



Office of Safety & Reform
University of Cincinnati
PO Box 210632
Cincinnati, Ohio 45221

University Pavilion
2618 McMicken Circle
513-556-5850

November 27, 2017

Re: Letter of Recommendation of
Anthony (Tony) Carter

To Whom It May Concern:

I have worked with Tony Carter during his entire tenure as Chief of Police for the University of Cincinnati Police Department (UCPD) from June 2016 through November 23, 2017.

Tony joined UCPD at a difficult time in its history and has accomplished much during his time with the University, including:

- Planning and execution of the FCC/BLM & Westboro Baptist Church Response Plans that allowed for the demonstrations with minimal/no impact on the FCC game or the University and FCC attendees or UC students;
- Represented UCPD/UC at University and off-campus events to enhance University engagement with the community, including numerous "Chat with the Chief" sessions;
- Implemented non- & de-escalation fundamentals for UCPD in pedestrian, vehicular, and telephone encounters with a focus on customer/citizen service;
- Implemented division-wide crisis intervention training to ensure all officers had the proper training and tools when engaged with individuals experiencing emotional or psychological crisis;
- Assisted in the revision and implementation of the UCPD Vision, Mission, and Core Principles; and
- Revised the hiring/promotional process allowing for increased diversity in UCPD.

Good luck in your selection process.

Sincerely,

A handwritten signature in cursive script that reads 'RS Engel'.

Robin S. Engel, PhD