and problem solving to the SAPD with qualified instructors and validated training. As the state of Minnesota requires officers to participate in a certain amount of training to maintain their licenses, the UMCPI will assist the team to get the training certified at no cost to SAPD or the COPS Office so that officers can receive continuing education credits. When possible, experienced trainers from the technical assistance team will deliver training with a co-trainer from the SAPD to provide that co-trainer with valuable training experience and increase his or her capacity to train others within the department. The UMCPI has also offered to provide trainers if the team needs additional help.

Conference calls between the SSPM and the department will be arranged on a regular basis to ensure that the technical assistance remains timely, appropriate, and useful. Ongoing exchange between SMEs, the technical assistance team, and the SAPD is anticipated for the duration of the technical assistance phase. Participation in the exchange will involve the SSPMs as well as relevant SMEs, depending upon the specific needs and requests of the SAPD regarding technical assistance.

It is anticipated that approximately eight site visits will occur during the timeframe of this work plan. In addition to the site visits, two peer-to-peer visits will be scheduled. The SSPM will be on location for all site visits, while SMEs' attendance may vary depending upon the specific area of technical assistance to be provided during that visit. SMEs will be identified and utilized pursuant to the specific needs identified ahead of the technical assistance. Technical assistance will be conducted during the course of a scheduled site visit and will continue off-site as necessary. Given the need for improved data collection and analysis to support planning efforts, the early stages of the work plan are focused on providing technical assistance in these areas.

A critical component of the work plan is the establishment of conference calls every two weeks between the FSL and the SSPM. The SSPM will provide a status update on logistics, progress, or inhibitions that may impact the successful delivery of planned technical assistance.

Finally, aspects of the plan are subject to modification and revision based upon identified needs during the timeframe of the work plan, as supported by the FSL and the SAPD.

The team anticipates conducting the following specific activities in support of this request:

Policy development

The SAPD requested policy development, especially as related to key areas in which they want to improve. These areas include positive interactions and fair and impartial policing; recruitment, hiring, and promotions; complaint processing, use of force, and discipline; performance evaluations; early intervention systems; and transparency of arrest and traffic stop data. The team will work with the SAPD and COPS Office to prioritize the key policy areas to be addressed. The team will assist the SAPD in developing policy in the high priority areas, with the goal of enhancing the SAPD's internal capacity to develop the additional policies. As policy development can be a time consuming process, the team's availability to assist is expected to expedite the process. To the extent that the SAPD purchases a policy manual from a private vendor, the team will assist the SAPD in customizing and reformatting policies to meet the particular needs of the department. Generally, while the SAPD will be expected to take the lead, the team will assist the SAPD in following a policy development process that includes:

- Creating and facilitating policy team(s)
- Background research, including local requirements and best or promising practices
- Public input for selected policies, as appropriate
- Drafting and reviewing proposed policy documents
- Structuring and formatting the policy manual.
- Training on new policy, as appropriate

While the areas prioritized by the SAPD lend themselves to policy development, the department's description of the priorities indicates a need to go beyond policy for several areas. These priorities will also require assistance with the development of procedures and forms as well as other implementation activities. Additionally, the policy development priority areas identified by the SAPD overlap with the other areas of technical assistance identified by the SAPD. As such, work done in support of the other areas of technical assistance will also inform policy development.

Data-Driven Strategic Plan on vehicle and pedestrian stops

This area of technical assistance consists of several stages. For each of these stages, emphasis will be made on helping the SAPD develop its internal capacity to conduct these activities.

- Develop and implement strategies and train selected staff on data management (collecting and accessing data).
- Develop and implement strategies and train selected staff on basic data analyses and help the department in developing relationships with local colleges and/or universities to further assist with data analyses.
- Develop and implement strategies and train selected staff on how to make appropriate data transparent.
- Facilitate strategic plan development.
- Develop and implement strategies and policies to assist the department in providing context to its stop activities and in disseminating such information to the public.
- Incorporate measures related to these data-driven strategies into the employee performance evaluation process.

Community engagement strategic plan

The team will assist the SAPD in its efforts to develop a community engagement strategic plan that entails a process including both internal police employee input as well as input from the community as outlined below:

- Planning the development and administration of a community survey to establish a baseline regarding the public's perception of the SAPD.
- Conduct community workshop(s) to assist the department in developing a community engagement plan.
- Schedule a peer-to-peer site visit for the SAPD chief, the community policing sergeant and two members of the community to observe community engagement in a to-be-determined community.
- Facilitate the strategy development process.
- Ensure that all officers are trained in basic community policing and problem solving. To the extent possible, qualified technical assistance team members, using validated training, will co-train with an SAPD officer.
- Assist the SAPD with the delivery of community policing training for community members.
- Incorporate measures related to the community engagement strategic plan into the employee performance evaluation process.

Training and professional development

The Team will assist the SAPD in its efforts to improve its training capacity and professional development programs. These efforts will involve the following:

- Assist the SAPD in evaluating the existing tracking mechanism to record officer participation in training.
- Facilitate the development of a training strategy to align agency priorities with training priorities.
- Deliver or arrange for the delivery of training in priority areas including:
 - Pedestrian and traffic stops
 - Mental illness awareness
 - Implementation of I.C.A.T
 - De-escalation
- Coordinate a peer-to-peer site visit for the SAPD chief and training officer to a city, such as Seattle, that has developed widely recognized training programs related to use of force, including de-escalation.
- While individual leadership training will not be conducted, during the course of the technical assistance engagement, the involvement of SAPD leadership and other department members with members of the technical assistance team and other officials with whom they interact with during peer to peer visits will result in many experiences that will enhance SAPD's leadership skills.

Technical Assistance Team Members

Individual	Role
Nazmia Comrie	Federal Site Lead
Robert Davis	Project Director
Robert Boehmer	Site Specific Project Manager
Edward Denmark	Subject Matter Expert
David Kurz	Subject Matter Expert
TBD	Subject Matter Expert
John Williams	Subject Matter Expert
Jon Maskály	Specialist - Senior Research Specialist

Appendix

Technical Assistance Team

Project Director

Rob Davis, Senior Vice President, Law Enforcement Consulting



Rob Davis is a highly regarded and innovative national leader and expert in policing and public safety with a special emphasis on ethics and integrity programs, as well as issues ranging from use of force policy to active shooter planning.

Since joining Hillard Heintze, Rob has led the firm's Law Enforcement Consulting services. This responsibility has ranged from serving as a strategic advisor on a high-level engagement Hillard Heintze conducted in partnership with DHS's Homeland Security Studies and Analysis Institute to evaluate integrity and counter-corruption programs within U.S. Customs and Border Protection to advancing the firm's on-the-ground support to working with collaborative reform for a growing list of cities across the United States.

Innovation has been the cornerstone of his career in policing and public safety. A 30-year veteran of the San Jose, California Police Department, Rob rose from patrol officer to Chief of Police of the tenth-largest city in the nation (2004-2010). He gained recognition for his progressive use of technology, his sensitivity to the diversity of the citizens under his protection and his internationally lauded model of gang prevention, intervention and suppression.

Rob oversaw what has historically been the lowest-staffed police department of any major city in the country – with only 1.2 sworn officers per 1,000 residents (the national average is approximately 2.6 officers per 1,000 residents). According to the FBI – and, in many respects, a clear measure of Rob's leadership in recent years – San Jose is routinely ranked one of the safest “big cities” in America. This distinction is even more remarkable given that the Department received this accolade amid seven straight years of budget cuts while fighting crime in a city that adds 15,000 to 20,000 new residents every year. Rob oversaw the nation's first voluntary study of racial profiling conducted by a local police agency.

Rob has also earned international recognition as an expert in addressing gangs and gang violence, having served as a consultant for the U.S. State Department on five occasions. He traveled throughout Central and South America to train federal police agencies, politicians, government administrators, education leaders, heads of social service organizations and citizens regarding the design, implementation and evaluation of anti-gang programs. Rob has served in national and international leadership positions, in part as President of the Major Cities Chiefs Association.

Rob strongly believes in being actively involved in the community and has served on the boards of the San Jose/Silicon Valley Chamber of Commerce, the YWCA of Silicon Valley, and Big Brothers/Big Sisters of Santa Clara County. He currently serves on the board of the Silicon Valley/Monterey Bay Council of the Boy Scouts of America. Rob holds a Bachelor of Arts degree with Honors in English from San Jose State University and graduated Summa Cum Laude with a Master of Public Administration degree from Golden Gate University. He holds a Master Instructor's Certificate from the California Commission on Peace Officer Standards and Training and is a graduate of the FBI's National Executive Institute and the FBI's National Academy.

Site Specific Project Manager

Robert P. Boehmer, Esq., Vice President, Law Enforcement Consulting



Robert Boehmer is an experienced facilitator, trainer and public speaker, with expertise in collaborative problem solving, community policing, partnership development and information sharing. For the past several years, he has been facilitating sessions for the Department of Homeland Security's Building Communities of Trust Initiative, focusing on developing trust among law enforcement, fusion centers and the communities they serve. As a Vice President in the Law Enforcement Consulting practice at Hillard Heintze, Robert manages complex law enforcement assessments and helps police agencies transform their organizations and adopt national best practices and industry standards central to improving accountability, transparency and community trust.

Before joining Hillard Heintze, Robert served as the Co-Director of the Center for Excellence in Homicide and Sexual Assault Investigations and Director of the Institute for Public Safety Partnerships at the University of Illinois at Chicago. He led a team of researchers and practitioners developing evidence-based approaches to investigating homicide and sexual assault. Robert focused much of his effort on developing and maintaining partnerships with justice agencies and other organizations integral to the functioning of the Center. In his role at the Institute for Public Partnerships, Robert developed grant proposals and established and delivered technical assistance and training for law enforcement and communities on community policing, partnerships and problem solving.

Robert served as chair of the U.S. Attorney General's Global Advisory Committee from 2006 to 2015. Under his leadership, this committee of representatives of the country's major public safety associations developed or significantly advanced technical and policy recommendations and resources related to ensuring the protection of privacy and civil rights, the evolution of the Global Justice XML Data Model into the widely adopted National Information Exchange Model (NIEM), and the advancement of critical intelligence capabilities such as the National Network of Fusion Centers.

Robert is a long-standing member of the Board of Directors of the National Criminal Justice Association and a member of the Illinois Law Enforcement Agency Accreditation Council. He was previously general counsel and secretary for the Illinois Criminal Justice Information Authority. In that capacity, he was a

member of the executive staff, served as chief of staff, managed the legal affairs of the agency, directed its legislative program, and provided legal and policy advice for several Illinois criminal justice technology and information sharing efforts. Prior to joining the Illinois Criminal Justice Information Authority in 1987, he served as a Chicago police officer. Robert earned his Bachelor of Arts degree from the University of Illinois at Chicago and Juris Doctor Degree from DePaul University in Illinois.

Subject Matter Experts

Dr. Edward Denmark, Chief, Harvard, Massachusetts Police Department



Dr. Edward Denmark has been the chief of police in Harvard, Massachusetts for the past 14 years. Prior to that, he served as the chief of the Sterling, Massachusetts Police Department and rose through the ranks of the Ayer, Massachusetts Police Department, reaching the rank of lieutenant.

In addition to his 27 years in policing, Chief Denmark has worked nationally and internationally as an instructor, trainer, and advisor, offering expertise on numerous law enforcement topics and community issues with a strong focus on leadership and organizational development. His past work includes developing the new First-Line Supervision Course for the Massachusetts Municipal Police Training Committee and conducting a train the trainer for approximately 50 certified instructors statewide.

Chief Denmark spent the last year teaching fair and impartial policing/procedural justice through the Municipal Police Training Committee in Massachusetts, reaching approximately 400 officers statewide. He also continues to work with Fitchburg State University as a contributor to its Annual Next Generation Leadership Summit for Law Enforcement Professionals, and as a freelance instructor teaching de-escalation techniques based on the Police Executive Research Forum (PERF) Integrating Communications, Assessment, and Tactics (ICAT) model.

Chief Denmark earned a Doctor of Arts in Leadership Studies from Franklin Pierce University. He also holds a Master of Science degree in Criminal Justice from Fitchburg State University, and a Bachelor of Arts degree in Legal Studies from the University of Massachusetts/Amherst.

David Kurz, Chief, Durham, New Hampshire Police Department



Chief David L. Kurz obtained a Bachelor's degree in Criminal Justice from the University of Southern Maine, is a graduate of the FBI National Academy 153rd Session, and has served in law enforcement since 1974. Chief Kurz previously served as the Chief of the Gorham, Maine Police Department and the Deputy Director of the Maine Drug Enforcement Agency, Maine Department of Public Safety. Since 1996, he has served as chief of police for Durham, New Hampshire, where he is responsible for the supervision of a Commission on the Accreditation for Law Enforcement Agencies (CALEA) accredited, full-service

police agency committed to a customer-oriented delivery of services functioning in a university community.

Chief Kurz is one of 12 chiefs appointed by the International Association of Chiefs of Police (IACP) to an Advisory Group assisting IACP in the formation of training and client needs assessment that may be unique to smaller police agencies in the United States. Chief Kurz is one of four police managers instructing with the IACP through the Bureau of Justice Assistance “Leading by Legacy” program that provides management and leadership skills to rural police agencies throughout the nation.

He has published eight articles for the *IACP Police Chief* magazine and *Big Ideas for Smaller Agencies*, focusing upon strategic planning, alcohol enforcement, promotional process, effective performance evaluations, leadership, and new technology acquisition. Deemed as a subject matter expert, Chief Kurz routinely conducts national training seminars for IACP regarding strategic planning, SWOT exercises, and personnel management while assisting IACP with management studies of law enforcement agencies.

Chief Kurz was a Team Leader for CALEA and has reviewed the policies and procedures of over 50 police agencies seeking national accreditation and recognition. He was recently profiled by CALEA for his engagement and leadership in the accreditation process.

He has worked with the U.S. DOJ on several initiatives, including the National Summit on Campus Public Safety, and is a member of the Bureau of Justice Assistance Law Enforcement Leadership Initiative Training Steering Committee. Chief Kurz has been cited in former President Obama’s Task Force on 21st Century Policing Report. Most recently, his agency was recognized as a finalist in the Cisco/IACP Community Policing Award for its innovative “Good Neighbor” program. Additionally, Chief Kurz is a “peer reviewer” for the Byrne Criminal Justice Innovation Program, offering his expertise on law enforcement grant applications submitted to the DOJ.

John FS Williams, M.Ed., Director of Youth Services



John FS Williams, M.Ed. in Community Counseling, has worked with socio-economically, culturally, and racially diverse populations of at-risk youth professionally for more than 20 years, since the time when that “at-risk” label was applied to him as a teen. John has worked as a Police Social Services Crisis Worker, a Youth and Family Specialist, a Prevention Specialist, a Manager of Community Prevention Programs, and, for the past 14 years, as a Director of Youth Services in Oak Park and River Forest Townships in Illinois. As Director, John created a model “Youth Interventionist” program, combining the resources of local government, schools, law enforcement, and social institutions to positively influence the lives of youth, their families, and communities. John engages people from a variety of backgrounds, beliefs, and agendas, and helps them form and sustain powerful and effective coalitions working toward common goals. John provides consultation, training, and leadership to youth, children, parents, professionals, teachers, police, and elected officials. He is a Licensed Clinical Professional Counselor.

Specialist – Senior Research Scientist

Jon Maskály, Ph.D., Assistant Professor



Dr. Jon Maskály is an assistant professor in the Criminology program at the University of Texas at Dallas. He is also a research fellow at the Interdisciplinary Center for Research on Violence and the Center for Research in Law & Justice at the University of Illinois at Chicago (UIC). He earned a Bachelor of Arts degree (2007) and a Master of Arts degree (2009) in criminal justice from the University of Nevada, as well as a Doctor of Philosophy degree in criminology from the University of South Florida (2014). Recently, he earned a graduate certificate in Measurement, Evaluation, Statistics, and Assessment (MESA) from UIC (2016). Dr. Maskály's research interests center on the police, the community, and police-community relationships. These interests are largely driven by experiences in policing in a small town in western Nevada prior to attending graduate school. Dr. Maskály has been working with large and complex data sets from police departments for more than 10 years--including on federally funded grants. Additionally, Dr. Maskály has taught courses in research design and analysis to graduate students for more than four years. A primary focus of these courses has been the manipulation and integration of complex data sets aimed at improving data-driven decision making and causal inference. Due to Dr. Maskály's primary research interest in police-community relationships, he has worked on designing, collecting, and analyzing data from various types of community surveys over the past several years. In addition to working with larger agencies, Dr. Maskály has collected data for smaller organizations (i.e., Gulfport, Florida and East Haven, Connecticut) that work with diverse populations (i.e., multi-lingual and multi-cultural).