



May 20, 2015

Newark Communities for Accountable Policing:

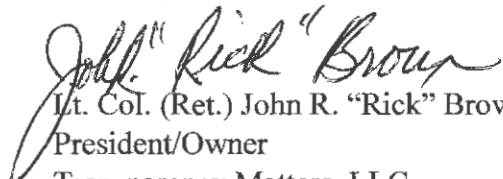
Thank you for giving Transparency Matters, LLC (TMLLC) and the proposed monitoring team for the Newark Police Department an opportunity to respond to the Federal Monitor Applicant Community Questionnaire dated May 5, 2015. The TMLLC community engagement response is attached and labeled as Enclosure (1).

The curriculum vitae/resumes for the proposed TMLLC Monitoring Team are also included as part of Enclosure (1), with the exception of Dr. 's Robin Engel and Jay Albanese. The curriculum vitae for these two team members are lengthy so they have been provided separately as part of the electronic submission. The TMLLC Independent Monitoring Team Application to the parties is also a separate attachment to the electronic submission.

Our team looks forward to Newark's diverse community's assessment of our proposal and the subsequent findings of the N-CAP Steering Committee.

Please feel free to contact me via email: rbrown@transparencymattersllc.com or at (717) 712-2066 if you need any additional information or have any questions or concerns. Thank you for your attention to the materials provided.

Sincerely,


Lt. Col. (Ret.) John R. "Rick" Brown
President/Owner
Transparency Matters, LLC

Transparency Matters LLC

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Enclosure (1)
May 20, 2015

Successful community engagement is the key to a long term lasting solution to rebuilding trust within the communities the Newark Police Department (NPD) serves. Bias free policing, addressing incidents of police excessive use of force, transparency, investigation of citizen complaints, accountability, constitutional procedures and policies for stops, searches and arrests, and an effective early warning system will all contribute to development of successful community engagement.

Years of unconstitutional policing and lack of police accountability takes a toll on the citizens of a community. Citizens, nevertheless, are willing to work with law enforcement to ensure a safer and better community when approached with respect and sincerity. The NPD must work to rebuild trust that has eroded over the years and open the lines of communication with community leaders and their constituents. This allows for a level of transparency and cooperation that can begin to repair the relationship of the NPD with the citizens they serve.

The Transparency Matters, LLC (TMLLC) team's strength not only lies in its extensive law enforcement experience but in the team's racial and gender diversity that will bring various cultural and life experience perspectives from the team to the NPD and monitoring oversight of the community engagement process.

1. What do you see as the biggest challenge(s) to successful community engagement with the Newark Police Department? How do you anticipate working to overcome those challenges?

In our view, multiple challenges exist to successful community engagement with the NPD, particularly in convincing a distrusting community that the NPD will reform under the Consent Decree. Consequently, once the reform process is complete, the NPD will be a well-trained, disciplined agency that respects the constitutional rights of the citizen's they serve; an agency that will sustain the reforms into the future without returning to the behaviors that led the NPD to this Consent Decree.

The challenges are, but are not limited to:

- A. Engaging the right people. For any type of successful community engagement, the right people have to be brought to the table at the onset. The identification of some of these individuals will be straightforward, but others who could be extremely helpful may be less obvious to identify. Experience has taught us that prior to any partnership plan, a key stakeholder analysis should be conducted. This stakeholder analysis ensures that individuals with standing in the community are identified and appropriately engaged.
- B. Give the group meaningful work. Often citizens are initially organized but have no clear purpose or mission to accomplish – then they become unorganized and ineffective. Guiding the work can be very constructive process that builds



Enclosure (1)
May 20, 2015

sustainability. Assignment of appropriate and meaningful tasks to “do the work” of community engagement is a critical and often overlooked component of community engagement. It is also critical to ensure this work centers around the guiding principles that all parties have agreed to initially.

- C. Sustainability over time is also a critical component for long-term successful engagement in communities. This is the most challenging aspect. There are many principles that can be borrowed from the private sector about collaborative teambuilding. Steps taken at the front end can enhance sustainability on the back end.

Perhaps the greatest threat to police-community partnerships, and collaboration strategies more generally, is that implementation simply ceases as those doing the work move on to other jobs or tasks. Successful community engagement initiatives and partnerships require a high level of commitment across multiple agencies and groups, and it is crucial that this commitment is transmitted through the ranks of the NPD. There is high turnover at the top of many organizations, as well as among the political officials who support the initiatives.

To address this, the TMLLC team recommends developing an organizational structure to define the decision-making processes and division of labor. This process has been used in other cities to help articulate the roles needed to complete the work to ensure efficient and effective use of personnel and resources. The roles should be defined in terms of skills and resources rather than by an individual’s name. Succession plan contingencies will be incorporated into to the community engagement strategy to avoid this implementation pitfall. In addition, this will allow the monitoring team to distinguish among stakeholders and the level of responsiveness each required.

The TMLLC team includes a member that was a designated researcher in this area in collaboration with the Cincinnati Police Department (CPD) after their DOJ use of force investigation and during CPD’s subsequent reform effort. The CPD used this approach to implement proactive and collaborative police approaches to community engagement that proved successful.

The TMLLC team will provide oversight and technical assistance in this area and the assessment of progress will be outlined in the quarterly reports provided to the court that will be made public.

2. What is your plan for ensuring that community participation is permanently integrated into the policies and decision-making of the Newark Police Department?

The Monitor is an independent body, entrusted with overseeing the NPD's compliance with the mandates of the Consent Decree that are established by the parties. The TMLLC Monitor Team will work to ensure that policies and best practices put in place are significant, and have a long



Enclosure (1)
May 20, 2015

lasting positive and sustainable effect on the agency and community. It is in everyone's best interest to ensure that other entities who also have the best interests of the citizens of Newark are provided the opportunity to be heard.

Within the scope of the requirements established between the parties, the Monitor will accept recommendations from community based and police accountability groups that address the concerns articulated in the Consent Decree, as permissible by law. Those recommendations will be discussed during periodic meetings between the Chief of Police, DOJ, and the Monitor and implemented where appropriate.

While providing technical assistance to the NPD on policies that affect compliance with the Consent Decree, opportunities will exist for the TMLLC team to make recommendations, and, where appropriate, to include a protocol for receiving input from the community for inclusion into the policy under consideration. Protocols for community engagement clearly defined and adopted by the NPD will permanently integrate the community and into the NPD policy development process. In all cases the recommendations received from the community will receive an appropriate response from our team advising of the results of their input.

3. Please describe your expertise, if any, with law enforcement practices, and with policing reform consent decrees in other jurisdictions. How will those experiences inform your approach to overseeing implementation of Newark's consent decree? If you do not have such prior experience, what experiences prepare your team for overseeing a policing reform consent decree in Newark?

Two of our team members, Deputy Monitor Lieutenant Colonel (Ret.) J. Rick Brown and Joseph R. Wolfinger have extensive experience monitoring police departments for federal courts, the DOJ, and the New York State Attorney General's Office. Lt Col. Brown has been a member of three consent decree monitor teams (the Detroit Police Department and the Oakland, CA, Police Department and Niagara Falls Police Departments) where he audited, evaluated and reviewed the performance of police departments and assessed their compliance with their respective consent decrees. Lt. Col. Brown assesses use of force and their reviews (Force Review Boards) at the federal level and citizen's complaints, internal investigations, and discipline at the state level. Detroit's monitoring engagement ended successfully in August 2014. Mr. Wolfinger was a team member on the monitoring teams for the Prince Georges County Police (2004-2009), the Detroit Police Department and the Oakland, CA, Police Department.

Each of the TMLLC team members brings experience and expertise in areas needed to conduct proper monitoring and to provide full technical assistance to the NPD. The TMLLC NPD Monitoring Team we proposed is as follows:

- Dr. John D. Glover will serve as the Monitor. Dr. Glover, formerly Executive Assistant Director of the Federal Bureau of Investigation (FBI) holds a doctorate in



Enclosure (1)
May 20, 2015

Public Administration from USC and following retirement held a senior executive position in Bristol-Myers Squibb. Dr. Glover was Special Agent in Charge of the FBI Atlanta office during the Atlanta Youth Murders, a case where 28 children were slain over a two year period that led to the conviction of Wayne Williams. This case required the coordination of several police departments, state investigative authorities, and federal agencies. Dr. Glover, on a near daily basis, negotiated activities of a combined task force, national and international media, and the Offices of the Vice President and President of the United States. In addition, regular coordination with the mayor, governor and other political figures, including the local district attorney and United States Attorney were essential to positive outcomes in this case.

- Lt. Col. (Ret.) J. Rick. Brown will serve as the Deputy Monitor. Lt. Col. Brown, formerly the Deputy Commissioner for Administration and Professional Responsibility of the Pennsylvania State Police (PSP), has over 29 years of active law enforcement experience within a 6,200 (4,664 sworn) person police department that has an annual budget of more than 840 million dollars and serves a community with over 12.7 million residents. Lt Col. Brown collaborated with the Governor's Advisory Commissions on Latino, African American, and Asian Affairs in the development of innovative community based and process strategies to improve and reform the department's hiring processes to recruit qualified minorities and women into enlisted and civilian positions. During Lt Col. Brown's career he served as a criminal investigator, internal affairs investigator, and subsequently held supervisory and command positions within these specialized areas and has interacted successfully with law enforcement and outside agencies governmental at all levels. Lt. Col. Brown has five years' experience as a monitor of consent decrees.
- Joseph R. Wolfinger, J.D., will serve as the team's Corporate Representative. He will also serve as a team member in the areas of Personal Video, Theft Inquiries and Training. Mr. Wolfinger, formerly Assistant Director of the FBI, oversaw the activities of the Training Division and FBI Academy. He has 30 years of active law enforcement experience. He has over ten years' experience as a member of monitor teams.
- Charles Prouty, J.D., will serve as a Use of Force and Theft Inquires expert. Mr. Prouty, formerly the Executive Assistant Director of Law Enforcement Services of the FBI, has 31 years of active law enforcement experience and, as third in command at the FBI, managed, among other things, its Office of Law Enforcement Coordination, Critical Incident Response Group and its Divisions of Criminal Justice Information Systems, Training, Laboratory, Operational Technology and International Operations. Following retirement Mr. Prouty has worked at a senior level in a major information technology firm.



Enclosure (1)
May 20, 2015

- Chief (Ret.) Charlie T. Deane will serve as a Use of Force and Community Policing expert. Chief Deane, formerly the Chief of Police of the Prince William County, Virginia Police Department, has over 24 years of experience with a major county police department that serves a rapidly growing community located within the Washington Metropolitan Area. He has been a leader in developing and implementing effective community policing programs and in implementing community satisfaction surveys as a measure of a police department's relationship with the community it serves.
- Chief (Ret.) Rocco M. Pollutro will serve as a Community Policing and Internal Affairs expert. Chief Pollutro, formerly the Chief of Police of the Cleveland, Ohio Police Department (CPD), has over 33 years of active law enforcement within an urban police department that employs over 1,250 police officers and serves 396,000 residents. He was a leader in community policing and addressing corruption within the ranks of his department.
- Major (Ret.) Charles J. Skurkis will serve as the team's primary Internal Affairs expert. Major Skurkis, formerly the Deputy Commissioner of Administration and Professional Responsibility for the Pennsylvania State Police (PSP), has more than 33 years of active law enforcement experience and, for 26 years of his career, Major Skurkis helped to create and then managed the PSP's Bureau of Integrity and Professional Standards. Major Skurkis was instrumental in the PSP's reform along with Lt. Col. Brown during the PSP's monitoring by Kroll, Inc. in the areas of sexual harassment and sexual misconduct, hiring practices, Equal Employment Opportunity processes, internal investigations, discipline and collective bargaining.
- Assistant Sheriff Regina Taylor (Active) will serve as a Training expert. Assistant Sheriff Taylor has more than 34 years of active law enforcement experience and has previously managed the Division of Training and the Office of Professional Standards of the Prince George's County, Maryland, Sheriff's Office (PGSO). Sheriff Taylor was an active police officer with the Prince George's County Police Department and also experienced monitoring from within a police agency.
- Captain (Ret.) Diego L. Mella will serve as the team's Spanish and Portuguese Linguist and as a Community Policing and Outreach expert. Captain Mella served as at various levels during his thirty year career with the Miami-Dade Police Department, Miami, FL. Captain Mella provides consulting services in use of force and community policing training.
- Dr. Robin S. Engel will serve as the team's Bias Free Policing expert. Dr. Engel is a Professor of Criminal Justice at the University of Cincinnati and Director of the University of Cincinnati Policing Institute. She has studied and written extensively on the subject of biased based policing. Dr. Engel worked with the following police



Enclosure (1)
May 20, 2015

agencies to reduce biased-based policing through research and data driven approaches; Arizona Department of Public Safety, Nebraska State Patrol, Ohio State Highway Patrol, Pennsylvania State Police, Seattle Police Department, Cincinnati Police Department, and the Fairfield, Ohio Police Department.

- Dr. Jay Albanese will serve as the team's Early Warning System expert. Dr. Albanese is a Professor and Criminologist in the Wilder School of Government & Public Affairs at Virginia Commonwealth University and has served as the chief of the National Institute of Justice's International Center. He is thoroughly familiar with various avenues that can be pursued to obtain assistance from the federal government.

Success in all these areas will require significant understanding and experience in law enforcement. We selected our team because each member can contribute importantly to the areas critical to the development of a successful community engagement program by the NPD.

4. What is your plan for educating Newarkers about your role in the reform process? How do you plan to educate the community about opportunities for involvement in that process? How do you anticipate overcoming potential skepticism or distrust in the community?

Transparency is absolutely critical to a successful monitoring process. The community, DOJ, NPD, and the City of Newark must be kept informed of how the reform process is progressing. While most monitoring teams will anticipate a dialog between the parties and the Monitor/Deputy Monitor, we will make TMLLC team members, who are all experienced law enforcement professionals and academicians available to explain findings in each of the areas of concern and answer questions about the monitoring process in addition to the published quarterly reports. TMLLC will conduct exit interviews at the end of each site visit with the parties and will also provide opportunities for the community to meet separately with the team to get to "know us" and ask questions while becoming informed about the process.

Our monitoring of compliance will include a review of all policy requirements of the consent decree, a review of NPD audits; and a review of a statistically valid sample of use of force investigations (including their supervisory/command reviews), training, citizen encounters/stops, arrests, misconduct investigations, and discipline. At each stage in this process, the TMLLC Team will evaluate the compliance with the consent decree with a view to improving the operations of NPD, encouraging accountability, and fostering an environment that promotes the growth of professional, value-based policing.

The Monitor will also publish a quarterly independent report to the court that presents our assessment of each area of the consent decree and states whether we found it in compliance and any obstacles encountered to reforming the NPD.

5. What changes, including policy changes, do you believe are critical to ending the civil rights and civil liberties violations identified in the Department of Justice's



Enclosure (1)
May 20, 2015

findings, including racial profiling, unconstitutional stop and frisk practices, excessive force, retaliation against Newarkers engaged in first Amendment protected activities and a broken internal affairs system?

The TMLLC team has extensive experience in this area and will provide oversight and technical assistance to create a solid accountability structure that will include the following new policies or changes to existing policies, including but not limited to:

- Code of Conduct Policy
- Citizen's Complaint Policy
- Internal Investigations Policy
- Discipline Policy and Discipline Matrix
- Biased-Based Policing Policy (to include data collection)
- Use of Force Policy
- Video Recording Policy
- Early Warning Policy
- Stop and Frisk Policy and Practices (Also review associated data such as volume of stops, any identifiable disparities, and the number of innocent persons stopped)

TMLLC will ensure training and the related updates on the First and Fourth Amendment of the Constitution are incorporated in the use of force curriculum for all sworn members (including new hires) and any mandatory in-service training that occurs on an annual basis.

The TMLLC team will provide technical assistance in all of the above areas to provide to improve the NPD accountability and oversight mechanisms consistent with generally accepted police practices. During the monitoring process the complaint, investigation, and discipline process will be assessed and determinations will be made and reported to the court indicating whether or not the NPD is complying with the policies they eventually will adopt and train their personnel on.

At the core of the Consent Decree the U.S. Department of Justice (DOJ) found a pattern and practice of unconstitutional stops, searches, and arrests. In addition findings related to disparate impact, unreasonable force, thefts by officers, and practices reflecting and contributing to patterns of misconduct. These issues go to the very heart of the integrity of the NPD and are the **causal factors** over time that have eroded the community's trust in the department. The TMLLC team understands that there is a distinct link between a police department's internal accountability processes and building public trust.

A police department's inability to address the behavioral issues identified in the Consent Decree must be corrected to begin to build trust with the community. Our team understands the importance of community oriented policing, having community meetings, citizen's police academies, etc. That investment of time and resources on both sides, however, is lost if, for



Enclosure (1)
May 20, 2015

example, the NPD fails to hold those in its ranks accountable for misconduct that is founded in an excessive force or deadly force situation. One mishandled incident of excessive force or other unconstitutional behavior left unchecked erodes the positive impact of the reform effort.

The TMLLC team includes six members that have extensive police experience working in a uniformed police agency similar to the NPD. These team members were not always command officers but were also patrol officers, first line supervisors, mid-level and eventually executive level commanders. One of the six is also bi-lingual in Spanish and will be an asset to community outreach/engagement in communities with limited English speaking ability and assist breaking down communication barriers in the reform process. This varied level of uniformed police experience will be valuable in the oversight process since the NPD is also a uniformed police agency.

The TMLLC team's responsibility, if selected as Monitor, in this Consent Decree is not only to assess compliance with the Consent Decree but also to provide technical assistance to help the NPD overcome any obstacles to gaining compliance with the Consent Decree at all levels of the organization. Technical assistance will be provided to assist the NPD in developing an open and accessible citizen's complaint and compliment process, improved internal investigations, and the consistent application of discipline. The team has experience in assessing cases to determine if reasonable articulable suspicion existed or probable cause from the outset for the stop, search, arrest or use of force and its de-escalation where appropriate. The team will also assess disparate impact from existing data and provide technical assistance to the NPD to improve the quality and accuracy of the data. The TMLLC team has extensive experience at the federal, state, and local level in building a comprehensive accountability structure that is sustainable and will address the behavioral issues that has not been adequately addressed by the NPD over the years.

6. What role do you see existing community-based organizations and ongoing policing accountability work in Newark playing in your plans to oversee the reforms to the NPD?

Community-based organizations will be key partners in the effort to achieve and sustain NPD reforms. The TMLLC team is also experienced in the concepts of Community Oriented Policing. During the reform process community engagement, previously discussed in Question #1, and Civilian Review are priority components of the checks and balances needed to sustain reform and ensure accountability across the board at the NPD. In the Civilian Review process the TMLLC team sees a role by the civilian oversight entity in ensuring the constitutional policies and accountability structure adopted by the NPD, as a result of the Consent Decree, to eliminate the **causal factors** that led to the Consent Decree are being followed. TMLLC has learned from extensive police experience dealing with agencies of various sizes that good policies are only as good as they are enforced or followed by the organization.

The civilian oversight entity should be able to assess the NPD's compliance with their own policies and report to the community their findings in a fair and impartial manner. Ensuring the



Enclosure (1)
May 20, 2015

leadership of the NPD is adhering to the reforms the department has agreed to implement will hold those at the highest levels of leadership in the NPD accountable to the community and susceptible to leadership change for failure to adhere to the policies adopted as a result of the Consent Decree. The Civilian Review entity will play a crucial role in ensuring the future sustainability of the reforms attained through the monitoring process.

Dr. John Glover
Davie, Florida
January, 2015

JOHN D. GLOVER, Doctor Public Administration (D.P.A.), is currently a consultant to several U.S. business and corporate entities.

In 1962, he earned a Bachelor of Arts degree in Education from Florida A&M University in Tallahassee, Florida. He received a Masters Degree in Public Administration from the University of Southern California (USC), in 1990 and a Doctorate Degree in Public Administration from USC in 1996.

Dr. Glover taught at Miami Northwestern High School, Miami, Florida, from September 1962 to October 1966, when he received his appointment as a Special Agent with the FBI. Following a period of training at the FBI Academy in Quantico, Virginia, he was assigned to the FBI Office in Kansas City, Missouri, where he served until February 1968, when he was transferred to the Washington, D.C. Field Office. In December 1972, he was assigned to the FBI Academy (Quantico) as a Firearms and Defensive Tactics Instructor, and in January 1974, was made a supervisor in the Identification Division, FBI Headquarters, Washington, D.C. Dr. Glover performed inspection duties in the Inspection Division, FBI Headquarters from August 1975 to August 1976, when he assumed supervisory duties in the Laboratory Division. He was transferred to the Newark, New Jersey, Office as Assistant Special Agent in Charge of all FBI operations in the state of New Jersey, before being designated as an Inspector in the Planning and Inspection Division in July 1978.

Dr. Glover was made Special Agent in Charge of the Milwaukee, Wisconsin Office in February 1979, where he was in charge of all FBI operations in the state of Wisconsin. In April 1980, he was assigned as the Special Agent in Charge of the Atlanta, Georgia Office. He was named Assistant Director of the Inspection Division in September 1982. In April 1986, he was designated Executive Assistant Director for Administration, at FBI Headquarters in Washington, D.C., one of three direct reports to the Director of the FBI.

On March 31, 1989, Dr. Glover retired from the FBI. Throughout his distinguished career he investigated, supervised, and managed numerous successful high-profile investigations.

Immediately upon retiring from the FBI, Dr. Glover assumed the position of Vice President, Corporate Security for the Bristol-Myers Squibb Company (BMS), from where he retired on March 31, 2002. During his tenure at BMS, he had world-wide security responsibilities; he refocused the security function and aligned it with overall corporate objectives. He was also instrumental in creating the Pharmaceutical Security Institute (PSI), an industry-wide, anti-counterfeiting body. He also served as Co-Chairman of the U.S. State Department's Overseas Security Advisory Council.

Dr. Glover is currently President of John Glover Consulting, Inc. He has provided consulting services to The International Monetary Fund, which consisted of a Field Security Program Evaluation, including the feasibility of outsourcing the delivery of international security activities, and the follow up study regarding vendor selection. He conducted a sensitive, high-level study for the U.S. Council on Competitiveness. He served as Executive Consultant to Corporate Risk International. Dr Glover served as Chairman of the Security Advisory Board of NanoGuardian, a technology company specializing in nanometer-scale manufacturing and applications development to fight counterfeiting and illegal diversion of medicines. For nine years, he served as a Commissioner for the Commission on Accreditation for Law Enforcement Agencies, Inc., and is a former Trustee for the Former Special Agents of the FBI Foundation. He is a member of the Society of Former FBI Agents, a Life Member of the International Association of Chiefs of Police and numerous other law enforcement associations. Dr. Glover is also President and CEO of the Booker T. Washington High School Class of 1957 Foundation, Inc., a Florida not-for-profit and Federal 501(c) (3) corporation, and is the National Vice President of the National Rattler F Club, a Florida A & M University athletic support group.

JOHN R. "RICK" BROWN

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Certified MBE

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Motivational leader and "hands-on" team contributor that is experienced at managing multiple responsibilities simultaneously in a fast-paced, highly visible environment. Proven communicator that develops trusting relationships with integrity and a commitment to service.

CAREER ACCOMPLISHMENTS

- Selected to work with the Office of the Independent Monitor of the City of Detroit Police Department in the July 18, 2003 Consent Decree brought by the United States Department of Justice in the United States District Court for the Eastern District of Michigan Southern District under the direction of Judge Julian Abele Cook.
- Selected to work with the Office of the Independent Monitor of the Oakland Police Department in the Negotiated Settlement Agreement (NSA) in the case of *Delphine Allen, et al., vs. City of Oakland, et al.* in the United States District Court for the Northern District of California under the direction of Judge Thelton E. Henderson.
- Selected to work with the Office of the Independent Monitor of the Niagara Falls, New York Police Department in the November 30, 2010 Consent Decree brought by the State of New York in the Supreme Court of the State of New York for Niagara County under the direction of Judge Ralph A. Boniello III.
- Oversee all segments logically related in scope to the investigation, accountability, and policies employed by the Pennsylvania State Police with regard to police misconduct; with an emphasis on prevention through training programs at all levels.
- Designated as the department liaison between the Pennsylvania Office of Inspector General, Office of the Governor, Pennsylvania State Police Commissioner, and Kroll, The Risk Consulting Company, during their independent investigation and monitoring of the department's handling of sensitive internal sexual harassment, sexual misconduct, and domestic violence issues. The department complied with the forty recommendations identified by the Office of Inspector General in one year.
- Selected to serve as Member of the Department's contract negotiating team for collective bargaining proceedings in 2004 (Act 111) and in 2008 with the Pennsylvania State Troopers Association (Union). The outcome of the 2004 proceedings resulted in a landmark arbitration decision received by the department and recognized by Pennsylvania Governor Edward G. Rendell in 2004, for reforming and improving member discipline and related processes.
- Collaborate with the Governor's Advisory Commissions on Latino, African American, and Asian Affairs in the development of innovative community based and process strategies to improve and reform the department's hiring processes to recruit qualified minorities and women into enlisted and civilian positions.
- Maintain overall supervisory responsibility for the independent research Police-Citizen Contact Project voluntarily initiated by the Pennsylvania State Police. Utilize applied research to determine if the department engages in racial or biased based profiling during motor vehicle stops. Implement proactive training and operational strategies to monitor and prevent racial profiling.

- Guest Speaker; International Association of Chiefs of Police, Washington (State) Association of Sheriffs and Police Chiefs, American University – Washington, DC, California State University of Pennsylvania, Elizabethtown College – Elizabethtown, Pennsylvania, Pennsylvania Department of Corrections Annual Training Symposium, Office of National Drug Control Policy - Domestic Highway Enforcement Program (DHE) – High Intensity Drug Trafficking Areas (HIDTA) Annual Conference.

PROFESSIONAL EXPERIENCE

TRANSPARENCY MATTERS LLC (TMLLC), Harrisburg, Pennsylvania
www.transparencymattersllc.com

2010 – Present

Owner/Independent Consultant

- Law enforcement consultant focused on building transparent policing policies and process change that provides organizational efficiencies, personnel accountability, diversity, community education, training, and monitoring.
- Consultant for the Middletown Police Department, Middletown, Pennsylvania to assess policies; conduct internal investigations, develop Executive Search Protocol, and conduct organizational assessment; June 2014-Present.
- Subject Matter Expert, United States Office for Justice Programs (OJP), Diagnostic Center, Metro East Police District Commission (MEPDC) Engagement, East St. Louis, IL; July 2013 – Present.
- Primary Security Representative/Investigator, National Football League (NFL), Philadelphia, PA; June 2013-Present.
- Presenter teamed with Daigle Law Group, Southington, CT conduct instruction on special (internal) investigations at the Connecticut State Police Academy; June 2014 and Community Relations and Police Use of Force, Use of Force Summit, Uncasville, CT; December 2014.
- Consultant for the Municipality of Anchorage, Alaska Police Department with the International Association of Chiefs of Police (IACP), assessed policies and practices and made recommendations to Mitigate Sexual Misconduct June – September 2012, internal investigations October 2014 - Present.
- Independent Monitor for the Niagara Falls, New York Police Department teamed with Warshaw & Associates, Inc., Sylva, North Carolina; August 2011-February 2015.
- Consultant with Warshaw and Associates, Sylva, North Carolina with the Puerto Rico Police Department (2nd largest U.S. Police Department), Community Outreach, Complaint Reception and Processing, Internal Investigations, Member/Employee Discipline, and Training December 2010-February 2015.
- Independent Monitor for the City of Detroit Police Department teamed with Police Performance Solutions LLC, Dover, NH; October 2010-August 2014. The United States Department of Justice announced successful resolution of the Consent Judgment on August 25, 2014; Monitor engagement complete.
- Independent Monitor for the Oakland Police Department teamed with Police Performance Solutions LLC, Dover, New Hampshire; May 2010-Present .
- Office for Victims of Crime, United States Department of Justice, Diversity Working Group; March 2010-Present.

PENNSYLVANIA STATE POLICE, Harrisburg, Pennsylvania

1981 – 2010

Deputy Commissioner of Administration and Professional Responsibility, 2006-2010

Deputy Commissioner of Professional Responsibility, 2004-2010

Rank: Lieutenant Colonel

- Accepted additional responsibilities in December 2006 formerly assigned to the Deputy Commissioner of Administration
 - Maintain executive oversight of the Bureau of Training and Education (Academy/Training Centers), Bureau of Human Resources, Member Assistance Program, and the Recruitment and Special Services Office (Targeting minorities and women for employment).
 - Appointed by Governor Edward G. Rendell to maintain executive oversight of the Bureau of Integrity and Professional Standards, Equal Employment Opportunity Office, Department Discipline Office, and the Early Intervention Program Office.(March 2004). Acquired the Heritage Affairs Office in May 2006 and the newly created Office of Risk Management in January 2009.

- Contribute to the oversight of an annual budget over \$840 Million involving 4664 sworn and 1600 non-sworn personnel; and responsible for all segments logically related in scope to the prevention, investigation and accountability measures employed by the department with regard to police misconduct.
- Maintain oversight for all risk management issues across the full spectrum of potential liability affecting department operations.
- Commissioner's Designation of Duties, in his absence; assume the duties of Acting Commissioner with responsibility for the day-to-day administrative, operational, and policy decisions of the Department. Act as liaison with the Governor, Deputy Chief of Staff, Criminal Justice Policy Office, and cabinet officials.

Director, Bureau of Professional Responsibility; Rank: Major, 2003-2004

- Provided executive oversight of two Divisions and one Office with 35 personnel within the Bureau.
- Managed the Internal Affairs Division, Systems and Process Review Division, and the Early Intervention Program Office.
- Led the development of the Early Intervention Program Office of the Pennsylvania State Police.
- Designated as the liaison to the Pennsylvania Office of Inspector General during their independent review of department misconduct investigations, policies, and procedures.
- Designated as liaison with Kroll, The Risk Consulting Company during their independent monitoring of the department's implementation of the forty recommendations identified by the Pennsylvania Office of Inspector General. Kroll provided periodic reports to the Office of the Governor.

**Director, Internal Affairs Division; Rank: Captain, 2000-2003
(Acting Captain from April 26, 1999 - January 29, 2000)**

Responsible for directing the work of fifteen subordinates; direct and investigate complex criminal and administrative investigations involving allegations of misconduct involving Department personnel. Responsible for non-complaint investigations mandated by directives, assist the Office of Chief Counsel and conduct other confidential investigations as directed by the Commissioner.

Commander, Central Section, Internal Affairs Division; Rank: Lieutenant, 1997-2000

Direct and investigate complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force. Supervise the work of four investigators.

Administrative Officer, Internal Affairs Division; Rank: Corporal to Sergeant, 1994-1997

Review confidential investigative reports for accuracy, completeness and compliance with regulations, and labor agreements. Conduct training seminars; aid in receiving and tracking personnel complaints, and track active investigations to ensure timely submission.

Criminal Investigation Unit Supervisor, Troop H, Harrisburg; Rank: Corporal, 1993-1994

Supervise complex criminal investigations; perform normal supervisory duties of eleven member unit. Be familiar with all facets of criminal investigation, including but not limited to homicide, robbery, rape, burglary, theft, etc. Supervise confidential background investigations on applicants for Commonwealth and other law enforcement agency employment.

Patrol Unit Supervisor, Troop H, Harrisburg; Rank: Corporal, 1993

Supervise patrol members responding to crime scenes, motor vehicle accidents, warrant service, special situations and other patrol related duties. Responsible for reviewing criminal investigation and patrol related reports.

Intelligence/Vice Officer, Troop H, Harrisburg; Rank: Trooper, 1992-1993

Responsible for collecting, recording and disseminating confidential intelligence information regarding sex offenders, gangs, organized crime and other subversive organizations. Intelligence gathered to ensure Commonwealth domestic security.

Criminal Investigator, Troop H, York and Harrisburg Stations; Rank: Trooper, 1984-1992

Responsible for investigations into all facets of crime, including but not limited to homicide, robbery, rape, burglary, theft, motor vehicle theft, organized crime, etc. Job responsibilities also include conducting confidential background investigations on applicants for Commonwealth and other law enforcement agency employment.

Patrol Officer, Troop H Harrisburg – York Station; Rank: Trooper, 1983-1984

Investigate motor vehicle accidents and thefts. Enforce criminal and traffic laws and serve arrest warrants. Secure and search crime scenes; completing investigative reports; collect and compile evidence in ongoing cases, testify in court; operate radar.

Criminal Investigator, Troop K, Philadelphia; Rank: Trooper 1983

Responsible for investigating robberies occurring at State Stores, investigations on State Hospital grounds; warrant service and confidential background investigations on applicants for Commonwealth employment.

Patrol Officer, Troop K, Philadelphia; Rank: Trooper, 1981-1983

Investigate motor vehicle accidents and thefts. Enforce criminal and traffic laws and serve arrest warrants. Secure and search crime scenes; completing investigative reports; collect and compile evidence in ongoing cases, testify in court; operate radar.

MILITARY EXPERIENCE

United States Navy

1976 - 1980

Aviation Maintenance Administrator; Highest Rank: E-5

- Oversaw personnel assigned to the Maintenance Control Divisions of Attack Squadron 93 (VA-93), on the aircraft carrier USS Midway, and Patrol Squadron 46 (PATRON 46), Moffett Field, CA.
- Ensured accuracy, completion, and secure storage of all data related to the configuration, history, maintenance, receipt, and transfer of Naval Aircraft and related aeronautical equipment.
- Earned Secret Security Clearance.
- Received Honorable discharge.

EDUCATION

EASTERN UNIVERSITY, St. Davids, Pennsylvania

Master of Business Administration, Management Concentration

ELIZABETHTOWN COLLEGE, Elizabethtown, Pennsylvania

Bachelor of Professional Studies, Major in Criminal Justice

Middletown Area High School graduated June 1976

TRAINING AND CERTIFICATIONS

- Private Investigator's License, Approved Dauphin County President Judge Todd A. Hoover, June 4, 2013.
- National Football League (NFL) Primary Security Representative Training, Ft. Lauderdale, FL; June, 2013; San Diego, CA June 2014.
- Law Enforcement Officer's Safety Act (LEOSA), Certified to Carry Firearms, Commonwealth of Pennsylvania Card #0005906, Dauphin County Sheriff's Confirmation #09329531.
- Force Science Institute, Force Science Certification, Alexandria, VA, April 22-26, 2013.
- The Police Executive Development Program (POLEX), Advanced Part 2, Pennsylvania State University, earned 3 undergraduate credits, March 2004.
- Federal Bureau of Investigation National Academy, 211th Class, University of Virginia, Quantico, Virginia, completed December 13, 2002, earned 15 undergraduate credits
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- The Police Executive Development Program (POLEX), Pennsylvania State University, Basic Part 1, earned 3 undergraduate credits, March 1999.
- Pennsylvania State Police Academy, July 1981.
- United States Navy, Aviation Maintenance Administration "A" School, NTTC Meridian, MS, November 1976.
- United States Navy Basic Training, Great Lakes, IL, August 1976.

PROFESSIONAL RECOGNITION

- Commonwealth of Pennsylvania, Office of Inspector General, Certificate of Recognition, August 21, 2010, for leading positive change in the implementation and administration of accountability measures.
- Complimentary Letter from former Pennsylvania State Police Commissioner Paul J. Evanko for work on high level department internal investigations.
- Pennsylvania State Police, Medal of Commendation (Department's 2nd Highest Award), for selfless sacrifice and extraordinary service in protecting the image, integrity and reputation of the Department.
- Honorable Discharge, Pennsylvania State Police, May 21, 2010.
- Certificate of Appreciation, International Association of Chiefs of Police (IACP), for outstanding contributions toward the professionalization of Law Enforcement.
- Record of Service Citation from the Pennsylvania House of Representatives May 11, 2010.
- Record of Service Citation from the Senate of Pennsylvania May 2, 2010.
- Complimentary Letter from the United States Secret Service, G-20 Economic Summit, Pittsburgh, Pennsylvania, dated September 28, 2009.
- Commissioner's Certificate of Recognition, 2009 Barack Obama 44th Presidential Inauguration; January 20, 2009.
- Complimentary Letter from Pennsylvania State Police Commissioner Jeffrey B. Miller for work on discipline improvements during the 2004, Act 111 Interest Arbitration, and subsequent Award; dated January 17, 2005.
- Troop Commander's Letter of Commendation; dated June 15, 1994, for work in a bank robbery investigation.
- Letter of Appreciation from the New York State Police; dated September 26, 1991 and Troop Commander's Letter of Commendation; dated March 16, 1993, for work in a high profile homicide investigation.
- Commissioner's Letter of Commendation; dated January 11, 1991, for arrests in child abuse and sexual abuse criminal investigations.
- Troop Commander's Letter of Commendation; March 8, 1990, for work in a Corrupt Organizations investigation.
- Complimentary Letter from Dauphin County District Attorney Richard A. Lewis; dated August 6, 1986, for work in a public corruption investigation.
- United States Navy Good Conduct Award, June 1980.
- Patrol Squadron 46 (VP-46), Sailor of the Month, February 1980.
- Attack Squadron 93 (VA-93), Sailor of the Month, July 1978.

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- Federal Bureau of Investigation, National Academy Associates (FBINA) December 2002-Present.
- International Association of Chiefs of Police (IACP) January 2000-Present.
 - Serve as member of the Advisory Committee on the Linking Local Law Enforcement Internal Affairs Practices and Community Trust Building project Phase 1, completed October 2009.
 - Serve as a member of the IACP Advisory Committee on Employing Returning Combat Veterans as Police Officers, commenced April 2008.
 - Serve as a member of the Advisory Committee on Police Response to Persons with Mental Illness, commenced May 2009.
- Pennsylvania Chiefs of Police Association (PCPA).

- Governor's Executive Diversity Council.
 - Assigned by the Commissioner to serve on his behalf regarding Commonwealth Diversity Recruiting Initiatives with the Office of Diversity Management.
- Executive Reviewer, Evaluation and Demonstration Programs, National Institute of Justice, in collaboration with Educational Services, Inc., Bethesda, Maryland.
- Independent Consultant with the U.S. Department of Justice, Office for Victims of Crime, on Witness intimidation and Diversity issues.
- National Internal Affairs Investigator's Association (NIAIA).
- Lifetime member of Delta Mu Delta, International Honor Society in Business Administration, Gamma Pi Chapter, Eastern University 2009.
- Member National Organization of Black Law Enforcement Executives (NOBLE).
- Member International Association of Ethics trainers (IAET).
- Keystone Technical Institute, Criminal Justice Program Advisory Committee.
- Certified Minority Business Enterprise (MBE) – Eastern Minority Supplier Development Council, Pennsylvania, New Jersey and Delaware, Certificate Number PT0655.
- U.S. Navy Veteran's Networking Group.

References and supporting documentation are available upon request.

JOSEPH R. WOLFINGER

482 Piscataway Drive, Tappahannock, VA 22560
(703) 622-9636, jrwolfinger@va.metrocast.net

EMPLOYMENT

WOLFINGER & COMPANY, INC.

CEO

2006-Present

482 Piscataway Dr, Tappahannock, VA 22560

One of three founders of Police Performance Solutions, LLC, which in 2009 won contracts to provide Monitor and teams for the federal court supervised consent decrees involving the Oakland, CA, Police Department and the Detroit, MI, Police department. Served as a member of both monitor teams handling issues relating to training, discipline and video technology.

MPRI

Senior Vice-President

2000 to 2006

Alexandria, VA 22314

Led corporate unit which developed contracts in area of law enforcement, counterterrorism and counterintelligence totaling over \$1.5 billion in new business. Clients included the Department of Justice, FBI, Department of State, Joint Counterintelligence Training Academy (JCITA) and the National Counterintelligence Executive (NCIX). Won contract to provide Monitor and team to oversee Prince Georges County, MD, Police Department's Memorandum of Agreement with the Civil Rights Division of the USDOJ. Served as a member of the Monitoring team handling issues relating to training and Mobile Video.

FBI CAREER

Assistant Director

1996 to 1999

Federal Bureau of Investigation

FBI Academy, Quantico, VA 22135

Responsible to the Director of the FBI for activities of over 600 employees assigned to the FBI Training Division, for development and execution of the division's \$81 million annual budget, for management of the FBI Academy, Quantico, VA, and the International Law Enforcement Academy, Budapest, Hungary.

Developed automation infrastructure necessary to support high level computer training and implemented comprehensive computer crime instruction program for FBI agents and police, revised new agent training curriculum and expanded FBI training and relationships in Middle East, Europe, Asia and Australia.

Special Agent in Charge 1994 - 1996
Buffalo Field Office, One FBI Plaza, Buffalo, NY 14202

Led 160 special agents and support employees in Western New York and conducted liaison with Canadian law enforcement in Eastern Ontario. Contributed to successful FBI investigation of Timothy McVeigh's role in bombing of Oklahoma City federal building.

INSPECTOR 1992 - 1994
Inspection Division, FBIHQ, Washington, DC 20535

Led inspection teams that audited fiscal responsibility and evaluated efficiency and effectiveness of FBI domestic and international operations.

Assistant Special Agent in Charge 1987 - 1992
Norfolk Field Office, Norfolk, VA 23501

Led criminal investigative programs and national security investigations in southeastern Virginia. Additional responsibilities included physical and personnel security, recruitment of new employees, division career board, relations with minority community, and liaison with news media. Initiated and led program to improve FBI relationship and interaction with leadership of the Norfolk area African American community.

Supervisory Special Agent 1982 - 1987
National Security Squad, Norfolk, VA 23501

Responsible for national security investigations in a territory that included the largest concentration of U.S. military facilities, bases and personnel in the world. Supervised nationally recognized investigation of John Walker Espionage Ring. Awarded the Attorney General's award for distinguished service in the field of counterintelligence in 1987.

Supervisory Special Agent 1975 - 1982
Federal Bureau of Investigation, FBIHQ, Washington, DC 20535

Responsible for management of automation services supporting the FBI national security investigative program. Led development and implementation of the first on-line, automated information system that supported FBI field national security investigations.

Special Agent

1969 - 1975

Federal Bureau of Investigation

Various investigative assignments in FBI offices in St. Louis, Detroit, and Ann Arbor, focusing on investigation of criminal fraud, bank robbery, extortion, espionage and terrorism.

EDUCATION

National Executives Institute <i>FBI Academy, Quantico, Virginia</i>	1996
Senior Officers Course <i>Australian Institute of Police Management, Manly, New South Wales, Australia</i>	1991
JURIS DOCTOR <i>University of South Carolina, Columbia, SC</i>	1969
BA, POLITICAL SCIENCE <i>Randolph - Macon College, Ashland, VA</i>	1966

PERSONAL

Member of South Carolina Bar Association, International Association of Chiefs of Police (past member of IACP Training Committee), National Executives Institute, Ontario Association of Chiefs of Police, National Sheriffs Association and FBI National Academy Associates.

Served pro bono executive director of the Major City Chiefs Association from 2000-2013. Made a Life member of the Association upon retiring as its executive director.

Name: Charles S. Prouty

Company: General Dynamics

Position: Vice President

Education:

JD, Law, George Mason University Law School, Fairfax VA, 1991

MA, Economics, George Mason University, Fairfax VA, 1983

BS, United States Naval Academy, Annapolis MD, 1967

Experience:

Charles Prouty is General Dynamics Vice President for Strategic Development. He retired as the Executive Assistant Director of the Federal Bureau of Investigation (FBI) after 31 years of service. Prior to the FBI he served six years on active duty with the U.S.Navy-five of that as a SEAL, including a year and a half in Vietnam. He retired as a Captain from the Naval Reserves.

During 9/11 he was the Special Agent in Charge (SAC) of the FBI's Boston Division. Because two of the planes that slammed into the World Trade Center took off from Boston it was a key location in the largest crisis response action ever undertaken by the FBI. Under his direction and management the hi-jackers and their organization were quickly identified as were a number of international terrorists. A short time later the plane carrying Richard Reid, the "shoe bomber" landed in Boston and he again oversaw the conduct of a major international terrorist investigation.

He served as Executive Assistant Director-the FBI's number three position. He was in charge of seven Divisions (Laboratory, Criminal Justice Information Services, Training, Investigative Technology, Critical Incident Response Group, International Operations, and Office of Law Enforcement Coordination) with a budget of over \$500 million and a workforce of over 5000. He frequently coordinated with various agencies (CIA, NSA, DOJ, DOS) on operational and training issues. He co-led a team to Baghdad to develop, for the Coalition Provisional Authority, a training program for the Iraqi Police. He also oversaw the re-engineering of the FBI's Training Division, with the goal of ensuring all 28,000 employees had regular and adequate training.

Charles Prouty's other leadership positions and accomplishments include:

- Special Agent in Charge (SAC) of the Little Rock Ark. Field Office
- Assistant Special Agent in Charge (ASAC) of the Columbia SC Field Office
- Shift Commander for the FBI Command Post during the '96 Atlanta Olympics and Shift On-scene Commander for all Law Enforcement during the '02 Salt Lake City Olympics.

- Deputy Commander of the Hostage Rescue Team-where he managed a number of significant tactical operations, including the take-over of the Atlanta and Oakdale penitentiaries by Cuban prisoners.
- Chief of the Special Operations and Research unit-where he oversaw the training of SWAT teams, Negotiators and Crisis Managers.
- Honored with Presidential Rank award for meritorious service (2002) for exceptional long-term accomplishments.

Charlie T. Deane

Executive Profile

Chief (retired) Deane led a major county police department, serving a fast growing and diverse population of over 400,000 residents. Under his leadership, the department established a nationwide reputation for integrity and service. During his years as Chief, the police department maintained high public approval, a low crime rates and high staff morale.

In twenty four years as Chief, he effectively managed dramatic change within the police department and community. Throughout his career, Charlie Deane demonstrated strong leadership, investigative, and management skills. Those skills and abilities were demonstrated when he spearheaded the police department's response to major challenges ranging from serial violent crime waves, such as the *Washington Beltway Sniper Case*, to development and implementation of a *Local Illegal Immigration Enforcement Policy*.

Throughout his career, he is been an active leader in at the state, regional and national level. For example, he served as President of Virginia Association of Chiefs of Police; Vice President of the Police Executive Research Forum and on the Executive Board of the International Association of Chiefs of Police.

He has been recognized by numerous awards and commendations for excellence in policing including the Police Leadership Award by the Police Executive Research Forum; George Mason University Award for Distinguished Public Service; Civil Rights leadership recognition from Virginia Hispanic Chamber of Commerce, Prince William County Human Rights Commission and International Association of Police Chiefs.

Professional Experience

Consultant – Policing Subject Matter Expert

Police Executive Research Forum

Washington, D.C.

October 2013 –present

Consultant – Law Enforcement Technical Advisor

Pivotal Practices, Greenbelt, Maryland

November 2014 - present

Conducts independent reviews of Federal and local law enforcement policies and practices related to criminal investigation, use of force, and allegations of employee misconduct and discipline.

Chief of Police

Prince William County Police

Department Prince William, Virginia

June 1988 to October 2012

Successfully lead a major police department through twenty four years of increasing diversity and rapid growth

Key Achievements:

Maintained high citizen satisfaction and employee morale - 2012 citizen satisfaction with police performance was 93% while police employee satisfaction was 96%

Drove crime rate down - 17 crimes per thousand residents in 2012

Increased crime closure rate - 2012 overall closure 63% for violent crimes and 25% for property crimes

Controlled police misconduct and use of force

Examples of Operational and Administrative Leadership

Developed and implemented *Illegal Immigration Enforcement Policy* that achieved general community acceptance and national recognition

Successfully led police department's role in the investigation, arrest, and prosecutions in the *Washington Beltway Sniper Case*

Launched *School Violence/Active Shooter Response Policies and Training* that resulted in successful responses to two violent attacks at schools

Professional Experience – continued

Prince William County Police Department

July, 1970 to June, 1988

Violent Crime Detective; Criminal Investigations Supervisor; Patrol Shift Commander; Internal Affairs Commander

Key Achievements

Crime Control - As Chief of Police, established effective policing strategies that resulted in high crime closure rates and lower crime.

Police Misconduct - Established and commanded the Internal Affairs Unit. Led the Police department in the maintenance of strong public support through transparency, legitimacy, and a record of minimal use of force.

Community Engagement - Provided leadership to the establishment of many community engagement programs to include: Neighborhood, Business, Church and Fleet Watches; Police Chaplain Program; Citizen Police Academy, Citizen Academy Alumni Association; Teen Police Academy; Senior Police Academy, and others.

Education and Training

George Mason University Masters of Public Administration MPA, Fairfax, Virginia

American University
Bachelor of Science in Administration of Justice
Washington, DC

FBI National Executive Institute
Quantico, Virginia

FBI National Academy
Quantico, Virginia

Additional Information - Media Articles

Washington Post article (8/1/12)

http://www.washingtonpost.com/local/crime/prince-william-police-chief-charlie-deane-to-announce-his-retirement/2012/08/01/gJQAZALOPX_story.html

Washington Post editorial (8/1/12)

http://www.washingtonpost.com/opinions/charlie-deane-retires-as-prince-william-police-chief/2012/08/01/gJQAqTbSPX_story.html

insidenova.com

article

(8/1/12)

<http://www2.insidenova.com/news/2012/aug/01/2/police-chief-charlie-deane-retire-ar-2101016/>

insidenova.com

editorial

(8/5/12)

<http://www2.insidenova.com/news/2012/aug/OS/editorial-salute-police-chief-charlie-deane-ar-2110005/>

NBC4 (8/1/12)

<http://www.nbcwashington.com/news/local/Prince-William-County-Police-Chief-Retires-164617866.html>

<http://www2.insidenova.com/news/2012/aug/OS/editorial-salute-police-chief-charlie-deane-ar-21-10005/>

NBC4 (8/1/12)

<http://www.nbcwashington.com/news/local/Prince-William-County-Police-Chief-Retires-164617866.html>

Rocco M. Pollutro
312 W. Edinburgh Drive
Highland Heights, OH 44143
440-605-9965
rmpollutro@aol.com

Profile:

Rocco M. Pollutro is a recognized expert in community policing, police community relations, firearms and tool mark examination, polygraph testing, bombs and explosives, terrorism and organized crime. He dedicated 33 years of service to ensuring the safety of Cleveland residents and visitors before retiring from public service to manage security for a leading international financial company's corporate headquarters and chairman in Beachwood, Ohio. (MBNA). His negotiation and problem-solving skills make him an effective manager both in the public and private sectors.

During his ascent to the Chief's position he held the ranks of Sergeant, Lieutenant, Commander and Deputy Chief. While Deputy Chief, commanded both Special Operations (Intelligence unit, Narcotics, Bureau of Traffic, SWAT, Homicide, Sex Crimes, Auto Theft and Scientific Investigations Unit) and then later Field Operations (the basic patrol division, Community Policing, Communications Center). As Deputy Chief of Field Operations, he commanded a citywide operation encompassing all six police districts and consisting of over 1250 police officers. Mr. Pollutro's experience and training credentials resulted in his assignment to many high-profile investigations.

Throughout his career, he incorporated strong and lasting police-community relations even before Community Policing was a well-regarded concept. He is an active and participating proponent of Community Policing ideals. Mr. Pollutro remains committed to the citizens of Cleveland and has promoted an ever-continuing partnership with the members of the Division to enhance the quality of life throughout the city.

MAJOR CAREER ACHIEVEMENTS:

District Commander:

As a district commander Chief Pollutro embraced the concept of Community Policing by initiating numerous community programs:

- He initiated day time and night time curfew sweeps using neighborhood groups to assist police with processing and returning children to their parents at neighborhood churches thus eliminating the need to take young people to police stations and juvenile halls.
- He implemented District Safety Fairs as one of his first community projects.
- He brought people together, presenting police services in a "Fair atmosphere" where each specialized unit, traffic, vice/strike force, detectives, communications personnel were present to talk to and listen to citizens concerns and problems and then getting back to them with their results.

Chief, City of Cleveland Division of Police:

After retiring with 31 years of service, Mr. Pollutro was asked by Cleveland Mayor Michael White to return to the Department as Chief of Police.

During his tenure as Chief, Mr. Pollutro continued his focus and commitment to the community, working for and collaborating with them to expand police presence, reduce response time, and to listen to and resolve concerns and problems:

- He insisted that all of his district commanders establish and maintain community relations committees and strong working relationships with all school administrators in their respective districts.
- He initiated park and walk programs that included business districts, local neighborhoods, parks and recreation area.
- He introduced a gun safety program, Eddie Eagle which focused on young children, DARE was supported and Pollutro introduced the new GREAT project, fund through the Bureau of ATF.
- He established a recognizable uniformed police presence throughout Cleveland's neighborhoods by fully staffing the Six District Basic Patrol Car Plans. 60 patrol officers were re-assigned according to the collective bargaining agreement and later replaced through a vigorous hiring initiative funded through the COPS program.
- He improved response to priority calls and made citizens feel safer by seeing police officers on their streets again. The Cleveland Division of Police was recognized by the Mayor as the most, "Improved Division of the Year," with fewer crimes and shorter response times.

To make these changes possible, Chief Pollutro improved police operations and procedures through several innovative projects and technological advancements. This included:

- Re-establishing the geographic patrol boundaries for each of the six districts to better proportion police calls for service;
- Implementing a neighborhood redeployment program, the first in over 50 years, which resulted in a dramatic reduction in police response time.
- Using computer assisted dispatching technology to better analyze the types of calls received, time of day, day of the week, keeping in mind neighborhood history and political pressures.
- Focusing on officer safety by distributing protective vests to every police officer and replacing the 35-year-old tank/truck (“Mother”) with a new armored SWAT rescue vehicle.
- Sending his deputy chiefs to New York City where, together with the New York City Police Chief, they learned the process known as COM-STAT, which makes officers responsible for the areas to which they are assigned.

Corporate Experience

The Cleveland Plain Dealer

Mr. Pollutro had retired as a Deputy Chief of Field Operations and became the Security manager for Cleveland Plain Dealer, Ohio’s largest newspaper. A short time later, Cleveland Mayor, Michael R. White asked Pollutro to return to lead the Department as Chief of Police.

MBNA

After retiring from public service in 1999 Mr. Pollutro was hired as Regional Security Officer for Beachwood-based MBNA America Inc. where he was responsible for the safety of 2600 employees and several buildings which included a child care center, garage, airplane hangar and residence for Chairman Al Lerner.

After the death of the Chairman Mr. Lerner, MBNA Bank was sold to Bank of American and Mr. Pollutro again retired.

Enforsys, Inc.

Mr. Pollutro is currently Vice President of Enforsys, Inc., a public safety software company, where he is responsible for systems development, content advisory and customer relationship management.

Expert

Mr. Pollutro is also a subject matter expert, who continues to provide expert testimony and advice to Cleveland area attorneys. His most recent case involved the use of deadly force by an off-duty police officer who was working as a security guard.

Training/Education

- Graduate of the National Academy of Polygraph Science, NY. NY.
- Member of the Bomb Squad and graduated from ATF, hazardous device school, Redstone Arsenal, Huntsville, Alabama.
- FBI's National Academy and National Executive Institute.
- Studied criminal justice at Lakeland community college in Mentor, Ohio
- Transferred to the Police laboratory as a polygraph examiner
- On-the-job training as a firearms and tool marks examiner

Affiliations/Awards

- International Association of Chiefs of Police
- Major Cities Chiefs Association
- Cuyahoga County Chiefs Association
- Fraternal Order of Police
- Commissioned Ohio Peace Officer
- Special Deputy Sheriff with the Cuyahoga County Sheriff's department
- Trustee of the Greater Cleveland Crime Clinic
- Teaching Certificate from the Ohio Peace Officers Training Commission
- Licensed ham radio operation, call sign KD8JKM, holds an FCC license
- Chief Pollutro received the J. Edgar Hoover Foundation Award for Excellence in Law Enforcement in 1997
- Detective Pollutro was awarded the Cleveland Police Department Medal of Valor in 1977.

Family/Interests

Mr. Pollutro believes that his greatest achievement is his family. Rocco has been married for 45 years to Judith, a retired teacher. They are the proud parents of Mary, a Marquette University graduate and human resource executive. A son Michael is a Police Sergeant in Gates Mills, Ohio. They are the proud grandparents to three beautiful boys, John, Michael and Dominic.

In his leisure time, he enjoys spending time with his grandsons, reading, swimming, golf and, still enjoys hunting and fishing.



Cleveland Heights Police Academy

May 12, 2015

To Whom It May Concern:

The Cleveland Heights Police Academy has been privileged to maintain an association with Chief of Police Rocco M. Pollutro, CPD, retired. The academy has benefited from Chief Pollutro's depth of knowledge as a subject matter expert in Police Ethics and Community Policing.

Chief Pollutro has taught Ethics and Community Policing at the Cleveland Heights Police Academy for the past seven years. During that time, the Cleveland Heights Academy graduates have been profoundly grateful for the experience which Chief Pollutro has brought to the Classroom. During that time, the Cleveland Heights Police Academy has maintained the highest success rate among Ohio's 68 police academies.

I can bring to mind no one more qualified in the areas of Community Policing and Police Ethics than Chief Pollutro. Our graduates have twice benefited from having Chief Pollutro as their graduation keynote speaker.

Regards,

A handwritten signature in black ink that reads "Geoffrey W. Barnard". The signature is written in a cursive style with a large, sweeping flourish at the end.

Captain Geoffrey W. Barnard
Academy Commander

CHARLES JOSEPH SKURKIS

PROFESSIONAL EXPERIENCE

TRANSPARENCY MATTERS LLC, JANUARY 2012 – PRESENT

Senior Consultant

- Serves as a reviewer/editor of draft police policies.
 - Applied “best practices” concept whenever suitable.
 - Suggested revisions as appropriate.
- Assist in preparing specific law enforcement best practice policies relating to the broad spectrum of accountability processes: Rules of Conduct, Complaint Reception, Internal Investigations, Discipline, and Discipline Matrix.
- Organized Ethics Audit/Rubrics.
- Recently completed an intensive organizational assessment of the entire Middletown Police Department, Middletown, Pennsylvania, including appropriate recommendations for improvement. (Report and Recommendations for reform adopted by all parties)
- Selected Subject Matter Expert (SME) to assist on the Ethics and Accountability Project, United States Office for Justice Programs (OJP), Metro East Police District Commission (MEPDC) Engagement, East St. Louis, IL

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP), March 2010 – October 2011

- Served as a member of the IACP National Working Group on Sexual Offenses by Police Officers.
 - Attended periodic meetings/discussion groups at IACP headquarters in Alexandria, Virginia.
 - Assisted in the development of the IACP Executive Guide: Addressing Sexual Offenses and Misconduct by Law Enforcement.
 - Selected as a presenter for the 2011 Annual IACP Conference in Chicago, Illinois, session entitled - Failure to Serve and Protect: Leadership Responds to Sexual Offenses and Misconduct by Law Enforcement.

PENNSYLVANIA STATE POLICE, 1978 – April 2011 (Retirement)

Deputy Commissioner of Administration and Professional Responsibility, May 2010 – April 2011

Rank: Major

- Accepted all affiliated responsibilities in response to the retirement of the previous Deputy Commissioner.
- Maintained executive oversight of the following Department entities: Bureau of Training and Education (Academy/Training Centers); Bureau of Human Resources; Bureau of Integrity and Professional Standards; Department Discipline Office; Risk Management Office; Equal Employment Opportunity Office; Heritage Affairs Office; Early Intervention Program; and, the Recruitment and Special Services Section (targeting minorities and women for employment).

- Responsible for all segments logically related in scope to the prevention, investigation and accountability measures employed by the Department with regard to police misconduct.
- Provided oversight for the Department Training Academy and four Regional Training Centers with responsibility for the recruitment, training, and employment aspects of an authorized Department complement of 4,677 sworn members and 1,674 civilian staff.
- Maintained oversight for all risk management issues across the full spectrum of potential liability affecting Department operations.
- Oversaw the Department's Random Drug Testing Program.
- Shared oversight of an annual budget over \$900 Million.
- Served as the Department Labor Relations Coordinator on all union-related issues involving Department personnel.

Director, Bureau of Integrity and Professional Standards, 2004 -2011***Rank: Major***

- Managed the Internal Affairs Division and Systems and Process Review Division.
 - Implemented computer automation and electronic record retention of all Bureau database and reporting procedures including adoption of IAPro and BlueTeam commercial software.
 - Implemented investigative procedures to improve the overall effectiveness of processing allegations of misconduct within collective bargaining constraints.
- Designated as the liaison to the Pennsylvania Office of Inspector General during its independent review of Department misconduct investigations, policies, and procedures.
- Designated as liaison with Kroll, The Risk Consulting Company, during its independent monitoring of the Department's implementation of the recommendations identified by the Pennsylvania Office of Inspector General.
 - Assisted Kroll in providing periodic status reports to the Office of the Governor.
 - Developed policies and procedures to ensure sustainability beyond the monitored period.

Emergency Preparedness Officer, 1997 - 2011

- Designated as the Department's liaison with the Pennsylvania Emergency Management Agency (PEMA).
 - Activated as on-scene manager at the Pennsylvania Emergency Operations Center during mobilizations resulting from natural or manmade disasters, acts of terrorism (9/11), nuclear power plant events, and anticipated serious weather events.
 - Interacted with the Lieutenant Governor of Pennsylvania and other State Agency leaders in devising and implementing solutions.
 - Directed the Pennsylvania State Police involvement and response.
 - Liaison with the Federal Emergency Management Agency (FEMA) during federally declared emergencies.

Director, Systems and Process Review Division, 1998-2004***Rank: Captain***

- Responsible for directing the work of four review teams tasked with conducting in-depth inspections of facilities, vehicles, equipment, records, reports, and secured property at 170 Department locations on a three-year recurring cycle.
 - Developed "Task Lists," specific to the individual areas under review, to standardize review team efforts and provide advance notice of what was being measured for compliance.
 - Assisted in preparing Executive Summaries outlining the level of compliance with existing regulations for each location inspected.
 - Personally met with Commanders whose commands were not in significant compliance, to discuss shortcomings and develop corrective action.
- Managed the Department line inspection program including semi-annual self-inspections at 170 Department locations, reviewed the affiliated reports, and ensured corrective action was implemented when required.
- Ensured Department compliance with standards promulgated by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Pennsylvania Chiefs of Police Association.
- Promoted the concept of "Specialty Reviews" by which Department Commanders could formally request an independent critical analysis of a specific policy or procedure under their command. Most often became intimately involved in the analysis in order to ensure management perspective was properly addressed.

Director, Internal Affairs Division, 1997-1998***Rank: Captain***

- Managed the Internal Affairs initiative from complaint receipt through adjudication.
- Oversaw complex criminal and administrative investigations involving allegations of misconduct against Department personnel.
- Conducted training seminars on investigative procedures for Department personnel.

Section Commander, Internal Affairs Division, 1993-1997***Rank: Lieutenant***

- Directed and conducted complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force.
- Directed and conducted non-complaint investigations mandated by directives, assisted the Office of Chief Counsel, and conducted other confidential investigations as directed by the Commissioner.
- Supervised the work of IAD investigators assigned to the Section.

Investigator, Internal Affairs Division, 1986-1993***Rank: Sergeant***

- Conducted complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force.

- Conducted non-complaint investigations mandated by directives, assisted the Office of Chief Counsel, and conducted other confidential investigations as directed by the Commissioner.
- Served as Intake Officer processing complaints for investigation, tracking investigations, and ensuring deadlines were met.
- Served as reviewing officer for all completed IAD investigations, approximately 1200 per year, ensuring accuracy, investigative completeness, and compliance with regulations.

Patrol Unit Supervisor, Troop J, Avondale, 1985-1986

Rank: Sergeant

- Supervised Station personnel, prepared duty rosters, provided field supervision at police incidents as necessary, and performed other supervisory/administrative duties as required.

Patrol Unit Supervisor, Troop H, Harrisburg, 1985

Rank: Corporal

- Supervised patrol members responding to crime scenes, motor vehicle accidents, warrant service, special situations, and other patrol related duties.
- Responsible for reviewing criminal investigations and patrol related reports.

Patrol Unit Supervisor, Troop L, Pottsville, 1984-1985

Rank: Corporal

- Supervised Crime Unit, Patrol Unit, and Communications-Desk Unit personnel.
- Supervised patrol members and criminal investigators responding to crime scenes, motor vehicle accidents, warrant service, special situations, and other patrol related duties.
- Responsible for reviewing criminal investigations and patrol related reports.

Crime Unit Member, Troop H, York, 1983-1984

Rank: Trooper

- Responsible for investigations into criminal activity including homicide, robbery, rape, burglary, theft, motor vehicle theft, organized crime and drug related offenses.
- Conducted confidential background investigations on applicants for Commonwealth and other law enforcement agency employment.

Patrol Unit Member, Troop H, York, 1978-1984

Rank: Trooper

- Investigated motor vehicle accidents and criminal incidents. Enforced Pennsylvania Vehicle and Crimes Codes. Performed routine patrol duties as required.

PRIOR RELEVANT WORK EXPERIENCE***Schuylkill County Juvenile Probation Department, 1976-1978******Juvenile Probation Officer***

- Maintained caseload of approximately thirty juvenile offenders on probation/parole.
- Conducted pre-sentence investigations.
- Arranged for placement/institutionalization of juvenile offenders.
- Served as the after-hours representative of the Juvenile Court in determining the appropriateness of juvenile detention pending actual appearance before the Court.

Schuylkill County District Attorney's Office, 1975***Detective***

- Conducted criminal and background investigations as directed by the District Attorney.
- Assisted in preparing cases for criminal court proceedings.

Schuylkill County Juvenile Detention Center, 1973-1974***Child Care Worker***

- Supervised court-committed juveniles who were temporarily detained pending further court action.

RELEVANT EDUCATION***The Pennsylvania State University, 1972-1976***

Bachelor of Science Degree, Law Enforcement and Corrections

North Schuylkill School District, 1968-1972

High School Graduate

TRAINING AND CERTIFICATIONS

- The Police Executive Development Program (POLEX), Advanced, Pennsylvania State University, 1998, earned 3 undergraduate credits
- The Police Executive Development Program (POLEX), Basic, Pennsylvania State University, 1997, earned 3 undergraduate credits
- Pennsylvania State Police Academy, 1978, earned 12 undergraduate credits
- Attended Numerous training opportunities, extraneous to the Pennsylvania State Police, including areas of: Internal Affairs; Use of Force; Risk Management and Civil Liability; Sexual Harassment; Domestic Violence; and, Sexual Misconduct by Police Officers.

References, additional training, professional affiliations, and supporting documentation relating to this resume are available upon request.

Diego L. Mella
President – Malec Police and Security Consultant, Inc.
255 University Drive, Coral Gables, Florida, 33134
Email: captmella8@gmail.com Phone: 305-613-0717

ACCOMPLISHMENTS

- Excellent Spanish writing, reading, and speaking skills.
- Considerable experience in international advising– Advisor to the Puerto Rico Police Department– Developed a Zone of Excellence, conducted security training courses in Internal Investigations, Use of Force, Train-the-Trainer, Investigations and Community Policing.
- The Emergence Group –Director, Latin American and The Caribbean –Provided expertise on security for police training, reform, and management to The Emergence Group.
- Exceptional Academic qualifications – Masters in Public Administration with courses in Human Resources in the Public Sector.
- Experience in the Public Administration academia– Adjunct Professor for Barry University, Human Resources and Leadership courses.
- Considerable experience in Investigations for the Miami-Dade Police Department– Police Commander for the Criminal Investigation Division; created the Criminal Gangs Unit and the Agricultural Patrol Unit. Created the Department Recruitment Section and directed a national effort for police candidates including background investigations on selected personnel.
- Outstanding practical experience with 30 years as a Bureau Chief, Commander, Captain, First Lieutenant, and Sergeant.

FUNCTIONAL EXPERTISE

Educator/Mentor

- Adjunct professor of Public Administration courses such as Leadership and Human Resources at “Barry University”, Miami Shores, FL.
- Senior Mentor to the Chief of Operations of the Afghan National Police, Ministry of Interior, Kabul, Afghanistan
- Police Mentor to the Afghan National Border Police responsible for mentoring the Chief of Intelligence, the Chief of Training and Education, the Chief of Recruitment, and the Chief of Personnel in order to increase the recruitment and training of Border Police candidates, and assist the Chief of Personnel in the distribution of forces, transfers, and assignments to the various police zones in theater.
- Science Applications International Corporation, Army Management Staff College, IFPEX Program, Observer/Trainer for Army garrisons worldwide on security programs and exercises.

Consultant

- Security Management Consultant for American Airlines for security and high value protection.
- Security Consultant to the National Defense University, Wargaming Unit for the 2004 Greek Olympics, responsible for training the Greek Command Staff and Political Leadership on the security for the Olympic Games, in both Germany and Greece.
- Peer Review Consultant for the National Institute of Justice as a member of a team of Subject Matters Experts to review and select police programs nationwide for funding and implementation.
- Consultant for the Community Relations Service, Department of Justice, for Community Policing in Hispanic Communities.

Police - Professional

- Miami-Dade Police Department, Miami, FL – (1975-2005)
 - Bureau Chief in the Homeland Security Division responsible for coordinating the plans for a newly constituted division in the area of Terrorism Preparedness, Infrastructure Protection, Terrorism Warning Points, and Emergency Response and Training.
 - Police Commander, Sheriff Services and Investigative Services Division; staff officer for two Division Chiefs.
 - Police Captain-Executive Officer in Fleet Management and Community Affairs Bureaus.

- Police Captain/Commander – Agricultural Patrol Section.
- First Lieutenant/Executive Officer-Miami-Dade Aviation Department-Airport District (MIA).
- Police Sergeant in Human Resources, Criminal Warrants, and Police/Public Affairs.
- Homicide Bureau - Investigator and Anti-Terrorist Team Member
- Uniform Patrol – Corporal and Police Officer in two police districts.

AWARDS

- Commendation – Miami-Dade County Office of the Mayor and Board of County Commissioners - 2014
- Exceptional Service Award - 2005
- National Association of Counties for Community Policing in Rural Areas, 2004
- National Association of Counties for Community Policing in Hispanic Communities -2002
- Honorary Wargamer – National Defense University – 2004
- Certificate of Appreciation – Greek Government – 2004
- Certificate of Appreciation – Jackson Health System – Miami-Dade County– Dedication and Commitment as Co Chair, Fiscal Committee, and Chair, Procurement Sub-Committee - Board of Trustees – 2005-2009.
- Commendation, Hispanic American Police Command Officers Association – for Outstanding Service to the Board of Directors as First Vice President, Treasurer, Sergeant at Arms, and Parliamentarian – 1987-2002
- Purple Heart Award, 1989
- Employee Excellence Award, 1988
- Over 150 commendations and letter of appreciations.

EDUCATION

University of Miami (1995-1999), Coral Gables, FL
Masters in Public Administration

Barry University (1988-1995), Miami Shores, FL
Bachelors in Professional Studies

ADDITIONAL CERTIFIED TRAINING

- Certificate of Instruction-Law Enforcement, Miami-Dade County Public Schools
- Police Management, Police Training Institute, University of North Florida
- Incident Command System, Miami-Dade Training Academy
- Police Executive Management, FBI National Academy
- Emergency Operations and Anti-Terrorist Training, National Crime Prevention Institute, University of Louisville.
- Organized Crime Investigators Course, Institute on Organized Crime, Ft. Lauderdale, Florida.
- Assessment Center Subject Matter Expert (SME), Assessment Center Designs, for Sergeants and Lieutenants.
- Instructor, Table Top Exercises, State of Florida

SPECIAL SKILLS

- Language proficiency
 - Spanish: Excellent writing, reading, and speaking.
 - French: Functional reading and speaking.
 - Portuguese – Basic understanding

Regina A. Taylor
10321 Grandhaven Avenue
Upper Marlboro, Maryland 20772
Cellular: 301-648-4200
Home: 301-627-4673
rtaylorwhite@aol.com

PROFESSIONAL PROFILE

More than thirty-four years of progressive law enforcement experience. Bachelor's Degree in Criminal Justice from the University of Maryland. Excellent communication and writing skills. In-depth program development and management experience. Served as liaison with local, state, and federal agencies, as well as community organizations. Earned numerous commendations, highlighting dedication and professionalism.

SUMMARY OF QUALIFICATIONS

Team-oriented and experienced in working within a cooperative environment with other law enforcement professionals, governmental agencies, and members of the community. Efficient and deadline-oriented. Excellent use of oral and written communication skills. Insightful, proactive problem-solver with superior people skills. Able to develop cooperative, productive relationships with peers, subordinates, superiors and citizens, at all levels. Extensive criminal and internal investigative experience, police training and administrative experience.

PROFESSIONAL EXPERIENCE

Prince George's County Sheriff's Office
5303 Chrysler Drive
Upper Marlboro, Maryland 20772

Assistant Sheriff, Bureau of Field Operations December 2010 to Present

- Provides leadership and oversight to the Bureau's three divisions: Criminal Operations, Civil Operations and the Domestic Violence Intervention Division.
- Directs and coordinates administrative and operational activities of the Bureau and sets priorities for Bureau activities.
- Communicates departmental goals and objectives to subordinates and provides subordinates with the necessary resources, support, advice and guidance to enhance operational performance.
- Ensures that all Bureau missions are monitored and accomplished in accordance with established timetables and deadlines, and are consistent with allocated resources, appropriate standards, policies and procedures.

**Prince George's Community College
301 Largo Road, Largo, Maryland 20774**

Director, Public Safety and Security Institute January 2010 to December 2010

- Managed the daily operation of the Institute's law enforcement training programs, which included the Municipal Police Academy, Security Officer Program, and Professional Development programs.
- Ensured that training programs met or exceeded standards established by the Maryland Police Training Commission.
- Responsible for student recruitment, training and program development.

**Prince George's County Police Department
7600 Barlowe Road, Palmer Park, Maryland 20785
November 1985 to December 2009**

Commander, Office of Professional Standards March 2009 to December 2009

- Commanded the daily operation of the Internal Affairs Division, Special Investigative Response Team and the Compliance Coordination Division.
- Responsible for reviewing and overseeing the investigation of all criminal and serious misconduct cases involving Prince George's County Police Officers.
- Responsible for overseeing the internal investigative process to ensure the professional integrity of all Police Department and County employees.
- Responsible for overseeing the audits and inspections process throughout the Police Department to ensure the effectiveness, efficiency, and economy of operations and continued compliance with the mandates of the Consent Decree and Memorandum of Agreement (MOA).

Commander, Compliance Coordination Division 2005 - 2009

- Ensured compliance and the fulfillment of the Police Department's agreement with the U.S. Department of Justice regarding the Memorandum of Agreement and the Consent Decree.
- Served as the liaison between the Police Department, the Department of Justice and the Independent Monitors. Coordinated all compliance and implementation activities, facilitated the turnover of all documents, data, and materials and ensured that the Monitors had all the necessary information required to carry out their duties.
- Planned, organized and directed the daily activities of the Compliance Coordination Division.
- Provided oversight of the Police Department's Audits and Inspections responsibilities to ensure accountability and integrity throughout the Police Department.

Commander, Training and Education Division 2004 - 2005

- Assumed command responsibility for all Police Department training programs and ensured that training met or exceeded the standards established by the Maryland Police Training Commission.
- Directed and evaluated the Commanders of the Basic Officer Training Section, Advanced Officer Training Section, Career Development Section, and the Firearms Range/Armory, using established principles of supervision, leadership and command.

Commander, Basic Officer Training Section 2001 - 2004

- Assumed command responsibility for all training programs for the Prince George's County Police Department's Police Academy.
- Ensured that the Police Academy's training programs met or exceeded the standards established by the Maryland Police Training Commission.
- Planned, organized and directed the daily operations of the Basic Officer Training Section.

Internal Affairs Division

1995 - 2001

- Conducted internal criminal and administrative investigations of complaints against sworn and civilian members of the Department.
- Maintained a high degree of sensitivity, confidentiality, and discretion in the handling of these investigations.
- Made recommendations for findings, based on the facts gathered in the cases.

District Investigative Section

1988 - 1995

- Investigated crimes, e.g. thefts, assaults, robberies, and burglaries in order to arrest and ensure the recovery of stolen property and the conviction of perpetrators.
- Demonstrated knowledge of current laws and the ability to communicate both orally and in writing.
- Conducted crime scene investigations, identified, collected and preserved evidence.
- Prepared investigative reports, presented evidence, and testified in court hearings.

Bureau of Patrol

1985 - 1988

- Responded to citizens' calls for police service.
- Patrolled assigned areas to initiate enforcement of observed violations of State and County Criminal and Motor Vehicle laws.
- Resolved conflicts and maintained order.
- Performed duties in such a manner as to earn, develop, and maintain public respect.

United States Capitol Police Washington, D.C.

1984 - 1985

- Protected the life and property of Members of Congress, as well as visitors to the Capitol; preventing, detecting, and investigating criminal acts; and enforcing traffic regulations.
- Protected Congress in meeting its Constitutional responsibilities.
- Protected Members of Congress, Officers of the United States Senate, United States House of Representatives, and the large complex of congressional buildings, parks and thoroughfares.

Federal Bureau of Investigation Washington, D.C.

1980-1984

- Conducted searches of FBI identification files to determine whether a prior arrest record existed for the corresponding fingerprints.

EDUCATION

- University of Maryland, College Park, Maryland. Bachelor of Arts Degree, Criminal Justice, December 1978.

AWARDS

- Gladys Noon Spellman Award 2002 - Awarded each year to a woman in Prince George's County Government whose career and contributions best exemplified Mrs. Spellman's philosophy of community service and professional responsibility.
- Numerous letters of commendation for exemplary performance.
- Outstanding Student Officer Award 1985 - Basic Training Session #64. Awarded to the student officer who demonstrated the qualities of leadership, perseverance and scholarship.

VOLUNTEER ACTIVITIES

- Christmas in April
- Youth (CYO) Basketball Coach
- Youth Mentor

Submitted by the Applicant:

TRANSPARENCY MATTERS, LLC

INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015



AUTHORIZED NEGOTIATORS	TELEPHONE	FACSIMILE	EMAIL	AUTHORIZED SIGNER
John R. Brown	(717) 712-2066	(703) 539-1019	rbrown@transparencymattersllc.com	✓
Joseph R. Wolfinger	(804) 445-9539	(703) 539-1019	wolfandco@va.metrocast.net	✓

Notice for Handling Application

This Application contains confidential information that shall not be disclosed to any third party not identified in the Request for Application to which the Applicant is responding. This confidential information shall also not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this Application. If, however, a contract is awarded to this Applicant as a result of, or in connection with, the submission of this Application, the United States Department of Justice ("DOJ") shall have the right to duplicate, use, or disclose said confidential information to the extent necessary in the resulting contract. This restriction does not limit the DOJ's right to use the confidential information contained in this Application if it is obtained from another source without restriction. The confidential information subject to this restriction contained in the Application is marked with the following legend: Use or disclosure of confidential information contained herein is subject to the restriction on the title page of this application.

Table of Contents

I. EXECUTIVE SUMMARY 1

II. PERSONNEL 6

 Administration6

 Team Personnel.....6

III. QUALIFICATIONS 13

 1. Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations, including experience in monitoring settlements, consent decrees, or court orders.....13

 2. Law enforcement practices, including training, community policing and problem-oriented policing, complaint and use of force investigations, and constitutional policing14

 3. Evaluating the breadth and depth of organizational change, including the development of outcome measures and development of effective quality improvement practices;16

 4. Mediation and Dispute Resolution17

 5. Statistical and Data Analysis17

 6. Information Technology and Data Management.....18

 7. Working with Governmental Agencies, Municipalities, and Collective Bargaining Units19

 8. Language skills and experience working with limited English proficient persons and communities, in particular communities whose primary language is Spanish or Portuguese;20

 9. Effective engagement with diverse communities.....21

 10. Familiarity and understanding of local issues and conditions;.....22

 11. Creation and evaluation of meaningful civilian oversight;22

 12. Familiarity with federal, New Jersey and local laws, including civil rights laws and policies and rules governing police practices;.....23

 13. Completing projects within anticipated deadlines and budget;.....25

 14. Preparing for and participating in court proceedings25

 15. Report Writing.....26

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

IV.	EXPERIENCE	26
V.	PROPOSED ACTIVITIES	29
	1. TMLLC Team Approach.....	29
	2. Develop Protocols for Monitor Visits, Document Retrieval, Records Review and Field Observations	30
	3. Methods of Analyzing Information, Methodologies for Audits and Reviews	31
	4. The TMLLC Team Process	33
VI.	POTENTIAL CONFLICTS OF INTEREST OR BIAS	35
VII.	CONCLUSION.....	35

TRANSPARENCY MATTERS, LLC

INDEPENDENT MONITORING TEAM APPLICATION

I. EXECUTIVE SUMMARY

Transparency Matters, LLC (hereinafter “Transparency Matters” or “TMLLC”) is a certified Minority Business Enterprise that focuses on assisting large and small police departments to identify and effectively address their weaknesses in crucial areas including constitutional policing, bias-free policing, use of force, community engagement, personnel assessment systems, internal affairs investigations, discipline, training and records management. Transparency Matters is able to provide this wide array of assistance via its racially and ethnically diverse network of expert law enforcement professionals who have both decades of experience in their respective areas of specialization and the cultural sensitivity necessary to help bridge the gap between the police and the communities that they serve.

The Team

The Transparency Matters team possesses the ideal combination of executive-level law enforcement experience, monitoring experience and substantive experience necessary to facilitate success at the Newark, New Jersey Police Department (NPD). In fact, eight team members have served as senior executives in major law enforcement agencies and have a firsthand understanding of the many difficult issues that the NPD’s Chief and Department face on a daily basis; three have successfully served as senior commanders responsible for their Departments’ compliance efforts during monitoring; two are noted academic authorities who have experience and expertise in statistical analysis, automation techniques, bias-free policing in law enforcement and early warning systems; and two have been members of monitoring teams that monitored compliance with consent decrees and memorandum of agreements between cities, law enforcement departments and the U.S. Department of Justice (DOJ). As a result, Transparency Matters team fully understand the requirements of such a project and understand the impact its monitoring will have on the NPD.

It should also be noted that, unlike other monitoring teams, the Transparency Matters’ team includes several team members who are affiliated with and/or have worked closely with such diverse organizations as the Urban League, the International Association of Chiefs of Police (IACP), the National Association for the Advancement of Colored People (NAACP), the National Organization of Black Law Enforcement Executives (NOBLE), the Major County Sheriffs Association, the Fraternal Order of Police (FOP), the National Executives Association (NEI), the National Academy Association (FBINAA), the National Sheriffs Association (NSA) and many other law enforcement, corrections and community organizations. Such diversity will undoubtedly be important to ensure community confidence in the work of the Monitor.

The specific monitoring team that the Transparency Matters team will deploy to help assess and guide the implementation of the policing reforms mandated in the consent decree between the United States Department of Justice (DOJ) and the Newark, New Jersey Police Department (NPD) shall include the following list of seasoned law enforcement professionals and academics:

1. Dr. John D. Glover will serve as the Monitor. Dr. Glover, formerly the Executive Assistant Director of the Federal Bureau of Investigation (FBI), has 23 years of active law enforcement experience and, as second in command at the FBI, had the opportunity to refined both his practical executive level law enforcement expertise and his skills negotiating the politics of policing. Moreover, Dr. Glover has direct knowledge of and experience with Newark, New Jersey having served as the Assistant Special Agent in Charge of the Newark Field Office of the FBI.
2. Lieutenant Colonel John R. Brown will serve as the Deputy Monitor. Lt Col. Brown, formerly the Deputy Commissioner for Administration and Professional Responsibility of the Pennsylvania State Police (PSP), has over 29 years of active law enforcement experience within a 6,200 person police department that has an annual budget of more than 840 million dollars and serves a community with over 12.7 million residents. As Deputy Commissioner, Lt Col. Brown managed, among other things, the PSP's Bureau of Integrity and Professional Standards, Bureau of Training and Education, Bureau of Human Resources, Equal Employment Opportunity Office, Discipline Office and Early Intervention Program Office. Moreover, since retiring from the PSP in 2010, Lt Col. Brown has worked as a monitoring team member with the Detroit, Michigan Police Department, the Oakland, California Police Department and the Niagara Falls, New York Police Department.
3. Joseph R. Wolfinger, J.D. will serve as the team's Corporate Representative. He will also serve as a Theft Inquiries and Training expert. Mr. Wolfinger, formerly the Assistant Director of the Training Division of the FBI, has 30 years of active law enforcement experience, and, in his role as Assistant Director, managed, among other things, the FBI Academy's training programs for state and local law enforcement executives and manager. Over his career, Mr. Wolfinger has also managed several important espionage and public corruption investigations and has led internal audits and inspections of foreign and domestic FBI operations. Moreover, Mr. Wolfinger has over 10 year of experience with independent monitoring having worked as a monitoring team member with the Detroit, Michigan Police Department, the Oakland, California Police Department and the Prince George's County Police Department.
4. Charles Prouty, J.D. will serve as a Use of Force and Theft Inquires expert. Mr. Prouty, formerly, the Executive Assistant Director of Law Enforcement Services of the FBI, has 31 years of active law enforcement experience and, as third in command at the FBI, managed, among other things, its Office of Law Enforcement Coordination, Critical

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Incident Response Group and its Divisions of Criminal Justice Information Systems, Training, Laboratory, Operational Technology and International Operations. He also managed a budget of more than \$500 million and managed a workforce of over 5,000 law enforcement and support personnel.

5. Chief Charlie T. Deane will serve as a Use of Force and Community Policing expert. Chief Deane, formerly the Chief of Police of the Prince William County, Virginia Police Department, has over 24 years of experience with a major county police department that serves a rapidly growing community located within the Washington Metropolitan Area. As result of his experience in a dynamically changing policing environment, Chief Deane has developed strong leadership, community engagement, investigative and management skills that are invaluable to the team and essential for the successful implementation of policing reform.
6. Chief Rocco M. Pollutro will serve as a Community Policing and Internal Affairs expert. Chief Pollutro, formerly the Chief of Police of the Cleveland, Ohio Police Department (CPD), has over 33 years of active law enforcement within an urban police department that employs over 1,250 police officers and serves 396,000 residents. During his career with the OPD, Chief Pollutro developed a plethora of leadership, investigative and community relations skills that have lead him to be a nationally recognized expert in the areas of community policing, police community relations and internal affairs. Moreover, Chief Pollutro has practical experience implementing a successful community policing program in Cleveland.
7. Major Charles J. Skurkis will serve as the team's primary Internal Affairs expert. Major Skurkis, formerly the Deputy Commissioner of Administration and Professional Responsibility for the Pennsylvania State Police (PSP), has more than 33 years of active law enforcement experience and, for 26 years of his career, Major Skurkis help to create and then managed the PSP's Bureau of Integrity and Professional Standards. Moreover, having created an internal affairs bureau from the ground up and having served in every capacity within that Bureau, from an investigator to the director, Major Skurkis has developed the operational and administrative skills necessary to successfully assess and then assist the NPD's internal affairs division.
8. Assistant Sheriff Regina Taylor will serve as a Training expert. Assistant Sheriff Taylor has more than 34 years of active law enforcement experience and has previously managed the Division of Training and the Office of Professional Standards of the Prince George's County, Maryland Sheriff's Office (PGSO). Moreover, Assistant Sheriff Taylor has experienced monitoring from the police department's perspective having successfully implemented reforms required under a Memorandum of Understanding between the PGSO and the DOJ. Her unique perspective will help her (any thereby the

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

team) anticipate and overcome any resentment or resistance that may arise during the duration of the team's monitoring activities with the NPD

9. Captain Diego L. Mella will serve as the team's Spanish and Portuguese Linguist and as a Community Policing expert. Captain Mella, a formerly a Captain with the Miami-Dade Police Department, has over 30 years of law enforcement experience within a police department that serves a linguistically and culturally diverse community of over 2.67 million people. As a result, he was afforded the opportunity to develop the skills crucial to excel in community policing. Moreover, Captain Mella, in his capacity as a private consultant, has worked with DOJ to create and implement a community policing program for Hispanic communities that has been adopted in cities across the country.
10. Dr. Robin S. Engel will serve as the team's Bias Free Policing expert. Dr. Engel is a Professor of Criminal Justice at the University of Cincinnati and Director of the University of Cincinnati Policing Institute. Her research includes empirical assessments of police behavior, police/minority relations, police supervision/management, criminal justice policies, criminal gangs, and violence reduction strategies. Dr. Engel has served as the Principal Investigator for multiple contracts and grants totaling over 3.5 million dollars. She provides statistical and policy consulting for numerous international, state, and municipal police agencies. Dr. Engel has testified before local and state legislative bodies, and provided expert testimony in criminal and civil racial profiling litigation. Her research has appeared in prestigious peer-reviewed journals and she has been ranked as one of the top five criminal justice/criminology academics in her field.
11. Dr. Jay Albanese will serve as the team's Early Warning System expert. Dr. Albanese is a Professor and Criminologist in the Wilder School of Government & Public Affairs at Virginia Commonwealth University and has served as the chief of the National Institute of Justice's International Center. Dr. Albanese has written and edited 17 books, 70 articles and book chapters, and has made keynote and invited presentations in 18 countries. Some of his areas expertise include police ethics, critical thinking, and professional applications of ethical principles in practice.

Plan of Action

Transparency Matters anticipates its team will need to conduct at least one 5-day site-visit in Newark each quarter and, in consultation with the parties, the team will establish protocols for visits with the various parties and will ensure that communications are open and effective.

Each requirement of the consent decree will be identified, analyzed, and a specific measure of compliance will be developed. Specific data necessary for measuring compliance and protocols for collecting it will be developed and discussed with the parties. Prior to each site

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

visit, and in a timely fashion, the Transparency Matters team will request documents and records necessary in order to maximize on-site time for compliance determination purposes.

In those months when the team does not conduct site-visits, subject to the concurrence of the involved parties, the Monitor and/or the Deputy Monitor will either travel to Newark or participate in a telephone conference with the NPD Chief and his/her Compliance Coordinator to discuss progress with the consent decree and other matters of mutual concern. The Transparency Matters team will determine compliance through 1) an examination of the creation of policies, 2) the training of NPD personnel on the policies, 3) the implementation of practices that support each requirement of the consent decree, and 4) application of the measures created to audit and/or review reforms for continued sustainability once the Decree is dissolved. For each outstanding requirement the Transparency Matters team will first define compliance and then outline the measures that will be utilized to determine compliance. It will also discuss the specific methodology with the parties to ensure that everyone involved understands the process.

Transparency Matters team has developed a detailed methodology regarding how it will proceed and believes its methodology is very straightforward and will provide the greatest opportunity for the Department to achieve compliance by meeting, and potentially exceeding, the consent decree requirements.

Compliance will be measured by first determining if a policy or set of procedures has been established to support each consent decree requirement. In the event that an appropriate policy has been established, the Transparency Matters team will then determine if the particular policy has been promulgated and effectively implemented. Effective implementation shall include the provision of appropriate training to all areas of the Department, ensuring a thorough understanding of what is expected from Department employees. In general, to achieve compliance with a requirement of the consent decree, an appropriate policy must be *adopted, trained to and effectively implemented*. Please note that the Transparency Matters team recognizes that some areas of the consent decree will require substantial work and time to achieve implementation and believe that it is appropriate to recognize when substantial progress towards implementation has occurred. Accordingly, the Transparency Matters team will describe three levels of compliance. Those levels of compliance are as follows:

Compliance – Instances in which effective implementation has been achieved.

Pending Compliance – Instances in which substantial progress toward compliance been made, however, fully compliance has not yet been achieved.

Not in Compliance – Instances in which compliance has not been achieved and substantial progress has not been made.

Analysis and reporting will be conducted by each Transparency Matters team member who will forward their report to the specific sub-team's leader(s). Each sub-team leader will then compose a sub-team report and forward their sub-team reports to the Deputy Monitor and the Monitor for review, editing and approval. The Monitor will prepare quarterly reports, or more frequent reports, if required. (Please note that all of the Monitor's draft reports will be sent to the parties for comment prior to finalization.)

The Transparency Matters team will ensure that the groups within the NPD whose work is being monitored are treated fairly and with openness. The team members will work closely

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

with these individuals during the site visits and will, as required or requested, provide technical assistance in order to assist them in achieving their objectives. Furthermore, at the close of each site visit, the Transparency Matters team will meet with NPD officials and DOJ to: 1) discuss the preliminary results of the visit, 2) address any procedural problems encountered during the visit, 3) collect copies of any documents necessary for review by team members off-site and 4) determine reporting period dates for the next site visit.

The fully embraces the concept of openness and transparency, believing it is the most critical element to ensure that misunderstandings do not occur, that all facts are fully developed, and that the objectives are achieved. The desired outcome will be "organizational improvement."

II. PERSONNEL

Administration

Dr. Glover, Lt Col. Brown and Mr. Wolfinger will be available to the NPD and the contracting officer during normal working hours, Monday through Friday, except legal holidays.

Mr. Wolfinger will serve as the primary contact for contract administration and financial matters.

Team Personnel

Transparency Matters has selected leaders in the law enforcement, academic and oversight fields for its independent monitoring team. Each team members' skills and experience uniquely qualify them for their role(s) on the team. The team is composed of the following individuals:

Dr. John D. Glover (Monitor) has enjoyed a career in which he has handled many significant challenges and exhibited the excellent judgment required of a person who would lead a monitor team.

Dr. Glover taught at Miami Northwestern High School, Miami, Florida, from September 1962 to October 1966, when he received his appointment as a Special Agent with the FBI. He served as a special agent in Kansas City, MO, and Washington, DC. In December 1972, he was assigned to the FBI Academy (Quantico) as a Firearms and Defensive Tactics Instructor training FBI agents and police officers in the use of force. He rose steadily through the ranks serving in supervisory positions in several FBI Divisions (Training, Identification, the FBI Laboratory and Inspection). From 1976 to 1978 Dr. Glover served as Assistant Special Agent in Charge of the FBI's Newark, New Jersey, Office with responsibility for operations throughout the State of New Jersey. In this position he gained an understanding of the many issues confronting law enforcement and the City.

Dr. Glover served as Special Agent in Charge (SAC) of the Milwaukee, Wisconsin FBI Office for two years and for four years as SAC of the Atlanta, Georgia Office. He oversaw the sensitive Child Murders investigation in Atlanta that required him to deal effectively with many sensitive issues and a terrorized community that had seen the murder of 28 African American children in a two year period. Dr. Glover's leadership resulted in the arrest and conviction of the murderer. Later, as Assistant Director of the Inspection Division, he oversaw inspections of all

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

FBI entities in the field and at FBIHQ and of the Bureau's Office of Professional Responsibility (OPR). In April 1986, he was designated Executive Assistant Director for Administration, at FBI Headquarters in Washington, D.C. In this position he was one of three direct reports to the Director of the FBI and second in command of the FBI.

On March 31, 1989, Dr. Glover retired from the FBI. Throughout his distinguished career he investigated, supervised, and managed many successful high-profile investigations.

Immediately upon retiring from the FBI, Dr. Glover assumed the position of Vice President, Corporate Security for the Bristol-Myers Squibb Company (BMS). He subsequently retired from BMS on March 31, 2002.

Via his consulting company, John Glover Consulting, Inc., Dr. Glover has most recently provided Field Security Program Evaluation services to The International Monetary Fund, which included evaluation of the feasibility of outsourcing the delivery of international security activities and a follow up study regarding vendor selection. He has also conducted a sensitive and high-level study for the U.S. Council on Competitiveness and served as an Executive Consultant to Corporate Risk International.

Dr. Glover served as Chairman of the Security Advisory Board of NanoGuardian, a technology company specializing in nanometer-scale manufacturing and applications development to fight counterfeiting and illegal diversion of medicines. For nine years, he served as a Commissioner for the Commission on Accreditation for Law Enforcement Agencies, Inc. and is a former Trustee for the Former Special Agents of the FBI Foundation. He is also a member of the Society of Former FBI Agents, a lifetime member of the International Association of Chiefs of Police and a member of numerous other law enforcement associations.

Lt Col. John R. "Rick" Brown (Deputy Monitor) served over 29 years with the Pennsylvania State Police (PSP), one of the largest state police departments in North America. Lt Col. Brown rose through the ranks performing patrol, criminal investigation, vice/intelligence, and internal investigation duties. He ultimately rose to the position of Deputy Commissioner for Administration and Professional Responsibility. In this role, he managed the operations of the PSP's Bureau of Integrity and Professional Standards (Internal Affairs Division, Systems Process and Review Division, and Early Intervention Program), Department Discipline Office, Equal Employment Opportunity Office, Heritage Affairs Office, Office of Risk Management/Early Intervention Program, Bureau of Training and Education, Bureau of Human Resources, Member Assistance Program and Recruitment and Special Services Office.

Lt Col. Brown was also responsible for overseeing the PSP's reform and accountability efforts in the areas of personnel misconduct, sexual harassment/sexual misconduct, sworn member domestic violence, use of force and early intervention/risk management initiatives. Lt Col. Brown led the development of the PSP's Equal Employment Opportunity Office's statewide liaison program.

Lt Col. Brown served as the lead member of the PSP's contract negotiating team for collective bargaining proceedings in 2004 and 2008 with the Pennsylvania State Troopers Association. The outcome of the 2004 proceedings resulted in a landmark arbitration decision in favor of the PSP and resulted in public recognition for Lt Col. Brown and his negotiating team,

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

by the Pennsylvania Governor, for reforming and improving Trooper discipline and related processes. Most notably, the arbitration decision outlined 12 terminable misconduct offenses that were included in the contract that immediately threatens the integrity and effective maintaining of discipline within the PSP. The decision also released the department from prior restrictive arbitration awards and effectively created a “clean slate” for determining future discipline grievances.

Lt Col. Brown was selected by the Commissioner of the PSP to serve on the Pennsylvania Governor’s Executive Diversity Council and has received numerous awards and commendations to include the PSP Commendation Medal (the Department’s 2nd Highest Award), which is awarded to State Trooper who display selfless sacrifice and extraordinary service in protecting the image, integrity, and reputation of the PSP. He also was honored with a Certificate of Recognition from the Commonwealth of Pennsylvania’s Office of Inspector General for leading positive change in the implementation and administration of accountability measures as a result of a reform effort that was independently monitored.

Since his retirement from the PSP, Lt Col. Brown has served on the independent monitoring teams involving federal/state consent decrees for the Oakland, California Police Department, Detroit, Michigan Police Department, and the Niagara Falls, New York Police Department. As a member of those monitoring teams, he is responsible for monitoring and assessing issues related to citizen’s complaint, internal investigation, discipline, use of force, and community relations/outreach processes.

Lt Col. Brown is a member of the following professional and civic organizations, the International Association of Chiefs of Police (IACP), the Pennsylvania Chiefs of Police Association, the Pennsylvania Governor’s Diversity Council, the National Internal Affairs Investigators’ Association (NIAIA), the National Organization of Black Law Enforcement Executives (NOBLE), the International Association of Ethics Trainers (IAET). He is also a lifetime member of Delta Mu Delta and a members of the International Honor Society in Business Administration (Gamma Pi Chapter, Eastern University, St. David’s, PA).

Chief Charlie T. Deane (Community Policing, Use of Force) retired in 2012 after successfully leading the Prince William County, Virginia, Police Department (PWPD) for 24 years. PWPD is a major county police department, serving a fast growing and diverse population of over 400,000 residents. Under his leadership, the department established a nationwide reputation for integrity and service. During his years as Chief, the police department maintained high public approval, low crime rates and high staff morale.

In twenty four years as Chief, he effectively managed dramatic change within the police department and community. Successfully coping with this change, Chief Deane demonstrated strong leadership, investigative, and management skills. He spearheaded the police department’s response to major challenges ranging from serial violent crime waves, such as the Washington Beltway Sniper Case that occurred in 2002.

Throughout his career, he is been an active leader at the state, regional and national level. For example, he served as President of the Virginia Association of Chiefs of Police; Vice President of the Police Executive Research Forum (PERF) and on the Executive Board of the International Association of Chiefs of Police.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

He has been recognized by numerous awards and commendations for excellence in policing including the Police Leadership Award by the PERF; George Mason University Award for Distinguished Public Service; and Civil Rights Award from Virginia Hispanic Chamber of Commerce.

Chief Deane holds a BS in Administration of Justice from American University and a Masters of Public Administration from George Mason University. He is a graduate of the National Executives Institute and the National Academy of the FBI Academy.

Assistant Sheriff Regina A. Taylor (Training), Prince Georges' County, MD, Sheriff's Office (PGSO) has more than thirty-four years of law enforcement experience. She currently directs the PGSO Bureau of Field Operations and has served as liaison with local, state and federal agencies, as well as community organizations. Assistant Sheriff Taylor has over 30 years' law enforcement experience including 25 years as a Prince Georges County police officer where, at different times, she commanded the Division of Training and the Office of Professional Standards. Ms. Taylor has experienced the side of a department under consent decree monitoring; she successfully commanded the PGPD Office of Compliance during the period when the Department was being monitored under a MOA with DOJ.

She is a member of the National Organization of Black Law Enforcement Executives, the National Sheriffs' Association, the National Sheriffs' Association and the Fraternal Order of Police.

Chief Rocco M. Pollutro (Community Policing, Internal Affairs) is a recognized expert in community policing, police community relations and internal affairs. He dedicated 33 years of service to ensuring the safety of Cleveland residents and visitors before retiring from public service to manage security for a leading international financial company's corporate headquarters and its chairman in Beachwood, Ohio. His negotiation and problem-solving skills made him an effective manager both in the public and private sectors.

During his ascent to the Chief's position he held the ranks of Sergeant, Lieutenant, Commander and Deputy Chief. While Deputy Chief, commanded both Special Operations (Intelligence unit, Narcotics, Bureau of Traffic, SWAT, Homicide, Sex Crimes, Auto Theft and Scientific Investigations Unit) and then later Field Operations (the basic patrol division, Community Policing, Communications Center). As Deputy Chief of Field Operations, he commanded a citywide operation encompassing all six police districts and consisting of over 1,250 police officers.

Chief Pollutro had an exceptional record of implementing a successful community policing program in Cleveland. He also had significant experience personally handling and supervising internal affairs investigations. He led the CPD in vigorously identifying and prosecuting corruption within his department. Chief Pollutro's experience and training credentials resulted in his assignment to many high-profile investigations.

Joseph R. Wolfinger (Corporate Representative, Theft Inquiries, Training) retired after a thirty-year career as an FBI agent in which he supervised several important espionage cases including the successful investigation of the Espionage Ring led by John Walker, the retired U.S. Navy Chief Warrant Officer and communications specialist convicted of spying for the Soviet Union over a 17-year period. Wolfinger received the Attorney General's Award for

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Distinguished Service in the field of counterintelligence for his work on the Walker Ring that *The New York Times* once described as the "most damaging Soviet spy ring in history." At the time of his retirement he was the Assistant Director responsible for management of the FBI Training Division and the FBI Academy in Quantico, Virginia. He also served as Special Agent in Charge in the Buffalo Field Division at the time of the investigation of the bombing of the Oklahoma City Federal Building and led that office in making significant contributions to that important case.

During his career, Mr. Wolfinger served as a white color crime squad supervisor overseeing public corruption investigations. Later as a FBI Inspector he led inspection teams that audited FBI domestic and international operations. His management responsibility as FBI Assistant Director included oversight of FBI training for both agents and support personnel and of two important training programs for state and local police management officials and executives, the FBI National Academy and National Executive Institute Programs. Mr. Wolfinger served as the FBI's primary liaison to state and local police agencies and professional organizations. Following his retirement, Mr. Wolfinger served pro bono as Executive Director of the Major County Sheriffs' Association. He retired from that job in June, 2013, and was made a Life member of the Association.

Mr. Wolfinger has over ten years' experience in independent monitoring. He has served as a member of monitor teams in the MOA involving the Prince George's County Police Department and for the consent decrees involving the Detroit Police and Oakland Police Departments.

Mr. Wolfinger holds a BA degree in Political Science from Randolph-Macon College, a Juris Doctorate from the University of South Carolina School Of Law and is a graduate of the Australian Institute of Police Management. He is a member of the South Carolina Bar Association.

Charles Prouty (Use of Force, Theft Inquiries) is a retired Executive Assistant Director of the FBI and currently Vice President of General Dynamics Information Technology's (TMLLC) Justice Section.

Mr. Prouty joined GDIT after retiring from the FBI with 31 years of service. At the time of his retirement Mr. Prouty was the Executive Assistant Director of Law Enforcement Services--the FBI's number three position. He was in charge of five support Divisions (Criminal Justice Information Systems, Training, Laboratory, Operational Technology, and Office of Law Enforcement Coordination) and two operational Divisions (International Operations and Critical Incident Response Group) with a budget of over \$500 million and a workforce of over 5,000. As a member of the Senior Executive Service, he was the recipient of the Presidential Rank award for Meritorious Service in 2002. He had previously served as Special Agent in Charge of the Little Rock and Boston Divisions.

Prior to his FBI service Mr. Prouty served six years on active duty with the U.S. Navy--five of that as a SEAL, including a year and a half in Vietnam. He retired as a Captain from the Naval Reserves. He earned a BS in Naval Science from the U.S. Naval Academy, a M.A. in Economics from George Mason University and a Juris Doctor from George Mason. He is a member of the Virginia and District of Columbia Bar Associations.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Major Charles J. Skurkis (Internal Affairs) enjoyed a 33 year career with the PSP retiring in 2011 as Deputy Commissioner of Administration and Professional responsibility.

In 1985, then Sergeant Skurkis was tasked with helping develop an Internal Affairs function to fill an investigative void within the Pennsylvania State Police. The newly created Bureau, currently known as the Bureau of Integrity and Professional Standards, was organized in 1986 with both an Internal Affairs Division and Staff Inspection Division. Over the next 26 years, Skurkis advanced with the fledgling Bureau. Having served in every Bureau capacity from investigator through Bureau Director, his operational and administrative experiences are unsurpassed. As the Director, his efforts to reduce department misconduct through improved regulations, enhanced in-service officer education, more comprehensive internal misconduct/physical force investigations, and standardized adjudication/discipline contributed to an overall decrease of 24% in the number of misconduct investigations from 2004 when he first took command of the Bureau through 2010, his final full year.

Major Skurkis holds a BS in Law Enforcement and Corrections from The Pennsylvania State University, 1976.

Captain Diego L. Mella, (Spanish and Portuguese Language and Community Policing) – Captain Mella retired from the Metro-Dade Police Department and established his own consulting company, Malec Police and Security Consultants, Inc. Captain Mella has also worked with the Community Relations Service, Department Of Justice, to produce and implement a Community Policing Program for Hispanic Communities; he then travelled to different cities to bring this new concept to those communities. He has worked with the Superintendent of the Puerto Rico Police Department on police reforms and training, and developed a Zone of Excellence in order to implement new programs for dissemination to all police districts.

Captain Mella holds a Master's in Public Administration, University of Miami, 1999, and a Bachelors in Professional Studies, Barry University, 1995. He is a graduate of the New Jersey State Police Academy and has attended a variety of law enforcement training courses including the Police Executive Management course at the FBI National Academy; the Incident Command System, Miami-Dade Training Academy, and the course on Police Management at the Police Training Institute, University of North Florida.

Captain Mella has language ability in Portuguese, French and Spanish.

Dr. Robin Engel, University of Cincinnati (Bias Free Policing) has studied and written extensively in a variety of criminal justice areas. She is a recognized expert on biased-based policing and has conducted peer-reviewed research on the following policing topics: biased-based policing, police-community relations, police use of force, police use of discretion / decision making, police legitimacy, violence reduction initiatives, reform efforts, problem oriented policing. She has published over 50 articles and book chapters about these topics.

She has served on many advisory boards including the *Police Foundation* Advisory Board, *The Stop, Question and Frisk* Advisory Committee of John Jay College, NY, NY; the *COPS* Advisory Board, Department of Justice; and the Advisory Board of *Eliminating Unintentional Racial Biases in Police Officer Decision-Making*, New Jersey Department of Law & Public Safety and the New Jersey Office of the Attorney General.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Dr. Engel has conducted numerous evaluations that examine all types of police organizational change efforts. These evaluations have been peer-reviewed and published in the most selective academic journals. She has been ranked as one of the top criminology/criminal justice academics in the country based on publications in peer-reviewed journals, and the number one female academic (see rankings: Khey et al., 2011; Rice et al., 2007; Orrick & Weir, 2011).

Dr. Jay Albanese, Professor, Virginia Commonwealth University (Early Warning System) is a professor and criminologist in the Wilder School of Government & Public Affairs at Virginia Commonwealth University. He holds a Ph.D. from Rutgers University School of Criminal Justice, located in Newark, NJ. Dr. Albanese served as Chief of the International Center at the National Institute of Justice, the research arm of the U.S. Department of Justice, focusing on issues of terrorism, organized crime, human trafficking, emerging crimes, and corruption. Dr. Albanese has written and edited 17 books, and has made keynote and invited presentations in 18 countries.

Recent publications, courses and presentations on issues of policing, risk assessment, and the prevention of police misconduct include:

- Books, Professional Ethics in Criminal Justice: Being Ethical When No One is Looking (3rd ed., Prentice Hall, 2012);
- Course: Developed and taught graduate-level ethics course for criminal justice professionals, Virginia Commonwealth University (1999; on-line version 2007);
- Presentation: “Teaching Ethics Not as a Subject, But as a Mode of Human Conduct.” Presentation at the Annual Meeting of the Academy of Criminal Justice Sciences. Louisville, Kentucky. March, 1997;
- Volumes: Encyclopedia of Criminology & Criminal Justice (Editor-in-Chief) (Wiley-Blackwell, 2014); and
- Book Chapter, Corruption in the Criminal Justice Chain and Tools for Assessment, (R. Messick and S. Schutte, eds. (Bergen, Norway: Michelsen Institute, 2015), Criminal Justice, (5th edition). Prentice Hall, 2013.

Dr. Albanese is recipient of the Elske Smith Distinguished Lecturer Award from Virginia Commonwealth University, the Scholar Award in Criminal Justice from the Virginia Social Science Association, and the Gerhard Mueller Award from the Academy of Criminal Justice Sciences International Section. He is a past president and fellow of the Academy of Criminal Justice Sciences, and is currently a member of the Executive Board of the American Society of Criminology.

From 1979 through 1980 Dr. Albanese served as an assistant professor Assistant at Kean University (first full-time faculty appointment) in Union, New Jersey where he taught Criminal Justice in America and the Police Role in the Community.

Dr. Albanese has authored many books and other publications and has made many presentations and keynote speeches by invitation.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

III. QUALIFICATIONS

1. Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations, including experience in monitoring settlements, consent decrees, or court orders

Each of the members of the TMLLC Team brings specialized knowledge and experience in auditing, investigating and reviewing the performance of organizations, particularly law enforcement agencies. As executives and academicians they used these techniques extensively to monitor and evaluate the performance of the people and organizational entities they oversaw.

Dr. Glover served as Assistant Director of the FBI's Inspection Division which had responsibility for auditing and evaluating the performance of all field and headquarters components of the FBI. While in this position he also had executive responsibility for the FBI's Office of Professional Responsibility.

After retiring from the FBI in 1990 Dr. Glover was asked by New York Police Commissioner, Lee Brown, to chair a Blue Ribbon Committee to review NYC Police policies and practices after controversial shootings of African-Americans, an elderly woman and an elderly man. He conducted numerous interviews, including black pastors, the local head of the NAACP and other community groups, as well as police officials, local politicians and media representatives. When the review was complete, he spoke with the heads of each group he had interviewed to report his findings before holding a press conference.

While serving as a Deputy Commissioner of the Pennsylvania State Police Lt Col. Brown had responsibility for oversight of the Department's Bureau of Integrity and Professional Standards (BIPS). He audited, used and analyzed data pertaining to the operations and programs of the PSP, a police organization of over 6,000 employees. During his period of executive management he oversaw the successful reform of the PSP bring the department into compliance or substantial compliance with 40 recommendations overseen by an independent monitor team.

Lt Col. Brown has been a member of three consent decree monitor teams (Detroit, Oakland and Niagara Falls Police Departments) where he audited, evaluated and reviewed the performance of police departments and assessed their compliance with their respective consent decrees. Detroit's monitoring engagement ended successfully in August 2014.

Three TMLLC Team members, Lt Col. Brown, Major Skurkis and Assistant Sheriff Taylor held senior positions in police departments that were being monitored and were assigned to work with the monitors. Lt Col. Brown and Major Skurkis handled the independent monitoring of the PSP and Assistant Sheriff of the PGPD. All three of our team members dealt successfully with their independent monitors and brought their departments into compliance. These experiences provided them considerable insight into the monitoring process and understanding of its impact on their departments. As their agency's Compliance Coordinators, they ensured compliance through changes in agency policy, standard operating procedures, training, and most challenging, ensuring full implementation of the consent decree and buy-in by the department personnel at all levels.

Assistant Sheriff Taylor ensured PGPD compliance with all canine unit mandates, use of force, training, mobile video utilization, emergency psychiatric evaluations, complaint processes

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

and investigative requirements of an agreement and a consent decree. Following her successfully bringing the PGPD into compliance, she led the department's Compliance Coordination Division, a Police Department division that was established after completion of the agreement and consent decree to ensure the maintenance of compliance through audits, inspection, monitoring and evaluation of the agency.

As part of the Independent Monitor Teams in Detroit, Oakland and Prince Georges County Police Departments, Mr. Wolfinger was the lead evaluator of compliance with the requirements relevant to training. In both Detroit and Prince Georges County, he also evaluated compliance with mobile video requirements for traffic stops. In Oakland he has observed and assessed the impact of the implementation of personal video for patrol officers.

During his career, Mr. Wolfinger served over three years on the FBI Inspection Staff, first as an Assistant Inspector and then as an Inspector with responsibility for leading inspections, internal audits of FBI operations and shooting inquiries. Mr. Prouty also served as an assistant inspector and full inspector leading inspections, audits and shooting inquiries.

Chief Pollutro implemented a program modeled on the NYPD CompStat¹ Program to track performance of the Cleveland PD. Utilizing computer technology he assessed types of calls, crimes, locations and times. This led to changes to the boundaries of the six police districts that had not been changed for over fifty years. Understanding that these changes were significant to the citizens and the City Government, he met with city officials (city council and the Mayor) and neighborhood community partners before they were implemented.

As Director of the PSP Bureau of Integrity and Professional Standards, Major Skurkis' efforts to reduce Department misconduct through improved regulations, enhanced in-service officer education, more comprehensive internal misconduct/physical force investigations, and standardized adjudication/discipline contributed to an overall decrease of 24% in the number of misconduct investigations from 2004 when he first took command of the Bureau through 2010, his final full year, his efforts to reduce Department misconduct through improved regulations, enhanced in-service officer education, more comprehensive internal misconduct/physical force investigations, and standardized adjudication/discipline contributed to an overall decrease of 24% in the number of misconduct investigations from 2004 when he first took command of the Bureau through 2010, his final full year.

2. Law enforcement practices, including training, community policing and problem-oriented policing, complaint and use of force investigations, and constitutional policing

Every member of the TMLLC team believes that every level in law enforcement (local, state, federal) is improved through training, community policing and problem oriented policing. All eight law enforcement experienced team members have implemented these concepts in their executive leadership of law enforcement agencies and departments.

During his career, Dr. Glover served as an instructor at the FBI Academy where he instructed FBI agents and police officers in proper use of force, defensive tactics and firearms.

¹ Short for COMPLAINT STATISTICS.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

While Assistant Director, he personally conducted the accidental deadly shooting of a female FBI agent by a member of a field office SWAT team. This was the first time in FBI history where a female agent had been killed while carrying out her investigative duties. Given the facts of the shooting, while not a criminal act, the poor judgment exhibited by the shooter and documented by Dr. Glover led to his dismissal.

Dr. Glover served as a commissioner for The Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA) for nine years. While there, he directly engaged many police departments on community policing practices, the use of deadly force, the force continuum, the need for early warning systems, and all other aspects of effective policing.

Lt Col. Brown monitors and assesses use of force investigations and Force Review Boards in the federal consent decree in Oakland, CA, he monitored and assessed Force Investigations and Command Level Force Review Teams (CLFRT) in the completed Detroit, MI federal consent decree, and monitors and assesses internal investigations, discipline and community outreach (including training) in the state consent decree with the Niagara Falls, NY consent decree. Lt Col. Brown is still sought out to conduct independent internal investigations and was recently retained by the Middletown Police Department, Middletown, PA and the Municipality of Anchorage, Anchorage, AK to perform this function.

Lt Col. Brown is also a Subject Matter Expert (SME) that was selected as part of the U.S. Office for Justice Programs (OJP) Diagnostic Center, Metro East Police District Commission (MEPDC) engagement in East St. Louis, IL.

During his career, Mr. Prouty served as Chief of the Special Operations and Research Unit of the FBI Academy. He taught courses that addressed the proper use of force (Basic SWAT, Hostage Negotiation and Crisis Management) to police officers and federal agents.

Dr. Engel has conducted peer-reviewed research on the following policing topics: Biased-based policing, police-community relations, police use of force, police use of discretion / decision making, police legitimacy, violence reduction initiatives, reform efforts, problem oriented policing. She has published over 50 articles and book chapters about these topics.

While assigned to the Detroit FBI Division, Mr. Wolfinger served as a legal instructor for legal topics such as Use of Force, Search and Seizure, Stop and Frisk to local and state police officers at the Flint, Michigan Police Academy. Later in his career, he served as FBI Assistant Director with responsibility for the Training Division and FBI Academy and had responsibility for oversight of programs that literally trained thousands of federal agents and police officers.

Chief Pollutro currently teaches *Ethics* and *Community Policing* at the Cleveland Heights, Police Academy. In order to improve police/community relations and to ensure a wider understanding of community issues and police capabilities, Chief Pollutro working with the Cleveland Mayor attended numerous community nights out forums listening to citizen's issues and complaints, then taking the necessary corrective actions. Chief Pollutro initiated Police/Community events and the First Crime Prevention Fairs in the city. The Mayor recognized these events as successful and made them a city wide program through the office of the Chief of Police.

Chief Pollutro served on the CPD Use of Deadly Force Team monitoring and ensuring the integrity of investigations. While in that assignment he conducted an investigation that

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

resulted in a murder conviction of an off duty officer. He later served as both a detective and commander of the Cleveland Police Department's Internal Review Unit (Internal affairs). While serving as chief, he managed a wide-spread joint FBI/CPD corruption investigation in which over 40 Cleveland police officers were convicted of various corruption offenses.

Chief Deane established and commanded the PYPD's first Internal Affairs Unit. He successfully managed the full range police misconduct investigations ranging from rudeness to use of deadly force for over 29 years.

Assistant Sheriff Taylor served as PGPD Commander of the Office of Professional Responsibility which dealt with use of force and complaints. Later in her career she served as Commander of the Community Policing Institute, the PGPD division responsible for training officers and employees in community policing and proper law enforcement practices.

3. Evaluating the breadth and depth of organizational change, including the development of outcome measures and development of effective quality improvement practices;

Dr. Glover has demonstrated expertise in organizational change. He authored a chapter on *Monitoring Field Activities Through On-Site Inspections*, in the publication entitled Improving Government Performance; Josey-Bass Publishers, San Francisco, California, 1989. One of the specific areas of Glover's expertise and academic interest is program evaluation for administrative and operational improvement. His 1996 Doctoral dissertation, entitled Work and General Values of F.B.I. Agents: Variations by Gender, Race and Ethnicity examined attitudes and values of agents of the period.

Chief Deane successfully guided the PYPD over 24 years as it grew from a rural county to a heavily populated urban county growing from a population in 1970 of 111,000 to over 400,000 in 2010. He effectively managed dramatic change within the police department and community. In 2012, when he retired, Prince William County citizen satisfaction with police performance was 93% while police employee satisfaction was 96%.

Chief Pollutro successfully guided the Cleveland Police department as it coped with a declining population. Cleveland, once the fifth largest city in the United States, suffered a decline in population from 1950 when the city had over 914,000 residents to its current population of 396,000. Such a drop requires all agencies including the police to cope with declining resources.

Dr. Glover, Mr. Prouty and Mr. Wolfinger served in the FBI when it went through a period of profound change following the death of Director Hoover who had led the agency for 47 years. The agency was changed dramatically in the next twenty years. Women were hired as special agents, minority recruiting was emphasized, the leadership and management policies and track were revised and investigative priorities were dramatically changed (organized crime and counterintelligence programs were significantly enhanced). Dr. Glover, Mr. Prouty and Mr. Wolfinger all observed and contributed to the changes.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

4. Mediation and Dispute Resolution

While serving in executive positions in the Cleveland PD Chief Pollutro negotiated with the Cleveland Patrol Association that represents the department's police officers.

Lt Col. Brown was responsible for overseeing his Department's reform and accountability efforts in the areas of misconduct, sexual harassment/sexual misconduct, sworn member domestic violence, use of force, and early intervention/risk management initiatives. Brown led the development of the department's Equal Employment Opportunity Office's statewide liaison program and had oversight of citizen complaints that alleged discrimination or disparate treatment through the Internal Affairs and/or EEOO functions.

Lt Col. Brown had management oversight of the Pennsylvania State Police's Heritage Affairs Office (HAO). During Lt Col. Brown's tenure the HAO facilitated Mediation & Conflict Resolution training that was provided to Community Service Officer's (CSO), May 2008, through the Community Relations Services of the U.S. Department of Justice. The skills acquired from this training assisted CSO's to deal effectively with community conflict that will inevitably arise due to changing demographics.

Lt Col. Brown was instrumental in resolving complaints of racial profiling and alleged immigration abuses from the Latino community in Chambersburg, PA. The community outreach effort was covered by the media to include a community education effort on police vehicles stops and their outcomes. The issues were resolved successfully and are an example of effective community outreach and mediation to a minority community with limited speaking ability by police leadership.

Assistant Sheriff Taylor, while serving at the Sheriff's Office, was assigned to mediate five EEOC complaints. In each of these situations, Assistant Sheriff Taylor resolved the complaint to the satisfaction of all parties.

5. Statistical and Data Analysis

Dr. Glover made significant changes to the FBI's inspection process in order to focus it on efficiency and effectiveness in discharging the responsibilities of the agency. He ensured that all inspections and audits were data and statistically driven and that analyses were conducted, and findings were developed. These led to improvement of the administration and operations of the offices under inspection. Further, where possible in light of personnel privacy issues, he shared findings from all inspections and audits with all other field offices and the Training Division to expand on *best practices*.

In all of the agencies and positions where Chief Pollutro, Lt Col. Brown, Chief Deane and Assistant Sheriff Taylor have served, they have all used data collection, review, and analysis to evaluate operations under their command. Crime trends, organizational readiness and performance, citizen complaints, indicators of integrity issues and fiscal information were under continuous review by these law enforcement executives.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Chief Pollutro implemented a CompStat Review in the Cleveland police Department and used the computer driven analysis to assess and make changes in the police department responsibilities to better serve the community.

Chief Deane developed policies for reporting, review and analysis of all significant instances of use of force. Examples of measures he utilized include the ratio of k-9 bites to apprehensions; injuries caused officers classified by severity; vehicular pursuits and less lethal weapon deployments.

Chief Deane developed and managed an annual citizen survey that was conducted on contract by the University of Virginia to provide statically valid citizen feedback regarding perceptions of police service, officer behavior and demographic data.

Both Mr. Prouty and Mr. Wolfinger served in various executive positions in the FBI (Wolfinger: Assistant Director, Special Agent in Charge of a field division and Inspector and Mr. Prouty: Executive Assistant Director, Special Agent in Charge and Inspector) where they used a variety of data throughout their careers to evaluate law enforcement operations and efficacy.

As Chief of the Bureau of Patrol, Prince Georges County Sheriff's Office, Assistant Sheriff Taylor conducts periodic analysis of statistical data to determine productivity, staffing needs, proper manpower allocation, overtime usage, etc., in order to satisfy her agency's mission and accomplish its yearly goals.

Dr. Albanese and Dr. Engel have conducted a wide range of research studies involving descriptive and inferential statistical procedures. Both have lengthy experience examining official data including crime data, incident data and case processing data. They are competent with a wide range of analytic procedures and have completed analyses including multivariate and time series analyses of large data sets, as well as quantitative and qualitative analyses of interview and observation data.

Dr. Engel has studied, analyzed and written extensively about bias free policing.

Dr. Albanese has extensive experience gathering and organizing data but, more importantly, has demonstrated knowledge about risk assessment and about allegations of misfeasance, nonfeasance, and malfeasance by police. His work in the areas of risk assessment and preventing and handling allegations of police corruption have been reviewed and published. An effective early warning system will serve as a management tool to anticipate and react and correct officers before a major event occurs. Dr. Albanese has written extensively on risk assessment, corruption in law enforcement and ethics.

6. Information Technology and Data Management

The TMLLC Monitor Team possesses computer technology and data management experience that can be applied to this project. Mr. Prouty has overseen FBI automation projects while serving as an executive director. Recently, as Vice President of General Dynamics Information Technology Company he has overseen FBI automation projects. He is responsible for the FBI's Information Technology Management Services (ITMS) contract (valued at \$108M) and has overseen the management of the FBI's Enterprise Operations Center (EOC).

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Chief Deane oversaw the successful development and implementation of large computer aided dispatch, records management, mobile data and radio communications systems. While Chief he also implemented an EWS system to identify individual officers who were having difficulty with performance of their duties within departmental policies and constitutional bounds.

While assigned to the FBI National Security Division, Joseph Wolfinger had responsibility for leading the development of the first on-line, interactive computer system that provided information to FBI field agents about their investigations. As the head of the FBI Academy, he initiated the development of an automation infrastructure necessary to support high level computer training and implemented a comprehensive computer crime instruction program for FBI agents and police. In addition, he directed a \$5.1 million FBI distance learning/information sharing program utilizing the latest technology, including computer technology. As a consultant, he conducted an evaluation of law enforcement receptivity to computer-based training for GTE (now Verizon) and assisted two firms (Raytheon and CTX) in marketing computer network security devices.

7. Working with Governmental Agencies, Municipalities, and Collective Bargaining Units

Transparency Matter's team members have extensive experience in working with governmental entities at the federal, state and local level.

While Dr. Glover was SAC of the Atlanta, Georgia, FBI field office, he also had overall administrative and coordinating authority over the Atlanta Youth Murders, a case where 28 children were slain over a two year period, that lead to the conviction of Wayne Williams. This case required the coordination of several police departments, state investigative authorities, and federal agencies. Dr. Glover, on a near daily basis, negotiated activities of a combined task force, national and international media, and the Offices of the Vice President and President of the United States. In addition, regular coordination with the mayor, governor and other political figures, including the local district attorney and United States Attorney were essential to positive outcomes in this case.

Dr. Glover served as FBI headquarters contact with the FBI Agent's Association which was formed while he was an Executive Assistant Director. He met with representatives of the new organization, listened to their grievances, provided the informal agency's response, made available subject matter experts, created an official report and reported the results to the director. The Association was successfully organized and has generally had a collaborative relationship with the Agency' top management.

Lt Col. Brown was selected to serve as member of the Department's contract negotiating team for collective bargaining proceedings in 2004 (Act 111) and in 2008 with the Pennsylvania State Troopers Association (Union)that represents PSP members from the rank of Trooper through Major. The outcome of the 2004 proceedings resulted in a landmark arbitration decision received by the department and recognized by Pennsylvania Governor Edward G. Rendell in 2004, for reforming and improving member discipline and related processes.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Lt Col. Brown collaborated with the Governor's Advisory Commissions on Latino, African American, and Asian Affairs in the development of innovative community based and process strategies to improve and reform the department's hiring processes to recruit qualified minorities and women into enlisted and civilian positions.

During Lt Col. Brown's career he served as a criminal investigator and internal affairs investigator and subsequently held supervisory and command positions within these specialized areas and has interacted successfully with law enforcement and outside agencies governmental at all levels.

Throughout his career, Major Skurkis worked successfully with many state, local and federal agencies and dealt with a number of union issues.

Since creating TMLLC Lt Col. Brown has been engaged with a variety of government agencies across the U.S. to include the Oakland, CA Police Department, Detroit, MI Police Department, Niagara Falls, NY Police Department, Municipality of Anchorage Alaska, Anchorage, Alaska Police Department, Middletown Borough Police Department, Metro East Police District Commission – East St. Louis, IL, DOJ - Office for Justice Programs – Diagnostic Center, and the DOJ - Office for Victims of Crime (OVC).

Mr. Prouty worked closely with state and local police departments and regularly met with Judges and community leaders. Following the events of September 11, 2001, he frequently met with Massachusetts Governor Jane Swift to address issues relating to terrorism in the region.

Chief Pollutro worked together with the Cleveland Mayor and his administration, two police unions and the Black Shield Club to insure fair and equitable resolution of issues involving police discipline, the monitoring of contract agreements, fair labor standards, equipment and most importantly insuring the safety of all citizens and officers.

In his thirty-four years of experience in the law enforcement field, Joseph Wolfinger has worked with a large number of governmental organizations at the state, local and federal levels. As FBI Assistant Director, he was the FBI's primary liaison with state and local police agencies, with many law enforcement leaders and with several professional organizations, such as the Major County Chiefs Association. He recently retired as Executive Director of the Major County Sheriffs Association. He has served on a variety of boards and panels addressing a wide range of public safety and national security issues.

8. Language skills and experience working with limited English proficient persons and communities, in particular communities whose primary language is Spanish or Portuguese;

Lt Col. Brown was instrumental in resolving complaints of racial profiling and alleged immigration abuses from the Latino community in Chambersburg, PA. The community outreach effort was covered by the media and included a community education effort on police vehicles stops and their outcomes. The issues were resolved successfully and his work was an example of effective community outreach and mediation to a minority community with limited speaking ability by police leadership.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Captain Diego L. Mella, retired from the Metro-Dade Police Department, is available to assist the TMLLC team with Spanish and Portuguese language requirements.

Chief Deane, Prince William County, Virginia, Police Department; Assistant Sheriff Taylor, PGPD; and Chief Pollutro, Cleveland, Ohio, Police Department dealt successfully with large diverse urban populations with substantial numbers of citizens who have limited English language abilities.

9. Effective engagement with diverse communities

Lt Col. Brown had executive oversight of the PSP's Heritage Affairs Office (HAO) that facilitated liaisons with state and various county Human Relations Commissions. The HAO participated on the Pennsylvania Inter-Agency Civil Tension Task Force. Under Lt Col. Brown's leadership the HAO collaborated with various community/civic organizations and attended community activities throughout the Commonwealth to build constructive relationships and promote tolerance and respect between the Department and the ethnic communities that the PSP serves. Additionally, the HAO collaborated with the Pennsylvania Commission on Crime & Delinquency to work with the Weed & Seed Program to enter distressed communities and provide or facilitate training and resources to revitalize and strengthen the community. The HAO partnered with the Center for Safe Schools to provide training on hate crimes, hate organizations, bullying and student conflict resolution in school districts across the Commonwealth.

Lt Col. Brown collaborated with the Governor's Advisory Commissions on Latino, African American, and Asian Affairs in the development of innovative community based and process strategies to improve and reform the department's hiring processes to recruit qualified minorities and women into enlisted and civilian positions.

In Lt Col. Brown's role as monitor/auditor in the Niagara Falls, NY consent decree he monitors and provides technical assistance to the department in their community outreach efforts. He provides technical assistance on community outreach policies, training, and accountability.

Chief Pollutro served as a District Commander in a very diverse area of Cleveland. There were significant communities of African Americans, Hispanics, Eastern Europeans and Italians. In that assignment he worked daily with Council representatives from all the district's wards resolving issues and establishing positive working relationships throughout the district. With the City's Mayor, Chief Pollutro met often with citizens listening to issues and resolving their problems.

While assigned as Assistant Special Agent in Charge of the Norfolk Field Division, Mr. Wolfinger oversaw the civil rights investigations and led his office's efforts to reach out to the minority community. He met and introduced leaders of the NAACP, Urban League and other civil rights organizations to the FBI. He arranged and organized meetings between community leaders and FBI supervisors in which issues and community concerns were discussed.

Captain Mella has also worked with the Community Relations Service, Department Of Justice, to produce and implement a Community Policing Program for Hispanic Communities; he then travelled to different cities to bring this new concept to those communities.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Assistant Sheriff Taylor is a law enforcement professional, with over 30 years of law enforcement experience, believes that it is imperative to effectively engage diverse communities. She routinely attends faith based, neighborhood and school community gatherings and meetings in all the diverse communities in the Prince Georges County.

10. Familiarity and understanding of local issues and conditions;

Five of our team members were senior executives in local and state police organizations. They are intimately familiar with issues confronting local police departments. They will be quick to understand the conditions and issues confronting the NPD.

As an FBI agent Mr. Prouty served in 6 Field Offices, many as an executive, interacting closely with local and state police agencies in each. Mr. Wolfinger served in five local field offices and resident agencies and interacted with local police departments in each. While FBI SAC in Buffalo, Mr. Wolfinger was a member of the NY State Chiefs of Police and of the Canadian Chiefs Association.

11. Creation and evaluation of meaningful civilian oversight;

TMLLC will approach this aspect of the consent decree calling on the experience and expertise of its team in two principal areas: 1) building effective community relations and 2) internal affairs.

Effective civilian oversight can lead to greater understanding of the police department's responsibilities, activities, limitations and the difficulties it confronts in serving the citizens of Newark. It should enhance the understanding of the police by the community and work to enhance community policing. Experience, understanding, and fostering of more effective community policing will be important elements of this aspect of monitoring.

The TMLLC team understands that every level in law enforcement (local, state, federal) can be improved through a closer relationship with the citizens that are served by the department. All eight experienced law enforcement members of our team have successfully reached out to diverse elements of the communities they served. The two chiefs and the Deputy Commissioner on the team have participated in countless community meetings answering questions and explaining the police role, accomplishments and limitations.

A second important aspect of creation and evaluation of meaningful civilian oversight will be finding the proper role for citizens in the internal affairs process. Experience in internal affairs and, particularly, in non-law enforcement oversight will be helpful. TMLLC understands the important link between building and sustaining community trust through police accountability processes. The unethical behavior of one officer can indict the entire NPD and their accountability processes especially if the community does not have a clear understanding or belief that the internal processes of the NPD are complete, thorough, and consistent with proper accountability tied into the behavior. The TMLLC Team will work with the NPD to enhance community trust by having the appropriate outreach through helping the department implement a robust and informational community policing strategy. Lt Col. Brown is providing technical assistance in his auditing duties with the Niagara Falls Police Department in the Community Outreach component of their Consent Decree. Lt Col. Brown provides recommendations on

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

policy, training and the overall outreach effort for the Auditor's Quarterly Reports. Lt Col. Brown has also effectively interfaced through the Pennsylvania Governor' Commissions on African-American, Latino, and Asian Affairs and promoted transparency in areas such as racial profiling, investigating discrimination, and recruitment from those communities for a more diverse Commonwealth of Pennsylvania workforce.

Additionally, Lt Col. Brown was a key participant and facilitator in the IACP project with the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice named "Building Trust Between the Police and the Citizens They Serve; An Internal Affairs Promising Practices Guide for Local Law Enforcement." TMLLC understand for civilian oversight to be successful that the reviewers have to believe the process has been carried out with integrity from complaint reception, investigation, adjudication, and discipline where appropriate. Lt Col. Brown and Major Skurkis have both investigated police misconduct criminally and administratively and can provide the assistance the NPD needs to address their theft problem by officers. Chief Pollutro and Chief Deane also have experience in addressing police misconduct.

Dr. Glover led the FBI Inspection Division which conducted audits, reviews and professional responsibility inquiries and successfully worked closely with the DOJ Office of Professional responsibility during a period when DOJ OPR oversight of FBI inquiries was growing. Dr. Glover successfully managed his own organization's adjustment to the oversight and maintained excellent relations with DOJ OPR personnel.

Mr. Wolfinger and Mr. Prouty have responded to Congressional questioning and oversight.

During the Detroit Police Department monitoring, Lt Col. Brown met periodically with the Detroit Office of Chief Investigator (OCI) that was an outside investigation and review process of citizen complaints, not quite the Citizen's Oversight contemplated here, but an organization that faced many similar obstacles. The citizens who staff such organizations often do not understand police culture, the investigative and adjudication processes, officer's due process rights, and grievances and appeals.

Four TMLLC Team members have strong backgrounds in internal affairs and will be able to assess the efficacy of the Citizen's Oversight and, frankly, will be able to offer Technical Assistance to the NPD and the Board as it is being established. Assistant Sheriff Taylor commanded the PGPD Office of Professional Standards; Major Skurkis had a 26 year career serving at every level in the PSP Internal Affairs Division and Staff Inspection Division capacity from investigator through Bureau Director; Chief Pollutro served in the Cleveland Police Department's Internal Review Unit; and Chief Deane established and commanded the PWPDP's first Internal Affairs Unit. These TMLLC Team members are intimately familiar with the issues that confront the review of allegations of police misconduct.

12. Familiarity with federal, New Jersey and local laws, including civil rights laws and policies and rules governing police practices;

TMLLC members have extensive expertise in teaching, developing and applying federal and state laws, policies and rules governing police practices. All TMLLC team members have

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

in-depth understanding of, best practices in law enforcement and community policing and, more importantly, their application to monitoring compliance with a consent decree.

During his career, Dr. Glover was assigned to the Newark FBI office where he served as Assistant Special Agent in Charge and worked daily with law enforcement colleagues in Newark. He understands the nature of the City and many of the challenges that it faces. In his role as an executive serving as SAC in two offices and at FBIHQ he oversaw civil rights investigations. He has an intimate knowledge of civil rights laws and policies and of the rules governing police practices. CALEA Commissioner, Dr. Glover reviewed the applications for accreditation of hundreds of law enforcement agencies involved with the accreditation process to include several in New Jersey.

Lt Col. Brown cooperated effectively throughout his career with every level of law enforcement agencies and as a monitor/auditor assesses the initial justification of use of force encounters by involved officers and their reviews by supervisory/command personnel. Lt Col. Brown completed an accredited course on constitutional law while a student at the FBI National Academy and received continuing education credits from the University of Virginia. He also completed and received certification by the Force Science Institute.

Dr. Albanese earned a M.A. and PHD at Rutgers University in New Jersey. He has an excellent knowledge of federal, New Jersey and local laws and of civil rights laws and policies that govern police practices.

Dr. Engel served as a member of the New Jersey Department of Law & Public Safety and the New Jersey Office of the Attorney General Advisory Board *Eliminating Unintentional Racial Biases in Police Officer Decision-Making*.

Mr. Prouty served in six FBI Field Offices, many as an executive, interacting closely with local police departments and working with federal, state and local laws. He is a member of the District of Columbia and Virginia Bar Associations. He oversaw civil rights investigations in the field offices (Little Rock, AK and Boston, MA) where he was assigned as SAC.

Joseph Wolfinger has been a member of the South Carolina Bar Association for 40 years and, during his FBI career, served as an instructor addressing a variety of legal topics dealing with state, local and federal laws, rules and procedures. As a special agent, Mr. Wolfinger investigated federal civil rights violations; as a squad supervisor he supervised federal civil rights investigations; and as a field executive he had oversight of these important investigations.

Chief Pollutro led a major local police department and understands the workings of local legal systems and the federal system. He cooperated closely with the FBI in an investigation that resulted in the conviction of over 40 police officers for various corruption related acts.

Captain Mella is a graduate of the New Jersey State Police Academy and is thoroughly familiar with laws in New Jersey that govern police activities and conduct.

Assistant Sheriff Taylor has extensive knowledge of federal, state and local law and the rules governing police practices. She has served for more than 25 years in the Prince Georges County Police Department, which is adjacent to Washington, D.C. and where a myriad of federal and local law enforcement agencies must cooperate.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

13. Completing projects within anticipated deadlines and budget;

Dr. Glover and Lt Col. Brown will have responsibility for meeting deadlines for reporting. As corporate representative, Mr. Wolfinger will coordinate team compliance with budget. Throughout their careers, they have each consistently operated within deadlines and established budgets.

Lt Col. Brown and Mr. Wolfinger have submitted many segments for monitoring reports without ever missing a deadline. TMLLC and WOLFCO have completed many contracts and never exceeded an agreed upon budget.

All members of the TMLLC Team have consistently completed projects and met deadlines as required at every position they have held; from entry level through senior executive or senior academic.

14. Preparing for and participating in court proceedings

TMLLC Team members have appeared in court as monitors, counsel, witnesses and expert witnesses. They have testified before Congressional Committees, city, state and federal governmental entities in civil, criminal and administrative hearings. They are all comfortable and effective as witnesses.

Dr. Glover has testified in federal and state courts, in front of Congress and administrative bodies. While serving as Executive Assistant Director he was the chief administrative officer for the FBI. He often testified in state and federal courts in civil matters in which the FBI was a party. This required substantial preparation and precise knowledge of the facts, given the stakes in these high profile cases.

He was the primary witness during open and closed sessions of Congress, involving administrative matters, including employment practices. Of significant interest to Congress at the time was the FBI's hiring and promotional practice particularly as it pertained to racial minorities and women.

Lt Col. Brown has extensive experience during the first half of his law enforcement career preparing and testifying as the investigator in criminal trials, including suppression hearings, in the Pennsylvania State Courts of Common Pleas. During the second half of his PSP career he prepared and testified in civil proceedings in federal and state courts. Lt Col. Brown's experience extends to quasi court proceeding such as testifying before police misconduct arbitrators and arbitration panels, Unfair Labor Practice Hearings, and Workman's Compensation Hearings.

Mr. Wolfinger and Mr. Prouty are both attorneys and members of bar associations. As agents and later as a senior FBI executives, they have testified in Court in criminal, civil and administrative matters. As executives they have both testified before Congressional Committees on several matters.

Chief Pollutro and Assistant Sheriff Taylor has appeared before a number of federal, state and local courts as well as other bodies authorized to take testimony.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

15. Report Writing

As documented by the many reports they have written during their extensive law enforcement and academic careers the TMLLC members are all experienced and accomplished report writers and possess an understanding of the requirements for reporting on NPD's implementation of each substantive provision of the consent decree. Each TMLLC Team member will write his/her area of assignment submitting reports to Lt Col. Brown and Dr. Glover, who will, of course, have final edit authority.

Dr. Glover has written extensively while an FBI agent and executive and later as a private company executive, CALEA assessor and consultant. He wrote and published a Doctoral dissertation. Perhaps, the most significant report he led was that pertaining to the Atlanta Youth Murders. The murderer was charged and convicted as a result.

Throughout his career, Mr. Prouty prepared reports consistently meeting required deadlines. Perhaps, his most significant report was for his investigation of corruption in Boston Field Office. The investigation as reflected in the report resulted in a full scale special inquiry that ultimately led to the conviction of an FBI Agent and several gang members.

Lt Col. Brown has written extensively in his career. He has contributed important segments to the Independent Monitor's final reports in Oakland and Detroit and Niagara Falls. He also authors complex internal investigations with TMLLC as an independent investigator.

Throughout his career with the PSP, Major Skurkis authored hundreds of regulations, memorandums, policies, and procedures. His expertise was frequently solicited by other state and municipal law enforcement agencies throughout the country seeking guidance towards improving/enhancing their individual internal accountability measures.

Mr. Wolfinger has been an active report writer in a variety of endeavors during his long public career. He has contributed important segments to the reports of the Independent Monitors for Oakland, Detroit and Prince Georges County. He recently co-authored a non-fiction book. Using investigative skills Mr. Wolfinger and his co-author proved the innocence of a now deceased agent who was falsely accused of murder.

Assistant Sheriff Taylor has written a number of reports for the various agencies where she has worked. At the PGPD she developed documents for training, misconduct investigations, summary hearings and trial boards. As an experienced investigator, supervisor and executive she has vast experience writing and reviewing-investigative reports. She routinely authored correspondence on behalf of the Chief of Police and the Sheriff of Prince George's County. Her reports and correspondence have been directed to the County Executive, elected representatives, Judges and other government officials.

IV. EXPERIENCE

The following table lists monitoring project experience for five TMLLC members.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION
February 13, 2015

Team Member	Project Reference	Monitor Area/Dates
John Glover, DPA	CALEA full agency Law Enforcement Accreditations, Sylvester Daugherty, Executive Director, 26135 Glasgow Drive South Riding, VA 20152 (H) (703) 327-9630 (c) (703) 967-4519 Da112568@yahoo.com	Department wide administrative and law enforcement programs, including community policing, disciplinary procedures, early warning systems, and use of force. 2001-2010
John Glover, DPA	New York City Blue Ribbon Committee on the Use of Deadly Force Raymond Kelly, Commissioner, Cushman and Wakefield, 1290 Avenue of the Americas, NY,NY 10104 (212) 841-7911 Raymond.kelly@cushmanwakefield.com	Review of all policies, practices (incidents), and training regarding the use of force, with emphasis on the use of deadly force. 1990-1991
Lt Col. John R. Brown	Detroit PD Consent Decrees Training and Mobile Video David LeValley Deputy Chief Detroit Police Department Support Services Bureau Detroit Public Safety Headquarters 1301 Third Street Detroit, MI 48226 (313) 269-6152 levalleyd711@detroitmi.gov	Internal Controls Use of Force 2010-2014
Lt Col. John R. Brown	Oakland PD Consent Decree Chief Sean Whent Police Administration Building 455 7th Street Oakland, CA 94607 phone: (510) 238-3455	Internal Affairs Use of Force 2010-present
Lt Col. John R. Brown	Niagara Falls Consent Decree Superintendent E. Bryan DalPorto	Internal Affairs Discipline

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION
February 13, 2015

Team Member	Project Reference	Monitor Area/Dates
	Niagara Falls Police Department 1925 Main Street Niagara Falls, NY 14302 Phone: (716) 286-4545	Community Relations 2011-present
Joseph Wolfinger	Prince Georges County PD MOA Sheriff Mel High (then Chief of Prince George's County Police Department) Office of the Sheriff 5303 Chrysler Way Upper Marlboro MD 20772 (301) 512-9221 (cell) mchigh@co.pg.md.us	Training Mobile Video 2004-2009
Joseph Wolfinger	Detroit PD Consent Decrees Training and Mobile Video David LeValley Deputy Chief Detroit Police Department Support Services Bureau Detroit Public Safety Headquarters 1301 Third Street Detroit, MI 48226 (313) 269-6152 levalleyd711@detroitmi.gov	Training Mobile Video 2010-2114
Joseph Wolfinger	Oakland PD Consent Decree Chief Sean Whent Police Administration Building 455 7th Street Oakland, CA 94607 phone: (510) 238-3455	Consistency of Discipline Retaliation Reporting Misconduct Training 2010-present
Chief Charlie T. Deane	Separate projects for review of Federal Agency and two large local PDs Chuck Wexler Executive Director PERF 1120 Connecticut Ave, N.W., Suite 930 Washington, D.C. 20035 202-620-3432 xwexler@policeforum.org	Use of Force Policies and Practices 2012-present
Chief Charlie T. Deane	Federal Law Enforcement Agency - review of complaint and disciplinary process	As an Executive Technical Advisor. Six

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION
February 13, 2015

Team Member	Project Reference	Monitor Area/Dates
	Patrina Clark President of Pivotal Practices Pivotal Practices 630 Ivy Lane, Suite 108 Greenbelt, Md 20770. patrina@pivotalpractices.com , phone 301-220-3179.	month project that will end in June, 2015

V. PROPOSED ACTIVITIES

This section of our proposal has been organized to present the information intended to enhance its clarity and reduce redundancy. It describes how the TMLLC Team would handle the responsibilities of the Independent Monitor, provides specific examples, discusses the important topic of defining compliance, and addresses the following topics:

1. TMLLC Team Approach

Our monitoring of compliance will include a review of all policy requirements of the consent decree, a review of NPD audits, a review of a sample of use of force and misconduct investigations and a review and evaluation of NPD training. At each stage in this process, the TMLLC Team will evaluate the compliance with the consent decree with a view to improving the operations of NPD, encouraging accountability, and fostering an environment that promotes the growth of professional, value-based policing.

The members of the TMLLC Team have extensive knowledge and experience in addressing problems in large municipal law enforcement departments and in best practices in law enforcement. When requested by NPD officials, or if suggested by parties to the consent decree, TMLLC team members will share their knowledge of policing, best practices, community oriented policing and community-police relationships in a positive and constructive fashion without mitigating the team’s commitment to a thorough and objective compliance evaluation. We will make recommendations to the parties, when appropriate, regarding measures necessary to ensure full and timely implementation of the consent decree. As law enforcement professionals, our team has a commitment to both organizational compliance with the provisions of the decrees and organizational improvement in the furtherance of maximizing quality, fairness and efficient delivery of police services to the Newark community. The TMLLC Team clearly understands that the Monitor measures and evaluates compliance and does not manage the Department. TMLLC will avoid any activity that could be construed as intruding on the management prerogatives of the Chief and his subordinates.

Particular emphasis will be placed on the review, including, but not limited to, the departments’ citizens compliant process, use of force incidents and their reviews and police misconduct incidents investigated by the NPD. Assessments will include an evaluation of

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

whether NPD fulfilled necessary procedural requirements, such as properly completing traffic stop reports and submitting them in a timely fashion, notifying appropriate officials, responding promptly, and allowing persons to file complaints without creating artificial barriers. It will also involve a substantive review of the appropriateness and completeness of the report and whether relevant policy and training issues were identified and appropriately addressed as required by supervisory or command personnel.

Dr. Albanese is knowledgeable in development of law enforcement personnel and administrative computer systems that are designed to assess risk. We can, therefore, audit and assist the development of an Early Warning System (EWS) risk management database consistent with the requirements of the consent decree. Dr. Engel is also a recognized expert in bias free policing and will be able to assess and provide technical support. Both academic members of the TMLLC Team will ensure that surveys, reviews and audits are based on sound statistical and scientific methods.

TMLLC's expertise and experience in handling similar projects for other law enforcement agencies, as previously described, has prepared TMLLC to fulfill the monitoring requirements of the consent decree, including the requirement to provide regular reports on compliance with each substantive provision of the consent decree. The monitoring projects in which team members worked involved many similar tasks and issues.

2. Develop Protocols for Monitor Visits, Document Retrieval, Records Review and Field Observations

The monitoring team, in conjunction with the parties and NPD, will draft a protocol for TMLLC visits to NPD offices and districts, document retrieval, records review and field observations. TMLLC, in consultation with the parties and NPD, will develop forms and protocols for the review, scheduling, and regularity of audits of various databases, NPD reports and forms. TMLLC will, however, retain the option to conduct random audits as it deems appropriate and necessary to monitor and evaluate sustained compliance with the consent decree.

The TMLLC Team expects to obtain information from a variety of sources within the NPD. In addition to obtaining information from the NPD Compliance Coordinator, the monitoring team will obtain data and information directly from NPD components, including electronic databases and other document repositories. Information will also be collected through field observations and audits. In addition, the monitoring team will establish regular monthly meetings with Police Director, Chief, designated representatives of the NPD and the Department of Justice to discuss ongoing compliance issues, upcoming Monitor visits, and provide technical assistance regarding best police practices.

For each quarter, the TMLLC Team anticipates at least one 5-day site visit to NPD offices and districts. The initial on site review, however, may require an extended time frame. Prior to each site visit, the TMLLC Team will request documents and records necessary in order to maximize on-site time for compliance determination purposes. At the close of each site visit, the TMLLC Team will meet with NPD officials and the leaders of the various parties to discuss some of the preliminary results of the on-site visits, address procedural problems encountered during the visit, collect copies of documents necessary for review off-site and determine reporting period dates for the next site visit.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

3. Methods of Analyzing Information, Methodologies for Audits and Reviews

Compliance Measures

As noted earlier in this proposal, TMLLC will provide the parties a detailed methodology describing how it will proceed. We believe our methodology is straightforward and clear and will provide the greatest opportunity for the Department to achieve compliance by meeting consent decree requirements.

A department will be found “in compliance” when specific data show that in 94% or more the cases or events examined meet requirements of the consent decree. Compliance will ordinarily be reviewed on a quarterly basis and it is possible for the Department to move from being “in compliance” to being “not in compliance” if accomplishments are not sustained. Unless otherwise instructed by the Court, we do not intend to cease assessment of any particular requirements during the monitorship even though compliance may have been achieved at some point in time. We will recognize an interim position of “pending compliance” when the department has made significant progress but appropriate data are not yet available to assess a statistical level of compliance. Pending compliance will be reported for no more than two quarters after which “not in compliance” will be reported if requirements are not fully met and the status of “in compliance” is not achieved.

We do, however, assess compliance in two phases. For phase 1, compliance is assessed according to whether requisite policies and procedures have been developed, approved and implemented in accordance with the consent decree. Phase 2 compliance generally involves an assessment of completeness of implementation as measured using the 94% standard described above. We will discuss our methodology in detail with the parties to ensure there is full understanding of our process.

The TMLLC Team will determine compliance through an examination of the agency’s creation of policies and its implementation of practices that support each requirement in the consent decree. For there to be compliance with a requirement, there must be (1) the establishment of an appropriate policy with requisite department training and (2) the implementation of that policy in an effective and sustained manner.

The TMLLC Team will utilize a statistically valid methodology that measures the implementation of each requirement. This information will be discussed and explained to the parties. The TMLLC will be open to adjusting the statistics where appropriate when dealing with very small samples that can skew the compliance standard as compared to larger areas of sampling. TMLLC will adjust where appropriate and reasonable with the agreement of the parties so that realistic expectations can be made and met.

For each requirement as articulated in the consent decree, the TMLLC Team will determine:

Required Measures: In almost all instances the TMLLC Team will determine if a policy, a set of procedures, or other governing documents that support the requirement as articulated in the consent decree has been established. The TMLLC Team will confirm that personnel have received requisite training that assures understanding of the requirement as well as the establishment of new skill sets, if applicable. Further, the TMLLC Team will verify

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

supervisory engagement and policy implementation as evidenced in files, reports, logs, tapes, documents and citizen contact, if applicable.

Data Collection: The TMLLC Team will determine for each consent decree requirement, the type of data and the process of collection essential to evaluate NPD's compliance with the relevant requirement.

Compliance Defined: The TMLLC Team will conclude that the agency is in fact complying with the requirement when in excess of 94% of relevant indicators conform to the provisions as it is articulated in the consent decree.

Policy Compliance

The consent decree requires the development of policies on a number of topics. TMLLC will, during each site visit, determine if the policies that support the implementation of requirements as articulated in the consent decree have been developed, disseminated and adopted. Establishment of an appropriate policy and the completion of requisite training will be regarded as the first level, or *Phase 1*, Compliance.

Compliance

Once it has been determined that an appropriate policy has been established, the TMLLC Team will determine if that policy has been effectively implemented. If a requirement of the consent decree has been effectively implemented then *Phase 2*, or Compliance, will have been attained.

Levels of Compliance

We recognize the consent decree is a complex documents and many of their requirements may take time and considerable resources to implement and achieve Full Compliance. In measuring compliance of each decree requirement, the TMLLC Team will use three levels of compliance: 1. Compliance, 2. Not in Compliance, and 3. Pending Compliance.

"Compliance" will be used to describe instances where the requirement has been achieved at either Phase 1 or Phase 2. "Pending Compliance" will describe instances where substantial progress has been made toward compliance. "Not in Compliance" will be reserved for those instances where compliance has not been achieved and substantial progress has not been made.

4. The TMLLC Team Process

Set out in **Figure 1** is a chart that depicts the straightforward TMLLC process for determining compliance with each of the requirements of the consent decree.

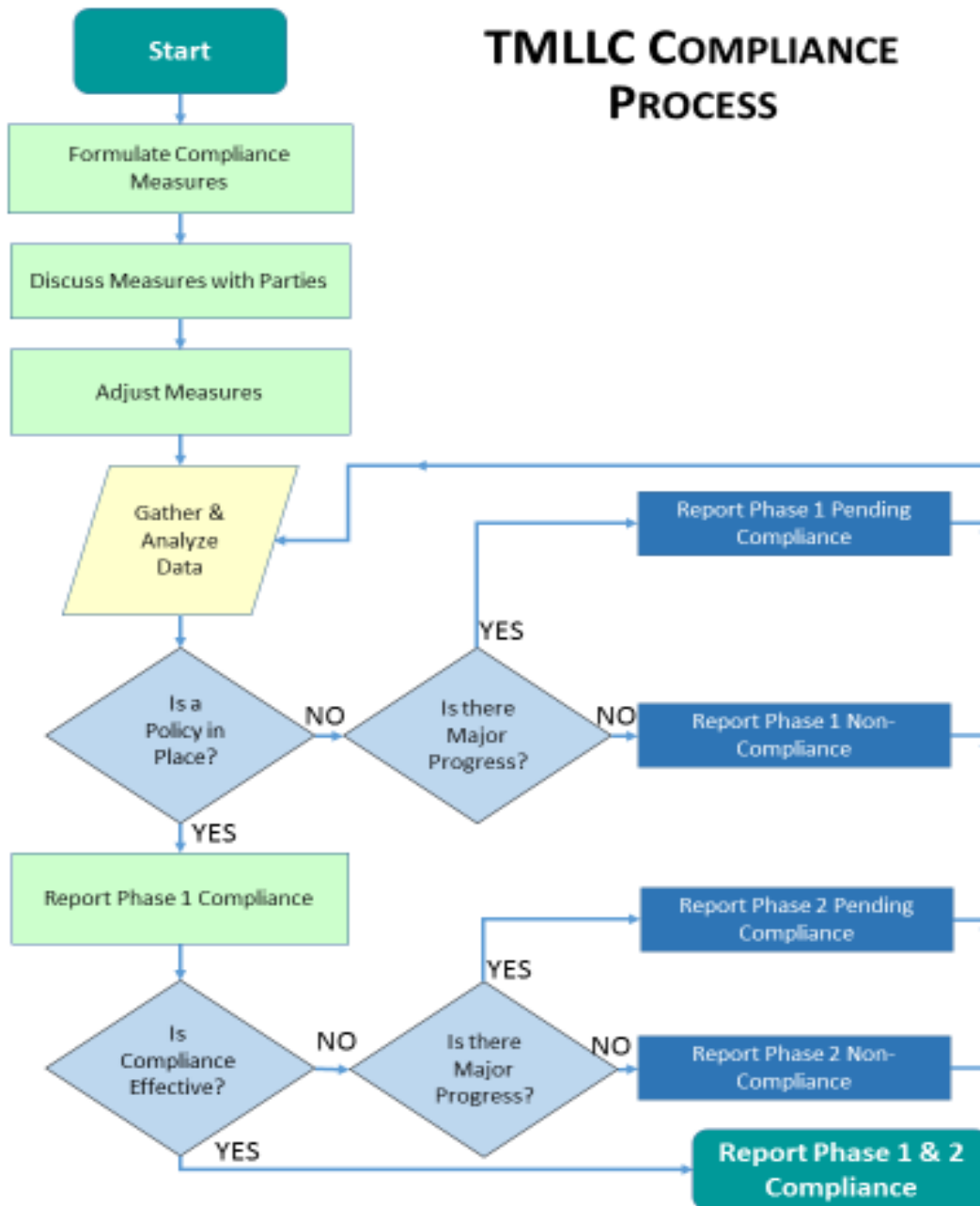


Figure 1. The Compliance Process

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February 13, 2015

Documentation and Reviews Required

The TMLLC Team during each quarterly site visit, will examine all relevant and required records, files, tapes, logs, interviews, reports and other indicia, which will support a determination of the agency's compliance with the requirements of the consent decree. Further, field observations of training, operational processes, citizen interactions, and other indicators will be undertaken to determine NPD's compliance with the consent decree.

Additionally, during each site visit the TMLLC Team will examine documents to determine appropriate documentation of supervisory oversight and intervention relevant to a officers performance, conduct and other criteria as enumerated in the risk management requirements of the consent decree.

Review of Implementation

The TMLLC Team, during each quarterly site visit, will examine all relevant and required records, files, tapes, logs, interviews, reports and other indicia, which will support a determination of the agency's compliance with the requirements of the consent decree. Further, field observations of training, operational processes, citizen interactions, and other indicators will be undertaken to determine compliance with the consent decree.

Consultation and Review of EWS Database

The TMLLC Team is available to consult with the City and NPD on the development of the EWS, provide informal comments on the EWS protocol and will participate in the development of the EWS. Dr. Albanese has direct experience in working closely with law enforcement agencies in development of automated systems to address many of these functions.

Frequency of Various Proposed Activities

The TMLLC Team is composed of senior, experienced individuals who have great depth of knowledge in law enforcement and in issues affecting the proper operation of a police department and who have specific expertise in the topics necessary for the successful monitoring of the consent decree. TMLLC Team members will conduct the required reviews and make sound assessments due to the professional maturity and aggregate experience of the team. It is our view that using highly qualified individuals for these important tasks will result in better and more cost efficient service to the parties to the consent decree.

TMLLC members will make quarterly visits to Newark and team members will spend at least one week on-site each quarter. TMLLC will issue quarterly reports detailing the City and NPD's compliance with and implementation of the consent decree. We will issue reports more frequently if it is appropriate to do so. Each report will assess the compliance with each of the requirements articulated in the consent decree.

TMLLC Team member(s) will provide technical assistance when requested and approved by the Monitor.

Pursuant to the consent decree, the TMLLC Team will provide a draft to the parties for review to determine if any factual errors have been made and will consider the parties' responses and then promptly issue the report.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

Coordination of On-site Reviews

The TMLLC Team will meet either personally or telephonically conference with representatives of the City, the NPD and the Civil Rights Division of the Justice Department monthly to review the nature of the tasks set out in the consent decree and to describe how the monitoring team will assess compliance with these provisions. The members of the TMLLC Team will ensure that they establish effective communications with and are available to senior officials of all parties. TMLLC advocates an open, transparent process that will permit all the parties to be fully aware of all activities of the IMT. TMLLC Team members will communicate in person, wherever possible and desired by the parties, and through written reports and memoranda, by telephone or electronic means, when appropriate.

For each substantive provision of the consent decree, the TMLLC Team will request the NPD to identify the Department's designated representative from whom the documents and data needed to assess compliance can be obtained and who shall serve as the Department's liaison to the TMLLC Team relevant to that requirement. Points of contact will be established with the NPD and each of the department's components, and points of contact will be designated on the Independent Monitoring Team for specific responsibilities. The TMLLC Team will maintain continuing lines of communications through the Sheriff and other senior NPD deputies he designates as well as the Compliance Coordinator designated by the NPD.

After consultation with the parties, the TMLLC Team will outline the measures to be used by the monitoring team in evaluating compliance for each provision of the consent decree.

A very substantial effort will be made to ensure that the efforts of the TMLLC Team are properly coordinated with the various components of the NPD and that the parties understand the methodology, the procedures to be employed and the measures that will be utilized to determine compliance. The communications effort will be critical and will be especially robust in the first year. Significant amounts of time will be spent in communications, task definition, and establishment of protocols. Further, we believe effective communications will assist the parties in gaining an understanding of the capabilities of the TMLLC Team so that they can seek assistance with issues in which our expertise can be helpful.

Technical Assistance

The Monitor will direct the TMLLC Team to provide TA when it is determined to be needed and appropriate. The Monitor will coordinate TA with the NPD.

VI. POTENTIAL CONFLICTS OF INTEREST OR BIAS

The Transparency Matters Team does not have any potential conflicts of interest or bias.

VII. CONCLUSION

The Independent Monitor must deal with an exceptional process that involves monitoring and providing assistance under the consent decree. Success in this endeavor will require experience, expertise and sound judgment.

TRANSPARENCY MATTERS, LLC
INDEPENDENT MONITORING TEAM APPLICATION

February 13, 2015

The TMLLC team members who are experienced in conducting monitoring of law enforcement agencies provide the team a foundation for understanding the fundamental monitoring process. We understand the process and have a sound methodology for monitoring the consent decree.

The TMLLC Team is a diverse team composed of seasoned law enforcement professionals and academicians who bring a variety of experience, mature judgment and expertise to the tasks of monitoring the consent decree. Our team is particularly suited to the duties required by the decree. Dr. Glover is perfectly suited to the role of Monitor. He has law enforcement experience, has served on other high level panels and committees that examined controversial police-community issues. He has a well-earned reputation for a leadership and dealing successfully with a variety of important law enforcement issues.

The TMLLC Deputy Monitor has experience monitoring the aspects of a consent decree that will be central to its successful resolution. The vast majority of law enforcement consent decrees have a genesis involving excessive use of force and other police misconduct. As we noted above, these are the core issues that necessitate the need for reform. Lt Col. Brown has years of experience reforming a major police department in these very areas. He experienced monitoring from the inside of a police department when he worked with an independent monitor on behalf of the PSP and, as we have noted, he also has experience as a member of independent monitor teams for three different police departments. He is very well qualified to both monitor compliance and to understand how to achieve the reforms necessary for successful resolution of the consent decree.

The entire TMLLC Team has the experience necessary to assess reform from complaint reception through investigation, adjudication, discipline, and the grievance/appeal process. The TMLLC Team also recognizes the link between effective police accountability processes and building community trust.

The TMLLC Team contains a nucleus of two individuals who are experienced in monitoring existing consent decrees; all members of the team bring proven and seasoned experience to the Newark project. Two of our team members have served as police chiefs, two as executive assistant directors and one as an assistant director of the FBI, two served as deputy commissioners, one is currently an assistant sheriff, and one a major and all have an understanding of the dimensions of Community Oriented Policing. Our team members, with a broad array of police and governmental experience, will bring unparalleled background and expertise to assist the Newark community and its Police Department in their commitment to improve the police – community relationship.

The TMLLC Team understands the unique nature of the consent decree and its importance in achieving a sustained partnership between the Police Department and the community it serves.

We are eager to be a part of the process and thank you for your consideration to be included in this RFP assessment.

Jay S. Albanese
11679 Pellow Circle Ct
Herndon, VA 20170
(703) 819-8830
jsalbane@vcu.edu
<http://jayalbanese.com>
google.com/+JayAlbanese

1/2015

EDUCATION

- 1976 - 1980 **Rutgers University** - Ph.D. (1981)
School of Criminal Justice
- 1974 - 1975 **Rutgers University** - M.A. (1976)
School of Criminal Justice
- 1970 - 1974 **Niagara University** - B.A. (1974)
Major: Sociology
Minor: Natural Science

TEACHING, ADMINISTRATION, RESEARCH, AND CONSULTING EXPERIENCE

- Professor** **Virginia Commonwealth University**
(on leave at National Institute of Justice, 2002-2006)
July, 1996- Present Richmond, Virginia
School of Government and Public Affairs
- Courses taught: Introduction to Criminal Justice, Organized Crime, Professional Ethics & Liability, Comparative Criminal Justice, Great Questions of the Social Sciences, White Collar Crime, Senior Seminar, Thesis and dissertation supervision (most courses taught at both the undergraduate and graduate levels in both in-class and on-line formats).
- Graduate director, Criminal Justice, 2006-2009
Responsible for admissions, curriculum, course scheduling, adjuncts, and enrollments for Master's degree program and post-baccalaureate certificate program in criminal justice.
- Chair, Department of Criminal Justice, 1996-2002
Responsible for program with more than 500 Bachelor's degree students and two Master's degree programs totaling 100 students. Master's degree programs in both Criminal Justice and Forensic Science. All teaching, research, and service activities were planned, organized, budgeted, and

executed under the leadership of the department chair, as were faculty development and evaluation.

Chief
Aug, 2002-
Jul, 2006

National Institute of Justice

International Center

U.S. Department of Justice
Washington, D.C.

The National Institute of Justice is the research, development and evaluation agency of the U.S. Department of Justice. Responsible for development and execution of transnational crime and justice research and evaluation, and coordination with United Nations efforts in these areas. Primary responsibility for developing research ideas and projects in the areas of terrorism, human trafficking, transnational organized crime and corruption, emerging crimes, and international justice system issues. The International Center develops a research agenda, international partners, and contracts with investigators, overseeing a program of research, publications, a web site, seminars, intramural research, and visiting fellows. (Acting Chief, Division on Drugs and Crime and International Research, 5/04-2/05)

**Consulting
Activity**

Fulbright Specialist - selected as a Fulbright Specialist by the J. William Fulbright Foreign Scholarship Board, U.S. Department of State, and the Council for International Exchange of Scholars (CIES). As a member of the Fulbright Specialist roster, I am eligible to be matched with incoming requests from overseas academic institutions. The program awards grants to qualified U.S. faculty to engage in short-term collaborative projects at higher education institutions in over 100 countries (2013-18).

National Institute of Justice - invited as member of several expert group meetings on human trafficking and transnational organized crime (2011-14).

National White Collar Crime Center- served as subject matter expert at meetings on re-design of a national opinion survey on white collar crime, and an operational definition of white collar crime (2011, 2013).

United Nations Interregional Crime and Justice Research Institute/NIJ- consultant for workshop organization, panel presentations, and composition of background paper for the UN Crime Congress in Salvador, Brazil (2010).

Topic: *Links between Drug Trafficking and Other Forms of Organized Crime*

Oxford University Press – One of 15 criminologists selected to inaugural board of the Criminology Bibliography for *Oxford Bibliographies Online* to develop a reference tool to filter unstructured data and assist scholars to quickly identify the main pathways of research in the field (2009).

Topic areas: *Transnational crime, organized crime, human rights.*

Criminal Intelligence Service of Canada (CISC) – review and assessment of proposed revisions to Canada’s organized crime risk assessment methodology (2008).

Scottish Government and the Scottish Centre for Crime and Justice

Research – review and analysis of proposed risk assessment tool for ranking the threat posed by organized crime groups in Scotland (2008).

Royal Canadian Mounted Police – recommendations on proposed linking of research & training to white collar crime investigations unit in the RCMP (2008).

City of Las Vegas – review and comment on planning documents for development of an organized crime museum in Las Vegas (2008).

United Kingdom – consulted with UK officials at the British Embassy in Washington, D.C. regarding their proposed civil racketeering law and the U.S. experience with federal monitors overseeing corrupt businesses (2007).

National White Collar Crime Center - Assisted in the development and execution of a research agenda for the agency, which provides training and investigative support to criminal justice agencies that investigate and prosecute white collar crimes (2001-02).

Professor
Sep, 1981-
May, 1996

Niagara University

Department of Political Science and Criminal Justice
Niagara Falls, New York

Director, Graduate Program in Criminal Justice Administration, 1994-1996

Department Chair, 1988-1994

(Acting Department Chair, January-June, 1986, 1996)

Coordinator: Interdisciplinary Minor in Justice & Peace Studies, 1991-96.

Courses Taught: Introduction to Criminal Justice, Organized & White Collar Crime, Juvenile Justice, Professional Ethics, Private Security, Police & the Public, Criminal Law, Future of Crime and Justice, Comparative Criminal Justice. (Associate Professor, 1985-89; Assistant Professor, 1981-85).

Summary of Major Programs Implemented

1. Composed proposal, courses, and directed new Master's program in Criminal Justice Administration.
2. Complete revision of undergraduate curriculum.
3. Design of Interdisciplinary Minor in Justice and Peace Studies.

**Visiting
Professor**
Jan-June,
1988

Simon Fraser University (*while on sabbatical leave from Niagara Univ*)

School of Criminology
Vancouver, British Columbia, Canada
Course taught: Organizational Crime

**Assistant
Professor**
Sep, 1979-
Aug, 1981

Kean University (*first full-time faculty appointment*)

Union, New Jersey
Department of Political Science
Courses taught: Criminal Justice in America, Police Role in the Community, Juvenile Justice, White Collar & Corporate Crime (initiated course), Community Based Corrections.

HONORS AND AWARDS

Distinguished Teaching Award (Humanities & Social Sciences), VCU College of Humanities & Sciences, 2013.

Outstanding Teacher Award, Virginia Commonwealth University, Wilder School of Government & Public Affairs, 2012.

G.O.W. Mueller Award for Outstanding Contributions to Comparative & International Criminal Justice, Academy of Criminal Justice Sciences, International Section, 2011.

Scholar Award in Criminal Justice, Virginia Social Science Association, 2009.

Dean's Alumni Award, Outstanding Arts Graduate, Niagara University, 2009.

Academy Fellow, Academy of Criminal Justice Sciences, 2002.

Elske Smith Distinguished Lecturer Award, Virginia Commonwealth University, College of Humanities & Sciences (*for outstanding contributions to teaching and scholarship*), 2001.

Selected to ***Who's Who in America***, 1995-2006, 2009-2015.

Selected to ***Who's Who Among America's Teachers***, 1994, 1996, 2002, 2004.

Inducted to ***Phi Kappa Phi, Honor Society for Academic Excellence***, 2001.

Founder's Award, Academy of Criminal Justice Sciences (*for contributions to criminal justice education and to ACJS*), 2000.

Jay S. Albanese Outstanding Graduate Student Award annual award named in my honor by the Department of Criminal Justice at Niagara University, 2000.

Selected to ***Who's Who in American Education***, 1994-95, 1996-97.

Awarded ***Outstanding Achievement Award***, Northeastern Association of Criminal Justice Sciences, 1997.

Selected to ***Who's Who in the World***, 1997, 2006, 2010, 2013, 2015.

Selected to ***Dictionary of International Biography***, 1997.

Selected to ***Who's Who in the East***, 1997-98.

Awarded ***Certificate of Appreciation*** for Service, Leadership, and Vision, Northeastern Association of Criminal Justice Sciences, 1996.

Teaching Excellence & Campus Leadership Award, Sears Foundation, 1989-90.

Inducted to ***Sigma Alpha Sigma, National Scholastic Honor Society***, 1989.

Excellence in Research Award (for Outstanding Productivity), College of Arts & Sciences, Niagara University, 1988.

Outstanding Teacher Award (Social Sciences), College of Arts & Sciences, Student Advisory Council, Niagara University, 1987.

Selected to ***Men of Achievement***, 1986, 1996.

Selected to ***International Who's Who in Education***, 1985.

Selected to ***Who's Who in American Law***, 1985.

Awarded Rutgers University Doctoral Fellowship, 1977-78, 1978-79.

Awarded Rutgers School of Criminal Justice Fellowship, 1975.

President, Rutgers Criminal Justice Student Association, 1974-75, 1976-77.

Selected to ***Who's Who in American Universities and Colleges***, 1973-74.

Editor-in-Chief, ***Index***, Campus Newspaper, Niagara University, 1974.

Vice President, Student Government, Niagara University, 1973-74.

GRANTS & CONTRACTS

- "Theft and Fraud in Electrical Distribution,"
National Association of Electrical Distributors, 2009-2010.
- Intergovernmental Personnel Act (IPA) competitive award from the U.S. Department of Justice, serving four years as Chief of the International Center at the *National Institute of Justice* (the research arm of the Department of Justice). Salary and benefits reimbursed to VCU during this term, 2002-2006.
- "A Descriptive and Predictive Model of Organized Crime,"
National Institute of Justice, 2000-02.
- "Faculty Mentor in Instructional Technology,"
Virginia Commonwealth University, 2000-01.
- "Casino Gambling and White Collar Crime,"
American Gaming Association, 1998.
- "Post-Bachelor's Certificate Program,"
Virginia State Police, 1998-9; 2000-01.
- "Professional Development & Workshops: Criminal Justice & Ethics,"
City of Richmond Department of Juvenile Justice Services, 1997-99.
- "Casino Gambling and Street Crime,"
Ontario (Canada) Casino Project, 1993.
- Summer Research Fellowship,
Niagara Research Council, 1983, 1992.
- Academic Year Research Grant,
Niagara University, 1990-91, 1991-92.

PROFESSIONAL & SERVICE ACTIVITIES

Academy of Criminal Justice Sciences

Chair, ACJS International Section, 2013-15.

Awards Committee, Academy Fellow Award, 2012-13.

Chair, *Academic Program Certification Subcommittee on Marketing*, 2012-13.

Vice-Chair, *International Section*, 2011-13

Member, *Ad-hoc Committee on NIJ Partnership*, 2012.

Chair, *Academic Review Committee*, 2009-2011, responsible for organizing external reviews and handling inquiries for academic programs seeking ACJS Certification (Deputy Chair, 2008)

Chair, *Sage Junior Faculty Professional Development Teaching Award*, 2009-2010

Program Committee, 1994, 2003, 2004, 2009, 2010, 2011, 2014 Annual Meetings

Teller's Committee, 2007

ACJS Program Reviewer Certification, 2006

Ad hoc Committee on the ACJS National Office, 2003-04

Chair, *Ad Hoc Committee on Non-Traditional Learning and Distance Education in Criminal Justice, 2001-02*

Co-Chair, *Ad Hoc Committee on Accreditation, 2001-02*

Chair, *National Office Relocation Committee, 1998*

Immediate Past President, 1996-97

Chair, *Nominations & Elections Committee, 1996-97*

President, 1995-96 (initiated the committee which developed national minimum standards for higher education programs in Criminal Justice).

First Vice President, 1994-95

Second Vice President, 1993-94

Chair, ACJS Budget and Finance Committee, 1993-94; Member, 2000, 2002

Publications Committee, 1990-91

Awards Committee, 1983-84, 1984-85, 1985-86

American Society of Criminology

Executive Counselor, elected member of ASC Executive Board, 2013-16.

Chair, ASC Division of International Criminology, 2011-13.

Program Committee, 1990, 1992, 1996, 1998, 1999, 2000, 2002, 2003, 2007, 2008, 2015 Annual Meetings

ASC Committee on Teaching, 2010

Co-chair of *Task Force Report on Organized Crime to U.S. Attorney General*, 1995

Awards Committee, 1986-87

Student Affairs Committee, 1986-87

White Collar Crime Research Consortium

Chair, *Awards Committee*, Outstanding Book and Article, 2008

President, 2001-02

International Association for the Study of Organized Crime

Executive Director, 2001-2006

Vice President, 2002-3

Criminologists without Borders

Founding member of a group of criminologists, researchers, professors, and those working in the field who seek to apply scientific findings and "best practices" to the policies and operations of crime prevention and criminal justice systems, 2008-present. Developed a listserv and web page for this non-governmental organization. *criminologists-without-borders.org*

Oral History of Criminology Project

Director, International Scholars Section, 2013-present.

Organize, and sometimes conduct, on-camera interviews with leading scholars in the field. Thus far, I am responsible for Oral History interviews with Ernesto Savona, Jan van Dijk, Miklos Levay, Sonja Cracken, Hans Jurgen Kerner.

Northeastern Association of Criminal Justice Sciences

Chair, *Committee on Education & Standards*, 1991-95 (responsible for drafting the first version of minimum standards for higher education programs in Criminal Justice).

Immediate Past President, 1989-90

President, 1988-89

Program Chair, 1988 Annual Meeting

First Vice President, 1987-88

Second Vice President, 1986-87

Alpha Phi Sigma

(National Criminal Justice Honor Society)

Judge, *National Student Paper Competition*, 1990, 1991, 1994

Virginia Commonwealth University (selected positions)

- Chair, Search Committee, VCU Wilder School of Government & Public Affairs, 2014-15.
- **CTE Faculty Learning Community on Mobile Learning.** One of 6 VCU faculty accepted to this program involving regular meetings and presentations on the applications of new computer and software technologies in teaching, 2011-12.
- Ph.D. Program Committee, Wilder School of Government & Public Affairs, 2011-13.
- Faculty Performance Evaluation Committee, School of Government & Public Affairs, 2010-11.
- Committee to Review Anti-Plagiarism Software, Center for Teaching Excellence, 2008.
- College of Humanities & Sciences General Education Revision, Planning and Implementation Committee, 2007-08.
- Selected as a **Faculty Mentor in Instructional Technology** to incorporate technology into courses and serve as a mentor within my academic unit, 2000-01.
- President's Council of Advisors, 2000-02.
- Prepared 5-year self-study report for external review of Department of Criminal Justice, 1998-99.
- University-wide Affirmative Action Committee, 2000-02.
- Humanities & Sciences Technology Committee, 1998-2000.
- Co-chaired external review of School of Mass Communications, 1998-99.
- Responsible for revision of graduate Forensic Science curriculum, 1997.
- Library Collection Management Services representative, 1996-97.
- Humanities & Sciences Undergraduate Curriculum Committee, 1996-97.
- Faculty Council, 1996-97; 2008-09.

Niagara University

- Responsible for complete revision of undergraduate curriculum in criminal justice to broaden and balance coverage of the field. Included deletion of 20 courses and addition of 14 new offerings, 1981-82.
- Academic Affairs Committee of University Senate, 1982-83.
- College of Arts & Sciences Faculty Enrichment Committee, 1982-85.
- Faculty Advisor to **Niagaran** (Yearbook), 1983-1987. (Third place awards in competition of the Columbia Scholastic Press Association in 1986 and 1987).
- Hearing Committee, 1986-87, 1987-88.
- Pre-Law Advisor (Responsible for Annual Reports to faculty on pre-law advisement and student performance in law school admissions), 1982-1992.
- Faculty Advisor to **Phi Alpha Delta** (The National Law Fraternity), 1983-1992
- Faculty Advisor to **Alpha Phi Sigma** (National Criminal Justice Honor Society), 1982-1996.
- Justice and Peace Council, 1984-1995. (Chair of Subcommittee on Justice & Peace Studies, responsible for interdisciplinary minor in Justice & Peace Studies).
- Responsible for development and implementation of **Master of Science** degree program in Criminal Justice Administration, 1992-94.

Community (selected contributions)

- "Cross-border Suspicions and Law Enforcement at US-Mexico Border," article for the OUPblog, the official academic blog of Oxford University Press, 2013.
- Interview: "Jury Tampering in Mob Cases," NPR's program *How to Do Everything*, June 7, 2013.
- Op-ed: "Supreme Court Got It Wrong on Violent Video Games." *Richmond Times-Dispatch*, July 2, 2011.
- Co-Hosted Online Web Forum on the topic "Commercial Sexual Exploitation of Children." U.S. Department of Justice Office of Victims of Crime. September, 2008.
- Advisory Committee, National White Collar Crime Center, Training and Research Institute, 1996-2002.
- Weed & Seed of Richmond, Advisory Board, 2000-02.
- "Bullying & Intimidation: Recognition & Response," lecture to Richmond Parents Council, 2002.
- Richmond Community Criminal Justice Council, 1998-2002.
- "Violence in Richmond and Elsewhere," lecture to Richmond First Club, 1998.
- Developed and taught 15-hour course on forensic science for middle-school students, 1997 and 1998.
- Board of Ethics, Niagara Frontier Transportation Authority, 1991-1996.
- Criminal Justice Advisory Committee, Niagara County Community College, 1994-1996.
- Niagara Frontier Radio Reading Service (for the visually impaired), 1990-91.

EDITORIAL EXPERIENCE

Editorial Board **Member of Editorial Board** for the following professional journals & publishers:

1. *Justice Quarterly*
2. *Victims & Offenders: Journal of Evidence Based Policies and Practices*
3. *International Journal of Comparative and Applied Criminal Justice*
4. *Journal of Crime and Justice*
5. *Global Crime*
6. *Palgrave Macmillan Publishers*

Editor "Criminology Around the World" section of *The Criminologist*, published six times annually by the **American Society of Criminology**, 2013-15.

Manuscript Reviewer **Reviewer of Articles and Book Manuscripts**

Solicited written critiques of manuscripts to author and editorial board 1981-Pres. for consideration in publication decision.

Book publishers include:

Allyn & Bacon, Brooks/Cole, McGraw-Hill, Cambridge University Press, National Institute of Justice, New York University Press, Oxford University Press, Prentice Hall, Routledge, University of California Press, University Press of America, West Publishing, Westview Press, Wolters Kluwer.

Journals include:

Asian Journal of Criminology, Australian & New Zealand Journal of Criminology, American Journal of Criminal Justice, British Journal of Sociology, Criminal Justice & Behavior, Criminology, Crime & Delinquency, Crime and Justice: An Annual Review of Research, Crime, Law and Social Change, Criminal Justice Studies: A Critical Journal of Crime, Critical Criminology, European Journal on Criminal Policy & Research, European Review of Organised Crime, Global Crime, Law and Society, Criminology, Criminology & Public Policy, Global Crime, International Criminal Justice Review, International Journal of Social Inquiry, International Migration, Journal of Contemporary Criminal Justice, Journal of Crime and Justice, Journal of Criminal Justice, Journal of Criminal Justice Education, Journal of Criminal Justice and Popular Culture, Journal of Economic Crime, Journal of Gambling Studies, Journal of Human Trafficking, Journal of Research in Crime & Delinquency, Journal of Quantitative Criminology, Justice Quarterly, Police Quarterly, Policing: An International Journal of Police Strategy and Management, Police Practice and Research: An International Journal, Security Journal, Social Problems, Trends in Organized Crime, Victims & Offenders, Violence Against Women, Western Criminology Review, Women & Criminal Justice.

Web Sites **Criminologists without Borders** – A founding member and responsible for design and maintenance of the organization's web site and listserv, 2010-pres. <http://criminologists-without-borders.org>

American Society of Criminology's Division of International Criminology – Complete revision of design, format, and content of the Division's website, 2012.
www.internationalcriminology.com

Academy of Criminal Justice Sciences International Section – Design and establishment of first web site for the organization, 2013.
http://www.acjs.org/international_section.cfm

IASOC - Responsible for development and maintenance of the web site and monthly electronic newsletter for the International Association for the Study of Organized Crime (IASOC) at www.iasoc.net 2002-2006.

PUBLICATIONS

BOOKS (17)

Encyclopedia of Criminology & Criminal Justice. Editor-in-chief of a 5-volume effort with more than 500 entries in 15 substantive areas of the field. Also published in an on-line version. (Wiley, 2014).

Comparative Criminal Justice Systems. (5th ed.) with H. Dammer. (Wadsworth, 2014). (paperback and e-book editions). (Prior editions 2006, 2011)

Handbook of Transnational Crime & Justice (2nd ed.) (edited with P. Reichel) (Sage Publications, 2014).

Criminal Justice. (5th edition), Prentice Hall, 2013. (paperback and e-book editions). (Prior editions 1999, 2002, 2005, 2008)

Professional Ethics in Criminal Justice: Being Ethical When No One is Looking. (3rd edition) Prentice Hall, 2012. (paperback and e-book editions). (Prior editions 2006, 2009)

Transnational Crime and the 21st Century: Criminal Enterprise, Corruption, and Opportunity. Oxford University Press, 2011.

Organized Crime in Our Times. (6th edition) Elsevier, 2011. (paperback and e-book editions). (Prior editions 1986, 1989, 1996, 2004, 2007)

Combating Piracy: Intellectual Property Theft and Fraud. (editor)
Transaction Publishers. (paperback and e-book editions, 2009).

Transnational Crime. (editor)
de Sitter Publications, 2005.

Current Issues in International Crime Prevention and Criminal Justice. (editor)
United Nations International Scientific and Professional Advisory Council, 2005.

Organized Crime: World Perspectives. (edited with D. Das and A. Verma)
Prentice Hall, 2003.

White Collar Crime in America.
Prentice Hall, 1995.

Contemporary Issues in Organized Crime. (editor)
Willow Tree Press, 1995.

Dealing with Delinquency: The Future of Juvenile Justice. (2nd edition).
Wadsworth, 1993.

Crime in America: Some of America's Existing and Emerging Problems.(with R. Pursley)
Prentice Hall, 1993.

Justice, Privacy, and Crime Control.
University Press of America, 1984.

Is Probation Working?: A Guide for Managers and Methodologists. (with B. Fiore et al.)
Rowman & Littlefield, 1981.

Pending book projects

Co-editor, **Transnational Organized Crime: An Overview of Six Continents**
(Sage Publications) - *in production*.

Author, **Organized Crime: From the Mob to Transnational Organized Crime** (Routledge) -
in press.

Editor, **Comparative and International Criminal Justice Course Guide** (Academy of
Criminal Justice Sciences International Section) - *in progress*.

ARTICLES AND BOOK CHAPTERS (70)

- "The Italian-American Mafia (or Cosa Nostra)" in L. Paoli, ed. **Oxford Handbook of Organized Crime** (Oxford University Press, 2014). (Chapter also available as a stand-alone publication from Oxford.)
- "Choosing a Micro or Macro Perspective for Understanding Organized Crime: The Contributions of Ernesto Savona," in Caneppele, S. and F. Calderoni, eds. **Organized Crime, Corruption, and Crime Prevention - Essays in Honor of Ernesto U. Savona**, (New York: Springer, 2014).
- Book Review: *Prohibition Gangsters: The Rise and Fall of a Bad Generation* by Marc Mappen (Rutgers University Press, 2013) in **Criminal Law and Criminal Justice Books** <http://clcjbooks.rutgers.edu/books/prohibition-gangsters.html> (March 2014).
- "Deciphering the Linkages between Organized Crime and Transnational Crime," **Journal of International Affairs** (Columbia University) vol. 66 no. 1 (Fall/Winter, 2012), pp. 1-18 (lead article).
- "The Relationship between Corruption and Financial Crime" (with Nicole Leeper Piquero). In Adam Graycar, ed. **Handbook of Global Research and Practice in Corruption** (Elgar Publishing, 2012).
- "The Cosa Nostra in the U.S.: Adapting to Changes in the Social, Economic, and Political Environment After a 25-Year Prosecution Effort," In D. Siegel and H. van de Bunt (eds.), **Traditional Organized Crime in the Modern World** (Springer, 2012).
- "Organized Crime and Corruption: The Two Largest Problems in the World?" in M. Joutsen, ed. **New Types of Crime: Proceedings of the International Seminar held in connection with HEUNI's thirtieth anniversary**. (Helsinki: European Institute for Crime Prevention and Control, 2012).
- Book Review: James R. Jacobs and Kerry T. Cooperman. *Breaking the Devil's Pact: The Battle to Free the Teamsters from the Mob* (New York University Press, 2011) in **Criminal Law and Criminal Justice Books** http://clcjbooks.rutgers.edu/books/breaking_the_devils_pact.html (2012).
- Book Review: Tom Obokata. *Transnational Organised Crime in International Law* (Oxford, UK: Hart Publishing, 2010), in **International Criminal Justice Review**, vol. 21 (December, 2011).

“Transnational Organized Crime,” in M. Natarajan, ed. *International Crime and Justice*. (Cambridge University Press, 2011).

Connecting International Organized Crime Research to Policy and Practice: The Strategic Context in the U.S. and the U.K. Washington, D.C.: National Institute of Justice, 2011. (contributor)

“Assessing Risk, Harm, and Threat to Target Resources against Organized Crime: A Method to Identify the Nature and Severity of the Professional Activity of Organized Crime and its Impacts” Papers Series, no. 12, *Global Consortium on Security Transformation* (GCST). December, 2010.

"Assume the Worst: Preemptive Tactics for Beating Fraud and Theft in Electrical Distribution," *TED Magazine* (December, 2010).

Expert Working Group Report on International Organized Crime (J. Picarelli, ed.) Washington, D.C.: National Institute of Justice, 2010. (contributor)

“Theft in the Electrical Distribution Industry: Results from a National Survey,” *TED Magazine* (October, 2010).

“The Practice of Critical Thinking: A Method to Evaluate Viewpoints and to Think Critically,” *The Criminologist* vol. 35 (March/April, 2010).

“Never Cut a Class, Because It Might Change Your Life? -- My Story,” Remarks upon Receiving the Virginia Social Science Association Scholar Award in Criminal Justice. *Virginia Social Science Journal*, vol. 45 (2010).

“Controlling Organized Crime: Looking for Evidence-Based Approaches,” *Victims & Offenders: Journal of Evidence Based Policies and Practices*, vol. 4 (2009).

“An Enterprise Modelling Approach to Assessing Networks for Trafficking in Persons,” *Forum on Crime and Society*, vol. 5 (2009). *This is the scholarly journal of the UN Office on Drugs and Crime, so the article is published in all six UN languages (Arabic, Chinese, English, French, Russian, Spanish).*

Oxford Bibliographies Online – Criminology. Part of a new reference tool of comprehensive annotated bibliographies by Oxford University Press to filter unstructured data and assist scholars to quickly identify the main pathways of research. Composed 3 complete annotated bibliographies: *Organized Crime*, *Transnational Crime*, and *Human Rights* (2009).

- “The Mexican Mafia: Linking Prison Gangs to Organized Crime” *Jane’s Intelligence Review*, vol. 21 (January, 2009).
- “Looking for a New Approach to an Old Problem: The Future of Obscenity and Pornography,” in R. Muraskin and A. Roberts, eds. *Visions for Change: Crime and Justice in the Twenty-First Century*. 5th edition (Upper Saddle River, NJ: Prentice Hall, 2009). (Revisions also for each earlier edition of this volume in 1996, 1999, 2002, 2005).
- “Family Fortunes ---The Cosa Nostra in the U.S.: Identifying Short-term and Long-term Prospects,” *Jane’s Intelligence Review*, vol. 20 (November, 2008).
- “Risk Assessment in Organized Crime: Developing a Market and Product-based Model to Determine Threat Levels,” *Journal of Contemporary Criminal Justice*, vol. 24 (August, 2008).
- “White Collar Crimes & Casino Gambling: Looking for Empirical Links to Forgery, Embezzlement, and Fraud,” *Crime, Law and Social Change*, vol. 49 (June, 2008).
- “Developing an Agenda for International Criminal Justice Teaching and Training.” in Kauko Aromaa and Slawomir Redo, eds. *For the Rule of Law: Criminal Justice Teaching and Training across the World*. (Helsinki: European Institute for Crime Prevention and Control, 2008).
- “Introduction: New Perspectives on Terrorism,” *Journal of National Defense Studies*, vol. 6 (May 2008).
- Commercial Sexual Exploitation of Children: What Do We Know and What Do We Do About It?*** (National Institute of Justice Special Report, 2007).
- “A Criminal Network Approach to Understanding and Measuring Trafficking in Human Beings.” In *Measuring Human Trafficking: Complexities and Pitfalls*. E. Savona and S. Stefanizzi, eds. (New York: Springer, 2007).
- “The International Center at the National Institute of Justice: The First 8 Years, 1998-2006,” in H. Dammer and P. Reichel, eds. *Teaching about Comparative & International Criminal Justice*. 2nd edition. (Academy of Criminal Justice Sciences, 2007).
- “Ensuring Quality in Criminal Justice Education: Academic Standards and the Reemergence of Accreditation,” (with M. Southerland, A. Merlo, L. Robinson, P. Benekos). *Journal of Criminal Justice Education*. vol. 18 (March 2007), pp. 87-105.

- “Report from the Rapporteur—International Law Enforcement Cooperation: Past Experiences, Present Practices, and Future Directions,” in K. Aromaa and T. Viljanen, eds. ***Enhancing International Law Enforcement Cooperation, including Extradition Measures***. (Helsinki: European Institute for Crime Prevention and Control, 2005).
- “Fraud: The Characteristic Crime of the 21st Century.” ***Trends in Organized Crime***, vol. 8 (2005).
- “Transnational Organized Crime.” In M. Natarajan, ed. ***Introduction to International Crime and Justice***. (McGraw-Hill, 2005).
- “Organized Crime in North America.” (with J. Finckenauer) in P. Reichel, ed. ***The Handbook of Transnational Crime*** (Sage Publications, 2005).
- “Cases of Human Trafficking in the U.S.: A Content Analysis of a Calendar Year in 18 Cities.” (with Jennifer Schrock Donnelly and Talene Kelegian) ***International Journal of Comparative Criminology***, vol. 4 (2004).
- “North American Organised Crime,” ***Global Crime***, vol. 6 (February 2004).
Reprinted: in M. Galeotti, ed. *Global Crime Today: The Changing Face of Organised Crime* (Routledge, 2005).
- “Commercial Sexual Exploitation of Children: Assessing What We Know and Its Implications for Research and Practice.” ***International Journal of Comparative Criminology***, vol. 4 (2004).
- “United Nations Standards and Norms and Their Impact on Criminal Justice Policy and Practice,” in ***The Application of the United Nations Standards and Norms in Crime Prevention and Criminal Justice: Expert Group Meeting*** (Vienna: United Nations Office on Drugs and Crime, 2003).
- “The Prediction and Control of Organized Crime: A Risk Assessment Instrument for Targeting Law Enforcement Efforts,” ***Trends in Organized Crime***, vol. 6 (2001).
Reprinted: in J. Finckenauer and J. Schrock, eds. ***The Prediction and Control of Organized Crime: The Experience of Post-Soviet Ukraine*** (Transaction Publishers, 2004.)
- “Blackmail and Extortion,” in ***Encyclopedia of Criminology and Deviant Behavior***, Clifton D. Bryant, ed. (Taylor & Francis, 2001).
- “The Causes of Organized Crime: Do Criminals Organize Around Opportunities for Crime or

Do Criminal Opportunities Create New Offenders?" *Journal of Contemporary Criminal Justice*, 16 (November, 2000).

"The Mafia Mystique: Organized Crime," in J. Sheley, Ed.
Criminology: A Contemporary Handbook. 3rd ed. Belmont, CA: Wadsworth, 2000.

"Do Casinos Attract Criminals? A Study at the Canadian-U.S. Border," (with F. Piscitelli)
Journal of Contemporary Criminal Justice, 16 (November, 2000).

Casino Gambling and White-Collar Crime: An Examination of the Empirical Evidence.
Washington, D.C.: American Gaming Association, 1999.

"Domestic and International Organized Crime," (with. J. Finckenauer) in *Critical Criminal Justice Issues: Task Force Reports from the American Society of Criminology*
Rockville, MD: National Criminal Justice Reference Service, 1997.

"Predicting the Impact of Casino Gambling on Crime and Law Enforcement,"
in W.R. Eadington and J.A. Cornelius, eds. *Gambling: Public Policies and the Social Sciences*. Reno, NV: University of Nevada Press, 1997.

"Presidential Address: Five Fundamental Mistakes of Criminal Justice,"
Justice Quarterly, 13 (December, 1996).

"Discovering Criminal Justice with Don M. Gottfredson," *Journal of Research in Crime & Delinquency*, 33 (February, 1996).

"Where Organized and White Collar Crime Meet: Predicting the Infiltration of Legitimate Business." in J. Albanese, ed. *Contemporary Issues in Organized Crime*.
Monsey, NY: Willow Tree Press, 1995.

"Casino Gambling and Organized Crime: More Than Reshuffling the Deck."
In J. Albanese, ed. *Contemporary Issues in Organized Crime*.
Monsey, NY: Willow Tree Press, 1995.

"Models of Organized Crime." in R.J. Kelly, K. Chin, and R. Schatzberg, Eds.
Handbook of Organized Crime in the United States.
Westport, CT: Greenwood Publishing, 1994.

"Women and the Newest Profession: Females as White Collar Criminals."
in C. Culliver, Ed. *Female Criminality: The State of the Art*.
New York: Garland Publishing, 1993.

- "Organized Crime: The Mafia Mystique." in J. Sheley, Ed.
Criminology: A Contemporary Handbook. Belmont, CA: Wadsworth, 1991.
- "A Proper Model for Criminal Justice Education?"
Northeastern Criminal Justice Reporter, [Spring, 1989].
- "Richard F. Sparks: A Remembrance." with Edward Sieh.
Law Enforcement News, 14 [December 31, 1988]; also in
Northeastern Criminal Justice Reporter, [Spring, 1989].
- "Tomorrow's Thieves: Manifestations of Theft in the Computer Age."
The Futurist, [September-October, 1988].
(Reprinted in ***Current Municipal Problems***, 15, 4 [1989])
(Reprinted in ***Understanding Social Life: A Reader in Sociology***, ed. by W.M. Newman and F.A. Boudreau, St. Paul, MN: West Publishing, 1993.)
- "Book Review Essay: Two Perspectives on the Enforcement of Regulatory Offenses."
Federal Probation Quarterly, 51 [June, 1988].
- "The Impact of the Mob Trials on Organized Crime: Some Observations."
Criminal Organizations, 4 [Winter, 1988].
- "Government Perceptions of Organized Crime: The Presidential Commissions, 1967 and 1987." ***Federal Probation Quarterly***, 51 [March, 1988].
(Reprinted in ***Criminal Justice: Concepts and Issues***, edited by C. Eskridge, Los Angeles: Roxbury Publishing, 1993.)
- "Predicting the Incidence of Organized Crime: A Preliminary Model," In T. Bynum, Ed.
Organized Crime in America: Concepts and Controversy.
Monsey, N.Y.: Criminal Justice Press, 1987.
- "Book Review Essay: Two Views of the Future of Crime Control."
Criminal Justice Review, 12 [Fall, 1987].
- "Book Review Essay: The Accusers, the Accused, and the Victims in the Debate Over Pornography." ***American Journal of Criminal Justice***, 11 [Fall, 1986].
- "Book Review Essay: Two Views of Corporate Regulation."
Journal of Criminal Law and Criminology, 77 [Winter, 1986].
- "The Future of Policing: A Private Concern?"
Police Studies: The International Review of Police Development, 9 [August, 1986].

- "The Lockheed Foreign Payments Case 10 Years Later: Bribery or Extortion?"
International Journal of Comparative and Applied Criminal Justice, 9 [1985].
 [In German] In Karlhans Liebl, Ed. *Internationale Forschungsergebnisse Auf Dem Gebiet Der Wirtschaftskriminalitat*. [International Results of Research in Economic Crime]. Federal Republic of Germany: Centaurus-Verlagsgesellschaft, 1987
- "The Effect of Casino Gambling on Crime."
Federal Probation Quarterly, 48 [June, 1985].
 (Reprinted in *Gambling: Jackpot or Bad Bet?* Gerda Reith, ed. (Amherst, NY: Prometheus Books, 2003).
- "Love Canal Six Years Later: The Legal Legacy."
Federal Probation Quarterly, 47 [June, 1984].
- "A Systematic Approach to the Prevention of Shoplifting and Employee Theft."
Journal of Security Administration, 7 [June, 1984].
- "Concern About Variation in Criminal Sentences: A Cyclical History of Reform."
Journal of Criminal Law and Criminology, 75 [Spring, 1984].
- "The Outer Limits of Law Enforcement."
Journal of Police Science and Administration, 12 [March, 1984].
- "Corporate Criminology: Explaining Deviance of Business and Political Organizations."
Journal of Criminal Justice, 12 [1984].
 (Reprinted in *Security Management*, 28 [September, 1984].)
- "God & The Mafia Revisited: From Valachi to Fratianno." In G.P. Waldo, Ed.
Career Criminals. Beverly Hills: Sage Publications, 1983.
- "Preventing Inmate Suicides: A Case Study."
Federal Probation Quarterly, 46 [June, 1983].
- "What Lockheed and La Cosa Nostra Have in Common: The Effect of Ideology on Criminal Justice Policy." *Crime & Delinquency*, 28 [April, 1982].
 (Reprinted in J.F. Sheley, ed. *Exploring Crime: Readings in Criminology and Criminal Justice*. Belmont, CA: Wadsworth, 1987.)
 (Reprinted in N. Passas, ed. *International Library of Criminology and Criminal Justice*. Hampshire, England: Dartmouth Publishing, 1994.)
- "Deviance in Utopia: The Criminology of Ideal Society."

World Future Society Bulletin, 16 [January-February, 1982].

"Problems with Abolishing Parole Release: The New York Case." with A. von Hirsch.
Criminal Law Bulletin, 15 [September-October, 1979].

KEYNOTE & PRESENTATIONS BY INVITATION (60) in 17 countries

"Crime Control Measures, Individual Liberties, and Crime Rates: An Assessment of 40 Countries." at United Nations Crime Congress. Doha, Qatar. April, 2015.

"Ensuring Policing Integrity: Rule of Law or Ethical Thinking?" at international conference on Police Ethics and Integrity. *British Society of Criminology*. London. May, 2014.

"The Comparative Approach to Criminology." *National Institute of Justice Research Seminar*. Washington, D.C. February, 2014.

"Finding Better Ways to Connect Researchers Globally" at *European Society of Criminology* annual meeting. Budapest, Hungary. September, 2013.

"Major Issues in Human Trafficking" at the Analytic Seminar organized by the U.S. Department of Homeland Security, Argonne National Laboratory, and Memorial Institute for the Prevention of Terrorism. Oklahoma City. February, 2013.

The Oral History project of the American Society of Criminology invited me to interview on camera Italian criminologist *Ernesto Savona* about his life and career. This video has become part of the ASC Oral History library project. Chicago. November, 2012.

"While Collar Crime & Corruption as the Most Serious Problems of the 21st Century." Presentation at the *World Bank*. Washington, D.C. November, 2011.

"Author Meets Critics: *Transnational Crime and the 21st Century*." A panel of critics (and my response on the subject of my book). *American Society of Criminology* annual meeting. Washington, D.C. November, 2011.

"Organized Crime and Corruption: The Two Largest Problems in the World?" European Institute for Crime Prevention and Control. Helsinki, Finland. October, 2011.

"Violence in Video Games: Did the Supreme Court Get It Wrong?" Weinstein Jewish Community Center, Richmond, VA. October 10, 2011.

- “The Cosa Nostra in the U.S.: Adapting to Changes in the Social, Economic, and Political Environment after a 25-year Prosecution Effort” at the meeting of the *European Society of Criminology*. Vilnius, Lithuania. September, 2011.
- “Systematic Prevention Approaches to Human Trafficking” invited to present at the *NIJ Conference* (National Institute of Justice). Washington, D.C. June, 2011.
- “Transnational Crime and the United Nations.” Keynote presentation at the *Washington Area Model UN Conference*. George Washington University. Washington, D.C. March, 2011.
- “International Expert Group on Human Trafficking” sponsored by the *International Centre on Criminal Law Reform and Criminal Justice Policy and the International Crime Prevention Centre*. Montreal, Canada. March, 2011.
- “African Organized Crime Extending Outside the Continent: Actors, Markets, Flows.” Invited presentation at workshop of the *International Scientific and Professional Advisory Council of the United Nations*. Courmayeur, Italy. December, 2010.
- “Comparative Risk Assessment: the Impacts of Organized Crime Control Efforts.” Invited presentation at 2nd *International Symposium on Transnational Crime and Terrorism*. Antalya, Turkey. December, 2010.
- “Marshalling a Response to Transnational Organized Crime.” Invited presentation at *UN Habitat Global Consortium on Security Transformation*. Nairobi, Kenya. September, 2010.
- “Incidents of Crime and Crime Data: The Long and Winding Road.” Invited presentation at the *Federal Bureau of Investigation/John Jay College Conference on Crime Data*. New York. August, 2010.
- “International Education and Training in Criminal Justice.” Invited presentation at the *United Nations Congress on Crime Prevention and Criminal Justice*. Salvador, Brazil. April, 2010.
- “Protecting Children from Sexual Offenders: Research Needs.” Invited presentation at workshop of the *International Scientific and Professional Advisory Council of the United Nations*. Courmayeur, Italy. December, 2009.
- “Organized Crime and Risk Assessment.” Invited presentation at *International Symposium on Terrorism and Transnational Crime*. Antalya, Turkey. November 2009.

“Risk and Prevention of Organized Crime.” Stockholm Criminology Symposium 2009.
Invited by the *European Institute for Crime Prevention and Control affiliated with the United Nations*. Stockholm, Sweden. June, 2009.

“Linking White Collar Crime Research with Training and Investigation.” Invited presentation to the *Royal Canadian Mounted Police*. Ottawa, Ontario, Canada. December, 2008.

“The Focus of Risk Assessment: Organized Crime Groups v. Illicit Markets.” Invited presentation at the *Canadian Association for Security and Intelligence Studies International Conference*. Ottawa, Ontario, Canada. October, 2008.

“A Networked Enterprise Perspective for Addressing the Risk of Organized Crime.” Invited presentation at the *International Seminar Organized Crime and Democracy: Conceptual, Methodological and Historical Comparative Questions*. Sao Paulo, Brazil. November, 2007.

Keynote speech: “How to Make a Difference in Crime and Justice Policy.”
Annual meeting of the *Criminal Justice Educators Association of New York State*.
October, 2007.

“Enterprise Model of Human Trafficking.” Invited presentation at meeting of *Global Futures Forum*. Washington, D.C. June, 2007.

“A Change in Focus: Measuring & Reducing Risk versus Reducing Crime and Offenders.
Invited presentation at HEUNI 25th anniversary conference (European Institute on Crime Prevention and Control). Helsinki. January, 2007.

“Assessment of Human Trafficking Research and Priorities” Plenary presentation at National Conference on Human Trafficking. U.S. Department of Justice. New Orleans. October, 2006.

“Anything Can Happen.” Graduation speaker for the first commencement exercises at the Rutgers University School of Criminal Justice. Newark. May, 2006.

“Criminal Motivation and Crime Prevention: Why Motivation Matters in Terrorism Research.” Presentation at conference of Israel National Defense College. “Global Responses to Terrorism.” Tel Aviv, Israel. January, 2006.

“A Criminal Network Approach to Understanding and Measuring Trafficking in Human Beings.” Presentation at the International Scientific and Professional Advisory Council of the United Nations Crime Prevention and Criminal Justice Programme. Courmayeur, Italy. December, 2005.

- “Transnational Crime and the U.S. Criminal Justice System.” Presentation to visiting criminal justice professionals from 15 countries. U.S. State Department. Washington, D.C. September, 2004. Second presentation to police officials from India and Pakistan. May, 2005.
- “International Aspects of Identity Theft.” Luncheon speaker at the National Institute of Justice Identity Theft Focus Group Experts Meeting. Washington, D.C. January, 2005.
- “Emerging Trends in Organized Crime.” Keynote presentation at the conference of the Australian Institute of Criminology. Melbourne. December, 2004.
- “European Society of Criminology versus American Society of Criminology and Academy of Criminal Justice Sciences Annual Meeting Content.” Presentation at National Institute of Justice. Washington, D.C. September, 2004.
- “A History of Criminal Justice Education and Standards in the U.S.” presentation at the European Society of Criminology. Amsterdam. August, 2004.
- “How Academics and Practitioners Can Make a Difference in the Confounding World of Criminal Justice Policy,” keynote presentation at Annual Meeting of Northeastern Association of Criminal Justice Sciences. Bristol, RI. June, 2004.
- “The Rule of Law & Development: The Contribution of Operational Activities in Crime Prevention and Criminal Justice,” discussant (rapporteur) at United Nations Programme Network Institute Workshop. U.N. Crime Commission Meeting. Vienna, Austria. May, 2004.
- “Old Cons, New Criminals: The Evolution of Criminal Structures in the United States,” presentation at 1st Geneva Forum on Organised Crime. Geneva, Switzerland. October, 2003. *Also presented* at Smithsonian Institution Young Scholars Program. Washington, D.C. March, 2004.
- “International Crime and Justice: Current Issues.” Presentation to foreign service officers at U.S. State Department. Washington, D.C. September, 2003.
- “How Does the U.N. Impact Criminal Justice Practice?” presentation at National Institute of Justice. Washington, D.C. September, 2003.
- “Human Trafficking: What is Known about Interventions and Their Impact Around the World.” Presentation at United Nations Crime Commission Meeting. Vienna, Austria. May, 2003.

- "United Nations Standards & Norms and Their Impact on Criminal Justice Policy & Practice." Presentation on UN Experts Meeting on the Implementation of U.N. Standards and Norms. Staatschlaining, Austria. February, 2003.
- "Explaining Organized Crime: Finding Common Links Among Individuals, Groups, and Locations in the U.S. and Ukraine." Paper presented at meeting of the U.S.-Ukraine Partnership. Kiev. October, 2002.
- "The Causes of White Collar Crime." Presentation to the Intelligence Community. Tysons Corner, Virginia. April, 2002.
- "Casino Gambling, Law Enforcement, and Crime." Presentation at the 6th annual Niagara University Criminal Justice Conference. Niagara Falls. April, 2002.
- "Predicting Criminal Behavior: Where Life Science, Social Science, and the Humanities Meet." Elske v.P. Smith Lecture. Richmond. Virginia Commonwealth University. February, 2002.
- "Intimidation and Bullying: Recognition and Remedies." Presentation to the Parents Council of Richmond. January, 2002.
- "The Future of Police Education." Presentation at the New England Institute for Law Enforcement Management. Wellesley, Massachusetts. June, 2001.
- "Chairing the Academic Unit: A Professional Develop Workshop for Department Chairs." Workshop presented at the annual meeting of the Academy of Criminal Justice Sciences (with M. Parker). Albuquerque. March, 1998 and again in Orlando at the March, 1999 meeting.
- "Casino Gambling and Crime." Invited testimony before the National Gambling Impact Study Commission. Biloxi, MS. September, 1998.
- "Professional Ethics." Four-hour workshop for supervisors of the City of Richmond Department of Juvenile Justice. February, 1998.
- "Casino Gambling, Crime, and Law Enforcement." Invited testimony before the Governor's Task Force on Casino Gambling. Buffalo, New York. June, 1996.
- "Five Fundamental Mistakes of Criminal Justice." Presidential Address at the Annual Meeting of the Academy of Criminal Justice Sciences. Las Vegas. March, 1996.

"Workshop on Organized Crime." Day-long seminar presented at the Criminal Justice Institute, University of Arkansas. February, 1996.

"What's Wrong with Crime and Justice in America?" Keynote speech at Western New York Criminal Justice Conference. State University at Brockport. March, 1995.

"The Future of Juvenile Justice: Punishment, Treatment, or Neither?"
Testimony before the New York State Commission for the Study of Youth Crime and Violence and Reform of the Juvenile Justice System. Buffalo. October, 1994.

"A History of Organized Crime in the United States." Lecture presented at Erie County Central Police Services Academy. Orchard Park, New York. November, 1992.

"100 Years of Organized Crime." Lectures at Mercyhurst College and at Tompkins-Cortland Community College. January and February, 1992

"Privatization and the Future of Municipal Policing." Presentation at the International Symposium on the Future of Law Enforcement. FBI Academy, Quantico, Virginia. April, 1991.

"Books, Heroes, and Reading as a Way of Life." Invited presentation as part of National Library Week. West Seneca School District, New York. April, 1990.

"Organized Crime in America, 1890-1990." Invited lecture at Norwich University. Northfield, Vermont. February, 1989.

"A Comparative Look at Violence and Crime." Lecture at Foreign Fulbright Scholars Orientation Program. State University of New York at Buffalo. August, 1987 and in August, 1988.

CONFERENCE PRESENTATIONS (*More than 100 presentations since 1980*)

--A detailed listing of these presentations can be provided upon request--

ROBIN SHEPARD ENGEL

Updated: 05/15/15

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EDUCATION

- Ph.D. Criminal Justice** 1999
Rockefeller College of Public Affairs and Policy
University at Albany, State University of New York
Dissertation Title: *Street Level Supervision: Styles of Patrol Supervisors & their Effects on Subordinate Behavior*
Specialization areas: Administration of criminal justice, criminal law
Research tool: Advanced statistics, systematic social observation
- M.A. Criminal Justice** 1994
Rockefeller College of Public Affairs and Policy
University at Albany, State University of New York
- B.A. Criminal Justice, Psychology, Magna Cum Laude** 1992
Concentration: Political Science / American Government
University at Albany, State University of New York

PROFESSIONAL EMPLOYMENT

- 07/13 – present **Professor, School of Criminal Justice**
Research Associate, Center for Criminal Justice Research
University of Cincinnati, Cincinnati, Ohio
- 06/11 – present **Director**, Institute for Crime Science (ICS)
University of Cincinnati, Cincinnati, Ohio
- 06/02 – 06/13 **Associate Professor**, School of Criminal Justice
Research Associate, Center for Criminal Justice Research
University of Cincinnati, Cincinnati, Ohio
- 04/06 – 05/11 **Director**, University of Cincinnati Policing Institute (UCPI)
Cincinnati, Ohio
- 06/02 – 08/03 **Visiting Scientist**, Population Research Institute
The Pennsylvania State University, State College, Pennsylvania
- 07/99 – 06/02 **Assistant Professor**, Crime, Law and Justice
Department of Sociology, The Pennsylvania State University, State College,
Pennsylvania

08/98 – 06/99 **Instructor**, Crime, Law and Justice
Department of Sociology, Pennsylvania State University, State College,
Pennsylvania

09/93 – 05/94 **Instructor**, School of Criminal Justice
University at Albany, Albany, New York

FUNDED RESEARCH

Total: \$6,797,424

05/15 – 07/15 **Principal Investigator** (with Nicholas Corsaro and M. Murat Ozer), *Developing a Strategic Plan for Public Safety in Partnership with the Tulsa Police Department*, funded by the George Kaiser Family Foundation (\$87,351).

03/15 – 8/17 **Principal Investigator** (with Nicholas Corsaro), *Evaluation of the CITI Camp Program for the Cincinnati Police Department*, funded by the City of Cincinnati from the Office of Minority Health (\$133,469).

02/15 – 12/15 **Principal Investigator** (with M. Murat Ozer), *Enhancing Data Analytics and evidence-Based Policing Practices in the Cincinnati Police Department*, funded by the City of Cincinnati (\$60,859).

01/15 – 12/15 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$190,355).

01/15 – 12/15 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$35,000).

01/15 – 06/16 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$3,500).

10/14 – 09/15 **Principal Investigator** (with Nicholas Corsaro), *Consultation and Technical Assistance to Reduce Violence in 61st and Peoria, Planning Grant*, funded by the City of Tulsa from the Bureau of Criminal Justice (BJA) Byrne Criminal Justice Innovation Grant (\$46,389).

07/14 – 06/15 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$105,267).

07/14 – 09/15 **Co-Principal Investigator**, (with Edward Latessa and Nicholas Corsaro), *Ohio Consortium for Crime Science*, funded by the Bureau of Justice Assistance through the Ohio Office of Criminal Justice Services, (\$361,748).

01/14 – 12/14 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*,

funded by the University of Cincinnati (\$154,476).

- 01/14 – 12/14 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$30,000).
- 01/14 – 12/14 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$2,001).
- 07/13 – 06/14 **Principal Investigator**, *Using Crime Analysis and Evidence-Based Practices to Reduce Crime and Disorder in Tulsa, Oklahoma*, funded by the George Kaiser Family Foundation (\$82,636).
- 07/13 – 09/13 **Principal Investigator**, *Reducing Gang Violence in Bridgeport and Hartford, Connecticut: Proposal for Technical Assistance, Consulting, and Training*, funded by the State of Connecticut, (\$70,463).
- 07/13 – 07/14 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$160,267).
- 01/13 – 12/13 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$81,918).
- 01/13 – 12/13 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$25,000).
- 01/13 – 12/13 **Principal Investigator**, *Project Safe Neighborhoods: Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the Department of Justice, US Attorney's Office, Southern District of Ohio (\$79,998).
- 01/13 – 12/13 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$5,000).
- 10/12 – 12/12 **Principal Investigator**, *Reducing Gang Violence in Baton Rouge, Louisiana: Proposal for technical Assistance, Consulting, and Training for Project BRAVE (Baton Rouge Area Violence Elimination)*, funded by the Office of the District Attorney, Baton Rouge, Louisiana, (\$35,000).
- 09/12 – 12/12 **Principal Investigator**, *Reducing Gang Violence in Detroit: Proposal for Technical Assistance, Consulting, and Training*, funded by the BING Foundation, (\$35,000).
- 08/12 – 08/13 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$159,403).
- 07/12 – 09/12 **Principal Investigator**, *Reducing Gang Violence in New Haven, Connecticut: Proposal for Technical Assistance, Consulting, and Training*, funded by the State

of Connecticut, (\$20,000).

- 05/12 – 12/13 **Principal Investigator** (with Nicholas Corsaro), *Reducing Gang Violence in New Orleans, Louisiana: Technical Assistance, Consulting, and Evaluation*, funded by the Bloomberg Foundation (\$223,480).
- 03/12 – 12/13 **Principal Investigator**, *Best Practices in Law Enforcement: Addressing AB109 Criminal Justice Realignment in Yolo County, California*, funded by the Yolo County Probation Department (\$97,000)
- 05/12 – 12/14 **Co-Principal Investigator** (with Christopher Sullivan & Edward Latessa), *State of Ohio Disproportionate Minority Contact (DMC) Assessment*, funded by the Ohio Department of Youth Services, (\$777,792).
- 03/12 – 12/12 **Principal Investigator** (with Edward Latessa and Nicholas Corsaro), *Ohio Consortium for Crime Science: Pilot Test*, funded by the Ohio Office of Criminal Justice Services (\$50,081).
- 03/12 – 12/12 **Principal Investigator**, *Violence Reduction in Toledo & Youngstown, Ohio: Implementing Ohio Community Initiatives to Reduce Violence (OCIRV)*, funded by the Ohio Office of Criminal Justice Services (\$50,053).
- 01/12 – 12/12 **Principal Investigator**, *Evaluation of CIRV Home Visits by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$5,000).
- 01/12 – 12/12 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$21,000).
- 03/11 – 02/12 **Principal Investigator**, *Traffic Stop Data Analysis Study, Year 5 Extension*, funded by the Arizona Department of Public Safety (\$151,986).
- 01/11 – 12/11 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$20,000).
- 01/11 – 12/11 **Principal Investigator**, *Crime Analysis*, funded by the Office of Criminal Justice Services (\$84,377).
- 01/11 – 12/11 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$8,059).
- 03/10 – 02/11 **Principal Investigator**, *Traffic Stop Data Analysis Study, Year 4 Extension*, funded by the Arizona Department of Public Safety (\$151,078).
- 01/10 – 12/10 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$17,500).
- 01/10 – 12/10 **Principal Investigator**, *Ohio Community Initiatives to Reduce Violence (OCIRV) Best Practices*, funded by the Office of Criminal Justice Services (\$182,506).

- 01/10 – 12/10 **Principal Investigator**, *Innovations in Reducing Crime, Cincinnati Police Department Crime Analysts*, funded by the Office of Criminal Justice Services (\$215,692).
- 01/10 – 12/10 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$4,000).
- 02/10 – 02/11 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 4*, funded by the City of Cincinnati (\$50,000).
- 01/10 – 12/11 **Principal Investigator**, *Project on Police-Citizen Contacts, Years 9&10*, funded by the Pennsylvania State Police (\$184,469).
- 10/09 – 05/10 **Principal Investigator**, *Gang Related Violence Reduction Techniques: Technical Assistance and Training Provided to the Pittsburg Initiative to Reduce Crime*, funded by the University of Pittsburg (\$40,000).
- 09/09 – 02/10 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 3*, funded by the City of Cincinnati (\$60,000).
- 01/09 – 12/09 **Principal Investigator**, *Evaluation of CIRV Home Visits*, funded by the Cincinnati Police Department & Office of Criminal Justice Services (\$17,000).
- 04/08 – 03/09 **Principal Investigator**, *Ohio Community Initiative to Reduce Violence*, funded by the Office of Criminal Justice Services (\$244,236).
- 04/08 – 03/09 **Principal Investigator**, *Ohio Community Initiative to Reduce Violence, Start-up Funding*, funded by the Office of Criminal Justice Services (\$34,458).
- 04/08 – 03/09 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 2*, funded by the City of Cincinnati (\$181,927).
- 07/07 – 09/07 **Principal Investigator**, *Seattle Open Air Drug Markets Observation Study*, funded by the City of Seattle (\$21,740).
- 06/07 – 05/08 **Principal Investigator**, *Evaluation and Dissemination of the Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the Ohio Office of Criminal Justice Services (\$66,373).
- 4/07 – 03/08 **Principal Investigator** (with John Eck), *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati (\$353,209).
- 03/07 – 09/07 **Principal Investigator**, *Identifying Best Practices in Criminal Interdiction Activities*, funded by the Nebraska State Patrol (\$35,308).
- 03/07 – 12/09 **Principal Investigator**, *Traffic Stop Data Analysis Study*, funded by the Arizona Department of Public Safety (\$580,927).

- 01/07 – 12/07 **Principal Investigator** (with James Frank), *Less Lethal Technology: Situational and Contextual Factors in the Use of Force*, funded by the Office of Criminal Justice Services (\$65,333).
- 01/07 – 12/07 **Principal Investigator**, *Crime Analysis Partnership with the Cincinnati Police Department*, funded by the Cincinnati Police Department (\$33,354).
- 11/06 – 07/08 **Principal Investigator** (with Lawrence Travis), *Evaluation of the Ohio State Highway Patrol Vehicle Integration Technology Demonstration Project*, funded by the Ohio State Highway Patrol (\$49,362).
- 09/06 – 12/09 **Principal Investigator**, *Project on Police-Citizen Contacts, Years 5-8*, funded by the Pennsylvania State Police (\$332,559).
- 01/06 – 04/06 **Principal Investigator** (with James Frank), *Traffic Stop Data Collection Extension for the City of Cleveland, Department of Public Safety, Division of Police, Data Collection Extension*, funded by the Cleveland Division of Police (\$9,190).
- 01/06 – 12/06 **Principal Investigator**, *Search and Seizure: Best Practices*, funded by Ohio Office of Criminal Justice Services and the Ohio State Highway Patrol (\$92,006).
- 07/05 – 09/06 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 4*, funded by the Pennsylvania State Police (\$186,214).
- 07/04 – 12/05 **Principal Investigator**, *Traffic Stop Data Collection Project for the City of Cleveland, Department of Public Safety, Division of Police*, with James Frank (co-PI), funded by the Cleveland Division of Police (\$95,679).
- 06/04 – 08/05 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 3*, funded by the Pennsylvania State Police (\$124,040).
- 07/03 – 08/04 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 2*, funded by the Pennsylvania State Police (\$144,174).
- 01/02 – 07/03 **Principal Investigator**, *Project on Police-Citizen Contacts*, funded by the Pennsylvania State Police (\$251,804).
- 02/02 **Recipient**, U.S. Speaker and Specialist Grant, U.S. Department of State, Office of International Programs, and Trinidad and Tobago's Ministry of National Security. Travel grant to Trinidad and Tobago (\$4,500).
- 05/99 – 09/99 **Principal Investigator**, *Police Research Methodologies: Comparisons of Structured Survey Items and Semi-structured Debriefing Data for Police Supervisors*, funded by the Research & Graduate Studies Office and the Center for Research on Crime and Justice, The Pennsylvania State University (\$7,700).

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- Whalen, A., Swartz, K.. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: August 2011*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.
- Whalen, A., Swartz, K.. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: July 2011*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.
- Whalen, A., Swartz, K.. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: June 2011*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.
- Whalen, A., Swartz, K.. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: May 2011*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.
- Whalen, A., Swartz, K.. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: April 2011*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.
- Whalen, A., & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: March 2011*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.
- Rohleder, L., **Engel, R. S.**, Hall, D., Whalen, A. (2011). *Cincinnati Initiative to Reduce Violence (CIRV): 2008-2010 Home Visit Report*. Submitted to the Ohio Office of Criminal Justice Services and the Cincinnati Police Department.
- Whalen, A., Hall, D. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: February 2011*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.
- Hall, D. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: January 2011*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Hall, D., Henson, B. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium 2010 Annual Crime Report*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Hall, D. & **Engel, R. S.** (2011). *Cincinnati Uptown Consortium Monthly Crime Report: December 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Engel, R. S., Cherkauskas, J. M., & Smith, M. R. (2010). *Traffic Stop Data Analysis Study: Year 4 Final Report*. Submitted to the Arizona Department of Public Safety, Director's Office, Phoenix, AZ.

Engel, R. S., Corsaro, N., & Tillyer, M. S. (2010). *Evaluation of the Cincinnati Initiative to Reduce Violence*. Submitted to the City of Cincinnati, OH, Office of the Mayor.

University of Cincinnati Policing Institute (2010). *Pittsburgh Initiative to Reduce Crime: Findings from Gang Intelligence Gathering Sessions*. Submitted to the Pittsburgh Police Department, Office of the Chief.

Simon S., **Engel, R. S.**, & Hall, D. (2010). *Cincinnati Uptown Consortium Monthly Crime Report: November 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Simon S., **Engel, R. S.**, & Hall, D. (2010). *Cincinnati Uptown Consortium Monthly Crime Report: October 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Simon S., **Engel, R. S.**, & Hall, D. (2010). *Cincinnati Uptown Consortium Monthly Crime Report: September 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Simon S., **Engel, R. S.**, & Hall, D. (2010). *Cincinnati Uptown Consortium Monthly Crime Report: August 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Simon S., **Engel, R. S.**, & Hall, D. (2010). *Cincinnati Uptown Consortium Monthly Crime Report: July 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Henson, B., Hall, D., & **Engel, R. S.** (2010). *Cincinnati Uptown Consortium Monthly Crime Report: June 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Henson, B., Hall, D., & **Engel, R. S.** (2010). *Cincinnati Uptown Consortium Monthly Crime Report: May 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Rocha, C., Henson, B., Hall, D., & **Engel, R. S.** (2010). *Cincinnati Uptown Consortium Monthly Crime Report: April 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Hall, D., & **Engel, R. S.** (2010). *Cincinnati Uptown Consortium Monthly Crime Report: March 2010*. Submitted to the Cincinnati Uptown Consortium Public Safety Committee.

Engel, R. S., Cherkauskas, J. M., & Tillyer, R. (2010). *Project on Police-Citizen Contacts: Final Report, 2008*. Submitted to the Pennsylvania State Police, Office of the Commissioner, Harrisburg, PA.

University of Cincinnati Policing Institute (2009). *Implementation of the Cincinnati Initiative to*

- Reduce Violence (CIRV): Year 2 Final Report*. Submitted to the City of Cincinnati, OH, Office of the Mayor.
- Engel, R. S.**, Tillyer, M. S., Monk, K., Dunham, J. R. (2009). *Ohio Community Initiatives to Reduce Violence Final Report*. Submitted to the Office of Criminal Justice Services, Columbus, OH.
- Engel, R. S.**, Cherkauskas, J. M., & Smith, M. R. (2009). *Traffic Stop Data Analysis Study: Year 3 Final Report*. Submitted to the Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Engel, R. S.**, Tillyer, R., and Cherkauskas, J. M. (2009). *Project on Police-Citizen Contacts: Final Report, 2007*. Submitted to the Pennsylvania State Police, Office of the Commissioner, Harrisburg, PA.
- Engel, R. S.**, Duru, H., Ozer, M., Henson, B., Monk, K.M., Hall, D. (2009). *Ohio Community Initiative to Reduce Violence, Summary of Findings for Toledo, Ohio: Supplemental Report #2*. Submitted to the Toledo Police Department, Toledo, OH.
- Engel, R. S.**, & Dunham, J. R. (2009). *Cincinnati Initiative to Reduce Violence (CIRV): 2008 Juvenile Network Analysis Summary*. Cincinnati, OH: University of Cincinnati Policing Institute.
- Engel, R. S.**, Tillyer, R., and Cherkauskas, J. M. (2008). *Project on Police-Citizen Contacts: Final Report, 2006*. Submitted to the Pennsylvania State Police, Office of the Commissioner, Harrisburg, PA.
- Engel, R. S.**, Ozer, M., Tillyer, M. S., Dunham, J. & Monk, K. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Cleveland, OH, Supplemental Report*. Submitted to the Cleveland Police Department, Cleveland, OH.
- Engel, R. S.**, Tillyer, M. S., Ozer, M., Monk, K., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Cleveland, OH*. Submitted to the Cleveland Police Department, Cleveland, OH.
- Engel, R. S.**, Monk, K., Tillyer, M. S., Dunham, J., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Mansfield, OH*. Submitted to the Mansfield Police Department, Mansfield, OH.
- Engel, R. S.**, Tillyer, M. S., Duru, H., Monk, K., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Youngstown, OH*. Submitted to the Youngstown Police Department, Youngstown, OH.
- Engel, R. S.**, Tillyer, M. S., Ozer, M., Hall, D., Dunham, J., Monk, K. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Dayton, OH*. Submitted to the Dayton Police Department, Dayton, OH.
- Engel, R. S.**, Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Year 1 Report*. Submitted to the City of Cincinnati, OH.
- Engel, R. S.**, Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati*

- Initiative to Reduce Violence (CIRV): Interim Report.* Submitted to the City of Cincinnati, OH.
- Engel, R. S.,** Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Interim Report.* Submitted to the Ohio Office of Criminal Justice Services (OCJS), Columbus, OH.
- Engel, R. S.** (2008). *Identifying and Promoting Best Practices during Traffic Stops: Final Report Prepared for the Fairfield, Oh Police Department.* Submitted to the City of Fairfield, OH.
- Engel, R. S.,** Cherkauskas, J. C., & Beck, S. (2008). *Identifying Best Practices in Criminal Interdiction Activities for the Nebraska State Patrol.* Submitted to Nebraska State Patrol, Omaha, NE.
- Engel, R. S.,** Cherkauskas, J. M., and Smith, M. R. (2008). *Traffic Stop Data Analysis Study: Year 2 Final Report.* Submitted to the Arizona Department of Public Safety, Office of the Director, Phoenix, AZ
- Engel, R. S.,** Cherkauskas, J. M., and Smith, M. R. (2008). *Utilizing Focus Groups to Evaluate Criminal Interdiction Practices for the Arizona Department of Public Safety: Final Report.* Submitted to the Arizona Department of Public Safety, Office of the Director, Phoenix, AZ
- Frank, J., Cherkauskas, J. M., **Engel, R. S.,** and Smith, M. R. (2008). *Citizen Perceptions of Traffic Stops Conducted by the Arizona Department of Public Safety.* Submitted to the Arizona Department of Public Safety, Office of the Director, Phoenix, AZ
- Smith, M. R., & **Engel, R. S.** (2008). *Race, Drugs and Policing in Seattle: A Reexamination of the Evidence.* Submitted to the City of Seattle, Seattle, WA.
- Engel, R. S.,** Tillyer, R., Cherkauskas, J. M., Frank, J. (2007). *Traffic Stop Data Analysis Study: Year 1 Final Report.* Submitted to the Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Engel, R. S.,** Cherkauskas, J. M., & Tillyer, R. (2007). *Traffic Stop Data Analysis Study Interim Report: Literature Review and Review of Other Jurisdictions.* Submitted to the Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Engel, R. S.,** Tillyer, R. & Cherkauskas, J. C. (2007). *Understanding Best Search and Seizure Practices: Final Report.* Submitted to the Ohio State Highway Patrol, Office of the Superintendent, Columbus, OH.
- Engel, R. S.,** Tillyer, R., Stoddard, C., Hoehn, B. & Johnson, R. (2007). *Project on Police-Citizen Contacts: Year 3 & 4 Final Report, January 2004 – December 2005.* Submitted to the Pennsylvania State Police, Office of the Commissioner, Harrisburg, PA.
- Engel, R. S.,** Tillyer, R., Stoddard, C., & Klahm, C. (2007). *Understanding Best Search and Seizure Practices: Interim Report.* Submitted to the Office of the Superintendent, Ohio State Highway Patrol, Columbus, OH.
- Klahm, C. Payne, T., Travis, L., & **Engel, R. S.** (2007). *TACNET Focus Group Report.* Submitted to the

Office of the Superintendent, Ohio State Highway Patrol, Columbus, OH.

- Engel, R. S.,** Frank, J., Tillyer, R., Klahm, C. (2006). *Cleveland Division of Police Traffic Stop Study: Final Report*. Submitted to the City of Cleveland, Division of Police, Office of the Chief, Cleveland, OH.
- Engel, R. S.** (2005). *Response to the "Supplemental Certification of John Lamberth."* Report prepared for the State of New Jersey, Office of the Attorney General in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey.
- Engel, R. S.** (2005). *Critique of the "Certification of John Lamberth"* Report prepared for the State of New Jersey, Office of the Attorney General in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey.
- Tillyer, R., Klahm, C., **Engel, R. S.,** & Frank, J. (2005). *Pilot Test Report for the Cleveland Division of Police Traffic Stop Study*. Submitted to the City of Cleveland, Division of Public Safety, Cleveland, OH.
- Engel, R. S.,** Calnon, J. M., Tillyer, R., Johnson, R. R. Liu, L. & Wang, X. (2005). *Project on Police-Citizen Contacts, Year 2 Final Report*. Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.** (2005). *Arizona Department of Safety Traffic Stop Data Report, January 2003-December 2003, Focus on I-17*. Report submitted to the U. S. District Attorney's Office (District of Arizona) in the matter of *U.S. v. Bustamante*.
- Engel, R. S.,** Tillyer R. & Wooldredge, J. (2004). *Critique of Solop's I-40 and I-17 Stop Data Reports*. Report submitted to the U. S. District Attorney's Office (District of Arizona) in the matter of *U.S. v. Gayle*.
- Engel, R. S.** (2004). *Arizona Department of Safety Traffic Stop Data Report, January 2003- December 2003*. Report submitted to the U. S. District Attorney's Office (District of Arizona) in the matter of *U. S. v. Gayle* and the Coconino County, Arizona Prosecutor's Office in the matter of *Arizona v. Palacios, Arizona v. Avila, Arizona v. Jones*.
- Engel, R. S.,** Calnon, J. M., Liu, L., & Johnson, R. R. (2004). *Project on Police-Citizen Contacts, Year 1 Final Report*. Report submitted to the Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2003). *Project on Police Citizen Contacts: Third Quarter Report*. Report submitted to the Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2003). *Project on Police Citizen Contacts: Six Month Report*. Report submitted to the Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2002). *Project on Police Citizen Contacts: First Quarter Report*. Report submitted to the Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S. &** Worden R. E. (2000). *Police Officers' Attitudes, Behavior, and Supervisory Influences: An Analysis of Problem-Solving*. Report submitted to the National Institute of Justice, Washington DC: U.S. Department of Justice.

Engel, R. S. (2000). *Patrol Officer Supervision in the Community Policing Era*. Report submitted to the National Institute of Justice, Washington DC: U.S. Department of Justice.

Engel, R. S. & Silver, E. (2000). *Policing Mentally Disordered Suspects: A Reexamination of the Criminalization Hypothesis*. Report submitted to the National Institute of Justice, Washington DC: U.S. Department of Justice.

Shepard, R. L. (1999). *Patrol Supervisory Styles*. Report submitted to the National Institute of Justice, Washington DC: U.S. Department of Justice.

Parks, R. B., Mastrofski, S. D., Reiss, Jr., A. J., Worden, R. E., Terrill, W. C., DeJong, C., Stroschine, M., & **Shepard, R. L.** (1998). *St. Petersburg Project on Policing Neighborhoods: A Study of the Police and the Community*. Report submitted to the St. Petersburg, FL Police Department.

COURSES TAUGHT

University of Cincinnati

Introduction to Criminal Justice – undergraduate
Introduction to Policing – undergraduate
Police and the Community – undergraduate
Special Topics: Preventing Gang Violence –undergrad/masters
Special Topics: Explaining Police Behavior – masters
CJ Administration & Management – masters
Theory and Practice of Law Enforcement – masters
Seminar on Criminal Justice Theory – doctoral
Police and the Community – doctoral

Pennsylvania State University

Introduction to the Administration of Justice – undergraduate
Policing in America – undergraduate
Criminal Justice Agency Administration – distance learning
Criminal Justice System and Organizations – doctoral
Issues in Law Enforcement – doctoral

University at Albany

Introduction to the Nature of Crime – undergraduate
Introduction to the Administration of Justice – undergraduate

EXPERT TESTIMONY

Engel, R. S. Deposition given in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey, February 7, 2006.

Engel, R. S. Remarks delivered at the Ministry of National Security's War on Crime Program, National Address, Port of Spain, Trinidad, February 25, 2002. Live nationwide radio and television broadcasts.

Engel, R. S. Expert testimony given before the Pennsylvania House of Representatives, Judiciary Committee on House Resolution 269 and the issue of racial profiling, October 22, 2001, Harrisburg, PA

CONSULTING

Bias-based policing, policy, and statistical consultant:

Cincinnati Police Department	2007 – present
Seattle Police Department	2007 – 2009
Fairfield, Ohio Police Department	2007 – 2008
NAACP (Baltimore, Maryland)	2007 – 2008
Office of the Commissioner, Nebraska State Patrol	2006 – 2008
Office of the Commissioner, Ohio State Highway Patrol	2005 – 2007
Office of the Commissioner, Pennsylvania State Police	2001 – 2010
New Jersey State Attorney General	2005 – 2006
U.S. Department of Justice, United States Attorney, District of Arizona	2004 – 2006
County of Coconino, Office of the District Attorney	2004 – 2005
OSHP and SIEC committee	2003 – 2004
Minister of National Security, Trinidad & Tobago	2002

TRAINING SEMINARS

Engel, R. S. & Whalen, J.L. *Violent Crime Reduction Training*. Training workshop presented to the Cincinnati Police Department Command Staff, Cincinnati, OH, July 15, 2013.

Engel, R. S. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to the Baton Rouge Police Department, Baton Rouge, LA, November 5, 2012.

Engel, R. S., & Whalen, J. L. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to New Haven Police Department and U.S. Attorney's Office, New Haven, CT, August 13, 2012.

Engel, R. S., & Whalen, J. L. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to Kansas City, Missouri Police Department and other law enforcement executives, Kansas City, Missouri, April 10, 2012.

Engel, R. S. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to New Orleans Innovation Delivery Team, Office of the Mayor, New Orleans, LA, April 2, 2012.

Engel, R. S. & Gerard, D.W. *What Works in Policing? Facilitating Evidence-Based Practices*. Presentation to Yolo County, CA Law Enforcement Officials, Woodland, CA, Jan 12, 2012.

Engel, R. S. *Data Collection and Analyses for Gang Enforcement (and other academic nonsense that might actually help law enforcement)*. Institute for Intergovernmental Research. Bureau of Justice Assistance (BJA). Cincinnati Police Department Training Academy, Cincinnati, OH, June 3, 2009.

- Engel, R. S. & Lovins, B.** *Ohio Community Initiatives to Reduce Violence: Research Roundtable Workshop*. Training workshop presented to various Ohio law enforcement officials and community members, Columbus, OH, April 3, 2009.
- Engel, R. S.** *Ohio Community Initiatives to Reduce Violence: Data Collection Workshop*. Training presented to various Ohio law enforcement officials and community members, Cincinnati Police Department Training Academy, Cincinnati, OH, January 20, 2009.
- Engel, R. S., & Gerard, D.** *Ohio Community Initiatives to Reduce Violence: Gang Enforcement Workshop*. Training presented to various Ohio law enforcement officials and community members, Cincinnati Police Department Training Academy, Cincinnati, OH, January 20, 2009.
- Engel, R. S. & Whalen, J.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the CIRV Youngstown Law Enforcement Team, Youngstown, OH, August 25, 2008.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the CIRV Mansfield Law Enforcement Team, Mansfield, OH, June 18, 2008.
- Engel, R. S. & Gerard, D.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the CIRV Cleveland Law Enforcement Team, Cleveland, OH, June 2, 2008.
- Engel, R. S., Baker, S. G., Whalen, J., Spector, A., & Ross, S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the OCJS Training Seminar, Richfield, OH, April 2-3, 2008.
- Engel, R. S.** *Violence Prevention Initiatives: Focused Deterrence Approaches in Action*. Training Workshop presented to members of the Northern Ohio Violent Crime Consortium, Richmond, OH, April 2-3, 2008.
- Engel, R. S. & Johnson, R.** *Effective Supervision in the Community Policing Era*. Training workshop presented to the Fairfield, OH Police Department, October 1, 2004.
- Engel, R. S. & Johnson, R.** *Effective Supervision in the Community Policing Era*. Training workshop presented to the Roanoke, VA Police Department, December 10, 2003.

ADVISORY BOARD MEMBER

Police Foundation. Washington, D.C. 2012 – present

Stop, Question and Frisk Advisory Committee, John Jay College, NY, NY, 2012 – present

TSA Behavior Detection and Analysis Program Research TAC. American Institutes of Research, 2013 - 2014

Lord Steven's Independent Commission into the Future of Policing in England and Wales, 2012 - 2014

Forensic Genetics Working Group. National Institute of Justice. 2009 –2010.

Agenda 360. City of Cincinnati 10-year Strategic Plan. Urban Renaissance Action Team, expert consultant, June 2007 – June 2008.

2nd Annual Istanbul Conference on Democracy and Global Security. Sponsored by the Turkish National Police. Advisory board member, 2006-2007.

Out of the Crossfire. Funded by the University of Cincinnati Hospital and Cincinnati Bar Foundation. Executive board member, February 2007 – September 2009.

Biased-Based Policing, Denominator Conferences. Funded by the Police Executive Research Forum and COPS, Department of Justice. Advisory Board Member, March 2004 – August 2004.

Eliminating Unintentional Racial Biases in Police Officer Decision-Making. New Jersey Department of Law & Public Safety and the New Jersey Office of the Attorney General. Advisory board member, February 2004 – February 2005.

INVITED CONFERENCE PARTICIPANT

The White House Working Session on Technology and Data Innovation for Transparency and Accountability in Policing, Sponsored by the Laura and John Arnold Foundation, Washington, D.C. April 8, 2015.

Convening on the State of Innovations in American Policing, Sponsored by the John D. and Catherine T. MacArthur Foundation. Chicago, Illinois, November 6-7, 2014.

Police Research Conference, Sponsored by Scottish Institute for Police Research, George Mason University, The Scottish Government, and Police Scotland, Tulliallan Castle, Kincardine Scotland, Scotland, October 20-21, 2014.

Symposium on the Future of Policing, Sponsored by Griffith University and Queensland Police Service, Brisbane, Australia, September 8, 2014.

First International Congress on Internal Affairs: Police Control in Democracies, Sponsored by the National Commissioner for the Security of Mexico and the Federal Police of Mexico, Los Cabos, Mexico, October 23-25, 2013.

Center for Evidence-Based Crime Policy – Scottish Institute for Police Research 2013 Symposium, Washington, D.C., April 9-10, 2013.

Scotland & Violence Prevention Conference, Sponsored by the Strathclyde Police, Violence Reduction Unit, Tulliallan Castle, Kincardine Scotland, October 12-15, 2012.

International Forum of Experts on Gangs, Sponsored by Home Office in partnership with Association of Chief Police Officers, London, England, October 12 -13, 2011.

Harvard Executive Sessions on Policing and Public Safety, Sponsored by the National Institute of Justice, at Harvard University, Cambridge, MA, January 13-15, 2011.

National Network for Safe Communities: Annual Conference, John Jay College, New York, NY, December 4-5, 2009.

Restoring Respect, conference sponsored by Youth Justice Agency, Belfast, Ireland, Nov 12-14, 2009.

Istanbul Conference on Democracy and Global Security, Istanbul Turkey, June 9-11, 2005.

2005 Criminology and Economics Summer Workshop. Programs on the Economics of Crime and Justice Policy, University of Maryland, Elkridge, Maryland

Status Check: Police Studies, International Conference. Eastern Kentucky University, Richmond, Kentucky, June 12-14, 2003.

Confronting Racial Profiling in the 21st Century: Implications for Racial Justice. Northeastern University, Boston, MA, March 8 & 9, 2003.

INVITED PRESENTATIONS

Engel, R. S. *Getting Smart on Crime: Merging Research and Practice. A Celebration of Cincinnati Criminal Justice Officials*. Keynote Speaker, Cincinnati Citizen Police Association's Annual Black Tie Event, Queen City Club, Cincinnati, OH, April 22, 2015

Engel, R. S. *The Role of Police in Pretrial Justice: Changing how Police View Arrest*. Roundtable on Pretrial Practices, hosted by the Laura and John Arnold Foundation, John Jay College of Criminal Justice, New York, NY, March 18, 2015.

Engel, R. S. *Police-Academic Partnerships: Replicating What Works and Eliminating What Doesn't*. SIPR/GMU Police Research Conference, Tulliallan, Scotland, October 20, 2014.

Engel, R. S. *What Works in Policing? Moving from Research to Practice*. Best Practices in Public Safety Seminar, Hosted by the Oklahoma State Attorney General, Oklahoma City, Oklahoma, October 1, 2014.

Engel, R. S. *Technology and Policing: Some Clever?? Thoughts*. Symposium on the Future of Policing, Sponsored by Griffith University and Queensland Police Service, Brisbane, Australia, September 8, 2014.

Engel, R. S., Whalen, J. L., & Baker, S.G. *Cincinnati Initiative to Reduce Violence: Update*. Presentation to the City of Cincinnati, City Council, Law and Public Safety Committee, Cincinnati, OH, September 15, 2014.

Engel, R. S. *Cincinnati Initiative to Reduce Violence: Update*. Presentation to Cincinnati Mayor John Cranley and the CIRV Governing Board, Cincinnati, OH July 29, 2014.

Engel, R. S. *Effectiveness vs. Equity in Policing: Is a Tradeoff Inevitable?* Police Foundation Ideas in American Policing Lecture, June 25, 2014.

Engel, R. S. *Cincinnati Initiative to Reduce Violence: Update*. Presentation to Cincinnati Mayor John

- Cranley and the CIRV Governing Board, Cincinnati, OH June 24, 2014.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence: Update.* Presentation to Cincinnati Mayor John Cranley and the CIRV Governing Board, Cincinnati, OH April 29, 2014.
- Engel, R. S.** *Refocusing on Focused Deterrence: Cincinnati Initiative to Reduce Violence.* Presentation to the City Manager's Advisory Group, Cincinnati, OH, March 28, 2014.
- Engel, R. S., Whalen, J. L., & Gerard, D. W.** *Evidence-Based Policing: Focusing on Hotspots.* Presentation to the Tulsa Police Department, Tulsa, OK, March 7, 2014.
- Engel, R. S., Whalen, J. L., & Gerard, D. W.** *Using Focused Deterrence to Reduce Gang Violence.* Presentation to the Tulsa Police Department, Tulsa, OK, March 7, 2014.
- Engel, R. S.** *Evidence-Based Policing: Focusing on Hotspots.* Presentation to the George Kaiser Family Foundation, Tulsa, Oklahoma, March 7, 2014.
- Engel, R. S., Whalen, J. L., & Gerard, D. W.** *Evidence-Based Policing: Focusing on Hotspots.* Presentation to the Oklahoma City Police Department, Oklahoma City, OK, March 6, 2014.
- Engel, R. S., Whalen, J. L., & Gerard, D. W.** *Using Focused deterrence to Reduce Gang Violence.* Presentation to the Oklahoma City Police Department, Oklahoma City, OK, March 6, 2014.
- Engel, R. S., Whalen, J. L., & Gerard, D. W.** *Evidence-Based Policing: Focusing on Hotspots.* Presentation to the Ada Police Department, Ada, Oklahoma, March 5, 2014.
- Engel, R. S., Whalen, J. L., & Gerard, D. W.** *Evidence-Based Policing: Focusing on Hotspots.* Presentation to the Lawton Police Department, Lawton, Oklahoma, March 5, 2014.
- Engel, R. S.** *Enhancing Campus Safety: Report from the Campus Crime Reduction Committee.* Presentation to the Faculty Senate Joint Governance Meeting, University of Cincinnati, Cincinnati, OH, February 13, 2014.
- Engel, R. S.** *Refocusing on Focused Deterrence: Cincinnati Initiative to Reduce Violence.* Presentation to the Cincinnati City Council, Law & Public Safety Committee, Cincinnati, OH, Feb 3, 2014.
- Engel, R. S.** *What Works in Policing? Assessing the Gap between Evidence and Practice.* Presentation to the West Palm Beach, FL Police Department, West Palm Beach, FL, January 24, 2014.
- Engel, R. S.** *Using Focused Deterrence to Reduce Gang Violence.* Presentation to the West Palm Beach Police Department, West Palm Beach, FL, January 24, 2014.
- Engel, R. S.** *Refocusing on Focused Deterrence: Developing the Next Iteration of CIRV.* Presentation to the Cincinnati Police Department, 2014 Command Staff Retreat, Cincinnati, OH, Jan 15, 2014.
- Engel, R. S.** *What Works in Policing? Assessing the Gap between Evidence and Practice.* Presentation at the *Best Practices in Public Safety Seminar*, Hosted by the Oklahoma State Attorney General's Office, Oklahoma City, OK, December 6, 2013.

- Engel, R. S.** *Using Focused Deterrence to Reduce Gang Violence.* Presentation to the California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.
- Engel, R. S.** *Funding What Works: Promoting Evidence-Based Policing and Crime Reduction Proposals.* Presentation to the California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.
- Engel, R. S.** *What Works in Policing? Identifying and Facilitating Evidence-Based Practices.* Presentation to the California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.
- Engel, R. S. & Whalen, J. L.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience* Presentation to Loraine, OH Law Enforcement Officials, October 11, 2013.
- Engel, R. S. & Whalen, J. L.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience* Presentation to Hartford, Connecticut Law Enforcement Officials, Hartford, CT, Aug 18, 2013.
- Engel, R.S. & Graham, W.** *Reducing Gang Violence across Cities and Cultures: Experiences from Cincinnati, Ohio and Glasgow, Scotland.* U.S. Congressional Briefing, Washington D.C., April 8, 2013.
- Engel, R. S.** *Evaluation of the Cincinnati Initiative to Reduce Violence.* Presentation to the Scotland & Violence Prevention Conference, sponsored by the Strathclyde Police, Violence Reduction Unit, Tulliallan Castle, Kincardine Scotland, October 12-15, 2012.
- Engel, R. S., Cherkaskas, J. M., & Smith, M. R.** *Traffic Stop Data Analysis Study: Year 5 Final Report.* Presentation to the Arizona Department of Public Safety, Phoenix, AZ, Feb 29, 2012.
- Engel, R. S., Cherkaskas, J. M., & Smith, M. R.** *Traffic Stop Data Analysis Study: Year 5 Final Report.* Presentation to the Arizona Department of Public Safety Senior Command Staff, Phoenix, AZ, February 28, 2012.
- Engel, R. S. & Whalen, J. L.** *Focused Deterrence Approaches to Reduce Violence.* Presentation at the Ohio Offices of Criminal Justice Services (OCJS), Strategic Planning Conference, Columbus, Ohio, November 3, 2011.
- Engel, R. S., Cherkaskas, J. M., & Smith, M. R.** *Traffic Stop Data Analysis Study: Year 4 Final Report.* Presentation to the Arizona Department of Public Safety Senior Command Staff, Phoenix, AZ, January 27, 2011.
- Engel, R. S.** *Reducing Gang Violence Using Focused Deterrence Strategies.* National Alliance of Gang Investigators Association, 2011 World Gang Summit, Phoenix, AZ, January 25, 2011.
- Engel, R. S., Whalen, J.L., Baker, S.G., & Gerard, D.** *Violence Reduction through a Focused Deterrence Approach: The Cincinnati Initiative to Reduce Violence.* Forum on Youth and Violence: A Strategic Response to Gangs and Guns. Georgia State University and the Atlanta Police Department, Atlanta, GA, October 5-6, 2010.
- Engel, R. S. & CIRV Team Members.** *Update for the Cincinnati Initiative to Reduce Violence.*

Presentation to the Cincinnati City Council, Cincinnati, OH, August 2, 2010.

Engel, R. S. & Whalen, J.L. *Update for the Cincinnati Initiative to Reduce Violence.* Presentation to the Cincinnati City Council, Cincinnati, OH, January 20, 2010.

Engel, R. S., & Gerard, D. *CIRV Taliband Gang Enforcement.* Presentation to the National Network for Safe Communities (NNSC) Annual Conference, John Jay College, New York City, Dec 6, 2009.

Engel, R. S. *Youth, Gangs & Violence: Promising Violence reduction Initiatives in the United States.* Presentation to the Youth Justice Agency, "Restoring Respect" Conference, Belfast, Ireland, November 12, 2009.

Engel, R. S., Cherkauskas, J. M., & Smith, M. R. Traffic Stop Data Analysis Study: Year 3 Final Report. Presentation to the Arizona Department of Public Safety Senior Command Staff, Phoenix, AZ, November 17, 2009.

Engel, R. S., Baker, G., & Whalen, J. *Cincinnati Initiative to Reduce Violence.* Presentation to the Tri-State Conference on Gang Crimes, Hamilton, OH, September 22, 2009.

Engel, R. S., & Baker, G. *Cincinnati Initiative to Reduce Violence.* Presentation to the City Manager's City Department Head's Meeting, Cincinnati, OH, August 11, 2009.

Engel, R. S. *Cincinnati Initiative to Reduce Violence,* presentation to the Cincinnati Human Relations Commission Board of Directors, Cincinnati, OH, July 9, 2009.

Engel, R. S., Baker, G., & Ware, N. *Cincinnati Initiative to Reduce Violence.* Presentation to the Cincinnati Association, Cincinnati, OH, May 12, 2009.

Engel, R. S., Whalen, J., & Gerard, D. *CIRV Taliband Gang Enforcement.* Presentation to Woodward Technical High School Faculty and Staff. Cincinnati, OH, April 13, 2009.

Engel, R. S., Gerard, D., & Dunham, J. *CIRV Taliband Gang Enforcement.* Occasional Symposium Series, Center for Crime Prevention and Control John Jay College, NY, March 24, 2009.

Engel, R. S. *A Decade of Crime and Safety: Overview and Future Trends.* Presentation at the Cincinnati Police Department Command Staff Retreat, Xavier University, Cincinnati, OH, Mar 13, 2009.

Engel, R. S. & Gerard, D. *CIRV Taliband Gang Enforcement.* Presentation at the Cincinnati Police Department Command Staff Retreat, Xavier University, Cincinnati, OH, Mar 12, 2009.

Whalen, J. L., Gerard, D. and **Engel, R. S.** *CIRV Taliband Gang Enforcement.* Presentation to the Hamilton County Chiefs Association, Amberley, OH, January 2009.

Engel, R. S. & Gerard, D. *CIRV Taliband Gang Enforcement.* Presentation to the Northern Ohio Violence Consortium Cities; Sponsored by the Ohio Office of Criminal Justice Services (OCJS), Cincinnati, OH, January 20, 2009.

Engel, R. S. *Ohio Community Initiatives to Reduce Violence: Updates from Cincinnati.* Presentation to the Northern Ohio Violence Consortium Cities; Sponsored by the Ohio Office of Criminal Justice

Services (OCJS), Cincinnati, OH, January 20, 2009.

Engel, R. S. & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to the City Manager's Advisory Group, Cincinnati, OH, January 9, 2009.

Engel, R. S. & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to the Cincinnati Police Department, Criminal Investigation Division, Cincinnati, OH, December 17, 2009.

Engel, R. S., Cherkauskas, J. M., Smith, M. R. & Frank, J. *Traffic Stop Data Analysis Study: Year 2 Final Report*. Presentation to the Arizona Department of Public Safety Criminal Intelligence Division, Phoenix, AZ, November 5, 2008.

Engel, R. S., Cherkauskas, J. M., Smith, M. R. & Frank, J. *Traffic Stop Data Analysis Study: Year 2 Final Report*. Presentation to the Arizona Department of Public Safety Highway Patrol Division, Phoenix, AZ, November 4, 2008.

Engel, R. S., Cherkauskas, J. M., Smith, M. R. & Frank, J. *Traffic Stop Data Analysis Study: Year 2 Final Report*. Presentation to the Arizona Department of Public Safety Canine Unit, Phoenix, AZ, November 4, 2008.

Engel, R. S., Cherkauskas, J. M., Smith, M. R. & Frank, J. *Traffic Stop Data Analysis Study: Year 2 Final Report*. Presentation to the Arizona Department of Public Safety Senior Command Staff, Phoenix, AZ, November 3, 2008.

Engel, R. S. & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Toledo Law Enforcement Team, Toledo, OH, October 22, 2008.

Baker, S.G., Streicher, T. H., **Engel, R. S.**, Whalen, J., Love, R., Dowdell, G., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati City Council, Law and Public Safety Committee, Cincinnati, OH, October 21, 2008.

Baker, S. G., **Engel, R. S.**, Whalen, J., Garcia, V., Love, R., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Governing Board, Cincinnati, OH, October 20, 2008.

Engel, R. S. *An Evening at a Great University: Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation at the H. C. Buck Niehoff 12th Annual "An Evening with Great Professor" at the University of Cincinnati, Cincinnati, OH, October 16, 2008.

Engel, R. S. *Violence Reduction Initiatives: Promising Practices*. Presentation to the 2008 Ohio Crime Conference: Effective Strategies for Reducing and Preventing Crime, Columbus, OH, September 18, 2008.

Engel, R. S., Baker, S. G., and Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the 2008 Ohio Crime Conference: Effective Strategies for Reducing and Preventing Crime, Columbus, OH, September 18, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation at the National Forum on Criminal Justice & Public Safety, Louisville, KY, August 5, 2008.

- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation during the Ohio Senate Democratic Caucus: Listening Tour, Cincinnati, OH, June 25, 2008.
- Engel, R. S.,** Baker, S. G., Streicher, T.H., Whalen, J., Garcia, V., Love, R., Dowdell, G., Ross, S. & Kennedy, D. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati City Council, Law and Public Safety Committee, Cincinnati, OH, May 6, 2008.
- Engel, R. S. & Baker, S. G.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Hamilton County Juvenile Justice Commission, Cincinnati, OH, April 17, 2008.
- Engel, R. S.,** Baker, S. G., & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Hamilton County Juvenile Court, Cincinnati, OH, April 16, 2008.
- Engel, R. S.,** Baker, S. G., Whalen, J., Garcia, V., Love, R., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the CIRV Governing Board, Cincinnati, OH, April 14, 2008.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the MARCC Delegates Council, Cincinnati, OH, April 9, 2008.
- Engel, R. S.** 2008. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the University of Cincinnati Board of Trustees, Cincinnati, OH, March 18, 2008.
- Engel, R. S.,** Baker, S. G., Whalen, J., & Kennedy, D. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Hamilton County Juvenile Court, Cincinnati, OH, February 27, 2008.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the UC / Uptown Consortium, community partners luncheon featuring Dr. Steven Covey, Cincinnati, OH, February 18, 2008.
- Baker, S. G., **Engel, R. S.,** & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Cincinnati Neighborhood Summit, Cincinnati, OH, February 16, 2008.
- Engel, R. S. & Baker, S. G.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Cincinnati City Council, Law and Public Safety Committee, Cincinnati, OH, February 12, 2008.
- Engel, R. S.** *Traffic Stop Data Analysis Study: Final Report*. Presentation to the Arizona Department of Public Safety Command Staff, Phoenix AZ, November 6, 2007.
- Engel, R. S.** *Traffic Stop Data Analysis Study: Final Report*. Presentation to the Arizona Department of Public Safety Highway Patrol Staff, Phoenix AZ, November 6, 2007.
- Baker, S. G., & **Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Urban League of Greater Cincinnati Board of Directors, Cincinnati, OH, October 18, 2007.
- Baker, S. G., Whalen, J., & **Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Cincinnati Police Department, Annual Leadership Retreat, Cincinnati, OH, Oct 9, 2007.
- Engel, R. S.,** Tillyer, M. S., Baker, S. G., & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Columbus Police Department, Columbus, OH, September 11, 2007.

- Engel, R. S. & Baker, S. G.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the CIRV Governing Board, Cincinnati, OH, August 14, 2007.
- Engel, R. S. & Tillyer, M. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Uptown Consortium Public Safety Committee, Cincinnati, OH, August 8, 2007.
- Streicher, T., Garcia, V., Ross, S., Spector, A., **Engel, R. S.**, Kennedy, D. M., & Tillyer, M. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Ohio Association of Chiefs of Police, 2007 Annual Conference, Cincinnati, OH, August 1, 2007.
- Engel, R. S., & Baker, S. G.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Friends of the Collaborative, Cincinnati, OH, July 19, 2007.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Ohio State Attorney General's Office Staff, Cincinnati, OH, June 29, 2007.
- Engel, R. S. & Tillyer, R.** *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to the Arizona Department of Public Safety Highway Patrol Staff, Tucson AZ, May 31, 2007.
- Engel, R. S. & Tillyer, R.** *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to the Arizona Department of Public Safety Patrol Staff, Phoenix AZ, May 30, 2007.
- Engel, R. S. & Tillyer, R.** *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to the Arizona Department of Public Safety Highway Patrol Staff, Flagstaff AZ, May 30, 2007.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the MARCC Delegates Council, Cincinnati, OH, May 9, 2007.
- Engel, R. S. & Garcia, V.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Cincinnati Gang Initiative Group, Cincinnati, OH, April 24, 2007.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Cincinnati Children's Hospital and Medical Center Board of Directors, Cincinnati, OH, April 20, 2007.
- Engel, R. S.** *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to the Arizona Department of Public Safety, Phoenix AZ, Mar 28, 2007.
- Engel, R. S.** *Results from the Cleveland Division of Police, Traffic Stop Study*. Presentation to the Cleveland City Council Public Safety Committee, Cleveland, OH, February 28, 2007.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to the Uptown Consortium Executive Board, Cincinnati, OH, February 21, 2007.
- Engel, R. S.** *Update on Bias-Based Policing Litigation and Research*. Presentation to the Fairfield

Police Department, Fairfield, OH, December 13, 2006.

- Engel, R. S.** *Identifying Best Practices in Search and Seizure Activities*. Presentation to the Ohio State Highway Patrol Command Staff Annual Meeting, Columbus, OH, November 2, 2006.
- Engel, R. S.** 2006. *Update on Bias-Based Policing Litigation and Research*. Presentation to the Nebraska State Patrol command staff, August 25, 2006.
- Frank, J., **Engel, R. S.**, Tillyer, R., Klahm, C. *Cleveland Division of Police Traffic Stop Study: Final Report*. Presentation to the City of Cleveland, Division of Police, Office of the Chief, Cleveland, OH, August 2, 2006.
- Engel, R. S.** *Examining Racial and Ethnic Disparities in Search and Seizure Rates: Implications for Training*. Presentation to the Pennsylvania State Police training staff and command personnel, Harrisburg, PA, July 20, 2006.
- Engel, R. S.** *Update on Bias-Based Policing Litigation and Research*. Presentation to the IACP North Central Region, State and Provincial Police, Regional Meetings, Columbus Ohio, May 16, 2006.
- Engel, R. S.** & Eck, J. *Can we have it all? Toward equitable and effective policing*. Paper presented at the Istanbul Conference on Democracy and Global Security, Istanbul Turkey, June 9-11, 2005.
- Engel, R. S.** *A Critique of the KPT Principle*. Presentation during the 2005 *Criminology and Economics Summer Workshop*. Programs on the Economics of Crime and Justice Policy, University of Maryland, Elkrige, Maryland, June 6, 2005.
- Engel, R. S.** & Tillyer, R. *The State of Racial Profiling Research: Analytical Issues Involved in Benchmarking and Examining Post-Stop Outcomes*. Presentation to the Ohio Highway Patrol, Columbus, OH, March 1, 2005.
- Engel, R. S.** *Yes or No – Does “Consent” Matter? Examining Consent Searches for Two State Police Agencies*. Presentation to the Police Policy Research Group at the University of Albany, Albany, NY, February 23, 2005.
- Engel, R. S.** *The All Important Numerator (Stop Data)*. Presentation at “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by the Police Executive Research Forum and the COPS Office, Kansas City, MO, August 24-25, 2004.
- Engel, R. S.** and Alpert, G. *Ensuring Data Quality*. Presentation at “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, August 24-25, 2004.
- Engel, R. S.** *Analyzing Post-Stop Data*. Presentation at “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, August 24-25, 2004.
- Zingraff, M. and **Engel, R. S.** *Observation Benchmarking*. Presentation at “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, August 24-25, 2004.

- Engel, R. S.** *Project on Police-Citizen Contacts Year 1 Final Report*. Presentation to the Commonwealth of Pennsylvania Legislative Black Caucus, Harrisburg, PA, May 25, 2004.
- Engel, R. S.** & Edelman, W. *Results from the MARCS intra-operability study*. Presentation to the Ohio Highway Patrol and the SIEC committee, Columbus, OH, March 31, 2004.
- Engel, R. S.** *Racial Profiling: Research Issues and Findings*. Presentation to the Roanoke, VA Police Department, December 11, 2003.
- Engel, R. S.** *Issues Surrounding Benchmarking in Racial Profiling Research*. Presentation at the Third National Symposium on Racial Profiling, sponsored by Northwestern University Center for Public Safety and the Police Executive Research Forum, Chicago, November 5, 2003.
- Engel, R. S.** *Understanding community policing policies in the United States: Assessing similarities, differences, and effectiveness*. Presentation to the Minister of National Security, Commissioner of Police, and senior officers from Trinidad and Tobago, Port of Spain, Trinidad, Feb 21, 2002.
- Engel, R. S.** *Why do cops do what they do?* Colloquium series sponsored by the Pennsylvania Prison Society, Centre County Branch, State College, PA, February 5, 2002.
- Engel, R. S.** & Silver, E. *Policing mentally disordered suspects*. Colloquium series sponsored by the Psychiatry Department and Center for Mental Health Policy and Service Research, University of Pennsylvania, January 14, 2002.
- Shepard, R. L.** *The effects of supervisory styles on patrol officer behavior*. Paper presented at the National Institute of Justice annual conference, Washington, D.C., July 18-21, 1998.

CONFERENCE PRESENTATIONS

- Clutter, J. E., Ozer, M., & **Engel, R. S.** *Co-Offending Networks and Routine Activities Theory*. Presented at the Academy of Criminal Justice Sciences Annual Meeting, Orlando, FL, March 6, 2015.
- Deryol, R., Madero Hernandez, A., & **Engel, R. S.** *The Evaluation of the Impact of Neighborhood Revitalization on Crime*. Presented at the Academy of Criminal Justice Sciences Annual Meeting, Orlando, FL, March 5, 2015.
- Peterson, S., Ozer, M., & **Engel, R. S.** *The Relationship Between Police Gang Enforcement Efforts, Co-Offending Networks, and Violent Crime*. Presented at the Academy of Criminal Justice Sciences Annual Meeting, Orlando, FL, March 5, 2015.
- Henderson, S., Clutter, J.E., Isaza, G., & **Engel, R. S.** *Incorporating Spatial Interdependence Statistical Techniques into Gang Violence Program Evaluations*. Presented at the Academy of Criminal Justice Sciences Annual Meeting, Orlando, FL, March 4, 2015.
- Isaza, G., **Engel, R. S.**, Ozer, M. *Clery Act Timely Warning Emails and Perceptions of Campus Safety*.

Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 22, 2014.

Mueller, D., McManus, H.D., Sullivan, C., **Engel, R. S.** *Disproportionate Minority Contact at the System's Front End: Officer Perceptions and Implications for Justice Practice.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Sullivan, C., **Engel, R. S.**, Latessa, E., & Wooldredge, J. *Ohio DMC Assessment: Study Aims and Methods.*

Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Lee, Y., Eck, J. E., **Engel, R. S.**, Ozer, M., & Deryol, R. *Inside High Crime Street Segments: Proprietary and Proximal Place Crime Concentration.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Deryol, R., Ozer, M., Eck, J. E., **Engel, R. S.**, & Lee, Y. *Seasonal Variation within High Crime Street Segments in Cincinnati.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Ozer, M., Deryol, R., Eck, J. E., **Engel, R. S.**, & Lee, Y. *The Efficiency of Different Analytical Tools and Units of Analyses for Identifying Hot Spots.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Clutter, J. E., **Engel, R. S.**, Ozer, M., & Corsaro, N. *Evaluation of Focused Deterrence Strategies.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Engel, R. S., Corsaro, N., & Ozer, M. *Reducing Murders in New Orleans: Evaluation of the Gang Violence Reduction Strategy.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Peterson, S., Henderson, S., Clutter, J. E., & **Engel, R. S.** *The Devil is in the Details: Comparing and Contrasting Divergent Violence Reduction Programs.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Henderson, S., Ozer, M., **Engel, R. S.**, & Peterson, S. *Using Growth Curve Modeling to Measure the Impact of Custom Notifications in a Focused Deterrence Initiative.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 20, 2014.

Ozer, M., **Engel, R. S.** & Deryol, R. *Examining the Impact of Using Undefined Unit of Analysis in Recent Crime Prevention Studies.* Presented at the Academy of Criminal Justice Sciences Annual Meeting, Philadelphia, PA, February 19, 2014.

Engel, R. S., Skubak Tillyer, M. & Corsaro, N. *Reducing Gang Violence Using Focused Deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV).* Presented at the Academy of Criminal Justice Sciences Annual Meeting, Philadelphia, PA, February 20, 2014.

Peterson, S., **Engel, R. S.** Henderson, S., & Ozer, M., *The Dynamics of Gang Networks and Gang*

- Membership*. Presented at the American Society of Criminology Annual Meeting, Atlanta, GA, November 21, 2013.
- Sams, T., **Engel, R. S.**, Spiegel, S. N., & Sullivan, C. *Disproportionate Minority Contact in the Juvenile Justice System: Police Officers' Perceptions of Decision Making*. Presented at the American Society of Criminology Annual Meeting, Atlanta, GA, November 21, 2013.
- Clutter, J. E., **Engel, R. S.**, Gerard, D. W., & Ozer, M. *Wound Displacement: Possible Methods Displacement from Focused Deterrence*. Presented at the American Society of Criminology Annual Meeting, Atlanta, GA, November 22, 2013.
- Henderson, S., **Engel, R. S.** Peterson, S., & Ozer, M., *The Use of Custom Notifications in Focused Deterrence Initiatives*. Presented at the American Society of Criminology Annual Meeting Atlanta, GA, November 22, 2013.
- Henderson, S. & **Engel, R. S.** *Street Advocates and Dynamic Risk: The Applicability of Actuarial Assessments to Focused Deterrence Hiring Practices*. Presented at the Academy of Criminal Justice Sciences Annual Meeting, Dallas, TX, March 23, 2013.
- Engel, R. S.**, Tillyer, & Eck, J. *Combining Compstat and Problem Solving: Introducing Cincinnati STARS (Strategic & Tactical Analytic Review for Solutions)*. Presented at the Academy of Criminal Justice Sciences Annual Meeting, Dallas, TX, March 20, 2013.
- Engel, R. S.**, Tillyer, M. S., Sullivan, C. J. & Corsaro, N. *Opening the Focused Deterrence Black Box: Further Examination of the Cincinnati Initiative to Reduce Violence*. Presented at the American Society of Criminology Annual Meeting, Chicago, IL, November 15, 2012.
- Grothoff, G., & **Engel, R. S.** *Policing Juveniles: What We Know, What We Don't Know, and What We Hope to Learn*. Presented at the American Society of Criminology Annual Meeting, Chicago, IL, November 14, 2012.
- Clutter, J. E., Eley, J., **Engel, R. S.**, & Cherkauskas, J. C. *Further Exploration of Racial Ethnic Disparities in Search and Seizure Rates in Arizona: Geographical and Organizational Influences*. Presented at the American Society of Criminology Annual Meeting, Chicago, IL, November 14, 2012.
- Eck, J., & **Engel, R. S.** *Rethinking Packer: What New Approaches to Policing Suggest for the Due Process v Crime Control Tradeoff*. Presented at the American Society of Criminology Annual Meeting, Washington, DC, November 18, 2011.
- Engel, R. S.** *Youth, Gangs & Violence: promising Violence Reduction Initiatives in the United States*. Presented at the XXXII International Congress on Law and Mental Health, Berlin, Germany, July 18, 2011.
- Engel, R.S.**, Tillyer, M.S., & Corsaro, N. *Cincinnati Initiative to Reduce Violence: Evaluating the Impact on Gang-Related Homicides and Gun Violence*. Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 19, 2010.
- Henson, B., Hall, D., & **Engel, R.S.** *Cincinnati Initiative to Reduce Violence: Examining Police*

- Identification of Gang Members.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 19, 2010.
- Godsey, T. & **Engel, R.S.** *Cincinnati Initiative to Reduce Violence: Implementing a Validated Assessment Tool.* Presented at the American Society of Criminology Annual Meeting, San Francisco, CA, November 19, 2010.
- Engel, R. S.**, Cherkauskas, J. C., & Tillyer, R. *Race Effects or Model Misspecification? Understanding Racial and Ethnic Disparities in Traffic Outcomes in Arizona.* Presented at the Academy of Criminal Justice Sciences Annual Meetings, San Diego, CA, February 24-27, 2010.
- Godsey, T. W., & **Engel, R. S.** *Community Engagement for Focused Deterrence Initiatives.* Presented at the Academy of Criminal Justice Sciences Annual Meetings, San Diego, CA, Feb 24-27, 2010.
- Ozer, M. M., Hall, D., & **Engel, R. S.** *Assessing the Impact of Liquor License Businesses on Crime in Cincinnati.* Presented at the Academy of Criminal Justice Sciences Annual Meetings, San Diego, CA, February 24-27, 2010.
- Dunham, J. R., & **Engel, R. S.** *Disrupting Criminal Gang Networks: The Use of Social Network Analysis in Law Enforcement.* Presented at the American Society of Criminology Annual Meetings, Philadelphia, PA, November 4-7, 2009.
- Ozer, M. & **Engel, R.S.** *The Crime Prevention Impact of the Cincinnati Police Department's Automatic License Plate readers (ALPR).* Presented at the American Society of Criminology Annual Meetings, Philadelphia, PA, November 4-7, 2009.
- Reitler, A., Frank, J. & **Engel, R. S.** *United States District Court Responses to the retroactivity of the Crack Cocaine Amendment.* Presented at the American Society of Criminology Annual Meetings, Philadelphia, PA, November 4-7, 2009.
- Tillyer, R. & **Engel, R. S.** *Driver demographics and traffic Stop Outcomes.* Presented at the Academy of Criminal Justice Sciences Annual Meetings, Los Angeles, CA, March 11-15, 2009.
- Smith, M. R. & **Engel, R. S.** *Race, Drugs, and Policing in Seattle: A Reexamination of the Evidence.* Presented at the American Society of Criminology, St. Louis, MO, Nov 15, 2008.
- Tillyer, T. & **Engel, R. S.** *Decision Points in Criminal Justice: The Parallel History and Future of Sentencing & Bias-based Policing Research.* Presented at the American Society of Criminology Annual Meetings, St. Louis, MO, November 15, 2008.
- Engel, R. S.**, Streicher, T. H., Baker, S. G., Whalen, J., Spector, A. 2008. *Cincinnati Initiative to Reduce Violence (CIRV).* Panel at the Academy of Criminal Justice Sciences Annual Meeting, Cincinnati, OH, March 14, 2008.
- Tillyer, R. & **Engel, R. S.** *The Intersection of Gender & Race in Traffic Stop Outcomes.* Paper presented at the American Society of Criminology Annual Meetings, Atlanta, Georgia, November 14, 2007.
- Engel, R. S.** & Tillyer, R. *Police Search Decisions during Traffic Stops: Understanding Low Hispanic*

- Hit Rates*. Paper presented at the Academy of Criminal Justice Sciences Annual Meetings, Seattle, Washington, March 15, 2007.
- Tillyer, R., **Engel, R. S.**, Frank, J. & Klahm, C. F. *Benchmarks in an urban setting: A comparison of observations and residential Census data*. Presented at the American Society of Criminology Annual Meetings, Los Angeles, November 2006.
- Engel, R. S.**, Frank, J., Klahm, C. F. & Tillyer, R. *Understanding Police Decision Making during Traffic Stops: Results from the Cleveland Division of Police Traffic Stop Study*. Presented at the American Society of Criminology Annual Meetings, Los Angeles, November 2006.
- Engel, R. S.** *Understanding Racial and Ethnic Disparities in Police Searches, Hit Rates, and Consent: Traffic Stop Data Results for the Pennsylvania State Police*. Paper presented at the American Society of Criminology annual meetings, Toronto, Canada, November 16-19, 2005.
- Tillyer R., **Engel R. S.**, & Wooldredge J. *Beyond Drivers' Race and Ethnicity: The Influence of Organizational and Community Characteristics in Traffic Stop Dispositions in Arizona*. Paper presented at the American Society of Criminology, Toronto, Canada, Nov 16-19, 2005.
- Tillyer R., **Engel R. S.**, & Wooldredge J. *Examining Traffic Stop Dispositions: Results from the Arizona Department of Public Safety*. Paper presented at the Academy of Criminal Justice Sciences annual meetings, Chicago, IL, March 16-19, 2005.
- Engel, R. S.** & Calnon, J. M. *Examining differences in speeding behavior: Results from a statewide roadway observation study*. Paper presented at the American Society of Criminology annual meetings, Nashville, TN, November 17-20, 2004.
- Tillyer R. & **Engel, R. S.** *Modeling racial and ethnic differences in traffic stops: A macro-level approach*. Paper presented at the American Society of Criminology annual meetings, Nashville, TN, November 17-20, 2004.
- Novak, K. J. & **Engel, R. S.** *Revisiting the Criminalization Hypothesis of Police-Mentally Disordered Suspects*. Paper presented at the Academy of Criminal Justice Sciences annual meetings, Las Vegas, Nevada, March 2004.
- Engel, R. S.** & Novak, K. J. *Race, demeanor, resistance and police coercion: Disentangling the relationships*. Paper presented at the American Society of Criminology annual meetings, Chicago, Illinois, November 18-22, 2003.
- Engel, R. S.** *Citizens' perceptions of procedural and distributive injustice during traffic stops with police*. Paper presented at the American Society of Criminology annual meetings, Chicago, Illinois, November 12-16, 2002.
- Calnon, J. M. & **Engel, R. S.** *Further exploration of base rate methodologies for police traffic stops*. Paper presented at the American Society of Criminology annual meetings, Chicago, Illinois, November 12-16, 2002.
- Engel, R. S.** *Explaining suspect disrespect toward police*. Paper presented at the American Society of Criminology annual meetings, Atlanta, Georgia, November 7-10, 2001.

- Engel, R. S.** *Does police supervision matter? A conceptual framework for understanding supervisory influence over officer behavior.* Paper presented at the Academy of Criminal Justice Sciences annual meetings, Washington, DC, April 4-7, 2001.
- Calnon, J. M. & **Engel, R. S.** *Issues surrounding the collection of racial profiling data.* Paper presented at the Academy of Criminal Justice Sciences annual meetings, Washington, DC, April 4-7, 2001.
- Engel, R. S.** & Silver, E. *Policing mentally disordered suspects: Revisiting the criminalization hypothesis.* Paper presented at the American Society of Criminology annual meetings, San Francisco, CA, November 16-20, 2000.
- Engel, R. S.** & Silver, E. *Policing the mentally ill.* Paper presented at the Academy of Criminal Justice Sciences, New Orleans, LA, March 2000.
- Shepard, R. L.** & Hayslett-McCall, K. *Patrol supervisors' attitudes toward community policing: Comparing structured survey items and semi-structured debriefing data.* Paper presented at the American Society of Criminology, Toronto Canada November 17-20, 1999.
- Bernard, T. J. & **Shepard, R. L.** *Criminal justice theory.* Paper presented at the American Society of Criminology, Toronto Canada November 17-20, 1999.
- Shepard, R. L.**, Hayslett-McCall, K., & Binder, M. *Survey research methodologies: Comparing structured survey items and semi-structured debriefing data for police supervisors.* Paper presented at the Academy of Criminal Justice Sciences, Orlando, FL March 10-13, 1999.
- Shepard, R. L.** *The effects of supervisory styles on officer behavior.* Paper presented at the Academy of Criminal Justice Sciences, Orlando, FL March 10-13, 1999.
- Shepard, R. L.** *Leadership styles of patrol field officers.* Paper presented at the annual meeting of the American Society of Criminology, Washington, D.C. November 11-14, 1998.
- Shepard, R. L.**, Strohshine, M. S., Worden, R. E. & Bynum, T. S. *Patterns of street-level supervision.* Paper presented at the annual meeting of the American Society of Criminology, San Diego, CA, November 19-22, 1997.
- Shepard, R. L.**, Sobol, J. J., & Worden, R. E. *Further exploration of the demeanor hypothesis: The interaction effects of suspects' characteristics and demeanor on police behavior.* Paper presented at the Academy of Criminal Justice Sciences, Louisville, KY, March 14, 1997.
- Bayley, D. H., Worden, R. E., McCluskey, J., & **Shepard, R. L.** *The utilization and management of police overtime.* Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Las Vegas, NV, March 12-16, 1996.
- Shepard, R. L.** & Worden, R. E. *Police supervision: Differences within and between police departments.* Paper presented at the annual meeting of the American Society of Criminology, Boston, MA, November 15-18, 1995.

- Widom, C. S. & **Shepard, R. L.** *Accuracy of retrospective memories of early childhood victimization.* Workshop at the annual meeting of the American Society of Criminology, Miami, FL, November 9-12, 1994.
- Worden, R. E. & **Shepard, R. L.** *On the meaning, measurement, and estimated effects of suspects' demeanor toward the police.* Paper presented at the annual meeting of the American Society of Criminology, Miami, FL. November 9-12, 1994.

HONORS AND AWARDS

Invited speaker, <i>Life of the Mind</i> , University of Cincinnati	2012
University of Cincinnati "Breakfast of Champions" invitee and medal recipient	2012
Faculty recognition program sponsored by the Darwin T. Turner Scholars	
National Institute of Justice (NIJ) inaugural Scientific Review Panel (SRP), Justice Systems Research Division	2012 – 2014
Invited guest to reception with David Cameron, Prime Minister, United Kingdom	2011
Annual Faculty Incentive Award for Research and Scholarship College of Education, CJ, & Human Services, University of Cincinnati	2003-2014
International Association of Chiefs of Police / West Excellence in Criminal Investigations Award (Team Award with the Cincinnati Police Department)	2009
Outstanding Service Award, Division of Criminal Justice, University of Cincinnati	2009
Fraternal Order of Police Citizen's Award (Award Selection Committee: Cincinnati Police Department, FBI, FOP, Hamilton Co. Sheriff's Office, Hamilton Co. Prosecutor's Office, Hamilton Co. Police Association)	2009
International Association of Chiefs of Police / Motorola Webber Seavey Award for Excellence in Law Enforcement (Team award for the Cincinnati Initiative to Reduce Violence)	2008
National Criminal Justice Association's Outstanding Criminal Justice Program Award (Team award for the Cincinnati Initiative to Reduce Violence)	2008
Selected speaker, H.C. Buck Niehoff 12 th Annual "An Evening with a Great Professor" at the University of Cincinnati, October 16, 2008	2008
Graduate Student and Faculty Research Mentoring Grant (with Jessica Dunham) College of Education, CJ, & Human Services, University of Cincinnati	2008
Graduate Student and Faculty Research Mentoring Grant (with Rob Tillyer) College of Education, CJ, & Human Services, University of Cincinnati	2006
Graduate Student and Faculty Research Mentoring Grant (with Richard Johnson) College of Education, CJ, & Human Services, University of Cincinnati	2005
Promotion of Diversity Award, Center for the Advancement of Teaching & Learning University of Cincinnati	2004
Recipient, U.S. Speaker and Specialist Grant, U.S. State Department, Office of International Information Programs	2002
Selected workshop participant, "Quantitative Analysis of Crime and Criminal Justice," Inter-university Consortium for Political and Social Research, University of Michigan	2001
Eliot H. Lumbard award for academic excellence, School of Criminal Justice, University at Albany	1998
Travel grant award (competitive funding), Graduate Student Organization, University at Albany	1997
Initiatives for Women Award (for academic achievement), University at Albany	1995
Teaching assistant (competitive funding), University at Albany	1993-1994

Graduate student fellowship (competitive funding), University at Albany	1992-1993
Phi Beta Kappa National Honor Society	1992
Alpha Phi Sigma Criminal Justice National Honor Society	1992
Golden Key National Honor Society	1992

SERVICE

University of Cincinnati

Vice President of Research, Search Committee, <i>member</i>	2014-2015
CECH Decanal Review Committee, <i>member</i>	2014-2015
UCPD Police Chief Search Committee, <i>member</i>	2014
Provost's Cluster Hiring Proposal Review Committee, <i>member</i>	2014
Distinguished Research Professor Award Review Committee, <i>member</i>	2014
Threat Assessment Group, <i>member</i>	2013 - present
University of Cincinnati Research Institute CEO Search Committee, <i>member</i>	2013
Campus Crime Reduction Committee, <i>founder and chair</i>	2013 - present
President Santa J. Ono's Campus Safety Committee, <i>member</i>	2013 - present
Public Safety Strategic Planning Committee, <i>member</i>	2013
Ad Hoc Academic Misconduct Inquiry Committee, <i>member</i>	2013
UCPD Police Chief Search Committee, <i>member</i>	2012

University of Cincinnati, School of Criminal Justice

Policing committee, <i>member</i>	2013- present
Policing committee, <i>chair</i>	2003 - 2012
Speakers committee, <i>chair</i>	2003 - 2004, 2006 - 2007, 2009 - 2010, 2012-2013
Graduate committee, <i>member</i>	2002 - 2003, 2004 - 2005
Masters committee, <i>member</i>	2002 - 2003
Criminal justice committee, <i>member</i>	2002 - 2012
Policing committee, <i>member</i>	2002 - 2003
Undergraduate curriculum committee, <i>member</i>	2003 - 2004
Search committee, <i>member</i>	2005-2006, 2009 - 2010, 2011 - 2013
Fundraising committee, <i>chair</i>	2011 - present

Pennsylvania State University, Crime Law & Justice Program

Faculty liaison for the Justice Association (undergraduate group)	2000 - 2002
Departmental advisory board committee, <i>member</i>	1998 - 1999
Undergraduate committee, <i>member</i>	2000 - 2002
Social committee, <i>chair</i>	1998 - 2001
Recruitment committee, <i>member</i>	1999 - 2002
Graduate committee, <i>member</i>	1998 - 2002

External Professional Service

American Society of Criminology, Policing Section, Award Committees, <i>chair</i>	2015 - 2016
Editorial Board Member, <i>Policing: A journal of policy and practice</i> , Oxford University Press	2015 - present
Associate Editor - <i>Police Quarterly</i>	2008 - present
American Society of Criminology, Ad Hoc Media Relations Committee	2013 - 2014
Academy of Criminal Justice Sciences, Annual Meeting Area Chair	2013 - 2014
American Society of Criminology, Annual Meeting Area Chair	2012 - 2013

Academy of Criminal Justice Sciences, Policy Committee, <i>Member</i>	2010 – 2012
American Society of Criminology, Ruth Schonle Cavan Young Scholars Award Committee (chair)	2011
American Society of Criminology, Ruth Schonle Cavan Young Scholars Award Committee (member)	2010
American Society of Criminology, Block Award Committee, <i>member</i>	2009 – 2010
Academy of Criminal Justice Sciences, Finance Committee, <i>member</i>	2008 – 2009
American Society of Criminology, Constitution Committee, <i>member</i>	2007 – 2008
Police Supervisory Training Seminars provided for municipal police agencies	2003 – 2004
American Society of Criminology 2006 Annual Meetings, <i>Area Chair</i>	2005 – 2006
Academy of Criminal Justice Sciences, Award Committee, <i>Member</i>	2005 – 2006
American Society of Criminology, Ethical Issues Committee, <i>Member</i>	2004 – 2006
Academy of Criminal Justice Sciences, Ethics Committee, <i>Chair</i>	2005 – 2007
Academy of Criminal Justice Sciences, Ethics Committee, <i>Member</i>	2004 – 2007
American Society of Criminology 2004 Annual Meetings, <i>Area Chair</i>	2003 – 2004
Academy of Criminal Justice Sciences 2004 Annual Meetings, <i>Area Chair</i>	2003 – 2004
Associate Editor – <i>Justice Quarterly</i>	2001 – 2009
Manuscript reviewer for <i>Criminology</i> , <i>Justice Quarterly</i> , <i>Criminology & Public Policy</i> , <i>Law & Society Review</i> , <i>Social Science Quarterly</i> , <i>Journal of Research in Crime and Delinquency</i> , <i>Police Quarterly</i> , <i>Criminal Justice Review</i> , <i>Police Practice and Research: An International Journal</i> , <i>Policing: An International Journal of Police Strategies & Management</i> , <i>Journal of Health Politics, Theoretical Criminology</i>	1999 – present
Panel chair and discussant at the ACJS annual meetings	1995 – present
Panel chair and discussant at the ASC annual meetings	1999 – present
Academic course consultation for Elizabethtown College, Elizabethtown, PA	2000
American Society of Criminology, employment exchange committee	1998 – 2000
 <u>External Community Service</u>	
<i>Agenda 360</i> , Urban Renaissance Action Team, <i>Committee Member</i>	2007 – 2008
<i>Out of the Crossfire</i> , University Hospital, <i>Board of Directors</i>	2006 – 2009
<i>Who Killed Our Kids</i> , Cincinnati, OH, <i>volunteer grant writer</i>	2007 – 2009
Fundraiser event coordinator benefiting the Women’s Resource Center, State College, PA	2000

PROFESSIONAL MEMBERSHIPS

American Society of Criminology (ASC)
 Academy of Criminal Justice Sciences (ACJS)
 Hamilton County, OH Police Association (HCPA)
 Cincinnati Citizen’s Police Association (CCPA)