

Rick S. Gregory

August 28, 2015

Police Executive Research Forum
1120 Connecticut Ave. NW Suite 930
Washington, DC 20036

Attn: Ms. Rebecca Neuburger

Dear Ms. Neuburger,

Please accept the attached resume and references as an indication of my desire to apply for the position of Chief of Police, City of Tucson, Arizona. I believe that my professional, personal and educational backgrounds make me uniquely qualified and suited for this position.

I have served in law enforcement for over 31 years, as Chief of Police in both a large and mid-sized police agency, and over 22 years with the Florida Highway Patrol holding each rank through Deputy Director (Lt. Colonel). Additionally, I have served in communities with diverse populations and unique cultures while facing both internal and external operational and community trust challenges.

As Chief of Police, in both positions, I lead the implementation of many changes that improved or created department-wide community-based policing that strengthened the trust between each agency and those communities and stakeholders we served. In addition to community-based policing transformations, I successfully implemented strategies that lead to double-digit decreases in crime.

As a collaborative style leader, while serving as Chief of Police/Public Safety Director responsible for multiple internal departments, I successfully navigated the departments through difficult budgeting challenges while also improving performance, to include crime reductions. While serving as Police Chief in both departments we developed multi-year strategic plans and realized goal achievement through collaboration, focused accountability, and the implementation of evidence-based policing strategies. Both departments gained regional recognition for emerging and best practices, in part by refocusing on core mission activities, personnel development, and creating an inclusive environment.

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I am a strong proponent of career development. I believe in enabling employees and the organization to improve through sharing, modeling and mentoring. As an instructor and lifelong student and instructor, I will work to build the department's (personnel) capacity, and ensure future leaders are identified and prepared for advancement, as I have done in all previous positions.

Thank you for taking the time to review my qualifications and experience. I look forward to continuing in the process.

Sincerely,

Rick S. Gregory

Rick S. Gregory

EXECUTIVE LEADER

A proven and successful collaborative leader with over thirty-two years of progressive law enforcement and government related service in municipal, county, state and federal government/private organizations. Over twenty years as a supervisor and executive level leader, with extensive experience in budget, organizational review, internal and external communications, and performance management. Successful in identifying and solving problems, creating a shared vision, and establishing strategic goals and objectives for individuals and the organization. A proactive leader with a demonstrated ability to identify problems, deliver next-generation solutions, while improving agency performance, workplace productivity and morale.

Professional Experience:

Institute for Intergovernmental Research IIR – Tallahassee, Florida

Vice President - Senior Research Associate September 2013-Present

Serve as Vice President and Senior Research Associate in the Special Projects department which includes the Collaborative Reform Initiative (CRI), the Violence Reduction Network (VRN) initiative and training department. Responsible for directing the development, coordination, and delivery of numerous national training and technical assistance programs designed for criminal justice personnel. Previously provided oversight to the groups that support the criminal justice community with critical information sharing efforts, while ensuring the protection of citizens' privacy, civil rights, and civil liberties. Some of the programs and projects include the Preventing Violence Against Law Enforcement and Ensuring Officer Resilience and Survivability (VALOR) initiative, the State and Local Anti-Terrorism Training (SLATT) program, the Center for Task Force Training (CenTF) Program, the Center for Task Force Leadership and Integrity (CTFLI), the Methamphetamine Technical Assistance Program, the Global Justice Information Sharing initiative, the Criminal Intelligence Coordinating Council, the Information Sharing Environment (ISE) Privacy Guidelines Implementation Support Project, the Fusion Process Technical Assistance Program and Services, the Nationwide Suspicious Activity Reporting (SAR) initiative (NSI), the National Information Exchange Model (NIEM) project, the National Juvenile Justice Information Sharing Training and Technical Assistance project, the Building Communities of Trust project, and other related initiatives.

- Leading **The Collaborative Reform Initiatives** and related activities
- Completed **"Best Practices: Policing in a New Economy"** with the Office of Community Oriented Policing Services (COPS) via IIR

Columbus State Community College - Columbus, Ohio

Adjunct & Partnership Programs Coordinator December 2013-June 2014

- Justice and Safety Program Partnerships with the Columbus, Ohio police and fire departments and the Ohio State Highway Patrol, while developing new partnerships throughout and beyond Ohio
- Serve as an adjunct instructor proving both classroom and online training to degree seeking students in areas of law enforcement and criminal justice

Ohio Bureau of Worker's Compensation - Columbus, Ohio

Director-Special Investigations Department July 2013-December 2013

Served as the Director of the Special Investigations Department (SID) within the Ohio Bureau of Workers' Compensation (BWC) - comprised of the following operating and administrative units: Claimant team, health care fraud team, employer fraud team, safety violations investigations unit, digital forensics unit, intelligence unit and the security department. Provide leadership for the deterrence, detection, prosecution and prevention of workers' compensation fraud and assist in protecting the \$28 billion insurance fund. The Special Investigations Department is comprised of 123 employees, 13 service office locations and a \$13 million budget.

- Ensure implementation of the BWC Continuity of Operations/Government Plan
- Liaison with the Ohio Emergency Communications, and Office of Emergency Management
- Represent the BWC as a member of the Governor's Opiate Task Force, specifically the enforcement panel
- Coordinate with the Ohio Attorney General's Office and local prosecutors to ensure that investigations are successfully prosecuted
- Act as agency liaison with the Ohio Inspector Generals' Office
- Responsible for the safety and security of BWC headquarters, 13 service offices within Ohio and over 2,000 employees.
- Oversee the internal investigations and threat assessments ensuring necessary responses to threats against staff or BWC facilities to include coordination with local, county, state and federal agencies

The City of Provo - Provo, Utah

Chief of Police June 2011-July 2013

The Provo Police Department is a full-service police department that serves a thriving community of over 124,000 and 44 square miles. Between 2000 and 2010 the population of Provo increased by more than eighteen percent. It is the third largest City in Utah, and is home to Brigham Young University, one of the country's largest private universities. Provo is also one of the leading technology centers in Utah and is home to Novell. The Department's current staffing level provides for 104 officers and an overall FTE of approximately 159, and an annual budget of \$14.6 million. As chief I am responsible for the day to day operations and overall implementation of police services.

- Responsible for a \$14.6 million budget – development, implementation and management
- Responsible for a workforce with over 159 members with 3 major operating divisions
- Completed department - wide staffing and organizational review followed by several internal changes
- Coordinate, interact with and maintain communication/relationships with the seven member municipal council
- Implemented a new Community Based Policing program in 2011. The new program fostered partnerships, problem solving and the prevention of crime and disorder, along with the fear of crime. Enhancing efficiency and effectiveness of department
- Formed the Office of Professional Standards and Training (OPST) staffed by a lieutenant and 2 - civilian analysts. This office has been successful in bringing excellent outside training to our department as well as standardizing internal and external employee complaint review and resolution
- Hired a full-time Public Information Officer (PIO), who was extremely successful in bringing a positive light on the police department and developing positive relationships with the media and the public, focused on trust and partnerships
- Implemented the Volunteers in Police Service (VIPS) program, involving our citizens and bringing much needed help to the police department and to the community with an average of 550 hours volunteered monthly
- Coordinated enhanced police services for the Provo Airport in response to the addition of daily commercial airline services being added
- Negotiated a reasonable price for a new Records Management /Computer Aided Dispatch system. Spillman was purchased and implemented in April 2012. Thus facilitating real-time information sharing with surrounding agencies and counties
- Developed a four part crime reduction strategy that, in part, lead to a 13 percent reduction in Part 1 crimes for 2012

United States Senate – Senator Chris Coons Wilmington, Delaware

State Director December 2010-June 2011

- Represent United States Senator in Delaware on all local, state and federal issues. Serve as Senator's surrogate at events within the state
- Direct and manage 3 offices and a staff of 20 across the state. This included the relocation and selection of new facilities, transportation and staffing issues for state events
- Coordinate and supervise all contacts with community, non-profit, business, labor and elected leaders throughout the state.
- Responsible for setting priorities for the Senator in the State, as well as coordinating and supervising the state schedule and implementing office policies, procedures and best practices for state offices
- Work closely with the Washington DC Staff on legislative projects and other key initiatives and help set course, priorities and establish connection between them and state
- Ensure safety/security for Senator, staff, facilities and ensure public event security is implemented
- Established local office security protocols and COOP plan - working with Senate Staff

New Castle County – New Castle, Delaware

Chief Administrative Officer-Acting Director of Public Safety September 2009-November 2010

- Operationally and administratively responsible for the daily governmental operations for the entire county
- Supervised eleven department managers and coordinated activities between operating and administrative departments
- Responsible for a \$276 million budget – development, implementation and management
- Responsible for a workforce with over 1500 members with 4 major operating departments. Those departments include public safety, land use, special services and community services as well as three administrative departments that include administrative services, human resources and finance
- Completed government wide staffing and organizational review
- Completed the hiring and/or appointment of five general managers/senior staff to include Chief of Police
- Handled labor/contract negotiations and relationships with 7 local unions

- Oversight of Federal Stimulus Money– rehire laid off paramedics, 4 Emergency Call Operators, various civilian positions, and various training and equipment, implementing the allocation of Federal Stimulus money applied for while serving as Chief of Police
- Coordinated, interacted with and maintained communication/relationships with the thirteen member county council
- Worked to reduce the general operating budget deficit from \$7 million to a surplus of over \$1 million in fiscal year 2010
- Processed and either resolved or move to arbitration 2-3 year backlog of employee grievances for local unions
- Restarted internal training (mandatory and supervisory) for employees Supervisory training included budget, employee relations, employee performance reviews/evaluations, and leadership development
- Implemented Performance management (Signals4Success) – government-wide accountability and performance measurement/monitoring process

Chief of Police - Acting Director of Public Safety January 2009-September 2009

(In January 2009 in addition to Chief of Police served as Acting Director of Public Safety)

- Responsible for the oversight of the four divisions within Public Safety – Police, Emergency Medical Services (EMS), Emergency Communications, and Office of Emergency Management
- The Department of Public Safety includes 610 employees, and has a budget of \$77 million
- Serve as liaison for and with 21 Volunteer Fire Companies
- Ensure government readiness for all natural, man-made, and terror related incidents
- Coordinate all public safety activities with city, state and regional partners
- Oversaw Office of Emergency Management grant activities (federal and state)

Chief of Police September 2006-January 2009

Responsible for the daily operation of a full service Nationally Accredited police department with 364 sworn and over 150 non-sworn personnel, an annual budget of \$52 million. The agency served a population of over 500,000 and a service area of over 430 square miles. Agency highlights include a Mounted Unit, Police Training Academy, Federal Task Force assignments, and five operational/support units.

- First Police Chief in agency history to be selected from outside the agency
- Oversaw and implemented various Police Executive Research Foundation (PERF) management/staffing review report recommendations that lead to agency realignments
- Created, developed and initiated career development and temporary duty assignments that fostered a learning environment and advancement opportunities for all personnel
- Rebuilt and created new community initiatives and open dialogue with community representatives and professional partnerships that increased public trust while creating one voice working towards safer communities
- Created a small team and oversaw to completion the preparations for the re-accreditation process which was completed in December of 2007. The final report noted several significant improvements and accomplishments
- Assisted in the oversight and the completion of the \$50 Million public safety facility (including relocation)
- Created a community partnership "Pastors on Patrol" an outreach program targeting troubled communities encouraging involvement in family oriented programs and development of police/community relationships
- Worked closely with county council members and the county executive addressing community issues and concerns within their respective districts and the police department
- Work closely and maintained a positive, cooperative and productive relationship with the union and their representatives. This included reductions in grievances and improved relationships
- Worked diligently to overcome previous negative media/community perceptions about the agency, leading to positive progression of the agency and personnel
- Founded and held the position of Chair for the New Castle County Police Chiefs Association with participation and representation from local, state and federal criminal justice agencies
- Created a partnership with the local community college offering mentoring for criminal justice degree seeking students as an ongoing recruitment effort
- Developed and implemented a volunteer in policing (VIP) citizen based program increasing community involvement while capitalizing on volunteer resources available to the agency
- Developed a partnership with the Latin/American Community focusing on active outreach and prevention in the various Hispanic communities fostering working relationships within the communities and agency
- Created foot patrol units that were deployed into high crime areas - part of overall crime reduction and community policing plan
- Overall crime reduction of 12.5 % in 2009 as compared to 2008
- Advanced performance management, crime analysis and accountability through weekly accountability sessions (similar to CompStat)

Florida Highway Patrol – Tallahassee, Florida

Lieutenant Colonel - Deputy Director - South and East 2003-2006

- Assisted the director with state-wide day-to-day operations of the agency
- Responsibilities included oversight of 5 - FHP Troops consisting of 20 counties with over 1100 sworn and over 200 non-sworn personnel including 4 joint dispatch facilities providing service to 12 different state entities
- Participated in the development/management of the agency budget of approximately \$175 million
- Responsible for criminal investigations, reviewing personnel disciplinary action, all field operations planning, and daily operations of field operation components
- Participated in the development of the agency's short and long range planning, budget oversight and legislative issues including future legislation affecting the agency
- Served as the agency's representative in Arbitrations, Public Employee Relations Commission (PERC) hearings, and other grievance and personnel related matters
- Responsible for state wide, large scale events such as Free Trade Areas of America, natural disasters requiring relocation of resources and other natural and man-made disasters or incidents
- Liaison for the agency and department with statewide domestic security task forces
- Responsible for the agency's Homeland/Domestic Security and Emergency Operations, thus ensuring agency readiness, preparedness and necessary response state-wide
- Acted as the liaison for the agency with the numerous State Police Chiefs and Sheriffs throughout the state creating collaborative, resource and information sharing relationships

Bureau Chief Tallahassee, Florida 2002-2003

- Responsible for 3 FHP field troops consisting of 7 counties and the Florida's turnpike with over 600 sworn and over 100 non-sworn personnel including 3 joint dispatch facilities providing service to 12 different state entities
- Responsible for the review of professional compliance inquiries, disciplinary action, field operations planning, and the overall daily operations within the region
- Served as the statewide coordinator for the Contraband Interdiction and the Traffic Homicide Investigation programs, to include a complete review and reorganization of both programs
- Served as the liaison for the agency with the various Federal Law Enforcement Task Forces in South and Central Florida

Major - Troop Commander Orlando, Florida 1997-2002

- Responsible for over 300 law enforcement and support personnel for 7 counties in Central Florida
- Oversight of the daily law enforcement operations as well as the administrative functions associated with the troop.
- Served on the Regional Domestic Security Task Force for Central Florida
- Responsible for implementing a federally funded Community Oriented Policing program-(COPS)
- Developed a diversity advisory committee, outreach, and public-private partnerships that served to bolster community collaboration
- Worked daily with local, county, and federal law enforcement leaders in developing strategies for various law enforcement and public safety initiatives
- Coordinated, managed and oversight of agency response for natural and manmade disasters, wild fires, large scale special events such as Daytona 500 and Black College Spring Break
- Oversight of consolidation and relocation of all state agency communications center to one facility. Migrated from a "co-located" to "Joint-Dispatch" operation
- Developed a law enforcement partnership with the University of Central Florida Police Department
- Developed academic partnerships with 4 community colleges that enhanced training and led to recruitment
- Created a diversity advisory council providing outreach opportunity for the agency while enabling community input
- Created a community policing squad and intergraded/partnered with local and county police agencies in a collaborative community policing program

Captain - Assistant Chief of Training Tallahassee, Florida 1995-1997

- Supervised 8 training officers and a records technician
- Assisted the Chief of Training with the overall operation of the Florida Highway Patrol Academy, to include the administration of training for the agency and all personnel
- Planned, developed, and implemented recruit and advanced specialized training for all Florida Highway Patrol personnel
- Assisted in the development and implementation of the agency's decentralized training program developed in the field
- Assisted in the development and implementation of the agency's internship partnership with 9 State Universities

Additional Professional Experience:

US Senate Sergeant at Arms - Director Emergency Preparedness/State Office Readiness Washington, DC	Winter	2014
DelTech Community College- Adjunct Professor Stanton, Delaware	Fall 2007-Summer	2009
Florida Highway Patrol - Trooper, Sergeant and Lieutenant (Public Information Officer) Jacksonville, Naples, Palatka, Florida		1984-1995
Lake Mary Police Department - Police Officer/Investigator Lake Mary, Florida		1982-1984

Education:

Barry University - Orlando, Florida
Bachelor of Science–Business Administration, 2001

Federal Bureau of Investigations - Quantico, Virginia
National Academy - Session #219

Florida Executive Institute - Tallahassee, Florida
Chief's Executive Seminar - 2004
Senior Leadership Program - Session 5 – 1998

Memberships:

- ❖ International Association of Chiefs of Police
 - International Association of Chiefs of Police (IACP) Homeland Security Committee - Member
 - International Association of Chiefs of Police (IACP) Midsize Agencies Section - Member
- ❖ Police Executive Research Forum
- ❖ National Organization of Black Law Enforcement Executives (NOBLE)
- ❖ Past Ohio Governor's Opiate Task Force - Member
- ❖ Past Commission Member- Utah Peace Officer's Standards and Training Commission (POST)
- ❖ Past Utah County Major Crimes Taskforce - Board Member
- ❖ Past Utah County Spillman User Group - Co-Chairperson
- ❖ Past Utah County Chiefs Association
- ❖ Past Utah Valley University CAPS Advisory Council - Member
- ❖ Past Rotary International Member – Utah and Delaware (Board of Directors - Delaware 2008-2009)
- ❖ Past International Association of Chiefs of Police – Police Administration Member (PAC)
- ❖ Past Delaware Criminal Justice Council – Board Member
- ❖ Past Delaware Criminal Justice Council Sub-Committee Member on Ethnic and Racial Fairness
- ❖ Past Delaware Police Chief's Association – Founder Chair Person
- ❖ Past Wilmington University Advisory Council - Member
- ❖ Past Delaware Safety Council Member
- ❖ Past Kid's With Confidence – Board Member 2008-2011 (Delaware)
- ❖ Past Florida State Law Enforcement Chief's Association
- ❖ Past Central Florida Criminal Justice Association (Past President - 1999)
- ❖ Past Member Daytona Beach Community College Criminal Justice Advisory Council
- ❖ Past Member Valencia Community College Criminal Justice Advisory Council
- ❖ Past Member Seminole Community College Criminal Justice Advisory Council

Miscellaneous:

- ❖ JUNE 2008 - Received a personal tribute from both The State of Delaware House of Representatives and The State Senate for outstanding leadership and dedication to the community.
- ❖ May 2007 - Testified before The United States Senate, the Committee on the Judiciary, for proposed legislation by Senator Joseph R. Biden requesting continued law enforcement funding.
http://judiciary.senate.gov/testimony.cfm?id=2719&wit_id=6479
- ❖ May 2013, Received Mayor's Award of Excellence for Exemplary Service.
- ❖ July 2013- Proclamation from Provo Municipal Council honoring both service and accomplishments.
<http://provout.swagit.com/play/07092013-663/#4>