

THE POLICE DEPARTMENT OF BALTIMORE CITY MONITORING APPLICATION

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32. EXECUTIVE SUMMARY:

A brief description of each member of the candidate’s team; relevant experience of the team members; any distinguishing skills or experiences; and a summary of the proposed budget.

Our Approach

The history of Baltimore reflects the history of the United States. From the Civil War to the fight for civil rights, this City we love has played a pivotal role in the struggles that have shaped our nation. But those struggles in turn have also shaped the challenges we face today. From slavery and segregation to policies of zero tolerance and the war on drugs, the crucial bond of trust between police and the communities they are sworn to serve has been eroded.

The law firm of DLA Piper, our principal monitor, Charles P. Scheeler, and a number of the other members of our proposed Team call the Baltimore area our home; many of us, for our entire lives. We would be drawn to serve any city that needed to address problems similar to those identified in the “Investigation of the Baltimore City Police Department” Report (“Report”) issued by the U.S. Department of Justice (DOJ) last year. But for us, Baltimore is different. Baltimore is home. While we are a global law firm today, our deepest roots run through Baltimore. The “Piper” in DLA Piper reflects that our firm grew over the years from the practice of Piper & Marbury, a firm founded in Baltimore in 1952. And Piper & Marbury itself was the result of a merger of two Baltimore firms whose foundings date back to the late 1800s. Thus, we have always had a deep commitment to this community.¹

There is so much in the history of this quintessentially American city of which we are proud and that we love. But we are not blind to the serious challenges faced by the City. We have long known what DOJ documented in its Report: that there are “two Baltimores”; that stark contrasts exist in the relationships between the police department and neighborhoods that are predominantly black, on the one hand, and neighborhoods that are majority white on the other; and that these differences are inextricably intertwined with longstanding issues of racism and implicit bias. (Report at 4-5, 18, 20, 72.) For us, the Consent Decree represents a historic opportunity for the Police Department of Baltimore City (BPD) and DOJ to rebuild trust and to engage in a profound cultural change between the police and the citizens they protect. It is not hyperbole to say that this Consent Decree is likely the best chance the City will have in this generation to come together around a common goal of remedying the problems of the “two Baltimores” described in the Report.

No one in Baltimore seriously disputes the need for reform within BPD in order to regain that trust. Accordingly, transparent, constructive, and significant reform — with community input, engagement, and accountability at every stage — is imperative to success and central to our philosophy. The trust

¹ Our signature *pro bono* initiative is a project we call Advancing Education’s Promise, in which we assist students and families of Baltimore school communities with their legal needs. Our lawyers also provide mentoring for students in Baltimore and financial support for youth athletics. **Appendix C** provides a list of *pro bono* projects and community service initiatives we have undertaken in Baltimore and a list of advocacy organizations that serve Baltimore with which our lawyers are involved.

of the community is the rock upon which constitutional and effective policing must be built.

Recognizing the importance of community relations, the Proposed Monitor Team has already solicited ideas and insights from a variety of advocacy groups, churches, and civic organizations in Baltimore. Inspired in part by those conversations, our Team is committed to convening a network of community liaisons who will meet regularly with our Proposed Monitoring Team, receive updates above and beyond formal reports issued by our Proposed Monitor, and provide real-time feedback on perceptions and progress in the community.

In addition to this central focus on directly engaging the community for the duration of the monitorship, there are several other features that we believe define and distinguish our Team:

- Our Proposed Monitor Team offers a vital blend of local expertise and national perspectives. Our members include natives and residents of Baltimore. This blend ensures that the Proposed Monitoring Team is knowledgeable of local law, local policies and procedures, and the unique challenges that need to be addressed, but also brings the fresh perspective and the independence necessary to objectively assess whether BPD is successfully implementing the requirements of the Consent Decree.
- Our Proposed Monitor, Charles P. Scheeler — a Baltimore native — has been based in Baltimore for his entire career. He served as monitor of Penn State University while it was under a consent decree, inheriting the role from Senator George Mitchell. Convinced of the importance of this process to the future of the City, Mr. Scheeler will (if selected) donate hundreds of hours of his time *pro bono* annually and will serve as principal monitor from beginning to end completely free of charge.
- The Proposed Monitor Team includes four former federal prosecutors with experience prosecuting violent crimes, crimes against women, public corruption crimes and civil rights abuses, specifically including police-involved fatalities and allegations of excessive force. The fact that DLA Piper has two offices in the Baltimore area, one downtown and another in Mt. Washington, means we will be able to engage regularly with the community in ways that go well beyond the requirements contemplated by the Request for Monitor Applications (“RFMA”).
- Drawing from national leaders on key issues from mental health to the history of race in Baltimore, our proposed Team brings together a combination of some of Baltimore’s most cherished anchor institutions from the Johns Hopkins University (Johns Hopkins) and Morgan State University to the University of Baltimore’s School of Law and the University of Maryland’s School of Social Work (UM SSW).
- In addition, we have assembled what we believe is an unrivaled group of law enforcement experts, including the former police chiefs of Baltimore County (Chief Jim Johnson) and Ocean City (Chief Bernadette DiPino) and the current heads of law enforcement in Arlington, Texas (Chief Will Johnson) and Prince George’s County (Sheriff Melvin High) and assistant heads from Washington, D.C. (Assistant Chief Michael Anzallo) and Prince George’s County (Assistant Chief Hector Velez) and a veteran of numerous consent decree monitoring teams, Dr. Geoff Alpert. Together they offer in excess of a combined 200 years of experience in law enforcement with proven expertise in community policing, reducing excessive force complaints, and monitoring and achieving compliance with prior consent decrees.

- The Proposed Monitor Team also includes an unprecedented information technology (IT) component. In order to fully address a number of the Constitutional violations and other deficiencies the Report identified, BPD will have to dramatically improve its technology systems and data management processes. The best chance for success is a plan that directs capacity building and process improvements based on updated and improved enterprise architecture. In this context, Grant Thornton — one of the preeminent accounting and consulting firms in the world — will fill the traditional monitoring role, assessing BPD’s plans for improving its systems and its execution against those plans. Monitor proposals in other jurisdictions have rarely included a firm of Grant Thornton’s caliber.
- In addition, Cendex LLC, an IT company based in Baltimore operated by Erich Spencer, will provide substantial assistance to BPD in its efforts to improve its systems. Also, the Chief Information Officer of Johns Hopkins Medicine has committed to make resources available to consult with the proposed Monitor’s IT experts in the work they perform on behalf of BPD. We are unaware of any past monitor proposal that has included this level of resources dedicated solely to support enterprise architecture and capacity building.
- Finally, underscoring the importance of constitutional policing for Baltimore’s youth and juvenile justice, Dr. Andres Alonso, the former CEO of Baltimore City Public Schools, has agreed to serve on our Team on a *pro bono* basis.

Nearly every member of this Team will offer their services at a substantial discount or free of charge. If we charged our standard rates and did not provide any services on a *pro bono* basis, the billings from DLA Piper, alone, for the first year would be \$1,854,485. And if the other members of the Team billing their services at a discount charged standard rates, the billings for their services for the first year would be \$1,092,332. In total, using standard rates, our billings would be in excess of \$2.9 million for the first year. Moreover, a number of the members of our Team, including Dr. Andres Alonso, Dr. Raymond Winbush, Dean Ronald Weich, faculty from the University of Baltimore School of Law, and IT specialists from Johns Hopkins will be offering their valuable services for free or at discounted rates. If these individuals and entities charged standard rates, our billings would be well in excess of \$3 million dollars in the first year alone. Instead, in line with the cap imposed by the Consent Decree, we propose a budget that is below the \$1.475 million cap for each of the five years for which budgets have been requested. We hope the steep discount we offer demonstrates and reflects our commitment to the work. We understand that the budgeted amount, nevertheless, represents a substantial sum of money for a city whose budget pressures are real. Those realities, along with the importance of these reforms, are why many of us will contribute our services *pro bono* or at substantial discount. But we also believe we will be able to leverage our unique relationships to secure grants in furtherance of the goal of the Consent Decree. If we are selected, we are confident that those who work with our Team will conclude we have provided value well in excess of the amount budgeted. Our full five-year budget can be found in **Appendix A**.

Before turning to our Team, we would be remiss if we failed to note an important issue repeatedly referenced in the Report: the City’s violent crime rate (*see, e.g.,* Report at 14-17). Simply put, the violent crime rate is unacceptable: on a *per capita* basis, it is wildly out of step with violent crime rates in many other major U.S. cities, and, unlike many major U.S. cities which are at, or near, record *lows* in incidents of violent crime, a number of Baltimore’s rates are at record *highs*. While the RFMA does not charge the monitor with addressing this issue, if selected, we will not disregard this issue as we

work with BPD and the community to implement the Consent Decree. Significantly, our Proposed Monitor Team believes that the types of changes the Consent Decree requires will not only improve community relationships and police practices, but they will also help to reduce the crime rate, improve case clearance rates, and reduce overtime. Constitutional policing and effective policing are not competing goals. The two principles are linked, and the available evidence argues that effective community policing, conforming with the Consent Decree, should make the City a much safer place in which to live.

Our Team

We provide detailed biographies for all of our Team members in **Appendix B**. Here, we provide an introduction to our Team and their relevant expertise:

DLA Piper



Charles P. Scheeler (Monitor): A native of Baltimore, Mr. Scheeler was a federal prosecutor in the United States Attorney's Office for the District of Maryland from 1984 to 1989. While there, he served as lead prosecutor of the Boardley/Burrows narcotics/RICO organization, whose members provided the inspiration for the Bell/Barksdale organization and Omar Little, as portrayed in the HBO series, "The Wire." Mr. Scheeler has also handled criminal matters as a defense counsel ranging from appointed counsel representing defendants for narcotics and gun offenses to lead counsel to MCI WorldCom in obtaining a declination of criminal charges by the DOJ and a dismissal of criminal charges filed by the Oklahoma Attorney General arising out of an over \$11 billion overstatement of earnings.

Mr. Scheeler served as the monitor of Penn State University relating to the University's compliance with its obligations under a consent decree with the NCAA and Big Ten Conference until the conclusion of the monitorship at the end of 2015. He succeeded Senator George J. Mitchell, who assumed the role in 2012, with Mr. Scheeler as his lead counsel. This monitorship addressed all aspects of the University, including presiding over cultural change initiatives and the CALEA certification of the University Police Department. He also served as lead counsel to Senator Mitchell in connection with his independent investigation of performance enhancing substance use in Major League Baseball, which culminated in the publication of the Mitchell Report.

Mr. Scheeler serves as the Chairman of Rosedale Federal Savings & Loan Association, Maryland's highest rated savings and loan association. He also serves on the Boards of Johns Hopkins, Johns Hopkins Medicine, Johns Hopkins Bayview Medical Center (Chair), the CollegeBound Foundation (former Chair), and served on "Why Murder?" Mr. Scheeler additionally obtained his CPA certification in 1978.



Matt Graves (Principal Deputy Monitor): A veteran criminal lawyer, who has both private sector and public sector experience, including serving for nearly ten years as an Assistant United States Attorney in the United States Attorney's Office for the District of Columbia ("USAO-DC"). Mr. Graves' final position with USAO-DC was

serving as the acting head of the Fraud and Public Corruption Section. *In that position, he was responsible for overseeing all USAO-DC investigations of officer-involved fatalities and allegations of excessive uses of force.* During his tenure, he oversaw dozens of these investigations, including an investigation that resulted in two special police officers being indicted for involuntary manslaughter in connection with a fatality that they caused.



Thiru Vignarajah: A native and resident of Baltimore, Mr. Vignarajah is a litigation partner in the Baltimore office. Mr. Vignarajah, a graduate of Woodlawn High School, served as President of the Harvard Law Review, and clerked for the Honorable Stephen G. Breyer, Associate Justice of the United States Supreme Court. After clerking, Mr. Vignarajah served as a federal prosecutor in Baltimore and as Chief of Major Investigations at the Baltimore City State's Attorney's Office (State's Attorney Office), before being appointed Deputy Attorney General for Maryland. *As Deputy Attorney General, Mr. Vignarajah was the lead author of statewide guidelines to end discriminatory profiling by police, making Maryland the first state in the country to issue such guidance.* Mr. Vignarajah has taught courses on crime policy and constitutional law at Johns Hopkins, the University of Maryland School of Law, and the University of Baltimore School of Law.



Courtney Saleski: A criminal defense lawyer and former prosecutor with deep experience in investigations and compliance. Ms. Saleski serves on the Criminal Justice Act Panel and works with the Reentry Court in the Eastern District of Pennsylvania. *Ms. Saleski has experience as an Assistant United States Attorney in the Sex Offense and Domestic Violence section of USAO-DC, where she prosecuted violent crimes including sex offenses.* Ms. Saleski also served as a Senior Assistant United States Attorney in the Fraud and Public Correction Section, where (among other things) she investigated and prosecuted crimes related to fraud and abuse by law enforcement. Earlier in her career, Ms. Saleski clerked for the Honorable William H. Rehnquist, Chief Justice of the United States Supreme Court.



Elisha Jackson Eseonu: A resident of Baltimore and a graduate of Harvard College and Yale Law School, Ms. Eseonu has extensive experience conducting internal investigations and representing clients in government investigations. *Earlier in her career, Ms. Eseonu served as an Assistant Attorney General in the Civil Rights Division of the Massachusetts Office of the Attorney General, protecting the civil rights of all residents of, and visitors to, the Commonwealth of Massachusetts.*

Police Consultants



Chief James W. Johnson (Associate Deputy Monitor): A native of Baltimore County, Chief Jim Johnson served as Chief of Police for the Baltimore County Police Department (BCPD) from 2007 through 2017 and spent, in total, nearly 40 years with BCPD. *During his tenure as Chief, BCPD saw a 22 percent decrease in use-of-force incidents and a 26 percent decrease in violent crime.* Indeed, during his tenure, the homicide rate dropped to its lowest rate since Baltimore County began tracking

homicides, and Chief Jim Johnson was honored by President Barack Obama during a White House ceremony as a Gun Violence Champion of Change for his efforts in Baltimore County to make neighborhoods safer and to keep firearms out of the hands of dangerous individuals. BCPD, which is the 18th largest police department in the United States, changed substantially under Chief Johnson's leadership: he transformed the way that BCPD used data, revised BCPD's use-of-force policies, instituted crisis intervention support teams, and implemented the use of body-worn cameras. He has been qualified as an expert witness on use-of-force issues in federal court and has issued numerous reports documenting the change that occurred at BCPD during his tenure. Chief Johnson has taught on a range of subjects, including teaching courses for The International Association of Chiefs of Police (IACP) on community policing.



Chief Bernadette DiPino: A native of Baltimore, whose grandfather and father were both high-ranking members of BPD, Chief DiPino has nearly 15 years of experience serving as a chief of police and over 30 years of law enforcement experience. Chief DiPino started her career in law enforcement with BCPD. She then joined the Ocean City Police Department (OCPD) as a detective and ultimately rose through the ranks to become the Chief of that Department, a position in which served, both in an acting and a permanent capacity, for over 10 years. While serving as Chief of Police for OCPD, Chief DiPino was named the president of the Maryland Police Chiefs Association. In December 2012, she was named Chief of the Sarasota Police Department (SPD). *Chief DiPino is a nationally-recognized expert in the community-policing field. While under her supervision, both OCPD and SPD were named finalists for IACP's Cisco Community Policing Award.* Chief DiPino has instructed well over a thousand officers on community policing and 21st Century Policing on behalf of IACP and other organizations.



Sheriff Melvin C. High: A resident of Maryland, Sheriff High has 45 years of law enforcement experience at several departments within the D.C./Maryland/Virginia region. He has over 20 years of chief-executive experience, serving as the chief law enforcement officer in three different organizations. His first experience as a chief was when he was named Chief of the Norfolk Police Department in the early 1990s. After serving for a decade in that position, he was named Chief of the Prince George's County Police Department (PGPD) and given a mandate to transform it. Specifically, he was directed to finalize a consent decree and a memorandum of agreement with the DOJ related to constitutional violations that were occurring at PGPD at that time. Sheriff High successfully guided PGPD through much of the five-year monitor term and the United States District Judge for the District of Maryland who was supervising the consent decree found that PGPD was in substantial compliance with the elements of the memorandum of agreement, successfully implementing 94 percent of the requirements. *After helping to lead PGPD through its consent decree process, Sheriff High joined monitoring teams supervising the implementation of consent decrees in Oakland, California, and Detroit, Michigan.* Sheriff High has been at the forefront of the community policing movement.



Chief Will D. Johnson III: Chief Johnson has over 23 years of law enforcement experience, leading for the last 5 years the Arlington, Texas Police Department, one of 15 exemplar agencies identified by DOJ in the Advancing 21st Century Policing Initiative. Chief Johnson's Department is routinely used by DOJ and other organizations as a peer-to-peer model agency that can provide technical assistance. In that vein, the Arlington Police Department provided assistance to Baltimore in the aftermath of the Freddie Gray fatality and to the New Orleans Police Department in their efforts to implement their consent decree. Chief Johnson is recognized as a national expert on use of force, promoting civil rights, community engagement, and procedural justice, having published and lectured on all of these topics. *He has served as a subject matter expert for DOJ collaborative reform projects, conducting reviews in Fayetteville, North Carolina; Calexico, California; and Fort Pierce, Florida, and currently serves on the Board of Directors for IACP and is the chair of its Human & Civil Rights Committee.*



Assistant Chief Michael L. Anzallo: Assistant Chief Anzallo has nearly 30 years of experience with the District of Columbia's Metropolitan Police Department (MPD) where he has overseen almost every major function within the Department, including heading the Internal Affairs Division. While serving as the head of Internal Affairs, *Assistant Chief Anzallo helped the Division to come into compliance with the terms of MPD's consent decree and also was involved with a first-of-its-kind reassessment conducted by the monitor several years after compliance was certified to determine whether MPD remained in compliance.* The monitor concluded that MPD remained in substantial compliance. MPD has employed a community policing model for years, and Assistant Chief Anzallo, in various leadership positions, helped to institute and to oversee the community policing practices that were critical to the dramatic reduction in the incidence of violent crime in the District between the late 1990s and today. Assistant Chief Anzallo was also a member of the Anne Arundel Police Department's policing task force and assisted them with their efforts to improve their policing tactics.



Assistant Chief Hector Velez: Assistant Chief Velez has over 32 years of law enforcement experience and currently is second in command of PGPD, which has approximately 1,750 sworn police officers and approximately 300 non-sworn support staff and a budget in excess of \$300 million. As the Assistant Chief of Police, he oversees all operational functions of PGPD, including the Internal Affairs Division. *During his tenure with PGPD, one of Assistant Chief Velez's assignments was to help ensure that PGPD complied with the requirements imposed by the consent decree under which the Department operated for a number of years.* Another of Assistant Chief Velez's responsibilities included building and enhancing police and community relations with the many socio-economically and racially diverse communities that comprise Prince George's County. Assistant Chief Velez was able to effectively engage with the many different constituencies within the County. In 2016, which was Assistant Chief Velez's first year as Assistant Chief, there was a 9.2 percent reduction in overall crime in Prince George's County.

Academic Consultants



Dr. Andres Alonso: The former CEO of the Baltimore City Public Schools (BCPS), who visited every school in the system during his six year tenure as CEO, Dr. Alonso has deep connections to the community and a deep understanding of the issues in Baltimore that impact its youth. *As CEO, Dr. Alonso oversaw BCPS' school police unit of more than 140 members*, including how this unit interacted with BPD.



Dr. Geoff Alpert: A professor at the University of South Carolina and the former Chair of the University's Department of Criminology and Criminal Justice, Dr. Alpert has over 45 years of experience in criminology, dedicating a substantial portion of his career to researching use-of-force and other policing issues. Indeed, Dr. Alpert has authored dozens of publications on use-of-force issues. *He has advised the monitor teams that oversaw the Los Angeles, Oakland, and Virgin Island consent decrees and currently serves as a member of the monitor team for the consent decree in New Orleans and a member of the team charged with implementing the settlement agreement in Portland.* Dr. Alpert's recent work on monitor teams has centered around performing outcome assessments.



Dr. Sheldon Greenberg: A native of Baltimore, Dr. Greenberg is a professor at Johns Hopkins and is the founding director of the School's Division of Public Safety Leadership. He also serves as Deputy Director of the National Criminal Justice Technology Research, Test and Evaluation Center and is Co-Chair of the Forum on Global Violence Prevention, National Academy of Sciences. Prior to joining Johns Hopkins, Dr. Greenberg served as Associate Director of the Police Executive Research Forum (PERF), a nationally renowned law enforcement think tank and center for research. He began his career in the Howard County (MD) Police Department, where he served in various positions, from patrol officer to bureau commander. He is a founding member and past president of the Maryland Crime Prevention Association. *He has advised law enforcement agencies in ten countries* and continues to lead research and technical assistance programs on police patrol, police supervision, the relationship between police and public health, police response to people who have disabilities, traffic safety and enforcement, and the relationship of public safety to community sustainability. He presented testimony to the President's Task Force on 21st Century Policing and testified before a panel that the DOJ Civil Rights Division convened on law enforcement responses to individuals suffering from impairments and law enforcement's obligations under the Americans with Disabilities Act. His most recent book, *Frontline Policing in the 21st Century: Mastery of Police Patrol* (Palgrave-Macmillan) will be released in June 2017.



Dr. Daniel Webster: Dr. Webster is Professor of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health, where he serves as Director of the Johns Hopkins Center for Gun Policy and Research and Co-Director of the Johns Hopkins Center for the Prevention of Youth Violence. *He is one of the nation's leading experts on the prevention of gun violence and has published over 100 articles in*

scientific journals on topics including gun policy, violence prevention, youth violence, intimate partner violence, and substance abuse. Dr. Webster is the lead editor and a contributor to *Reducing Gun Violence in America: Informing Policy with Evidence and Analysis* (Johns Hopkins University Press, 2013). Dr. Webster's research and leadership have been particularly evident in Baltimore where he advises the Mayor's Office, Police Department, and Health Department on strategies to reduce gun violence. He co-chairs the advisory board for Safe Streets, a public health program to prevent shootings involving youth by changing behaviors and social norms related to gun violence. Dr. Webster has led Baltimore's Homicide Review Commission and now leads the Johns Hopkins-Baltimore Collaborative for Violence Reduction, a partnership between Johns Hopkins University, Baltimore Police Department, and the State's Attorney's Office to promote data-driven innovation to reduce violence and improve police-community relations. In 2016, he received Baltimore City's Health Equity Leadership Award. In 2015, Dr. Webster received the American Public Health Association's David Rall Award for science-based advocacy on behalf of public health. He also received Johns Hopkins University's Distinguished Alumni Award for 2017.



Dr. Raymond Winbush: A resident of Baltimore, Dr. Winbush serves as Research Professor and Director of the Institute for Urban Research (IUR) at Morgan State University (MSU) On May 25, 2017, Governor Hogan designated MSU, "Maryland's Public Urban Research University." As the Director of IUR, Dr. Winbush is tasked with identifying resources to help the IUR understand and solve urban issues confronting Maryland cities and towns, particularly Baltimore. As a result of this work, *Dr. Winbush is constantly engaged with Baltimore neighborhoods and institutions on a variety of issues, including crime, law enforcement, use-of-force incidents, and the impact of racism on all of these issues.* As a result of his research and his work, Dr. Winbush has a deep understanding of the history of race in Baltimore and the importance of civil rights to the police mission.

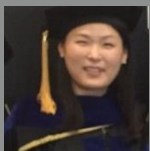
Faculty of the University of Baltimore School of Law: Dean Ronald Weich has pledged to make himself and the resources of the law school's faculty available to the Proposed Monitor Team. At a minimum, the Proposed Monitor Team will collaborate with Dean Weich and the faculty of the University of Baltimore School of Law regarding the First Amendment, Fourth Amendment, and use-of-force issues that are the subject of the Consent Decree. Several members of the school's faculty have already engaged on these issues and will provide the Proposed Monitor Team with invaluable legal insights grounded in a real understanding of Baltimore. Moreover, the school, with its long-standing commitment to skills-based and experiential learning, attracts a student body who hungers for externships and practical real-world experience. To the extent the Law School and the Proposed Monitor Team identifies tasks appropriate for students who attend the school, we will give students the opportunity to complete these tasks under the careful supervision of the Proposed Monitor Team and designated law school faculty.



Dr. Elizabeth Stuart: Dr. Stuart is a Professor in the Department of Mental Health at the Johns Hopkins Bloomberg School of Public Health, with joint appointments in the Departments of Biostatistics and Health Policy and Management, and Associate Dean for Education at the Johns Hopkins Bloomberg School of Public Health. *She has extensive experience in methods for estimating causal effects and dealing with the complications of missing data in experimental and non-experimental studies, particularly as applied to mental health, public policy, and education.* She also has extensive experience with policy evaluation, through previous employment at Mathematica Policy Research, and co-directs the JHSPH Center for Mental Health and Addiction Policy Research. She has previously collaborated with Dr. Webster on policy evaluations.

Statisticians

University of Maryland, School of Social Work



University of Maryland, School of Social Work: The team from the school will be led by Dr. Richard Barth who is the Dean of UM SSW. He previously served as a chaired professor at the University of North Carolina and University of California at Berkeley. He has published 12 books and more than 200 book chapters regarding social welfare and he has directed more than 50 studies, *including a 2016 community-based survey assessing community perceptions of police practices and police violence in Baltimore, New York City, Philadelphia, and Washington, D.C.* His team includes **Drs. Jordan DeVylder** and **Hyun-Jin Jun** and **Doctoral Candidate Lisa Fedina** who conducted this study at his direction and **Drs. Terry Shaw** and **Jill Farrell** who have substantial experience collecting and analyzing data related to juveniles. At the request of BPD, Dean Barth and Ms. Fedina have recently surveyed rank and file police officers from BPD about their training needs—obtaining an impressive online response rate of nearly 40%.

IT Consultants

Grant Thornton



Grant Thornton: Grant Thornton LLP is routinely retained by government agencies to provide information technology support. This support is not limited to merely making technical improvements to an agency's systems. Instead, Grant Thornton is commonly tasked with helping to improve performance and accountability within an agency, working with the agency to improve data collection, data reporting, and data analysis and developing processes to ensure that this improved data results in improved outcomes. The Grant Thornton team for this project consists of two senior managers, **Robert Buhrman** and **Dawn Lobecker**, who collectively have nearly 30 years of experience providing information technology strategy and management solutions in

both the public and private sectors. Collectively, *they have provided IT solutions to over 15 government agencies*, including the Department of Homeland Security, the Securities and Exchange Commission, and the Department of State. A component of a number of these engagements was developing plans for IT improvements and/or assessing whether the agency was executing against its strategic goals.

Cendex, LLC



Erich Spencer: A resident of Baltimore, Mr. Spencer has nearly 20 years of experience in IT. He operates a small business, Cendex, LLC, based in Baltimore that is dedicated to improving collection, management, and reporting of critical business information. A graduate of the Johns Hopkins School of Business, *Mr. Spencer has helped a number of organizations in the region to optimize their business processes and information systems* in order to timely and effectively distribute information to the relevant stakeholders. Finally, the Chief Information Officer of Johns Hopkins Medicine has agreed to make resources available to consult with Mr. Spencer.

33. SCOPE OF WORK:

Reponses to the RFA shall include references to the requirements outlined in paragraphs 8-27 above and detailed descriptions of how candidates will meet those requirements.

Pursuant to **Paragraphs 30 and 33** of the RFMA, we present our proposed scope of work by responding to **Paragraphs 8 through 27** of the RFMA.

I Scope of the Work (Paragraphs 8-24)

8. Objective Assessment

The Monitor will assist the Court and the Parties in evaluating BPD and the City's implementation of the Consent Decree. The Monitor will provide thorough, objective assessments of whether BPD and the City have obtained Full and Effective Compliance with the Material Requirements of the Consent Decree.

The Proposed Monitor Team has all of the necessary resources for evaluating BPD and the City's implementation of the Consent Decree. For example, a number of the members of the Proposed Monitor Team have provided similar services in past engagements: our proposed Monitor, Mr. Scheeler, previously served as the integrity monitor of Penn State University relating to the University's compliance with its obligations under a consent decree; Sheriff High and Professor Alpert served as members of teams monitoring other police departments' compliance with their consent decrees; and Chief Will Johnson served as a subject-matter expert for DOJ collaborative reform projects. In addition, our Proposed Monitor Team has substantial expertise with the various issues that must be monitored and assessed in connection with the Consent Decree. Finally, our Proposed Monitor Team offers a local and unique solution for the data assessments that need to be performed. Our Team includes faculty from the UM SSW and Johns Hopkins, who will conduct these assessments. One of our Team members from UM SSW is the school's dean, Dr. Barth. Dean Barth directed a 2016 study that assessed community perceptions of police practices and police violence in Baltimore, New York City, Philadelphia, and Washington, D.C. Not only did the study involve surveying Baltimore, but there are a number of similarities between what that study assessed and what the Consent Decree requires the monitor to assess. Dean Barth's expertise and past experiences makes the Proposed Monitor Team uniquely positioned to fulfill the assessment requirements of the RFMA. We have set forth, in greater detail, in **Paragraphs 25 and 26** our qualifications for providing the thorough, objective assessments needed to determine whether BPD and the City have obtained full and effective compliance with the material requirements of the Consent Decree.

9. Compliance

The Monitor will assist in achieving compliance with the Consent Decree by offering technical assistance, issuing recommendations, soliciting information from and providing information to members of the public, and preparing public reports on the Consent Decree's implementation.

As we set forth in **Paragraphs 25 and 26**, the Proposed Monitor Team has been structured to provide, when appropriate, resources to help BPD and the City implement the Consent Decree. By way of example, the Proposed Monitor Team includes an information technology expert, Erich Spencer, who

will not be monitoring BPD's technological upgrades. Instead, his only role will be to provide hundreds of hours of support to BPD in its efforts to upgrade its systems. And the Proposed Monitor Team has secured an agreement from Johns Hopkins that it will provide technological support and resources to Mr. Spencer to help him with these efforts. With respect to soliciting information from members of the public, the Proposed Monitor Team has already contacted well over a dozen different advocacy groups, churches, and other organizations in Baltimore to discuss the Consent Decree. Even prior to the RFMA being issued, we began to engage with the community about the Consent Decree. DLA Piper's offices in Baltimore, the resources we have in those offices, and the connections we already have in the community — both from our discussions across the City about the Consent Decree and all of the work we've generally done in the community (set forth in **Appendix C**) — leave DLA Piper uniquely situated to solicit information from, and provide information to, our fellow members of the public. Finally, as is set forth in **Paragraph 26(m)**, we have substantial experience with writing public reports that document, in a way that will be accessible to the public, how institutions are faring in their reform efforts.

10. Collaboration

The Monitor will work closely with BPD and its staff, in a cost-effective and collaborative manner, to ensure both Full and Effective Compliance under the Consent Decree and positive, constructive, and long-lasting change for BPD, and the community at large.

The Proposed Monitor Team will work directly with BPD to collaborate in developing creative and cost-effective solutions to the shortcomings detailed in the Report. As set forth in more detail throughout this application, the Proposed Monitor Team has cutting-edge expertise in policing from multiple points of view: academics, current and former law enforcement, former prosecutors, defense counsel, and IT specialists. Moreover, because Dr. Webster and Dr. Greenberg currently work with BPD, and other members of the Team worked with BPD in the past, we are prepared to “hit the ground running” to collaborate with, and to advise, BPD in a comprehensive manner on all aspects of the operations and internal controls of a police department.

Special mention must be made of information technology. From all indications, this is an area where massive improvements are necessary. As detailed in **Paragraph 26(k)**, the Proposed Monitor Team will closely examine IT practices, including the creation, analysis, and storage of data. It is essential to have accurate, complete, and reliable data if the members of BPD are to be held accountable for their actions; rewarded for good police work; or counseled, when appropriate, about how to do their job better. We have developed an unprecedented IT solution that will enable us to provide hundreds of hours of capacity building collaborative services from Mr. Spencer and Johns Hopkins, while maintaining Grant Thornton, one of the preeminent audit firms in the world, to independently monitor BPD's IT improvements.

Finally, the Monitor recognizes that, despite the best efforts of the City and BPD, reforms have costs. In truth, the funds expended are more akin to investments than expenses, although they are characterized as the latter in municipal budgets. These investments in reform, if thoughtful, should reap dividends far in excess of the costs. Consent Decree compliance means a citizenry that can focus on economic and educational advancement instead of public safety; it means more jobs, businesses, and tourism as Baltimore becomes a safer and more welcoming place for those who live

here and those who visit. One of the advantages of the Proposed Monitor Team is that we have relationships throughout Baltimore and in the philanthropic community. We intend to leverage those relationships in an effort to obtain additional funds to assist BPD's ongoing efforts at reformation.

11. Responsibilities

As set forth in Paragraphs 442-488 of the Consent Decree, to realize these objectives, the Monitor must assume certain concrete responsibilities. Responses to the RFA must address, in detail, how candidates will meet these responsibilities.

These 46 paragraphs detailing the responsibilities the monitor must fulfill involve a number of different disciplines, and, consequently, require a number of different experts. With a Team this large, clear lines of responsibility are essential. The table below details which members of the Team will be responsible for which issues.

Responsibility	DLA Piper	Police Consultants	Academic/IT Consultants
Abiding by Training Requirements	M. Graves	B. DiPino	
	C. Scheeler	H. Velez	
Complaint Systems	M. Graves	J. Johnson	Grant Thornton
	C. Scheeler	M. Anzallo	
Baltimore City School Police	T. Vignarajah	J. Johnson	A. Alonso
	C. Scheeler	H. Velez	
Recruiting, Hiring, Retaining	M. Graves	M. High	S. Greenberg
	C. Scheeler	H. Velez	
Staffing, Evaluations, Promotions	M. Graves	J. Johnson	S. Greenberg
	C. Scheeler	H. Velez	
Providing Officer Assistance and Support	M. Graves	B. DiPino	S. Greenberg
	C. Scheeler	H. Velez	
LGBTQ Interactions	C. Saleski	W. Johnson	
	C. Scheeler	M. Anzallo	
Community Policing	T. Vignarajah	W. Johnson	
	C. Scheeler	B. DiPino H. Velez	
Fourth Amendment	T. Vignarajah	W. Johnson	University of Baltimore
	C. Scheeler	H. Velez	
Use of Force	M. Graves	J. Johnson	S. Greenberg
	C. Scheeler	M. Anzallo	University of Baltimore
Specialized Crisis Intervention	M. Graves	B. DiPino	S. Greenberg
	C. Scheeler	M. Anzallo	

Responsibility	DLA Piper	Police Consultants	Academic/IT Consultants
Youth Policing	T. Vignarajah C. Scheeler	M. High M. Anzallo	A. Alonso D. Webster
Transportation of Persons in Custody	M. Graves C. Scheeler	M. High H. Velez	
Sexual Assault Investigations	C. Saleski C. Scheeler	B. DiPino J. Johnson H. Velez	
Management Training	M. Graves C. Scheeler	J. Johnson M. Anzallo	S. Greenberg
Internal Affairs	M. Graves C. Scheeler	J. Johnson M. Anzallo	
First Amendment Concerns	T. Vignarajah C. Scheeler	B. DiPino M. Anzallo	University of Baltimore
Systems Upgrades	M. Graves C. Scheeler		Grant Thornton
History of Race in Baltimore	T. Vignarajah C. Scheeler		R. Winbush
Importance of Civil Rights to Police Mission	T. Vignarajah C. Scheeler	W. Johnson H. Velez	R. Winbush S. Greenberg
Implicit Bias	M. Graves C. Scheeler		R. Winbush
Community Outreach	T. Vignarajah C. Scheeler	M. High H. Velez	R. Winbush S. Greenberg
Annual Surveys	C. Scheeler		G. Alpert R. Barth
Outcome Assessments	C. Scheeler		G. Alpert R. Barth
Report Writing	All	All	All

In our responses to **Paragraphs 25 and 26**, we demonstrate how the members of the Proposed Monitor Team have the qualifications to provide the services assigned to them.

12/13. Monitor Plan

The Monitor must develop and implement annual monitoring plans for implementing the Consent Decree. The Monitor must develop the monitoring plan within 90 days of appointment by the Court.

The Proposed Monitor Team has substantial monitoring experience. We recognize, though, that every monitorship is different, and even with the vast amount of detail provided by the Report and the Consent Decree, we currently lack the information we need to provide a monitoring plan. We intend to use the 90 days afforded by the RFMA post selection, to develop a tailored plan unique to the needs of BPD.

It is, of course, premature to discuss the substance of the plan beyond meeting the requirements of the Consent Decree, as the plan must be developed in collaboration with the relevant stakeholders (Consent Decree ¶¶ 461-467). But the process of developing such a plan, and then monitoring compliance with the work streams flowing from the plan, is well familiar to our Proposed Monitor, Mr. Scheeler. During the Penn State monitorship, the monitor and the leadership of Penn State developed parallel criteria for successful completion of that consent decree and work streams designed to achieve those objectives. This process addressed 119 separate reforms. The monitor then advised upon, observed, and tested the progress of each of these work streams and then publicly reported upon each of these quarterly.

Similarly, as lead counsel in the Major League Baseball steroids investigation, Mr. Scheeler developed a work plan in the initial five weeks of the investigation to obtain information from 30 MLB clubs in 26 cities, the Commissioner's Office, the MLBPA, former players and club personnel, and other categories of persons with relevant information. Documents were also sought from these sources. During the investigation, over 700 persons were interviewed, and tens of thousands of documents collected and analyzed. Despite intense resistance from the Players' Association and other quarters, health privacy issues that lengthened the investigation substantially, and other obstacles, the final report and recommendations were released within 19 months of the Commissioner's decision to retain Senator Mitchell.

14. Communications

The Monitor must communicate with the public and receive public input, which shall include quarterly in-person meetings with different Baltimore neighborhoods. The Monitor shall also maintain a public website and will post its proposed budget and accounting to that website. The Monitor is also expected to conduct outreach to and maintain open channels of communication with BPD officers and organizations representing officers.

The Proposed Monitor Team fully appreciates that collaboration and transparency with all stakeholders is essential to the success of this endeavor. Mr. Scheeler practiced this approach during the Penn State monitorship, engaging throughout the monitor's term with the university administration, staff, faculty, university committees, students, trustees, the NCAA, and the general public through written reports.

The reforms contemplated by the Consent Decree will be successful only if there is a fundamental reshaping of the current relationship between the BPD and the citizens that they are sworn to protect

and serve. Trust must be restored. As we all know from human experience, regaining trust in individual relationships is very difficult; it is exponentially more so when dealing with a citizenry of over 600,000 and a police force of close to 2,000. There must be frequent, continuous, honest dialogue amongst all stakeholders, in schools, in places of worship, in other group settings, and in daily encounters. All stakeholders must have an opportunity to be heard, and all stakeholders must listen to what other parties are saying. The job of the Proposed Monitor Team is to facilitate that dialogue. This is a principal objective behind the proposed liaison network we describe in **Paragraph 26(i)**.

If selected, the Proposed Monitor Team expects to engage with the community in a number of different ways beyond establishing a liaison network of the kind described in **Paragraph 26(i)**. *First*, we would schedule multiple community meetings in each of the City's nine police districts specifically to address the issues raised by the Report. *Second*, we would attend general community events to give residents who might not come to a special meeting but, nevertheless have valuable insights, an opportunity to interact with the Proposed Monitor Team. *Third*, we would establish a social media presence to provide members of the community a way to interact with the Proposed Monitor Team online. *Fourth*, we would create a system at DLA Piper's offices in Baltimore that will allow members of the community to provide information to the Proposed Monitor Team by phone, by mail, or in person. *Fifth*, we would maintain a microsite dedicated to news regarding the monitor on dlapiper.com. *Finally*, we would, of course, interact extensively with the Mayor's Civilian Oversight Task Force. Our goal will be to engage the community in as many different ways as possible so that we maximize the likelihood that we hear from a representative cross-section of the community, not just those individuals who want to speak only at public hearings or who want to comment only online. It is the Proposed Monitor Team's hope and expectation that BPD will have community liaisons attend any meetings that the Proposed Monitor Team schedules with the community and that these liaisons will interact with the community attendees at these events.

At the same time that we are engaging in community meetings, we also want to engage with the rank-and-file BPD members and the organizations that represent them. The Team proposes multiple meetings with BPD members in each of the District's nine precincts either at roll call or at a specially designated time that minimizes disruption. While, based on our experience, we suspect that members of the BPD who want to engage with the Proposed Monitor Team are more likely to be comfortable engaging in these open meetings than members of the community might be, we propose providing BPD with some of the same alternative means of interacting with the Proposed Monitor Team as we propose above for the general public. The Proposed Monitor Team is prepared to communicate with police command at ComStat and at other prescheduled meetings where district commanders can relay information and concerns on behalf of the rank-and-file officers who report to them.

15. Technical Assistance

The Monitor shall provide technical assistance to the City and BPD, including recommending strategies to ensure that the City and the BPD are effectively implementing the Consent Decree.

As is set forth in **Paragraph 25**, the Proposed Monitor Team appreciates the difference between monitoring a private institution and a public institution, and it is our goal to do everything within the context of our monitorship that we can to help BPD successfully implement the reforms it has

committed to make. In **Paragraph 26(b)**, we set forth our substantive expertise that will enable us to provide such technical assistance, and in **Paragraph 26(k)**, we set forth our ability to provide technical assistance with respect to the IT components of the Consent Decree.

16. Recommendations

The Monitor shall make recommendations to the Parties regarding measures necessary to ensure Full and Effective Compliance with the Consent Decree, which may include recommendations to change, modify, or amend a provision of the Consent Decree, recommendations for additional training in an area unrelated to the Consent Decree, or a recommendation to seek technical assistance.

The recommendations required in this paragraph involve many of the same skills as required for technical assistance discussed in **Paragraph 15**. In addition to incorporating our response to that paragraph, and the paragraphs cited in that paragraph, we would also note the Proposed Monitor Team's substantial experience with providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies, which is documented in **Paragraph 26(n)**.

17. Assessments

The Monitor shall formulate outcome measures and compliance assessments and conduct qualitative and quantitative assessments of progress under the Consent Decree.

The Proposed Monitor Team consists of subject matter experts from the UM SSW and Johns Hopkins, who by expertise and geography, are perfectly situated to fulfill these requirements. Indeed, we would note that, in 2016, Dean Barth directed a nearly-identical study to one of the surveys required by the Consent Decree, a study assessing community perceptions of police practices and police violence in Baltimore, New York City, Philadelphia, and Washington. Our experts proposed plans for fulfilling each of the assessments required by the Consent Decree can be found in **Paragraph 26(e)**.

18. Reporting

The Monitor shall regularly produce reports to the public and the Court.

The Proposed Monitor Team understands and agrees to this condition and we set forth the expertise we have to fulfill this requirement in **Paragraph 26(m)**.

19. Re-Assessment

Two years after the date the Consent Decree is entered by the District Court of Maryland, and every two years thereafter, the Monitor shall conduct a comprehensive re-assessment to determine whether and to what extent the material requirements of the Consent Decree have been achieved. This re-assessment shall include areas of greatest achievement as well as areas of greatest concern, as well as strategies and technical assistance for achieving compliance.

The Proposed Monitor Team understands and agrees to this condition and we believe that our expertise to conduct such a re-assessment are set forth in **Paragraphs 26(a), 26(m), and 26(n)**.

20. Annual Budget

The Monitor shall prepare and submit annual budgets for monitoring the Consent Decree.

The annual budgets for the Proposed Monitor Team can be found in **Appendix A**.

21. Status Communications

The Monitor shall regularly communicate with the Parties regarding the status of the implementation of the Consent Decree.

Open lines of communication among the Parties will be crucial to success. This must be done formally and informally. With respect to the status of the implementation of the Consent Decree, the Monitor will communicate regularly with all Parties through scheduled meetings, conference calls, and written correspondence. This will complement the periodic reports described above. Like the regular meetings with different Baltimore neighborhoods in each of the nine police districts, the Proposed Monitor Team will establish and follow a regular schedule to ensure that all Parties are receiving the information they need to improve their practices iteratively and to provide opportunities for them to provide input and updates as well.

22. Community

The Monitor shall, on a regular basis, meet with community members and BPD officers to inform them about the Consent Decree implementation process and to listen to their questions, concerns, and suggestions regarding its implementation.

As is set forth in **Paragraph 14**, the Proposed Monitor Team has a detailed plan in place for engaging community members and BPD officers to both receive feedback and to provide them with information.

23. Public Statements

The Monitor shall make public statements only to the extent permitted by the terms of the Consent Decree, and shall testify in proceedings only as provided in the Consent Decree.

The Proposed Monitor Team understands and agrees to this condition. The members of the Team from DLA Piper would be responsible for collecting information from the other experts on the Team; securing this information; and ultimately incorporating it into the Monitor's periodic reports.

24. Ethical Standards

The Monitor shall maintain the highest ethical standards.

The Proposed Monitor Team understands and agrees to this condition.

34. PERSONNEL AND CURRENT TIME COMMITMENTS:

a/b. Team and Team Background

The Names of the individuals and/or subcontractor consultants who would comprise the team; A summary of the relevant background of each team member

Pages 4 through 11 of the Executive Summary provides a list of all of the members of the Proposed Monitor Team and the relevant background for each of them. The full biographies for each Team member can be found in **Appendix B**.

c. Organization

The internal organization of the team, including the areas of responsibility for each team member

Pages 4 through 11 of the Executive Summary provides an overview of the Proposed Monitor Team, and the response to **Paragraph 11** describes how the Proposed Monitor Team is organized by responsibility.

d. Commitments

A description of all other current employment, projects, or other professional undertakings for each team member, noting the team member's time commitments for each; and

The members of the Proposed Monitor Team from DLA Piper each have active practices and, if selected, serving on the Team will not be their sole responsibility during the monitor term. The Team has prepared a budget that assumes DLA Piper hours at a level similar to the estimates of lawyer hours in the budgets of many of the past proposals for other jurisdictions, and we will manage the rest of our respective practices cognizant of the time commitments we have made in the proposed budget. Our practice requires us to simultaneously handle multiple, time-sensitive matters, and we are accustomed to handling competing demands. Baltimore will always be at the fore during the life of the monitorship, and if an unexpected conflict arises, one of the many advantages of being at a firm that has roughly 4,000 attorneys is that we have ample colleagues who can help us with handling our other responsibilities while we fulfill our commitments to Baltimore. The situation is the same for Grant Thornton: it is the nature of their practice that they simultaneously provide high-quality service to multiple clients, and, if selected, they will be able to discharge all of the duties described in this Application regardless of what their other commitments might be.

With respect to the law enforcement experts, their time commitments are as follows:

- **Chief Jim Johnson:** Currently serves as the Executive Director of Operations for Hendersen Webb Incorporated, a Baltimore-based, property management services organization. He works 40 hours per week in that role, but his scheduling is flexible and he has the ability to reduce his hours. In addition, he has pledged two hours per month to the National Police Foundation, and two hours per month to the National Law Enforcement Partnership to Prevent Gun Violence. In light of the

flexibility of his schedule, the limited nature of his commitments beyond his 40-hour work week, and his proximity to Baltimore, Chief Jim Johnson believes he has ample time to fulfill his time commitments reflected in the attached Application.

- **Chief Will Johnson:** Currently serves as the Chief of the Arlington, Texas Police Department and has been engaged as a DOJ consultant on three DOJ collaborative reform sites. Work on two of these three sites is expected to conclude by August 1, 2017 (that is, before a monitor is expected to be selected for Baltimore). With respect to the third site, organizational assessment should conclude by October 2017 and monitoring of project recommendations should conclude by summer 2018. Despite the demands of serving as Chief of a large police department, Chief Will Johnson believes he has time to meet the commitments reflected in the Application. And he is well-positioned to make the judgment, having spent much of the past year balancing his job as Chief with the commitments involved with serving as an expert at three different collaborative reform sites. Moreover, his role, relative to a number of other members of the Team, has been adjusted to account for the fact that he is not based in the area.
- **Sheriff High, Chief DiPino, Assistant Chief Anzallo, and Assistant Chief Velez:** Currently serve as chief executives or assistant chief executives of major law enforcement organizations. They each have no professional commitments beyond these important positions. While their “day jobs” are demanding, they all believe that they have the availability to meet the commitments made in this Application. And these kinds of commitments are not foreign to the Team. Sheriff High, who previously served on two different monitor teams while he was the Chief of Police for PGPD, and Assistant Chief Anzallo, who helped advise a neighboring jurisdiction while in his current position, are familiar with the commitments required for this type of project. Finally, Sheriff High’s, Assistant Chief Anzallo’s, and Assistant Chief Velez’s proximity to Baltimore will aid in helping to manage their various responsibilities, and Chief DiPino’s commitment has been adjusted to reflect the fact that she is in Florida and it will not be as practicable to deploy her in the same way that the local members of the Team are deployed.
- Finally, with respect to our experts from academia, all of our experts, except for Drs. Alpert and Alonso, are from Baltimore. The professors based in Baltimore obviously have demanding full-time jobs, but the leadership of their schools —UM SSW, the University of Baltimore School of Law, Morgan State University, and Johns Hopkins — are incredibly supportive of this Application. Indeed, Dr. Barth is Dean of UMSSW, and it was Dean Weich who pledged the resources of UB. Dr. Alpert is not based in the region and he has a number of commitments outside of his job as a professor at both the University of South Carolina and Griffith University in Brisbane, Australia, including serving as a monitor for the New Orleans consent decree, serving as a member of community liaison team for the Portland Settlement Agreement, and working as a researcher for the National Institute of Justice. In light of his extensive commitments, Dr. Alpert has a limited, but important role on the Proposed Monitor Team. He will serve as a resource for our experts based in Baltimore who can provide insights about lessons he learned from conducting outcome assessments in a variety of different jurisdictions and he will serve as a liaison to introduce other members of the Proposed Monitor Team to key individuals responsible for data analysis at jurisdictions that have completed, or are near completion of, the consent decree process. Substantial work has been done in jurisdictions like New Orleans and Dr. Alpert will help our Team leverage it, so we are not “re-inventing the wheel.” Dr. Alpert would not have the time to conduct

outcome assessments himself, but he has sufficient time to assist with the role that has been carved out for him.

e. Business Statuses

Team members' status, if any, as a small, local, woman-owned, or minority-owned business, and what percentage of the Monitor's total work for which they will be responsible. If any team members have received certification or official confirmation of such status, they should specify the agency or authority that has granted certification.

None of the members of the Team have created certified small, local, woman-owned, or minority-owned businesses. We would note though that 50 percent of our law enforcement experts are diverse. While none of them have established certified businesses, they clearly would qualify if they applied, so funds are going to the very individuals meant to benefit from such a program. Furthermore, Mr. Spencer's business is based in Baltimore and all of our experts from academia, with the exception of Drs. Alpert and Alonso are based in Baltimore. Putting aside DLA Piper — which while local, is not small — we estimate that more than 25 percent of the budget will, on an annual basis, go to local businesses, local universities, and individuals who could qualify for small-business preferences. With respect to the DLA Piper team, we would note that our proposed team is majority diverse. Our diversity is largely a function of the diversity of our White Collar, Corporate Crime and Investigations Practice. The group boasts 20 partners who are former federal prosecutors. **Sixty percent of these partners are diverse.** Because of the diverse composition of our group, we routinely field majority diverse teams like this one. We firmly believe that the diversity of our backgrounds and our experiences enable us to efficiently provide unique advice and insights that is unparalleled within our industry. This unique perspective, coupled with members of our Team's intimate familiarity with Baltimore, will allow us to offer a quality of service that we expect will be difficult to rival.

35. QUALIFICATIONS:

Monitor applications should specify each team member's qualifications per Paragraphs 25-27, including background information, experience in each of the areas of expertise identified in Paragraph 26, as applicable, with reference to corresponding subparagraphs; and any other relevant experience.

II. Qualifications (Paragraphs 25-27)

25. Criteria

Pursuant to the criteria listed at Paragraph 443 of the Consent Decree, responses to the RFA shall specify, in detail, the qualifications for Monitor candidates.

DLA Piper will lead the Proposed Monitor Team. In DLA Piper, you will have a firm whose roots are in Baltimore, but whose reach is worldwide. We have over 4,000 lawyers worldwide and these resources will all be at the disposal of the Proposed Monitor Team.

The Proposed Monitor, Mr. Scheeler, has substantial experience with monitoring organizations operating under consent decree or judicial order and, generally speaking, with conducting comprehensive compliance assessments. Examples of such representations include:

- Served as counsel to the athletics integrity monitor of **The Pennsylvania State University** relating to the University's compliance with its obligations under an athletics integrity agreement with the NCAA and the Big Ten Conference. The monitorship oversaw reforms in all phases of the governance of the University, including modernization of board governance, management oversight and internal controls, human resources practices, information technology, CALEA certification of the University Police Department, and the implementation of 119 specific reforms.
- Served as counsel to **AIG**, operating under the oversight of an independent monitor imposed pursuant to resolution agreements with DOJ, the Securities and Exchange Commission, the Insurance Commissioner of the State of New York and the New York Attorney General's Office. Provided counsel with respect to the review and implementation of a broad range of compliance recommendations of the independent monitor.
- Represented a **managed care organization** in the preparation of responses to the interim reports of an independent corporate monitor imposed pursuant to a deferred prosecution agreement and advised the company and the Regulatory Compliance Committee of its board of directors on corporate governance, training and compliance matters both in connection with its obligations under the deferred prosecution agreement and a separate corporate integrity agreement.
- Served as Senator Mitchell's chief counsel in connection with an investigation of steroids use in **Major League Baseball** which resulted in sweeping reforms in the industry's practices for investigating and deterring the use of illegal performance enhancing substances.
- Managed the creation of the **Alliance for Bangladesh Worker Safety**, a collaboration of North American retailers and brands committed to improving safety conditions in garment factories in Bangladesh. This effort involved coordinating negotiations among over 25 companies, while obtaining input from a wide variety of stakeholders, to develop a set of binding commitments to

improve workers' rights, fire and safety training, factory inspections and remediations, funding these commitments, and advancing transparency in the supply chain process. During the summer of 2014, DLA Piper conducted an independent review of the Alliance's efforts throughout its inaugural year.

In addition to the depth of our monitorship experience, we believe it significant to look at the diversity of our experience, particularly our experience with monitoring, or investigating, public and quasi-public institutions. While there are a number of similarities between monitoring private and public institutions, there is one fundamental difference: while monitors for public institutions must objectively assess the public institution's compliance, monitors for public institutions cannot be indifferent to the fate of the institutions they monitor. With a private institution, it is almost always the case that the monitor's sole role is to assess compliance and to let the chips fall where they may in terms of the institution's compliance or non-compliance. If the private institution is sanctioned, or even fails, because of continued non-compliance, so be it. If sustained non-compliance results in the failure of a private entity, the private sector is well equipped to develop alternatives to fill the void left by the failed enterprise.

But failure is not an option for a public institution. It is not an option for Baltimore to have a police department which fails to protect and serve the citizenry in compliance with best policing practices. The monitor for a public institution must approach the monitorship with the mind-set of how can the monitor aid the public institution in implementing the reforms it committed to make.

Based on our work monitoring Penn State University, DLA Piper understands this special challenge that accompanies monitoring public institutions. We have drawn upon our experiences monitoring public institutions, to develop a monitorship approach that balances gauging progress with providing resources to help BPD make progress. The Proposed Monitor Team has over 200 hundred years of experience in law enforcement, including nearly six years of experience by Mr. Scheeler as a federal prosecutor in Maryland. We have a rich variety of members with expertise in local issues, cutting-edge relevant academic research, and pragmatic IT solutions. When BPD's efforts are deficient or incomplete, we will clearly identify them as such. But we will also use our expertise to collaboratively develop a path to compliance. And we will help the City and BPD identify and apply for funding outside of the municipal budget to provide additional resources. It is our goal to do everything within the context of our monitorship that we can to help BPD successfully implement the reforms it has committed to make.

Consistent with the requirements of **Paragraph 26(a)** of the RFMA, our Team provides the following expertise:

26. Qualifications

These qualifications include, but are not limited to, expertise in the following areas:

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

Our Team has substantial experience monitoring, auditing, evaluating, and reviewing organizations, including previously serving as monitors; supervising efforts to bring their own departments into

compliance with the requirements of consent decrees; and generally assessing whether organizations are in compliance with court orders. Our Proposed Monitor, Mr. Scheeler, served as the integrity monitor of Penn State University, evaluating the University's efforts to come into compliance with its obligations under a consent decree it entered with the NCAA and Big Ten Conference. The Penn State consent decree required a comprehensive approach to the problems that ailed that institution. One of the issues identified among the 119 requirements of the Penn State consent decree was that improvements needed to be made to the Penn State University Police. During the term of the monitorship, the Penn State University Police met the necessary requirements under the consent decree and obtained CALEA certification. Our Proposed Deputy Monitor, Mr. Graves, negotiated billions of dollars in settlements while with the U.S. Attorney's Office in the District of Columbia. These settlements included requirements that the organizations entering the settlements have independent parties assess their compliance with the terms of court settlements and Mr. Graves evaluated these organizations' efforts to come into compliance with the terms of these settlement agreements. In addition, while Mr. Graves was a supervisor at USAO-DC, the independent monitor who had supervised MPD's consent decree conducted a first-of-its-kind re-assessment of whether MPD remained in substantial compliance with the consent decree after the monitorship ended. Mr. Graves' supervisory role required him to interact with the monitor team in its re-assessment efforts. Mr. Vignarajah worked earlier in his career at McKinsey & Company, where he provided strategic and organizational redesign advice to global companies, governmental and non-governmental institutions, and nonprofit organizations.

The DLA Piper attorneys on the Proposed Monitor Team are surrounded by a team of experts who have their own substantial experience with monitoring, auditing, and evaluating law enforcement organizations. By way of example, Dr. Alpert is one of the foremost authorities in the United States with respect to evaluating and monitoring how law enforcement agencies evaluate use-of-force issues. Not only has he authored dozens of publications on the topic, but he has also advised the monitor teams that oversaw the Los Angeles, Oakland, and Virgin Island consent decrees and currently serves as a member of the monitor team for the consent decree in New Orleans and a member of the team charged with implementing the settlement agreement in Portland. There are very few people in the world who have the depth and breadth of Dr. Alpert's experience. Dr. Alpert is not the only professor on the Proposed Monitor Team with relevant experience. Dr. Greenberg served for seven years as the Associate Director of the Police Executive Research Forum (PERF), an organization which, among other things, provides technical assistance, support, studies and audits to law enforcement agencies, both domestically and abroad. Through this organization, Dr. Greenberg has advised or evaluated more than 25 law enforcement agencies across the United States. And, Dr. Webster provided expert services to the monitor who oversaw the implementation of settlement agreements with dozens of firearms dealers in New York that had negligent business practices which contributed to gun violence in the City.

Similarly, all of the Proposed Monitor Team's law enforcement experts have experience with consent decrees, or with monitoring, evaluating, or advising other law enforcement agencies: Sheriff High was a member of the monitor teams that supervised the implementation of the Oakland and Detroit consent decrees and played a critical role in helping to bring PGPD into compliance with its own consent decree when he was the chief of that department; Chief Will Johnson currently serves as a subject matter expert for DOJ collaborative reform projects, conducting reviews in Fayetteville, North

Carolina; Calexico, California; and Fort Pierce, Florida; Chiefs Jim Johnson and DiPino, through their work with IACP and their general connections to the law enforcement community, have advised law enforcement officers from numerous departments on constitutional issues; and Assistant Chiefs Velez and Anzallo both played critical roles in helping to bring their respective departments into compliance with the consent decrees under which their departments previously operated.

Finally, Grant Thornton, one of the preeminent auditing firms in the world, has substantial experience with auditing government agencies, including government agencies with a law enforcement mission. The Grant Thornton members of the Proposed Monitor Team have successfully overseen the delivery of IT solutions to over 15 government agencies.

b. Law enforcement practices, including community policing and engagement; use of force and force investigations; practices for conducting and reviewing pedestrian and vehicle stops, frisks, searches, and seizures; practices for conducting and reviewing arrests; crisis intervention and de-escalation techniques; bias-free policing, First Amendment protected speech and public assembly and related rights; intake, investigation, and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and policy development and officer and staff training;

The Proposed Monitor Team has a deep understanding of all of the facets of law enforcement practices addressed by the Consent Decree. Mr. Scheeler, Mr. Graves, Mr. Vignarajah and Ms. Saleski, during their careers as prosecutors, worked closely with law enforcement agencies, coordinating with them on practices related to vehicle stops, frisk, searches, and seizures. Mr. Graves, who, for a period of time, oversaw the use-of-force investigations that USAO-DC conducted, understands how effective use-of-force investigations are conducted and worked with MPD on issues related to de-escalation, complaints of officer misconduct, and officer training for use-of-force investigations. Ms. Saleski, for a portion of her career as a prosecutor, prosecuted sex offenses and has a deep understanding of how to conduct sex-offense investigations. Both Ms. Saleski and Mr. Graves also have experience with community-based policing and prosecution from their time at USAO-DC. Mr. Vignarajah, in addition to his work as a city and federal prosecutor in Baltimore and as deputy attorney general of Maryland, has taught courses on crime policy and constitutional law — including on the First Amendment and Fourth Amendment — at Johns Hopkins and at both law schools in Baltimore.

The experts on the Proposed Monitor Team who surround the DLA Piper attorneys each have areas of expertise that collectively account for all of the law enforcement practices covered by the Consent Decree.

As an initial matter, all of our law enforcement experts hail from jurisdictions that use a community policing model and many of our experts were integral to their jurisdiction transitioning to such a model. The Proposed Monitor Team includes nationally recognized experts on community policing, who routinely train members of law enforcement from across the country on this subject. These law enforcement experts are also all leaders within their respective departments. Four of our law enforcement experts are the chief executives of their respective departments and the assistant chiefs have complete responsibility for substantial components of their respective departments. These responsibilities have provided the law enforcement experts with a deep understanding of the law enforcement practices addressed in the Consent Decree. Their experience and expertise are fully

reflected in their resumes, which are attached as **Appendix B**. Samples of the experiences and expertise that the law enforcement experts bring to bear include:

- **Chief Jim Johnson**, who headed BCPD's Internal Affairs Division, has substantial experience with conducting use-of-force investigations. In addition, Chief Jim Johnson drafted a number of standard operating procedures for BCPD on topics such as, traffic stop data collection, complying with Maryland law, community policing, use of police force, pursuit policies, discipline, training, body-worn cameras, sexual assault investigative procedures, and diversity in the work place.
- **Chief DiPino** is an active member of the IACP and routinely lectures on community policing (a subject on which she is a nationally recognized expert); 21st Century Policing; and sexual assaults and sexual misconduct by police officers.
- **Sheriff High**, in his over 45-year career as a law enforcement officer, has had a number of experiences relevant to law enforcement practices. At various times, he: was a disciplinary review and hearing officer for police misconduct cases; supervised youth policing activities; implemented community policing initiatives; oversaw the development of a risk management database and early-warning system to identify potential problem officers or occurrences; established new training standards and rules-of-engagement for interactions with mentally ill persons; and instituted bias awareness training and First Amendment training (specifically addressing public disturbances, public demonstrations, and citizen recording of police actions).
- **Chief Will Johnson** is a published author on use-of-force accountability, promoting civil rights, community engagement, and procedural justice. As an executive fellow for PERF, he developed and published national best practices for the use of conducted energy weapons, commonly referred to by the manufacturer title of Taser. This research was conducted in an effort to reduce the number of deaths that occurred in proximity to Taser use and these standards have been internationally accepted as the industry standard for over a decade. Chief Will Johnson frequently provides lectures on a variety of topics, including de-escalation efforts.
- **Assistant Chief Velez** personally led the six patrol police districts that comprise PGPD in their duties, including maintaining compliance with the terms of the consent decree. These efforts involved ensuring that: use-of-force investigations were conducted properly; interventions occurred for officers flagged by PGPD's early warning system; and vehicle stops, frisks, searches, and seizures were conducted Constitutionally.
- **Assistant Chief Anzallo**, who headed MPD's Internal Affairs Division for six years, is intimately familiar with law enforcement practices related to use-of-force investigations and officer discipline for misconduct. He also has substantial experience with community prosecution, serving as the captain of one of the District of Columbia's seven police districts where he worked with community prosecutors to arrest and to prosecute chronic offenders and implemented community engagement meetings.

The experts from academia bring unique perspectives on law enforcement practices to the Proposed Monitor Team:

- **Dr. Alonso** is intimately familiar with youth policing: as the CEO of BCPS, he oversaw a school police unit consisting of more than 140 members, which had to coordinate its work with BPD in relation to safe passage to schools and other matters involving school-age children.

- **Dr. Greenberg** has written, lectured, and testified on a broad array of subjects. Examples of the topics include current issues in policing, patrol tactics, the role of police in neighborhood development, police training, resource allocation, crime prevention, engaging patrol officers in community policing, and law enforcement agency organizational structure. He presented testimony to the President’s Task Force on 21st Century Policing and testified before a panel that the DOJ Civil Rights Division convened on law enforcement responses to individuals suffering from impairments and law enforcement’s obligations under the Americans with Disabilities Act.
- **Dr. Webster** directs the Johns Hopkins-Baltimore Collaborative for Violence Reduction, a partnership between Johns Hopkins researchers, BPD, and the State’s Attorney for Baltimore City with the goal of collecting a multitude of data to facilitate the implementation of evidence-based policies and practices related to the enforcement of gun laws. These evidence-based policies will be designed both to reduce violence and to foster improved relations between police and the neighborhoods they serve.

c. Assessing legal sufficiency and compliance with constitutional and other legal requirements

As former federal and state prosecutors, Mr. Scheeler, Mr. Graves, Mr. Vignarajah, and Ms. Saleski routinely advised law enforcement partners on constitutional and other legal requirements. Indeed, collectively they have in excess of 25 years of providing such advice to law enforcement partners. A recurring issue that arose in these conversations was the requirements of the Fourth Amendment and constitutional and effective policing. Vignarajah as a former state prosecutor in Maryland developed a deep understanding of Maryland state and local laws. Mr. Graves, when he was responsible for supervising use-of-force investigations, routinely advised law enforcement, and trained them on, use-of-force issues and conducting effective investigations incidents involving uses of force. In addition to the deep knowledge of these issues that our DLA Piper team provides, the Proposed Monitor Team will also have the benefit of the insights of the University of Baltimore’s law school faculty, which has expertise in, among other things, First Amendment, Fourth Amendment, use-of-force, youth policing, and community policing issues. And Michele Decker, a national expert on gender-based violence and sexual assault, has agreed to provide her invaluable expertise to the Proposed Monitor Team as we assess BPD’s compliance with the areas of the Consent Decree implicated by her work.

d. Familiarity and understanding of local issues and conditions, including local experience and expertise with Baltimore’s diverse communities, and issues and challenges facing those communities;

The Proposed Monitor Team has been carefully crafted to have a mix of members from Baltimore and from outside of Baltimore. We believe that it would be difficult for an effective monitor team to be composed exclusively of individuals from the jurisdiction being monitored. One function of a monitor team is to bring a fresh perspective to the issues that gave rise to the consent decree in the first instance and to help determine whether those issues have been remediated in a way that is consistent with the consent decree. But while a fresh perspective is critical, we believe that this perspective must be grounded in a practical understanding of the realities of Baltimore. As such, the Proposed Monitor Team is composed of numerous individuals who have a deep understanding of local issues and conditions, including expertise with the City’s diverse communities and the issues they face. By way of example, three of the five attorneys from the DLA Piper team work, live, and are active in Baltimore. Our Proposed Monitor, Mr. Scheeler has served on the CollegeBound Foundation Board for over 25 years, including as Chair, and serves on various boards affiliated with Johns Hopkins. Dr. Alonso was

one of the longest serving CEOs of BCPS and personally visited every school in the system during his tenure. He also led strategic planning reviews with parents and teachers from across the City. Dr. Winbush, as the Director of the Institute for Urban Research, has conducted substantial outreach in the community, engaging with community members on a variety of issues, including crime, law enforcement, use-of-force incidents, and the impact of race on all of these issues.

While some law enforcement experts gained their expertise outside the region, others have local roots. Dr. Greenberg is a graduate of the Baltimore City Public Schools, and the Baltimore Police Academy. He is a Senior Advisor and former Co-Lead of the Baltimore Violence Reduction Collaborative, and developed and presented Current Issues in Policing programs for the Maryland Chiefs of Police Association, Maryland Police and Correctional Training Commissions, Maryland Polygraph Association, Mid-Atlantic Chapter of the International Association of Campus Law Enforcement Executives, Baltimore Police Academy (sergeants), and others. He also developed a proposal for BPD to establish a Small Business Crime Intervention Unit and worked with Baltimore neighborhood leaders to establish the Leadership and Community Building Fellowship.

Dr. Webster, in addition to his work on the Collaborative, has been involved with a number of different coalitions, committees, and joint projects with the City designed to gather data from the community and to develop effective police policies. For example, Dr. Webster currently serves as an advisor on Mayor Pugh's steering committee as well as lead evaluator for the Transformation Zone Initiative that employs a multi-agency commitment to assisting community members and police address conditions that facilitate crime and violence. The approach also uses neighborhood coordinating officers (NCOs) and a collaborative problem-solving community policing model to build trust and combat crime. Dr. Webster also coordinated the research for an application under review by the Bureau of Justice Assistance for funding under the Smart Policing Initiative.

This work has allowed Dr. Webster to have contact with a wide-array of constituencies within Baltimore. By way of example, Dr. Webster currently serves as the lead independent evaluator and co-chair of the Advisory Board of Safe Streets Baltimore, a program directed by Baltimore City Health Department that hires credible messengers, often ex-offenders, to mediate disputes and direct high-risk youth away from violence.

Finally, based on the outreach the Proposed Monitor Team has already conducted — including engaging in conversations with more than a dozen different advocacy groups, churches, and other civic organizations in Baltimore — we have begun to develop a specific understanding of what the diverse communities within Baltimore want to achieve through the Consent Decree process.

e. Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods;

The Proposed Monitor Team will conduct and report surveys in a manner that adheres to all requirements of the Consent Decree, as set forth in more detail below.

Community Member Surveys

Annual surveys of community members will be conducted by UM SSW as outlined in the Consent Decree. The aims of this three-year study, entitled "Survey of Police-Public Encounters: Replication

Study,” are to assess police practices from a community perspective, with particular attention towards the perception of community-police relationships, the occurrence of police violence and victimization, and the public health impact of interactions between police and community members. The goal of this research is to provide the requested data to fulfill the community survey needs outlined in the Consent Decree, while simultaneously furthering our understanding of how police-community interactions influence the health and well-being of community members.

In March and April of 2016, UM SSW administered a community-based survey assessing community perceptions of police practices and police violence in Baltimore, New York City, Philadelphia, and Washington D.C. (N = 1,615), which is the only known epidemiological survey of the mental health impact of police violence in the U.S. Findings from this survey indicated lifetime prevalence rates of physical (6.1%), physical with a weapon (3.3%), sexual (2.8%), and psychological (18.6%) police victimization, and neglect (18.8%) by police as well as significant associations between all forms of police victimization, depression, and psychological distress. Disproportionately higher rates of victimization were found among racial/ethnic minorities, males, transgender adults, and younger adults. There were no significant differences in prevalence rates of police victimization between the four cities. A total of 60.5% of Baltimore residents reported having at least one encounter with police.

The proposed three-year study will build on prior research at UM SSW — and also collect annual data to be able to monitor changes in Baltimore — assessing police-public encounters and will include measures assessing the following constructs set forth in the Consent Decree: overall police services, trustworthiness, engagement with the community, effectiveness, responsiveness, interaction with youth, misconduct investigation and discipline systems, interactions with African Americans, Hispanic Americans, lesbian, gay, bisexual, transgender, and other significant and distinct groups within the community. Focus groups with community members (with a particular emphasis on East and West Baltimore) will be conducted to develop, pilot, and revise measures and to ensure reasonable time frames for completing the survey based on Qualtrics survey procedures. Primary survey measures will be informed by pilot test results to ensure measures fully capture the essential elements outlined in the Consent Decree. Secondary measures will assess related constructs including respondent health and mental health, exposure to non-police victimization and trauma, and demographics, to allow for in-depth analysis of this issue from a public health perspective.

Sampling procedures will be administered by Qualtrics Panels (an online survey administration service) to ensure demographic representativeness of city residents (+/- 10% of 2010 Census Distributions for age, sex, race/ethnicity). Annual surveys will be administered via Qualtrics Panels in Baltimore (focus city) and, for comparison, New York City, Philadelphia, and Washington D.C. The inclusion of three other regional cities will allow comparisons between changes over time in Baltimore versus other comparable cities that are not the current focus of a DOJ consent decree (the cost of data collection from other sites will be split with UMB). Qualtrics Panels has committed to providing logistic support for sampling and survey data collection. If participants from communities in East and West Baltimore are underrepresented in initial data collection, UM SSW will utilize existing partnerships, such as The Computer Center (Union Baptist Church) and UM Community Engagement Center in West Baltimore, to recruit additional participants from targeted areas if needed.

Law Enforcement Personnel Surveys

Annual surveys of law enforcement personnel will be conducted by UM SSW, as outlined in the Consent Decree. The aims of these surveys are to assess 1) police perceptions of public safety and 2) employee satisfaction with BPD, with a particular emphasis on understanding police perspectives on the effectiveness and usefulness of BPD, including impacts on crime, community relations, and significant values and characteristics of the department.

In early May 2017, UM SSW developed and administered the BPD Training Needs Assessment to all BPD sworn officers (N = 2,300) to assess police perceived training needs and training experiences in 17 priority areas affecting Baltimore (e.g., homelessness, substance abuse, community trauma, implicit bias) and included measures similar to those outlined in the Consent Decree, such as police perceptions of community needs and police-citizen relations. Measures were piloted with BPD personnel and the survey was administered online (via Qualtrics) using BPD's online communication system Power DMS to invite and recruit participants. To date, more than 720 participants have completed the survey (response rate = 38%).

The proposed surveys assessing police perceptions of public safety will build on prior research at UM SSW assessing police perceptions of community issues, needs, and barriers and will include measures assessing the following constructs set forth in the Consent Decree from the perspective of law enforcement personnel: overall police services, trustworthiness, engagement with the community, effectiveness, responsiveness, interaction with youth, misconduct investigation and discipline systems, interactions with African Americans, Hispanic Americans, lesbian, gay, bisexual, transgender, and other significant and distinct groups within the community. Focus groups with law enforcement personnel at BPD, including sworn officers serving West and East Baltimore, will also be conducted to develop, pilot, and revise measures and to ensure reasonable time frames for completing the survey based on Qualtrics survey procedures. Measures will be developed based on results and feedback from focus groups and other identified measures from existing peer-reviewed literature, city police departments, and policing organizations (e.g., IACP) assessing police attitudes towards public safety, police-citizen relations, and community needs.

Annual police employee satisfaction surveys will be administered and developed in partnership with BPD. Exemplar measures published by other city police departments and policing organizations, such as IACP, will also be reviewed to inform the development of employee satisfaction surveys. Employee satisfaction surveys will assess topics such as perceived department morale, accountability, and current priority areas.

Community Survey Deliverables

- Written report on main results of Year 1 survey, due by the end of Year 1 Q3, including descriptive data for all police-related measures and analyses of demographic correlates of main police-community interaction outcomes.
- Summary report outlining the development and validation of novel measures of police-community interactions, including results from focus groups and pilot testing, due by the end of Year 1.

- Written report on main results of Year 2 survey, due by the end of Year 2 Q3, including descriptive data for all police-related measures and analyses of demographic correlates of main police-community interaction outcomes.
- Written report on main results of Year 3 survey, due by the end of Year 3 Q3, including descriptive data for all police-related measures and analyses of demographic correlates of main police-community interaction outcomes.
- Summary of changes over time across all surveys, due by the end of Year 3.

Timeline (deliverables in italics)

	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Survey collection, Y1	X											
Survey analysis		X	X									
<i>Report on Y1</i>			X									
Pilot testing of novel measures			X	X								
<i>Report on pilot testing</i>				X								
Survey collection, Y2				X	X							
Survey analysis						X	X					
<i>Report on Y2</i>							X					
Survey collection, Y3								X	X			
Survey analysis										X	X	
<i>Report on Y3</i>											X	
<i>Report on multi-year trends</i>												X

Diversion Analysis

Examining outcomes of children and youth leaving child serving systems (child welfare and juvenile services) is critical to ensuring the quality of child and family level interventions, as well as understanding the pathways through child serving systems. Longitudinal analyses of past and current Maryland data by researchers at UM SSW has demonstrated that approximately 10% of children involved with CWS will become involved with the DJS within 1 year (the percentage differed greatly by age with up to 20% of 16 year olds becoming DJS involved within 1 year). These transitions begin as young as age 7 and continue until age 18.

As an in-kind effort, UM SSW – with the consent of Baltimore City DSS and MD DHR (Child Welfare Services: CWS), MD Department of Juvenile Services (DJS) and MD Department of Public Safety and Correctional Services (DPSCS) – will conduct the “Using Linked Data to Identify Baltimore City Children at Risk of Becoming Engaged in the Criminal Justice System” study to understand the extent to which children at risk of becoming engaged in criminal justice activities are being diverted. Data sharing between UM SSW and DPSCS will occur via the University of Maryland Baltimore’s Secure File Transfer website, allowing data to be securely uploaded and downloaded by users.

Transition rates and survival curves will be computed for children in each BPD District as well as the proportion of children who become involved with DJS who subsequently become involved with DPSCS. These rates will be reported by jurisdiction across the state and by neighborhood (or police district) in Baltimore City. Although baseline rates for transition have not yet been computed, existing datasets have been linked to estimate transition rates in DJS-supported work to monitor whether evidence based and family-centered practices have been successful. UM SSW has the capacity to complete these analyses based on prior work with DHR and DJS over the last 12 years.

Criminal justice system involvement (*i.e.*, arrest, conviction, and incarceration) occurring during and after child welfare system involvement will be reported for youth who were 12 to 18 years old in CY2011 and CY2012. Prior and concurrent parental criminal justice system involvement will also be reported for those parents whose children were involved in the child welfare system during these two calendar years. This data will be reported for matched youth and returned along with the unique identifier provided by UM SSW allowing for the information to be appended to the original analysis file.

Other Analytical Methods

Statistical Analyses

Dr. Webster has published over 100 articles in scientific peer review journals, most of which focus on the prevention of violence, suicide, and substance abuse. He is also the lead or senior author of numerous rigorous quantitative studies of the impacts of policies, programs, and initiatives to enhance public safety. These studies involve a variety of sophisticated statistical methods for analyzing trends or time-series data using various administrative records aggregated at the state, city/county, or police post level to estimate policy or program impacts. The analytic approaches include various forms of regression analyses (generalized linear models, negative binomial regression) that account for temporal or spatial autocorrelation, auto-regressive integrated moving average (ARIMA) models that account for seasonality and other auto-correlation in time-series data, propensity score matching and synthetic control methods to identify the best available comparisons for intervention studies.

Dr. Greenberg currently serves as Deputy Director, National Criminal Justice Technology Research, Test & Evaluation Center, funded by the National Institute of Justice and located at the Johns Hopkins University Applied Physics Laboratory. The RT&E Center is a leading national research center focusing on conducting national studies and market analyses and public safety product research. RT&E Center research is conducted by a team of scientists, engineers, and practitioners on technology needs and products related to law enforcement, corrections, and the courts. Dr. Greenberg will utilize the analytical methods and processes developed by the RT&E to analyze the optimal and

most economic technology and public safety products that might be employed by BPD to facilitate the mandated reforms.

Benchmarking

Dr. Greenberg also developed a 13-stage benchmarking for the Johns Hopkins University Division of Public Safety Leadership. These benchmarks have applicability to the accountability of the BCPD as well. The Proposed Monitor Team is also familiar with, and will employ as appropriate, benchmarking criteria and similar guidance developed by the Association for Police Authorities: Trojanowicz and Bucqueeroux, (“Community Policing How to Get Started”), Community Oriented Policing Services (COPS – DOJ), Rand Corporation, Dr. Wes Martz (“Organizational Effectiveness Evaluation Checklist”), CALEA (“Measuring the Performance of Law Enforcement Agencies”), and the IACP Benchmarking and Performance Analytics Field Data Form.

Broader Community Interviews

An additional analytical tool that the Proposed Monitor Team will consider using is longer-form community interviews. A recent addition to Johns Hopkins is Professor Vesla Weaver, who, along with Professor Tracy Meares of Yale Law School, have headed a project that has collected over 2,000 recorded conversations from residents of Milwaukee, Chicago, Los Angeles, and Baltimore. The recorded conversations, which each lasted roughly 20 minutes, revolved around the question of, “how do you feel about police in your community.” Professor Weaver has agreed to assist the Proposed Monitor Team, free of charge, with assessing data already collected in Baltimore or, potentially, engaging in additional conversations with members of the community.

f. Familiarity with federal, state, and local laws

Please see our response to **Paragraph 26(c)** above.

g. Evaluating organizational change and institutional reform, including by applying qualitative and quantitative analyses to assess progress, performance, and outcomes;

The Proposed Monitor Team has a wealth of diverse experience in evaluating and driving organizational and institutional change and reform in Baltimore and around the nation. Charlie Scheeler served as Monitor of Penn State University (and prior to that, lead counsel to former Senate Majority Leader George Mitchell, the initial Penn State Monitor). As such, he was responsible for monitoring Penn State’s compliance with over 100 mandated reforms in subject matter areas including the culture, institutional governance, compliance, human resources, information technology, and the University police department. Analyses used to measure reform included CALEA certification procedures, internal auditing techniques, statistical sampling, and institution-wide surveys. Mr. Vignarajah worked earlier in his career at McKinsey & Company, where he provided strategic and organizational redesign advice to global companies, governmental and non-governmental institutions, and nonprofit organizations.

The law enforcement experts on the Proposed Monitor Team also have extensive experience in monitoring reform at numerous police departments across the country. This background is more extensively covered in **Paragraph 26(a)**, above, but in summary fashion: Sheriff High, Assistant Chief Velez, and Assistant Chief Anzallo each had substantial responsibilities for evaluating organizational change and institutional reform within their respective departments when these departments were

operating under consent decrees; Sheriff High served as a monitor on two monitoring teams evaluating the implementation of DOJ consent decrees; Chief Jim Johnson served as a subject matter expert for the National Institute of Justice; and Chief Will Johnson served as a subject matter expert for three different DOJ Collaborative Reform sites.

Finally, the academic experts on the Proposed Monitor Team have substantial experience evaluating organizational change and institutional reform. Dr. Alpert's career has involved evaluations of law enforcement strategies and institutional reform and, as has been previously noted, he has provided his expertise to five different monitoring teams tasked with evaluating the implementation of DOJ consent decrees. Dr. Alonso oversaw a comprehensive reform effort that reordered structures and systems in BCPS, resulting in reoperation and redistribution of authority to school communities, and expansion of choice and options across the city, among other nationally recognized efforts that ranged across all aspects of the school system. There are two Harvard Business School case studies of these efforts: "Bounded Autonomy in Baltimore" and "Organizing for Family and Community Engagement in Baltimore." Dr. Alonso presently leads the Public Education Leadership Project at Harvard, which supports senior leadership teams in large urban districts in evaluating their reform strategies. Dr. Greenberg has engaged in projects to analyze and reform police department resource allocations, as well as how police departments conduct post-action assessment in the aftermath of police shootings and other major events. And Dr. Webster, as described in **Paragraph 26(b)**, is assisting BPD and the State's Attorney's Office with establishing new ways to collect and to analyze data to reduce violence and to foster improved relations between police and the neighborhoods they serve.

h. Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and other stakeholders interested in policing issues;

Our Proposed Monitor Team has substantial experience working with government agencies from a variety of different perspectives. *First*, Mr. Scheeler, Mr. Graves, Mr. Vignarajah, and Ms. Saleski in their careers as prosecutors all routinely coordinated with police departments and various municipal and state agencies on policing issues. *Second*, Dr. Alonso served in the cabinets of two Baltimore City mayors, working, among other issues, on student discipline and related law enforcement issues. *Third*, our team of law enforcement experts has substantial experience in coordinating with stakeholders interested in policing issues, including working with local elected officials, municipal agencies with budget responsibilities, offices of police complaints, civilian review boards, and Fraternal Order of Police chapters. Indeed, for the Chiefs and Deputy Chiefs, one of the primary job responsibilities is to successfully navigate the web of constituencies interested in policing issues in a fashion that leaves each constituency satisfied that its concerns have been heard. Our law enforcement experts are equally as adept at managing citizen complaints filed with the office of police complaints as they are with managing grievances filed by organized unions and other recognized employee bargaining agents. *Fourth*, Dr. Greenberg has served for two terms on the Federal Law Enforcement Training Accreditation Board and has worked with worked with mayors, county executives, councils, government agency leaders, and labor leaders in over 50 jurisdictions on policing issues. *Fifth*, Dr. Webster has worked extensively with BPD, the Mayor's Office, the Baltimore City Health Department, the State's Attorney's Office, local foundations, and community based organizations working to address youth violence and domestic violence during his 25-year career at Johns Hopkins.

Finally, it should be noted that much of our Team's experience dealing with government agencies stems from our experience dealing specifically with government agencies in Baltimore, including State's Attorney's Office, Maryland Office of the Attorney General, U.S. Attorney's Office for the District of Maryland, the Baltimore City Health Department, the Baltimore City School Police Force, and the wide array of other entities that have law enforcement or complementary responsibilities within Baltimore. Our knowledge of, and history with, these organizations provide us with unique insights into the external realities that BPD will have to confront as it implements the requirements of the Consent Decree. Moreover, we have a specific knowledge of BPD's unique characteristics and how incentives within the Department might be modified to improve the likelihood that constitutional and effective policing occur.

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

The Proposed Monitor Team has a proven track record of being able to engage with all facets of a community and a number of the members of the Team have specific experience with engaging with the diverse communities of Baltimore. By way of example, the Institute of Urban Research at Morgan State University, which includes Dr. Winbush as an integral member, engages an array of constituencies within the Baltimore community, providing free workshops for community organizers on a variety of subjects including how to write successful grants, police brutality, environmental lead poisoning, and educational issues. As a result of this work, Dr. Winbush is continuously engaged with a wide variety of Baltimore neighborhoods and institutions. Dr. Greenberg has worked extensively to promote civic stakeholders and other partners to promote effective community policing. He coordinated a national conference on Community Policing sponsored by the DOJ Office of Community Oriented Policing Services and the Bureau of Justice Assistance. Locally, Dr. Greenberg established and coordinated the Baltimore Neighborhood Leadership Development Initiative (also known as the Leadership and Community Building Fellowship), sponsored jointly by the Citizens' Planning and Housing Association and Johns Hopkins. The program was designed to create and sustain livable communities in Baltimore by providing neighborhood leaders with new and enhanced skills, and operated for eight years. UM SSW hosts a Community Advisory Board to guide its federally recognized Promise Neighborhood project, operating five community schools in West Baltimore in connection with the project. This project is funded by the U.S. Department of Education. UM SSW is also part of community advisory boards for two other initiatives in West Baltimore, Byrne Violence Prevention and RECAST, which are funded by DOJ and the Substance Abuse and Mental Health Services Administration, respectively.

Dr. Webster co-chairs the community advisory board for Baltimore's Safe Streets program. The program is implemented by community-based organizations working in some of Baltimore's most challenged neighborhoods. The coalitions supporting the program include faith-based organizations, neighborhood organizations, and programs serving high-risk youth. He also helped obtain federal funding for and participated in a comprehensive community youth violence initiative in Baltimore's Park Heights neighborhood, and contributed to numerous efforts designed to mobilize for more effective prevention of violence in Baltimore involving diverse stakeholders. These contributions were recognized by The Baltimore Sun when Dr. Webster was a finalist for Marylander of the Year in 2013. One of the common traits shared by all of the law enforcement experts on the Proposed Monitor Team is deep roots in the community policing movement. All of our experts hail from jurisdictions that use a

community policing model and many of our experts were integral to their jurisdiction transitioning to a community policing model. Moreover, Chiefs DiPino and Will Johnson are nationally recognized experts on community policing, who routinely train members of law enforcement from across the country on this subject. As the biographies in **Appendix B** make clear, our team of law enforcement experts believe in, and are strong practitioners of, community policing.

Finally, the Proposed Monitor Team has had an opportunity to meet with some community leaders in Baltimore, principally to discuss what these leaders and their respective groups would like to see from the Consent Decree process, but also to discuss, if we are fortunate enough to be selected, ways of effectively engaging the community. From the conversations we have had so far, we believe that one important aspect of community engagement will be developing a liaison network that can provide real-time feedback to the monitor team in a structured fashion. We tentatively anticipate monthly breakfasts with this network to ensure routine structured interaction, though, the network, like all members of the public, would have open access to the Team to immediately raise issues that cannot wait for the next monthly meeting. We have spoken to a number of individuals and organizations about such a network. These conversations were not meant to be systematic or exhaustive, and we welcome the opportunity to have more of them in the days to come. We will also have close interaction with the Community Oversight Task Force described in the Consent Decree. As with any multi-year project, we would expect the participants in the liaison network program to change over time. A sample of some of the people and organizations who have agreed to participate and to have their names used in connection with this Application include:

- Dr. Marvin “Doc” Cheatham, CEO, Matthew Henson Community Development Corporation
- Fagan Harris, CEO, Baltimore Corps
- Bishop Marcus Johnson, Senior Pastor of New Harvest Ministries; Vice President, Multi-Cultural Prayer Movement
- Shannon Landwehr, Public Safety Transition Committee
- Bishop Douglas Miles, Pastor of Koinona Baptist Church, co-founder of BUILD
- DeJuan Patterson, Executive Director, BeMore Group
- Michael Preston, the Johns Hopkins University Community Relations Officer
- Tracey Preston, Executive Director of the Maryland Addiction Directors Council
- Lamontre Randall, Chair, Baltimore City Police Youth Community Advisory Board
- Nyki Robinson: Executive Director of “Black Girls Vote”
- Karen D. Stokes, CEO, Strong City Baltimore
- Bishop Walter Thomas, Pastor of New Psalmist Baptist Church
- Michelle Wirzberger, Esq., Executive Director, Midtown Community Benefits District

j. Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation;

A number of the members of the Proposed Monitor Team have substantial experience with mediating and resolving police complaints and with other forms of neighborhood mediation. Dr. Winbush has experience facilitating conversations about police complaints with the community and mediating such claims. In Baltimore, he was a member of the “Gray Days, Better Tomorrows Task Force,” a

commission convened in the aftermath of the Freddie Gray fatality that was charged with engaging community groups, individuals and institutions in a conversation about police brutality. Internationally, Dr. Winbush mediated complaints that the Royal Canadian Mounted Police engaged in racial discrimination in Digby and Halifax, Nova Scotia. A substantial component of the law enforcement experts' job responsibilities includes mediating citizen and law enforcement complaints. By way of example, Chief Jim Johnson and Assistant Chief Anzallo have collectively overseen the formal and informal mediation of hundreds of citizen complaints. Moreover, Chief Jim Johnson, who oversaw a Department with an active FOP, was involved with the mediation of officer complaints on an almost daily basis when he was chief, as he was the final authority on department disciplinary matters.

k. Use of technology and information systems, including data collection and management, and analytical tools, to support and enhance law enforcement practices;

Our Team has substantial experience delivering IT solutions; monitoring data for research purposes; and using newly implemented systems to enhance law enforcement practices. With respect to delivering IT solutions, Grant Thornton has assisted dozens of government agencies with improving their information technology systems, and the processes around those systems, in order to enhance the performance of these agencies. A number of these agencies had a law enforcement mission. By way of example, U.S. Customs and Border Protection (CBP) needed an IT solution to increase the pace of hiring for law enforcement agents while simultaneously lowering the costs associated with hiring. Grant Thornton delivered a custom IT solution to capture, determine, and assess the costs associated with the hiring process so that CBP could use the information to manage costs and increase performance. A key component of this project was ensuring that CBP was creating and generating accurate and consistent data across all of its offices. Similarly, in a project for the U.S. Department of Homeland Security, Grant Thornton developed a custom data-driven, risk-informed deployment model that enabled the Department to base future deployments of patrol teams on data regarding past incidents and the risk of future incidents. The Grant Thornton representatives on the Proposed Monitor Team — Robert Buhrman and Dawn Lobecker, who collectively have nearly 30 years of experience providing IT strategy and management solutions in both the public and private sectors — have the experience to assess and to advise BPD on its proposed plans for improving its IT systems and processes and to evaluate how BPD ultimately executes against its plan and the requirements of the Consent Decree.

Additionally, Erich Spencer and IT staff from Johns Hopkins have ample experience with improving IT processes and systems to enhance an organization's performance. Mr. Spencer has substantial experience helping business organizations in and around the region improve their systems. Johns Hopkins has recently had to implement a number of massive IT projects, including installing the EPIC software program which tracks all patient encounters and provides timely and accurate information to deliver better care, a project that cost hundreds of millions of dollars. The project of tracking patient encounters to deliver better care has features similar to tracking citizen encounters to deliver more effective law enforcement. Mr. Spencer, with support of the staff of Johns Hopkins, will be well positioned to provide valuable capacity building resources to BPD in its efforts to upgrade its IT systems and processes

With respect to researching data, Dr. Greenberg, in his capacity as the deputy director of the National Criminal Justice Technology Research, Test and Evaluation Center, routinely oversees research regarding public safety issues.

Finally, with respect to field experience with leveraging new systems to improve police performance, Chief Jim Johnson, during his tenure as BCPD Chief implemented automated early warning systems designed to alert supervisors of potential issues with their personnel so that potential issues could be vetted and, if necessary, remediated at an early stage before they became much larger issues for the Department.

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

The members of the Proposed Monitor Team have provided testimony in Congress, court, and other forums.

Congress and State Legislatures

Chief Will Johnson has testified as an expert witness before Congress on effectively responding to the challenges of hate crimes in society. Mr. Scheeler, as earlier noted, has served as a monitor in connection with the sanctions levied upon Penn State following a consent decree with the NCAA. He has also testified before Congress regarding George Mitchell's independent investigation and report of steroids use in Major League Baseball and the reforms recommended in that report. Chief Jim Johnson has testified before Congress regarding legislation designed to reduce firearm violence. He has also testified before the Maryland state legislative sessions on numerous occasions regarding domestic violence reduction, gun violence control bills, sexual assault investigations, police use of force practices, crime reduction initiatives, community policing practices, criminal investigations, and police personnel management and leadership matters.

Courts

Dr. Winbush has testified as an expert in federal court in a public housing civil rights matter. Chief Jim Johnson has been qualified in federal court as an expert in police use of force. Chief Will Johnson has testified as a policing and use-of-force expert and participated in civil depositions, civil suits, and binding administrative employment hearings. Sheriff High, as the Chief of Police of a department (PGPD) that was party to a DOJ action, has appeared in federal court to provide testimony concerning that Department's progress in implementing the terms of that consent decree. He has also presented findings to the court in connection with his work as members of the monitoring teams in Oakland and Detroit. Assistant Chief Anzallo has testified as his Department's most knowledgeable person as to first amendment activities, use-of-force issues, and criminal investigation procedures. Dr. Greenberg has testified as an expert on issues of race relations between police and the communities they serve and as an expert on police responses to persons suffering from disabilities.

Other Relevant Forums

Chief Will Johnson has also participated on international panels concerning the need to protect the civil rights of all persons while also providing officer safety for police employees. Through effective

communication and operational strategies these two goals are not mutually exclusive to one another. See: 2016 Washington Post Criminal Justice Summit: Experts and Activist Take a Look at Efforts to Bridge the Trust Gap Between Law Enforcement and the People They Serve. (2016).

https://www.washingtonpost.com/video/postlive/experts-and-activists-take-a-look-at-efforts-to-bridge-the-trust-gap-between-law-enforcement-and-the-people-they-serve/2016/09/16/ff220904-7b3b-11e6-8064-c1ddc8a724bb_video.html; and 2015 International Association of Chiefs of Police Second General Assembly panel member: Critical Issues Forum. "A discussion about policing, public trust, racial reconciliation and accountability." <https://www.youtube.com/watch?v=4oS1n2FiMk0>.

m. Writing complex reports for dissemination to diverse audiences;

The Proposed Monitor Team has substantial experience writing complex reports tailored to diverse audiences. As lead counsel to monitor George Mitchell, and later as monitor himself, Mr. Scheeler was responsible for the preparation of twelve periodic reports detailing Penn State's progress towards achieving the objectives and specific reforms mandated in its consent decree.

<https://www.dlapiper.com/en/us/insights/publicationseries/penn-state-reports/>. These reports chronicled overall compliance, as well as the institution of over 100 specific reforms. He also served as Senator Mitchell's lead counsel in connection with an investigation of steroids use in Major League Baseball. This culminated in the publication of a report in excess of 400 pages, which was downloaded over 1.8 million times within three hours of being posted on mlb.com.

<http://files.mlb.com/mitchrpt.pdf>. During his career, he has been involved in producing countless public and private reports on complex topics, and appreciates the importance of translating complex narratives and issues into plain, concise English.

Chiefs Jim Johnson and Will Johnson and Sheriff High have all been involved in preparing reports on a wide variety of police and criminal justice topics, including police oversight, organizational accountability and use of force, in-custody death, firearm discharges that result in injury or death, operational audits, contracted independent reviews, police body camera use, legislative proposals, strategic planning reports, annual crime reports, race-based traffic-stop analysis, and reports on major police initiatives, such as master plans detailing crime reduction strategies.

Grant Thornton routinely has to prepare accessible reports summarizing the conduct analysis they conduct. For instance, Grant Thornton was retained by CBP to prepare an analysis of potential alternative fee structures under the Trans-Pacific Partnership and to prepare reports and briefings that could be submitted to Congressional Committees, Executive Agencies, and Advocacy Groups while still being accessible to the general public.

Dr. Winbush is the author of numerous articles and has published three books, *The Warrior Method: A Parents' Guide to Rearing Healthy Black Boys*; *Should America Pay? Slavery and the Raging Debate on Reparations*; and *Belinda's Petition: A Concise History of Reparations for the TransAtlantic Slave Trade*.

Dr. Webster served as lead co-editor and contributor to *Reducing Gun Violence in America: Informing Policy with Evidence and Analysis* (Johns Hopkins University Press, 2013) immediately following the mass shooting in Newtown, Connecticut to inform policy-making at the federal and state level. The book has been used extensively by policymakers, advocates, researchers, and news media. He also served with a group of expert researchers assembled by the National Science Foundation in 2013 at

the request of the US Congress to synthesize the best available research relevant for understanding and preventing youth violence involving guns. He co-authored a report to the NSF and the American Psychological Association on the prevention of firearm violence involving youth that was subsequently translated into an article in *American Psychologist* in 2016.

Finally, Dr. Greenberg has written numerous grant reports, journal articles, books, and research reports. The two recently co-authored a report entitled, “*A Comprehensive Report on School Safety Technology*” – *National Institute of Justice*.

n. Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies;

The members of the Proposed Monitor Team have substantial experience providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies. With respect to the members of the Team from DLA Piper, when Mr. Scheeler, Mr. Graves, Mr. Vignarajah, and Ms. Saleski were federal prosecutors they routinely provided formal and informal feedback, training, and guidance to law enforcement partners in connection with matters under investigation and legal issues relevant to those investigations. Mr. Graves, when he was responsible for overseeing all use-of-force investigations conducted by the U.S. Attorney’s Office for the District of Columbia, provided MPD with training, feedback, and guidance regarding issues related to use-of-force investigations. Ms. Saleski frequently trained officers and agents on Fourth and Fifth Amendment issues.

The law enforcement members of the Team each have substantial experience in this area as well. As an initial matter, all of the Chiefs on our Team are, or were, members of the IACP and Assistant Chief Velez was a fellow with the organization. The Chiefs and Assistant Chief Velez all provided formal training to law enforcement through the organization on topics, such as community policing. In addition to the programs he has taught through the IACP, Chief Will Johnson has lectured across the country on police reforms, interactions between the police and persons with mental illness, technology and innovation in policing, hosting special events, and officer safety. Chief Jim Johnson, in his role as chairman of the National Law Enforcement Partnership to prevent Gun Violence, routinely offers technical training, policy advice, and guidance to law enforcement executives representing Major Cities Chiefs, Commission on Accreditation for Law Enforcement Agencies, Hispanic American Police Command Officers, National Organization of Black Law Enforcement Executives, National Police Foundation, IACP, and PERF.

The advice and guidance the law enforcements experts have provided is not limited to formal training sessions. As is noted in **Paragraph 26(a)**, Sheriff High has provided advice to law enforcement agencies in connection with the DOJ consent decrees he monitored, and Chief Will Johnson has provided advice in connection with his role as a DOJ consultant for collaborative reform projects. Additionally, Assistant Chief Anzallo, served on the Anne Arundel County policing task force and provided written recommendations for improvements of the county’s police department in the wake of a scandal involving the police chief and a former county executive. Moreover, as the chief of a department that has been identified as one of 15 exemplar agencies by the DOJ, Chief Will Johnson routinely hosts site visits from U.S. law enforcement agencies as well as international agencies (including delegations from Poland, Morocco, the United Arab Emirates, and Korea) to allow them to review his department’s policies, practices and procedures. And Chief Johnson frequently receives

calls from other departments, in the aftermath of a crisis, seeking advice about how to respond. In one such instance, Chief Will Johnson was retained by a state's attorney general to provide expert analysis of police actions related to an officer-involved fatality, as the state's attorney general was contemplating filing criminal charges.

Finally, Drs. Greenberg and Webster have provided training and guidance in a number of different capacities. In addition to providing technical assistance and guidance to the organizations listed in **Paragraphs 26(a), (b), (d), and (h)**, Dr. Greenberg founded the Police Executive Leadership Program at Johns Hopkins, a nationally-recognized academic program for public safety practitioners awarding the Master of Science and Bachelor of Science degrees in Organizational Leadership and the Master of Science degree in Intelligence Analysis. To date, graduates of the program have served as chiefs of police and sheriffs in over 80 jurisdictions nationwide. And Dr. Webster, since 2016, has provided technical assistance to BPD and the State's Attorney Office through several projects coordinated through the Johns Hopkins-Baltimore Collaborative for Violence Reduction since 2016. These projects focus on recruiting a diverse police force, police response to persons with mental health crises, methods for witnesses to share information with police, and improving the quality of police arrests and prosecutions of persons illegally possessing firearms.

o. Reviewing policies, procedures, manuals, and other administrative orders or directives, and training

The members of the Proposed Monitor Team have substantial experience in this area. With respect to the members of the Team from DLA Piper, when Mr. Scheeler, Mr. Graves, Mr. Vignarajah, and Ms. Saleski were federal prosecutors they routinely had to review law enforcement policies, procedures, manuals, and administrative directives and orders in connection with the matters they prosecuted. In his supervisory roles with the U.S. Attorney's Office for the District of Columbia, Mr. Graves' responsibilities included reviewing policies, practices, and procedures related to use-of-force incidents and opining on such policies, practices, and procedures, including practices and procedures related to the release of footage from officer-involved fatalities.

As the chief law enforcement officer within their respective organizations, Chiefs DiPino, Jim Johnson, and Will Johnson and Sheriff High were ultimately responsible for all policies, procedures, orders and directives issued by their organization and have spent substantial time reviewing such documents in connection with these responsibilities. The policies, procedures, orders, and directives they reviewed related to, among other things, officer training, use of force, body-worn cameras, de-escalation tactics, community policing, and responding to situations involving individuals with behavioral health issues. Moreover, Chief Jim Johnson has regularly and repeatedly advised other departments within the greater Baltimore area law enforcement, regarding best practices with respect to policies and procedures. Finally, Assistant Chiefs Anzallo and Velez both held supervisory positions that required them to oversee policy development within their respective departments. In conjunction with those responsibilities, Chief Anzallo helped draft MPD's current Internal Affairs investigation manual and issued policies on a range of topics, including use-of-force investigations and First Amendment activities.

Dr. Greenberg, who was the former head of the Research and Planning Unit for the Howard County Police, was responsible for developing and updating the Department's General Orders Manual. In

addition, as part of the many studies and audits in which he has participated, he has reviewed policies and procedures for a substantial number of law enforcement agencies across the Nation.

p. Municipal budgets and budgeting processes

The Proposed Monitor Team has substantial experience with Baltimore's municipal budgets, other municipal budgets, and budgeting processes in general.

We recognize the budgeting challenges that municipal governments face, generally, and in Baltimore specifically. We will focus on cost efficient solutions, resource allocation, and assisting the city in finding funds from non-profit organizations and other sources. Our Team has a track record of facilitating philanthropic investments in Baltimore and credibility with these organizations. We intend to draw upon these relationships to develop additional opportunities for productive partnerships, and we will review existing police/private partnerships to seek to expand these, as appropriate.

Moreover, most of our law enforcement experts have managed police departments through the Great Recession, when police budgets were the most stretched in memory. We will draw on their expertise in facing those great budgeting challenges to identify cost efficient solutions and additional resources.

City of Baltimore Budgets:

As the CEO of BCPS, Dr. Alonso was responsible for an annual budget of \$1.3 billion. During his six-year tenure, the budget for BCPS was the largest component of the City's budget.

Other Municipal Budgets:

Law enforcement experts DiPino, High, Jim Johnson and Will Johnson, as leaders of substantial police departments, all have extensive experience in developing and managing up to nine figure annual budgets and in testifying and speaking publicly about police budgets, budget forecasts, and long term police financial planning. Moreover, these experts have experience in justifying and articulating the public value proposition for proposed police services within a municipal budget framework. In addition to the budgetary process, Will Johnson, for example, has lectured on the need for police to identify and to implement innovations with agencies to overcome budgetary constraints. Oftentimes a "money solution" is the first solution proposed. However, through innovation and leveraging resources and partnerships these experts have practical experience in how budgetary constraints can be overcome. See, e.g., Community Oriented Policing (COPs) "The Beat" podcast lecturer: "*Policing in the New Economy.*" (2015) https://cops.usdoj.gov/html/podcasts/the_beat/10-2015/TheBeat-102015_BRUMMETT.mp3

Other Budgeting Process Expertise:

Mr. Scheeler serves as the Chairman of Rosedale Federal Savings Loan Association, a mutual (depositor owned) institution, and the largest of its kind headquartered in Maryland. He is also a non-practicing CPA. According to the IDC Financial Publishing, Inc. (a bank rating agency), Rosedale is the highest ranked bank in the State (typically receiving a perfect score of 300) in terms of financial strength. No bank in Maryland has more equity reserves as a percentage of assets than Rosedale. As Chairman, he is accountable as set forth in the applicable law of fiduciary duty, for the budgets and

financial performance of the Institution. He also serves as Chair of the Board of Johns Hopkins Bayview Medical Center; Chair of the Finance Committee, CollegeBound Foundation; and a member of the Finance Committee of Johns Hopkins Medicine.

Grant Thornton has been deeply involved in the budgetary process of federal agencies. By way of example, CBP's CFO recently requested assistance building a budget reporting framework to inform the Commissioner and other senior CBP leadership about the status of budget activities. Grant Thornton services were needed to translate extensive budget data into visuals that could provide actionable information for senior leaders so that they could have a real-time understanding of budgetary constraints when making executive decisions. Grant Thornton's team of experts translated raw budget and obligation data into meaningful summary data that could be presented in graphic form in budget reports. This work led to a budget briefing paper for the Director of Homeland Security. As part of their ongoing work, Grant Thornton is in the midst of creating and refining automated Tableau dashboards for high-quality data visualizations that cut processing time for ongoing quarterly reports.

Similarly, Grant Thornton supports the Federal Protective Service (FPS) in transitioning to full implementation of the Planning, Programming, Budgeting, and Execution process. As part of this project, Grant Thornton has improved and/or established budget formulation processes that will increase the accuracy and data integrity of exhibits, reports, and final budget submission; better integrated the input and expertise of the operational components; defined the cost and funding requirements across headquarters, the divisions and the regions; and integrated the information with related projects (*e.g.*, workforce planning, payroll projections, performance management, etc.). Through this project, Grant Thornton expects the Planning, Programming, Budgeting, and Execution process will include life cycle cost estimates for accurate forecasting and an alignment to FPS priorities that will drive clear and concise budget justifications and impact statements to defend and support future budget requests.

The Grant Thornton team has found that the types of enhancements to the budgetary process that CBP and FPS made essentially pay for themselves over time through the efficiencies they create in the budgeting process.

q. Completing projects within anticipated deadlines and budgets

The members of the Proposed Monitor Team have a proven track record of completing projects within anticipated deadlines and budgets. Mr. Scheeler, in connection with the Penn State monitorship, the Major League Baseball steroids investigation, and dozens of other matters during his career at DLA Piper, has successfully managed legal budgets and met deadlines on matters with equal or larger budgets. In addition, this proposal entails him not charging for *any* of his time. Other DLA Piper Proposed Team Members have managed investigations and litigations to meet deadlines and budgets as well. Moreover, those Team Members are also not charging for some hours and substantially discounting charged hours from normal billing rates. Most other Team members are either not charging for time, or charging time at below market rates. Every single member of the Proposed Monitor Team is dedicated to this project in an effort to fulfill the mission described by the Consent Decree; this, not pecuniary gain, is our principal motivation for this proposal.

r. Any other qualifications the Monitor candidates believe are pertinent to fulfilling the duties of Monitor under the Consent Decree.

The diverse team of experts who comprise the Proposed Monitor Team offer a variety of unique experiences and perspectives. These experiences are reflected in their biographies, which can be found in **Appendix B**.

27. Ability to Collaborate

Monitor candidates shall demonstrate an ability to work collaboratively with the City, BPD, and DOJ to enable BPD to reach compliance with the Consent Decree, and the ability to do so in a cost-effective manner.

Please see our response to **Paragraph 10** above.

36. PRIOR EXPERIENCE AND REFERENCES:

Monitor applications should list current or recent experience (within the last 10 years) for each team member that is relevant to the monitoring duties specified by the RFA, with reference to the numbered paragraph that corresponds to the relevant current or recent experience. This information should include references for each project listed, and, if available, examples of non-confidential work product that is similar to the materials required for this project.

Name	Areas of Expertise	References
Charles Scheeler	8-10, 14-22, 26(a)-(d), 26(f)-(i), 26(l), 26(m), 26(p), 26(q)	<ul style="list-style-type: none"> ■ Regis Becker Chief Compliance Officer, Penn State University ■ Ronald Daniels President, Johns Hopkins University ■ Mark Emmert President, National Collegiate Athletics Association ■ Robert Manfred Commissioner of Major League Baseball ■ George J. Mitchell Chair Emeritus, DLA Piper, former Senate Majority Leader ■ Cassie Motz Executive Director, CollegeBound Foundation
Andres Alonso	26(b), 26(d), 26(g), 26(h), 26(p)	<ul style="list-style-type: none"> ■ James Ryan Dean, Harvard Graduate School of Education, former Assistant Dean, University of Virginia Law School ■ Amy Totenberg United States District Judge on the United States District Court for the Northern District of Georgia, former Court Master for Vaugh G case
Geoff Alpert	8, 26(a)-(c), 26(e)-(i), 26(m)-(q)	<ul style="list-style-type: none"> ■ Deputy Superintendent Danny Murphy Compliance Bureau New Orleans Police Department ■ Dennis P. Rosenbaum Compliance Office and Community Liaison Portland, Oregon

Name	Areas of Expertise	References
Michael Anzallo	26(a), 26(b), 26(g)-(j), 26(l), 26(n)-(p)	<ul style="list-style-type: none"> ■ Peter Newsham Chief of Police Metropolitan Police of Department of Washington DC 2016-present ■ Cathy Lanier Chief of the Metropolitan Police Department of Washington DC 2007-2016
Bernadette DiPino	9, 10, 14, 22, 26(d), 26(f), 26(h)-(i) 26(n)	<ul style="list-style-type: none"> ■ Tom Barwin City Manager, City of Sarasota ■ Cecelia Rosser IACP ■ Mayor Willie Shaw City of Sarasota
Elisha Jackson Eseonu	9, 21, 26(d), 26(m), 26(q)	<ul style="list-style-type: none"> ■ Joanna Lydgate Deputy Attorney General Massachusetts Office of the Attorney General
Grant Thornton LLP, Robert Buhrman and Dawn Lobecker	26(a), 26(k), 26(m), 26(n), 26(p), 26(q)	<ul style="list-style-type: none"> ■ Mitsn Nelms, Director IAO Customs and Border Protection, Department of Homeland Security ■ Marc Neville, Division Director (Acting), FMD Federal Protective Service, Department of Homeland Security ■ Anthony Clark U.S. Patent and Trademark Office ■ Terri Raines U.S. Patent and Trademark office
Matt Graves	9, 10, 15, 16, 26(a)-(c), 26(f), 26(i), 26(k)-(o); 26(q)	<ul style="list-style-type: none"> ■ Channing D. Phillips United States Attorney for the District of Columbia (Present) ■ Ronald C. Machen United States Attorney for the District of Columbia (2010-2015)

Name	Areas of Expertise	References
Sheldon Greenberg	26(a), 26(b), 26(g), 26(h), 26(m), 26(n), 26(o), 26(r), 27	<ul style="list-style-type: none"> <li data-bbox="797 218 1445 380">■ Darrel Stephens Executive Director, Major Cities Chiefs Association; Chief of Police, Charlotte-Mecklenburg Police Department (retired) <li data-bbox="797 386 1445 548">■ Stephen Teret Professor and former Associate Dean, Johns Hopkins University Bloomberg School of Public Health <li data-bbox="797 554 1445 751">■ Larry Harmel Chief of Police (retired), Maryland Transportation Authority Police; Deputy Superintendent (retired) Maryland State Police; former Executive Director, Maryland Chiefs of Police Association
Melvin High	8, 9, 10, 14, 15,16, 22, 26(a), 26(b), 26(f), 26(h), 26(i), 26(l), 26(m)-(p), 27	<ul style="list-style-type: none"> <li data-bbox="797 758 1445 926">■ Mark Spencer Former Inspector General, Office of the Chief of Police, Prince George’s County, MD Police Department – 2003 -2010 <li data-bbox="797 932 1445 1052">■ Special Agent Joe Wolfinger, Retired FBI Member Oakland, CA and Detroit, MI Monitoring Teams <li data-bbox="797 1058 1445 1178">■ Special Agent Tom Lusby, Retired FBI Member Oakland, CA and Detroit, MI Monitoring Teams
James Johnson	26(a), 26(b), 26(g), 26(h)-(j), 26(l)-(p)	<ul style="list-style-type: none"> <li data-bbox="797 1184 1445 1318">■ Brian Frosh Maryland Attorney General (Present) <li data-bbox="797 1325 1445 1486">■ Chuck Wexler Executive Director of the Police Executive Research Forum (Present) <li data-bbox="797 1493 1445 1612">■ Jim Bueermann President National Police Foundation (Present)

Name	Areas of Expertise	References
Will Johnson	26(a), 26(b), 26(g)-(i), 26(l)-(p),	<ul style="list-style-type: none"> ■ Vanita Gupta CEO Leadership Conference Former U.S. Assistant Attorney General Civil Rights Division ■ Laura Kunard, Ph.D. Deputy Inspector General for Public Safety City of Chicago ■ Vincent Talucci Executive Director International Association of Chiefs of Police
Courtney Saleski	9, 10, 14, 16, 21, 22, 26(a)-(c), 26(f), 26(h)- 26(i), 26(l)-26(o), 26(q)	<ul style="list-style-type: none"> ■ Ronald C. Machen United States Attorney for the District of Columbia (2010-2015) ■ Deborah Connor Principal Deputy Chief, Asset Forfeiture and Money Laundering Section
Erich Spencer	26(k)	<ul style="list-style-type: none"> ■ Ian N. Robbins Interactive Services Manager, Salon Division, Kao USA Inc. (2011-Present) ■ Nancy Kaplan, PhD Director School of IAT, University of Baltimore (1999-2011) ■ H. Edward Goldberg, AIA Architect, HEGRA, Inc. (1999-2003)
Elizabeth Stuart	17, 26(a), 26(b), 26(e), 26(g)	<ul style="list-style-type: none"> ■ Thomas Cook Senior Fellow at Mathematica Policy Research Professor Emeritus at Northwestern University Department of Sociology and Institute for Policy Research ■ Larry Hedges Department Chair and Board of Trustees Professor of Statistics and Fellow, Institute for Policy Research, Northwestern University ■ Greg Ridgeway Associate Professor of Criminology and Statistics University of Pennsylvania

Name	Areas of Expertise	References
University of Maryland School of Social Work, Richard Barth Jordan DeVylder Lisa Fedina	26(d-j), 26(l-o)	<ul style="list-style-type: none"> <li data-bbox="808 222 1435 369">■ Gary A Blau, PhD, Chief Child, Adolescent, and Family Branch US DHHS, Substance Abuse and Mental Health Services Administration <li data-bbox="808 390 1435 453">■ Jay Perman, MD, President University of Maryland, Baltimore <li data-bbox="808 474 1435 663">■ Bruce G. Link, PhD, MS Distinguished Professor of Sociology and Public Policy School of Public Policy, University of California Riverside <li data-bbox="808 684 1435 831">■ Ellen Lukens, PhD, MSW Sylvia D. & Moise J. Firestone Centennial Professor Columbia University School of Social Work <li data-bbox="808 852 1435 999">■ Christine Crossland, PhD Senior Social Science Analyst, United States Department of Justice, National Institute of Justice <li data-bbox="808 1020 1435 1094">■ Captain Ronda McCoy Baltimore City Police Department
Hector Velez	9, 14, 26(b), 26(g)-(j), 26(l)-26(p)	<ul style="list-style-type: none"> <li data-bbox="808 1104 1435 1262">■ Henry P. Stawinski III Chief of Police Prince George's County Police Department (Present) <li data-bbox="808 1283 1435 1388">■ John Firman Director, Strategic Partnerships International Association of Chief of Police <li data-bbox="808 1409 1435 1556">■ Erick A. Oribio President, Baltimore Hispanic Chamber of Commerce President /CEO Latin Opinion LLC
Thiru Vignarajah	8-10, 14, 16, 21-22, 26(a)-26(d), 26(f)-26(i), 26(n)-26(o), 26(q)	<ul style="list-style-type: none"> <li data-bbox="808 1566 1435 1650">■ Justice Stephen Breyer United States Supreme Court <li data-bbox="808 1671 1435 1755">■ Brian Frosh Attorney General of Maryland <li data-bbox="808 1776 1435 1871">■ Gregg Bernstein Partner, Zuckerman Spaeder Former State's Attorney for Baltimore City

Name	Areas of Expertise	References
Daniel Webster	8, 17, 26(a), 26(b), 26(d), 26(e), 26(g)-(j), 26(l)-(n), 27	<ul style="list-style-type: none"> <li data-bbox="797 222 1446 296">■ Fred Bealefeld Former Baltimore police commissioner <li data-bbox="797 302 1446 422">■ Anthony Braga Professor and Director, School of Criminology and Criminal Justice, Northeastern University <li data-bbox="797 428 1446 548">■ Tracey Meares Walton Hale Hamilton Professor, Yale Law School
Raymond Winbush	11(d), 13(d), 16(d), 20-23(d)	<ul style="list-style-type: none"> <li data-bbox="797 569 1446 642">■ David Wilson President, Morgan State University <li data-bbox="797 648 1446 737">■ Adar Ayira Director of Programs, Associated Black Charities

37. BUDGET:

As described in Paragraphs 28-29 of the RFA, and Paragraph 443 of the Consent Decree, Monitor applicants must provide, for at least 5 years, proposed annual budgets for the project based on the above Scope of Work and the requirements of the Consent Decree. Responses to the RFFA shall include annual breakdowns of forecasted costs for fulfilling the Monitor's responsibilities as described in Section I, and for achieving Full and Effective Compliance under the Consent Decree. Forecasted costs and proposed annual budgets will be broken down in detail to the extent practicable. Candidates will be mindful that, if selected as a Monitor, their proposed budgets are expected for the basis of their actual budgets, and any departures without reasonable cause will be disfavored.

Our proposed budgets for each of the potential five years of the monitor term can be found in **Appendix A**.

28. Budget Responsibility

The Monitor shall be responsible for proposing and maintaining a budget for the work to be performed under the Consent Decree.

The Proposed Monitor Team understands and agrees to this condition.

29. Not to Exceed

The Parties have agreed that monitoring costs shall not exceed \$1.475 million per year. Under the Consent Decree, the Court has the discretion to increase the cap on monitoring expenses by a specific amount for a specific year at the Monitor's request. To grant the request, the Court must find that the increase is necessary for the Monitor to fulfill its duties under the Agreement and is not due to a failure in planning, budgeting, or performance by the Monitor.

The Proposed Monitor Team understands and agrees to this condition.

38. COLLABORATION AND COST EFFECTIVENESS:

Candidates should also respond directly to Paragraph 27 of the RFA, and provide concrete examples as to how they plan to work collaboratively with the parties to achieve Full and Effective Compliance under the Consent Decree, and how they plan to do so in a cost-effective manner.

Please see our response to **Paragraph 10** above.

39. POTENTIAL CONFLICTS OF INTEREST:

Monitor applicants should disclose any potential or perceived conflicts of interest involving any members of the monitoring team, associated firms or organizations, and any employee(s) assigned to the project, or proposed subcontractor(s). Such conflicts may include, but are not limited to:

a. Current or former employment contracts or grants with the City of Baltimore, BPD, the state of Maryland, or the United States;

Several members of our Team have been employees of Baltimore, the State of Maryland, and/or the United States Justice Department. Their service is enumerated in their biographies. Aside from employment contracts relating to these terms of service, Chief Jim Johnson was employed part-time by DOJ from 2005 through 2007 to work with them to help foreign governments develop professional and transparent law enforcement institutions. Chief Will Johnson was engaged by the DOJ Office of Community Oriented Policing Services on collaborative reform projects. Drs. Webster and Greenberg have collaborated with the Baltimore and the BPD on several public safety initiatives and studies. Also, Mr. Vignarajah was appointed Special Assistant Attorney General by of the Maryland Attorney General and serves, *pro bono*, as lead counsel for the State of Maryland in the post-conviction appeal of *Maryland v. Adnan Syed*.

b. Any involvement in the last ten years with a claim or lawsuit by or against the City of Baltimore or BPD, the state of Maryland, the United States, or any of their officers, agents or employees;

DLA Piper, as one of the largest law firms in Maryland, has been engaged in many matters involving the City, BPD, and the State over the past decade. Currently, the firm has no matters opposite Baltimore or BPD.

The firm has outstanding matters opposite the State of Maryland. (We note that the Consent Order (at **Paragraph 479**) does not prohibit the Monitor from having matters opposite the State of Maryland:

- The firm represents Transdev Services, Inc. in an appeal before the Maryland State Board of Contract Appeals concerning a billing dispute between Transdev and the Maryland Transportation Authority. Transdev claims that the MTA has underpaid it for paratransit services provided under the current contract. The parties are in discovery and there is no hearing date set. No members of the Proposed Monitor Team are participating in this matter.
- The firm represents Stevenson University in connection with the proposed acquisition of the Rosewood property from the State of Maryland. No members of the Proposed Monitor Team are participating in this matter.

c. Any close, familial, or business relationship with any of the mentioned entities; and

A number of the members of the Proposed Monitor Team have worked for, or with, Commissioner Kevin Davis during the course of their professional careers.

d. Any member of the monitoring team who has been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct.

Nearly all of the Chiefs and Assistant Chiefs have been sued, in their official capacity in employee-related grievances; none of these matters resulted in findings of misconduct by any of the members of

the Proposed Monitor Team. Mr. Scheeler, as a former Assistant U.S. Attorney for the District of Maryland, has been sued in his official capacity on two occasions; both matters were dismissed with no findings of misconduct.

40. Conflict Explanation

To the extent a conflict or potential bias exists, the application must explain why it does not bar the individual's or the team's selection, including any legal or ethical opinions or waivers upon which the candidate relies.

The disclosures described in **Paragraph 39** do not suggest a conflict or potential bias; rather, they demonstrate that many proposed Team members are already active in efforts to reform Baltimore policing. With respect to the matters where DLA Piper attorneys are adverse to the State of Maryland, we note that the applicable portion of the Consent Decree, Paragraph 479, made no mention of conflicts with the State of Maryland. In any event, neither representation opposite the State has any relationship to the Consent Decree, and none of the DLA Piper lawyers involved with these contractual matters are members of the Proposed Monitor Team. Finally, the Proposed Monitor Team is keenly aware that its impartiality and credibility are critical to the success of this mission, and we appreciate the importance of earning and maintaining public trust throughout the duration of the monitorship.

41. Contract

For the duration of the monitorship, neither the Monitor nor any member of the monitoring team shall be permitted to enter into any contract with the City, BPD, or the United States unless the Monitor first discloses the potential contract to the Parties and the Parties agree in writing to waive any conflict. If a member of the monitoring team resigns, the member may not enter into any contract with the City, BPD, or the United States on a matter related to the Consent Decree without the written consent of the Parties while the Decree remains in effect.

The Proposed Monitor Team understands and agrees to this condition.

42. Contract

Members of the monitoring team will not be permitted to represent or work for any individual or organization in any criminal, civil, or administrative matter adverse to the City, BPD, or the United States Department of Justice, Civil Rights Division, including any individual or organization designated as a witness, consultant, victim, defendant, subject, target, or person of interest, for the duration of the monitorship.

The Proposed Monitor Team understands and agrees to this condition.

43. Understanding

All candidates who respond to the RFA, including team members, will be deemed to have read and understood the RFA, and are willing to be bound thereby.

The Proposed Monitor Team understands and agrees to this condition.

44. Understanding

All candidates who respond to the RFA, including team members, will also be deemed to have read and understood the Consent Decree, and are willing to be bound thereby.

The Proposed Monitor Team understands and agrees to this condition.

APPENDIX A. PROPOSED BUDGET

Year 1

Billing Type	Rate	Hours	Amount
Charlie Scheeler	0	400	\$0
Partner Time	350	995	\$348,250
Associate Time	200	1105	\$221,000
UMSSW*			\$67,000
JHU*			\$75,000
Law Enforcement - Chiefs	200	1640	\$328,000
Law Enforcement - A. Chiefs	100	1600	\$160,000
G. Alpert	250	160	\$40,000
Grant Thornton	180	300	\$54,000
Law Enforcement – A. Chiefs/Other Professionals**	100	350	\$35,000
Out-of-Area Travel	N/A	N/A	\$35,000
Other Expenses			\$55,500
Paralegal Time	125	250	\$31,250
TOTAL			\$1,450,000

Year 2

Billing Type	Rate	Hours	Amount
Charlie Scheeler	0	400	\$0
Partner Time	350	945	\$330,838
Associate Time	200	1050	\$209,950
UMSSW*			\$41,000
JHU*			\$75,000
Law Enforcement - Chiefs	200	1640	\$328,000
Law Enforcement - A. Chiefs	100	1600	\$160,000
G. Alpert	250	160	\$40,000
Grant Thornton	180	300	\$54,000
Law Enforcement – A. Chiefs/Other Professionals**	100	350	\$35,000
Out-of-Area Travel	N/A	N/A	\$35,000
Other Expenses			\$72,500
Paralegal Time	125	250	\$31,250
TOTAL			\$1,412,538

Year 3

Billing Type	Rate	Hours	Amount
Charlie Scheeler	0	400	\$0
Partner Time	350	898	\$314,296
Associate Time	200	997	\$199,453
UMSSW*			\$43,000
JHU*			\$75,000
Law Enforcement - Chiefs	215	1558	\$334,970
Law Enforcement - A. Chiefs	125	1520	\$190,000
G. Alpert	250	160	\$40,000
Grant Thornton	180	300	\$54,000
Law Enforcement – A. Chiefs/Other Professionals**	100	350	\$35,000
Out-of-Area Travel	N/A	N/A	\$35,000
Other Expenses			\$72,500
Paralegal Time	125	250	\$31,250
TOTAL			\$1,424,468

Year 4

Billing Type	Rate	Hours	Amount
Charlie Scheeler	0	400	\$0
Partner Time	350	853	\$298,581
Associate Time	200	947	\$189,480
UMSSW*			\$43,000
JHU*			\$75,000
Law Enforcement - Chiefs	230	1558	\$358,340
Law Enforcement - A. Chiefs	140	1520	\$212,800
G. Alpert	250	160	\$40,000
Grant Thornton	180	300	\$54,000
Law Enforcement – A. Chiefs/Other Professionals**	100	350	\$35,000
Out-of-Area Travel	N/A	N/A	\$35,000
Other Expenses			\$72,500
Paralegal Time	125	250	\$31,250
TOTAL			\$1,444,951

Year 5

Billing Type	Rate	Hours	Amount
Charlie Scheeler	0	400	\$0
Partner Time	350	810	\$283,652
Associate Time	200	900	\$180,006
UMSSW*			\$43,000
JHU*			\$75,000
Law Enforcement – Chiefs	230	1558	\$358,340
Law Enforcement - A. Chiefs	155	1520	\$235,600
G. Alpert	250	160	\$40,000
Grant Thornton	180	300	\$54,000
Law Enforcement – A. Chiefs/Other Professionals**	100	350	\$35,000
Out-of-Area Travel	N/A	N/A	\$35,000
Other Expenses			\$72,500
Paralegal Time	125	250	\$31,250
TOTAL			\$1,443,348

* The amounts budgeted for UM SSW and JHU to conduct their statistical analysis are but a fraction of the actual costs of the work. The Proposed Monitor Team was able to work with both of these institutions to obtain substantial subsidies of their costs for these services, given the importance of this effort to these anchor institutions.

** This line item does not reflect the hours that will be worked on a *pro bono* basis. A number of professionals, including Dr. Andres Alonso, Dr. Raymond Winbush, and IT specialists from Johns Hopkins have agreed to not charge for the hours that they work in connection with this monitorship.

Total

Year	Total
Year 1	\$1,450,000
Year 2	\$1,412,538
Year 3	\$1,424,468
Year 4	\$1,444,951
Year 5	\$1,443,348
Total	\$7,175,305

APPENDIX B. TEAM BIOGRAPHIES



Charles P. Scheeler

Senior Counsel

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Charlie Scheeler has enjoyed a varied practice during his 34 year career.

Charlie's experience includes over 25 jury trials, as well as scores of bench trials and arbitrations. He has an active corporate governance, sports, crisis management, monitorships and internal investigations practice.

Charlie previously served on the firm's Executive Committee.

EXPERIENCE

Representative engagements include:

- Served as the monitor of Penn State University relating to the University's compliance with its obligations under an Athletics Integrity Agreement with the NCAA and Big Ten Conference, including monitoring of the PSU Campus Police Department as it sought and ultimately obtained CALEA certification
- Served as lead counsel to former Senator George Mitchell in connection with his independent investigation of performance enhancing substance use in Major League Baseball
- Managed the creation of the Alliance for Bangladesh Worker Safety, Inc., a consortium of North America's largest importers of garments from Bangladesh, including Wal-Mart, Gap, Target, VF Corporation, Macy's, and many more. Coordinated a negotiation of over twenty five parties to secure binding commitments to improve working conditions in garment factories in Bangladesh. Through this effort, over US\$140 million in cash and low interest credit was pledged to improve worker safety in Bangladesh garment factories, along with commitments that all Alliance factories would be inspected, and have workers trained in proper safety techniques, within one year of the Alliance's formation
- Served as lead prosecutor of the Boardley/Burrows narcotics/RICO organization which provided the inspiration for the Bell/Barksdale organization portrayed in the HBO series "The Wire"
- Argued and won reversal of the largest monetary damages case (over \$1.5 billion) in the history of the Maryland Court of Appeals

CREDENTIALS

Education

Harvard Law School (1981) J.D., *cum laude*

University of North Carolina at Chapel Hill (1978) B.S.

Phi Beta Kappa

Beta Alpha Psi

Admissions

District of Columbia

Maryland

- Served as lead counsel to former Secretary of Defense William Cohen in connection with his independent investigation into the regulatory processes surrounding potential mining development in the Bristol Bay, Alaska watershed
- Served as lead outside counsel to MCI WorldCom in obtaining a declination of criminal charges by the US Department of Justice and a dismissal of criminal charges filed by the Oklahoma Attorney General arising out of an over US\$11 billion accounting restatement announced by MCI WorldCom
- Obtained a defense judgment affirmed on appeal in connection with a class action against a leading hospitality company in which over US\$650 million in damages was claimed
- Conducted an internal investigation of a global company regarding certain tax practices in over 50 countries and resolved related issues with numerous foreign jurisdictions

PUBLICATIONS

- Bard College settles False Claims Act allegations; Justice, Education Departments get tough on compliance – 7 steps to support compliance program effectiveness on campus, 7 Apr 2016
- Does your compliance program bear the hallmarks of excellence? 7 steps to support your program’s maximum effectiveness, 1 Mar 2016

NEWS

Media Mentions

- “Inspired by a daughter, in honor of a mother and father,” *John Hopkins University News*, May 12, 2014

PROFESSIONAL EXPERIENCE

Prior to joining the firm, Charlie was federal prosecutor in the US Attorney’s Office for the District of Maryland from 1984 to 1989. There, his experience included successfully prosecuting racketeering, narcotics, money laundering and fraud cases.

RECOGNITIONS

The respected English research firm Chambers & Partners has repeatedly recognized Charlie in *Chambers USA*, having said he has a “well-respected reputation as a trial lawyer, complemented by specialist expertise in sports arbitration, crisis management, internal investigations and matters of governance.” Furthermore, he has the “intelligence and temperament to effectively deal with every aspect of the litigation process from negotiation to trial.” One client stated, “[h]e is our number-one attorney and we go to him for all of our important litigation matters.” “He is a very serious lawyer with a national reputation,” stated a peer.

The Legal 500 United States has recommended Charlie for his work in White-Collar Criminal Defense. He was named to the *Annual Guide to Bet-the-Company Litigation* by Best Lawyers. In 2009, the Ethisphere Council named him to its list of 2009 Attorneys Who Matter, described by the Council as “the best and brightest in the legal field” who exemplify “the best public service, legal community engagement and academic involvement” and “help lead their companies to the top of the ethics and compliance world.”

CIVIC AND CHARITABLE

In addition to practicing law, Charlie is active in the community. He serves as Chair of the Board of Rosedale Federal Savings & Loan Association, Maryland's highest ranked savings institution according to the IDC. He is a member of the boards of Johns Hopkins University, Johns Hopkins Medicine, Johns Hopkins International, John Hopkins Bayview Medical Center (Chair of Board), and the CollegeBound Foundation (where he is a former chair).

Additional Accreditation

Charlie is a Certified Public Accountant (Inactive).



Matthew M. Graves

Partner

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Matthew Graves is a litigation and compliance partner in DLA Piper's Washington, DC office.

He represents corporations and individuals in government investigations, criminal and regulatory proceedings, and civil litigation. He is a seasoned trial lawyer who has tried nearly 50 cases, including two dozen criminal and civil jury trials.

PUBLICATIONS

Co-author, "White Collar Crime Report," *Bloomberg Law*, March 31, 2017

PROFESSIONAL EXPERIENCE

Prior to joining the firm, Matt worked as an Assistant United States Attorney in the District of Columbia for nearly a decade, spending most of his tenure in the United States Attorney's Office in the Fraud and Public Corruption Section. While in this Section, Matt led investigations of international business organizations that collectively paid in excess of US\$2 billion in financial penalties for violations of US laws. These settlements included requirements that the organizations entering the settlements have independent parties assess their compliance with the terms of court settlements and Mr. Graves evaluated these organizations' efforts to come into compliance with the terms of these settlement agreements.

After serving as a line attorney in the Fraud and Public Corruption Section, Matt ultimately became the acting chief of the Section. As the head of the Section, Matt oversaw investigations and trials of local, national, and international significance and managed a staff composed of more than 30 professionals. During his time in the United States Attorney's Office, Matt handled and supervised prosecutions involving securities fraud, healthcare fraud, procurement fraud and violations of the Foreign Corrupt Practices Act, the False Claims Act, the Bank Secrecy Act, and US sanctions and anti-money laundering provisions. Matt's work at the US Attorney's Office required him to coordinate with numerous components of the Department of Justice, as well as federal and state regulators.

As a supervisor in the Section, Matt also oversaw all investigations of officer-involved fatalities and allegations of excessive uses of force. During his tenure, he oversaw dozens of these investigations, including an investigation that resulted in two special police officers being indicted for involuntary manslaughter in connection with a fatality that they caused. While Matt was a supervisor in the Section, the independent monitor who had supervised MPD's consent decree conducted a first-of-its-kind re-assessment of whether MPD remained in substantial compliance with the consent decree after

CREDENTIALS

Education

Yale Law School (2001) J.D.

Washington and Lee University (1998)
B.A., Politics

Admissions

District of Columbia

the monitorship ended. Matt's role required him to interact with the monitor team in its re-assessment efforts.

Prior to joining the US Attorney's Office for the District of Columbia, Matt was an associate for nearly five years at the Washington, DC office of an international firm. There, he represented corporations in civil litigation and corporations and individuals in investigations by regulators.

COURTS AND FORUMS

- All Washington, DC state courts

PROFESSIONAL MEMBERSHIPS

- Edward Bennett Williams Inn of Court

CLERKSHIPS

Matt began his legal career clerking for a United States District Court Judge for the District of Columbia who ultimately became the Chief Judge of that Court.

RECOGNITIONS

- Six Special Achievement Awards from the United States Attorney's Office for the District of Columbia
- FBI Service Award



Thiru Vignarajah

Partner

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Thiru Vignarajah has extensive federal, state and local government experience. A former federal and Baltimore City prosecutor and Supreme Court clerk, Thiru served most recently as Deputy Attorney General for the State of Maryland. His practice focuses on complex trial and appellate litigation, white collar and internal investigations, and global regulatory compliance.

Thiru attended Yale University and Harvard Law School, where he was elected president of the *Harvard Law Review*. He subsequently clerked for Judge Guido Calabresi on the US Court of Appeals for the Second Circuit and Justice Stephen G. Breyer on the United States Supreme Court. After practicing at a firm in Washington, DC, Thiru served as an Assistant US Attorney for the District of Maryland, was selected as Chief of the Major Investigations Unit in the State's Attorney's Office for Baltimore City and was then appointed Deputy Attorney General for Maryland.

Thiru also teaches courses on constitutional law, crime policy, and law and education at The Johns Hopkins University, the University of Baltimore School of Law and the University of Maryland School of Law, where he has repeatedly been voted outstanding professor of the year.

CREDENTIALS

Education

Harvard Law School (2005) J.D.
President, *Harvard Law Review*

King's College London (1999) M.A.,
Medical Ethics and Law

Yale University (1998) B.A.

Admissions

Maryland

NEWS

Media Mention

- Appeared on, "[Trumps Tweets Undermine His Own Defense on Travel Ban](#)," *CNN Newsroom with Ana Cabrera*, June 5, 2017
- Appeared on, "[Court Weighs Whether Trump's Travel Ban Discriminates](#)," *CNN Newsroom with Brianna Keilar*, May 16, 2017
- Quoted in, "[Mayor Pugh Presents Transition Report Announces Recommendations for Building One Baltimore](#)," *Catherine Pugh Mayor*, February 24, 2017

Authored Publications

- Author, "[The legal case against Trump's Muslim ban](#)," *Baltimore Sun*, April 26, 2017
- Author, "[A clash is brewing at the Justice Department: is drug addiction a public health crisis or a crime?](#)," *Vox*, April 26, 2017

PROFESSIONAL EXPERIENCE

A native and resident of Baltimore, Thiru attended Woodlawn High School, Yale University and Harvard Law School, where he graduated *magna cum laude*, won the Williston Negotiation competition and was elected President of the *Harvard Law Review*. He then clerked for Judge Guido Calabresi on the US Court of Appeals for the Second Circuit and Justice Stephen G. Breyer on the United States Supreme Court. Following his clerkships and after working at a DC law firm, Thiru served as a federal prosecutor in Maryland and as chief of major investigations at the State's Attorney's Office for Baltimore City, before being named Deputy Attorney General for Maryland.

A seasoned trial attorney, Thiru has prosecuted a number of complex, high-profile criminal cases in state and federal court. Securing convictions at trial, Thiru brought to justice a wealthy executive who [set a rowhome on fire](#) with his mistress and her five-year-old son sleeping inside; two gang members who [killed a 12-year-old boy](#) and shot three other teenagers; the mastermind of a series of armed robberies that [killed a local businessman](#); and a BGF gang member who [executed a rival drug dealer](#) in broad daylight.

As Deputy Attorney General, Thiru was the [lead author](#) of [statewide guidelines](#) to end discriminatory profiling by police, making Maryland the [first state in the country](#) to issue such guidance. He was also responsible for post-conviction and appellate litigation in *Adnan Syed v. Maryland*. In addition, he led the drafting of a report by the Maryland Attorney General, "The State of Marriage Equality in America," which was [cited by the Supreme Court](#) in its landmark decision, [Obergefell v. Hodges](#).

Before law school, Thiru also worked as a management consultant with McKinsey & Company, where he helped shape a multi-sector strategy to combat HIV/AIDS in Sub-Saharan Africa.

CLERKSHIPS

- Justice Stephen G. Breyer, United States Supreme Court
- Judge Guido Calabresi, US Court of Appeals for the Second Circuit

RECOGNITIONS

Thiru has been praised for his commitment to public service by [judges, prosecutors, defense attorneys](#) and [commentators](#) alike. When Thiru was named Deputy Attorney General for Maryland, the police commissioner in Baltimore called Thiru a ["once-in-a-generation lawyer and leader"](#) and credited his unit with tackling ["the hardest cases against the city's worst criminals."](#) He was selected by the Daily Record as VIP 40 under 40 in 2012, was named by Center Maryland as [Lawyer of the Year](#) in 2014 and was [honored](#) in 2015 by the US Attorney for Maryland for his prosecution of the Black Guerilla Family (BGF) gang in Baltimore. He has appeared as a legal expert on CNN to discuss First Amendment concerns relating to actions by the executive branch. Thiru has also received the student award for Outstanding Professor of the Year three years in a row at the University of Maryland School of Law.

CIVIC AND CHARITABLE

Thiru was named to the public safety transition committee for the Mayor of Baltimore and serves on the boards of Strong City Baltimore, the Citizenship Law Related Education Program (which runs Baltimore City's teen court diversion program and the statewide high school mock trial program), and

the Baltimore Curriculum Project (which operates several neighborhood charter schools in East Baltimore). He also helps coach the debate team at Frederick Douglass High School.

TEACHING EXPERIENCE

As an adjunct professor and lecturer at Johns Hopkins, the University of Maryland School of Law and the University of Baltimore School of Law, Thiru has taught constitutional law, administrative law, law and education, and courses on the Supreme Court and crime in American cities. He has won multiple student awards for outstanding teaching. This spring, Thiru is teaching [Law and Education](#) at Maryland Law School and Cities, Crime and the Constitution at Johns Hopkins.

PRO BONO

Thiru is an active member of the Firm's pro bono practice. On a pro bono basis, he led the drafting of an amicus brief filed by the American Bar Association with the US Supreme Court in a case involving a Guantanamo Bay detainee who had been held without trial for more than 15 years. Thiru has assisted with the Firm's pro bono partnerships to provide legal support to survivors of human trafficking. Appointed a Special Assistant Attorney General by the Maryland Attorney General, Thiru also serves, pro bono, as lead counsel for the State of Maryland in the post-conviction appeal of *Maryland v. Adnan Syed*.



Courtney Gilligan Saleski

Partner

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Courtney Saleski is an experienced trial and appellate lawyer who serves as the co-chair of DLA Piper's appellate group and a member of the white collar group. Courtney's practice focuses on appellate litigation, government enforcement and civil and criminal fraud-related litigation, investigations and compliance. Prior to joining DLA Piper, Courtney served as an AUSA in the District of Columbia, where she led numerous investigations and prosecutions in, among other Sections, the Sex Offense and Domestic Violence Section of the US Attorney's Office. Earlier in her career, Courtney was a law clerk to the Honorable William H. Rehnquist, Chief Justice of the United States.

Courtney is a member of DLA Piper's North American Pro Bono Committee and a member of the Criminal Justice Act Panel in the Eastern District of Pennsylvania.

EXPERIENCE

Recent representations include:

- A defense contractor in connection with a US Supreme Court petition for certiorari to the US Court of Appeals for the Fourth Circuit in a False Claims Act case presenting the issue of implied certification
- A defense contractor in connection with an appeal to the US Court of Appeals for the Fourth Circuit in a False Claims Act case involving a finding by the district court that the action was barred by the first-to-file rule
- A defense contractor in an internal investigation into allegations of False Claims Act violations
- A pharmacy benefits manager in an internal investigation into allegations of False Claims Act violations
- A payday loan company and executive in an investigation by the DOJ and NY AG into allegations of violations of federal and state law
- An individual indicted in a District of Connecticut prosecution for securities fraud and the related civil action by the SEC
- A nonprofit in a criminal investigation into inventory adjustment fraud by the FBI

CREDENTIALS

Education

George Washington University Law School (2002) J.D., *with highest honors*

University of Scranton B.S., *with honors*

Admissions

District of Columbia

New Jersey

Pennsylvania

- A consulting company in an internal investigation relating to an insider trading matter investigated by the DOJ
- A major audit firm and individual auditors before the SEC, in a matter involving alleged fraud at the audit client
- A major audit firm and individual auditors before the SEC, PCAOB and DOJ, in a matter involving alleged fraud at the audit client
- A major audit firm in fraud and malpractice actions in the Southern District of New York
- A healthcare company in an internal investigation relating to a potential whistleblower's complaints
- A union of NY City police officers in the US District Court for the Southern District of New York and US Court of Appeals for the Second Circuit in litigation relating to the stop and frisk law enforcement technique
- A pet food manufacturer opposing certiorari in the US Supreme Court
- A group of scientists and scholars as amicus in support of a petition for certiorari in the US Supreme Court
- A police union and lawyers' group as amicus in support of a petition for certiorari in the US Supreme Court

PUBLICATIONS

- Third Circuit joins other circuits in enforcing Escobar's strict materiality requirement, 4 May 2017
- US Supreme Court: single-sticker pricing may be protected speech under First Amendment, 4 Apr 2017
- DC Circuit joins other circuits in enforcing *Escobar's* strict materiality requirement: key takeaways, 21 Feb 2017
- First Circuit affirms Pfizer victory in False Claims Act case, 1 Feb 2017
- What is a personal benefit? US Supreme Court issues major insider trading decision – key takeaways, 7 Dec 2016
- Co-author, "On FCA Enforcement, Sessions DOJ Might Be More Friendly Than It First Appears," *Westlaw Journal*, April 2017
- Co-author, "White Collar Crime Report," *Bloomberg Law*, March 31, 2017
- Co-author, "Post-Escobar Courts Reaching Consensus On FCA Materiality," *Law360*, March 27, 2017
- Co-author, "Supreme Court unanimously overturns public corruption conviction of former Virginia Governor: routine political courtesies such as setting up meetings or hosting events, standing alone, do not constitute 'official acts' for the purposes of the bribery statute," *DLA Piper Litigation Alert Series*, June 29, 2016
- Co-author, "Universal Health Services: contractors take note – Supreme Court approves implied certification theory of False Claims Act liability," *DLA Piper Litigation Alert Series*, June 22, 2016
- Co-author, "Public disclosure bar prohibits "bounty-hunting" relators from filing duplicative FCA claims," *DLA Piper Litigation Alert Series*, January 12, 2016
- Co-author, "Auditors scrutinized by regulators when companies face fraud allegations," *CFO Daily News*, November 24, 2015

- Co-author, “DOJ seeks to revamp and re-energize its prosecution of individuals: key takeaways,” *DLA Piper Litigation Alert Series*, September 10, 2015
- Co-author, “SDNY enjoins SEC from pursuing administrative hearing on constitutional grounds: setback for enforcement strategy,” *DLA Piper Litigation Alert Series*, August 14, 2015
- “The False Claims Act and the ‘Implied Certification’ Theory,” *For The Defense*, June 2015
- “All Employers Face Independent Contractor, Employment Tax Scrutiny,” *Forbes*, June 24, 2015
- Co-author, “District court says appointment of SEC administrative law judge was likely unconstitutional,” *DLA Piper Litigation Alert Series*, June 9, 2015
- Co-author, “Supreme Court: Wartime Suspension of Limitations Act does not apply to civil claims; ruling may also mean more criminal prosecutions,” *DLA Piper Litigation Alert Series*, May 28, 2015
- “Tread With Caution When Representing Marijuana Clients,” *The National Law Journal*, May 26, 2015

PROFESSIONAL EXPERIENCE

Before joining DLA Piper, Courtney served as an Assistant United States Attorney for more than five years in the District of Columbia. Courtney has extensive experience litigating violent crime, sex abuse and child abuse cases. During her time as an AUSA, Courtney tried more than 30 cases and received three special achievement awards for her work investigating and trying cases.

Along with her accomplishments as a trial lawyer, Courtney is highly experienced as an appellate litigator. During her time as an AUSA, Courtney also served in the Appellate Division, where she briefed and argued numerous appeals before the US Court of Appeals for the DC Circuit and the DC Court of Appeals. Earlier in her career, Courtney held clerkships with Chief Justice William Rehnquist of the US Supreme Court and Judge Frank Magill of the US Court of Appeals for the Eighth Circuit.

Before entering government service, Courtney was in private practice, focusing on appellate litigation, white collar criminal defense and FCPA investigations.

RECOGNITIONS

In 2015, Courtney was named among *The Legal Intelligencer’s* Lawyers on the Fast Track.

During her time at the US Attorney’s Office, Courtney received three Special Achievement awards. She has also been recognized by *The Legal 500 United States*.

PRO BONO

Courtney is the Pro Bono Coordinator for the Philadelphia office and a member of the Firm’s North American Pro Bono Committee. Courtney is a member of the Criminal Justice Act Panel for the US District Court for the Eastern District of PA through which she takes appointments by the Court to represent individuals in criminal cases who are unable for financial reasons to retain counsel.



Elisha Jackson Eseonu

Associate

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Elisha Jackson Eseonu's broad-based practice includes representation of clients in connection with litigation and internal investigations.

Elisha's practice involves assisting clients with the full spectrum of tasks associated with internal investigations, including fact development and responding to government inquiries. She has also assisted clients throughout the phases of litigation, ranging from pre-trial discovery and motions practice through the completion of trial.

PROFESSIONAL EXPERIENCE

Before joining DLA Piper, Elisha was a litigation associate at a law firm in Washington, DC, where she focused on representing clients in connection with government enforcement investigations. Prior to that, Elisha served as an Assistant Attorney General in the Civil Rights Division of the Massachusetts Office of the Attorney General.

COURTS AND FORUMS

- United States Court of Appeals for the District of Columbia Circuit

CIVIC AND CHARITABLE

- Member, Board of Directors, Community Law in Action (CLIA)

PRO BONO

Elisha maintains an active pro bono practice and has represented clients in asylum, housing, family law and criminal appellate matters. She was recognized for her pro bono work through her inclusion on the Capital Pro Bono Honor Roll in 2011, 2012, 2013 and 2014.

CREDENTIALS

Education

Yale Law School (2010) J.D.

Harvard College (2007) A.B.

Psychology

Admissions

Massachusetts

District of Columbia

Maryland

James W. Johnson

Baltimore County Police Department, 1979-2017 Chief of Police, 2007-2017

Publications

- Co-author, "Deterrent Effect of Oleoresin Capsicum" - Police Quarterly USDOJ 1998
- Co-author "Assessing the Incapacitate Effects of Pepper Spray During Police Resistive Encounters" policing International Journal of Police NIJ 1999

Professional Experience

James W. Johnson is a native of eastern Baltimore County; he began his career with the Baltimore County Police Department in 1979 as a Cadet in the 911 Center, and has served in virtually every position in one of the largest police departments in the nation. In fact, Chief Jim Johnson is only the second person in the nearly 140-year history of the agency to rise through the ranks from Cadet to Chief.

- During his tenure as Chief of Police for the past ten years, overall violent crime in Baltimore County has dropped 26%, and total crime has decreased by 19%. Aggravated assault rates declined to pre-1978 levels.
- The agency is recognized throughout the state and nationally for its progressive use of technology, to include its body worn camera program, automated officer disciplinary early warning systems, state of the technology radio communication systems and equipment, high levels of citizen service, case clearance rates higher than national and local averages, and superior management practices.
- During his tenure as Chief, he has increased minority and female sworn workforce representation to historical levels.
- Jim possesses a keen awareness and stewardship of fiscal resources, managing an agency of 2,600 personnel with an operating budget exceeding \$200 million per year. In fact, for the past nine fiscal years, the agency was under budget.
- Jim managed the agency while homicide rates declined to 1970's lows. In 2013 the US Department of Justice featured the Baltimore County Police Department in a publication as model best practices for homicide case clearance rates.
- Managed the department during a period of significant reductions in citizens and administrative complaints, instituted education based disciplinary systems, resulting in a 40% decline in citizen complaints from 2007 to 2014.

Credentials

- Master's Degree in Management, Applied Behavioral Science from Johns Hopkins University
- Bachelor of Science Degree in Criminal Justice magna cum laude, University of Baltimore
- Graduate of the FBI, Federal Bureau of Investigation National Executive Institute.
- Graduate of Police Executive Research Forum, John F. Kennedy School of Government, Senior Management Institute for Police Study.

Professional Memberships

Jim holds memberships in several professional organizations, including the Major Cities Chiefs Association for which he serves as representative and current Chair of the National Law Enforcement Partnership to Prevent Gun Violence. As Chair, he has testified before Congress on gun violence issues. Jim has participated in advising President Obama and Vice President Biden on gun violence reduction initiatives, representing the law enforcement partnership.

Jim has been a member of the Maryland Chiefs of Police Association for over two decades.

Chief Jim Johnson has taught law enforcement courses throughout the United States and globally for the International Association Chiefs of Police, United States Department of Justice, and Community Colleges of Baltimore County.

Recognitions

In 2014, Jim was recognized by President Obama, and the White House, as a “Gun Violence Prevention Champion of Change.

Jim has been honored with numerous departmental and citizen awards, including the Baltimore County Police Departments, second highest award the Silver Star, for acts of bravery.

Jim has been praised by Baltimore County council and County Executive Kevin Kamenetz, the county executive stated, “Chief Johnson is truly one of the finest and most effective law enforcement professionals ever to wear the badge”

Bernadette DiPino

EDUCATION:

Bachelor of Arts Degree, Liberal Studies, Salisbury State College, May 1995
GPA: 3.85 Kappa Kappa Phi Honor Society Inductee

Federal Bureau of Investigation National Academy, Graduate
204th Session, January 7- March 16, 2001
GPA: 4.0

CERTIFICATIONS:

- **Former Maryland Certified Police Officer since 1985**
Graduated top 5 Baltimore County Police Academy class vice-president
- **FBI Security Clearance**
- **Former Maryland Certified Instructor**
- **Graduate of Executive Leadership Training** (1 of only 400 in country to date)
- **Florida State Certified Police Officer**

PROFESSIONAL EXPERIENCE:

Sarasota Police Department
Sarasota Florida

Chief of Police: appointed December 31, 2012-present

- *Manages and leads the 165 officers and over 50 civilians*
- *Manages over \$30,000,000 budget*
- *Instrumental in reducing crime rate by 24% in last 4 years*
- *Manages collective bargaining agreement with one of the strongest police unions in the State of Florida*
- *Managed Community Policing projects called TYLA (turn your life around) prostitution/human trafficking deferment project HOT (homeless Outreach Team) helping reduce homelessness in City of Sarasota & DMI (Drug Market Intervention) Drug dealer deferment program*

Ocean City Police Department
Ocean City, Maryland

Chief of Police: appointed March 17, 2003-December 31, 2012

- *Selected from 144 candidates in worldwide search.*
- *Manages and leads the second largest municipal police agency in Maryland with 105 full-time police officers, 110 seasonal police officers, and 60 civilian employees*
- *Prepares and manages an \$18,000,000 annual budget (saved over \$2.5 million dollars in tax money in the last four years)*
- *Manages a collective bargaining agreement with a strong police union (instrumental in the negotiation process ensuring management rights)*
- *Leads with a strong community policing philosophy (developed a concept called TEAM, teaching effective alcohol management, which is a collaborative partnership between the police and liquor establishments to develop best practices and strategies for managing bars and night clubs)*
- *Successfully directs police strategies and deployment (over the last nine years consistently showing a reduction in serious crime.) (8.9% reduction in 2011) (Successfully civilianized police positions to create efficiencies and put police resources back into the community)*
- *Routinely develops and maintains federal, state and local law enforcement, community, business and government partnerships in an ongoing effort to collaboratively and creatively reduce and prevent crime and crime issues (currently houses a federal agency in police headquarters giving the Ocean City Police access to vital resources and personnel)*
- *Coordinates disaster planning for the agency (attended several National Hurricane Conferences and mitigated several hurricanes, Nor'easters, and a tornado)*
- *Responsible for department policy (updated outdated policy and implemented a Matrix of discipline standardizing outcomes in police misconduct cases)*
- *Develops national policy standards (member IACP commission which developed policy for handling and preventing police sexual assaults and misconduct)*
- *Extensive media training and experience (successfully navigated national media interviews for several high profile cases)*
- *Plans and implements departments goals (Chief's priorities are high visibility, strict enforcement of the law, and professionalism)*
- *Extensive leadership training (violence against women leadership training, reducing liability training)*

Acting Chief of Police: appointed Oct. 1, 2002-March 16, 2003

Upon former chief's retirement assumed full duties and responsibilities of police chief while town conducted international search for new chief

Acting Major: appointed July 2002-September 30, 2002

Was selected to replace the current chief as interim leader while city conducted search for new chief.

Lieutenant: appointed 1998-2002

- *Commanded various shifts and divisions within the police department including commanding the department's quick response team (SWAT/Hostage Negotiators)*
- *Testified before Senate Committee: Laser pointer bill was made into State Law, 1999*

Sergeant: 1995-1998

Police Officer First Class: 1993-1995

Narcotics Detective: 1988-1993

Baltimore County Police Department 1985-1988

Baltimore County, Maryland

Patrol Officer

Selective Enforcement Unit Investigator

Detective-Vice-Narcotics Unit

Professional Affiliations:

- *Past Member-Maryland Municipal League- Police Executive Forum: past Secretary*
- *Former Appointee to IACP Executive Committee representing states of Maryland, Delaware, New Jersey*
- *Past Member IACP Foundation Board*
- *Life Member-Maryland Chiefs of Police Association: Past President*
- *Former Maryland Representative for State Association of Chiefs of Police (SACOP)*
- *FBI National Academy Associate Member*
- *Life member of Mid Atlantic Association of Women in Law Enforcement*
- *Member of National Association of Women in Law Enforcement*
- *Member of PERF*
- *IACP Appointee Board of Directors*
- *SACOP Representative for State of Florida*
- *Secretary/Treasurer SACOP Executive Board*
- *Member of Florida Police Chief's Association*

Board Appointments:

- *Former Vice Chair- Maryland Police Training Commission (Governor appointed board responsible for standards and training curriculum for Maryland police officers)*
- *Former Governor appointee to commission to develop policy for Missing and Vulnerable Adults*
- *Member of Governor commission to study Death penalty in Maryland*
- *Past Pre-trial Justice Working Group, Criminal Justice System Sub-committee IACP representative*
- *Former Member of Wilmington College Criminal Justice Advisory Board*
- *Former member of Wor-Wic Community College Foundation Board*
- *Member of the Sarasota Salvation Army Board*

Community Involvement:

- *St. Martha's Catholic Church -Lecture, Eucharistic minister*
- *Honorary Volunteer Firefighter: Ocean City Volunteer Fire Department*

Professional Recognition:

- ***Officer of the Year***: Baltimore County Police, American Legion, 1987
- ***Officer of the Year***: Ocean City Neighborhood Watch, 1993
- ***Officer of the Year***: Mid Atlantic Association of Women in Law Enforcement, 1997
- ***Chief of Police Award***: Outstanding performance in 1 year narcotics operation, 1989
- ***Outstanding Performance of Duty***: Worcester County Drug & Alcohol Award, 1993 and 2006
- ***Commitment Award***: Ocean City Neighborhood Watch, 1995
- ***Citizen of the Year***: Knights of Columbus, 2006
- ***Person of the Year***: Ancient Hibernians, 2006
- **Finalist Ocean City PD & Sarasota PD IACP Cisco Community Policing Award**
- **Hometown Hero Award 2016 Sarasota, Florida**
- **Woman of the Year 2017 Sarasota, Florida**

Departmental Awards:

- *Commendation, 1989, Disarming suicidal subject*
- *Commendation, 1990, Homicide Investigation*
- *Excellent Police Service, 1993, Suicide subject investigation*
- *Excellent Police Service, 1995, Apprehension two homicide suspects*
- *Excellent Police Service, 1995, Performance at homicide shooting Rancho Apts.*
- *Excellent Police Service, 1997, Search Warrant executed by QRT*
- *Excellent Police Service, 2000, Performance during Royalton Fire*
- *Excellent Police Service, 2001, Performance at 45th Street Village*
- *Meritorious Service, 1992, Commitment to Narcotics Unit*
- *Special Commendation, 1998, Quick actions with child in respiratory distress*
- *Unit Citation, 1990, Outstanding Narcotics Unit*
- *Unit Citation, 1995, Outstanding Community Policing Unit*
- *Unit Citation, 1996, Outstanding Boardwalk Shift*
- *Unit Citation, 1998, Outstanding Shift performance*
- *Unit Citation, 1999, Outstanding QRT tactical call out, suicidal male*
- *Unit Citation, 2001, QRT incident, recovered 3 kidnapped children*

Instructor:

- *Former Certified instructor for State of Maryland*
- *Firearms*
- *Defensive Tactics (FBI training)*
- *Self defense for women*
- *Straight baton*
- *Domestic violence*
- *Suicide/Crisis intervention*
- *Handling mentally unstable people*
- *Cultural diversity*
- *Effective communication*
- *Community policing*
- *Policy for handling sexual assaults and sexual misconduct by police officers*
- *SWAT tactics*
- *Leadership panel (sat on panel discussing leadership experience/lessons learned)*
- *Drug program (like DARE)*
- *Maintaining relationships between Chief and Elected official*
- *IACP instructor: 21 Century Policing*
- *IACP instructor Sexual Assaults committed by Law Enforcement*
- *Assisted with the development of the IACP Women's Leadership Institute (WLI)*
- *IACP instructor for WPI*

SHERIFF MELVIN C. HIGH

Melvin C. High is Sheriff for Prince George' Maryland. He was sworn in as Sheriff on December 7, 2010. As Sheriff, he is responsible for leading, managing and commanding more than 300 deputies and civilians in safety and crime prevention efforts to protect and serve the citizens of Prince George's County. Sheriff High also serves as principal advisor to the County Executive regarding police and public safety matters.

Preceding his service as Sheriff, Melvin High served as the appointed Chief of Police for Prince George's County. He was appointed to this position and served from 2003 through 2008. In this capacity, he led the Nation's 32nd largest local Law Enforcement Agency in the delivery of basic law enforcement services to a Metropolitan County of nearly 900,000 residents and served as the principal advisor to the County Executive on public safety. As Police Chief of the Prince George's County Police Department, Sheriff High, quickly resolved U.S. Justice Department complaints relative to citizen allegations of improper and abusive use of force. He instituted constitutionally compliant methods and "best practice" approaches to policing while reducing crime four of the six years of his tenure.

Prior to joining the Prince George's County Police Department, Sheriff High served as Chief of Police for the city of Norfolk, Virginia. During his ten year tenure, Sheriff High developed Norfolk's first community policing initiative, PACE (Police Assisted Community Enforcement), which resulted in crime reduction each year of his administration except 1995. Sheriff High also introduced crime prevention strategies such as CRO (Community Resource Officers), SRO (School Resource Officers), Police Cadets, mobile office programs, and the expansion of tactical crime prevention efforts. He also revised recruitment and retention strategies that brought the Department to full staffing, and increased the number of women, African-Americans and civilian professional staff. Chief High raised the educational levels of the Department, with a number of members holding master and doctoral degrees.

From 1969 until 1993, Sheriff High was a member of the Metropolitan Police Department, Washington, D.C., where he retired as Assistant Chief of Police, and second in command. As the Field Operations Officer in Washington, Sheriff High was responsible for citywide crime prevention, criminal investigations, and the safe management of hundreds of annual parades, festivals, demonstrations, and protests regarding national government issues. Security arrangements for President Bill Clinton's first inauguration were among Sheriff High's responsibilities. He was also responsible for the implementation of D.C.'s first community policing initiative, CEP (Community Empowerment Policing).

Sheriff High received a mayoral citation for commanding the successful investigation and apprehension of a serial killer known as the "shotgun bandit", who terrorized the District for three months in 1993. He also received a letter of appreciation from President Bill Clinton for services to the visitors and citizens of Washington, D.C. (1993).

Sheriff High is the recipient of numerous awards including the Martin Luther King, Jr. Family Life Institute's "Real Dream" award in 1998. He received the W. Garner Community Service Award in 2001 from the Norfolk chapter of the NAACP.

Sheriff High is a member of NOBLE (National Association of Black Law Enforcement Executives), IACP (International Association of Chiefs of Police), the Association of FBI National Academy Graduates, the Virginia Association of Chiefs of Police, the Hampton Roads Chiefs of Police Association, and the Maryland Chiefs of Police Association.

His public service activities include: Chairman, City of Norfolk's United Way Campaign (2001); Chairman of the Virginia Chiefs of Police Law Enforcement 1998 Torch Run to raise funds to support the Virginia Special Olympics; Alumni Board Member of CIVIC, a Hampton Roads organization of community, business and professional leaders dedicated to the improvement of the region; Chairman, Taskforce on Safe and Drug Free Schools, 200+ Men, Hampton Roads Chapter; and Chairman of the Recruitment and Retention subcommittee of the Norfolk Literacy Partnership.

Sheriff High holds a Bachelor of Science degree in Biology from Tennessee State University (1966). He taught high school science in Mississippi until he was inducted into the Marine Corps in 1967, and served in Vietnam. He also holds a Masters degree in Business and Public Administration from Southeastern University in Washington, D.C. (1980). Sheriff High has completed graduate work in Criminal Justice Administration and Behavioral Science and Management at American University, the University of Virginia and George Washington University. He is a graduate of the Contemporary Executive Institute at George Washington University, the Senior Executive Institute at University of Virginia, and the FBI National Academy. He served as an adjunct professor of Criminal Justice Administration at the University of the District of Columbia in 1993.

The younger of two sons of a farmer and teacher from a small town in Union County, Mississippi, Sheriff High currently resides in Upper Marlboro, Maryland with his wife, Brenda, a reading specialist. Their daughter, Tracy, graduated from Yale University in 1996 as a history major, and finished Harvard University Law School in 1999. She is now in private practice in New York City. The Highs are members of St. Joseph Catholic Church, Largo, Maryland.

MELVIN C. HIGH

EXPERIENCE:

December, 2010 – Present

Sheriff, Prince George's County, MD:

Melvin C. High is currently the elected Sheriff for Prince George's County Maryland. He was sworn in as Sheriff on December 7, 2010. As Sheriff, he is responsible for leading, managing and commanding more than 300 deputies and civilians to ensure the safety of the County's Court System and enforce compliance with orders and directions of the Court and to aid the safety and crime prevention efforts to protect and serve the citizens of Prince George's County. Sheriff High also provides input to the County Executive, County Council and State and National leaders regarding police and public safety matters.

August, 2008 – December, 2010

Independent Public Safety Consultant – Police Performance Solutions, LLC, Dover, New Hampshire:

Served as a team member on court appointed monitoring groups for Detroit, MI and Oakland, CA police departments. Provided assessment and oversight of these Agencies to ensure Constitutional compliance during police/citizen encounters.

May, 2003 – August, 2008

Chief of Police, Prince George's County, Maryland Police Department:

Responsible for leading, managing and commanding more than 1700 officers and civilians in safety and crime prevention efforts to protect and serve the citizens of Prince George's County, Maryland; Chief High served as a principle advisor to the County Executive on police and public safety matters.

MELVIN C. HIGH

May, 1993 – May, 2003

Chief of Police, Norfolk, VA Police Department:

Commanded the city's primary Law Enforcement Agency. A force comprised of eight hundred sworn and civilian members that rendered public safety services to a population of 300 thousand residents. Implemented a key strategy for crime prevention, the Police Assisted Community Enforcement Initiative (PACE), the first community policing initiative for the city of Norfolk, which resulted in a steady reduction of crime for nine out of ten years of my tenure; created crime prevention strategies including Community Resource Officers; School Resource Officers; Police Cadets, mobile office programs; expanded tactical crime prevention efforts. Revised recruitment and retention strategies to bring Department to full staffing; increased the number of female and minority officers and civilian staff; raised the educational levels of officers and commanders.

February, 1969 – May, 1993

Metropolitan Police Department, Washington, D.C.:

Retired as Assistant Chief of Police and second in command of MPDC – responsible for city-wide crime prevention, criminal investigations, and safe management of hundreds of annual parades, festivals, demonstrations, protests of national government issues; managed security arrangements for first inauguration of President Bill Clinton; implemented the nation's capitol's first community policing initiative, Community Empowerment Policing (CEP). Began policing career as a patrol officer; sergeant in patrol, investigative squad leader, additional supervisory positions included Lieutenant in charge of a patrol platoon and criminal investigations; Captain in charge of a police precinct, recruiting, personnel- developed first promotion assessment process; Police Inspector, in charge of disciplinary review division; Deputy Chief/District Commander, responsible for administration of police services to one 7th of the population of the District of Columbia.

MELVIN C. HIGH

EDUCATION:

Bachelor of Science Degree – Biology – Tennessee State University – 1966
Masters Degree – Business and Public Administration – Southeastern University - 1980
Graduate - Contemporary Executive Institute George Washington University - 1983
Graduate – Senior Executive Institute University of Virginia - 1993
Graduate – FBI National Academy - 1976

MILITARY SERVICE

United States Marine Corps – 1967 - 1969
Vietnam Veteran

CIVIC AFFILIATIONS

Member American Legion
Former member Boy Scouts of America
Alumni Member of CIVIC Hampton Roads
Member, 200+ Men, Hampton Roads Chapter
Former Chairman Taskforce on Safe and Drug Free Schools
Member, Norfolk Literacy Partnership, Former Chairman Recruitment and Retention Committee,
Chairman, 2001 Norfolk United Way Campaign,
Member, Virginia Chiefs of Police Law Enforcement Torch Run/Virginia Special Olympics and Former Chairman of the 1998 Campaign
Member Prince George's County Commission for Children, Youth and Families [Local Management Board (LMB)]
Member Prince George's Economic Development Corporation Board

PROFESSIONAL AFFILIATIONS

National Organization of Black Law Enforcement Executives
International Association of Chiefs of Police
Association of FBI National Academy Graduates
Virginia Association of Chiefs of Police
Maryland Chiefs of Police Association
Prince George's County Police Chiefs Association
Maryland Sheriffs Association
National Sheriffs Association
Police Executive Research Forum

MELVIN C. HIGH

AWARDS/HONORS

District of Columbia Mayoral Citation –for the Investigation and apprehension of the “Shotgun bandit”

Letter of Appreciation, President Bill Clinton – For service to the visitors and citizens of Washington, D.C.

Martin Luther King, Jr. Norfolk Family Life Institute’s Real Dream Award

2001 W. Garner Community Service Award – Norfolk Chapter NAACP

2011 Distinguished Service in Law Enforcement Certificate presented by U.S. Sen. Barbara A. Mikulski

2011 President’s Volunteer in Service Award Presented by President Barack Obama

Will D. Johnson III

EDUCATION

- ◆ Master of Liberal Arts - Texas Christian University, Fort Worth, Texas (2000)
- ◆ Bachelor of Arts – History – Texas Tech University, Lubbock, Texas (1996)

LEADERSHIP AND PROFESSIONAL DEVELOPMENT

- ◆ United States Army War College: Commandant's National Security Program – 2016
- ◆ National Counter-Terrorism Seminar in Israel, Anti-Defamation League – 2014
- ◆ FBI National Academy Session 245 (Session President) – 2011
- ◆ FBI Command Institute for Law Enforcement Executives – 2007
- ◆ Senior Management Institute for Police, Police Executive Research Forum – 2006
- ◆ Executive Fellow, Police Executive Research Forum – 2005
- ◆ 45th Leadership Command College, Law Enforcement Management Institute of Texas – 2003

COMMUNITY AND ORGANIZATION PROFILE

- ◆ Arlington is the 50th largest city in the United States, spans 100 square miles, and has approximately 385,000 residents.
- ◆ Arlington is a minority majority community served by a Council – Manager form of government.
- ◆ Arlington is in the heart of the Dallas/Fort Worth/Arlington metropolitan statistical area which contains 7.5 million residents.
- ◆ Arlington is home to General Motors, AT&T Stadium home of the Dallas Cowboys, and Globe Life Park home of the Texas Rangers.
- ◆ The Arlington Police Department has approximately 900 employees; 675 sworn.
- ◆ The Arlington Police Department is a Commission on Accreditation for Law Enforcement (CALEA) Gold Ribbon, Tri-Arc award winning department.
- ◆ The department requires all police officers to receive a bachelor's degree prior to serving the community. Many officers hold advance degrees.
- ◆ The department's operating budget is approximately 100 million.

PROFESSIONAL EXPERIENCE

Police Chief – Arlington Police Department

2013 – Present

2012 – 2013 (interim chief)

- ◆ Achieved a five percent reduction of crime in 2016
- ◆ Selected by the Department of Justice as an exemplar agency for Advancing 21st Century Policing. One of only 15 cities selected nationally for this honor.
- ◆ Partnered with Not In Our Town, a non-profit supported by the Department of Justice, to develop a short film documentary to discuss ways police departments can combat hate crimes in a community and build public trust.
- ◆ Hosted with the Arlington faith community: #AreWeRelated a community event celebrating our diversity and promoting racial reconciliation.
- ◆ Trained all executive staff members in recognizing implicit biases through the Fair and Impartial Policing initiative. Organizational efforts to train the entire department are ongoing.
- ◆ Created “Project Raise” which stands for Risk Assessment Intervention Safety Engagement. This program consists of a multi-disciplinary team of social services, community and criminal justice agencies partnering together to focus on the needs of family violence victims and to reduce recidivism of offenders.
- ◆ The department hosted agencies from North Carolina, Louisiana and Maryland, as well as Morocco and South Korea, to share internationally accepted “best practices” and to share proven Arlington policing strategies with these agencies.
- ◆ Successfully completed the selection, installation and integration of a new record management solution for the department. Project value 3 million. (2016)
- ◆ Walmart Restorative Justice Program. This program seeks to divert low-level youth offenders from the criminal justice system while maintaining a high level of accountability and consequences for poor personal choices.
- ◆ Following the ambush fatalities of five Dallas officers in July 2016, the Arlington Police Department was asked to plan and execute a presidential security operation in Dallas as President Barack Obama attended the fallen officers’ memorial. Senior Secret Service officials remarked that never in their history were they aware of a law enforcement jurisdiction completely ceding their responsibility to protect the president to another jurisdiction. This spoke to the confidence the city of Dallas had in the Arlington Police Department. This action also allowed the Dallas Police Department to “stand-down” and grieve for their fallen officers.
- ◆ Hosted a Regional Procedural Justice Summit to discuss proactive ways to ensure the protection of civil rights for all persons. The Department of Justice partnered in this summit and shared the consequences of failed policing strategies and the resulting consent decrees.
- ◆ Created a new training program in partnership with the Anti-Defamation League and the Dallas Holocaust Museum where all new Arlington Police recruits would attend a law enforcement symposium at the museum to understand the role the police played in the Nazi rise to power.

- ◆ Led the civil rights protection of an employee transitioning from male to female. Ensured transgender rights were firmly established within the organization.
- ◆ Achieved a one percent reduction of crime for 2015 while coming in under budget
- ◆ Effectively led the department's response to a highly controversial shooting of an unarmed African-American teenager at a car dealership. The resulting community dialogue received local, national and international news coverage. This response was heralded as an exemplary response and one that prevented the escalation of civil unrest and property destruction.
- ◆ Created the Mentoring Arlington Youth (MAY) program in 2015. This award-winning program was created to serve young African-American and Hispanic male students in the seventh and eighth grades. This 18-month program offers interactive workshops on leadership, team building, education and career development. To emphasize the importance of giving, this program also includes community service-learning modules.
- ◆ Created Coach 5-0 student athlete mentoring program in 2015. This collaborative effort involves both the police department as well as school district personnel and is focused on creating opportunities for police officers to mentor high school student athletes.
- ◆ Hometown Recruiting Program. This collaborative program between the Arlington Police Department, Arlington Independent School District and the University of Texas at Arlington is designed to incentivize students to participate in a dual credit criminal justice program and to earn a four-year degree. Students who complete the program receive a competitive advantage in the hiring process to join the police department.
- ◆ Hosted the Naval Post-Graduate School, Center for Homeland Defense and Security terrorism table top exercise with elected officials. As a DHS identified top ten threat site for a terrorist attack, the department regularly exercises and trains to be capable to effectively respond to a terrorist attack.
- ◆ Achieved a nine percent reduction of crime for 2014 while also coming in under budget by 800k for the fiscal year.
- ◆ Successfully led the 2015 regional security planning and tourism policing effort for the inaugural College Football Playoff Championship (2015)
- ◆ In partnership with Fairness Fort Worth, a non-profit gay rights organization, I implemented department-mandated training enhancing employee education concerning LGBT awareness and sensitivity training. (2014)
- ◆ Implemented and led the department's ongoing procedural justice efforts which included, mandatory training, leadership cohorts, integration into the hiring and promotional process as well as integration into the disciplinary process.
- ◆ Successfully completed the selection, installation and integration of a new computer aided dispatch and mobile car computer project for the department. Project value 2.5 million.
- ◆ Implemented a civil citation program for parking and other city ordinance violations. By removing low-level citations from the criminal courts docket and transferring them into a civil procedure, efficiencies were enhanced on collections and reduced staff resources required to process criminal dockets. (2014)
- ◆ Successfully led the 2014 regional security planning and tourism policing efforts for the NCAA Final Four Tournament. This plan we successfully executed and delivered \$24k under budget. (2014)
- ◆ Hosted regional Urban Shield Terrorism prevention training (2014)

- ◆ Implemented mandatory random drug testing, to include performance enhancing steroid drugs, throughout the department. (2013)
- ◆ Reduced Crime by one percent and came in under budget in 2013.
- ◆ Created a leadership program for the department's volunteer program. This project was designed to invest in volunteer leaders who in turn took over the administrative responsibilities of managing volunteer assignments throughout the department. (2013)
- ◆ Implemented a distracted driving campaign to reduce department fleet crashes, which resulted in 61% decrease in distracted driving crashes from 2011 to 2015.
- ◆ Created department's strategic five-year plan. "Focus on the Five – Our C.R.I.M.E." reduction strategy in 2013.
- ◆ 2013 Promoted the first African-American Assistant Police Chief for the department
- ◆ Led organization's diversity efforts by selecting protected class members for 63% of available executive positions since 2012.
- ◆ Created the Unidos program within the department which is designed to assist non-English speaking Latinos in our community access to information concerning banking, housing authority, driver licenses, family violence and other informational topics without the fear of reprisal.
- ◆ Led the development and communication strategy for a proposed 86 million dollar departmental budget. (2013)
- ◆ Led the overall police response to an EF2 tornado that struck Arlington in 2012. Police response received high praise from the community. Arlington was reported as the only city in the metropolitan area that did not experience any looting due an effective police response
- ◆ Effectively managed community concerns to a video capturing a police use of force incident at a teen party. (2012)
- ◆ Effectively led the department's response to a hate crime and the resulting community dialogue that received local and national news coverage. A national human rights group reported the department's response was "textbook" and what other agencies should strive to emulate. (2012)
- ◆ Rebuilt the department's executive team after experiencing higher than usual retirements in eight key executive positions
- ◆ Completely redesigned the department's process for managing fleet accidents. Improvements helped to reduce the department's risk, improve individual driving accountability, and management's accountability to manage the disciplinary process and the fleet.

Assistant Police Chief – Support Operations Bureau – Arlington Police Department

December 2008 – April 2012

- ◆ Second in command for the Police Department. Accountable for executing the department's and the City Council's strategic goals, for actively engaging in the City's economic development efforts through the reduction of crime and the expansion of community partnerships, and public and private partnerships to maximize the governmental return on investment for the community.
- ◆ Effectively manage a 24 million dollar budget and 280 employees

- ◆ Enhanced the department's data-driven accountability meetings. This enhanced the capacity of the department and improved staff accountability.
- ◆ Special Event Planning – Led department and regional planning efforts, and served as the Incident Commander, for the 2010 NBA All Star game, both the 2010 and 2011 MLB World Series, and Super Bowl XLV. All events were very successful from a policing perspective and economically profitable for the City. The effective regional and national collaboration for Super Bowl XLV led to a savings of approximately 88k from projected budgeted police expenses required to host the event.
- ◆ Chaired the Regional Public Safety Planning Committee for Super Bowl XLV. This position functioned as a chief operations officer (COO) reporting to an executive board.
- ◆ Reduced the community's risk profile through the effective management of the Urban Area Security Initiative (UASI) federal grant since 2007.
- ◆ Created a Tactical Intelligence Unit. This multi-year project reduced informational silos within the department and improved resource efficiency. It also enhanced community engagement by utilizing smart phone technology and improved participation in the national Suspicious Activity Report (SARs) initiative.
- ◆ Serve as the Major City Chiefs Intelligence Commander for the department.
- ◆ Developed and implemented a privacy policy which was approved by the Department of Homeland Security (DHS) and the Institute for Intergovernmental Research (IIR). This policy is an essential requirement to leverage Fusion Center resources and to enhance transparency with the community concerning departmental efforts to guarantee individual privacy.
- ◆ Achieved DHS Fusion Center Node status, first in the State of Texas, which improved information sharing for the department and all national fusion centers.
- ◆ Public Safety Venue Manage Coalition – Created a national model to enhance information sharing between police agencies responsible for managing professional and college sporting venues.
- ◆ Leadership Development – Led bureau efforts to mentor and develop employees in an effort to invest in their continued success and to improve succession planning. Three visible outcomes were the selection of my employees for Supervisor of the Year and Officer of the Year in February 2011, and Supervisor of the Year in February 2012.
- ◆ Diversified the workplace – Led the overall strategic initiative to further diversify the workforce within the bureau.
- ◆ Developed and implemented the department's Lessons Learned Center. This Center incorporates all the lessons learned from departmental after action reports into one centralized location, which promotes organizational enrichment and knowledge transfer.
- ◆ SWAT Development – Significant efforts directed toward this multi-year project to achieve FEMA Tier I status. Successes include the centralization of all SWAT resources, operationalized a second fulltime SWAT team, and addressed identified gaps in equipment and training.
- ◆ Led the planning and facilitation of multidisciplinary training with city department heads and City Council members related to homeland security preparedness and our community response to a terrorist attack.
- ◆ Gained efficiencies in the Municipal Warrant Unit achieved a four million dollar increase in warrant fee collections over previous years.

- ◆ Achieved American Society of Crime Lab Directors (ASCLAD) re-accreditation for Crime Scene and Property Room.
- ◆ Partnered with the FAA to lead a national discussion for police utilization of small-unmanned aviation system (sUAS) vehicles in urban areas. This discussion included the field-testing of equipment for safety and law enforcement applicability. This program was the first of its kind nationally for a police department in an urban area.
- ◆ Improved Human Trafficking awareness and enforcement. Instituted the “You Never Know” public education campaign combating prostitution and human trafficking. This initiative, coupled with regionally coordinated enforcement efforts, led to greater community awareness and diminished criminal activity. In the past year Arlington investigators have rescued seven minor children from human traffickers.
- ◆ Increased case clearance rates throughout centralized investigations and also led efforts to reduce gang shootings which resulting in a 25% decrease in gang shootings in 2009 and an increase of gang arrests by 52% in 2010.
- ◆ Led department efforts to partner with the State to enhance efficiencies related to motor vehicle crash reports and to improve customer service to the community.
- ◆ Managed the transition from sworn officers to a private security service at the Municipal Court. Court security was maintained, operating costs were lowered, and sworn resources were transitioned to positions more in line with community demands.
- ◆ Implemented the Data-driven approach to crime and traffic safety (DDACTS). This leveraged traffic enforcement efforts in area where crime was occurring to create alignment between the two strategies and gain efficiencies with staff deployment.

Deputy Police Chief –Operations Support Division – Arlington Police Department
December 2007 – December 2008

- ◆ Created and implemented the department’s Homeland Security and Special Events Section. Led all public safety negotiations with the Dallas Cowboys and Texas Rangers concerning public safety planning, budget, and services supplied during special events.
- ◆ Created the City’s Special Event Ordinance which ensured public resources would not be diverted from neighborhoods to support special events within the city. This further contributed to the City’s economic development plan by ensuring new revenues were not offset by increased operational costs.
- ◆ Accountable for providing effective leadership and management over SWAT, Traffic and Jail operations for the department.
- ◆ Effectively managed a budget of 9 million dollars and 75 employees.
- ◆ Improved jail security by elevating the screening of vendors and supplies and by strengthening key control. Improvements led to repeated favorable internal audit reports.
- ◆ Created an employee recognition system to promote positive works and improve staff morale.
- ◆ Lead public safety planning and operational efforts in the Entertainment District with major sporting venues and mass gathering attractions
- ◆ Coordinated and managed homeland security grant programs throughout the department including the department’s Homeland Security Urban Area Security Initiative (UASI) and Buffer Zone Protection Plan (BZPP) grant programs

- ◆ Directed the police response in the Strategic National Stockpile (SNS) program, All Hazards planning, Emergency Operations plans, and served as the department's principal point of contact for public and private sector emergency planning activities.
- ◆ Created the department's first Specialized Response Team (SRT), which focused on implementing national best practices to respond to civil disobedience.

Lieutenant – Operations Division – Arlington Police Department

August 2004 – December 2007

- ◆ Accountable for all public safety programs for a patrol sector including, reducing crime, improving the integrity and livability of neighborhoods, and contributing to the overall City of Arlington strategic goals.
- ◆ Contributed to the City's economic development plan by reducing the opportunity for victimization in retail and commercial districts.
- ◆ Led all de-centralized criminal investigations for both the West Arlington and East Arlington Police Districts.
- ◆ Partnered with the management of The Parks at Arlington, AMC Theater, and Valor Security to evaluate existing public safety procedures and to re-engineer a strategic plan to leverage resources, reduce crime, and increase interoperability between all organizations.
- ◆ Revitalized and improved the 363 Business Coalition, which is a consortium of businesses designed to increase community dialogue, reduce crime, and instill ownership in public safety problems impacting the business community.
- ◆ Increased resident participation in public safety efforts by increasing the number of community watch groups in the sector by 60 percent.
- ◆ Led strategic crime reduction efforts for the sector, which resulted in a declining crime rate for two consecutive years.
- ◆ Achieved 21 percent reduction in shoplifting offenses in 2005 and a 23 percent reduction in vehicle thefts in 2006 at The Parks at Arlington Mall.

Previous assignments:

- ◆ Internal Affairs, Public Information Officer, Crime Prevention, Patrol, Field Training, and Bicycle Officer
- ◆ Patrol Officer, Carrollton Texas Police Department (1994 – 1997)

LECTURES, SPEECHES & PUBLICATIONS

- ◆ 2017 CNA Executive Session lecturer: *“Keeping Police Officers Safe and Well, Meeting New Challenges.”*
- ◆ 2017 Institute for Behavioral Healthcare Improvement annual conference lecturer:

“Mental Health Crisis Facing Law Enforcement.”

- ◆ 2016 Implementation of Police Department Consent Decrees: Working Together Toward Institutional Change conference lecturer: *“Addressing Multiple Constituencies.”*
- ◆ 2016 Major Cities Chiefs Fall meeting lecturer: *“Walmart Restorative Justice Program: a pathway for reconciliation for low level youth offenders.”*
- ◆ 2016 Washington Post Criminal Justice Summit: Experts and Activist take a look at efforts to bridge the trust gap between law enforcement and the people they serve. (2016). https://www.washingtonpost.com/video/postlive/experts-and-activists-take-a-look-at-efforts-to-bridge-the-trust-gap-between-law-enforcement-and-the-people-they-serve/2016/09/16/ff220904-7b3b-11e6-8064-c1ddc8a724bb_video.html
- ◆ 2016 speech given at *The White House* Advancing 21st Century Policing: *“Building Public Trust.”*
- ◆ 2016 International Association of Chiefs of Police annual conference presenter: *“Advancing 21st Century Policing Practices: IACP’s Institute for Community-Police Relations and related efforts to build strong community relationships through trust, partnerships, and communication.”*
- ◆ 2016 International Association of Chiefs of Police annual conference presenter: *“Successfully Addressing Anti-Muslim Backlash.”*
- ◆ 2016 Law Enforcement Management of Texas, Leadership Command College Annual conference keynote speaker: *“Procedural Justice and protecting the Legitimacy of Policing in Society.”*
- ◆ Anti-Defamation League 2015 Henry Cohn Humanitarian Award keynote speech: *“Increasing security and reducing terrorism by promoting community relationships with police.”*
- ◆ Community Oriented Policing (COPs) “The Beat” podcast lecturer: *“Policing in the New Economy.”* (2015) https://cops.usdoj.gov/html/podcasts/the_beat/10-2015/TheBeat-102015_BRUMMETT.mp3
- ◆ 2015 International Association of Chiefs of Police Second General Assembly panel member: Critical Issues Forum. *“A discussion about policing, public trust, racial reconciliation and accountability.”* <https://www.youtube.com/watch?v=4oS1n2FiMk0>
- ◆ 2015 International Association of Chiefs of Police annual conference presenter: *“Technology Tools for Working Smarter, Faster, and Cheaper.”*
- ◆ 2015 International Association of Chiefs of Police annual conference presenter: *“Procedural Justice and Officer Safety.”*

- ◆ 2015 International Association of Law Enforcement Planners conference keynote speaker: *“Policing Legitimacy and Public Trust.”*
- ◆ Learning to Resolve our Differences Peace Rally: *“How community relationships and collaboration can stop youth violence.”* (2015)
- ◆ Keynote speaker for the Institute for Law Enforcement Administration (ILEA) Contemporary Issues and Ethics Conference: Use of Force, Consent Decrees, and Public Trust: Procedural Justice Applied (2015)
- ◆ Keynote speaker for the Texas Police Chiefs’ Association 2015 Annual Conference: *“Procedural Justice, Civil Rights and Officer Safety.”*
- ◆ Texas Congressional Summit on Police & African-American Community Relations (2015)
- ◆ Testified before the Texas Senate State Affairs Committee on S.B. 17 which authorized the open carry of weapons. (2015)
- ◆ 2015 International Association of Chiefs of Police Division of State Associations of Chiefs of Police mid-year conference. *“Civil Rights, procedural justice and social media: connecting with your community.”*
- ◆ University of Texas at Arlington’s Chat Room – led a Socrates discussion concerning race relations and policing, U.S. drug policies, and the use of force by police. (2014)
- ◆ 2014 International Association of Chiefs of Police annual conference presenter: *“Unmanned Aircraft Systems in U.S. Law Enforcement: Integrating this technology into your agency.”*
- ◆ 2014 International Association of Chiefs of Police annual conference presenter: *“Establishing Procedural Justice within Police Agencies.”*
- ◆ Lectured at the Institute for Law Enforcement Administration, *“Police Executive’s Role in Developing and in Maintaining Agency Integrity.”* (2014)
- ◆ Lectured as an NAACP panelist: *“Lessons Learned from Ferguson, MO and how to promote community-police trust.”* (2014)
- ◆ 2014 Police Foundation Community Policing and Unmanned Aerial Systems (UAS) Guidelines to Enhance Community Trust project presenter: *“The Arlington Experience to Implementing UAS in complex airspace”*
- ◆ 2014 National Sheriff’s Association Annual conference presenter: *“Procedural Justice and Enhancing Officer Safety.”*

- ◆ 82nd Annual Meeting of the U.S. Conference of Mayors conference presenter: *“Immigration enforcement policies and the impact on local law enforcement and the communities they serve”* (2014)
- ◆ Subject matter expert panelist for Public and Police Safety Law Enforcement Roundtable hosted by the Center for Health & Justice (TASC) - Police Practice Informed by the Science of Substance use Disorders: (ONDCP) (2014)
- ◆ 2014 Texas Police Chief’s Association conference presenter: *“Lessons Learned from a Hostage Rescue Operation and an Officer Down.”*
- ◆ Procedural Justice to Improve Officer Safety. Texas Police Chief Association Fall 2014 Newsletter
- ◆ 2013 International Association of Chiefs of Police annual conference presenter: *“What Every Chief Needs to Know about Social Media.”*
- ◆ 2013 International Association of Chiefs of Police annual conference presenter: *“Unmanned Aviation Systems Technology and Law Enforcement.”*
- ◆ 2013 International Association of Chiefs of Police annual conference presenter: *“Procedural Justice and Officer Safety.”*
- ◆ 2012 Community Oriented Policing (COPs) conference presenter: *“Procedural Justice – Improving Legitimacy.”*
- ◆ 2012 Community Oriented Policing (COPs) conference presenter: *“Budget Conscious Alternatives to the Delivery of Police Services.”*
- ◆ Presenter and subject matter expert at the 9th International Association of Chiefs of Police South American Executive Policing Conference held in Brazil in 2011. Provided information concerning the planning and management of special events to conference attendees and high-level national Brazilian officials in advance of Brazil’s hosting of the 2014 World Cup and 2016 Olympics.
- ◆ Media Relations, Force Accountability, and Police Management guest lecturer – Institute for Law Enforcement Administration and the University of Texas at Arlington
- ◆ Contributing author – Tactical and Subject Considerations of In-Custody Deaths Proximal to Use of Conducted Energy Devices. American Journal of Medicine and Pathology. (2009)
- ◆ Law Enforcement Information Technology Standards Council (LEITSC) functional standards committee. I served as a member of the functional standards committee and contributed to the development of the [Standard Functional Specifications for Law](#)

[Enforcement Records Management Systems \(RMS\)](#) Version II publication. (2007)

- ◆ Contributing author – Critical Issues in Policing Series: Strategies for Resolving Conflict and Minimizing Use of Force (2007)

PROFESSIONAL QUALIFICATIONS AND ACCOMPLISHMENTS

- ◆ 2017 Martin Luther King Jr. “Advancing the Dream” award for providing excellence in government.
- ◆ Department of Justice Community Orientated Policing Service subject matter expert for the Fort Pierce, FL Police Department collaborative reform project. (2016)
- ◆ 2016 Leadership Arlington Sally Kallam Leadership Award
- ◆ Department of Justice Community Orientated Policing Service subject matter expert for the Calexico, CA Police Department collaborative reform project. (2015)
- ◆ Department of Justice Community Orientated Policing Service lead subject matter expert for the Fayetteville N.C. Police Department collaborative reform project. (2014)
- ◆ International Association of Police Chiefs advisory board for creating best practices when the public “records the police.” (2014)
- ◆ 2013 recipient of the Police Executive Research Forum’s Gary P. Hayes Leadership Award.
- ◆ Master Peace Officer Certificate and Instructor License issued by the Texas Commission on Law Enforcement Officer Standards and Education.
- ◆ Participated as a subject matter expert on a panel assembled by the Police Executive Research Forum to assist the Charlotte-Mecklenburg Police Department. The scope of our work was to conduct a policy and procedure review following two use of force incidents where two deaths occurred after two separate Taser deployments. (2011)
- ◆ Distinguished Service Award for leadership efforts to host Super Bowl XLV (2011)
- ◆ 2009 City Manager’s Office Leadership Award – received this award for leadership efforts related to developing the City of Arlington Entertainment District public safety plan, effectively negotiating a public safety operations model viable for all vested parties, and for managing public safety efforts related to construction activities for Cowboy Stadium.
- ◆ Internal Affairs Special Investigation. Reporting to the Police Chief, I led a special investigation into the executive management of property room operations. The

investigation also included a review of previous Internal Affairs investigations and staff. (2006)

- ◆ Conducted Energy Devices – A Review and Risk Analysis of Custodial Deaths Occurring in Proximity to Use. This research was conducted during my executive fellowship with the Police Executive Research Forum and evaluated police use of force incidents throughout the United States involving a custodial death occurring after a conducted energy device (TASER®) was used. This research identified factors that could mitigate the probability of a death occurring and served as the foundation for the development of national policy guidelines for the use of conducted energy devices by police. (2005) I also participated on a national panel that reviewed and updated these national guidelines in 2010.
- ◆ Force Accountability – A Model of Integrity. This research created a process map to sustain a positive organizational culture related to the use of force. The model focuses on aligning all department functions towards the ethical desire to only use the absolute necessary level of force by police. Effective communication, development of best practices, and improving on lessons learned serve as the core competencies for this model. (2005)

DEPARTMENTAL AWARDS AND ACCOMPLISHMENTS

- ◆ 2016 Herman Goldstein Problem Oriented Policing finalist - “Walmart Restorative Justice Initiative.” This program sought to divert low-level youth offenders from the criminal justice system.
- ◆ 2016 Texas Municipal League Municipal Excellence Award for Project Raise. Project Raise stands for Risk Assessment Intervention Safety Engagement. This program consists of a multi-disciplinary team of social services, community and criminal justice agencies partnering together to focus on the needs of family violence victims and reduce recidivism of offenders.
- ◆ Second place finish for the 2016 National Night Out for large communities (300k+)
- ◆ CALEA re-accreditation for both the agency and the training center.
- ◆ International Association of Law Enforcement Planners (IALEP) 2015 Annual Report Design award.
- ◆ 2015 International Association of Chiefs of Police Cisco Community Policing Award Finalist: Procedural Justice.
- ◆ 2015 Department of Defense Pro Patria Award for supporting our troops
- ◆ Fourth place finish for the 2015 National Night Out for large communities (300k+)

- ◆ 2015 Texas Police Chief’s Association Innovation Award: Unmanned Aviation Systems
- ◆ 2015 Texas Police Chief’s Association Innovation Award: Social Media
- ◆ Fourth place finish for the 2014 National Night Out for large communities (300k+)
- ◆ Center for Digital Media award for Most Innovative Use of Social Media: Tourism-Based Policing through Social Media. (2014)
- ◆ Staff selected as Texas Department of Criminal Justice board by the Governor for Victim Services.
- ◆ Most Innovative Use of Media, Inside APD YouTube programming, Center for Digital Government. (2013)
- ◆ APD ranked #6 out of 50 for most social media friendly police departments in America’s largest cities. (2013)
- ◆ 2013 Traffic Safety Award from the Texas Municipal Courts Education Center for our Stay Smart campaign, which included “No Refusal Weekends” (DWI safety) and “Officer on the bus” (school safety).
- ◆ Arlington detective recognized as 2013 Children’s Advocacy Centers of Texas Inc. Partner in Courage Award.
- ◆ 2013 National Tactical Officers Association – Unit Citation for Valor
- ◆ Arlington Police department was named government video “web channel salute of the week” for our APD YouTube Channel in October 2013.
- ◆ Staff Connected Cops Leadership Award for the innovation of Social Media use. (2013)

PROFESSIONAL MEMBERSHIPS

- ◆ International Association of Chiefs of Police (IACP)
- ◆ Police Executive Research Forum (PERF)
- ◆ Major Cities Chiefs Association (MCC)
- ◆ FBI – Law Enforcement Executive Development Association (LEEDA)
- ◆ FBI National Academy Associates
- ◆ Texas Police Chiefs Association
- ◆ Institute for Law Enforcement Administration member chief
- ◆ Texas Chapter of the FBI National Academy Associates
- ◆ NAACP – Arlington Branch
- ◆ Arlington Police Association (APA)

BOARDS AND COMMITTEES

- ◆ Arlington Texas Boys and Girls Club Board of Directors. (2017)
- ◆ Major Cities Chiefs Police Executive Leadership Institute Mentor (2015 – 2017)
- ◆ Center for American and International Law: Institute for Law Enforcement Administration. (2015 - present)
- ◆ Founding member Brennan Center for Justice Smart Policing Initiative to reduce crime and prison populations. (2015 - present)
- ◆ Human and Civil Rights Committee chairman for the International Association of Chiefs of Police. (2014 - 2017)
- ◆ Comprehensive Law Enforcement Review Project: Culture, Leadership and Integrity committee member for the Office of Community Oriented Policing Services (COPS) Office. (2014)
- ◆ Comprehensive Law Enforcement Review Project: Role of Law Enforcement in Fighting Terrorism committee member for the Office of Community Oriented Policing Services (COPS) Office. (2014)
- ◆ The National Law Enforcement Leadership Project: Policing in the New Economy funded by the Office of Community Oriented Policing Services (COPS) Office. (2014)
- ◆ Police Foundation Advisory Board for the “Community Policing and Unmanned Aerial Systems (UAS) Guidelines to Enhance Community Trust project” funded by the Office of Community Oriented Policing Services (COPS) Office. (2014)
- ◆ Junior League of Arlington Board of Community Advisors. (2014-2017)
- ◆ Executive Board member for the Center for Innovation Unmanned Aviation Systems (UAS) Consortium – Arlington, Texas (2013 - 2016)
- ◆ Civil Rights Committee member for the International Association of Chiefs of Police (2013)
- ◆ Board of Directors for the Center of Criminal Justice Research and Training at the University of Texas at Arlington. (2013 - 2015)
- ◆ Executive board member for the Texoma High Intensity Drug Trafficking Areas (HIDTA) (2012 - present)
- ◆ Executive board member for the North Central Texas Fusion Center (2012 - present)
- ◆ Executive board member The Police Foundation – Arlington Texas (2012 - present)

UNIVERSITY TEACHING

- ◆ Adjunct Professor at Tarleton State University (2014-2017)
- ◆ Adjunct Professor at the University of Texas at Arlington (2014-2015)
- ◆ Terrorism and Homeland Security, Tarleton State University (Fall 2014, Spring 2015, Fall 2015, Fall 2016, Spring 2017: 3000 level course)
- ◆ Introduction to Law Enforcement, University of Texas at Arlington (Fall 2014: 2000 level course)
- ◆ Police Administration, University of Texas at Arlington (Spring 2014: 3000 level course)

Michael L. Anzallo

Education

B.A. University of Maryland, College Park Maryland
Criminal Justice Degree Awarded 1989

M.S. Johns Hopkins University, Baltimore Maryland
Management Degree Awarded May of 2001

Security Clearance

Hold a Secret Clearance issued by the United States Government
Federal Bureau of Investigation

Professional Experience

Joined Metropolitan Police Department of Washington DC in **1989**.
Assigned to the Sixth District, Midnight Section in Uniform Patrol. Also worked in district tactical unit investigating street crimes such as robbery, prostitution, burglaries and shootings.

1993, Promoted to Master Patrol Officer and worked in the Sixth District Uniform Patrol, Midnight Section. Field Training Officer.

November 1994 to April 1995, Promoted to Sergeant and assigned to the Seventh District Patrol Section.

April 1995 to October 1996, Reassigned to the Sixth District as a sergeant with the Experienced Services Team and Sixth District Tactical Unit.

October 1996 to February 1997, Promoted to Lieutenant and assigned to the Seventh District Patrol Section.

February 1997 to April 1998, Reassigned to Criminal Investigations Division as the Commander of the Forensic Science Services Section. Managed the day to day operation of the Mobile Crime Lab Unit and the Firearms Identification Unit, Robbery Squad and Check and Fraud units. I was responsible for the management of all cases investigated by the section as well as all training and re-certification for district crime scene search officers. Worked closely with the United States Attorney's Office, the FBI, ATF, and the Medical Examiner's Office.

April 1998 to January 1999, Reassigned to the Fifth District, PSA Lieutenant for PSA 509 and 513.

January 1999 to September 2000, Promoted to Captain and assigned to the Seventh District Midnight Patrol Section as the Assistant District Commander.

September 2000 to September 2002, Reassigned to the Youth and

Preventive Services Division, Family Violence and Child Protection Unit. Responsible for the day to day operation of the child abuse, child sexual abuse and juvenile missing persons investigations unit, as well as the case management of all investigations assigned to the unit. During my tenure, the management team and I devised a criminal investigation case management system and have also completed a comprehensive investigative manual as it pertains to child abuse and child sexual abuse.

September 2002 to January 2004, Reassigned to Command the Criminal Investigations Division' Homicide and Sexual Assault Branches. These units are responsible for all criminal homicide investigations, as well assisting the Medical Examiner's office with death investigations of suicides, industrial accidents, natural deaths and accidental deaths. The Sexual Assault Unit is responsible for investigating all sexual assaults occurring in the District of Columbia of persons 18 years of age and older.

January 2004 to February 2009, Promoted to Commander, Criminal Investigations Division formerly known as the Superintendent of Detective Division. The command responsibilities encompass the majority of criminal investigations conducted by the Metropolitan Police Department. The units in the command are the Violent Crime Branch which include the Homicide Unit cold case unit, special victims unit Safe Street Task Force, the Sexual Assault Unit and Sex Offender Registry Unit. The District Investigations Branch which comprise of 7 District Detective offices, the Domestic Violence Units, The Special Investigations Branch which include, Financial Crimes and Fraud Unit, Intelligence Unit, Warrant Squad, Line-up Fugitive Unit, Bank Robbery Task Force, Witness Protection Unit, Auto Theft Squad WAVE Task Force, Environmental Crimes Unit, the paternity Warrant Squad, Gang Intervention Unit, Arson Squad, Burglary and Pawn Unit, Computer Crime Unit. The Fourth Branch is the Youth Investigations Branch which include the Family violence and Child Protection unit, The absconder Unit, the Missing Persons Unit and the Juvenile Delinquency Prevention Unit.

Have a responsibility for 450 personnel and managing over \$1,000,000 in grant funding. Additionally I have developed policy and procedures for managing criminal investigations and ensuring up to date training in all areas of criminal investigations for personnel under my command. I also administer to the personnel needs and duties of all of the personnel under my command. During my tenure I have developed departmental policy in managing criminal investigations, a homicide and death investigation SOP, procedures and policy regarding custodial interrogations, Victims Assistance Programs, eyewitness identification and missing persons.

Have managed and supervised the successful closure of the triple murder at Colonel Brooks Tavern, the D.C. Sniper Case, The D.C. serial arsonist case, the serial bank robbery case in which gunmen were armed with assault rifles, the murder of 8 year old Chelsea Cromartie who was struck by a stray bullet sitting in her living room, Marion Fye Murder Case-this case was successfully closed and prosecuted without finding the victim's body, The beating and robbery of an elderly female street vendor in Georgetown, The murder and robbery of a waiter in Dupont Circle, The Robbery Murder of David Rosenbaum in Chevy Chase D.C., The Georgetown Robbery and Murder of Alan Senit, the Chandra Levy murder investigation, the Shakita Bell murder investigation, The D.C. Hotel Robber, as well as many other

murder, rape, robbery and burglary cases. Established Polygraph unit for CID.

February 2009 promoted to Assistant Chief Internal 2009-2015 Assistant Chief of Affairs Bureau. Lead and manage the Internal Affairs Division, the Force Investigation Branch, the Diversity and Equal Opportunity compliance Division, the Use of force Review Board, the Office of Police Complaints Liaison, the Court Liaison Division and designated as the Agency Ethics Counselor. These units are responsible for the administration and investigation of all criminal and administrative matters to include use of force, regarding MPD personnel as well as ensuring the integrity and reputation of the MPD and its members through audits and integrity checks. Established Polygraph unit for IAD.

2015 to present Assistant Chief of Corporate Support Bureau. Lead and manage the Human Resources Division, the Disciplinary Review Division, General Services Division, Fleet Management Division, Medical Services Division and the Police Business Services Division. The bureau is responsible for all human resources functions of the MPD such as hiring, discipline, ADA, EEO Family medical Leave, job classification, retirements and benefits programs, as well as medical programs for employees as well as tracking personnel assignments. The Bureau is also responsible for the management of the Security Officers Management Branch, the gun registration unit and managing police records such as criminal al histories and fingerprints, property and evidence and managing the MPD fleet of over 1800 vehicles. Advise the Chief of police on matters of terminations and hiring goals and recruiting and retention of 4500 employees. Management of fleet service contract and Medical services Contracts as well as administer MOUs for background checks and fingerprinting for various government agencies.

Additionally developed and planned Operation Sixth Sense and Summer ICE Operations the MPD's 2010, 2011, 2012, 2013, 2014, 2016 Summer Crime Initiatives.

Participated in and managed scene response and investigation of the DC Sniper investigation, the DC serial arson case, the Metro Train Derailment at the Fort Totten Metro Station, the shooting at the Holocaust Museum, mass murder and active shooter at the Washington Navy Yard, The Police Shooting at the US Capitol of a deranged woman in a car that tried to breach the white house and the capitol security as well as numerous murder investigations, police involved shootings and barricade incidents.

**Professional
Certificates**

Police Executive Leadership Program (PELP) Johns Hopkins University
2001

Graduate 37th Session of the Federal Bureau of Investigation National
Executive Institute (NEI) 2014

**Boards and
Commissions
Membership**

Member of the Washington D.C. Domestic Violence Fatality Review Board

Member of the Washington D.C. Mental Retardation and Disability Fatality Review Board

Member of the Metropolitan Police Department Use of Force Review Board

Member of the District of Columbia Sentencing and Criminal Code Revision Commission

Member of the Anne Arundel County Maryland Policing Task Force

Member District of Columbia Police Officer Standards and Training Board (POST)

Designated by the Chief of Police and the Secretary of the District of Columbia as the Metropolitan Police Department's Records Management Officer

Member and MPD Agency Representative for Council of Governments Police Chiefs Advisory Committee 2016 to present

Member and MPD Agency Representative for Council of Governments Home Land Security Advisory Council 2016 to present

Training

- Basic Police Recruit Training
- Civil Disturbance Unit Training
- Detecting Danger Course
- First Line Supervisor Course
- Patrol Staffing, Scheduling, Deployment Course
- Police Continuing Education Program
- How to Deal with Employee Attitude Problems
- Sexual Harassment Prevention Course
- Personnel Deployment Course
- Verbal Judo for Supervisors
- Introduction to Ethics Training Course
- ASP Certification
- Crime Scene Investigation and Examination School
- Cold Case Homicide Investigators Course-MAGLOCEN and Naval Criminal Investigative Services
- Conducting Joint Investigations in Child Abuse Investigations
- Interview and Interrogation Course by John Reid and Associates
- Interview and Interrogation Course-MAGLOCEN
- Advanced Interview and Interrogation Course by John Reid and Associates
- Leadership and Command Course
- Mid Level Management Course
- Undercover Risk Analysis-Northeast Counter Drug Training Center

- Police Executive Development Program POLEX –1
- Advanced Police Executive Development Program POLEX-2
- Chief Executive Officer Seminar-National Center for Missing and Exploited Children
- Weapons of Mass Destruction and Explosive Devices
- National Incident Management System-FEMA
- Command Staff Incident Management Training DC-EMA
- Law Enforcement Incident Command System
- Executive Leadership Media Workshop FBI
- National Response Framework, An Introduction-FEMA
- 2010 Use of Force in Law Enforcement
- Defensive Tactics for Law Enforcement survival
- Ethics Standards for District of Columbia Employees

Hector Velez
Assistant Chief of Police
Prince George's County Police Department

Hector Velez began his 32 year law enforcement career as a Military Police Officer in the United States Army. During his six-year enlistment, he served in Frankfurt, Germany and Fort Meade, Maryland. In 1989, he accepted a position with the Howard County Police Department, in Howard County, Maryland. Hector accepted a lateral position in 1994, with the Prince George's County Police Department, in Prince George's County, Maryland.

During his near 23-year career with the Prince George's County Police Department, Hector Velez served in a variety of assignments. After leaving patrol, he served as a station detective investigating property/person's crimes and then assisted in the Criminal Investigations Division investigating financial crimes. Upon his promotion to Sergeant, Hector Velez was assigned to the Internal Affairs Division. Shortly thereafter, he was assigned to the Special Investigative Response Team, where responsibilities included investigating in-custody deaths, criminal allegations of misconduct and serious use of force incidents.

Following his promotion to Lieutenant in 2004, Hector Velez was selected to the International Association of Chiefs of Police (IACP) Fellowship Program. As an IACP Fellow, his duties included consulting, providing research assistance for the development of law enforcement policy and assisting in various projects. His most notable accomplishment was the designing, planning and launching of the first Civil Rights Advisory Committee Meeting in Memphis, Tennessee in April of 2004, and his continued work on the IACP's 2006 report: *Protecting Civil Rights: A Leadership Guide for State, Local, and Tribal Law Enforcement*. Upon his return to the Prince George's County Police Department, Hector Velez was assigned to the Policy, Research, Management and Accreditation Division (PRMA). While assigned to the PRMA, Hector Velez worked with the Prince George's County Police Department's Compliance Coordination Team to move the agency toward compliance with its own consent decree and memorandum of agreement.

Since his promotion to the rank of Captain in 2007, Hector Velez has held a variety of command and staff assignments to include the following: Assistant Commander, District I Station (Hyattsville), Executive Officer to the Chief of Police, Chair: Administrative Hearing Board, Commander: Police Personnel Division, Commander: District I Station, Deputy Chief: Bureau of Patrol and Deputy Chief: Bureau of Investigation. Currently, Hector Velez serves as the Assistant Chief of Police.

Hector Velez holds an Associate's degree in Criminal Justice, a Bachelor of Arts Degree in Organizational Management and a Master of Science degree in Management from the Johns Hopkins University. He is also a graduate of the Police Executive Leadership Program, Johns Hopkins University, the Senior Management Institute for Police, Boston University and the Police Executive Leadership Institute, Major Cities Chiefs Association.

HECTOR VELEZ

EDUCATION:

Johns Hopkins University, M.S. in Management May 2006
Columbia Union College, B.A. in Organization Management, May 2004
Catonsville Community College, A.A. in Criminal Justice, May 1998

ADDITIONAL EDUCATION:

Police Executive Leadership Institute, Major Cities Chiefs Association March 2016
Senior Management Institute for Police, Police Executive Research Forum June 2015
Law Enforcement Executive Program, MPCTC Leadership Development Institute 2014
Police Executive Leadership Program, Johns Hopkins University May 2006

PROFESSIONAL EXPERIENCE:

PRINCE GEORGE'S COUNTY POLICE DEPARTMENT

Prince George's County, Maryland 1994 – Present

The Prince George's County Police Department services roughly 500 square miles and a diverse population of nearly 1 million residents. The department is comprised of approximately 1,750 sworn police officers and approximately 300 non-sworn support staff. The department is an accredited agency with an annual budget of approximately \$312 million dollars and is committed to transparency and to community policing. Prince George's County borders Washington D.C. and is located 37 miles south of Baltimore City. It is home to the University of Maryland, FedEx Field, the National Harbor, the MGM Grand Resort and Casino and Joint Base Andrews.

ASSISTANT CHIEF OF POLICE

January 2016-Present

Oversees all operational functions of the police department. Advises the Chief on important policy and operational matters in order to accomplish the overall mission of the police department.

- Responsible for the oversight and management of the four bureaus of the police department
- Ensures proper allocation of personnel and resources across the agency
- Responsible for coordinating collaborative responses with Municipal, County, State and Federal entities during exigent circumstances related to crime, terrorism, or natural disaster
- Manages and maintains direct oversight of the Fiscal Affairs Division
- Maintains direct oversight of the Internal Affairs Division
- Provides guidance to the four deputy chiefs, who manage each of the department's bureaus

Accomplishments

- Ended the year with a 9.2% reduction in overall crime
- Successfully implemented the department's Records Management System
- Successfully led operations around the grand opening of the MGM Resort and Casino

DEPUTY CHIEF OF POLICE, BUREAU OF INVESTIGATION

January 2013 to December 2015

This position requires the daily managerial oversight of the Criminal Investigation Division, the Narcotic Enforcement Division, the Regional Investigation Division and the Special Investigation Division. The bureau has an operating budget of \$4.4 million.

- Responsible for overseeing the investigative/administrative responsibilities of over 372 investigators
- Oversaw all criminal investigations occurring in the county and ensured the proper allocation of investigative resources based on crime trends
- Responsible for managing complex, large scale, multi-jurisdictional criminal investigations
- Responsible for coordinating with federal, state and local partners to maximize investigative resources
- Responsible for providing leadership and support to the division commanders

Accomplishments

- Restructured the bureau to address manpower shortages, budget cuts and increases in demand for service
- Improved investigative capabilities by creating the Special Investigation Division and a Telephone Mapping Unit
- Instituted an overtime tracking database and reporting process to track overtime spending, standby pay, grant expenditures, quarterly requisitions and annual service contracts
- Implemented policies to curtail overtime spending and standby pay
- Created additional positions within the Bureau of Investigation's administrative office to focus on maintaining compliance with DOJ mandates by ensuring the proper processing of internal investigations, use of force reports and audits and inspections
- Ended the fiscal year within budget and without compromising the bureau's performance
- Successfully led a platoon of officers to assist the Baltimore City Police Department during civil unrest

DEPUTY CHIEF, BUREAU OF PATROL

January 2012 to July 2013

The Bureau of Patrol is the largest bureau in the department. It encompasses six district police stations, the Special Operations Division, the Community Services Division, the Professional Compliance Division, the Office of Secondary Employment and the Telephone Reporting Unit. The Bureau of Patrol is comprised of approximately 1,200 sworn/non-sworn employees of the agencies 2000 employees. It has an operating budget of \$6.2 million.

- Responsible for all operational police services that serve the County's residents, employees, visitors and other stakeholders
- Provided leadership and support to 9 division commanders (Majors)
- Implemented innovative crime fighting strategies, resulting in significant reductions in crime
- Responsible for overseeing operations for Redskins football games, and special events, at FedEx field
- Ensured compliance with all DOJ Consent Decree and MOA requirements

Accomplishments

- Ended the year with another reduction in property and violent crimes. Reductions were -8.3% and -7.1%, respectively, for a total of a -7.3% reduction
- Led the successful transition of all investigative resources under the command of the Bureau of Patrol, to a Regional Investigative model under the Bureau of Investigation
- Partnered with the Cal Ripken Foundation and Badges for Baseball, which is now an integral part of the Community Services Division

MAJOR, COMMANDER, DISTRICT I

February 2011 to January 2012

District I is the flagship district of the Prince George's County Police Department. Its 220 sworn and non-sworn personnel were responsible for providing patrol and investigative services to roughly 210,000 residents in a 36 square mile area, which is the most diverse area of the county. District I is home to the University of Maryland.

- Commanded the flagship Patrol District of the Prince George's County Police Department
- Direct supervision over 220 sworn and civilian personnel
- Implemented innovative crime fighting strategies resulting in significant reductions in crime
- Worked collaboratively with 14 municipal chiefs of police within District I
- Ensured compliance with all DOJ Consent Decree and MOA requirements
- Partnered with the University of Maryland's Student Government Association, the University of Maryland Police Department, and the City of College Park to create critical incident transparency and alternative celebratory venues for students after athletic events

Accomplishments

- Reduced crime during my 1 year tenure as the District I Commander. Reductions were -10.6% and -11.1%, respectively, for a total of a 11.0% reduction
- Instituted changes within the District to ensure operational efficiency
- Led multi agency deployment during University of Maryland post basketball game celebrations. No incidents
- Ensured compliance with all DOJ Consent Decree and MOA requirements

MAJOR, BUREAU OF PATROL, SPECIAL PROJECTS COORDINATOR

December 2010 to February 2011

- Assisted the Deputy Chief in the daily management of the bureau
- Coordinated and executed transfers of over 100 senior and mid-level police supervisors

MAJOR, POLICE PERSONNEL DIVISION

September 2010 to December 2010

- Oversaw day to day personnel activities as they related to payroll, transfers, creation of job positions and equal employment opportunity complaints
- Directed day to day activities of the Risk Management Division
- Oversaw operations of the Recruiting Unit and initiated procedural changes in the recruit selection process
- Coordinated the promotional testing process for competitive ranks

MAJOR, CHAIR, ADMINISTRATIVE HEARING BOARD

January 2010 to September 2010

- Scheduled and held pre-trial hearings with respondent officers and their attorneys, ensuring that all preliminary matters were resolved
- Conducted administrative hearings and presented findings of facts and recommendations of discipline to the Chief of Police

CAPTAIN, ASSISTANT COMMANDER, DISTRICT I

January 2007 to January 2010

- Responsible for building/enhancing police/community relations
- Direct supervision over 220 sworn and civilian personnel
- Commanded the District I Community Oriented Policing section
- Embodied the community policing philosophy to effectively provide police services in a diverse community
- Cultivated meaningful relationships with community, business, political and religious leaders
- Held weekly community gatherings at local businesses throughout District I
- Enhanced the department's partnership with community outreach groups
- Cultivated productive partnership with the University of Maryland Student Government Association following a damaging police-student event which predated the current command
- Enhanced the Department's relationships with the Latino community by working with diverse community groups

Accomplishments

- Led enforcement efforts that realized three years of Part I and Part II crime reductions
- Directed an Anti-Graffiti initiative that utilized Community Oriented Policing officers and community volunteers to remove graffiti in business and residential communities
- Coordinated and led multi-agency operations during the 2007, 2008, 2009 and 2011 Hispanic Festival, which drew on average, 10,000 visitors
- Worked with local residents and the Prince George's County Liquor Board to address nightclubs associated violence. This resulted in a number of night clubs being closed down
- Coordinated the 75th Anniversary Open House and National Night Out events in 2007/2008/2009

CAPTAIN, EXECUTIVE OFFICER TO THE CHIEF OF POLICE

April 2009 to August 2009

- Managed day to day activities for the Chief of Police and coordinated resources across several bureaus
- Coordinated the daily operations of the Police Department acting as the liaison to the Deputy Chiefs, Comptroller and Personnel Director
- Coordinated and managed critical budget and personnel issues on behalf of the Chief of Police
- Liaised on behalf of the Chief of Police with outside County, State and Federal partners

LIEUTENANT, POLICY RESEARCH, MANAGEMENT and ACCREDITATION DIVISION

November 2004 to November 2006

- Responsible for conducting research and evaluation of the “best practices” in law enforcement to enhance the department’s community policing philosophy
- Responsible for maintaining an up-to-date policy management and written directives system which highlighted and supported community policing and problem solving
- Responsible for the writing, editing, and implementation of all departmental rules and regulations
- Responsible for researching, evaluating and benchmarking changes in law enforcement procedures to ensure the department’s policies remained current

Accomplishments

- Integral author in re-writing and editing the Department’s 7 volume General Order Manual
- Facilitated DOJ consent decree mandates as they related to policy
- Planned and coordinated the Department’s first Leadership Development Program
- Led the Department’s transition away from Zylon Vests

SERGEANT, INVESTIGATOR, SPECIAL INVESTIGATIVE RESPONSE TEAM

June 2001 to August 2003

- Responsible for the criminal and administrative investigations of departmental shootings, in-custody deaths and criminal charges filed against officers

POLICE OFFICER THROUGH POLICE CORPORAL

June 1994 to March 2001

- Investigator Criminal Investigation Division, Financial Crimes Unit
- Investigator District I, Detective Bureau
- Patrol Officer, District I

HOWARD COUNTY POLICE DEPARTMENT

May 1989 to June 1994

- Patrol Officer: Performed the duties of a patrol officer

MILITARY EXPERIENCE

- **175TH Air Tactical Wing (Maryland Air National Guard)**
June 1991 through June 1997
- **284th Military Police Company Ft. Meade, Maryland (U.S. ARMY)**
November 1986 to May 1989
- **284th Military Police Company Frankfurt, Germany (U.S. ARMY)**
April 1984 to November 1986

RELATED PROFESSIONAL ACHIEVEMENTS

- Advisory Board Member, Hyattsville Safe Streets Initiative
- Panelist: Police Accountability in Democracies First International Congress on Police Internal Affairs, Los Cabos, Mexico (**Primer Congreso Internacional de Asuntos Internos, Los Cabos, Mexico**) October 2013
- Member of the National Working Group on Sexual Misconduct by Police Officers. The end product was a publication by the IACP titled, **“Addressing Sexual Offenses and Misconduct by Law Enforcement: Executive Guide”** (2011)
- Subject of an article which appeared in The Washington Times on September 1, 2009, titled, **“Residents Hail Officer’s Return.”**
- Panelist: Plenary Session titled, **“Immigration and the Local Law Enforcement Response: What’s a Chief to Do?”** IACP’s 114th Annual Conference in New Orleans, October 2007
- Research Fellow - International Association of Chiefs of Police, Alexandria, VA November 2004 to December 2005
- Member, IACP National Violence Against Women Advisory Group, Victim Oriented Policing Project: Police Response to Violence against Women
- Planned, coordinated and executed a national summit in Memphis, Tennessee, which culminated a publication by the IACP titled, **“Protecting Civil Rights: A Leadership Guide for State, Local and Tribal Law Enforcement.”** This guide was to help chiefs avoid issues often associated with Consent Decrees and Memorandums of Understanding (2004)
- Evaluated the effectiveness of In-Car Camera Systems for the Florida Highway Patrol, New York State Police, Maryland State Police and the New Hampshire Highway Patrol. This project culminated in an in-depth analysis/publication titled, **“The Impact of Video Evidence on Modern Policing, Research and Best Practices from the IACP on In-Car Cameras”**

TEACHING EXPERIENCE

- Adjunct Professor at the University of Maryland University College
- Guest lecturer at American University Department of Justice, Law and Society
- Guest lecturer at the Hispanic American Police Command Officers Association’s 42nd Annual National Law Enforcement Training Symposium in San Antonio, Texas
- Guest lecturer at the International Association of Law Enforcement Planners Association - Southwest Chapter, on Consolidating Communications Facilities

COMMUNITY INVOLVEMENT

- Volunteer/participant in the “One Warm Coat” initiative
- Volunteer/participant in the “Pencil Box Project”
- Volunteer/Cora Rice Christmas Party for Deserving Children
- Volunteer/participant in Special Olympics of Maryland

PROFESSIONAL AFFILIATIONS

- Member of the Major Cities Chiefs Association
- Member of the Police Executive Research Forum (PERF)
- Member of the International Association of Chiefs of Police (IACP)
- Member of the Hispanic American Police Command Officers Association
- Member of the Maryland Municipal Chiefs Association
- Member of the Police Chief’s Association of Prince George’s County

Andres Antonio Alonso
Professor of Practice
Harvard Graduate School of Education

Andres A. Alonso is professor of practice at the Harvard Graduate School of Education, where he received his doctorate as part of the former Urban Superintendents Program. Dr. Alonso teaches courses on urban and systemic reform, instructional leadership and the politics of education organizations; contributes to leadership programs such as the Doctorate in Educational Leadership; and chairs the Public Education Leadership Project (PELP), a partnership between the Harvard Graduate of Education and Harvard Business School and the largest urban districts in the nation. Dr. Alonso served as CEO of Baltimore City Public Schools for six years, and as Chief of Staff and Deputy Chancellor for Teaching and Learning during the first phase of New York's Children First reforms. He spent 12 years as a teacher of English Language Learners and students with disabilities in Newark, N.J.

CURRICULUM VITAE

March 2017

NAME: Geoffrey P. Alpert

ADDRESS: Department of Criminology and Criminal Justice
1305 Greene St.
University of South Carolina
Columbia, SC 29208

<u>EDUCATION:</u>	Ph.D.	Washington State University	1975
		University of Oregon Law School	1974-1975
	M.A.	University of Oregon	1970
	B.A.	University of Oregon	1969

AWARDS & FELLOWSHIPS:

University of South Carolina Russell Research Award for Outstanding Research and Scholarship, 2012.

Academy of Criminal Justice Sciences, Bruce Smith Award for Outstanding Contributions to Criminal Justice. 2009.

University of South Carolina Alpha Chapter of Mortar Board, Excellence in Teaching, 2006 - 2007.

University of South Carolina Alpha Chapter of Mortar Board, Excellence in Teaching, 2000 - 2001.

University of South Carolina Educational Foundation Research Award for Outstanding Research and Scholarship, 1995.

Police Development and Training Fellowship, German Marshall Fund, Republic of Germany, 1992.

Senior Research Scholar, Bureau of Justice Statistics, Washington, DC. 1991.

Directeur d'Etudes Associe, Maison des Sciences de L'Homme, Paris, France. 1985 - 1987.

ADMINISTRATIVE EXPERIENCE:

Chair, Department of Criminology and Criminal Justice. University of South Carolina. Columbia, South Carolina. 2002 – 2007.

Director of Research, College of Criminal Justice. University of South Carolina. Columbia, South Carolina. 1988 - 2002.

Director, Criminal Justice Program, Department of Sociology, University of Miami, Coral Gables, Florida. 1985 - 1988.

Director, Center for Study of Law and Society, University of Miami, Coral Gables, Florida. 1981 - 1988.

Legal Ombudsman, Lane County District Attorney's Office, Eugene, Oregon. 1978 - 1981.

Coordinator, Victim/Witness Bureau, El Paso County District Attorney's Office, Colorado Springs, Colorado. 1979.

Director of Research, Georgia Department of Corrections, Atlanta, Georgia. 1971 - 1972.

TEACHING EXPERIENCE:

Professor, Department of Criminology and Criminal Justice, College of Criminal Justice, University of South Carolina, Columbia, South Carolina. August, 1988 - Present.

Professor of Sociology, University of Miami, Coral Gables, Florida, 1985 - 1988.

Associate Professor of Sociology, University of Miami, Coral Gables, Florida. 1981 - 1985.

Assistant Professor of Sociology and Public Administration, University of Colorado, Colorado Springs, 1978 - 1979.

Assistant Professor of Sociology and Political Economy, School of Social Sciences, The University of Texas at Dallas, Richardson, Texas. 1975 - 1977.

Teaching Assistant, Department of Sociology, Washington State University, Pullman, Washington. 1972 - 1976.

Instructor, Department of Sociology, Georgia State University, Atlanta, Georgia. 1971 - 1972.

RESEARCH EXPERIENCE:

Chief Research Advisor, National Institute of Justice. 2017 – present.

Principal Investigator, An Evaluation of a Social Interaction Training Program to Reduce the Use of Force and Build Legitimacy. National Institute of Justice. 2017 – present.

Professor, Department of Criminology and Criminal Justice and Griffith Criminology Institute, Griffith University, Brisbane, Australia. 2014 – present.

Member, Compliance Officer and Community Liaison Team to Implement Settlement Agreement, Portland Police Bureau. Portland, Oregon. 2015 – present.

Co-Principal Investigator, Officer-Involved Collisions. National Institute of Justice and Center for Disease Control. 2013 – 2017.

Monitor, Office of the Consent Decree Monitor for the New Orleans Police Department. New Orleans, LA. 2014 – present.

Principal Investigator, Evidence Based Solutions to Reduce Law Enforcement Officer Vehicular Crashes. Bureau of Justice Assistance. 2012 – 2016.

Co-Principal Investigator, Promoting Officer Integrity through Early Engagements and Procedural Justice. National Institute of Justice. 2011 – 2014.

Adjunct Professor, Centre for the Excellence in Policing and Security, Griffith University, Brisbane, Australia. 2011 – 2014.

Co-Principal Investigator, Evidence Reducing Police Officer Crashes. National Institute of Justice. 2011 – 2017.

Principal Investigator, Building Bridges between Police Researchers and Practitioners: Agents of Change in a Complex World. National Institute of Justice. 2009 – 2013.

Principal Investigator, Perceptions of the Organization and Violence of Gangs. Bureau of Justice Assistance. 2008 – 2011.

Principal Investigator, A Multi-Method Evaluation of Police Use of Force Outcomes. National Institute of Justice. 2005 – 2009.

Academic Affiliate, The Analysis Group. Development of a Methodology for Analysis of Los Angeles Police Department Pedestrian and Motor Vehicle Stop Data. Los Angeles, CA. 2004 - 2007.

Principal Investigator, Assessing Police Officers' Decision Making and Discretion. National Institute of Justice. 2002 - 2005.

Principal Investigator, Investigating Racial Profiling in the Miami-Dade Police Department. Miami-Dade County. 2000 - 2005.

Co-Principal Investigator, The Effect of Community Policing on Urban Violence. American Statistical Association and Bureau of Justice Statistics. 2000 - 2002.

Associate Project Director, Promoting Police Accountability. Office of Community Oriented Policing Services. 2000 - 2003.

Principal Investigator, The Lexington County Domestic Violence Court: A Partnership and Evaluation. National Institute of Justice. 2000 - 2003.

Principal Investigator, An Analysis of the Force Factor: Measuring Police Use of Force Relative to Suspect Resistance. National Institute of Justice. 1998 - 2001.

Member, Olympic Research Group. Atlanta Committee for the Olympic Games. 1996.

Principal Investigator, Facilitating Organizational Change: Shaping Philosophies Through Individual and Organizational Evaluations. National Institute of Justice. 1996 - 1999.

Principal Investigator, An Analysis of Police Use-of-Force Data. National Institute of Justice. 1996 - 1998.

Principal Investigator, Police Pursuit Driving and Use of Excessive Force. National Institute of Justice. 1994 - 1997.

Principal Consultant, State Evaluation Capacity Building Program. National Institute of Justice. 1992 - 1996.

Principal Investigator, Firearm Use and Analysis, Metro-Dade Police Department, 1994 - 1995.

Principal Investigator, Evaluation of Hi-Risk Police Activities. Insurance Reserve Fund. State of South Carolina. 1995.

Member, Study Group on Criminal Justice Research and Outcome Measures. Princeton University/Bureau of Justice Statistics. 1992 - 1994.

Co-Principal Investigator, Evaluation of Tactical Narcotics Team, Metro-Dade Police Department, 1991 - 1993.

Research Professor, Institute of Public Affairs, University of South Carolina. 1989 - 1996.

Principal Investigator, Police Officer Task Analysis, City of Columbia, 1989 - 1990.

Principal Investigator, National Survey of Security Needs, American Society of Industrial Security, 1989 - 1990.

Principal Investigator, Firearm Use and Analysis, Metro-Dade Police Department, 1988 - 1989.

Principal Investigator, Police Pursuit Project, U. S. Department of Transportation. 1987 - 1988.

Research Director, Police Pursuit Project, Dade Association of Chiefs of Police, Dade County, Florida. 1985 - 1988.

Director, Review of Deadly Force Training and Policies, Dallas Police Department. 1986 - 1987.

Co-Director of Research, School Dropout Prevention Center, University of Miami. 1985 - 1986.

Principal Investigator, Impact of Police Behavior in a Multi-Ethnic Setting, Metro-Dade Police Department, Miami, Florida. 1985 - 1986.

Research Director, Use of Deadly Force Project, Dade Association of Chiefs of Police, Dade County, Florida. 1983.

Consultant, Deadly Force Project, Police Foundation, Washington, D.C. 1983 - 1984.

Principal Investigator, Center for Business-Government Relations, Willamette University, Salem, Oregon. 1978 - 1978.

Research Associate, Graduate School of Education, Harvard University, Cambridge, MA. 1977.

Research Associate, Southeastern Correctional and Criminological Research Center, Florida State University. Tallahassee, Florida, 1971.

PUBLICATIONS:

Books and Monographs:

Rojek, J., P. Martin and G. Alpert. Developing and Maintaining Police-Researcher Partnerships to Facilitate Research Use: A Comparative Analysis. New York: Springer (2015).

Alpert, G., R. Dunham, and M. Stroshine. Policing: Continuity and Change (2nd edition). Prospect Heights, IL: Waveland Press (2015).

Dunham, R. and G. Alpert (eds.). Critical Issues in Policing: Contemporary Readings. Prospect Heights, IL: Waveland Press *Seventh Edition* (2015).

Alpert, G and C. Lum. Police Pursuit Driving: Policy and Research. New York: Springer (2014).

Noble, J. and G. Alpert. Managing Accountability Systems for Police Conduct: Internal Affairs and External Oversight. Prospect Heights, IL: Waveland Press (2009).

Alpert, G., and R. Dunham Understanding Police Use of Force: Officers, Suspects, and Reciprocity. New York: Cambridge University Press (2004).

Smith, W. and G. Alpert. Management of Emergency Vehicle Operational Risks. Evanston, IL: Northwestern University Center for Public Safety (2003).

Alpert, G. and J. MacDonald. Understanding Social Science Research: Applications in Criminology and Criminal Justice. Prospect Heights, IL: Waveland Press (2001).

Alpert, G., D. Kenney, R. Dunham and W. Smith. Police Pursuits: What We Know. Washington, DC: Police Executive Research Forum (2000).

Alpert, G. and A. Piquero (eds.). Community Policing: Contemporary Readings. Prospect Heights, IL: Waveland Press (1998) *Second Edition* (2000).

Alpert, G. and R. Dunham. The Force Factor: Measuring Police Use of Force Relative to Suspect Resistance. Washington, DC: Police Executive Research Forum (1997).

Alpert, G. and R. Dunham. Police Use of Deadly Force: A Statistical Analysis of the Metro-Dade Police Department. Washington, DC: Police Executive Research Forum (1995).

Kappeler, V., R. Sluder and G. Alpert. Forces of Deviance: The Dark Side of Policing. Prospect Heights, IL: Waveland Press (1994) *Second Edition* (1998).

Alpert, G. and L. Fridell. Police Vehicles and Firearms: Instruments of Deadly Force. Prospect Heights, IL: Waveland Press (1992).

Alpert, G. and R. Dunham. Police Pursuit Driving: Controlling Responses to Emergency Situations. Westport, CT: Greenwood Press (1990).

Hawkins, R. and G. Alpert. Adult Correctional Systems. Englewood Cliffs: Prentice-Hall (1989).

Alpert, G. and R. Dunham. Policing Multi-Ethnic Neighborhoods. Westport, CT: Greenwood Press (1988).

Alpert, G. and R. Dunham. Policing Urban America. Prospect Heights, IL: Waveland Press (1988). *Second Edition* (1992) *Third Edition* (1997).

K. Haas and G. Alpert. The Dilemmas of Punishment: Readings in Contemporary Corrections. Prospect Heights, IL: Waveland Press (1986), *Second Edition* (1991), *Third Edition*, (1995). *Fourth Edition* (1999), *Fifth Edition* (2006).

Alpert, G. The American System of Criminal Justice. Beverly Hills: Sage Publications (1985).

Alpert, G. (ed.). Legal Rights of Prisoners. (Volume 14, Sage Criminal Justice Systems Annuals - editor). Beverly Hills, CA: Sage Publications (1980).

Nissman, D., Barnes, B. and G. Alpert. Beating the Insanity Defense: Denying the License to Kill. Lexington, MA: Lexington Books (1980).

Alpert, G. Legal Rights of Prisoners: An Analysis of Legal Aid. Lexington, MA: Lexington Books (1978). *Selected for Lawyers Literary Club, March, 1979*.

Articles, Book Chapters and Other Selected Publications:

Hine, Kelly, L. Porter, N. Westera & G. Alpert (Forthcoming). Too much or too little? Individual and Situational Predictors of Police Force Relative to Suspect Resistance. *Policing and Society: An International Journal of Research and Policy*.

Hine, Kelly, L. Porter, N. Westera & G. Alpert (Forthcoming). The Understated Ugly Side of Police-Citizen Encounters: Situation, Suspect, Officer, Decision-Making And Force Predictors of Officer Injuries. *Policing and Society: An International Journal of Research and Policy*.

Nix, Justin, B. Campbell, E. Byers and G. Alpert. 2017. A bird's eye view of civilians killed by police in 2015: Further evidence of implicit bias. *Criminology and Public Policy* 16:309-340.

Prenzler, T., L. Porter and G. Alpert. Reducing Public Complaints and Use of Force: The Portland Police Bureau Experience. 2016. *Journal of Criminological Research, Policy and Practice* 2: 260-273.

Nix, Justin, B. Campbell, & G. Alpert. (2016). Fatal shootings by US police officers in 2015: A bird's eye view. *The Police Chief* 83: 48 - 52.

Alpert, Geoffrey, Mathew Lyneham and Kathryn Baxter. 2016. Police Pursuit. *The Encyclopedia of Crime and Punishment*. New York: John Wiley.

Stoughton, S., G. Alpert and J. Noble. 2016. Why Police Need to Start Second-Guessing Their Decisions. *The Atlantic*. <http://www.theatlantic.com/politics/archive/2015/12/officer-porter-mistrial-police-culture/421656/>

Alpert, G. (2016). Toward a national database of officer involved shootings: A long and winding road. *Criminology and Public Policy* 15: 237 - 242.

Alpert, G., M. Lyman and K. Baxter. (2016). Police Pursuits, in W. Jennings (Ed). *Encyclopedia of Crime and Punishment*. Hoboken, NJ: Wiley-Blackwell.

Hickman, M., L. Atherley, P. Lowery and G. Alpert. 2015. Reliability of the Force Factor Method in Police Use-of-Force Research. *Police Quarterly* 18: 368 - 396.

- Hansen, A., J. Rojek, Wolf, Scott, J. and G. Alpert (2015). The Influence of Department Policy and Accountability on Officer-Involved Collisions. *Policing: an International Journal of Police Strategies & Management* 38: 578 - 594.
- Wolfe, S., J. Rojek, G. Alpert, H. Tiesman and S. James. 2015. Characteristics of officer-involved vehicle collisions in California. *Policing: an International Journal of Police Strategies & Management* 38: 458 - 477.
- Stoughton, S., J. Noble and G. Alpert. 2015. Better Information Is the Key to Policing Reform. *The Atlantic*. <http://www.theatlantic.com/politics/archive/2015/09/better-information-is-the-key-to-policing-reform/406696/>
- Alpert, G. (2015). Police Use of Force and the Mentally Ill Suspect: A Methodological Conundrum. *Criminology and Public Policy* 14: 277 - 283.
- Alpert, Geoffrey (2015). Police Use of Force. Pp. 255 - 259 in James Wrights (Ed.) *Encyclopedia of the Social & Behavioral Sciences* 2nd. Edition, Vol. 18. Oxford: Elsevier.
- Kaminski, R., R. Engel, J. Rojek, M. Smith & G. Alpert (2015). A Quantum of Force: The Consequences of Counting Routine Conducted Energy Weapon Punctures as Injuries. *Justice Quarterly* 32: 598 – 625.
- Alpert, G. P., Cawthray, T., Rojek, J., & Ferdik, F. (2015). Citizen oversight in the United States and Canada: Applying outcome measures and evidence-based concepts. In T. Prenzler & G. den Heyer (Eds.), *Civilian oversight of police: Advancing accountability in law enforcement* (pp. 179-204). New York: CRC Press.
- Alpert, G., J. Noble and J. Rojek. 2015. Solidarity and the Code of Silence. Pp. 106 – 121 in Dunham, R. and G. Alpert (eds.) *Critical Issues in Policing: Contemporary Readings*. Prospect Heights, IL: Waveland Press *Seventh Edition*.
- Hansen, A., G. Alpert, and J. Rojek. (2014). The Benefits of Police Practitioner-Researcher Partnerships to Participating Agencies. *Policing: an International Journal of Police Strategies & Management* 8: 307 - 320.
- Martin, Peter and G. Alpert. (Fall 2014) Developing and Sustaining an International Researcher-Practitioner Partnership. *Translational Criminology*: 23–24.
- Hickman, Mathew, Loren Atherly and G. Alpert (2014). Using GIS to Monitor and Investigate Police Use of Force: The Spatial Distribution of Force Factors. Pp. 173 – 199 in G, Elmes, G. Roedl and J. Conley (Eds.). *Forensic GIS: The Role of Geospatial Technologies for Investigating Crime and Providing Evidence*. New York: Springer.
- Rojek, J., S. Decker, G. Alpert and J. Hansen (2013). Is the Quarterback a 'Crip'? The Presence of Gangs in Collegiate Athletic Programs. *Criminal Justice Review* 38: 452–472.
- Noble, J. and G. Alpert (2013). Criminal Interrogations of Police Officers who use Force: Do Police

Officers Hold a Special Status that Creates an Exemption from Traditional Criminal Interrogation Techniques? FBI Law Enforcement Bulletin. September.

Alpert, G., J. Rojek, S. Decker, A. Hansen, R. Shannon, D. Radakovich and R. Alpert (2013). Perceptions of Criminal and Gang Involvement among College Student-Athletes. *Journal of Applied Sport Management* 5: 1 - 31.

Prenzler, T., L. Porter and G. Alpert (2013). Reducing Police Use of Force: Case Studies and Prospects. *Aggression and Violent Behavior* 18: 343 - 356.

Noble, J. and G. Alpert (2013). What Do We Really Know About American Policing? *The Journal of California Law Enforcement* 46: 18 - 26.

Rojek, J., G. Alpert and H. Smith. (2012). The Utilization of Research by the Police. *Police Practice and Research* 13: 329 – 341.

Noble, J. and G. Alpert (2012). Evaluating the Quality of Law Enforcement Investigations: Standards for Differentiating the Excellent, Good and Reasonable From the Unacceptable. *The Journal of California Law Enforcement* 46: 18 - 25.

Rojek, J., G. Alpert and H. Smith (2012). The Prevalence and Characteristics of Police Practitioner-Researcher Partnerships. *Police Quarterly* 15: 241 – 261.

Alpert, G., J. Rojek and J. Noble (2012). *The Cognitive Interview in Policing: Negotiating Control*. Centre of Excellence in Policing and Security: Brisbane, Australia.

Wehr, K., G. Alpert and J. Rojek (2012). “The Fear of the Ninja Assassin:” Understanding the role of agency culture in injurious and fatal on-duty vehicle collisions. *The Journal of California Law Enforcement*. 46: 25-31.

Alpert, G., J. Rivera and L. Lott (2012). Working toward the Truth in Officer-Involved Shootings. *FBI Law Enforcement Bulletin* 81: 1 - 7.

Alpert, G., J. Rojek and L. Porter. 2012. *Measuring the impact of Organisational Culture and Climate on Police Officers’ Decisions and Behaviour*. Centre of Excellence in Policing and Security: Brisbane, Australia.

Kaminski, R., J. Rojek, H. Smith, and G. Alpert (2012). Correlates of Foot Pursuits in the Los Angeles County Sheriff’s Department. *Police Quarterly* 15:177 – 196.

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Reprinted Pp. 171-182 in B. Price and N. Sokoloff (eds.) The Criminal Justice System and Women. New York: Clark Boardman (1982).

Alpert, G. and B. Crouch. 1982. Sex and Occupational Socialization: A Longitudinal Study of Prison Guards. *Criminal Justice and Behavior* 9: 139-176.

Alpert, G. and R. Huff. 1982. Organizational Compliance with Court-Ordered Reform: the Need for Evaluation Research. Pp. 115-124 in M. Morash (ed.) Implementing Criminal Justice Policies. Beverly Hills: Sage Publications.

Alpert, G., R. White and P. Geisel. 1981. The Intervention of Business Leaders. pp. 155-173 in Charles V. Willie and Susan Greenblatt (eds.) Community Politics and Educational Change. New York: Longman.

Alpert, G. 1981. Criminal Defense Attorneys: A Typology of Defense Strategies, *Criminal Law Bulletin* 17: 381-404.

Alpert, G. and R. Huff. 1981. Prisoners, the Law and Politics: Planning for Legal Aid. *New England Journal on Prison Law* 7: 304-340. *First Prize, 1981 National Writing Competition, New England School of Law*.

Alpert, G. and R. Dukes. 1980. Criminal Victimization from a Police Perspective. *Journal of Police Science and Administration* 8: 21-30.

Alpert, G. and B. Crouch. 1980. Prison Guards' Attitudes Toward Components of the Criminal Justice System. *Criminology* 18: 227-236.

Alpert, G. 1979. Inadequate Defense Counsel: An Empirical Analysis of Prisoners' Perceptions The American Journal of Criminal Law 7: 1-21.

Alpert, G. 1979. Recent Developments in the Office of the Prosecutor. *The Prosecutor* 14: 341-344.

Alpert, G. 1979. Patterns of Change in Prisonization: A Longitudinal Analysis, *Criminal Justice and Behavior* 6: 159-174.

Alpert, G. and G. Noblit. 1979. Advocacy and Rehabilitation in Women's Prison. *Law and Policy Quarterly* 1: 207-222.

Reprinted Pp. 272-284 in K. Haas and G.P. Alpert (eds.) The Dilemmas of Punishment. Prospect Heights: Waveland Press (1986).

Alpert, G. 1979. Institutional Diversity and Prisonization: A Longitudinal Analysis, *LAE Journal of the American Criminal Justice Association* 41: 31-39.

Alpert, G. 1979. Legal Ombudsman: New Roles for an Old Office, *Victimology: An International Journal* 4: 268- 278.

Alpert, G. and D. Hicks. 1978. Patterns of Social Change and Adaptation in Prisons. *Social Science Quarterly* 59: 37-50.

Alpert, G. 1978. The Determinants of Prisoners' Decisions to Seek Legal Aid *New England Journal of Prison Law* 4: 309-325.

Alpert, G. and N. Miller. 1978. Legal Delivery Systems to Prisoners. *The Justice System Journal* 4: 9-26.

Alpert, G. 1978. A Comparative Study of the Effects of Ideology on Prisonization, *LAE Journal of the American Criminal Justice Association* 41: 77-86.

Alpert, G., J. Finney and J. Short. 1978. Legal Services, Prisoners' Attitudes, and 'Rehabilitation.' *Journal of Criminal Law and Criminology* 69: 616-626.

Alpert, G. and D. Hicks. 1977. Prisoners' Attitudes toward Components of Legal and Judicial Systems. *Criminology* 14: 461-482.

Reprinted Pp. 31-52 in D. MacNamara and F. Montanino (eds.) *Incarceration: The Sociology of Imprisonment*. Beverly Hills, California: Sage Publications, 1978.

Alpert, G. 1978. Prisons as Formal Organizations: Compliance Theory in Action Sociology and Social Research 63: 112-130.

Alpert, G. Collective Violence Behind Bars. pp. 21-34 in M. Reidel and P. Vales (eds.) *Treating the Offender: Problems and Issues*. Praeger Publishers: New York (1977).

Alpert, G. 1977. A Comparative Look at Prisonization: Sex and Prison Culture *Quarterly Journal of Corrections* 1: 29-34.

Alpert, G. 1976. Prisoners' Right of Access to Courts: Planning for Legal Aid, *Washington Law Review* 51 (July) 3: 653-675.

Reprinted Pp. 314-335 in D. Petersen and C. Thomas (eds.) *Corrections: Problems and Prospects*. Englewood Cliffs: Prentice Hall (1980).

GRANTS, CONTRACTS AND AWARDS:

An Evaluation of a Social Interaction Training Program to Reduce the Use of Force and Build Legitimacy. National Institute of Justice. 2017.

Use of Electronic Control Devices 2014 – 2015. Montgomery County, Maryland Police Department. 2016.

Police Shootings Inquest 2015-2016: Review for the State Coroner. Queensland, Australia. 2016.

Evaluation of the Police Response to the Lindt Café Terrorism Siege in Sydney, Australia. New South Wales Police. 2015.

Evaluation of a Motor-Vehicle Crash Prevention Program in Law Enforcement. National Institute of

Justice and Center for Disease Control. 2013.

Evidence Based Solutions to Reduce Law Enforcement Officer Vehicular Crashes. Bureau of Justice Assistance. 2012.

Building Bridges between Police Researchers and Practitioners: Agents of Change in a Complex World. National Institute of Justice. 2010.

Perceptions of the Organization and Violence of Gangs. Bureau of Justice Assistance. 2008.

A Study on the Effects of Tasers on Humans. Miami-Dade County, Florida. 2007.

A Multi-Method Evaluation of Police Use of Force Outcomes. National Institute of Justice. 2005.

Assessing Police Officers' Decision Making and Discretion. National Institute of Justice. 2001.

The Lexington County Domestic Violence Court: A Partnership and Evaluation. National Institute of Justice. 2000.

Promoting Police Accountability: A Technical Assistance Program. Office of Community Oriented Policing Services. Washington, DC. 2000.

Investigating Racial Profiling in the Miami-Dade Police Department. Miami-Dade County, Florida. 2000.

The Effect of Community Policing on Urban Violence. American Statistical Association, Committee on Law and Justice. 2000.

Carolinas Institute for Community Policing. Charlotte-Mecklenburg Police Department. 1999, 2000.

The Force Factor: Measuring Police Use of Force Relative to Suspect Resistance. National Institute of Justice. 1998.

Facilitating Organizational Change: Shaping Philosophies Through Individual and Organizational Evaluations. National Institute of Justice. 1996.

An Analysis of Police Use-of-Force Data. National Institute of Justice. 1996.

Firearm Use and Analysis for the Metro-Dade Police Department. Metropolitan Dade County, Florida. 1994.

Evaluation of Hi-Risk Police Activities. Insurance Reserve Fund. State of South Carolina. 1994.

Police Pursuit Driving and Use of Excessive Force. National Institute of Justice. 1994.

Evaluation of Tactical Narcotics Team, Metro-Dade Police Department, 1991.

Police Report Writing. Wackenhut Services, Savannah River Site, Aiken, SC. 1990.

Police Officer Task Analysis. City of Columbia. 1989.

National Survey of Security Needs. American Society of Industrial Security Foundation. 1989.
Firearm Use and Analysis for the Metro-Dade Police Department. Metropolitan Dade County, Florida. 1988.

Review of Deadly Force Training and Policies of the Dallas Police Department. City of Dallas, Texas. 1987.

Police Pursuits: Integrating the Empirical Research with Policy. U.S. Department of Transportation. 1987.

Police Use of Deadly Force Project - An Update. City of Miami. 1987.

Impact of Police Behavior in a Multi-Ethnic Setting. Metro-Dade County, Florida. 1985.

Police Use of Deadly Force, City of Dallas, Texas. 1984.

Police Use of Deadly Force, City of Miami. 1983.

Establishment of Prisoners' Rights Project - Oregon Division of Corrections. 1980.

Integrated Victim Assistance. L.E.A.A. - U. S. Department of Justice. Written for the 4th Judicial District Attorney's Office (Colorado) 1980.

Comprehensive Career Criminal Program. L.E.A.A. - U. S. Department of Justice. Written for the Lane County (Oregon) District Attorney's Office. 1979.

Evaluation of Parole Decision Guidelines. National Institute of Corrections. 1978.

SELECTED CONTRIBUTIONS:

Proactive Policing, Keeping Communities Safe and the Use of Force. National Academy of Sciences. 2016. Washington, DC.

Use of Electronic Control Devices 2014 – 2015. Montgomery County, Maryland Police Department. 2016.

Use-of-Force Policy and Practice Review of the Fairfax County Police Department. June 2015. Police Executive Research Forum: Washington, DC.

Evidence Based Solutions to Reduce Law Enforcement Officer Vehicular Crashes. 2014. A Final Report to the National Institute of Justice

Promoting Officer Integrity through Early Engagements and Procedural Justice. 2014. A Final Report to the National Institute of Justice.

Building Bridges between Police Researchers and Practitioners: Agents of Change in a Complex World. 2013. A Final Report to the National Institute of Justice.

Perceptions of the Organization and Violence of Gangs. 2010. A Final Report to the Bureau of Justice Assistance.

Police Pursuits in an Age of Innovation and Reform. 2008. Alexandria, Va. International Association of Chiefs of Police.

A Multi-Method Evaluation of Police Use of Force Outcomes. 2008. A Final Report to the National Institute of Justice. Washington, DC.

The Charleston Area Crime Summit Report. Prepared for the North Charleston and City of Charleston Police Departments. November 2007.

Pedestrian and Motor Vehicle Post-Stop Data Analyses Report. Prepared for the City of Los Angeles. July 2006. www.analysisgroup.com/AnalysisGroup/article.aspx?id=1811

Miami-Dade Police Department Racial Profiling Study. November 2004, Released, May 2005.

Not-At-Fault Traffic Crash Data Pp. 66-75 in Amy Ferrall, Jana Rumminger and Jack McDevitt (eds.) New Challenges in Confronting Racial Profiling in the 21st Century. Northeastern University. 2005.

Proposed Pedestrian and Motor Vehicle Stop Data Analyses Methodology Report. Prepared for the City of Los Angeles. January 2005. www.lacity.org/lapdstops

Rapport, D'Enquete de Coronor. Bureau du Coronor. Quebec. 2004.

Assessing Police Officers' Decision Making and Discretion. A Final Report to the National Institute of Justice. 2004.

Police Pursuits. Pp. 122-123 in William Geller and Darrel Stephens (eds.) Local Government Police Management. Washington, DC: International City/County Management Association. 2003.

Early Intervention Systems for Law Enforcement Agencies: A Planning and Management Guide. A Final Report to the Office of Community Oriented Policing Services. 2003.

Evaluation of the Local Initiated Research Partnership Program. A Final Report to the National

Institute of Justice. 2003.

The Lexington County Domestic Violence Court: A Partnership and Evaluation. A Final Report to the National Institute of Justice. 2003.

Early Intervention Systems for Law Enforcement Agencies: A Planning and Management Guide. A Final Report to the Office of Community Oriented Policing Services. 2002.

The Effect of Community Policing on Urban Violence. A Final Report to the American Statistical Association and Bureau of Justice Statistics. 2002.

The Force Factor: Measuring Police Use of Force Relative to Suspect Resistance. A Final Report to the National Institute of Justice. 2001.

Community Policing Performance Measures. An Essay and Curriculum for the Carolinas Institute for Community Policing. Charlotte-Mecklenburg Police Department. 2000.

Ethics and Integrity in Community Policing. An Essay and Curriculum for the Carolinas Institute for Community Policing. Charlotte-Mecklenburg Police Department. 2000.

Responding to the Problem Police Officer: A National Study of Early Warning Systems. A Final Report to the National Institute of Justice. 1999.

Policy and Training: the First Two Building Blocks of a Pursuit Plan for the Royal Canadian Mounted Police. A Final Report to the Royal Canadian Mounted Police Public Complaints Commission. 1999. Published in Police Pursuits and Public Safety. A Report by the RCMP Public Complaints Commission. Autumn, 1999.

Facilitating Organizational Change: Shaping Philosophies Through Individual and Organizational Evaluations. A Final Report to the National Institute of Justice. 1998.

An Analysis of Police Use-of-Force Data. A Final Report to the National Institute of Justice. 1998.
Helicopters and their Uses in Police Pursuit. A Final Report to the National Institute of Justice. 1997.

Police Pursuit and the Excessive Use of Force. A Final Report to the National Institute of Justice. 1996.

A Critical Function Assessment of the Aiken County Sheriff's Office. 1995.

Violent Crime in South Carolina: The Influence of Race, Gender and Age. Reports Prepared for the South Carolina Department of Law Enforcement and the NAACP. December 1992 and February 1994.

Pursuit Driving: Balancing Public Safety and Law Enforcement, Testimony to United States House of Representatives, Committee on Government Operations Sub-Committee on Government

Information Justice and Agriculture. July 1992.

Developing Pursuit Policy Guidelines and the Assessment of Risk. Remarks made to the House Safety Committee, State of Massachusetts. March 1992.

Developing a Decentralized Police Department from a National Police Force: A Report to the Bundeskriminalamt and the German Marshall Fund. March 1992.

Police Pursuit: An Assessment of Risk and Need for Policy. Remarks made to the Senate Transportation Committee, State of Pennsylvania. February 1992.

Policy, Practice and Training in the Police Use of Deadly Force. Montgomery County, Maryland Grand Jury. July, 1991.

The Frequency of Intersection Accidents During Police Vehicle Emergency Runs. Police Executive Research Forum. (1991).

An Analysis of Pursuit Driving: Duval County (FL) Grand Jury (Spring 1989).

Metro-Dade Police Department Discharge of Firearm Study, 1984-1988. Dade County, Florida (1989).

Police Pursuit: A Comprehensive Review and Empirical Assessment. Dade Association of Chiefs of Police. Dade County, Florida (1988).

L'Impact d'Immigration Des Algeriens a Paris. La Maison des Sciences de L'Homme. Paris (1987).

Review of Deadly Force Training and Policies of The Dallas Police Department. City of Dallas (1987).

Police Use of Deadly Force in Miami 1980-1986. Miami Police Department (1987).

Crime Analysis and Recommendations for Criminal Justice Resource Management. Criminal Justice Council, Dade County, Florida (1986).

Civilian Attacks on Police Officers. Dade County Police Benevolent Association. Miami (1985).

Mentally Ill Criminals in Dade County. Citizens' Crime Commission, Miami, Florida (1985).

Youth Gangs in Dade County. Final Report of the Grand Jury, Dade County, Florida (Fall 1984).

Police Use of Deadly Force in Dallas, Texas: 1980-1983. Dallas Police Department, Dallas, 1984.

School Dropouts in Dade County. Final Report of the Grand Jury, Dade County, (Spring 1984).

Final Report, Overtown Blue Ribbon Committee, Miami, Florida. 1983.

Police Use of Deadly Force. Final Report of the Grand Jury, Dade County, Florida (Spring 1983).

Legal Rights of Correctional Officers. Florida Department of Corrections, (October 1982).

The Grand Jury Looks at Itself: A Follow-Up Study. Final Report of the Grand Jury, Dade County, Florida (Fall 1982).

The Impact of Mariels and other Entrants on South Florida. Final Report of the Grand Jury, Dade County, Florida (Spring 1982).

BOOK REVIEWS:

American Journal of Police
Contemporary Sociology
Criminology
Criminal Justice Review
Journal of Criminal Law and Criminology
Sociology: Reviews of New Books

EDITORIAL EXPERIENCE:

Issue Editor, Police Practice and Research	2011
Editorial Board, <u>The Justice System Journal</u>	1994 - 1998
Associate Editorial Consultant, <u>Journal of Criminal Law and Criminology</u>	1990 - 1998
Editorial Board, <u>American Journal of Criminal Justice</u> .	1989 - 1998
Contributing Editor, <u>Criminal Law Bulletin</u> .	1987 - 1995
Board of Editors, <u>Sociological Inquiry</u> .	1987 - 1998
Associate Editor, <u>Criminology</u> .	1980 - 1984.
Advisory Board, <u>Police Liability Review</u> .	1989 - 1998.
Advisory Board, <u>Annual Editions: Criminal Justice (Dushkin)</u> .	1988 - 1994.
Editor, <u>Georgia Journal of Corrections</u> .	1971 - 1972.
Editor, <u>American Journal of Police</u>	1995 - 1997.
Associate Editor, <u>Justice Quarterly</u>	1995 - 1998.
Editor, <u>Policing: An International Journal of Police Strategies and Management</u>	1997 - 1999.
Issue Editor	2015
Associate Editor, <u>Justice Research and Policy</u>	1998 - 2001
Editorial Board, <u>Encyclopedia of Law Enforcement</u>	2004 – 2005.
Executive Board, <u>Crime and Delinquency</u>	2000 – present.
Series Editor, Wadsworth Publishing	2000 - 2007.

Special Reader:

<u>American Journal of Criminal Justice</u>	<u>Police Quarterly</u>
<u>American Journal of Police</u>	<u>Law and Society Review</u>
<u>American Journal of Sociology</u>	<u>American Sociological Review</u>
<u>Australia- New Zealand Journal of Criminology</u>	<u>Sociological Focus</u>
<u>Crime & Public Policy</u>	<u>Sociological Inquiry</u>
<u>Criminology and Public Policy</u>	<u>Social Problems</u>

Criminal Justice and Behavior
Criminology: An International Journal
Journal of Crime and Delinquency
Journal of Criminal Justice
Journal of Justice Issues
Journal of Research in Crime and Delinquency
Journal of Quantitative Criminology
Judicature
Justice Quarterly
Justice System Journal

Social Science Quarterly
Cambridge University Press
McGraw Hill Publishing Company
Praeger Press
Sage Publications
Wadsworth Publishing
West Publications
Law and Human Behavior

PROFESSIONAL ASSOCIATIONS:

Academy of Criminal Justice Sciences	
Publications Committee	2009 – 2010
Chair, Publications Committee	2010 - 2011
Editorial Selection Committee	2009 – 2010
Chair, Bruce Smith Award Committee	2010 – 2011
Ad Hoc Policy Committee	2010 - 2012
American Bar Association	
Committee on Corrections	1980
American Sociological Association	
American Society of Criminology	
Student Affairs Committee	1989-1990
Publications Committee	1985-1986
Site Selection Committee	1984-1985
Chair, Site Selection Committee	1983-1984
Chair, Local Arrangements Committee	1978
Committee on Criminal Justice Education	1977-1978
Membership Committee	1975-1977
Program Committee	1995-1997
National Policy Committee	1995-1998
Bloch Award Committee	2009-2010
Chair, Bloch Award Committee	2010-2011
International Association of Chiefs of Police	
Ethics Training Sub-Committee	1997-1999
Justice Research and Statistics Association	
Board of Directors	2004-2005
Western Society of Criminology	
Vice-President	1979-1980
Executive Secretary	1977-1978
Chair, Program Committee	1976-1977

Sheldon F. Greenberg

Sheldon Greenberg, Ph.D., is Professor of Management and Leadership at the Johns Hopkins University, School of Education, and is the founding director of the School's Division of Public Safety Leadership. He also serves as Deputy Director of the National Criminal Justice Technology Research, Test and Evaluation Center and is Co-Chair of the Forum on Global Violence Prevention, National Academy of Sciences. Dr. Greenberg served as Associate Dean in the School of Education for over 12 years. For almost two years, he served as Director and Associate Dean of the John Hopkins Division of Business and Management (currently the Carey School of Business). Prior to joining Johns Hopkins University, Dr. Greenberg served as Associate Director of the Police Executive Research Forum (PERF), a nationally renowned law enforcement think tank and center for research. He began his career in the Howard County (MD) Police Department, where he served in various positions, from patrol officer to bureau commander. He is a founding member and past president of the Maryland Crime Prevention Association.

Dr. Greenberg has worked with police agencies in Cyprus, Jordan, Kenya, Panama, Hungary, Pakistan, Saudi Arabia, Mexico, and the Czech Republic. He continues to lead research and technical assistance programs on police patrol, police supervision, the relationship between police and public health, police response to people who have disabilities, traffic safety and enforcement, and the relationship of public safety to community sustainability. He serves on several national commissions, boards, and work groups and recently completed his second term on the Federal Law Enforcement Training Accreditation Board. He is the author of three books and numerous articles. He completed his fourth book, *Frontline Policing in the 21st Century: Mastery of Police Patrol* (Palgrave Macmillan), and is working on his fifth on managing neighborhood and community fear.

Sheldon F. Greenberg, Ph.D.

PROFESSIONAL EXPERIENCE

- 7/1994 - present **JOHNS HOPKINS UNIVERSITY**
Division of Public Safety Leadership, School of Education
- Professor/Associate Dean/Division Director/Department Chair
(Founder of the Division of Public Safety Leadership) – 17 years as
full-time administrator leading an academic division consisting of 11
full-time and 6 joint faculty members, 5 senior staff, 3 support staff,
36 adjunct faculty, teaching assistants, and interns
Deputy Director, National Criminal Justice Technology Research, Test
& Evaluation Center (Johns Hopkins Applied Physics Laboratory)
Senior Advisor, Baltimore Violence Reduction Collaborative
(Bloomberg School of Public Health)
Interim Associate Dean/Director of the Division of Business and
Management (currently Carey Business School) – 8/1999 - 2/2001
- 4/1986 - 7/1994 **POLICE EXECUTIVE RESEARCH FORUM (Washington, DC)**
Associate Director for one of the nation's leading law enforcement
think tanks and centers for research
- 1/1986 - 4/1986 **UNITED STATES BORDER PATROL**
- Instructor/Adviser to the Director (contractual)
- 1978 - 1986 **HOWARD COUNTY (MD) POLICE DEPARTMENT**
- Director, Administrative Services Bureau
Director, Research and Planning Division
Supervisor, Youth Services Division
Assistant to the Chief of Police
- 1973 - 1978 **HOWARD COMMUNITY COLLEGE/HOWARD COUNTY POLICE**
Columbia, Maryland
Director, Howard County Police Academy (joint program between
the Community College and HCPD, funded initially with two
grants from the Lilley Endowment); Director of Public Affairs
- 1971 - 1972 **ASSOCIATED BUILDERS AND CONTRACTORS, INC.**
Washington, DC
Staff Writer (during leave of absence from the Police Department
to complete bachelor's degree)
- 1968 - 1971 **HOWARD COUNTY POLICE DEPARTMENT**
Police Officer/ Field Training Officer/ State Police Narcotics Task
Force /Acting Supervisor

EDUCATION

- Ph.D. - 1978 Major: Public Administration/Police Administration
Union Institute and University
440 East McMillan Street
Cincinnati, Ohio

- (Selected to study and conduct research at the Center for Minority Studies at the Brookings Institution)
- M.Ed. - 1973 Major: Educational Psychology
Johns Hopkins University
3400 North Charles Street
Baltimore, Maryland
- B.A. - 1971 Major: Sociology
Loyola College of Baltimore
4501 North Charles Street
Baltimore, Maryland
- A.A. - 1968 Major: Law Enforcement and Corrections
Community College of Baltimore
2901 Liberty Heights Avenue
Baltimore, Maryland

Completed graduate credit, professional development, and noncredit courses – 1980-present.

TEACHING AND ADVISING

Johns Hopkins University (1994-present) - Student evaluations average 4.0 on a 5.0 scale (adjusted score), using the current IDEA evaluation system, and 4.35 on a 5.0 scale (adjusted score) using the previous evaluation system (prior to 2006). (Developed each of the following courses from inception, including research, approval, text selection, course descriptions, syllabi design, etc.)

Graduate courses – 45 courses in the following subjects:

- Economics of Social Issues
- Case Studies in Management and Leadership
- Human Resources Management
- Leadership and Organizational Behavior
- Managing Change
- Community Development
- Building Quality Organizations (co-instructor)
- Strategic Planning
- Capstone: Current Issues in Leadership

Undergraduate courses - 16 courses in the following subjects:

- Communications Skills for Leaders
- Creative Thinking and Problem Solving
- Team Building and Leadership

Florida Atlantic University – Graduate course – Risk Management (Executive MBA)

Catonsville Community College – Undergraduate course – Criminology

Lecturer in numerous courses in criminal justice and management and leadership in programs at Johns Hopkins University (Arts and Sciences, Nursing, Applied Physics Laboratory), University of Maryland – College Park, University of Maryland – Baltimore County, The American University, Boston University, Towson University, Notre Dame of Maryland University, Loyola University, and Salisbury University

Doctoral Committees

- Johns Hopkins University, School of Education
- Johns Hopkins University, Bloomberg School of Public Health
- University of Maryland, Political Science
- George Washington University, School of Education and Human Development
- Benedictine University, College of Business

Advising

- Primary adviser to over 1,000 graduate and undergraduate students (1994-2014) (meet with each student repeatedly to discuss academic programs,

academic achievement, resume/portfolio development, career advancement, publication, etc.) – JHU School of Education, Division of Public Safety Leadership

CURRICULUM DESIGN

- Primary responsibility for curriculum development within the Division of Public Safety Leadership – developed curricula, course descriptions, and program guidelines for the following academic programs at Johns Hopkins University:
 - Master of Science in Management
 - Bachelor of Science in Management
 - Master of Science in Intelligence Analysis
 - Master of Science in Homeland Security Leadership
 - Graduate Certificate in Homeland Security Leadership
- Developed proposals and obtained approval from the Maryland Higher Education Commission to offer the above degrees.
- Oversee faculty engagement in ongoing revision of curricula, syllabi design, cohort structure, online learning, and implementation and evaluation of learning programs within the Division of Public Safety Leadership.
- Co-chaired the curriculum design committee for the first Master of Business Administration (MBA) degree at Johns Hopkins University (currently offered by the Carey Business School).
- Led development team for the highly successful Business of Medicine programs (currently Business of Health programs) for the School of Professional Studies in Business and Education (currently the Carey Business School), including establishing initial partnerships with the Schools of Medicine and Nursing (NOTE: The Business of Medicine programs initially were part of the Division of Public Safety Leadership.)
- Developed over 100 non-credit courses offered to the U.S. Secret Service, Immigration and Customs Enforcement, U.S. Capitol Police, DEA, ATF, FBI, Maryland State Police, Mid-Atlantic Regional Community Policing Institute, Delaware State Police, Dallas Police Department, and other agencies.
- Currently developing new courses entitled “Protecting the Gains in Justice” and “The Politics of Public Safety”

CURRENT AND RECENT RESEARCH INITIATIVES

Greenberg, S. (2017) Police use of social media technology. National Criminal Justice Technology Research, Test, and Evaluation Center

Greenberg, S. (2017) Technology supporting criminal justice practitioner early intervention systems. National Criminal Justice Technology Research, Test, and Evaluation Center

Greenberg, S. (2016) Police officer recruiting, selection, and retention: Changing the norm to focus on career stages of individual applicants. Baltimore Police Department

Greenberg, S. (2016) School safety technology: Availability, application, and Effectiveness. National Criminal Justice Technology Research, Test, and Evaluation Center

Greenberg, S. (2016) State-sponsored police command colleges. Maryland Police and Correctional Training Commissions.

Greenberg, S. (2016) Ten-year comparison of the cause and effect of no confidence votes against chiefs of police (principal investigator - non-funded research, with data collection supported by two national professional associations).

Greenberg, S. (2015) Technical assessment of sensor fusion systems (Task 2). National Criminal Justice Technology Research, Test, and Evaluation Center

Greenberg, S. (2014 - present) Police agency response to increases in officer death, disability, and injury due to on-duty traffic collision. (principal investigator – funded by the Highway Safety Office, Maryland Department of Transportation).

Greenberg, S. (2014) Police officer engagement in directed traffic safety and enforcement activity (principal investigator – funded by the National Highway Traffic Safety Administration.

PUBLICATIONS

Books

Greenberg, S. (1992). *On the Dotted Line: Police Executive Contracts*. Washington, DC: Police Executive Research Forum.

Greenberg, S. (1984). *Stress and the Teaching Profession*. Baltimore, MD: Paul H. Brookes Publishers, Inc.

Greenberg, S., & Valletutti, P. (1980). *Stress and the Helping Professions*. Baltimore, MD: Paul H. Brookes Publishers, Inc.

Book – In Publication

Greenberg, S. *Frontline Policing in the 21st Century: Mastery of Police Patrol*. Book completed. To be released in June-July, 2017. Palgrave-Macmillan.

Books – In Development

Greenberg, S. *Managing individual, Neighborhood, and Community Fear*. (Publication anticipated in 2018).

Greenberg, S. *Career Cycles in Public Safety: Tools to Advance Recruiting, Selection, Retention, Productivity, and Employee Job Satisfaction*. (Publication anticipated in 2018).

Refereed Publications – In Review

Greenberg, S., Garczynski, E. (2017). Marketing implications of photographic images depicted on government employment websites: Messages conveyed in online literature aimed at recruiting, hiring, and retaining entry-level police officers. In review: *Policing: An International Journal of Police Strategies and Management*.

Greenberg, S. (2017). Arming teachers to prevent and mitigate school shootings: Assumptions, evidence, and contrast to law enforcement officers involved in violent encounters with armed assailants. In final review: *Journal of Aggression and Violent Behavior*

Publications in Progress

Greenberg, S. (2017). Law enforcement officer interaction with language interpreters in investigating domestic and intimate partner violence: Implications for policy, research, and practice. Completed, to be submitted to the *Journal of Family Violence*.

Greenberg, S. (2017). Successful use of language interpreters by law enforcement officers: Improving victim, witness, and suspect interviews involving people with Limited English Proficiency (LEP). Completed, to be submitted to the *Journal of Violence and Victims*.

Publication Review/Editorial Board Activity

- *Journal of Violence and Victims*
- *Journal of Homicide Studies*
- *Journal of School Violence*
- *Journal of California Law Enforcement* (Guest Editor)
- *The Forensic Echo*. Editorial board, beginning with Volume II, Number 11, 1998 (the first refereed journal on forensic psychiatry, law, and public policy) Served six years until the journal merged.
- *Western Criminology Review* (Reviewer)
- *Journal of Criminal Justice* (Reviewer)
- *Southwest Journal of Criminal Justice* (Reviewer)

Select Appointments, Boards, Committees

- Forum on Global Violence Prevention, Institute of Medicine, National Academy of Sciences (first term appointment in 2014) – Co-Chair, Meeting on Means of Violence – Planning Committee, Meeting on Mental Illness and Violence
- Board Member, Federal Law Enforcement Training Accreditation Board (three-year initial term began October, 2011 – first academic appointed to the 19-member Board)
- Executive Session on Law Enforcement Leadership – Bureau of Justice Assistance, U.S. Department of Justice
- Harvard Executive Session on Public Safety, Kennedy School of Government, Harvard University
- Advisory Panel – Maryland Police Leadership Institute/Command College – Maryland Police and Correctional Training Commissions, Maryland Department of Public Safety
- Advisory Board, Center for Technology in Education (CTE), School of Education, Johns Hopkins University
- Research Advisory Committee – International Association of Chiefs of Police
- Advisory Panel, Strategic Approaches to Improve Communications, U.S. Department of Justice, Office of Community Oriented Policing Services
- Task Force on Road Safety Workforce Development, Transportation Research Board of the National Academies
- Training and Conference Committee, Maryland Chiefs of Police Association
- Leadership Roundtable, John Jay College of Criminal Justice, U.S. Department of Justice
- Summit on School Safety Solutions, Maryland State Department of Education
- Research Roundtable, U.S. Department of Homeland Security, Office of Science and Technology
- Law Enforcement Leadership Initiative, U.S. Department of Justice, Bureau of Justice Assistance
- Advisory Committee – Mid-Atlantic Emergency Management Center (Frederick Community College)
- Work Group on Military Call Up and Public Safety Agencies – U.S. Department of Defense
- Law Enforcement Committee, Mental Health Consensus Project, Council of State Governments
- Problem Solving Work Group on Profiling, U.S. Department of Justice, appointed by U.S. Attorney General
- Crime Mapping and Data-Driven Management Expert Roundtable, U.S. Department of Justice and National Partnership for Reinventing Government
- Task Force on Crime Mapping and Crime Control, National Institute of Justice, U.S. Department of Justice
- Governor’s Cabinet Council on Criminal and Juvenile Justice - Task Force on Youth Citizenship and Violence
- Maryland Police Corps Advisory Committee, appointed by the Lt. Governor

Partnerships

Led efforts to establish Johns Hopkins University as a primary university partner (formal agreements signed by the University President and Provost) to:

- United States Secret Service
- United States Immigration and Customs Enforcement

Both of the above partnerships are University-wide, multi-million dollar ventures.

Community Service

- Maryland Juvenile Justice Grant Planning and Review Committee
- Central Maryland Red Cross, Board of Directors, Pheresis Program
- Maryland Community Policing Consortium (former chair)
- Baltimore County Executive’s Oversight Group – Preventing and Reducing Crime and Violence in the Public Schools

- National Alliance for the Mentally Ill - Maryland
- Search Committee for the Director, Maryland Police Corps
- Guilford/Waverly Area Community Organizations - Private Security Patrols
- Baltimore Crime Reduction Plan - Baltimore Police Department
- Curriculum Review Committee, Maryland Police Corps (Chair)
- Advisory Group, Crime Prevention and Control – East St. Louis, IL
- Committee on Student Behavior, Baltimore County Public Schools (Co-chair)
- Board of Visitors, Maryland School for the Deaf
- Advisory Board, Howard County Citizens Against Spousal Assault
- Howard County Disabilities Issues Committee
- Governor's Crime Prevention Steering Committee
- Board of Directors, Howard County YMCA
- United Way of Central Maryland, Volunteer Executive/Loaned Executive Program
- Maryland Crime Prevention Association, Past President

Daniel William Webster
Department of Health Policy & Management
Johns Hopkins Bloomberg School of Public Health

EDUCATION AND TRAINING

Doctor of Science, 1991, The Johns Hopkins University, School of Hygiene and Public Health, Department of Health Policy and Management.

Masters of Public Health, 1985, The University of Michigan, School of Public Health, Department of Health Planning and Administration.

Bachelors of Arts, 1982, The University of Northern Colorado, Psychology.

PROFESSIONAL EXPERIENCE

Professor, 2010 – present; Director, Health and Public Policy Program 2013-2015; Associate Professor, 2001-2010; Assistant Professor 1995-2001; Instructor, 1992-1995.

Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD.

Professor, 2010 – present, Division of Public Safety Leadership, School of Education, Johns Hopkins University, Baltimore, MD.

Research Center Participation at Johns Hopkins Bloomberg School of Public Health

Center Director, 2012 – present, Co-Director, 2001–2012. Johns Hopkins Center for Gun Policy and Research.

Team Lead, 2016 - . Violence Prevention Workgroup, Bloomberg American Health Initiative.

Deputy Dir. for Research, 2005–present, Faculty, 2000–present. Center for the Prevention of Youth Violence.

Core Faculty, 2016 – present. Center for Mental Health and Substance Abuse Policy Research,

Core Faculty, 1992 - present. Center for Injury Research and Policy. JHBSPH.

Director of Violence Research, 1990-1992. Washington Hospital Center, Trauma, Surgical Critical Care, and Emergency Medicine Department, Washington, DC.

Graduate Research/Teaching Assistant, 1987-1990. The Johns Hopkins University, Injury Prevention Center and Department of Pediatrics, Baltimore, MD.

Guest Researcher, 1988. National Institute on Aging; Epidemiology, Demography, and Biometry Program, Bethesda, MD.

Injury Control Analyst, 1986 - 1987. American National Red Cross, Washington, DC.

Research Associate II, 1985 - 1986. Program for Urban Health Research, Department of Epidemiology, School of Public Health, The University of Michigan, Ann Arbor.

Research Associate I, 1984-1985. Systems Analysis Division, The University of Michigan Transportation Research Institute, Ann Arbor.

Research Assistant I, 1983-1984. Department of Health Behavior and Health Education, School of Public Health, The University of Michigan, Ann Arbor.

Social Worker, 1982-1983. Department for Social Services, Cabinet for Human Resources, Commonwealth of Kentucky, Warsaw, Kentucky.

Society Membership and Leadership

American Public Health Association, Injury Control and Emergency Health Services Section, Policy Committee, Faculty for training seminar on Design & Evaluation of Violence Prevention Programs.

American Society of Criminology, Firearms Program Chair 2009.

Participation on Advisory Panels and Task Forces

Founding member and Co-Chair, advisory board for Safe Streets Baltimore, Baltimore City Health Dept., 2016 - present.

Director, Johns Hopkins-Baltimore Collaborative for Violence Reduction, 2016 – present.

Director, Baltimore Homicide Review Commission. City of Baltimore, 2014 – 2015.

Advisory Committee on Violent Media and Gun Violence to the Directorate of the Social, Behavioral and Economic Sciences Division, National Science Foundation, 2013.

Institute of Medicine, Planning Committee for Workshop on Evidentiary Base for Violence Prevention across the Lifespan and Around the World, 2012-2013.

Invited participant to the Baltimore City GunStat project to provide technical assistance to law enforcement officials on gun law enforcement strategies, 2007 to present.

Expert reviewer, Child Death Review Capacity Building Project, Harborview (University of Washington) Injury Prevention and Research Center, 2006.

Advisory Council to the California Department of Justice for planning gun violence prevention campaign, 2005 - 2009.

Lethality Assessment Committee, advisory group for the Maryland Network Against Domestic Violence to develop a model lethality assessment protocol for police and providers of services to victims of intimate partner violence, 2003 to present.

Johns Hopkins Univ. President's Council on Urban Health, Violence Working Group, 1998-2000.

Baltimore City Task Force on Gunshot Wound Lethality, 1996-1997.

Consultations

Violence Prevention Research Program, University of California, Davis, 2014 – present. Identify state background check policies for firearm purchasers and develop plans for evaluating the laws' effects on violence and injuries.

John Jay School of Criminal Justice, 2014 – present. Advise team evaluating Cure Violence public health interventions in New York to reduce shootings and other serious violence.

Police Executive Research Forum, 2012-2014. Advise PERF and law enforcement officials in four cities on strategies to combat gun violence as part of a USDOJ Bureau of Justice Assistance project. California Dept. of Justice, Firearms Division, 2005-2006. Provide advice about how the state should use funds from its litigation against Wal-Mart to advance gun violence prevention.

The Robert Wood Johnson Foundation, 2005-2006. Prepare advice and white papers on the prevention of youth violence and the prevention of intimate partner violence.

National Association for the Advancement of Colored People, 1999-2000. Assistance with gun violence victimization survey of NAACP members for use in lawsuit against the gun industry.

Duke University and Georgetown University, 1998-1999. Consultation on project to estimate the economic costs associated with firearm injuries.

Consortium of Virginia Urban Municipalities on strategies to reduce violence, 1992.

Center to Prevent Handgun Violence, Washington, DC, 1991-1993. Conducted survey of pediatricians on materials being developed for education families about firearm injury prevention.

Testimony

Testimony before U.S. House Gun Violence Prevention Task Force's Forum: "No More Silence: Commonsense Solutions to Address the Gun Violence Epidemic." December 8, 2015.

Congressional staff briefing on "Guns, Public Health, and Mental Illness: An Evidence-Based Approach to Federal Policy. U.S. House of Representatives, December 11, 2013.

Testimony in Support of SB 281 – Firearm Safety Act of 2013, and SB 266, Maryland Senate Judicial Proceedings Committee, February 6, 2013.

Testimony in support of HB 1092 – Public Safety – Regulated Firearms – Reporting Lost or Stolen. Maryland House of Delegates, Judicial Proceedings Committee Hearings, March 5, 2013

United States House of Representatives Democratic Gun Violence Prevention Task Force on Strengthening Federal Law on Background Checks for Firearm Purchases Friday March 15, 2013.

Proposals to Reduce Gun Violence: Protecting Our Communities While Respecting the Second Amendment. U.S. Senate, Subcommittee on the Constitution, Civil Rights, and Human Rights,

February 12, 2013.

Congressional Briefing: Gun Violence: Lessons from Research and Practice. U.S. House of Representatives, February 22, 2012.

Maryland Senate. SB 512, Regulated Firearms – Database – Applications for Dealer’s License – Record 2 Keeping and Reporting Requirements. February 23, 2012.

District of Columbia Council, Hearing on gun laws, January 30, 2012.

Maryland Senate and House of Delegates, SB 162 / HB 330, Bill to reduce maximum capacity of detachable ammunition magazines, Feb. – March, 2011.

Maryland Senate and House of Delegates, SB 161 / HB 1043, Bill to provide state police with greater authority to regulate licensed handgun dealers, Feb. – March, 2011.

Maryland Senate and House of Delegates, SB 239 / HB 241, Bill to create a minimum sentence of 18 months for all defendants convicted of illegal possession of a loaded firearm, Feb. – March, 2011.

Maryland Senate and House of Delegates, SB 240 / HB 252, Bill to allow longer sentences for felons illegally possessing firearms and extend prohibitions to include long guns, Feb. – March, 2011.

U.S. House of Representatives, Forum on the Gun Show Loophole Act of 2009. July 14, 2010.

Chicago City Council, Committee on Police and Fire Departments, Hearing on a new legislation to replace the city’s handgun ban with comprehensive gun regulations. June 29, 2010.

Maryland Senate and House, SB 645 and HB 820, Firearms Safety Act of 2010, March 2010.

District of Columbia Council, Committee on Public Safety and the Judiciary, Hearing on a bill to rewrite many provisions of its firearms laws. October 1, 2008.

District of Columbia Council, Committee on Public Safety and the Judiciary, Hearing on the revision of the District’s gun laws in response to the Supreme Court’s ruling that the law was unconstitutional. July 2, 2008.

Maryland Senate, SB 642 Restrictions on pretrial release for offenses involving firearms. Mar. 2008.

Maryland Senate, SB586 Restrictions on Possession of Firearms - Conviction of Disqualifying Crime and Protective Order Respondent, March 2008.

Maryland Senate, SB585 Reporting Lost or Stolen Firearms, March 2008.

Baltimore City Council, Law to Establish a Registry for Gun Offenders, August 2007.

United States Congress, House Committee on Government Oversight and Reform, May 10, 2007.

Connecticut Senate, RB 5600, Act to Require Reporting of Theft or Loss of a Firearm. March 2004.

Maryland Senate, SB 83, Law Enforcement – Forfeited Property and Agency-Owned Handguns – Disposition; SB 528, Firearm Loss and Theft Reporting; SB 494 Assault Weapons Ban; Feb. 2003.

Maryland Senate, SB 224 Gun Accountability Act of 2002; SB 225 Gun Safety Act of 2002; SB 969 Minors Access to Firearms, March 12, 2002.

Maryland Senate, SB 448, Bodywire Evidence and Illegal Gun Sales, February 22, 2002.

Maryland Senate, SB 384, Minors’ Access to Firearms - Felony. March 13, 2001.

Maryland House of Delegates, HB 1131, Mandatory Licensing of Handgun Purchasers, March 2000.

California State Assembly, Committee on Public Safety, hearing on a right-to-carry handgun law, November 18, 1997. (Written)

Baltimore City Grand Jury Commission on the Prevention of Gun Violence, March 25, 1993.

Maryland Senate, SB 326, Assault Pistols Act of 1993, March 17, 1993.

EDITORIAL ACTIVITIES

Scientific Journal Peer Review

American Journal of Epidemiology

American Journal of Preventive Medicine

American Journal of Public Health

Annals of Emergency Medicine

Annual Reviews of Public Health (Special Symposium Editor 2014-2015)

Archives of Pediatric and Adolescent Medicine
Canadian Medical Association Journal
Epidemiologic Reviews (Special Issue Editor 2015-2016)
Guide to Clinical and Preventive Services
Health Education and Behavior (Special Issue Editorial Board Member)
Health Education Research
Injury Prevention (Editorial Board, 2005-2010)
JAMA (Journal of the American Medical Association)
Journal of Crime and Delinquency
Journal of Criminal Justice
Journal of General and Internal Medicine
Journal of Health Politics, Policy, and Law
Journal of Interpersonal Violence
Journal of Policy Analysis & Management
Journal of Quantitative Criminology
Journal of Trauma
Journal of Urban Health
Journal of Women's Health
New England Journal of Medicine
Pediatrics
Politics and Policy
Preventive Medicine (Co-editor, special issue on gun violence, 2015)
Social Science & Medicine
Southern Economic Journal
Western Criminology Review

HONORS AND AWARDS

Johns Hopkins University Distinguished Alumni Award, 2017.
Injury Free Coalition for Kids, Pioneer Award, 2017.
Leon Robertson Award for best 2016 article in *Injury Epidemiology*, co-author, 2017.
Baltimore City Health Equity Leadership Award, 2016.
David Rall Award for Science-Based Advocacy, American Public Health Association, 2015.
Finalist for The Baltimore Sun's award for Marylander of the Year, 2013.
Selected for Institute of Medicine Planning Committee for the Evidentiary Base for Violence Prevention Across the Lifespan and Around the World Workshop, 2012.
Delta Omega Honorary Society in Public Health – Alpha Chapter, Johns Hopkins Bloomberg School of Public Health, Faculty induction, 2005.
Education Award from the Maryland Network Against Domestic Violence, 2004.
Delta Omega Honorary Society - Alpha Chapter Certificate of Merit, 1989.
William Haddon Memorial Fellowship, The Johns Hopkins School of Public Health, 1988-1989.
Public Health Traineeship, The Johns Hopkins School of Public Health, 1987-1989.

Elizabeth A. Stuart

EDUCATION AND TRAINING

- 2004 PhD Statistics, Harvard University
Advisor: Professor Donald B. Rubin
Thesis "Matching methods for estimating causal effects using multiple control groups"
- 2001 AM Statistics, Harvard University
- 1997 AB Mathematics (major) and Chemistry (minor), Smith College
- 1995-1996 Visiting Student in Mathematics and Computation, Oxford University

PROFESSIONAL EXPERIENCE

- 2016- Associate Dean for Education
2015- Professor
Johns Hopkins Bloomberg School of Public Health
Department of Mental Health (primary)
Department of Biostatistics (joint)
Department of Health Policy and Management (joint)
- Associate Director for Statistical Methods, JHSPH Wendy Klag Center for Autism & Developmental Disabilities
Co-Director, JHSPH Center for Mental Health and Addiction Policy Research
Co-Director, Methods Core, JHSPH Center for Prevention and Early Intervention
- 2011-2015 Associate Professor
Johns Hopkins Bloomberg School of Public Health
- 2006-2011 Assistant Professor
Johns Hopkins Bloomberg School of Public Health
- 2004-2006 Researcher
Mathematica Policy Research, Inc.
- 2006 Adjunct Faculty

Joint Program in Survey Methodology, University of Maryland
and University of Michigan

- 2000-2004 Contractor
U.S. Bureau of the Census
- 2003-2004 Research Assistant for Professor Gary King
Department of Government, Harvard University
- 2000-2004 Teaching and Research Assistant
Department of Statistics, Harvard University
- 1997-1999 Research Assistant/Programmer
Mathematica Policy Research, Inc.
- 1995-1997 Research Assistant
Department of Mathematics, Smith College

PROFESSIONAL ACTIVITIES

Society Membership and Leadership and Conference Organization

American Statistical Association, 2001-present

Founding Member, Mental Health Statistics Section

Co-Director, Charter Workgroup, 2011

Member, Liaison Committee, 2012 -

Council of Sections Representative, 2012 – 2015

Chair Elect, 2016

Social Statistics Section

Program Chair, 2012

Waksberg Award selection committee, 2016-2018

Council of Sections Nominating Committee, 2013

Committee on Women in Statistics, 2007 - 2012

ASA Gertrude Cox Scholarship Committee, 2006-2008

Session Chair, Joint Statistical Meetings, 2001-2016

Invited Session Organizer, Joint Statistical Meetings, 2007, 2010

Member, Focus Group on AAAS Human Rights Coalition and International Right to

Enjoy the Benefits of Scientific Progress and its Applications, 2011

Judge, Washington Statistical Society Curtis Jacobs Award, 2005

International Conference on Health Policy Statistics

Organizing Committee, 2011, 2013, 2015, 2017

Invited Session Organizer, 2011, 2013

Third Annual Thomas R. Ten Have Symposium on Statistics in Mental Health

Organizing Committee, 2013

Society for Prevention Research, 2006-present

Member, Innovative Methods Theme Committee, 2009-2011

Annual Meeting Program Committee, 2009

Session Organizer, 2008, 2010

Society for Research in Educational Effectiveness, 2011 – present

Board member, 2017 -

Annual Meeting Abstract Reviewer, 2011, 2013

Pre-conference workshop presenter, Fall 2011
 Association for Public Policy Analysis and Management, 2004-2008
 Methods Program Committee, Fall Research Meeting, 2012, 2013
 International Biometric Society Eastern North American Region
 Spring Meeting Program Committee, 2010
 American PsychoPathological Association, 2009-present
 Co-organizer, Prevention Science & Methodology Group biannual meeting, 2008
 Organizer, Atlantic Causal Inference Conference, 2008, 2012
 American Public Health Association, 2007-2009
 Institute of Mathematical Statistics, 2001-2008

Participation on National and International Advisory Panels

2016 - What Works Clearinghouse panel on missing data, US Department of Education, Institute of Education Sciences
 2016 - Member, Improvement Analytics Unit Technical Advisory Group, The Health Foundation and NHS England
 2016 Committee of Visitors, Division of Social and Economic Sciences, National Science Foundation
 2014-2014 Chair, Inaugural PCORI Clinical Trials Advisory Panel
 2014 National Academy of Sciences Planning Meeting on the Design and Analysis of Observational Studies to Enhance Their Use in Providing Causal Inference (for the National Institute of Aging)
 2014 Member, What Works Clearinghouse Findings Development Team
 U.S. Department of Education/Mathematica Policy Research, Inc.
 2014-2015 National Academy of Sciences Panel on Research Methodologies and Statistical Approaches to Understanding Driver Fatigue Factors in Motor Carrier Safety and Driver Health (Committee Code: ZZ134455)
 2012 GEAR Up Evaluation Technical Working Group
 U.S. Department of Education/Abt Associates
 2012 Advisory Committee on Advancing Adult Education Research
 U.S. Department of Education, Institute of Education Sciences
 2012 Committee to advise The Legacy Foundation Schroeder Institute for Tobacco Research and Policy Studies on issue of equipoise
 2011-2015 Evaluation of Race To The Top and School Improvement Grants Technical Working Group
 U.S. Department of Education/Mathematica Policy Research, Inc.
 2010-2013 Evaluation of Teacher Residency Programs Technical Working Group
 U.S. Department of Education/Mathematica Policy Research, Inc.
 2010 National Evaluation of the Individuals with Disabilities Education Act (IDEA) Technical Assistance and Dissemination Program (TA&D Program) Technical Working Group
 U.S. Department of Education/Westat
 2009-2012 ITEST Advisory Board
 U.S. Department of Education/University of South Florida
 2008 Strengthening Adult Reading Instructional Practices Advisory Board
 U.S. Department of Education/Abt Associates
 2007 National Head Start Impact Study Advisory Board
 U.S. Department of Health and Human Services

Consultations

2014- Georgetown University (Center for Research on Children in the United States)
2014- Arizona State University (Prevention Research Center)
2013- Brigham and Women's Hospital (Department of Pharmacoepidemiology)
2013- SRI International
2012- National Opinion Research Center (NORC)
2010-2013 Abt Associates
2009-2011 Washington University
2008- American Institutes for Research
2008 The Urban Institute
2006-2012 University of Pennsylvania School of Medicine
2006 Mathematica Policy Research, Inc.
2004-2006 RAND Corporation
2002-2005 Genzyme Corporation
2000-2004 Active Girls Initiative

Faculty Affiliations

Hopkins Population Center (Faculty Associate and Coordinating Committee, 2015-)
JHSPH Center for Mental Health and Addiction Policy Research (co-Director, 2014-)
Hopkins inHealth, Learning Methodologies Core (Member, 2013-)
Mannheim Center for European Social Research, University of Mannheim (External Fellow, 2014-)
JHSPH Wendy Klag Center for Autism & Developmental Disabilities (Associate Director; 2013-)
JHSPH Center for Prevention and Early Intervention (Methods Core Co-Director, 2006 - 2014)
JHU Institute for Data Intensive Engineering and Science (IDIES; Affiliate Member, 2013 -)
JHSPH Center for Drug Safety and Effectiveness (Core Faculty; 2012 -)
JHSPH Center for the Prevention of Youth Violence (2006 -)
JHSPH Psychiatric Epidemiology Training Program (Core Faculty; 2012 -)
JHSPH Drug Dependence Epidemiology Training Program (Core Faculty; 2012 -)
Summer Research Institute on Geriatric Mental Health Affiliated Faculty (2013)
Johns Hopkins University Training Program in Education Research (2009-)
JHSPH ACTIVE Evaluation, Fidelity Assessment Advisory Board (2010-2012)
Faculty Visitor, BEAR Program, Graduate School of Education, University of California at Berkeley (2008)
Faculty Visitor, Institute for Employment Research, Nuremberg, Germany (2011)
Steering Committee, Prevention Science & Methodology Group (PSMG; 2012 - 2016)

Data Safety Monitoring Boards (DSMB)

The Impact of Neighborhoods, Networks and Depression on Drug Users' HIV Risks (PI: Latkin; 2009-)
Columbia University Center for Homelessness Prevention Studies (PI: Caton; 2011)

EDITORIAL ACTIVITIES

Editorial Boards

2009 - 2012 Associate Editor, *Journal of the Royal Statistical Society, Series A*
2011 – 2016 Associate Editor, *The Journal of Causal Inference*
2012 - Associate Editor, *Sociological Methods and Research*
2012 - 2016 Associate Editor, *Statistics in Medicine*
2013 - 2014 Associate Editor, *Journal of Educational and Behavioral Statistics*

2014 - 2019 Management Committee, *Journal of Educational and Behavioral Statistics*
 2013 - 2015 Associate Editor, *Journal of Research on Educational Effectiveness*
 2014 - 2016 Associate Editor, *Journal of the American Statistical Association, Reviews*
 2014 - Associate Editor, *Observational Studies*
 2015 - Associate Editor, *Psychometrika*
 2015 - Methods Editor, *Journal of Research on Educational Effectiveness*

Peer Review Activities

Academy Health
 Administration and Policy in Mental Health
 American Journal of Epidemiology
 American Journal of Evaluation
 American Journal of Geriatric Psychiatry
 American Journal of Public Health
 The American Statistician
 Annals of Applied Statistics
 Annals of Epidemiology
 Bayesian Analysis
 Biometrics
 Biostatistics
 British Medical Journal (BMJ)
 Children and Youth Services Review
 Circulation
 Clinical Trials
 Communications in Statistics
 Comparative Effectiveness Research
 Computational Statistics and Data Analysis
 Criminology
 Developmental Psychology
 Educational Psychology Review
 Epidemiology
 Epidemiology and Psychiatric Sciences
 European Journal of Agricultural Economics
 Health Economics
 Health Services & Outcomes Research Methodology
 Health Services Research
 International Journal of Biostatistics
 International Journal of Eating Disorders
 International Statistical Review
 Journal of Adolescent Health
 Journal of the American Medical Association
 Journal of the American Statistical Association
 Journal of Behavioral Health Services & Research
 Journal of Clinical Epidemiology
 Journal of Clinical Psychiatry
 Journal of Consulting and Clinical Psychology
 Journal of Educational and Behavioral Statistics (**Outstanding reviewer award, 2011**)
 Journal of Health Communication
 Journal of Official Statistics

Journal of Politics
Methodology
Multivariate Behavioral Research
PeerJ
Pharmacoepidemiology and drug safety (**Outstanding reviewer award, 2012**)
Prevention Science
Psychiatric Services
Psychological Methods
Psychology of Addictive Behavior
Review of General Psychology
Science
Sociological Methods & Research
Statistical Methods in Medical Research
Statistica Sinica
Statistical Science
Statistics in Medicine
Survey Methodology

Book reviewer

Oxford University Press
Sage Publications
Springer Verlag

Ad-hoc review of grant proposals

National Science Foundation
Netherlands Organisation for Health Research and Development

Grant Review Panel Member

2015-2018 Standing Member, National Institute of Mental Health Services Research Committee (**SERV**)
2014 National Institute of Mental Health, Clinical Trials to Test the Effectiveness of Treatment, Prevention, and Services Interventions R01 and R01 Collaborative (Clinical Trials R01) Applications (**ZMH1 ERB-K (01)**)
2014 National Institute of Mental Health, Services Conflicts (**ZMH1 ERB-K (06)**)
2014 National Institute of Mental Health, Improving Health and Reducing Premature Mortality in People with Severe Mental Illness (**ZMH1 ERB-1 03 R**)
2014-2016 Principal member, Institute of Education Sciences, U.S. Department of Education, Education Systems and Broad Reform Review Panel
2013 National Institute of Mental Health, Fellowships and Dissertations Review Panel (**ZMH1 ERB-K 01 L**; ad hoc)
2013 Institute of Education Sciences, U.S. Department of Education, Accelerating the Academic Achievement of Students with Learning Disabilities Research Initiative Review Panel (ad hoc)
2012 National Institute of Mental Health, Grand Challenges in Global Mental Health, Special Emphasis Panel (**ZMH1 ERB-B**)
2011-2013 Principal member, Institute of Education Sciences, U.S. Department of Education Statistics and Modeling Panel
2011-2012 Institute of Education Sciences, U.S. Department of Education, Math and Science I Review Panel (ad hoc)

- 2010 National Institute of Mental Health, Interventions Committee For Disorders Involving Children And Their Families (**ITVC**; ad hoc)
- 2010 Institute of Education Sciences, U.S. Department of Education, Early Intervention and Early Childhood Education Panel (ad hoc)
- 2010 Institute of Education Sciences, U.S. Department of Education, Education Systems and Broad Reform Panel (ad hoc)
- 2009 Institute of Education Sciences, U.S. Department of Education, Reading, Writing, and Language Development Panel (ad hoc)

HONORS AND AWARDS

Honors

- 2016 Delta Omega Honor Society in Public Health, Alpha Chapter
- 2014 Fellow, American Statistical Association
- 2009 Paper recognized as “New Hot Paper” by Thomson Reuters
- 2008 Warren Miller Prize for best paper published in Volume 15 of *Political Analysis*.
- 1997 AB Magna cum laude, Smith College
- 1997 Phi Beta Kappa

Awards

- 2015 American Statistical Association Health Policy Statistics Section Mid-Career Award
- 2015 JHSPH AMTRA Advising, Mentoring, and Teaching Recognition Award
- 2010 JHSPH Golden Apple award for Excellence in Teaching
- 2010 JHSPH AMTRA Advising, Mentoring, and Teaching Recognition Award
- 2010-2015 JHSPH Recognition for Excellence in Teaching (based on course reviews; for 2 courses: 140.664, 330.805, every time the courses offered)
- 2007 Johns Hopkins Bloomberg School of Public Health Edward R. Brewster Faculty Innovation Fund Awardee
- 2007 Child Prevention, Intervention, and Services Fellow
- 2007 Society for Prevention Research Travel Award
- 2002 Harvard University Cochran Travel Award
- 2001 Student Paper Award
- ASA Government Statistics/Social Statistics Section/Survey Research Methods Section of the American Statistical Association
- 2000 American Statistical Association Gertrude Cox Scholarship
- 2002, 2004 Harvard University Certificate of Distinction in Teaching
- 1999 Harvard University William Cochran Fellowship
- 1999-2001 National Science Foundation Graduate Research Fellowship
- 1997 Smith College Pokora Prize for Senior who excels in Mathematics
- 1995-1997 Barry M. Goldwater Scholar
- 1993-1997 Robert C. Byrd Scholar

Named Lectureships

- 2013 Dean’s Lecture, Curry School of Education, University of Virginia
- 2012 Dean’s Distinguished Lecture, Harvard University Graduate School of Education

Raymond A. Winbush, Ph.D.

Research Professor
Director, The Institute for Urban Research
Morgan State University

EDUCATIONAL BACKGROUND

Doctor of Philosophy, 1976

The University of Chicago, Chicago, Illinois

Major Area: Clinical Psychology

Minor Area: Sociology

Dissertation: "A Quantitative Exploration into the Theoretical Formulations of Erik H. Erikson Concerning Black Identity". Research examined Erikson's fifth "Age of Man", and his ideas regarding identity development in Black adolescents. Essentially, the work was an empirical refutation of Erikson's ideas concerning identity development in young Blacks.

Master of Arts, 1973

The University of Chicago, Chicago, Illinois

Major Area: Clinical Psychology

Minor Area: Sociology

Thesis: "A Quantitative Exploration into Proxemic Behavior". Study involved cross-cultural differences of spacing behavior in public.

Bachelor of Arts *cum laude*, 1970

Oakwood College, Huntsville, Alabama

Major: Psychology

Minor: Sociology

Yale University, New Haven, Connecticut

Scholarship from Intensive Summer Studies Program (ISSP) sponsored by Ford Foundation for students from historically Black colleges interested in research careers and university teaching, Summer, 1969

Harvard University, Cambridge, Massachusetts

Scholarship from Intensive Summer Studies Program (ISSP) sponsored by Ford Foundation for students from historically Black colleges interested in research career and university teaching, Summer, 1968

EMPLOYMENT HISTORY

July 2002 to Present

Director, Institute for Urban Research
Morgan State University, Baltimore Maryland

Supervise several senior researchers and their projects involving issues that impact all areas of urban life in the Baltimore/DC area. The goals of the IUR are:

To provide technical assistance to community-based organizations which are undertaking self-help efforts (i.e. community need assessments, community surveys, etc.)

To provide technical information through research and evaluation of existing programs to enhance the effectiveness of community activities.

To establish ongoing education programs for community organizations that will enhance the skills of community organizations to access information, use and analyze data, and effectively present information.

To assist in the identification and development of alternative solutions to perceived community problems and concerns, to assess the feasibility for implementing potential solutions.

August 1995 to July 2002

Benjamin Hooks Professor of Social Sciences and Director of the Race Relations Institute at Fisk University, Nashville, Tennessee

The Benjamin Hooks Professor of Social Justice at Fisk University was named in honor of the former Executive Director of the NAACP. The Chair was given to those persons whose career is characterized by social *and* intellectual activism. My duties included teaching both graduate and undergraduate courses in the fields of psychology and sociology. As Director of the Race Relations Institute, it was my job to create forums for discussing the abiding issue of race in the African diaspora. The summer Institute sought to bring together scholars and community activists engaged in the struggle of African people throughout the world. The 1997 Institute attracted persons from around the world including actor James Earl Jones, the children of W.E.B. Du Bois, Richard Wright, Kwame Nkrumah and Marcus Garvey.

July 1994 to August 1995

Director of Johnson Black Cultural Center, Director of Intercultural Affairs, Associate Professor of the Practice of Human Development, Adjunct Professor of Psychology, Vanderbilt University Nashville Tennessee

As the newly appointed Director of Intercultural Affairs, my duties focused on the needs of students of color and other groups historically underrepresented at Vanderbilt. I voluntarily left the position of Assistant Provost for Minority Affairs, so that I could devote all of my efforts to working with various student groups on issues involving their needs and support at a highly selective institution. Position also provided the opportunity to teach the importance of Black organizations taking advantage of the so-called information "superhighway". The Black Cultural Center at Vanderbilt at the time was the only one of its kind in the nation with a direct connection to the Internet, and was a national clearinghouse for information on this technology.

June 1990 to July 1994

Assistant Provost, Director of Joseph Johnson Black Cultural Center, Vanderbilt University, Nashville, Tennessee

As Assistant Provost, I was responsible for aiding the university on issues involving racial and cultural diversity. Vanderbilt viewed as part of its mission the importance of recruiting and retaining students and faculty of color, and viewed the office of Assistant Provost as important in these efforts. Empirical research, evaluation and policy formation are major duties performed by the office. As Director of the Joseph Johnson Black Cultural Center, I resumed the duties of the office begun in 1986 (see below), and expanded the mission of the Center to include research involving African-American culture and life.

August 1989 to July 1990

Vice President, Minority Affairs and Human Relations, Cleveland State University, Cleveland, Ohio

The Office of Minority Affairs and Human Relations (OMahr) at Cleveland State University was created to insure educational access for persons of color at the faculty, staff and student level of the university. As the first Vice President for Minority Affairs at CSU, I was directly responsible for a budget of \$500,000 as well as grants in excess of \$800,000. Our office funded a variety of on and off campus projects relative to

educational access by historically underrepresented groups. In addition to this, the OMAHR played a major role in advocating the hiring of faculty of color at the university.

June 1986 to July 1989

Director, Johnson Black Cultural Center, Vanderbilt University, Nashville, TN

The Joseph Johnson Black Cultural Center is the center for cultural programming on Vanderbilt's campus. As the Center's first Director, I was asked to come back to Vanderbilt's administration in order to assist the University in the long process of more equitable treatment for African-American students. In addition to this, I sat on critical committees on the campus that determine enrollment and retention of African-American and other students of color. Programs that examine all aspects of the African-American culture and life are planned and executed by me. Approximate budget that I was responsible for: \$200,000.

June 1985 - March 1986

Vice President of Research Focus Communications, Inc., Brentwood, Tennessee

Focus Communications, Inc., (FCI) is owned and operated by the former CEO and Senior Vice President of United Press International (UPI), Douglas Ruhe and William Geissler. FCI owned and operated several television stations throughout the United States. As VP for research, it was my responsibility to design, conduct and analyze market research information that would allow FCI to achieve greater market share wherever the TV stations were located. Extensive computer analyses and projections were made using available demographic and statistical information.

April 1984 - June 1985

Vice President for Corporate Research, United Press International, Brentwood, Tennessee

United Press International (UPI) is the world's largest privately held wire service. As VP for Corporate research, it was my responsibility to aid the turnaround of a company that had not experienced a quarterly profit in 25 years. I had full authority to gather, synthesize and interpret financial, demographic and corporate information that would stabilize the financial base of UPI. These analyses involved hundreds of marketing decisions, as well as coordination with dozens of persons around the world. I supervised four individuals in the research department; we were in charge of compiling monthly sales reports, projecting sales quotas worldwide, and providing proprietary research information to the CEO. The work in compiling such information paid off. In, December, 1984 UPI turned its first quarterly profit in 25 years. During my period of employment with UPI, I maintained an adjunct professorship in human development counseling at Vanderbilt.

September 1980 - April 1985

Assistant Professor of Human Development Counseling, Vanderbilt University, Nashville, Tennessee

Duties included research, teaching and dissertation advising. Committee assignments included: Chair of Human Development Counseling Admissions Committee, Undergraduate Admissions Committee Peabody College, Athletic Advisory Committee, Affirmative Action Committee for Peabody College, HDC Training Committee, Recruitment Committee for Peabody College, Association of Black Faculty and Administrators, Compton Fellowship Committee.

Summer, 1980

Scholar in Residence, Alabama Center for Higher Education, Birmingham, Alabama

The ACHE is a consortium of the seven historically Black colleges and universities in Alabama. I was asked to design a research project for the U.S. Army Corps of Engineers, which would examine the impact

of the Tennessee-Tombigbee Waterway on persons living in Tennessee, Alabama, Kentucky, and Mississippi. The completed study serves as the government's major source of information on the human ecological consequences of the waterway in these states, and how to bring various technologies to rural environments while minimizing environmental and human costs.

June 1977 - June 1980

Associate Professor of Psychology, Alabama A & M University, Normal, Alabama

Coordinator of Clinical Psychology Masters Program; teaching, advising, research, proposal writing.

September 1973 - June 1977

Chair, Assistant Professor of Behavioral Sciences, Oakwood College, Huntsville, Alabama

Teaching, major program development, administrative duties. Overall curriculum development for historically Black college. Introduced major in Social Work, minors in Black Studies, and Urban Studies.

MEMBERSHIPS AND COMMUNITY ACTIVITIES

Editorial Board, *Africacological Perspectives*, since, 2004

Editorial Board, *The Journal of Black Studies*, since 2001

Board of Directors, National Visionary Leadership Program (Camille Cosby Chair), publication of national bestseller *Wealth of Wisdom* (2004), since 1999

Treasurer, and Member of Executive Board, National Council for Black Studies, 1992-1996

Board of Directors, Leadership Nashville Alumni Association, 1993

Board of Directors, Cumberland Valley Girl Scouts of America, 1993

Board of Directors, "I Have a Future" Adolescent Pregnancy Prevention Program, 1990-1995

Central Committee, PanAfrica, Nashville, Tennessee 1993-present

Board of Directors, Community Shares, 1993

Vice President, Nashville Association of Black Psychologists, 1993

Member, National Steering Committee, Association of Black Culture Centers, 1991-1994

President, Southern Region of Association of Black Culture Centers, 1991

Former Editor, *Nommo*, Newsletter of the Association of Black Culture Centers

Associate Editor, *The Afrocentric Scholar*, 1992

Associate Editor, *Journal of Black Psychiatrists of America*, 1988-1990

Editor, *Voice of Black Studies*, Newsletter of the National Council for Black Studies, 1994

Member, Association of Black Psychologists, 1986-1989, 1990, 1993

RICHARD P. BARTH

EDUCATION

1982	Ph.D.	School of Social Welfare, University of California at Berkeley (with distinction)
1979	M.S.W.	School of Social Welfare, University of California at Berkeley
1975	A.B.	Psychology, Brown University, Providence, Rhode Island

PROFESSIONAL EXPERIENCE

2006-present	Dean and Professor, School of Social Work, University of Maryland, Baltimore
1998-2006	Frank A. Daniels Distinguished Professor for Human Services Policy Information, School of Social Work, University of North Carolina at Chapel Hill
1992-1998	Hutto-Patterson Professor of Child and Family Studies, School of Social Welfare, University of California at Berkeley
1992-1992	Acting Dean, School of Social Welfare, University of California at Berkeley
1991-1998	Professor, School of Social Welfare, University of California at Berkeley
1986-1998	Co-Director, Family Welfare Research Group, School of Social Welfare, University of California at Berkeley
1986-1990	Associate Professor, School of Social Welfare, University of California at Berkeley
1982-1986	Assistant Professor, School of Social Welfare, University of California at Berkeley
1981-1982	Coordinator, Social Work Research Program, Child Development and Mental Retardation Center, and Teaching Associate, School of Social Work, University of Washington, Seattle
1980-1981	Social Worker, Hillcrest Mental Health Center, San Mateo County Department of Mental Health, Belmont, California
1977-1979	Family Consultant, Learning House, Palo Alto, California
1975-1977	Educational Therapist, Switzer Center for Educational Therapy, Torrance, California
1972-1974	Child Therapy Assistant, Dysfunctioning Child Center, Michael Reese Medical Center, Chicago, Illinois

RESEARCH POSITIONS

- Principal Investigator, "Common Elements in Social Work Practice and Education", Annie E. Casey Foundation, 2008-2010.
- Principal Investigator, "Home studies in Child Specific Recruitment: Functions and Performance," Dave Thomas Foundation, 2009-2010.
- Principal Investigator, "Parent Child Foster Care Program (PCFC) Implementation Evaluation " Casey Family Services, 2009 to present
- Principal Investigator, "Evaluation of Structured Analysis and Family Evaluation (SAFE)", US DHHS, ACYF, 1995-present.
- Principal Investigator, "National Study of Child and Adolescent Well-Being." U.S. DHHS, ACYF, 1997-2006
- Co-Investigator, "Child and Adolescent Intervention Research Network, NIMH RO1, John Landsverk, PI, 2002-present
- Co-Investigator, "Caring for Children in Child Welfare," NIMH (R01 59672), John Landsverk, PI, 2001-2005..
- Principal Investigator, "Providing Evaluation Support to the Casey Family Program," Annie E. Casey Foundation, 1999–2002.
- Task Leader, "Child Welfare Services to Children of Color," U.S. DHHS, ACYF, 1999-2000 contract to RTI International.
- Principal Investigator, "Evaluating the Teenage Pregnancy Prevention Initiative in North Carolina," North Carolina Department of Health and Human Services, 1998-2001.
- Principal Investigator, "Evaluating the IV-E Waiver Demonstration Projects." California Department of Social Services, 1997–1998.
- Principal Investigator, "Estimating the Need for a Workload Study of Child Welfare Services in California." California

Policy Seminar, 1998-1998.

Principal Investigator, "Analyzing Welfare and Child Welfare Linkages," Smith Richardson Foundation, 1996-1998.

Principal Investigator, "Pathways to Incarceration," U.S. Office of Juvenile Justice and Delinquency Prevention, 1996-1998.

Principal Investigator, "A Children's Services Archive for California," Stuart Foundations and State of California Department of Social Services, 1995-1998.

Principal Investigator, "Performance Indicators for Child Welfare Services," State of California Department of Social Services, Foster Care Policy Bureau, 1995-1998.

Principal Investigator, "Evaluation of Community Empowerment Projects," State of California, Department of Social Services, Office of Child Abuse Prevention, 1994-1997.

Principal Investigator, "Child Welfare Services For Very Young Children," David and Lucille Packard Foundation, 1994-1996.

Principal Investigator, "Education Now and Babies Later (ENABL) Evaluation," State of California, Office of Family Planning, 1992-1996.

Co-Investigator, "Perinatal Needs Assessment," State of California, Office of Alcohol and Drug Programs, 1992-1994.

Principal Investigator, "Evaluation of Child Abuse and Substance Abuse," Interdisciplinary Training California State University at Fresno, NCCAN, CDSS, 1992-present.

Principal Investigator, "National Resource Center on Abandoned Infants Assistance," U.S. DHHS, Office of Human Development Services, Administration on Children, Youth and Families, 1991-present.

Co-Principal Investigator, "Child Welfare Research Center," U.S. DHHS, Office of Human Development Services, Administration on Children, Youth and Families, 1990-present.

Principal Investigator, "Evaluation of Respite Care Training Project," U.S. DHHS, Office of Human Development Services, Administration on Children, Youth and Families, 1990-present.

Principal Investigator, "Budget Allocation Methods for Child Welfare Services," State of California, Department of Social Services, 1992-1994.

Principal Investigator, "Pathways Into Foster and Group Care," State of California. Department of Social Services, 1991-1992.

Investigator, "Evaluating a Residential Program for Substance-Affected Mothers and Children," Women's Alcoholism Center, San Francisco, 1990-1992.

Principal Investigator, "U.C. Berkeley Study of Services for Drug- and AIDS-Affected Families." Zellerbach Family Fund and Wallace and Alexander Gerbode Foundation, 1989-1991.

Principal Investigator, "Five-Year Strategic Plan for Child Welfare Services." Child Welfare League of America, 1989-1990, California State Department of Social Services, 1990-1991.

Principal Investigator, "Improving Social Services to Children with Pediatric AIDS." Office of Human Development Services, Administration of Children Youth, and Families, 1988-1991.

Principal Investigator, "Evaluating a Pregnancy Prevention Program for the High Schools." William & Flora Hewlett Foundation, 1987-1990.

Principal Investigator, "Evaluating Child Welfare Training in California." State of California, Family and Children's Services Policy Bureau, 1989.

Principal Investigator, "Evaluating School-Based Child Abuse Prevention Programs in California." State of California, Office of Child Abuse Prevention, 1987-1989.

Co-Principal Investigator, "Coordinating Interagency Response to Child Sexual Abuse." Office of Human Development Services. National Center on Child Abuse and Neglect, 1985-1987.

Principal Investigator, "Evaluating Services to Seriously Emotionally Disturbed Children," Edgewood Children's Services, San Francisco, CA, 1985-1987.

Investigator, "Preventing Child Abuse and Placement with In-Home Support by Parent and Grandparent Aides," State of California Office of Child Abuse Prevention, 1983-1986; Office of Human Development Services, National Center for Child Abuse and Neglect, 1984-1986.

Investigator, "Improving the Outcomes of Older Child Adoptions," Office of Human Development Services, Administration of Children, Youth, and Families, 1984-1987.

ADJUNCTIVE DUTIES

Editorial Board or Consulting Editor, *Children and Youth Services Review*, 1981-present; *Social Work in Education*, 1989-1992; *Journal of Social Work Education*, 1987-1990; *Journal of Adolescent Research*, 1988-present; *Family Preservation Journal*, 1993-2000; *International Journal of Social Work*, 1995-present; *Social Work*, 1995-1999; *Adoption Quarterly*, 1996-present; *Journal of Social Work Education*, 1999-2003; *Social Work Research*, 2002-present; *Child and Family Social Work*, 2003-present; Journal of the Society for Social Work and Research, 2009-present (Associate Editor).

Ad Hoc Manuscript reviewer (selected), *American Educational Research Journal*, *American Journal of Orthopsychiatry*, *Children and Youth Services Review*, *Child Maltreatment*, *Evaluation Review*, *Journal of Child and Adolescent Psychotherapy*, *Journal of Social Service Research*, *Research on Social Work Practice*, *Review of Educational Research*, *Social Service Review*, *Cochrane Review: Behavioral group-based parenting programs for early-onset conduct problems in children aged 3 to 12 years*.

Advisory Board, Teen Age Parent Program, Family Service Agency of San Francisco, 1983-1986; National Center on Child Abuse Prevention Research, 1985-994; Contra Costa County Independent Living Skills Program, 1988-1998; Aid to Adoption of Special Kids (AASK), 1989-1996; California Association of School Social Workers, 1989-1991; National Family Preservation and Support Implementation Study, 1995-1999; North American Council on Adoptable Children, Family-to-Family Project, 1995-1997; Scientific Advisory Committee, Center for Research on Child and Adolescent Mental Health Services, 1995-2003; Scientific Advisory Group, Geographic Targeting Strategies for Teen Childbearing in California, 1995 –1998; National Family Preservation and Family Support Implementation Study, 1995-1999; Advisory Board, Center for Child and Adolescent Research (NIMH-funded), Children’s Hospital and California State University, San Diego, 1996- present; Advisor, Center for Evaluation Studies, National Board for Health and Welfare, Sweden, 2000-2003; National Data Archive on Child Abuse and Neglect, Advisory Committee, 2000-present; Whittaker School Human Rights Committee, 2001-2006, Milton Hershey School Research Advisory Group, 2001-present; Founding Member, International Association for Outcome-Based Research on Child and Family Services, 2003-2010; NY Roadrunner Foundation, Team for Kids, 2004-present; Member at large, Society for Social Work Research Board, 2004-2007; Girls and Boys Town, Research Advisory Board, 2005-present; Children’s Rights Inc, Research Advisory Board, 2005-2008; National Association of Public Child Human Services, Positioning Public Child Welfare Initiative, Steering Committee, 2006-2009; Scientific Advisory Committee, California Clearinghouse on Evidence Based Child Welfare Practice, 2005-present; Baltimore City Social Services Commission, 2008-present; Board of Directors, United Way of Central Maryland, 2008-present, President, American Academy of Social Work and Social Welfare.

Member, Committee for the Protection of Human Subjects, UCB, 1990-1994; 1995-1998; Chair, Dean’s Search Committee, School of Social Welfare, UCB, 1996; Doctoral Program Chair, School of Social Work, University of North Carolina, 1999-2005; Member, Search Committee for Provost for Graduate Studies and Research, UNC, 2000-2001; Strategic Planning Committee, School of Social Work, UNC, 2000-2001; Member, Dean’s Search Committee, School of Social Work, UNC, 2001-2002; IRB, School of Social Work, UNC, 2000-2006; Diversity Assessment Committee, School of Social Work, UNC, 2002-2004; Chair, Search Committee for Dean of School of Public Health, UMB, 2007-8; Member, Committee on Publications of the Society for Social Work and Research (SSWR), 2008 – present; IOM-NRC Committee on Supporting the Parents of Young Children, 2014-present.

HONORS

University of California Regents Fellowship, 1979

Doctor of Philosophy with Distinction, 1982

Frank R. Breul Memorial Prize from the University of Chicago for excellence in scholarship in child welfare services, 1989

Lois and Samuel Silberman Fund Senior Faculty Fellow, 1990-1991

Senior Fulbright Scholar to Sweden, 1990-1992

John Milner Lecturer, University of Southern California, School of Social Work, 1991

Fidele Fauri Memorial Lecturer, University of Michigan, School of Social Work, 1995

Presidential Award for Excellence in Research, National Association of Social Workers, 1998

Grace Brody Lecturer, Case Western Reserve University, Mandel School of Applied Social Sciences, 2000

James E. Flynn Prize for Research, University of Southern California, 2005

Peter Forsythe Child Welfare Leadership Award from the American Public Human Services Association, 2006

O’Leary Lecturer, Ohio State University, 2007

American Academy of Social Work and Social Welfare, Founding Board Member, Founding President, 2009-present

Distinguished Achievement Award, Society for Social Work and Research, 2010

North American Council for Adoptable Children, Friend of Children Award, 2012

American Psychological Association (APA) Fellow Healthy Teen Network,

Douglas B. Kirby Adolescent Research Award, 2015

Distinguished Contribution to Child Advocacy Award, Division 37, American Psychological Association, 2016

AFFILIATIONS

American Academy of Social Work and Social Welfare (Past-President)
American Orthopsychiatric Association
American Public Health Association
American Psychological Association (Divisions 5, 37) (Fellow of Division 37)
Council on Social Work Education
National Association of Social Workers
Society for Social Work and Research (Fellow)

BOOKS

Barth, R. P. (1986). *Social and cognitive treatment of children and adolescents*. San Francisco: Jossey-Bass.
Barth R. P., & Berry, M. (1988). *Adoption and disruption: Rates, risks and resources*. New York: Aldine.
Barth, R. P. (1989). *Reducing the risk: Building skills for pregnancy prevention*. Santa Cruz, CA: Network Publications. (Second edition published in 1993: Expanded and retitled *Reducing the risk: Building skills for pregnancy and HIV prevention*.)
Barth, R. P., & Derezotes, D. S. (1990). *Preventing adolescent abuse: Effective intervention strategies and techniques*. Lexington, MA: Lexington Books.
Barth, R. P., Pietrzak, J., & Ramler, M. (Eds.). (1993). *Families living with drugs and HIV: Intervention and treatment strategies*. New York: Guilford.
Barth, R. P., Berrick, J. D., & Gilbert, N. (Eds.). (1994). *Child welfare research review* (Vol. I). New York: Columbia University Press.
Barth, R. P., Courtney, M., Berrick, J. D., & Albert, V. (1994). *Pathways through child welfare services: From child abuse to permanency planning*. New York: Aldine De Gruyter.
Berrick, J. D., Barth, R. P., & Gilbert, N. (Eds.) (1996). *Child welfare research review* (Vol. II). New York: Columbia University Press.
Berrick, J. D., Needell, B., Barth, R. P., & Jonson-Reid, M. (1998). *The tender years: Toward developmentally-sensitive child welfare services*. New York: Oxford.
Barth, R. P., Brodzinsky, D., & Freundlich, M. (Eds.). (2000). *Adoption and prenatal drug exposure: The research, policy and practice challenges*. Washington, DC: Child Welfare League of America.
Pecora, P. J., Whittaker, J. K., Maluccio, A. N., & Barth, R. P. (1992, 2000). *Child welfare challenge* (1st, 2nd, 3rd Editions). New York: Aldine De Gruyter/Transaction.
Wulczyn, F., Barth, R.P., Yuan, Y.Y., Jones-Harden, B. & Landsverk, J. (2005). *Evidence for child welfare policy reform*. New York: Transaction De Gruyter.
Fernandez, E., Barth, R.P. Editors (2010) *How does Foster Care Work? International Evidence on Outcomes*, London and Philadelphia: Jessica Kingsley Publishers.

EXPERT TESTIMONY (Selected)

National Commission on the Prevention of Child Abuse Deaths, *Preventing Child Abuse Deaths using Birth to CWS Matches*. Tampa, Florida, July 10, 2014
U.S. Senate, Senate Finance Committee, *Background on Promoting Safe and Stable Families*, Washington, D.C., July 15th, 2011
U.S. House of Representatives, Committee on Ways and Means, Subcommittee on Human Resources, *Evaluating the Implementation of the Multi-Ethnic Placement Act and Amendments* Washington, DC. September 16, 1998.
U.S. House of Representatives, Committee on Ways and Means, Subcommittee on Human Resources, *Child Welfare and Substance Abuse: Problems and Proposals*. Washington, DC October 28, 1997
Joint State of California Senate Committee on Public Safety and Assembly Committee on Human Services, *Pathways for Child Welfare Services to CYA*.. Los Angeles, CA. October 27, 1997.

Robert M. Buhrman, Jr. PMP, PgMP, CSM, SPC, ITIL

Mr. Buhrman has over 17 years' experience primarily in public sector IT and management consulting. He has experience supporting agencies with IT strategy and road mapping, procurement support, business case/alternatives analysis, requirements management, business process reengineering and performance management. Mr. Buhrman's implementation experience spans the full systems development lifecycle, including planning, requirements, design, development/configuration, testing, training, deployment, sustainment, and project management activities in support of enterprise resource planning (ERP), Business Intelligence/Data Warehouse (BI/DW), commercial off-the-shelf (COTS) and custom-built enterprise solutions.

Mr. Buhrman currently leads the USPTO Office of Patent Information Management (OPIM) Planning, Governance and Road Mapping Project. Prior to that, Mr. Buhrman supported the United States Patent and Trademark Office (USPTO) with business case, alternatives analysis, Service Level Agreement (SLA) metrics and acquisition development for a managed IT storage solution. Mr. Buhrman also supported the USPTO Fee Processing Next Generation (FPNG) project with business process re-engineering and helped to stand up their first agile scrum process. In addition, Mr. Buhrman led the Customs and Border Protection (CBP) Office of Information and Technology (OIT) Transformation which included developing a value chain analysis and road map for migrating the majority of CBP's applications to a cloud-based solution.

Grant Thornton

Senior Manager (October 2014-Current)

Mr. Buhrman is a Senior Program Manager responsible for the Commerce Account including developing client relationships, marketing, opportunity identification, capture and delivery.

Department of Commerce

United States Patent and Trademark Office

Office of Patent Information Management (OPIM) Planning, Governance and Roadmapping Project

OPIM Planning and Governance Lead (October 2014-Current)

OPIM desires to provide greater transparency, oversight, prioritization and accountability of the organization's work efforts. To support this need, Mr. Buhrman helped to develop a Planning and Governance Framework that includes an OPIM Operations Plan; collection of initiatives; business architecture and road map; performance measures; and governance model. He also supports the effort to define, collect, analyze and recommend a target state vision for OPIM which can be leveraged as a best practice for the rest of the Patents organization. The planned results of the project will include a current state business architecture, recommendations for a target state (including a concept of operations for a planning and governance model), fit/gap assessment and a road map to incrementally

achieve the target state and support planning and trade-off analysis of future initiatives and organizational priorities.

Eagle Ray, Inc. (formerly Kore Federal)

Senior Program Manager (October 2011-September 2014)

Mr. Buhrman is the Senior Program Manager responsible for the Financial Regulatory Account including developing client relationships, marketing, opportunity identification, capture and delivery. He is also responsible for opportunities and delivery under Eagle Ray's GSA OASIS contract under Pool 1.

U.S. Securities and Exchange Commission (SEC)

Division of Economic Research and Analysis (DERA)

Quantitative Research Analytical Data Support (QRADS) - Text Analytics

Program Manager (May 2013 – Present)

Kore Federal was awarded a prime \$7.1M IDIQ and subsequent Task Order to provide Text Analytics to SEC DERA. Mr. Buhrman identified the opportunity and led the capture which included developing a RFI response, meeting with the client, identifying a qualified teaming partner to fill gaps in experience and supporting the proposal. Mr. Buhrman is currently the Program Manager for the QRADS contract and his team is leveraging modern text analysis techniques to structure 10-Ks and Asset Backed Securities Prospectus, enabling DERA to identify, analyze, and respond to risks and trends, highlight problematic areas for further review and reduce the overall error rate in submissions. Mr. Buhrman also wrote the Project Management Plan, Quality Management Plan and Communications Plan for the project.

Federal Deposit Insurance Corporation (FDIC)

Information Technology Application Services (ITAS) II

Contract Program Manager (January 2012 – Present)

Kore Federal was awarded a prime \$547M Basic Ordering Agreement (BOA) to help FDIC continue to maintain stability and public confidence in the nation's financial system. Our team will support FDIC's emergence from the banking crisis and its Business Technology Strategy; which includes, application modernization, advanced analytics, mobility, electronic document management, ERP and business agility initiatives. The Kore Federal Team provides FDIC with innovative and cost saving solutions and experienced resources to help FDIC ensure the safety and soundness of our banking system.

Mr. Buhrman has over five years prior experience at FDIC and was instrumental in getting FDIC on the bidders list (FDIC does not follow the FAR and does not post opportunities publically). He also led the BOA capture which included developing a RFI response and identifying eight qualified teaming partners including a large business to provide the bench strength and reach back needed to execute on a contract of this size. Mr. Buhrman also supported multiple aspects of the proposal process including technical strategy, staff planning, pricing and writing the management approach. Mr. Buhrman led the subsequent Task Order capture and proposal efforts and currently has several proposals waiting for award.

Department of Commerce

United States Patent and Trademark office (USPTO)

Office of the Chief Information Officer

Storage as a Service Business Case Analysis

Senior Business Case Analyst (March 2013 – April 2013)

Mr. Buhrman led the business case and alternatives analysis (BCA) to determine if a managed storage solution (vendor-owned storage residing in the USPTO data center) would provide cost avoidance, optimization and risk mitigation over the Status Quo. He developed each alternative's Total Cost of Ownership (TCO), key benefits and risks/mitigation, performed comparison analysis, and made a final recommendation which USPTO adopted. Mr. Buhrman also developed the investment decision analysis which included key elements of the BCA in addition to program planning artifacts attributable to the recommended investment.

Department of Homeland Security

Customs and Border Protection

Office of Information and Technology

Transformation Support Services

Senior IT Analyst (October 2011 – July 2012)

Mr. Buhrman supported the Customs and Border Protection (CBP) Office of Information and Technology (OIT) with strategic planning, IT service design, budget and performance concept of operation and roadmap and program management support of the new CBP Cloud Computing Environment (C3E) residing in DHS's new data centers in Stennis, Mississippi and Clarksburg, VA (C3E is the largest Oracle Exa-platform appliance in the U.S.). Mr. Buhrman developed a State of the OIT presentation which was presented by the CIO to CBP Directors. He also performed OIT budget analysis and developed the business case for C3E. Finally, Mr. Buhrman developed a Concept of Operations for management of OIT's financial and performance outcomes.

Department of Commerce

United States Patent and Trademark Office

Fee Collection Business Process Reengineering

Analyst (February 2011-October 2011)

Mr. Buhrman performed an assessment of the USPTO fee collection processes for patents and trademarks. He was responsible for facilitation, resolution of process questions, process maps creation and enhancement, and stakeholder communication. He met weekly with the USPTO financial systems group to discuss impacts to system requirements. The business processes and requirements will support procurement of development services to implement USPTO's Fee Processing Next Generation system.

Office of Personnel Management

Human Resource Solutions

Business Management Improvement Project

Project Manager (February 2010-July 2011)

Mr. Buhrman led the engagement to provide a variety of business management transformation services to OPM's Human Resource Solutions (HRS) organization which provides human capital and training services to other federal government agencies through

interagency agreements. The Business Management Improvement Program (BMIP) helped HRS achieve improved business processes, become financially lean, attain measured growth, redirect key work activities to mission focus, and become a “best-in-class” HR organization.

Mr. Buhrman organized his team under five work streams: Process Improvement, Business Applications, Cost and Performance, Data Services, and Operational Support. He provided program management to the engagement including integration, financial, stakeholder, benefits, and performance management, and implemented standard project management procedures and tools for each of the work streams including schedule, risk, issue, quality, and change management. The table below provides the key outputs delivered and HRS benefits achieved by the program.

**Environmental Protection Agency
Quality Management Support Project**

Project Manager (November 2009-August 2010)

The Office of Chief Financial Officer (OCFO) required project management and technical services to support the quality management activities for OCFO’s financial systems projects, the Financial System Modernization Project (FSMP) and data mart/warehousing projects. Key tasks included: developing and maintaining the quality management plans for OCFO’s financial systems projects, conducting quality assurance reviews and audits of the OCFO’s project processes and procedures, and providing objective analysis and sound recommendations for the improvement and enhancement of the project management processes. As the project manager, Mr. Buhrman’s responsibilities included scoping and planning all tasks, deliverable reviews, developing and updating the project schedule, internal and external status reporting (including earned value metrics), staffing, subcontract management, invoicing, and responding to contract modifications. The project team delivered an assessment of three EPA project management procedures; risk, issue, and requirement management. This assessment provided recommendations to reduce risk to FSMP. The team also developed a diagnostic to determine stakeholder expectations for the data warehouse project.

**Office of Personnel Management
Center for Leadership and Talent Services
Cost Allocation Model**

Project Manager (September 2009-January 2010)

Based on the success of the Cost Allocation Model (CAM) implementation at the Center for Talent Services (CTS) program office and referrals from the CTS Director, Mr. Buhrman secured a project implementing CAM in the Center for Leadership and Talent Services (CLCS) program office. Mr. Buhrman’s team implemented a prototype model by reverse engineering an existing spreadsheet model and gathering requirements from stakeholders. The team then leveraged the prototype to gather additional requirements and implemented Release 1 of the CAM. The team conducted end user training prior to fully releasing the model to the organization. The team was then asked to develop a budget model leveraging the CAM functionality. The team identified budget object classes and level of detail needed for the budget. They developed the budget model, conducted training, and released it to CLCS users. The CLCS CAM costing and budget models were showcased during an all

hands meeting and resulted in a round of applause because of the ease of use and valuable business information that it provides the program.

Office of Personnel Management
Center for Talent Services
Consolidated Business Information System Support

Project Manager (September 2009-January 2010)

OPM implemented a new financial management system (CBIS) on October 1, 2010 leveraging Oracle Federal Financials 12i and Compusearch PRISM. The CTS program office identified the need to align their business operations to the new financial system. Mr. Buhrman's team focused on order to cash and procure to pay processes and developed stop gap as-is and to-be processes, job aids, and training materials. His team also supported identifying security roles for key operations personnel. In addition, the team supported mapping legacy codes and transactions to new structures defined by CBIS and reconciled conversion results.

Office of Personnel Management
Center for Talent Services
Cost Allocation Model

Project Manager (March 2008-January 2010)

Mr. Buhrman led the implementation of CAM and reports which provide CTS with better visibility and control over their business. Initially, the team gathered requirements and developed a prototype solution which immediately provided line of sight into CTS's costs. With the success of the prototype, the team implemented an enhanced cost model with more accurate drivers, revenue, and additional reporting capabilities. The team migrated the solution to an OPM data center and rolled out training to users prior to full release. The team then made additional enhancements and created a "forecast" model to perform what-if analysis. The CAM implementation enabled CTS to better understand their current business and rapidly adapt to business and organizational changes in the future.

Department of Treasury
Office of Comptroller of the Currency
Quality Management Support Project

Project Manager (August 2008-August 2009)

Mr. Buhrman led the Grant Thornton team in support of the Operations Program Management Office's (OPMO) quality assurance processes. The project involved developing processes and templates, performing inspections, facilitating reviews, and conducting training. The team re-engineered the OPMO quality process and designed workflow for it to be automated in Microsoft SharePoint.

Department of Homeland Security
Federal Emergency Management Agency
Office of the Chief Information Officer

Project Management Support

Project Manager (August 2008-August 2009)

Mr. Buhrman supported the Information Technology Division (ITD) of the FEMA OCIO. He performed project and work order management in a multi-contractor environment. He diagnosed issues, performed analysis, developed work order statements of work, supported project reviews, and performed technical planning. Mr. Buhrman was responsible for the Accounts Receivable Recoupment system which was experiencing problems for several years and was in need of enhancement due to litigation. Mr. Buhrman met with key stakeholders (both FEMA and contractor) and documented the key issues, business impact, and priority. He also developed an as-is process flow and application architecture for an alternatives analysis and recommendations. His recommendations were adopted by FEMA and are currently being added to an existing maintenance contract.

Office of Personnel Management

Financial Systems Modernization (FSM) Program Office Support

Project Manager (August 2007-September 2008)

Mr. Buhrman led the Grant Thornton team in supporting the FSM Program Management Office. FSM is one of the first agencies to follow the Financial Management Line of Business guidelines in its procurement of a new financial solution. The team supported OPM in the areas of acquisition support, business process analysis, application architecture, program management, earned value management, organizational change management, and requirements analysis and validation. Mr. Buhrman supported the day-to-day project management activities, such as schedule tracking, risk management, issue resolution, executive reporting and presentations. Mr. Buhrman helped OPM meet its agency-wide strategic goal of awarding the systems and integration hosting services by August 1, 2008. It was also awarded without protest; another key success factor.

Department of State

Bureau of Administration / Logistics Management

Integrated Logistics Management System (ILMS)

Senior Project Manager (February 2006-April 2007)

Mr. Buhrman was directly responsible for three major efforts on the ILMS program. 1. - planned, re-baselined, and led a team of 8 resources in the implementation of EPM in a phased rollout. The EPM effort included conducting key performance indicator and balanced scorecard visioning and requirements sessions for the procurement, inventory, transportation, and diplomatic mail functional areas under the Logistics Management Branch. The effort included implementing PeopleSoft EPM Scorecard, data warehouse, and MicroStrategy metric dashboard and reports. 2. - Led a team of 4 in functionally and technically assessing an upgrade to the PeopleSoft Supply Chain system from version 8.4 to 8.9 including options for implementation, costs, resources, and issues/risks. 3. - Led a team of 7 in a major enhancement of the Diplomatic Pouch and Mail system to enable streamlined processes for users at diplomatic posts.

Federal Deposit Insurance Corporation

Project Manager (July 2001 – January 2006)

New Financial Environment (NFE)

Mr. Buhrman managed a team of 19 in the implementation of the Budgeting, Activity Based Management (ABM), and the Enterprise Data Warehouse modules of PeopleSoft EPM and 24 management reports in WebFocus. He also assisted with the visioning and requirements for the PeopleSoft Financials implementation especially as it impacted EPM. Mr. Buhrman developed the approach for integrating Projects, Time and Attendance, and ABM as well as the approach for integrating Projects, Budgeting, and Commitment Control and wrote white papers for both. He also developed a reporting strategy that was adopted by the FDIC. Mr. Buhrman managed the creation of a custom module to provide charge-backs to the GL from EPM. He also provided estimates for a phase II implementation including Enterprise Scorecard and Business Planning as well as enhancements to ABM and the Enterprise Data Warehouse.

FIMS and Non-FIMS Support

Mr. Buhrman supervised over 90% of the total FDIC financial systems support contract. He managed nine separate task orders (3 fixed-price and 6 time and materials), which included the maintenance and/or enhancement of 16 active systems and their subsystems and supervision of 13 resources. Mr. Buhrman was responsible for work planning, status reporting, budget tracking, contract issues, resource management, and requirements and design of enhancements. Two of his bigger enhancement projects included the creation of several data marts to enhance reporting performance and enhancement of a custom-built Activity Based Costing system. Mr. Buhrman also performed analysis of ad hoc problems, gave presentations to FDIC senior leadership on system architecture improvements, and helped with a proposal to replace the current financial system with PeopleSoft Financials (which was won).

Microsoft Solution Organization (Accenture Internal)

Instructor (May 2001-June 2001)

Mr. Buhrman conducted the MSO Technical Architecture and MSO Design Schools. He gave presentations on Architecture Overview, Development Architecture, Security, Reusable Architectures, B2C and B2B, Mobile Commerce, and Storage Area Networks. The last presentation was part of the Hot Topics section and Mr. Buhrman researched the material and created the slides himself.

United States Postal Service

Development Lead (October 2000– May 2001)

The project involved the creation of a system designed to equitably tender Alaska's airmail. The client/server system accepts large and small parcels and distributes them to Air Carriers depending on predefined criteria. Mr. Buhrman designed, developed, and tested four code major code packages including the algorithm which allocated packages to Air Carriers. He also wrote a test harness for the project's reusable development architecture including data access, smart controls, and error trapping components. The system was built using Visual Basic 6.0 and Oracle 8i.

Enron North America

Test Lead (July 2000– September 2000)

This project involved test planning and coordination of Enron North America (ENA) custom applications to help the company successfully migrate to Windows 2000. Mr. Buhrman created the work plan and schedule portions of the Test Approach. He also helped with setting up the Windows 2000 test lab including verifying the PC Lab readiness and coordinating PC Lab status log and additional requirements from the developers. Mr. Buhrman helped to support the issue resolution process and provided Windows 2000 expertise to developers resolving the issues. He also created, maintained, and enhanced test process management tools like the test information database, testing templates, and job aids. He created a Developer Issues Knowledgebase in MS Access and published it to Enron's intranet.

WorldCom

Developer and DBA (December 1999–May 2000)

The project involved building the BASICS 2000 Online Training System for the Customer Service Division of MCIWorldCom. Mr. Buhrman backfilled for two resources who left during the last three months of development. He was given the role of SQL Server 7.0 administrator and developer of three distinct modules of the training system. He was also the project NT administrator and network troubleshooter. As the project completed system test, Mr. Buhrman was one of three developers who remained to complete fixes stemming from system test and from pilot test. After pilot test was complete, Mr. Buhrman researched and wrote the scripts to performance test the production server using the Microsoft Web Application Stress Tool. He also helped to coordinate the release of the system to the MCI technical staff. The system was developed using Microsoft Active Server Pages on an Internet Information Server with a SQL Server backend. JavaScript was used for client-side functionality.

Housing and Urban Development

Analyst (February 1998–September 1999)

Drug Elimination Reporting System

This project involved building a grant results submission system via the internet. The Lotus Domino platform was used to create a multi-functional online form for Housing Authorities to submit their semi-annual reports to HUD Headquarters. The submitted information was replicated over HUD's firewall and is transferred to a Sybase database using InfoPump MiddleWare. The Headquarters staff could access the data using canned reports built in PowerBuilder. Past online submission systems had some performance problems, so this project also involved researching application and server performance maximization. As part of the effort, Mr. Buhrman researched and wrote a Lotus Domino server performance tuning white paper which was given to the client. He also was part of the team which conducted a two-week training conference for Housing Authorities to learn more about the system prior to release.

GMC Knowledge Management

This project was a Knowledge Management effort for another division of HUD. The project involved the development of a series of informational web pages on the Internet, a discussion forum accessible on HUD's intranet, and a Frequently Asked Questions site on the Internet, which was populated with select discussions from the intranet forum. The static

web pages were developed using Netscape's Composer tool and were FTPed directly to HUD's Internet server. The discussion forum and FAQ sites were developed in Lotus Domino with a Notes component for the administrator.

TARC Reporting Subsystem

The project involved building a reporting subsystem which allowed the client to view and print data based on selected criteria. The application was essentially made up of packaged reports built in PowerBuilder which accessed data stored in a Sybase database. Mr. Buhrman wrote the high level plan and capability requirements document. He also designed the data model and tested the application.

Education

BS, Civil and Environmental Engineering, University of Virginia, 1995

ME, Civil and Environmental Engineering, University of Virginia, 1996

Training and Certification

Certified in ITIL Foundations 2011 Edition

Certified ScrumMaster (CSM), November 2011

Project Management Institute Program Management Professional (PgMP), April 2011

2010 Integrated Program Management Conference, November 2010

- Speaker - "Earned Value for Everyone"

2010 EVM World, May 2010

Earned Value Management Professional Certification Prep, January 2010

Oracle Business Intelligence Enterprise Edition, October 2009

Primavera Project Management v6, October 2008

Value Driven Program Management, May 2007

Information Management Services Workshop, April 2007

RFID Bootcamp, September 2005

Project Management Institute Project Management Professional (PMP), June 2005

Cognos ReportNet, September 2004

Ascential DataStage Bootcamp, March 2004

Bill Inmon Certified Government Information Factory (GIF) Architect, Oct 2003

PeopleSoft EPM

Jordan E. DeVlyder

Assistant Professor
University of Maryland School of Social Work

Education:

Ph.D.	2014	Columbia University, Social Work
M.Phil.	2013	Columbia University, Social Work
M.S.	2011	Columbia University, Social Work
M.S.	2008	Georgia Institute of Technology, Cognitive and Brain Sciences
B.A.	2005	New York University, Psychology

Experience in Higher Education:

2014 – present	University of Maryland, Baltimore, School of Social Work <i>Assistant Professor</i> Courses taught: Social Work Research; Risk and Prevention in Behavioral Health; Nature of Health & Illness; Causal Beliefs and Stigma in Behavioral Health Faculty field liaison Ph.D. committees: Member: Hans Oh (Columbia), 4/24/15 Co-chair: Boyoung Nam (University of Maryland), in progress
2013-2014	Columbia University, School of Social Work <i>Adjunct Professor</i> Courses taught: Health, Mental Health, and Disabilities: Issues, Policies, Research, and Programs; Normal and Pathological Aspects of Childhood
2008-2009	Georgia Institute of Technology, School of Psychology <i>Adjunct Professor</i> Courses taught: Laboratory in Cognitive Psychology Mentor for President's Undergraduate Research Award program
2006-2008	Georgia Institute of Technology, School of Psychology <i>Teaching Assistant</i> Courses: Biopsychology; Abnormal Psychology; Human Development through the Lifespan

Experience in other than Higher Education:

2013-2014	New York State Psychiatric Institute, Experimental Therapeutics Division, New York, NY <i>Clinical Researcher</i>
2012-2013	New York State Psychiatric Institute, Recovery After First Schizophrenia Episode (RAISE) Connection Program, New York, NY <i>Clinical Rater</i>

2010-2011	New York State Psychiatric Institute, Center for Practice Innovations & Center of Prevention and Evaluation, New York, NY <i>Social Work Intern</i>
2009-2010	Harlem Hospital Center, Comprehensive Psychiatric Emergency program, New York, NY <i>Social Work Intern</i>

Honors Received:

2017	Dean's Teaching Award from University of Maryland, Baltimore
2014	Invited Presenter, Social Work Student Night, New York Academy of Medicine
2011-2013	William Randolph Hearst Foundation Fellowship from Columbia University
2010-2011	Judith J. Ginsberg Memorial Fellowship from Columbia University
2009-2011	General Scholarship from Columbia University
2010	Society for Psychophysiological Research Student Poster Award presented to James Broadway for co-authored poster
2006-2009	President's Fellowship from Georgia Institute of Technology
2005	Founder's Day Award from New York University
2001-2005	National Merit Scholarship
2001-2005	Baird Scholarship from New York University

Research Support and/or Fellowships:

Principal Investigator:

2017-2019	American Foundation for Suicide Prevention, Psychotic Experiences as Predictors of Suicidal Behavior in a Pediatric Emergency Department (young investigator grant; mentor: Holly Wilcox). \$84,940 (not funded, revision currently under review)
2017-2020	National Institute of Mental Health, Social Work Training to Reduce Duration of Untreated Psychosis (R34). \$450,000 (not funded, revision currently under review)
2016-2017	Competitive Innovative Research Award, Behavioral Health Correlates of Police Practices. \$19,434 (funded)
2015-2017	National Institute of Mental Health, Psychotic Experiences as Risk-Factors for Suicidal Thoughts and Behavior (R03). \$100,000 (not funded)
2015-2016	American Foundation for Suicide Prevention, The Perceived Relationship Between Psychotic Experiences and Suicide Attempts. \$30,000 (not funded)

2015-2016	Competitive Innovative Research Award, Do Psychotic Experiences Independently Predict Suicide Risk? A Prospective Cohort Study. \$4,000 (funded)
2015-2016	National Institute of Health Loan Repayment Program, amount to be determined by NIMH if accepted (not funded)
2014-2015	Competitive Innovative Research Award, Psychotic Experiences and Suicide Attempts: Causation versus Environmental Confounding. \$18,343 (funded)
2006	Georgia Institute of Technology Graduate Student Career Development Grant, Sensory Gain Control at Fixation, \$600 (funded)

Consultant:

2015-2016	Substance Abuse and Mental Health Services Administration, Behavioral Health Workforce Integration Service and Education (BHWISE) Training for Professionals. \$1,183,182 (funded)
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Professional Activities:

Professional Associations

2017-present	Member, American Public Health Association
2014 - present	Member, Schizophrenia International Research Society
2013 - present	Member, Council on Social Work Education
2011 - present	Member, International Early Psychosis Association
2010 - present	Member, Society for Social Work and Research
2010 - present	Member, National Association of Social Workers
2015 - 2016	Member, International Society for CNS Clinical Trials and Methodology
2014 - 2016	Associate Member, The New York Academy of Medicine
2007 - 2008	Member, Society for Psychophysiological Research
2007 - 2008	Member, Cognitive Neuroscience Society

Board and Working Group Memberships

2016	Grand Challenge to Ensure Health Development for All Youth workgroup, Social Innovation for America's Renewal conference, St. Louis, MO.
2016	Research Domain Criteria Council workgroup, National Institute of Mental Health, Rockville, MD.
2015	Suicidal Ideation and Behavior consensus workgroup, International Society for CNS Clinical Trials and Methodology, Washington, D.C.
2014-current	Board of Advisors, Behavioral Health Workforce Integration Service and Education

HYUN-JIN JUN, PhD, MSW
University of Maryland School of Social Work

Education:

Doctor of Philosophy	2017	University of Maryland School of Social Work Baltimore, Maryland
Dissertation Title: Relationship Between Alcohol Use and Gambling in Emerging Adulthood		
Dissertation Chairs: Drs. Donna Harrington & Paul Sacco		
Master of Social Work	2010	Washington University in St. Louis George Warren Brown School of Social Work St. Louis, Missouri (Concentration: Health)
Master of Social Work	2007	Chung-Ang University Department of Social Welfare, Seoul, Korea (Major: Social Work)
Bachelor of Social Work	2005	Chung-Ang University Department of Social Welfare, Seoul, Korea

Research Experience:

2017 – Present	Post-Doctoral Fellow University of Maryland, School of Social Work PI: Jordan DeVylder, Ph.D.
2016 – 2017	Graduate Research Assistant University of Maryland, School of Social Work PI: Jordan DeVylder, Ph.D.
2015 – 2016	Graduate Research Assistant University of Maryland, School of Social Work PI: Geetha Gopalan, Ph.D.
2014 – 2015	Graduate Research Assistant University of Maryland, School of Social Work PI: Jay Unick, Ph.D.
2014	Graduate Research Assistant Ruth Young Center, University of Maryland, School of Social Work Supervisor: Berenice Rushovich, MSW
2013 – 2014	Graduate Research Assistant University of Maryland, School of Social Work PI: Joan Davitt, Ph.D.
2011 – 2013	Graduate Research Assistant University of Maryland, School of Social Work PI: Charlotte Bright, Ph.D.
2010 – 2011	Graduate Research Assistant University of Maryland, School of Social Work Supervisor: Paul Sacco, Ph.D. LCSW. •
2009	Graduate Research Assistant Washington University in St. Louis

George Warren Brown School of Social Work
 2008 **Graduate Research Assistant**
 Korea Christian University, Department of Social Welfare, Seoul, Korea
 2007 – 2008 **Research Assistant**
 Chung-Ang University, Department of Social Welfare, Seoul, Korea
 2007 **Researcher**
 Seoul Foundation of Women and Family, Seoul, Korea
 2006 – 2007 **Research Assistant**
 Inje University Center for Alcohol Studies, Seoul, Korea
 2012 – 2013 **Instructor**
 University of Maryland, School of Social Work
 Course: Social Work Research
 2012 **Teaching Assistant**
 University of Maryland, School of Social Work
 Course: Social Work Research (Instructor: Philip Osteen, Ph.D.)

Practicum Internships:

2010 **Social Work Intern**
 Washington University in St. Louis, School of Medicine
 Knight Alzheimer’s Disease Research Center
 2009 **Social Work Intern**
 Washington University in St. Louis, School of Medicine
 Department of Psychiatry, Epidemiology and Prevention Research Group
 2004 **Social Work Intern**
 Yeouido St. Mary’s Hospital, Seoul, Korea
 2003 **Social Work Intern**
 Chung-Ang University Medical Center, Department of Psychiatry,
 Seoul, Korea

Other Experience:

2006 **Participant in mutual exchange program** between Chung-Ang
 University and Hosei University, Japan
 Chung-Ang University, Department of Social Welfare, Seoul, Korea
 2005-2006 **Education Assistant**
 Chung-Ang University, Department of Social Welfare, Seoul, Korea
 • Helped the administrative works of professors; managed the class
 schedule of the undergraduate students
 2005 **Part-time Assistant**
 Samsung Welfare Foundation, Seoul, Korea
 • Assisted in ‘A Little Sharing for a Lot of Love’ campaign
 2004 **Exchange Student**
 University of California at Berkeley, School of Social Work
 2003 **Participant in visiting program for social work agencies in St. Louis**
 Chung-Ang University, Department of Social Welfare, Seoul, Korea
 • Coordinated by Washington University in St. Louis

Awards and Honors:

2016-2017 **Graduate Plus Award**
 University of Maryland, Graduate School

- 2016 **Travel stipend** for 2016 Add Health Users Conference
University of North Carolina, Carolina Population Center
- 2015 **Dissertation Grant**
University of Maryland, School of Social Work
- 2015 **Scholarship for the 29th Annual Conference on Problem Gambling**
The Maryland Center of Excellence on Problem Gambling
University of Maryland, School of Medicine
- 2014 **Travel award for Annual Conference of the Society for Social Work and Research (SSWR)**
University of Maryland, Graduate Student Association
- 2014 **Travel award for Annual Conference of the Society for Social Work and Research (SSWR)**
University of Maryland, School of Social Work
- 2012 **Student Merit Award**
Research Society on Alcoholism (RSA)
- 2012 **Travel award for Annual Conference of the Society for Social Work and Research (SSWR)**
University of Maryland, School of Social Work
- 2008-2010 **George Warren Brown School of Social Work grants and scholarship**
Washington University in St. Louis
George Warren Brown School of Social Work
- 2006 **A 3rd Prize of 2005 Proposal for Drug Abuse Prevention at GyeongGi Chapter**
Korean Association against Drug Abuse, GyeongGi, Korea
- 2005 **Grant (“A global frontier”) for foreign travel to visit social enterprises I n U.K.**
Job Korea, Seoul, Korea
- 2004-2006 **Scholarship**
Chung-Ang University, Department of Social Work, Seoul, Korea
- 2004 **Excellent Volunteer Award**
Gwanak-gu Office, Seoul, Korea
- 2004 **Student Volunteer Group Grant**
Korea Tobacco and Ginseng Welfare Foundation, Seoul, Korea

Licensure:

- 2005 **License of 1st grade Social Worker**
Korean Association of Social Workers (KASW), Seoul, Korea

Community Service and Leadership:

- 2012 **Student Mentor** for incoming doctoral students
University of Maryland, School of Social Work
- 2011 **Student Representative** in PhD Program Committee
University of Maryland, School of Social Work
- 2009 **Certificate of Appreciation**
Washington University in St. Louis
George Warren Brown School of Social Work, St. Louis, Missouri
- 2009 **Co-chair**
Korean Student Association (KSA), Washington University in St. Louis

- George Warren Brown School of Social Work, St. Louis, Missouri
- 2005 **University Student Leader**
 Boosting Alcohol Consciousness Concerning the Health of University Students in Korea (BACCHUS), Seoul, Korea
- 2003-2004 **Group Program Assistant**
 Chung-Ang University Social Welfare Center, Seoul, Korea
 • Assisted group program for children with developmental disabilities
- 2001 **Group Program Facilitator**
 Chung-Ang University Medical Center, Department of Psychiatry, Seoul, Korea
 • Developed and facilitated a group program for patients with mental disorders
- 2000 **University Student Leader**
 World Vision “Famine 24” program, Fund-raising Program for Children with Famine, Seoul, Korea

Professional Activities:

Professional Affiliations:

- 2015-2016 Member, National Council on Problem Gambling
 2014 Member, Society for Social Work and Research
 2012 Member, Research Society on Alcoholism
 2012 Member, Society for Social Work and Research

Manuscript Reviewer:

- 2016-present Ad-Hoc Reviewer, *Substance use and Misuse*

Professional Training:

- 2011 The Workshop on NVIVO (March 8-9)
 University of Maryland, School of Social Work
- 2003 Certificate of completing the psychodrama workshop course, Korea

Lisa M. Fedina

University of Maryland, School of Social Work

EDUCATION

- **PhD Candidate** Expected March 2018
University of Maryland, Baltimore, School of Social Work
Research Interests: gender-based violence, health disparities, criminal justice, healthcare, and social service systems responses to violence
Dissertation Title: Understanding the Health Consequences of Sexual Victimization: Assessing the Impact of Social and Economic Factors
Dissertation Chair: Dr. Charlotte Bright
Dissertation Committee Members: Drs. Noël Busch-Armendariz, Melissa Edmondson Smith, Donna Harrington, Paul Sacco
- **Master of Social Work** May 2009
University of Toledo, Toledo, OH
Concentration: Child and Family Welfare
- **Bachelor of Social Work** May 2008
University of Toledo, Toledo, OH
Minor: Philosophy

RESEARCH EXPERIENCE

- Graduate Research Assistant** 10/2016 – Present
University of Maryland, School of Social Work, Baltimore, MD
- Mentor: Dean Richard Barth
 - Assisting in development and implementation of campus-wide interprofessional course on intimate partner violence. Developed and implemented campus community needs assessment survey on intimate partner violence. Developed and implemented survey in partnership with Baltimore Police Department on police perceived training needs.
- Graduate Research Assistant** 08/2014 – 09/2016
U.S. Department of Justice, National Institute of Justice, Washington, DC
Violence and Victimization Research Division, Violence Against Women and Family Violence Program
- Mentor: Dr. Bethany Backes
 - Funding: 2015-2016 National Institute of Justice Graduate Research Assistantship (\$49,606); 2014-2015 National Institute of Justice Graduate Research Assistantship (\$53,110). Competitive award that provides doctoral students with applied research experience at NIJ and funds to participating universities to pay salaries and other costs for doctoral research assistants.
 - Conducted intramural research on intimate partner violence, sexual violence, and stalking. Prepared three manuscripts on findings.
 - Served on federal task forces/working groups to promote cross-agency collaboration on violence and victimization: White House Task Force to Protect Students from Sexual Assault (Office of the Vice President), Effects of Nuisance Abatement Ordinances on IPV Victims (DOJ/Office on Violence Against Women), Criminal Justice System Response to

Intimate Partner Violence (DOJ/National Institute of Justice), Violent Victimization Research (DOJ/National Institute of Justice), Teen Dating Violence Measurement (DOJ/National Institute of Justice), Female Genital Cutting Measurement (Centers for Disease Control and Prevention).

Research Consultant 05/2016 – 08/2016

United States Department of Justice, National Institute of Justice

- Conducted gap analysis in NIJ-funded research on race and crime for internal research brief. Developed survey for intramural research on female body armor and women police officers injured in the line of duty.

Research Consultant 01/2016 – 07/2016

Ohio Department of Higher Education

- Provided oversight on systematic review research activities on prevention programming for child labor and sex trafficking conducted by the Institute on Human Trafficking and Social Justice at the University of Toledo.

Research Consultant 05/2015 – 08/2015

United States Department of Justice, National Institute of Justice

- Synthesized key findings from studies funded under the Research Practitioner Partnership Program for research, practice, and policy briefs.

Graduate Research Assistant 08/2013 – 08/2014

University of Maryland, School of Social Work, Baltimore, MD

- Mentor: Dr. Elizabeth Greeno
- Assisted on evaluation of the University's Title IV-E Child Welfare Education and Training program. Prepared two manuscripts on findings.

Regional Epidemiologist 08/2011 – 08/2013

Ohio Department of Mental Health and Addiction Services, Columbus, OH

- Led data collection and analysis for mixed-methods research on substance abuse trends in Ohio. Prepared semi-annual reports on findings.

Graduate Research Assistant 08/2008 – 05/2009

University of Toledo, Social Work Department, Toledo, OH

- Mentor: Dr. Celia Williamson
- Funding: 2008-2009 Graduate Research Assistantship, University of Toledo, Department of Social Work (\$25,000). Competitive award to provide MSW students with research experience and support through a stipend and tuition remission.
- Assisted in data collection and analysis for qualitative study on sex trafficking among juvenile justice-involved girls.

FUNDED RESEARCH

Project Title: Understanding the Health Consequences of Sexual Victimization: Assessing the Impact of Social and Economic Factors

Grant Number: 2016-R2-CX-0016

Funder: U.S. Department of Justice, National Institute of Justice, Graduate Research Fellowship in the Social and Behavioral Sciences

Role: Principal Investigator
Amount: \$32,000
Project Period: 10/2016 – 09/2017

GRANT PROPOSALS UNDER REVIEW

FY 2017 Comprehensive Services for Victims of All Forms of Human Trafficking

Funder: U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime
Role: Lead Evaluator

FY 2017 Ohio Human Trafficking Prevalence Study

Funder: Ohio Department of Public Safety, Office of Criminal Justice Services
Role: Research Consultant

PROFESSIONAL EXPERIENCE

Quality Improvement Specialist 09/2011 – 09/2013

Uhlich Children's Advantage Network (UCAN), Chicago, IL

- Collected, analyzed, and evaluated program data and outcomes for youth counseling services, residential treatment, foster care, and teen transitional living programs.

Project Coordinator, Office of the Assistant Secretary 10/2009 – 05/2011

Illinois Department of Human Services, Chicago, IL

- Managed statewide anti-human trafficking initiative funded by U.S. Department of Health and Human Services. Organized state coalition (160+ organizations), coordinated victim certification process, developed community and agency victim assistance policy and procedures.

Development Assistant 05/2009 – 10/2009

Second Chance Program, Toledo Area Ministries, Toledo, OH

- Co-authored government and foundation grants for human trafficking service provision and research.
- Obtained funding from Catholic Campaign for Human Development (\$7,500) for economic empowerment program offering paid job training and internship opportunities to survivors of commercial sexual exploitation.

Graduate Intern/Undergraduate Intern 08/2007 – 05/2009

Second Chance Program, Toledo Area Ministries, Toledo, OH

- Provided case management services to adult and child sex trafficking victims, co-facilitated psychosocial support groups for survivors, led community organizing anti-trafficking efforts.

Intake Worker 10/2006 – 10/2007

Lutheran Social Services of Northwest Ohio, Toledo, OH

- Conducted intake assessments for clients enrolled in court-mandated social service programs.

Undergraduate Intern 1/2006 – 5/2006

Rosa Morgan Center, Toledo, OH

- Provided recreational and therapeutic services to older adults.

HONORS & AWARDS

2015 American Society for Criminology, Division of Victimology, Graduate Student Paper Award (\$250)

- For research paper: Fedina, L., Holmes, J. L., & Backes, B. L. (2016). *Campus sexual assault: A systematic review of prevalence research from 2000 to 2015*.

2014 University of Maryland, Baltimore, Graduate Student Association Travel Award (\$150)

- Competitive award to fund travel for graduate students presenting at conferences.

2013 University of Toledo, Department of Social Work, MSW Alumni of the Year

- Awarded to MSW graduates who have made a significant contribution to the social work profession.

2009 Toledo Muslim Forum Achievement Award for Empowering Youth (\$3,000)

- Awarded to University of Toledo student nominated by faculty who has demonstrated commitment to serve and empower youth in the Toledo community.

2009 National Association of Social Workers Ohio Chapter MSW Student of the Year Region 1

- Awarded to outstanding NASW student members nominated by CSWE accredited universities.

2008 National Association of Social Workers Ohio Chapter BSW Student of the Year Region 1

- Awarded to outstanding NASW student members nominated by CSWE accredited universities.

2008 University of Toledo Vice President of Student Affairs Exemplary Leadership Award

- Awarded to University of Toledo student nominated by faculty and who exhibits exemplary leadership throughout the campus community.

2007 University of Toledo Outstanding Student Organization Member Award

- Awarded to University of Toledo student nominated by peers and who has made a significant contribution to a student organization (for leadership in Student Social Work Organization).

GRANT CONSULTATION

Grant Peer Reviewer	2017 – Present
U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime	
Grant Peer Reviewer	2014 – Present
U.S. Department of Health and Human Services, Administration for Children and Families, Children’s Bureau	
Grant Writer, Family Centered Treatment Foundation	2016

ACADEMIC AND PROFESSIONAL SERVICE

<u>University of Maryland, Baltimore</u>	
Student Representative, Social Work PhD Program Committee	2013 – 2015
PhD Student Mentor, Social Work PhD Program	2014 – 2017
<u>Ad-Hoc Reviewer</u>	
Journal of Interpersonal Violence	2017 –Present
Sexual Abuse: A Journal of Research and Treatment	2017 –Present
Violence and Victims	2017 –Present
Journal for the Scientific Study of Religion	2016 –Present
Journal of Human Trafficking	2015 –Present

Conference Abstract Reviewer

Council on Social Work Education Annual Program Meeting 2017
Criminal & Juvenile Justice Track, Violence Against Women & Children Track

COMMUNITY SERVICE

Data Analyst, Metropolitan Family Services of Chicago	2011
Grant Writer, Frederick Douglass Family Initiatives	2011 – 2012
Steering Committee Member, Ohio Anti-Poverty Empowerment Coalition	2008 – 2009
Organizing Committee Member, Toledo Take Back the Night Collective	2006 – 2009
Volunteer, Rosa Morgan Center	2006 – 2007
Volunteer, Lutheran Social Services of Northwest Ohio Market Basket Program	2006 – 2008

PROFESSIONAL AFFILIATIONS

Caucus of LGBT Faculty and Students in Social Work	2015 – Present
Society for Social Work and Research	2014 – Present
Global Association of Human Trafficking Scholars	2010 – Present
Phi Alpha National Honor Society	2007 – Present

Terry V. Shaw

University of Maryland, School of Social Work

Education

- 2007 MPH, University of California at Berkeley, Interdisciplinary Program
Final Paper: Permanent exits from foster care: Informing measures over time
- 2006 Ph.D., University of California at Berkeley, School of Social Welfare
Dissertation: Social Workers Knowledge and Attitude toward the Ecological Environment
- 1997 MSW, University of Missouri at Columbia
- 1991 BS, Northeast Missouri State University (Truman State University), Computer Science

Experience in Higher Education

- 2014 – present Director Ruth H. Young Center for Families and Children
University of Maryland, School of Social Work
- 2014 – present Associate Professor
University of Maryland, School of Social Work
- 2014 – present Director MSW/MPH Dual Degree Program
University of Maryland, School of Social Work
- 2007 – 2014 Assistant Professor
University of Maryland, School of Social Work
- 2001 – 2007 Graduate Student Researcher VII – California Performance Indicators
Center for Social Services Research, University of California at Berkeley
- 2002 – 2003 Graduate Student Researcher V – Bay Area Social Services Consortium
Center for Social Services Research, University of California at Berkeley
- 2002 – 2003 Graduate Student Researcher V – Individual Research Project
Dr. Eileen Gambrill, University of California at Berkeley
- 2000-2001 Lecturer
Limestone College Block Program, Columbia, SC

Experience in Other than Higher Education

- 1997-2001 Health and Demographic Researcher – Program Coordinator II
South Carolina Budget and Control Board, Office of Research and
Statistics, Health and Demographics, Columbia, SC.
- 1996-1997 Project Coordinator, Ryan White Special Projects of National Significance
(SPNS) grant. Missouri Department of Health, Bureau of HIV/AIDS Care
and Prevention Services, Jefferson City, MO.
- 1991-1993 Peace Corps Volunteer – Nepal
Instructor - Mathematics (Teacher Education Course)
University of Lazimpat Extension, Darchula, Nepal
Classroom Teacher in Mathematics, Grades 5, 6, 7, and 9
Patan Village School, Patan, Nepal

Research Support

Principal Investigator

- 2016- Maryland Longitudinal Education & Workforce Data Systems (MLDS). A cooperative project between the Maryland State Department of Education (MSDE), the Maryland State Department of Higher Education (MHEC), the

- Maryland State Department of Labor Licensing and Regulation (DLLR), the University of Maryland School of Social Work (SSW) and the University of Maryland College of Education (COE) to operate the MLDS Data Center. Funding: (SSW sub-contract for \$318,000).
- 2015- Maryland Family Welfare Research and Training Group partnership with the Maryland Department of Human Resources Family Investment Administration and Child Support Enforcement Administration.
- 2010- Child Welfare Accountability: Efficiency and Effectiveness of Child Welfare Services. Maryland Department of Human Resources/Social Services Administration (DHR/SSA). Funding: 7/1/2010 – 6/30/2019, \$5,900,000.
- 2015-2017 Foster Parent Survey. Funded through Casey and the SSW with collaborative agency partners. Funding: CY16: 100,000
- 2011-206 University of Maryland Interagency Data Collaborative (LINKs). Funded through Casey and the SSW with collaborative agency partners. Funding: SFY through SF16 average 96,000 annually
- 2013-2015 Department of Housing and Urban Development – Maryland Youth REACH - Homeless Youth Enumeration Project. Funded through the Maryland Department of Housing and Urban Development and state funding through Delegate Mary Washington. Funding: SFY14: \$200,000
- 2009-2013 Rural Maryland Crisis and At Risk for Escalation diversion Services for children (Rural CARES). SAMHSA, Cooperative Agreements for Comprehensive Community Mental Health Services for Children and Their Families Program. In collaboration with the University of Maryland, School of Medicine, Department of Psychiatry, Division of Child and Adolescent Psychiatry. Developed and lead the implementation of the evaluation plan. – Evaluation budget \$1,200,000 over 6 years.
- 2008-2013 Evaluation of the Maryland Crisis and At Risk for Escalation diversion Services for children (MD CARES). SAMHSA, Cooperative Agreements for Comprehensive Community Mental Health Services for Children and Their Families Program (RFA # SM-08-004). In collaboration with the University of Maryland, School of Medicine, Department of Psychiatry, Division of Child and Adolescent Psychiatry. Evaluation budget \$1,200,000 over 6 years.
- 2010-2014 Maryland State Council on Child Abuse and Neglect Environmental Scan. Maryland Department of Human Resources (DHR). Funding: 8/1/2010 – 6/30/2014, \$64,000.
- 2010-2011 Evaluating the Implementation of Family Centered Practice in Maryland. Maryland Department of Human Resources (DHR) Funding: 7/1/2010 – 6/30/2011, \$150,000.
- 2008–2010 Fostering Safe Choices. Maryland Department of Human Resources (FIA). Funding: 9/1/2008 – 9/30/2010, \$300,000.
- Co-Principal Investigator**
- 2013-2016 Maryland Longitudinal Education & Workforce Data Systems (MLDS). A cooperative project between the Maryland Stated Department of Education (MSDE), the Maryland State Department of Higher Education (MHEC), the Maryland State Department of Labor Licensing and Regulation (DLLR), the University of Maryland School of Social Work (SSW) and the University of Maryland College of Education (COE) to operate the MLDS Data Center. Funding: SFY14: 1.7 million (SSW sub-contract for 350,000).

- (Mike Woolley – Principal Investigator).
- 2008-2010 Child Welfare Accountability: Efficiency and Effectiveness of Child Welfare Services. Maryland Department of Human Resources (DHR).
Funding: 7/1/2009 – 6/30/2010, \$622,776; 7/1/2008 – 6/30/2009, \$622,776.
(Diane DePanfilis – Principal Investigator)
- 2007-2008 Child Welfare Accountability: Efficiency and Effectiveness of Child Welfare Services. Maryland Higher Education Commission (MHEC).
Funding: 1/1/2007 – 6/30/2008, \$433,072.
(Diane DePanfilis – Principal Investigator)
- 2007 – 2008 ACTION for Child Protection and Alabama Family Services through grant support from the USDHHS, Children’s Bureau – Funding Opportunity HHS-2007-ACF-ACYF-CA-0023. Evaluation of Alabama’s Implementation of a Family Centered Comprehensive Assessment Process).
Funding: 1/1/2007 – 6/30/2008, \$746,205.
(Diane DePanfilis – Principal Investigator)

Co- Investigator

- 2015-2016 Department of Housing and Urban Development – Maryland Youth REACH - Homeless Youth Enumeration Project. Funded through the Maryland Department of Housing and Urban Development and state funding through Delegate Mary Washington.
- 2009-2010 Parent Child Foster Care Project. Annie E. Casey Foundation.
Funding: 10/1/2009 – 6/30/2010, \$89,998,
(Richard Barth – Principal Investigator)
- 2010-2012 Parent Child Foster Care II Project. Annie E. Casey Foundation.
(Richard Barth – Principal Investigator)

Consultant

- 2015 Mississippi Department of Human Services, Division of Family and Children’s Services Olivia Y., et al. v. Phil Bryant, et al. court monitoring process.
Funding: Pro Bono, 3/2015
- 2011 Children’s Electronic Health Record. Funding: 5/2011, \$500
- 2009 California CWS/CMS Sibling Data Analysis. Casey Family Foundation.
Funding: 5/1/2009 – 6/30/2009, \$1,000.
- 2009 California CWS/CMS Sibling Data Analysis. Casey Family Foundation.
Funding: 5/1/2009 – 6/30/2009, \$1,000.
- 2007 Lutheran Immigration and Refugee Services, Field Coordination Program. Outcome-Based Evaluation Development.
Funding: 9/30/07 – 11/30/07, \$8,946.

Professional activities

Professional Associations

- 2007-present Council on Social Work Education
- 2003-present Society for Social Work and Research
- 2005-2008 Society for the Study of Social Problems

Advisory Boards

- 2016-present Maryland Department of Human Resources, Social Services Administration Advisory Board
- 2016-present Maryland Department of Human Resources, Social Services 3 Branches Institute Advisory Board
- 2012-present Maryland Title IVb Advisory Committee

- 2012-2016 Maryland's Alternative Response Advisory Board – Evaluation Sub-Committee
- 2012-2016 Maryland's Foster Care Court Improvement Program Data Quality Assurance Advisory Board Member
- 2011-2015 National Advisory Committee – Integration of Teen Pregnancy Prevention into State and Local Foster Care Systems
- 2009-2010 Positioning Public Child Welfare Guidance, Information Management Subcommittee Member

Editorial/Review Boards

- 2009-present Editorial Review Board, Journal of the Society for Social Work and Research
- 2007-present Reviewer (15+ manuscripts), Children and Youth Services Review
- 2015-2016 Guest Editor, Special Issue on Administrative/Big Data Sets and Child Welfare Research, Journal of Public Child Welfare
- 2007-2012 Consulting Editor for Statistics, Professional Development: The International Journal of Continuing Social Work Education
- 2003-2012 Statistical Editor, Journal of Social Work Education
- 2011 Abstract Reviewer (12 abstracts), Child Welfare Track of the 2011 CSWE Annual Program Meeting
- 2010 Abstract Reviewer (12 abstracts), Child Welfare Track of the 2010 CSWE Annual Program Meeting
- 2009 Abstract Reviewer (12 abstracts), Child Welfare Track and (8 abstracts) Policy Track of the 2009 CSWE Annual Program Meeting
- 2008 Abstract Reviewer (12 abstracts), Child Welfare Track of the 2008 CSWE Annual Program Meeting

Service

University of Maryland Baltimore Service

- 2012-Present University Institutional Review Board Member (Expedited Reviewer)
- 2009-Present University Institutional Review Board Member
- 2010-2011 University IT Steering Committee

School of Social Work Service

- 2015-present Doctoral Program Committee
- 2015-present MSW Program Admissions Committee
- 2013-present Dual Degree Program (MSW/MPH) Coordinator
- 2007-present Research Sequence Committee
- 2007-present Ruth H. Young Center for Children and Families Leadership Team
- 2014 Faculty Search Committee
- 2011-2013 School of Social Work Sustainability Committee
- 2014-2015 Faculty Search Committee
- 2011-2013 MSW Program Admissions Committee
- 2008-2011 School of Social Work Sustainability Committee (Chair)
- 2008-2011 Educational Resources and Informatics Committee (Chair)
- 2008-2010 MSW Program Admissions Committee
- 2007-2008 Title IV-E Faculty Advisory Committee
- 2007-2008 Place Matters in Maryland Conference Planning Committee

Community Service

- 2014-Present Baltimore City Trauma Informed Practice Workgroup
- 2010-Present Court Commission to Improve Child Welfare

2007- Present Maryland Department of Human Resources CHESSIE Tiger Team (Maryland CHESSIE data system workgroup)
2009-Present Maryland Data Collaborative Workgroup (co-chair)
2009-Present Maryland Evidence Based Practices Workgroup
2009-Present Maryland AFCARS (Adoption and Foster Care Analysis and Reporting System) Implementation Group
2009-Present Maryland NCANDS (National Child Abuse and Neglect Data System) Implementation Group
2010-2014 Courts Catalyzing Change Committee member
2010-2014 Maryland's Child Maltreatment Environmental Scan
2008-2009 CFSR Self-Assessment, Safety and Data Workgroup
2008-2009 Maryland In-Home Services Workgroup
2007-2008 Department of Juvenile Services Listening Forum (Assistant Facilitator)
2007-2008 Maryland Alternative Response Committee
2007-2008 Maryland Team Decision Making Committee

Jill Lynn Farrell, Ph.D.
University of Maryland School of Social Work
The Institute for Innovation & Implementation

EDUCATION

2009	Ph.D.	Criminology and Criminal Justice, University of Maryland at College Park
2002	M.A.	Criminology and Criminal Justice, University of Maryland at College Park
1999	B.A.	Psychology, Magna Cum Laude, Boston College, Chestnut Hill, Massachusetts

WORK/RESEARCH EXPERIENCE

2016-		Co-Director of the Maryland Center, The Institute for Innovation & Implementation, School of Social Work, University of Maryland, Baltimore
2015-		Director of Research and Evaluation, The Institute for Innovation & Implementation, School of Social Work, University of Maryland, Baltimore
2012-		Research Assistant Professor, School of Social Work, University of Maryland, Baltimore
2011-2012		Assistant Professor, Division of Child and Adolescent Psychiatry, Department of Psychiatry, School of Medicine, University of Maryland, Baltimore
2010-2011		Project Director, Innovations Institute, Division of Child and Adolescent Psychiatry, Department of Psychiatry, School of Medicine, University of Maryland, Baltimore
2009-2010		Research Associate, Institute for Governmental Service and Research, University of Maryland, College Park
2007		Lecturer, Department of Criminology and Criminal Justice, University of Maryland, College Park
2004-2009		Research Assistant, Institute for Governmental Service and Research, University of Maryland, College Park
2003, 2004		Research Assistant (Summer only), The Urban Institute, Washington, DC
2001-2003		Data Analyst, Maryland State Commission on Criminal Sentencing Policy, College Park, Maryland
2000-2004		Graduate Assistant, Department of Criminology and Criminal Justice, University of Maryland, College Park
1999-2000		Caseworker, The Choice Program (AmeriCorps), Baltimore, Maryland
1998-1999		Research Assistant, Psychology Department, Boston College, Chestnut Hill, Massachusetts

FUNDING

Principal Investigator

2017		<i>Behavioral Health Diversion Initiative Replication and Evaluation in Maryland</i> , Annie E. Casey Foundation.
2016-2018		<i>Assessing the Impact of a Graduated Response Approach for Youth in the Juvenile Justice System</i> , Office of Juvenile Justice & Delinquency Prevention.

- 2016-2017 *Parent Child Interaction Therapy Continuous Quality Improvement Support*, Behavioral Health System Baltimore, Inc.
- 2012-2018 *Research and Technical Assistance to Enhance Juvenile Justice Case Management Practices*, Maryland Department of Juvenile Services.
- 2013 *Collaborative for Targeted Aftercare Planning*, Bureau of Justice Assistance (Subaward from Maryland Department of Juvenile Services).
- 2012-2013 *Maryland Comprehensive Assessment and Service Planning Initiative*, Maryland Governor's Office of Crime Control & Prevention (Subaward from Maryland Department of Juvenile Services).
- 2012 *Employee Survey*, Maryland Department of Juvenile Services.
- 2011-2013 *Facilitate Comprehensive, Data-driven, Evidence-based Decision Making in Maryland through the Use of a Linked Data System*, Annie E. Casey Foundation.
- 2011-2012 *Maryland Comprehensive Assessment and Service Planning Initiative Evaluation*, Maryland Governor's Office of Crime Control & Prevention (Subaward from Maryland Department of Juvenile Services).

Co-Principal Investigator

- 2016 *Front-End Diversion Initiative (FEDI) Replication and Evaluation in Maryland*, Annie E. Casey Foundation (Subaward from University of Texas at Austin). PI: Erin Espinosa
- 2011-2012 *Maryland Comprehensive Assessment and Service Planning Training*, Maryland Governor's Office of Crime Control & Prevention (Subaward from Maryland Department of Juvenile Services). PI: David Pruitt
- 2010-2011 *Juvenile Assessment, Referral, Placement, and Treatment Planning Project*, National Institute of Drug Abuse (Subaward from University of Maryland's Institute for Governmental Service and Research). PI: Sharon Stephan
- 2010-2011 *Juvenile Justice Institute*, Maryland Department of Juvenile Services. PI: David Pruitt

Co-Investigator

- 2016 *Support to Build the Evidence Base for Family Centered Treatment*, Annie E. Casey Foundation. PI: Charlotte Bright
- 2015-2019 *Resources for Emergency departments, Schools and Police to improve Outcomes, eNgagement and Diversion (RESPOND)*, Substance Abuse and Mental Health Services Administration. PI: Michelle Zabel
- 2015-2019 *Prince George's County Collaborating across Organizations and Networks Necessary for Engaging youth and families and providing Community-based Treatment and Supports (PGC-CONNECTS)*, Substance Abuse and Mental Health Services Administration. PI: Michelle Zabel

- 2015-2018 *Research and Technical Assistance for Evidence-Based Practices*, Maryland Department of Juvenile Services. PI: Michelle Zabel
- 2015-2016 *Maryland's Launching Individual Futures Together (LIFT)*, Substance Abuse and Mental Health Services Administration. PI: Michelle Zabel
- 2013-2016 *Maryland LINKs (Linking Information to Enhance Knowledge) Interagency Data Collaborative*, Annie E. Casey Foundation. PI: Terry Shaw
- 2014-2015 *Youth and Organizational Outcomes Following Family Centered Treatment*, The MENTOR Network/Institute for Family Centered Services. PI: Charlotte Bright
- 2012-2015 *Maryland Evidence-Based Practice Implementation*, Maryland Governor's Office for Children. PI: Michelle Zabel
- 2011-2012 *Maryland Evidence-Based Practice Implementation*, Maryland Governor's Office for Children. PI: Rick Barth
- 2009-2010 *Maryland Statewide Assessment of Disproportionate Minority Contact*, Maryland Governor's Office of Crime Control & Prevention. PI: Douglas Young
- 2009-2010 *Action Research on Maryland's Integrated Assessment System and Programs for High-Risk Youth*, Maryland Department of Juvenile Services. PI: Douglas Young

Consultant

- 2014-2017 *Technical Assistance Network for Children's Behavioral Health*, Substance Abuse and Mental Health Services Administration. PI: Michelle Zabel

HONORS RECEIVED

-
- 2008 Dr. James W. Longest Memorial Award for Social Science Research, University of Maryland
- 2004 Anderson Outstanding Student Paper Award, 1st Place, American Criminal Justice Association
- 1995-1999 Dean's List, Boston College
- 1997-1999 Psi Chi National Honors Society
- 1998 Dean's Scholar Award Finalist, Boston College
- 1997 Sophomore Scholar Award, Boston College

PROFESSIONAL ACTIVITIES

Professional Associations

- 2000-2016 American Society of Criminology, Member
- 2001-2016 Academy of Criminal Justice Sciences, Member
- 2013, 2016 Society for Social Work and Research, Member
- 2008-2011 American Correctional Association, Member
- 2008-2009 American Sociological Association, Member

Editorial/Review Boards

- 2016 Guest Editor, Special Issue on Administrative/Big Data Sets and Child Welfare Research, *Journal of Public Child Welfare*.
- 2009-2011 Reviewer, *Crime and Delinquency*
- 2010 Reviewer, *Journal of Criminal Justice*
- 2007 Reviewer, *Criminology*
- 2004-2005 Reviewer, *Criminal Justice Review*

Task Forces & Committees

- 2016- Member, School Safety Research Advisory Committee
- 2015- Member, University of Maryland School of Social Work Strategic Plan Committee
- 2015-2016 Member, Baltimore City Youth Justice & Equity Council
- 2012- Facilitator, Maryland Comprehensive Assessment and Service Planning Advisory Committee (Department of Juvenile Services)
- 2012-2014 Member, Baltimore City Disproportionate Minority Contact Advisory Board
- 2012 Member, Maryland House of Delegates House Judiciary Committee's Girls Services Workgroup
- 2010-2011 Member, Maryland Girls Services Task Force
- 2009-2010 Member, Baltimore City Juvenile Detention Alternatives Initiative Committee

Robert M. Buhrman, Jr. PMP, PgMP, CSM, SPC, ITIL

Mr. Buhrman has over 17 years' experience primarily in public sector IT and management consulting. He has experience supporting agencies with IT strategy and road mapping, procurement support, business case/alternatives analysis, requirements management, business process reengineering and performance management. Mr. Buhrman's implementation experience spans the full systems development lifecycle, including planning, requirements, design, development/configuration, testing, training, deployment, sustainment, and project management activities in support of enterprise resource planning (ERP), Business Intelligence/Data Warehouse (BI/DW), commercial off-the-shelf (COTS) and custom-built enterprise solutions.

Mr. Buhrman currently leads the USPTO Office of Patent Information Management (OPIM) Planning, Governance and Road Mapping Project. Prior to that, Mr. Buhrman supported the United States Patent and Trademark Office (USPTO) with business case, alternatives analysis, Service Level Agreement (SLA) metrics and acquisition development for a managed IT storage solution. Mr. Buhrman also supported the USPTO Fee Processing Next Generation (FPNG) project with business process re-engineering and helped to stand up their first agile scrum process. In addition, Mr. Buhrman led the Customs and Border Protection (CBP) Office of Information and Technology (OIT) Transformation which included developing a value chain analysis and road map for migrating the majority of CBP's applications to a cloud-based solution.

Grant Thornton

Senior Manager (October 2014-Current)

Mr. Buhrman is a Senior Program Manager responsible for the Commerce Account including developing client relationships, marketing, opportunity identification, capture and delivery.

Department of Commerce

United States Patent and Trademark Office

Office of Patent Information Management (OPIM) Planning, Governance and Roadmapping Project

OPIM Planning and Governance Lead (October 2014-Current)

OPIM desires to provide greater transparency, oversight, prioritization and accountability of the organization's work efforts. To support this need, Mr. Buhrman helped to develop a Planning and Governance Framework that includes an OPIM Operations Plan; collection of initiatives; business architecture and road map; performance measures; and governance model. He also supports the effort to define, collect, analyze and recommend a target state vision for OPIM which can be leveraged as a best practice for the rest of the Patents organization. The planned results of the project will include a current state business architecture, recommendations for a target state (including a concept of operations for a planning and governance model), fit/gap assessment and a road map to incrementally

achieve the target state and support planning and trade-off analysis of future initiatives and organizational priorities.

Eagle Ray, Inc. (formerly Kore Federal)

Senior Program Manager (October 2011-September 2014)

Mr. Buhrman is the Senior Program Manager responsible for the Financial Regulatory Account including developing client relationships, marketing, opportunity identification, capture and delivery. He is also responsible for opportunities and delivery under Eagle Ray's GSA OASIS contract under Pool 1.

U.S. Securities and Exchange Commission (SEC)

Division of Economic Research and Analysis (DERA)

Quantitative Research Analytical Data Support (QRADS) - Text Analytics

Program Manager (May 2013 – Present)

Kore Federal was awarded a prime \$7.1M IDIQ and subsequent Task Order to provide Text Analytics to SEC DERA. Mr. Buhrman identified the opportunity and led the capture which included developing a RFI response, meeting with the client, identifying a qualified teaming partner to fill gaps in experience and supporting the proposal. Mr. Buhrman is currently the Program Manager for the QRADS contract and his team is leveraging modern text analysis techniques to structure 10-Ks and Asset Backed Securities Prospectus, enabling DERA to identify, analyze, and respond to risks and trends, highlight problematic areas for further review and reduce the overall error rate in submissions. Mr. Buhrman also wrote the Project Management Plan, Quality Management Plan and Communications Plan for the project.

Federal Deposit Insurance Corporation (FDIC)

Information Technology Application Services (ITAS) II

Contract Program Manager (January 2012 – Present)

Kore Federal was awarded a prime \$547M Basic Ordering Agreement (BOA) to help FDIC continue to maintain stability and public confidence in the nation's financial system. Our team will support FDIC's emergence from the banking crisis and its Business Technology Strategy; which includes, application modernization, advanced analytics, mobility, electronic document management, ERP and business agility initiatives. The Kore Federal Team provides FDIC with innovative and cost saving solutions and experienced resources to help FDIC ensure the safety and soundness of our banking system.

Mr. Buhrman has over five years prior experience at FDIC and was instrumental in getting FDIC on the bidders list (FDIC does not follow the FAR and does not post opportunities publically). He also led the BOA capture which included developing a RFI response and identifying eight qualified teaming partners including a large business to provide the bench strength and reach back needed to execute on a contract of this size. Mr. Buhrman also supported multiple aspects of the proposal process including technical strategy, staff planning, pricing and writing the management approach. Mr. Buhrman led the subsequent Task Order capture and proposal efforts and currently has several proposals waiting for award.

Department of Commerce

United States Patent and Trademark office (USPTO)

Office of the Chief Information Officer

Storage as a Service Business Case Analysis

Senior Business Case Analyst (March 2013 – April 2013)

Mr. Buhrman led the business case and alternatives analysis (BCA) to determine if a managed storage solution (vendor-owned storage residing in the USPTO data center) would provide cost avoidance, optimization and risk mitigation over the Status Quo. He developed each alternative's Total Cost of Ownership (TCO), key benefits and risks/mitigation, performed comparison analysis, and made a final recommendation which USPTO adopted. Mr. Buhrman also developed the investment decision analysis which included key elements of the BCA in addition to program planning artifacts attributable to the recommended investment.

Department of Homeland Security

Customs and Border Protection

Office of Information and Technology

Transformation Support Services

Senior IT Analyst (October 2011 – July 2012)

Mr. Buhrman supported the Customs and Border Protection (CBP) Office of Information and Technology (OIT) with strategic planning, IT service design, budget and performance concept of operation and roadmap and program management support of the new CBP Cloud Computing Environment (C3E) residing in DHS's new data centers in Stennis, Mississippi and Clarksburg, VA (C3E is the largest Oracle Exa-platform appliance in the U.S.). Mr. Buhrman developed a State of the OIT presentation which was presented by the CIO to CBP Directors. He also performed OIT budget analysis and developed the business case for C3E. Finally, Mr. Buhrman developed a Concept of Operations for management of OIT's financial and performance outcomes.

Department of Commerce

United States Patent and Trademark Office

Fee Collection Business Process Reengineering

Analyst (February 2011-October 2011)

Mr. Buhrman performed an assessment of the USPTO fee collection processes for patents and trademarks. He was responsible for facilitation, resolution of process questions, process maps creation and enhancement, and stakeholder communication. He met weekly with the USPTO financial systems group to discuss impacts to system requirements. The business processes and requirements will support procurement of development services to implement USPTO's Fee Processing Next Generation system.

Office of Personnel Management

Human Resource Solutions

Business Management Improvement Project

Project Manager (February 2010-July 2011)

Mr. Buhrman led the engagement to provide a variety of business management transformation services to OPM's Human Resource Solutions (HRS) organization which provides human capital and training services to other federal government agencies through

interagency agreements. The Business Management Improvement Program (BMIP) helped HRS achieve improved business processes, become financially lean, attain measured growth, redirect key work activities to mission focus, and become a “best-in-class” HR organization.

Mr. Buhrman organized his team under five work streams: Process Improvement, Business Applications, Cost and Performance, Data Services, and Operational Support. He provided program management to the engagement including integration, financial, stakeholder, benefits, and performance management, and implemented standard project management procedures and tools for each of the work streams including schedule, risk, issue, quality, and change management. The table below provides the key outputs delivered and HRS benefits achieved by the program.

**Environmental Protection Agency
Quality Management Support Project**

Project Manager (November 2009-August 2010)

The Office of Chief Financial Officer (OCFO) required project management and technical services to support the quality management activities for OCFO’s financial systems projects, the Financial System Modernization Project (FSMP) and data mart/warehousing projects. Key tasks included: developing and maintaining the quality management plans for OCFO’s financial systems projects, conducting quality assurance reviews and audits of the OCFO’s project processes and procedures, and providing objective analysis and sound recommendations for the improvement and enhancement of the project management processes. As the project manager, Mr. Buhrman’s responsibilities included scoping and planning all tasks, deliverable reviews, developing and updating the project schedule, internal and external status reporting (including earned value metrics), staffing, subcontract management, invoicing, and responding to contract modifications. The project team delivered an assessment of three EPA project management procedures; risk, issue, and requirement management. This assessment provided recommendations to reduce risk to FSMP. The team also developed a diagnostic to determine stakeholder expectations for the data warehouse project.

**Office of Personnel Management
Center for Leadership and Talent Services
Cost Allocation Model**

Project Manager (September 2009-January 2010)

Based on the success of the Cost Allocation Model (CAM) implementation at the Center for Talent Services (CTS) program office and referrals from the CTS Director, Mr. Buhrman secured a project implementing CAM in the Center for Leadership and Talent Services (CLCS) program office. Mr. Buhrman’s team implemented a prototype model by reverse engineering an existing spreadsheet model and gathering requirements from stakeholders. The team then leveraged the prototype to gather additional requirements and implemented Release 1 of the CAM. The team conducted end user training prior to fully releasing the model to the organization. The team was then asked to develop a budget model leveraging the CAM functionality. The team identified budget object classes and level of detail needed for the budget. They developed the budget model, conducted training, and released it to CLCS users. The CLCS CAM costing and budget models were showcased during an all

hands meeting and resulted in a round of applause because of the ease of use and valuable business information that it provides the program.

**Office of Personnel Management
Center for Talent Services
Consolidated Business Information System Support**

Project Manager (September 2009-January 2010)

OPM implemented a new financial management system (CBIS) on October 1, 2010 leveraging Oracle Federal Financials 12i and Compusearch PRISM. The CTS program office identified the need to align their business operations to the new financial system. Mr. Buhrman's team focused on order to cash and procure to pay processes and developed stop gap as-is and to-be processes, job aids, and training materials. His team also supported identifying security roles for key operations personnel. In addition, the team supported mapping legacy codes and transactions to new structures defined by CBIS and reconciled conversion results.

**Office of Personnel Management
Center for Talent Services
Cost Allocation Model**

Project Manager (March 2008-January 2010)

Mr. Buhrman led the implementation of CAM and reports which provide CTS with better visibility and control over their business. Initially, the team gathered requirements and developed a prototype solution which immediately provided line of sight into CTS's costs. With the success of the prototype, the team implemented an enhanced cost model with more accurate drivers, revenue, and additional reporting capabilities. The team migrated the solution to an OPM data center and rolled out training to users prior to full release. The team then made additional enhancements and created a "forecast" model to perform what-if analysis. The CAM implementation enabled CTS to better understand their current business and rapidly adapt to business and organizational changes in the future.

**Department of Treasury
Office of Comptroller of the Currency
Quality Management Support Project**

Project Manager (August 2008-August 2009)

Mr. Buhrman led the Grant Thornton team in support of the Operations Program Management Office's (OPMO) quality assurance processes. The project involved developing processes and templates, performing inspections, facilitating reviews, and conducting training. The team re-engineered the OPMO quality process and designed workflow for it to be automated in Microsoft SharePoint.

**Department of Homeland Security
Federal Emergency Management Agency
Office of the Chief Information Officer**

Project Management Support

Project Manager (August 2008-August 2009)

Mr. Buhrman supported the Information Technology Division (ITD) of the FEMA OCIO. He performed project and work order management in a multi-contractor environment. He diagnosed issues, performed analysis, developed work order statements of work, supported project reviews, and performed technical planning. Mr. Buhrman was responsible for the Accounts Receivable Recoupment system which was experiencing problems for several years and was in need of enhancement due to litigation. Mr. Buhrman met with key stakeholders (both FEMA and contractor) and documented the key issues, business impact, and priority. He also developed an as-is process flow and application architecture for an alternatives analysis and recommendations. His recommendations were adopted by FEMA and are currently being added to an existing maintenance contract.

Office of Personnel Management

Financial Systems Modernization (FSM) Program Office Support

Project Manager (August 2007-September 2008)

Mr. Buhrman led the Grant Thornton team in supporting the FSM Program Management Office. FSM is one of the first agencies to follow the Financial Management Line of Business guidelines in its procurement of a new financial solution. The team supported OPM in the areas of acquisition support, business process analysis, application architecture, program management, earned value management, organizational change management, and requirements analysis and validation. Mr. Buhrman supported the day-to-day project management activities, such as schedule tracking, risk management, issue resolution, executive reporting and presentations. Mr. Buhrman helped OPM meet its agency-wide strategic goal of awarding the systems and integration hosting services by August 1, 2008. It was also awarded without protest; another key success factor.

Department of State

Bureau of Administration / Logistics Management

Integrated Logistics Management System (ILMS)

Senior Project Manager (February 2006-April 2007)

Mr. Buhrman was directly responsible for three major efforts on the ILMS program. 1. - planned, re-baselined, and led a team of 8 resources in the implementation of EPM in a phased rollout. The EPM effort included conducting key performance indicator and balanced scorecard visioning and requirements sessions for the procurement, inventory, transportation, and diplomatic mail functional areas under the Logistics Management Branch. The effort included implementing PeopleSoft EPM Scorecard, data warehouse, and MicroStrategy metric dashboard and reports. 2. - Led a team of 4 in functionally and technically assessing an upgrade to the PeopleSoft Supply Chain system from version 8.4 to 8.9 including options for implementation, costs, resources, and issues/risks. 3. - Led a team of 7 in a major enhancement of the Diplomatic Pouch and Mail system to enable streamlined processes for users at diplomatic posts.

Federal Deposit Insurance Corporation

Project Manager (July 2001 – January 2006)

New Financial Environment (NFE)

Mr. Buhrman managed a team of 19 in the implementation of the Budgeting, Activity Based Management (ABM), and the Enterprise Data Warehouse modules of PeopleSoft EPM and 24 management reports in WebFocus. He also assisted with the visioning and requirements for the PeopleSoft Financials implementation especially as it impacted EPM. Mr. Buhrman developed the approach for integrating Projects, Time and Attendance, and ABM as well as the approach for integrating Projects, Budgeting, and Commitment Control and wrote white papers for both. He also developed a reporting strategy that was adopted by the FDIC. Mr. Buhrman managed the creation of a custom module to provide charge-backs to the GL from EPM. He also provided estimates for a phase II implementation including Enterprise Scorecard and Business Planning as well as enhancements to ABM and the Enterprise Data Warehouse.

FIMS and Non-FIMS Support

Mr. Buhrman supervised over 90% of the total FDIC financial systems support contract. He managed nine separate task orders (3 fixed-price and 6 time and materials), which included the maintenance and/or enhancement of 16 active systems and their subsystems and supervision of 13 resources. Mr. Buhrman was responsible for work planning, status reporting, budget tracking, contract issues, resource management, and requirements and design of enhancements. Two of his bigger enhancement projects included the creation of several data marts to enhance reporting performance and enhancement of a custom-built Activity Based Costing system. Mr. Buhrman also performed analysis of ad hoc problems, gave presentations to FDIC senior leadership on system architecture improvements, and helped with a proposal to replace the current financial system with PeopleSoft Financials (which was won).

Microsoft Solution Organization (Accenture Internal)

Instructor (May 2001-June 2001)

Mr. Buhrman conducted the MSO Technical Architecture and MSO Design Schools. He gave presentations on Architecture Overview, Development Architecture, Security, Reusable Architectures, B2C and B2B, Mobile Commerce, and Storage Area Networks. The last presentation was part of the Hot Topics section and Mr. Buhrman researched the material and created the slides himself.

United States Postal Service

Development Lead (October 2000– May 2001)

The project involved the creation of a system designed to equitably tender Alaska's airmail. The client/server system accepts large and small parcels and distributes them to Air Carriers depending on predefined criteria. Mr. Buhrman designed, developed, and tested four code major code packages including the algorithm which allocated packages to Air Carriers. He also wrote a test harness for the project's reusable development architecture including data access, smart controls, and error trapping components. The system was built using Visual Basic 6.0 and Oracle 8i.

Enron North America

Test Lead (July 2000– September 2000)

This project involved test planning and coordination of Enron North America (ENA) custom applications to help the company successfully migrate to Windows 2000. Mr. Buhrman created the work plan and schedule portions of the Test Approach. He also helped with setting up the Windows 2000 test lab including verifying the PC Lab readiness and coordinating PC Lab status log and additional requirements from the developers. Mr. Buhrman helped to support the issue resolution process and provided Windows 2000 expertise to developers resolving the issues. He also created, maintained, and enhanced test process management tools like the test information database, testing templates, and job aids. He created a Developer Issues Knowledgebase in MS Access and published it to Enron's intranet.

WorldCom

Developer and DBA (December 1999–May 2000)

The project involved building the BASICS 2000 Online Training System for the Customer Service Division of MCIWorldCom. Mr. Buhrman backfilled for two resources who left during the last three months of development. He was given the role of SQL Server 7.0 administrator and developer of three distinct modules of the training system. He was also the project NT administrator and network troubleshooter. As the project completed system test, Mr. Buhrman was one of three developers who remained to complete fixes stemming from system test and from pilot test. After pilot test was complete, Mr. Buhrman researched and wrote the scripts to performance test the production server using the Microsoft Web Application Stress Tool. He also helped to coordinate the release of the system to the MCI technical staff. The system was developed using Microsoft Active Server Pages on an Internet Information Server with a SQL Server backend. JavaScript was used for client-side functionality.

Housing and Urban Development

Analyst (February 1998–September 1999)

Drug Elimination Reporting System

This project involved building a grant results submission system via the internet. The Lotus Domino platform was used to create a multi-functional online form for Housing Authorities to submit their semi-annual reports to HUD Headquarters. The submitted information was replicated over HUD's firewall and is transferred to a Sybase database using InfoPump MiddleWare. The Headquarters staff could access the data using canned reports built in PowerBuilder. Past online submission systems had some performance problems, so this project also involved researching application and server performance maximization. As part of the effort, Mr. Buhrman researched and wrote a Lotus Domino server performance tuning white paper which was given to the client. He also was part of the team which conducted a two-week training conference for Housing Authorities to learn more about the system prior to release.

GMC Knowledge Management

This project was a Knowledge Management effort for another division of HUD. The project involved the development of a series of informational web pages on the Internet, a discussion forum accessible on HUD's intranet, and a Frequently Asked Questions site on the Internet, which was populated with select discussions from the intranet forum. The static

web pages were developed using Netscape's Composer tool and were FTPed directly to HUD's Internet server. The discussion forum and FAQ sites were developed in Lotus Domino with a Notes component for the administrator.

TARC Reporting Subsystem

The project involved building a reporting subsystem which allowed the client to view and print data based on selected criteria. The application was essentially made up of packaged reports built in PowerBuilder which accessed data stored in a Sybase database. Mr. Buhrman wrote the high level plan and capability requirements document. He also designed the data model and tested the application.

Education

BS, Civil and Environmental Engineering, University of Virginia, 1995

ME, Civil and Environmental Engineering, University of Virginia, 1996

Training and Certification

Certified in ITIL Foundations 2011 Edition

Certified ScrumMaster (CSM), November 2011

Project Management Institute Program Management Professional (PgMP), April 2011

2010 Integrated Program Management Conference, November 2010

- Speaker - "Earned Value for Everyone"

2010 EVM World, May 2010

Earned Value Management Professional Certification Prep, January 2010

Oracle Business Intelligence Enterprise Edition, October 2009

Primavera Project Management v6, October 2008

Value Driven Program Management, May 2007

Information Management Services Workshop, April 2007

RFID Bootcamp, September 2005

Project Management Institute Project Management Professional (PMP), June 2005

Cognos ReportNet, September 2004

Ascential DataStage Bootcamp, March 2004

Bill Inmon Certified Government Information Factory (GIF) Architect, Oct 2003

PeopleSoft EPM

Dawn Lobecker, PMP

Ms. Lobecker is a Senior Manager in Grant Thornton's Global Public Sector. She has over eleven years of experience in both the public and private sectors, including government, post-secondary education, telecommunications and insurance. Ms. Lobecker has a Masters degree in Information Systems Technology with a concentration in Management Information Systems (MIS) and a CIO University Certification. Her areas of expertise include information technology strategy and management, business process analysis, portfolio management, program management, and project management. Ms. Lobecker is highly effective in working with people at all levels of organizations. She is an excellent project team leader and communicator who have consistently demonstrated the ability to deliver quality results.

Grant Thornton LLP

Senior Manager, Global Public Sector (December 2010 – Present)

Ms. Lobecker is currently the Global Public Sector (GPS) project manager responsible for the internal implementation of a Cost Accounting Solution for GPS. She is responsible for leading the GPS efforts for system requirements, design, and implementation; including GPS change management and communications.

Systems Research and Applications (SRA)

Principal (November 2009 – November 2010)

US Department of Homeland Security (DHS), US-VISIT Program

Ms. Lobecker was the program manager, and provided direction to and worked closely with a 70-person SRA team focused on development, delivery, and support of biometric services used by DHS Components as well as other Government Agencies. Her key delivery areas included performance engineering, data architecture, privacy, security, and operations and maintenance. Ms. Lobecker collaborated effectively with the Prime Contractor's program management team to provide outstanding service to DHS. She oversaw all program management activities, \$14 million in annual revenue, earned value management (EVM), and resource management.

Grant Thornton LLP

Senior Manager, Global Public Sector (August 2007 – October 2009)

Manager, Global Public Sector (August 2005 – July 2007)

Senior Consultant, Global Public Sector (October 2004 – July 2005)

Texas Department of Information Resources (DIR), Data Center Services (DCS).

Ms. Lobecker was the project manager for the DIR DCS Contingency Planning project. Ms. Lobecker managed a team of nine in the analysis and development of options and a plan to minimize DCS risks.

Department of Education (ED), Federal Student Aid (FSA). Ms. Lobecker was the engagement director of the Grant Thornton team, which comprised an integrated team of consultants from multiple companies and supported Federal Student Aid in strategic planning, enterprise architecture, requirements definition, acquisition support, and program

management. She oversaw the staff of an eight-company, multi-year contract with five concurrent projects for the Department of Education, Office of Federal Student Aid (FSA). Her program management responsibilities included program strategy, oversight, and quality assurance, in addition to day to day program management of clients, staff, budgets, invoicing, and schedule. Ms. Lobecker managed a team of twenty-two.

Ms. Lobecker led the task order to develop program and project management documents for the National Student Aid Data System (NSADS). She also managed the effort to develop the target state for the National Student Aid Data System (NSADS). Her team documented the target state via business process models, use case models, data exchange and interface models and a conceptual data model. Ms. Lobecker has also managed the development a five-phase, six-year transition plan including sequencing and dependencies to migrate from the current state to the target state and the detailed requirements documentation for the first phase.

Ms. Lobecker led a multi-year program to define and maintain the FSA target state vision. The target state vision aligned with FSA's modernization and integration strategic objectives, and consisted of the to-be business architecture (e.g., business process models), application architecture, information architecture and organizational architecture needed to transform and streamline FSA's business operations. She applied various business analysis techniques such as activity diagrams, process flow diagrams, context diagrams, functional decomposition diagrams, and data flow diagrams. Ms. Lobecker led regular impact assessments to analyze the effects of legislative changes and other external environmental changes to FSA's target state.

Ms. Lobecker was the manager on the Information Framework (IF), Student Aid History Management (SAHM), and Enterprise Service Bus (ESB) Acquisition Support Initiative. She was responsible for the analysis and technical procurement documentation for the Information Framework, SAHM, and ESB needed for offerors to effectively propose Information Framework, SAHM, and ESB solutions. Ms. Lobecker worked with FSA to develop a statement of objectives (SOO) for the definition and construction phases of the Information Framework, SAHM, and ESB by performing by preparing required technical and programmatic solicitation documentation. Ms. Lobecker managed a team of five, including subcontractors.

Ms. Lobecker managed the Integrated Partner Management (IPM) Initiative Vision Phase project. This project consisted of six team members including sub-contractors to GT. The objectives of this project was to plan for the award of an IPM information technology (IT) solution contract by assessing the business need and market capability, expressing the recommended solution in a formal business case, securing funding approval, and preparing for the acquisition of **the** recommended solution. Ms. Lobecker developed a Market Research Plan, IPM Request for Information (RFI), and facilitated fourteen subject matter expert high level functional requirements workshops. In addition, Ms. Lobecker was responsible for the development of a market research report based on industry responses to the RFI, an update to the OMB 300 based on conclusion drawn from the market research,

the technical sections of the IPM Statement of objectives (SOO), including the functional requirements and conceptual architectures, and day to day project management.

Ms. Lobecker supported the development of a governance framework for the implementation of the FSA's target state vision. She reviewed and documented FSA management process and identified as-is work products, supported weekly governance workshops, produced function / process descriptions, developed the governance model, and developed to-be standard work product descriptions.

Ms. Lobecker also functioned as the acting task order team lead responsible for four teams; Communications, Functional, Technology, and Management Process. Responsibilities in this role included the management of the status reporting, and the program contracting and finance processes. She developed standard financial reports, developed monthly project reports, and managed invoicing to ED and payment of sub-contractors for all task orders. Ms. Lobecker has been the recipient of the GPS Employee Recognition award for her excellent performance of the Department of Education project.

Department Veteran's Affairs, Veteran's Benefit Administration (VBA). Ms. Lobecker participated in the successful Capability Maturity Model (CMM) Level Two assessment of the VBA Enterprise Data Warehouse.

Fujitsu Consulting

Senior Management Consultant (June 2000 – October 2004)

Department of Health and Human Services (HHS). Ms. Lobecker was the Engagement Manager responsible for the implementation of a performance measurement process and tool to measure HHS performance against IT Strategic Goals. She managed the design and implementation of surveys metrics to assess Department progress on IT strategy. Ms. Lobecker was responsible for the development and delivery of performance management process and tool training to a nationally dispersed stakeholder community. She was accountable for all aspects of project management; risk and issue management, client relationship, and delivery. In addition, Ms. Lobecker managed the implementation and configuration including requirements, design, development, testing, of the software tool (ProSight Portfolios) used to support the surveys, calculate the metrics, and report the performance of the organization in relation to its strategic goals.

National Health Service (NHS), United Kingdom. Ms. Lobecker assisted Fujitsu Consulting UK in the formation of the value management office for the NHS contract (£1B) and the development of a program planning process. Ms. Lobecker advised U.K. colleagues through the implementation of Portfolio Management in conjunction with ProSight Portfolio's software for the Fujitsu's contract with the NHS. She interacted with senior management to establish the portfolio management governance processes, data lifecycle, and the stage gate reviews. Ms. Lobecker gathered and documented system requirements, coordinated software development, and configuration. She was also responsible for user training.

Department of Veteran's Affairs. Ms. Lobecker was responsible for the implementation of Portfolio Management (select, control, evaluate) in conjunction with the e300 software tool (ProSight Portfolio's software) for the VA's portfolio of capital assets. She interacted with senior management to establish a portfolio management/program governance processes (CPIC/OMB-300), performance management metrics, and stage gate reviews. Ms. Lobecker developed and presented project results regularly to executive management as well as, gathered and documented system requirements, coordinated software development and configuration, and configured the e300 software tool. Ms. Lobecker was accountable for development of training to field office employees and for the coaching of Fujitsu Consultants. She oversaw the software testing processes and bug fixes. Ms. Lobecker was the recipient of Fujitsu Consulting's People and Innovation Excellence Award for exceptional client and partner relationships.

AT&T. Ms. Lobecker supported the implementation of Portfolio Management processes and ProSight Portfolio's software for four organizations within AT&T Consumer. She worked with senior managers within AT&T to develop the requirements for business case prioritization and selection, health monitoring, and benefits realization of investments. Ms. Lobecker developed business process procedures and training materials. She gathered and documented system requirements, coordinated software development, and configured the tool. Ms. Lobecker was the recipient of the Fujitsu Consulting's Delivery & Client Satisfaction Grand Prize Award and Sales Award for both exceptional delivery and follow-on wins. Recognized by the AT&T client with a "Team Award".

Federal Aviation Administration (FAA). Ms. Lobecker facilitated approximately fifteen strategy interviews/workshops with FAA management and stakeholders. She developed system safety requirements and FAA performance measures.

CNA Surety. Ms. Lobecker facilitated approximately 20 requirement workshops with Executive Management and key stakeholders. She documented business requirements for a data warehouse.

Science Applications International Corporation (SAIC) *Marketing Assistant/Intern*
(May 1999 – January 2000)

Professional Development

Project Management Institute (PMI) Project Management Professional (PMP)

CMM Level 2 and 3 training

CMM-Based Appraisal for Internal Process Improvement (CBA IPI) training

Certified Trainer, "Using and Configuring ProSight Portfolios 4.0"

Portfolio University (Fujitsu Consulting Portfolio Management methodology training)

Crystal Reports v.8.0 Course

Business Object 5.0 Fundamentals Course

Benefits Realization training (Fujitsu methodology training)

Systems Delivery training (Fujitsu Macroscopic SDLC methodology training)

Education

Master of Science, Information Systems Technology, Management Information Systems,
George Washington University (GWU)

Recipient of the GWU Elizabeth B. Adams award for excellence in the field of Information
Technology

General Services Administration (GSA) CIO University Certification

Bachelor of Science, Marketing Management, Magna cum Laude, Virginia Polytechnic
Institute of State University

Erich W. Spencer

PROFESSIONAL EXPERIENCE

Hands-on business analyst and solutions architect experienced in optimizing information systems to get the right information to the right parties at the right time. Current with tools and techniques to improve collecting, reporting, and visualizing critical business information. Adept at working with product owners and cross-functional teams to document and validate business requirements. Expert in Salesforce integration, customization, and reporting.

Proficient with key business application and cloud platforms including Salesforce, AWS, SQL Server, SAP, Power BI, Informatica, Oracle, and Google. Experienced LAMP stack web developer using Java, JavaScript, SQL, XML, PHP and Python. Author of numerous free open source scripts for text processing, image manipulation, data integration, and statistical graphing.

EMPLOYMENT HISTORY

KAO US SALON DIVISION

Baltimore, MD

Consulting Analyst / Salesforce Developer

March 2011 – Current

Architected and engineered automated SAP to Salesforce data integration pipeline and enabled detailed reporting of sub-brand level sales. Documented and analyzed sales pipeline management and channel sales reporting interfaces. Produced reference diagrams of current information systems, data pathways, and reporting output. Collaborated with sales, marketing, and education teams to document and validate requirements. Drafted project proposals with budget estimates for recommended work packages.

PROJECTALENT

Baltimore, MD

Contract Business Analyst / Project Manager

May 2010 – January 2011

Analyzed sales, operations, and project management of interactive project services business. Documented and modeled current and proposed facets of sales, operations, and project fulfillment. Standardized project proposal process and developed project templates and contractor skills assessments.

ORGANICA RESEARCH

Fairfax, VA

Sales and Marketing Technology Analyst

June 2008 – March 2010

Advised on technologies to expand sales through direct-to-consumer and affiliate marketing channels. Designed a scalable virtual sales network, centrally managed by existing marketing and operations staff. Trained marketing and operations staff to configure and manage customer orders and affiliate subscriptions.

BDMETRICS

Catonsville MD

Advisor, Portal Architecture and Analytics

February 2006 – May 2008

Advised trade show services firm contracted to manage sales and operations of industrial trade portals. Evaluated customer portals for data, systems, and software integration opportunities and risks. Applied market analytics to produce model templates for new industry portals.

Erich Spencer

SUITELINQ

Consulting Analyst and Service Architect

Valley Forge, PA

April 2003 – November 2003

Advised Intelligent Hotel services leadership in design and planning of a scalable advertising-based, content distribution network serving guests of premiere hotels and VIP clubs.

PACKEXPO.COM

Co-founder and Chief Information Officer

Falls Church VA

January 1999 – January 2006

Co-founded and developed the business-to-business Internet portal for the U.S. packaging industry. Led market research and industry analytics. Systematized use of portal activity measurement and analysis to drive marketing, sales and new product development.

UNIVERSITY of BALTIMORE

Adjunct Professor

Baltimore, MD

January 1999 – May 2014

Taught two courses each semester: COSC-356 Database Systems Design and Management, IDIA-618 Advanced Web Application Development, COSC-401 The TCP/IP Protocol Suite.

EDUCATION

University of Maryland Baltimore County

Master of Science, Systems Engineering

Catonsville, MD

(est) 2018

Johns Hopkins University, The Carey School of Business

Bachelor of Science, Information Systems

Baltimore, MD

2009

PROFESSIONAL MEMBERSHIPS

Institute of Electrical and Electronics Engineers (IEEE)

since 1998

International Council on Systems Engineering (INCOSE)

since 2013

International Association of IT Architects (IASA)

since 2008

INDEPENDANT ACTIVITIES

CITIZENS CONGRESS EDUCATION FOUNDATION

Webmaster

San Luis Obispo, CA

2016 - Current

REGINALD F. LEWIS HIGH SCHOOL

VEX Robotics Mentor

Baltimore, MD

Fall 2016 – Spring 2017

OSTRANDER for CONGRESS, CALIFORNIA 24th DISTRICT

Director of Social Media Analytics

San Luis Obispo, CA

2016 California Primary Campaign

PACKAGING BUSINESS NETWORK

Founder and Executive Director

Washington, D.C

2010 - Current

APPENDIX C. DLA PIPER AND THE BALTIMORE COMMUNITY

DLA Piper's Baltimore office has a long and rich tradition of commitment to improving life in Baltimore City, its schools, public institutions and community foundations. Many decades ago, Piper & Marbury established Baltimore's first firm-sponsored street law clinic with its office on Wolfe Street in East Baltimore. Through the years, the firm has played an integral role in many organizations that help ensure better a better life and community for the residents of Baltimore, including the Greater Baltimore Committee, the Fund for Educational Excellence, CollegeBound, Community Mediation, charter school initiatives, our long-running elementary school law club and enrichment program and our B4Students mentoring program with Northwestern High School students.

A few of our most notable efforts are outlined below.

Advancing Education's Promise: Our Signature Pro Bono Project

Since 2008, the Baltimore office has been providing free legal services to the students and families of inner-city Baltimore school communities through its signature pro bono project, *Advancing Education's Promise*. Currently, the most active schools in the project are the [Baltimore Leadership School for Young Women](#), KIPP Baltimore-[Ujima Village Academy](#), and KIPP Baltimore-[Harmony Academy](#).

What began as onsite clinics in the schools evolved into a legal helpline after the Baltimore office realized that they could engage with more parents and better accommodate the busy schedules of both parents and attorneys by using a helpline that provides parents with 24/7 access and provides a mechanism for them to leave contact information and messages about their legal issues. This innovative approach to delivery of pro bono services earned the firm an "[Innovator of the Year](#)" award from the *Daily Record* in 2014.

The helpline is an office pro bono team effort with a team of rotating lawyers and paralegals responding to every phone call and message left on the legal helpline within 24 business hours. The team members are responsible for calling the potential client, conducting the initial intake interview and drafting a brief memo outlining the legal issue(s) involved in the case before sending the case for review and assignment.

Recently one of our attorneys scored a big win in a helpline case by earning a favorable decision from an Administrative Law Judge who awarded one of our school moms full disability under the federal social security disability insurance program. She had previously been represented by an assembly line "law firm" that did nothing but turn over medical provider names to the disability examiner. Accordingly, her claim had been denied at the first two levels of review. Our mom, unable to work for the last 3 years and consequently struggling to provide for herself and her 2 adopted children, is very seriously disabled. She has severe cervical and lumbar spinal issues causing constant pain; diabetes with unremitting foot pain; arthritis with resultant pain in her hands and knees; depression; and hepatopulmonary syndrome (shortness of breath and low oxygen levels in her arteries). The disability payments that DLA Piper secured for her will change her life dramatically– they won't take away her

physical pain, but they should greatly decrease her stress and truly help her family to live more comfortably.

Advancing Education's Promise also involves the office in handling special education cases on a pro bono basis for the families of disabled children who are patients of the Kennedy Krieger Institute. Two Baltimore office attorneys recently succeeded in persuading Anne Arundel public schools to fund a non-public placement for a learning disabled and emotionally disturbed teenager in the eleventh grade. This child had never been given much in the way of services until DLA Piper became involved in his case. To secure a non-public placement is very unusual and a major accomplishment. This particular child was headed nowhere but the prison system last year. Now there's a real chance that his new school will meet his needs and prepare him for a productive, happy life. In fact, the mom reports that he is doing very well in his new school

BLocal

BLocal brings together 25 Baltimore-area businesses committed to using their collective hiring and purchasing power to benefit the city and its residents. The initiative includes HopkinsLocal, launched by Johns Hopkins in 2015 to promote economic growth and employment opportunities in Baltimore.

As part of its commitment to BLocal, DLA Piper provides pro bono legal services to city residents for matters relating to workforce development and the creation and development of minority and women-owned enterprises. Alongside its broader efforts to enrich public education in Baltimore, DLA Piper will also mentor middle school students at the Baltimore Leadership School for Young Women.

"Since our founding in Baltimore more than 100 years ago, pro bono and community service have been a core part of the firm's identity," said Charles Scheeler, attorney in DLA Piper's Baltimore office who is leading the firm's work with BLocal. "As we continue to find new ways to give back to a city that has given us so much, we are honored to partner with Johns Hopkins and the many prestigious companies that have joined together to help bolster Baltimore's economy."

Companies involved in BLocal will support the community through a variety of initiatives, including providing summer jobs for young people, investing in renovation and construction projects, mentoring small business owners and city youth, and purchasing goods and services from companies led by women and minorities. For more information about BLocal, please visit:

<http://hopkinslocal.jhu.edu/blocal>.

Free Legal Clinics – University of Maryland

In partnership with clinical programs at the University of Maryland Law School and legal services providers, DLA Piper operates free legal clinics that serve more than 100 clients per year. Attorneys help clients solve their non-school related problems ranging from family law matters and eviction to estate planning and tax issues. The theory behind this work is that alleviating these legal concerns for families will allow them to focus on supporting their children's education.

DLA Piper was the first law firm in the United States to staff an outreach pro bono office in an inner city setting in downtown Baltimore.

YLS Wills for Heroes Program

DLA Piper was recognized for its support of the YLS Wills for Heroes program, which provides wills, advance medical directives and powers of attorney to first responders. Since 2013, attorneys in DLA Piper's Baltimore office have donated more than 200 hours to volunteer at day-long events held throughout Maryland for police officers, firefighters, paramedics, corrections and probation officers, as well as their spouses.

YLS is an affiliate of the Wills for Heroes Foundation, a national non-profit organization founded in the aftermath of the September 11, 2001, terrorist attacks. The foundation oversees programs in communities across the US that provide free estate planning services to first responders.

Legal Aid Bureau

DLA Piper's Baltimore office has been recognized by the Legal Aid Bureau (LAB) Equal Justice Council with a Trailblazer Award for its pro bono efforts in Maryland, outstanding leadership and support of the LAB, which provides free civil legal services to low-income people in the state.

Cristo Rey High School Internship/Mentorship Program

For many years, DLA Piper's Baltimore office has been a proud partner in the Cristo Rey High School internship/mentorship program, which provides students from low-income families with internship opportunities they may not otherwise have had.

The Cristo Rey Jesuit High School, one of 30 Cristo Rey schools across the country, allows students to pay for part of their tuition by working in a Corporate Internship with a local company, such as DLA Piper, for part of their school days. The Jesuit college preparatory school currently has an enrollment of 360 students from low-income families across Baltimore, and since opening in 2007, has seen 100 percent of its graduates accepted into college.

Community Leadership

In addition to our projects above, our lawyers are also very involved in leadership and activist roles with the following organizations:

- American Visionary Art Museum
- B&O Railroad Museum
- Baltimore Center Stage
- Baltimore City Board of Ethics
- Baltimore Community Foundation
- Baltimore Curriculum Project
- Baltimore Economy & Efficiency Foundation
- Baltimore Museum of Art
- Beth Tfiloh Congregation
- Board of Visitors of the Francis King Carey School of Law of the University of Maryland
- Catholic Charities of Baltimore
- Center for Urban Families
- Citizenship Law Related Education Program
- CollegeBound Foundation
- Downtown Partnership
- Enoch Pratt Free Library
- Faith Christian Fellowship
- Family & Children's Services of Central Maryland, Inc.
- Federal Bar Association – Maryland Chapter
- Girl Scouts of Central Maryland
- Harlem Lacrosse Baltimore
- Hittman Foundation
- John L. Stasiak Foundation
- Johns Hopkins Bayview Medical Campus
- Johns Hopkins Hillel
- Johns Hopkins Hospital
- Johns Hopkins International
- Johns Hopkins Medicine
- Johns Hopkins University
- Maryland Institute College of Arts
- Maryland Legal Aid, Inc.
- Maryland Volunteer Lawyers Service
- Menucha, Inc.
- Mount Vernon Place Conservancy, Inc.
- Pregnancy Center North
- Pro Bono Resource Center of Maryland
- Ron Brown Scholar Foundation
- Rosedale Federal Savings and Loan
- Sinai Hospital
- Strong City Baltimore
- Susan G. Komen Maryland Affiliate
- Susan G. Komen for the Cure
- The Charles Crane Family Foundation
- The Haron Dahan Foundation
- The Leonard and Helen Stulman Foundation
- The Maryland Science Center
- The Salvation Army Boys and Girls Clubs
- The Salvation Army of Greater Baltimore
- The Shelter Foundation
- The Walters Art Museum
- Torah Institute School
- University of Baltimore Foundation, Inc.
- Women's Law Center of Maryland

