

# Holland & Knight

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May 19, 2015

**BY OVERNIGHT MAIL AND ELECTRONIC MAIL**

Newark Communities for Accountable Policing

Attention: [REDACTED]

P.O. Box 32159

Newark, New Jersey 07102

Re: Newark Monitorship Proposal and Response

Dear [REDACTED]:

On behalf of my monitoring team, I submit this response to the Newark Communities for Accountable Policing (N-CAP). We welcome this opportunity to share with N-CAP, and the broader Newark community, the proposal we submitted to the Department of Justice on February 13, 2015. Accordingly, enclosed, please find six copies of our proposal. The copies are unredacted since we, like N-CAP, believe that complete transparency in the selection process is essential from the very first.

We also address N-CAP's specific questions. Although we answer each question individually, the questions seem (rightly) focused on two concerns: (1) how will our monitoring team engage with N-CAP, other stakeholders, and the Newark community to be certain that residents understand the Consent Decree, the role of the Monitor, and have an effective voice in reshaping the Newark Police Department?; and (2) how will our monitoring team ensure that the reforms embodied in the Consent Decree outlive the Decree and the Monitor and firmly take root within the Police Department?

The answer to the second is largely, if not wholly, dependent on the first. Newark is faced with a historic opportunity – to create a police department that prizes transparency, accountability, and engagement with the community, not just for five years, but forever. But forever can only come if the Monitor himself embraces those same attributes. This fundamental truth guided the drafting of our proposal and likewise guides our answers to N-CAP's questions.

Put simply, as important as implementing this Consent Decree is ensuring that the Newark Police Department never again needs a Consent Decree. That will only happen if the Monitor regularly engages with both the Police Department and the community and builds relationships and lines of communication between the two designed to outlive the Monitor. This Monitor is committed to doing precisely that.

## Question 1

The biggest challenge to successful community engagement with the Newark Police Department is overcoming law enforcement's traditional resistance to "meddling" by "civilians." This is not an issue for the Newark Police Department alone, but rather for police departments throughout New Jersey and the country. Although intuitive, departments do not always understand that they derive not only their legitimacy, but also their strength, from the communities they serve. Changing law enforcement culture is not easy, which is why it is essential that the Newark Police Department Monitor have a record not of imposing cultural change on law enforcement agencies, but of causing law enforcement agencies to embrace change. Our team has that experience both in New Jersey and beyond.

As Chief of Staff and Executive Assistant Attorney General, my most important charge was working alongside the New Jersey State Police and community leaders throughout New Jersey, many of whom are based in Newark, to reinvent the State Police recruitment and selection process. Prior to my involvement, the State Police regularly graduated classes with minority numbers in single digits. Overall, the State Police was content with the recruitment and selection process, and certainly opposed to my involvement and that of community leaders in changing it. For their part, community leaders were distrustful of both the Attorney General's Office and the State Police who had for years promised increased diversity, but never produced meaningful results.

For months, I met with troopers and community leaders individually and collectively, and formed a working group of troopers and community leaders to recommend and implement reforms. The working group did not always agree, but everyone had a voice and a hand in shaping the final product. While I will always take great pride in our results – because of our reforms, the State Police graduated the first majority-minority class in its history – I take equal pride that we built a process applauded by both trooper and community leader alike. Indeed, we went from distrust on all sides to, a mere few months later, community leaders from the National Action Network and Newark-North Jersey Committee of Black Churchmen hosting a pre-Academy welcome lunch for accepted State Police recruits. I would direct N-CAP to the letters of recommendation included with our proposal, *see* Appendices B through D, for a fuller accounting of the reforms, but would like to highlight two quotations. The first is from a joint letter submitted by leadership of the National Action Network and the NAACP New Jersey State Conference. They write:

But even more notable than the results [in terms of diversity] was that through a combination of his patient and honest demeanor, willingness to engage, and his mastery of the facts, process, and law, Lee actually got the State Police leadership, as well as rank-and-file troopers, to not merely accept the changes to the recruitment and selection process, but to embrace those changes as a singular victory for the organization. How often does a law enforcement agency go from largely ignoring diversity to championing it in a manner of months? Rarely. How often does a law enforcement agency make such a change while winning plaudits from all levels of the agency and the community. Almost never.

Proposal at Appendix B. The second is from a letter submitted by State Police Lieutenant Colonel Louis Klock (ret.), who echoed the sentiments expressed by the community leaders:

[Lee] designed and implemented critical enhancements to our recruiting initiatives, recruit selection process, recruit training programs, and our enlisted promotional process. ... Mr. Vartan effectively collaborated with commanders of all ranks to guarantee full compliance with the [State Police] Office of Professional Standards, the Field Operations Section, and the Training Bureau. This was not an easy task[;] however, Lee succeeded because he was able to win the trust and admiration of all whom he came in contact with.

Proposal at Appendix D.

I recount my work on the State Police recruitment and selection process because the challenges I successfully navigated there are the same challenges that the Monitor will face. The Monitor will be tasked with harmonizing the often divergent interests and viewpoints of the community, the Police Department, the City Administration, and the Justice Department, and arriving at an outcome that all parties can accept and respect, even where all parties do not agree. I did that every day while reforming the State Police recruitment and selection process.

I should note that I am not the only one on our monitoring team with that experience. Our team also includes Chief Phil Keith (ret.) from the Knoxville, Tennessee Police Department. Chief Keith served as the Chief of that Department for 16 years, and successfully guided it through a number of high-profile and controversial changes, including becoming accredited by the Commission on Accreditation for Law Enforcement Agencies, the premiere national police accreditation body in the United States. Likewise, our team includes Chief Terry Gainer (ret.), who served as the Executive Assistant Chief of Police for the Metropolitan Police Department in Washington, D.C. During Chief Gainer's tenure, the Department entered into a voluntary agreement with the Department of Justice that required the Metropolitan Police Department to engage in a five year process to reform, among other things, its hiring practices, use of force policies, training, and disciplinary system. Chief Gainer spearheaded those reforms for his Department, making system-wide changes that won the approval of the Justice Department, his officers, and the community.

In short, for community engagement to be successful, the Newark Police Department must move beyond law enforcement's traditional reluctance to meaningfully engage with the community, accept regular comment and criticism from the community, and, most importantly, reform based on those comments and criticism where appropriate. Our monitoring team has the experience to do for the Newark Police Department what it has already done successfully for the New Jersey State Police, the Knoxville Police Department, and the Metropolitan Police Department – change the Department's culture through consensus rather than command.

## **Question 2**

Like N-CAP, our monitoring team strongly believes that if the reforms in the Consent Decree are to achieve permanency, and Newark spared another Consent Decree in the future, community participation in the monitoring process is essential. The Monitor is slated to be in place for five years only. Eventually, the Department of Justice will turn its view away from

Newark and toward other police departments across the country with equally vexing problems. The only way to ensure that the lessons learned from this Consent Decree do not quickly become lessons forgotten is to provide community leaders with a regular and permanent voice. To their credit, both the City Administration and the Newark Police Department have already begun to realize this, the Administration in the form of the Civilian Complaint Review Board, and the Police Department in the form of regular meetings and partnerships with religious leaders from across the City.<sup>1</sup>

If selected as Monitor, our team will follow suit, communicating frequently with the community on the Consent Decree and monitoring process, and creating a “Community Leaders Working Group” to regularly engage with the Monitor and the Police Department on implementation of the Consent Decree and any areas of concern. I should note that these are not suggestions now being made for the first time to curry favor with N-CAP. Rather, they were suggestions built right into our proposal. Specifically, we recommended:

- At the start of the monitorship, holding meetings at churches, neighborhood gatherings, and other forums to discuss the Consent Decree and monitoring process and answer any and all questions about the process. *See* Proposal at 21. After those initial meetings, we also recommended holding at least one public forum each year to discuss, among other things, the monitoring reports issued by the Monitor, general progress made by the Police Department, and areas in need of improvement. *See* Proposal at 24.
- Issuing both “full” monitoring reports and “short form” monitoring reports. The short form monitoring reports would provide readers with a clear and concise understanding of the status of the Police Department’s compliance with the Consent Decree. The short form monitoring reports would include a “Consent Decree Report Card,” showing in tabular form and on a single page whether the Police Department is “compliant” or “non-compliant” with each area of the Consent Decree. *See* Proposal at 35.
- Creating a “Community Leaders Working Group” to meet regularly with the Monitor and the Police Department to discuss implementation of the Consent Decree and any areas of concern. *See* Proposal at 27. As noted above and in the proposal, I used a similar working group concept when revamping the State Police recruitment and selection process.
- Finding ways for Newark Police Department leadership and individual officers to interact with the community in “non-traditional” settings. The community’s first interaction with police officers should not be in an adversarial or crisis situation. Rather, police officers should be integrated into their community. By way of example, I included in our proposal the suggestion that the Newark Police Department begin a mentoring program whereby individual police officers could be paired with Newark students to not merely mentor them, but expose them to the work

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<sup>1</sup> I had the opportunity to attend one of those clergy meetings in April 2015. The meeting included significant involvement from John Arnold, the Deputy Director of the Newark Police Department.

of the Police Department. Under my direction, and with the help of community leaders, the New Jersey State Police implemented just such a program to considerable effect. *See Proposal at p. 27.* Of course, that is only one suggestion. Newark police officers could host career fairs, attend career days in local schools, or engage in some form of yearly community service of their choosing in Newark. The idea is expose the community to the police and the police to the community in settings not involving witness statements, arrests, or worse.

- Developing and administering a community survey to establish the community's baseline views of the Police Department at the inception of the monitorship. During each year of the monitorship, the survey would be re-administered to a statistically appropriate sample of the community, and the results of the survey, including an analysis of trends, would be included in the Monitor's final report of the monitoring year. *See Proposal at 25.*

In summary, our monitoring team would ensure the permanent involvement of the community with the Police Department in three ways. First, through both public meetings and public reports, we would guarantee that the community understood the Consent Decree, the monitoring process, and the areas where the Police Department was meeting the requirements of the Decree and the areas where it was not. From our vantage, regular and open communication between the Monitor and the community is critical. Second, we would provide the community with a permanent and real voice during the monitorship through the creation of a "Community Leaders Working Group." The Group would be given a direct line of communication to both the Monitor and the Police Department leadership. As well, the Monitor would regularly meet with the Group with the hope – and expectation – that the Police Department would continue to regularly consult with the Group even after dissolution of the Consent Decree. Third, the monitoring team would encourage the Police Department to engage with the community in non-traditional ways given our strong belief that such interactions would foster understanding, acceptance, and permanent collaboration between the two. Finally, the Police Department's progress, as well as that of the monitoring team, in engaging with the community would be tracked through the community survey described above.

### **Question 3**

Our monitoring team has considerable and deep experience with consent decrees and, more generally, monitoring and reporting on police practices in several other jurisdictions. Specifically:

- I oversaw the Office of Law Enforcement Professional Standards (OLEPS) within the Attorney General's Office. In 1999, the New Jersey State Police entered into a Consent Decree with the Department of Justice after the Justice Department alleged that troopers were improperly using race to stop drivers and passengers on the State's roadways. Ten years later, upon dissolution of the Consent Decree and termination of the Federal Monitor, OLEPS was created by State statute to serve as a permanent monitor for the State Police. Housed in the Attorney General's Office, OLEPS is empowered to conduct audits, perform analyses, and provide general oversight and guidance on all matters impacting the integrity of the State Police. Specifically,

OLEPS audits motor vehicle stops, post-stop enforcement actions, and supervision of patrol activities to identify any disparities in enforcement, reviews and approves all training materials and curricula used at the State Police Training Academy, and evaluates all internal investigations for legal sufficiency and recommends appropriate discipline to be imposed. OLEPS also authors and issues public reports.

In my role as Chief of Staff and Executive Assistant Attorney General, I supervised the day-to-day activities of OLEPS on behalf of the Attorney General, meeting weekly with the Director of OLEPS, and reviewing, commenting on, and where necessary revising OLEPS' public reports and State Police training materials. As well, I regularly reviewed internal investigations and recommended discipline to be imposed where misconduct was substantiated. Simply, during my 2.5 years at the Attorney General's Office, I regularly performed the very duties that the Monitor will be called upon to perform in Newark.

- Our monitoring team also includes Dr. Kristin Golden, who has served as the chief social scientist for OLEPS and the primary researcher, analyst, and draftsman of the monitoring reports issued by OLEPS. OLEPS authors and issues three, public monitoring reports: a semi-annual Oversight Report, a semi-annual Aggregate Report, and an annual Misconduct Report; Dr. Golden is the primary architect and author of each of them.

Dr. Golden has authored six Oversight Reports. Through the Oversight Reports, Dr. Golden and her team evaluate State Police compliance with their own relevant performance standards, policies, and procedures, including all those that prohibit race-based decision-making. Specifically, they review all motor vehicle stops during the reporting period involving use of force, canine deployments, and consent searches based on reasonable articulable suspicion to ensure that both the stop and post-stop activity were constitutional and in compliance with applicable State Police policies and procedures. As well, Dr. Golden and her team analyze an additional, random sampling of motor vehicle stops during the reporting period to ensure constitutionality and compliance. Finally, they review State Police training activities to ensure that all troopers receive required training, including instruction on search and seizure, use of force, and cultural diversity.

Dr. Golden has authored five Aggregate Reports. Through the Aggregate Reports, Dr. Golden and her team analyze aggregate statistics on the State Police's traffic enforcement activities, including aggregate data on the race and ethnicity of the civilians involved, and report on race- and ethnicity-based enforcement trends over time.

Finally, Dr. Golden has authored two Misconduct Reports. Through the Misconduct Reports, Dr. Golden and her team analyze aggregate data on misconduct investigations to determine what patterns, if any, emerge with respect to principals, allegations, or outcomes.

As discussed in the proposal, one of the monitoring team's primary responsibilities will be to analyze data and issue public reports of the very same type that Dr. Golden has come to perfect over the past three years. Simply, there is no one better qualified to help craft the reports and underlying analyses that will be crucial to evaluating the Newark Police Department's compliance with the Consent Decree and reporting publicly on that compliance to the Department of Justice, the City, and the community.

- Not only does Chief Keith have all of the knowledge won from running a large, urban police department for 16 years – from training, to internal affairs, to development of an Early Warning System – but he is also steeped in national best practices, having served for seven years as a commissioner on the Commission on Accreditation for Law Enforcement Agencies. Notably, while serving on the Commission, Chief Keith chaired the subcommittee charged with assisting police departments under Federal Consent Decrees, including the Cincinnati and Columbus Police Departments. Chief Keith has used his expertise to develop and conduct trainings for dozens of large, urban police departments across the country – including the Los Angeles, Detroit, New Orleans, Miami, and Atlanta Police Departments – on a variety of law enforcement topics directly relevant to the Consent Decree, such as: bias-free policing; law enforcement accreditation; Early Warning Systems; and use of force.
- As noted above, Chief Gainer served as the Executive Assistant Chief of Police for the Metropolitan Police Department in Washington, D.C. During Chief Gainer's tenure, the Department entered into a voluntary agreement with the Department of Justice that required the Metropolitan Police Department to engage in a five year process to reform, among other things, its hiring practices, use of force policies, training, and disciplinary system. Chief Gainer spearheaded those reforms for his Department, making system-wide changes that won the approval of the Justice Department, his officers, and the community. Stated otherwise, he successfully navigated through a voluntary agreement with the Department of Justice – essentially, a Consent Decree – from the seat in which the Newark Police Department now sits. Much as it is said that the best defense attorneys are former prosecutors, the best monitors are those who have themselves been monitored.
- Building on the theory that the best monitors are those who have themselves been monitored, and that two is better than one, our team includes not only Chief Gainer, but Phil Coyne, a retired Major in the New Jersey State Police who was instrumental in helping the State Police successfully navigate through its own Federal Consent Decree.

Major Coyne lived through the Consent Decree from several supervisory vantages. As a front-line supervisor, he implemented the mandates of the Consent Decree at the trooper-level, helping those under his command both understand and execute in the field new policies and trainings on traffic stops, search and seizure, and use of force. Later, as Squad Leader for the Executive Development Training Unit, Major Coyne was responsible for implementation of the Consent Decree at the supervisory-level, developing and delivering monitor-ordered, rank-specific training for all supervisors,

as well as in-service training on the accountability and Early Warning System implemented pursuant to the Consent Decree. Major Coyne was also responsible for demonstrating the validity of those trainings through presentations and written reports to the monitors. Finally, as Chief of the Training Bureau, Major Coyne and his team of 70 full-time instructors and support staff were responsible for implementing the Consent Decree at the organization-level and ensuring that the reforms took permanent root.

Collectively, these experiences make us well prepared to serve as the monitoring team for the Newark Police Department. But importantly, and as discussed more fully in our response to Question 4 below, it is not these experiences alone that prepare us to be the monitoring team for the Newark. Rather, it is these experiences coupled with our “Jersey roots.” One, without the other, would make for an ineffective and ineffectual Monitor.

#### **Question 4**

The question – “How do you anticipate overcoming potential skepticism or distrust in the community?” – is a critical question. In many ways, it is the most important question posed by N-CAP in the questionnaire. With all of the monitoring team’s responsibilities, time “learning Newark” and earning the trust of key stakeholders – particularly when that trust may never come – is time wasted. The situation involving the Seattle, Washington Federal Monitor should serve as a warning. Just months after the monitor was selected, a headline in a local Seattle newspaper declared, “Exclusive: Seattle Police Monitor Blasts City for ‘Humiliating’ Him.”<sup>2</sup> Newark cannot afford similar headlines.

The best answer to N-CAP’s question is not that the monitoring team will spend whatever time is needed to win the trust of the Newark Police Department and key community leaders or even that the monitoring team has a record of overcoming skepticism and building strong working relationships with other police departments in other cities. Rather, the best answer to N-CAP’s question is one that only our monitoring team can give: if selected, there will be no skepticism or distrust for our team to overcome; instead, we will begin our monitoring duties with the trust and respect of both the Police Department and the community born from years of working together.

As Chief of Staff and Executive Assistant Attorney General, I worked alongside many of the key community leaders in Newark, several of whom provided letters of recommendation in support of our proposal. See Appendices B through D. As well, I spearheaded a number of crime suppression efforts in Newark for the Attorney General and, in doing so, had regular interactions with the City’s top political and law enforcement leaders, including the Mayor, City Council President, Police Director, Police Chief, and Deputy Police Director. In fact, the Attorney General and I accompanied the Mayor, Police Director, and community leaders on a community police walk as recently as several months ago. These are relationships that no other monitoring team can replicate quickly and, perhaps, ever. Again, I would direct N-CAP to the

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<sup>2</sup> <http://mynorthwest.com/11/2207782/Exclusive-Seattle-police-monitor-blasts-city-for-humiliating-him>

letters of recommendation included with our proposal, *see* Appendices B through D, but believe two quotations are worth highlighting.

In their letter, the National Action Network and the NAACP New Jersey State Conference wrote: “If Lee Vartan is selected to be the federal monitor, he will, on his very first day, have the respect and trust of the U.S. Attorney’s Office, the Newark Police Department, and the community. That is a benefit too great to ignore.” Proposal at Appendix B. The President of the Newark-North Jersey Committee of Black Churchmen echoed those comments, writing:

I have known and worked with Lee for a number of years now[,] and in 2013[,] Lee received the Dr. Willie Simmons Community Service Award at the Martin Luther King celebration for his work and commitment to diversifying the State Police. I know that if Lee is selected to monitor the Newark Police Department, the residents and the police will have a champion for justice. ... I trust and believe he is the right man for the job ....

Proposal at Appendix C.

But our monitoring team’s ties to and credibility within Newark do not rest on my reputation alone. Rather, our team includes Acting Deputy Chief of the Newark Police Department Mitchel McGuire, Jr. (ret.) who, in his 30-year career with the Newark Police Department, commanded a Detective Bureau, the Training Division, and the Internal Investigations Division. Deputy Chief McGuire knows what it means to walk the streets of Newark. He knows what it means to put his life on the line for the citizens of Newark. His presence brings instant credibility to our monitoring team, and will allow us to immediately begin the work contemplated in the Consent Decree rather than spending months building our Newark bona fides.

As noted in our proposal, the monitoring team’s most immediate work – what we termed our “First 100 Days” – will include establishing clear and regular lines of communication with the Department of Justice, the City Administration, the Police Department, and, of course, the community. Integral to our efforts will be the creation of a website that will include, among other things: (1) a clear and concise explanation of the Consent Decree and the role of the Monitor; (2) biographical information for each member of our monitoring team and contact information for the Lead Monitor; (3) all monitoring reports, press releases, and public statements issued by the monitoring team; (4) an option that will allow individuals to designate an e-mail address to automatically receive all monitoring reports and other public documents upon issuance; (5) a feedback form that will allow individuals to report both positive and negative experiences with the Newark Police Department, including anonymously; (6) the ability to follow the monitoring team on Twitter; and (7) video/audio recordings of all public forums held by the monitoring team. The website will have an English language, Spanish language, and Portuguese language version. *See* Proposal at 20.

As well, within our “First 100 Days,” we will advertise and host four public forums – one in each of the Police Department’s four precincts. The purpose of those forums will be to introduce ourselves to the community, provide the community with an overview of the Consent Decree and the Monitor’s role, hear directly the concerns of the community, and answer all

questions posed. *See* Proposal at 20. Those forums, of course, will be in addition to the more informal gatherings described in our response to Question 2.

### Question 5

It is not the role of the Monitor to identify policy changes for the Newark Police Department or to define the contours of the Consent Decree; that is the job of the Justice Department. The job of the Monitor is to ensure that the Consent Decree, once agreed upon, is faithfully and expeditiously implemented. However, I would make a few general points.

First, neither I nor any member of our monitoring team believes that the Newark Police Department is populated by rogue officers intent on flouting the Federal and State Constitutions. Undoubtedly, there are “bad” officers in the Department – there are “bad” employees in any large organization – but the problems identified by the Justice Department are not the result of “bad” officers, they are the result of outdated policies, poor training, ineffective supervision, and a failure to meaningfully engage with the community. These mistakes are not unique to the Newark Police Department. They are the same mistakes that have been, and continue to be repeated by police departments across New Jersey and the country, particularly in high-crime areas where crime suppression is the priority.

Second, in our proposal, we provided a comprehensive plan to help the Newark Police Department correct these mistakes. Using the experience won from reviewing policies and training materials for the State Police (Dr. Kristen Golden, Major Coyne, and me), for the Knoxville Police Department and large police departments throughout the country (Chief Keith), for the Chicago and Metropolitan Police Departments (Chief Gainer), for the Newark Police Department itself (Deputy Chief McGuire), and for departments throughout the country and world (Professor Jack Greene, one of the country’s leading scholars in the field of policing), our monitoring team will review all policies, general orders, rules, and regulations of the Newark Police Department to be certain that they are consistent with the Consent Decree and incorporate all requirements of the Consent Decree. Where they do not, or where those policies can be improved, our monitoring team will make language suggestions.

Likewise, our monitoring team will review all training materials that bear upon the Consent Decree – including, but not limited to, training on community engagement, use of force, video and audio recordings, internal affairs investigations, and constitutional policing – to ensure that they are consistent with the Consent Decree, and where they are not, or where they could be improved, work with the Newark Police Department to improve them. But the best training materials are ineffective if, during instruction, the trainers state or even intimate that the policies need only be followed “when the monitoring team is looking.” For this reason, our monitoring team will audit all training sessions related to the Consent Decree. Our monitoring team’s training visits will be both announced and unannounced. As well, post-training, our monitoring team will conduct ride-alongs with officers to be sure that the lessons learned in the classroom are being applied in the field. *See* Proposal at 27.

Third, our monitoring team believes strongly in the power of disclosure to correct many of the above-described mistakes and win the trust of the community. While law enforcement safety is always paramount, where safety is not jeopardized and State law allows, our monitoring

team would push the Newark Police Department to make publicly available, whether on the Monitor's website or otherwise, its revised policies, procedures, and training materials. In this way, the public could see for themselves the impact of the Consent Decree and the real strides being made by the Department to comply with it. *See Proposal at 27.* Related, to the extent permitted by State law, our monitoring team would encourage the Police Department to make publicly available substantiated (but not unsubstantiated) disciplinary actions, including the offense charged, a brief description of the underlying facts, and the penalty meted out by the Department. In this way, the public would see, perhaps for the first time, that officers are not above the law, and their transgressions are met with real consequences.

### Question 6

Existing community-based organizations, whether N-CAP, the NAACP, the National Action Network, the Newark-North Jersey Committee of Black Churchmen, or other groups are critical to the success of the Consent Decree, the monitoring team's work, and the reform process generally. As discussed above and throughout our proposal, our monitoring team plans on leveraging these groups in two primary ways: (1) particularly at the beginning of the monitoring process, but throughout the process as well, asking these groups to host public forums for our monitoring team, where the team can discuss the Consent Decree, the monitoring process, and the successes and failures of the Newark Police Department in complying with the Decree to date; and (2) serving on the "Community Leaders Working Group" described in our response to Question 2. It is this second role that bears some further discussion.

If selected to serve as the Monitor, our monitoring team would, within the "First 100 Days," invite community leaders from across the City to a series of meetings to discuss the creation of the "Community Leaders Working Group." Collectively, we would discuss the Group's charge and membership, working to ensure that while all stakeholders had a voice, the Group was not too unwieldy to be effective. Although our monitoring team wants the Group to have a say in defining its responsibilities, it is important to us that the Group be more than a passive body. The Group must not only be able to express the concerns of the community to the Monitor and the Police Department, it must also be able to relay the progress of the Monitor and the Police Department to the community. To accomplish the latter, the Group (if not the public generally, *see* our response to Question 5 above) must be able to review the Police Department's revised policies, procedures, and training materials and understand what changes were made and why. The Group should be invited to attend training sessions and ride-alongs with the Monitor so that they can see, firsthand, the ameliorative effect of those revised policies, procedures, and training materials.

I used this same model – a model of meaningful engagement and collaboration – to involve community leaders in revamping the State Police recruitment and selection process. Leaders had a hand in crafting the process; they were in the room when troopers were being trained as background investigators and even gave a panel discussion on cultural awareness to those investigators; they were in the room when applicant files were being reviewed; they were invited to the State Police Academy to witness training firsthand; and they were informed when recruits were excused or left the Academy voluntarily and the reason(s) for their departure. The result was broad acceptance of the process by the community and broad acceptance of the community by the State Police, who came to view the community leaders as trusted partners

committed to finding diverse and highly-qualified recruits for the State Police. I am personally dedicated (as is our monitoring team) to forging that same relationship between law enforcement and the community in Newark.

We thank N-CAP for its interest in the Monitor selection process and the thoughtful questionnaire. We hope our responses were equally thoughtful, and look forward to discussing them, as well as our proposal, with N-CAP in the near future.

Very truly yours,

HOLLAND & KNIGHT LLP

A large, stylized handwritten signature in black ink, appearing to read 'Lee Vartan', is written over the typed name. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Lee Vartan

Prepared for the  
**United States Department of Justice**

Newark Police Department Monitoring Application

February 13, 2015

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## *Via Email*

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Re: NPD Monitoring Application

Dear Mr. Murray and Ms. Comizzoli:

On behalf of our monitoring team, I submit this proposal for your consideration. Every member of the team is eager to help the Newark Police Department navigate through a historic time and historic changes. In the pages that follow, you will see that we have assembled an impressive team with expertise, national perspective, and "Jersey roots." While our backgrounds are diverse – we are lawyers, academics, and former law enforcement officers – we have a shared commitment to the City of Newark and a shared desire to be a part of the fundamental transformation about to take place there.

Our Application details our monitoring plan, but it also details our monitoring philosophy: meaningfully engage with the community so they understand the Consent Decree and our role in enforcing it; meaningfully engage with the Newark Police Department leadership and every officer so they understand that the Consent Decree is not a punishment, but an opportunity; everyday review the steps taken by the Police Department toward compliance and publicly report on those steps, praising where warranted and prodding where appropriate; and help the Department sustain the reforms in the Consent Decree not for five years, but permanently.

We stand ready to serve.

Very truly yours,

**Holland & Knight LLP**

  
Lee Vartan, Partner

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Disclaimer: The information provided in this handout is general information and not designed to be and should not be relied on as your sole source of information when analyzing and resolving a specific legal issue. Each fact situation is different; the laws are constantly changing. If you have specific questions regarding a particular fact situation, we urge you to consult with legal counsel.

# I. Executive Summary

A brief description of how the team would complete the project.

While the Department of Justice's Report on the Investigation of the Newark Police Department (hereinafter, "Report") presents real and sobering challenges for the Police Department, the new Administration, and the entire city of Newark, it also presents the City with a unique moment in its history – the opportunity to recraft its Police Department into an agency that is seen as protector, friend, and champion of the community rather than antagonist. It is with a sincere desire to aid that historic transformation and an equally sincere belief that the assembled monitoring team is best positioned to do so that we submit this Application.

We do not make that last claim lightly. The Department of Justice and City of Newark will doubtless receive a number of well-crafted and persuasive monitoring applications, but none will combine the expertise, national perspective, and "Jersey roots" brought by ours. Let us start with that last, and in many ways, most important point first.

The Police Assessment Resource Center promulgated National Guidelines for Police Monitors, which are (at least partly) instructive. Standard 1.8 reads: "The monitor and team should be or become familiar with the monitored agency and local conditions, politics, and frictions." The commentary elaborates: "In some circumstances, the monitor may possess excellent credentials but come from elsewhere and consequently lack such knowledge of local conditions. In such cases, a person with a nuanced understanding of and sensitivity to local issues and conditions should be available to or become part of the monitoring team."

We say that Standard 1.8 is only partly instructive because we believe that the monitor and team **must be** familiar with the monitored agency and local conditions. With all of the monitor's responsibilities, time "learning Newark" and earning the trust of key stakeholders – particularly when that trust may never come – is time wasted. The situation involving the Seattle, Washington, Federal Monitor should serve as a warning. Just months after the monitor was selected, a headline in a local Seattle newspaper declared, "Exclusive: Seattle Police Monitor Blasts City for 'Humiliating' Him."<sup>1</sup>

Newark does not have time for such petty recriminations. That is why the lead monitor on our team is Holland & Knight Partner Lee Vartan, a former Assistant United States Attorney for the District of New Jersey and a former Chief of Staff and Executive Assistant Attorney General – the second highest-ranking position in the 8,100-person Department of Law and Public Safety – to two New Jersey Attorneys General. After nearly eight years in government service, Mr. Vartan not only has the respect of law enforcement generally, but of Newark law enforcement and community leaders specifically. There is no better endorsement of Mr. Vartan's reputation than that found in the letters of recommendation from Newark's community leaders attached to this Application as Appendices B and C. The leaders write:

*Lee Vartan has the knowledge, temperament, reputation, and Newark roots to be the most effective federal monitor for the Police Department. ... If Lee Vartan is selected to be the federal monitor, he will, on his very first day, have the respect and trust of the U.S. Attorney's Office, the Newark Police Department, and the community. That is a benefit too great to ignore.*

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<sup>1</sup> <http://mynorthwest.com/11/2207782/Exclusive-Seattle-police-monitor-blasts-city-for-humiliating-him>

## Appendix B

For similar reasons, our monitoring team includes Acting Deputy Chief of the Newark Police Department Mitchell McGuire, Jr. (ret.) who, in his 30-year career with the Newark Police Department, commanded a Detective Bureau, the Training Division, and the Internal Investigations Division. Like Mr. Vartan, Deputy Chief McGuire brings instant credibility to our monitoring team, and will allow us to immediately begin the work contemplated in the Consent Decree rather than spending months building our Newark bona fides. Of course, it should be noted that credibility in no way sacrifices objectivity. Mr. Vartan and Deputy Chief McGuire are valued members of the monitoring team not because they are liked by the Police Department, but because they are respected. It is that respect that will allow our team to implement the Consent Decree, make the hard choices, and navigate the inevitable disagreements with the Police Department, unions, and community, without those disagreements devolving into public warfare (*see* Seattle) or worse, jeopardizing the timely implementation of the Consent Decree.

But it is not “Jersey roots” alone that recommend our monitoring team, it is those “Jersey roots” in combination with our expertise and national perspective. Mr. Vartan spent a large portion of his time at the New Jersey Attorney General’s Office overseeing both the State Police and, importantly, the Office of Law Enforcement Professional Standards (hereinafter, “OLEPS”). In 1999, in many ways paralleling the later Consent Decree with Newark, the State Police entered into a Consent Decree with the Department of Justice after the Justice Department alleged that troopers were improperly using race to stop drivers and passengers on the State’s roadways. Ten years later, upon dissolution of the Consent Decree and termination of the Federal Monitor, OLEPS was created by State statute to serve as a permanent monitor for the State Police.

By statute, OLEPS is empowered to conduct audits, perform analyses, and provide general oversight and guidance on all matters impacting the integrity of the State Police. Specifically, OLEPS audits motor vehicle stops, post-stop enforcement actions, and supervision of patrol activities to identify any disparities in enforcement, reviews and approves all training materials and curricula used at the State Police Training Academy, and evaluates all internal investigations for legal sufficiency and recommends appropriate discipline to be imposed. OLEPS also has a public face, authoring: (1) a semi-annual report that evaluates State Police compliance with relevant performance standards and procedures, including individual analysis of all stops during the reporting period involving use of force, canine deployments, and consent searches based on reasonable articulable suspicion; (2) a semi-annual report that analyzes aggregate statistics on the State Police’s traffic enforcement activities, including aggregate data on the race and ethnicity of the civilians involved, and reports on race- and ethnicity-based enforcement trends over time; and (3) an annual report that includes aggregate data on misconduct investigations.

In his role as Chief of Staff and Executive Assistant Attorney General, Mr. Vartan supervised the day-to-day activities of OLEPS on behalf of the Attorney General, meeting weekly with the Director of OLEPS, and himself reviewing, commenting on, and where necessary revising OLEPS’ public reports and State Police training materials. As well, Mr. Vartan regularly reviewed internal investigations and recommended discipline to be imposed where misconduct was substantiated. Simply, during his 2.5 years at the Attorney General’s Office, Mr. Vartan regularly performed the very duties that the Federal Monitor will be called upon to perform in Newark.

But importantly, Mr. Vartan is not the only member of the team with monitoring experience. Since January 2012, Dr. Kristin Golden, who received her Ph.D. in Criminology and Criminal Justice, has

served as the chief social scientist for OLEPS and the primary researcher, analyst, and draftsman of the monitoring reports issued by OLEPS. There is no one better qualified to help craft the reports and underlying analyses that will be crucial to evaluating the Newark Police Department's compliance with the Consent Decree and reporting publicly on that compliance to the Department of Justice, the City, and the community. Likewise, two of the team's police practices experts, Chief Terry Gainer (ret.) and Major Phil Coyne (ret.) helped their agencies successfully navigate through Consent Decrees or their equivalent, Chief Gainer the Metropolitan Police Department in Washington, D.C. and Major Coyne the New Jersey State Police.

But previous monitoring work is not the only relevant experience brought by our team. We are not naïve. We understand that, despite the reputations of Mr. Vartan and Deputy Chief McGuire, there may be parts of the Police Department and perhaps other stakeholders who will resist implementation of the Consent Decree, disagree with the positions of the monitor, and generally contest perceived intrusion by the Federal government. Our assembled team has a record of changing the organizational culture of law enforcement agencies, and doing it in a way that wins plaudits and friends rather than criticism and enemies.

In mid-2012, Attorney General Jeffrey Chiesa charged Mr. Vartan with overhauling the recruitment and applicant selection process for the State Police. The State Police had just graduated its 151<sup>st</sup> Class, and out of 85 graduates, a mere 3% were African American. On one side, Mr. Vartan was met with distrustful community leaders who had variously been denied audiences with previous Attorneys General or promised reforms that never materialized. On the other, he was met with State Police leadership and rank-and-file troopers reflexively opposed to the meddling of "civilians" in State Police business, particularly civilian attorneys. Undeterred, Mr. Vartan studied the recruitment and selection process, canvassed other large law enforcement agencies to understand their processes, made himself accessible to all interested parties in the community and the State Police, from the most junior trooper to the Superintendent, and ultimately reformed the recruitment and selection process, sometimes agreeing with the views of the community leaders, other times agreeing with the views of the State Police, but always explaining his decision. The results were undeniable. The 152<sup>nd</sup> State Police Class was the first majority-minority class in State Police history. But as important as the results, the State Police embraced the reforms. In a matter of months, Mr. Vartan was able to change the culture of the State Police from one that largely ignored diversity to one that prized it, and he did so by getting the State Police to understand that the reforms improved their legitimacy in the communities they police, thereby making them a stronger organization.

Again, the letters of support attached to this Application are worth noting. Bishop Jethro James, the leader of the Newark-North Jersey Committee of Black Churchmen writes:

*We worked alongside Lee and together, we completely overhauled the recruitment and selection process of the New Jersey State Police. There were many in the State Police who were hostile to our presence, believing that the existing recruitment and selection process worked just fine – after all[,] they were hired under that process even if bias and discrimination were the order of the day. However[,] because of Lee's ability and his tireless efforts[,] ... the system [was] overhauled to an incredible effect – the State Police graduated its first majority-minority class [-] and many of the State Police actually embraced the changes. Lee has the ability to change the culture of a law enforcement agency while maintaining the support of the agency – which I believe lies at the very heart of the monitor's task.*

## Appendix C

And Lieutenant Colonel Louis Klock (ret.) of the State Police, the commanding officer of the State Police branch responsible for the recruitment and selection process, states:

*While serving as the Chief of Staff, Lee Vartan spearheaded a period of unprecedented transformation within the [New Jersey State Police, "NJSP"]. Lee masterfully managed an incredibly immense workload[,] which touched on every facet within the NJSP to include the administration, operations, investigations, and the homeland security branches. In just a few years, he designed and implemented critical enhancements to our recruiting initiatives, recruit selection process, recruit training programs, and our enlisted promotional process. In addition, Mr. Vartan was determined to ensure the NJSP complied to the tenants within the U.S. Federal Consent Decree. Mr. Vartan effectively collaborated with commanders of all ranks to guarantee full compliance within the NJSP Office of Professional Standards, the Field Operations Section, and the Training Bureau. This was not an easy task[;] however, Lee succeeded because he was able to win the trust and admiration of all whom he came in contact with.*

## Appendix D

Finally, in addition to "Jersey roots" and expertise, our monitoring team brings national perspective. The team includes one of the most prominent policing scholars in the country, Professor Jack Greene of Northeastern University, who not only teaches and writes in the areas covered by the Report and Consent Decree, but is a thought leader in those areas. Professor Greene has published six books, a two-volume *Encyclopedia of Police Science*, and over 150 research articles, book chapters, research reports, and policy papers on matters of policing in the United States and internationally. In addition, for nine years, he served as a commissioner on the Commission on Accreditation for Law Enforcement Agencies, the premiere national police accreditation body in the United States.

The team also includes Chief of the Knoxville, Tennessee Police Department Phil Keith (ret.) who has 45 years of experience in law enforcement, 16 of which were at the helm of one of Tennessee's largest police departments. Not only does Chief Keith have all of the knowledge won from running a large, urban police department for 16 years – from training, to internal affairs, to development of an Early Warning System – he is steeped in national best practices having served, like Professor Greene, as a commissioner on the Commission on Accreditation for Law Enforcement Agencies. Notably, while serving on the Commission, Chief Keith chaired the subcommittee charged with assisting police departments under Federal Consent Decrees, including the Cincinnati and Columbus Police Departments. Since his retirement from Knoxville, Chief Keith has used his expertise to develop and conduct trainings for dozens of large, urban police departments across the country – including the Los Angeles, Detroit, New Orleans, Miami, and Atlanta Police Departments – on a variety of law enforcement topics directly relevant to the Consent Decree, such as: bias-free policing; law enforcement accreditation; Early Warning Systems; and use of force.

We end where we began. The City of Newark and its Police Department face not a crisis, but an opportunity. We do not believe that the Newark Police Department is populated by rogue officers intent on flouting the Federal and State Constitutions. Rather, Newark, like so many departments across New Jersey and the country, suffered such dramatic reductions in force that it was forced to make impossible choices: dedicate officers and resources to improve training or dedicate officers and resources to crime suppression; put supervisors behind desks to review use of force reports and officer performance or put supervisors on the streets to beat back historic murder rates? We

understand the choices the Police Department made, but now is the time to make different choices. Now is the time for the Police Department, with the help of the monitoring team, to modernize its training practices, embrace transparency, and meaningfully engage with the community. Now is the time for the Police Department to remember that it derives not only its legitimacy, but also its strength, from the community it serves. It is with a heartfelt desire to be a part of this historic change in New Jersey's largest city that we submit this Application.

## II. Personnel/Qualifications

The names of the individuals and/or subcontractor consultants who would comprise the team;

A summary of the relevant background of each team member;

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

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

***Please note this Section is intended to cover both the "Personnel" and "Qualifications" sections of the Request for Applications.***

As described in the Executive Summary, our monitoring team is designed to seamlessly blend "Jersey roots" with expertise and national perspective. The lawyers, academics, and former law enforcement officers described below do precisely that.<sup>2</sup>

### **Mr. Lee Vartan (Lead Monitor)**

Lee Vartan is a partner in Holland & Knight's New York office, where he is a member of the firm's White Collar Defense and Internal Investigations Practice Group. Prior to joining Holland & Knight, Mr. Vartan had a long and successful career in both Federal and State government service. From 2007-2011, Mr. Vartan was an Assistant United States Attorney for the District of New Jersey, where he investigated and prosecuted both violent and white collar crimes and successfully tried seven Federal jury trials. Thereafter, Mr. Vartan served as an Assistant Counsel to Governor Chris Christie, where he advised the Governor, cabinet officers, and the Governor's senior staff on a range of legal and policy issues, including those relating to law enforcement, education, and higher education. From 2012 through his departure in November 2014, Mr. Vartan served as Chief of Staff and Executive Assistant Attorney General – the second highest-ranking position in the Department of Law and Public Safety – under Attorneys General Jeffrey Chiesa and John Hoffman.

It was in his role as Chief of Staff and Executive Assistant Attorney General that Mr. Vartan garnered numerous experiences directly relevant to this Monitorship. For example, Mr. Vartan worked alongside the State Police and community leaders in Newark and throughout the State to reinvent the State Police's recruitment and applicant selection process. As a result of Mr. Vartan's efforts, the State Police went from rostering a class that was just 3% African American and overwhelmingly White to rostering a class that was majority-minority for the first time in State Police history. While the results were extraordinary, equally extraordinary was that Mr. Vartan was able to make those changes with the support of both the State Police and the community. Bishop Jethro James, the leader of the Newark-North Jersey Committee of Black Churchmen, and one of the leaders who worked alongside Mr. Vartan on the reforms to the recruitment and selection process writes:

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<sup>2</sup> The subsections below highlight only the most relevant experiences, research, and writings of the monitoring team members. For a complete listing of the monitoring team's qualifications and experiences, please see Appendix A to this Application, which includes each member's resume or curriculum vitae. It should also be noted that while we do not provide a complete listing of all of the current projects for each team member, each member is strongly committed to this Application and is able and eager to invest the time outlined in Section IV *infra*.

*We worked alongside Lee and together, we completely overhauled the recruitment and selection process of the New Jersey State Police. There were many in the State Police who were hostile to our presence, believing that the existing recruitment and selection process worked just fine – after all[,] they were hired under that process even if bias and discrimination were the order of the day. However[,] because of Lee’s ability and his tireless efforts[,] ... the system [was] overhauled to an incredible effect – the State Police graduated its first majority-minority class [-] and many of the State Police actually embraced the changes. Lee has the ability to change the culture of a law enforcement agency while maintaining the support of the agency – which I believe lies at the very heart of the monitor’s task.*

## **Appendix C**

For a fuller accounting of Mr. Vartan’s efforts in diversifying the State Police, please see the letters of recommendation attached to this Application as Appendices B through D.

As well, Mr. Vartan was instrumental in reforming the State Police promotional process. Again, it was the approach that Mr. Vartan employed, even more than the results, that is worth highlighting. James Kiernan, a State Trooper for 27 years and the President of the Non-Commissioned Officers Association, explains:

*[W]hat impressed me was not the [revised promotional process], but that Lee came to the Non-Commissioned Officers Association and the other State Police unions for input. We had a seat at the table, and not a “check the box” seat, but a real seat. In fact, the Attorney General and Lee attended several in-person meetings with union leadership and exchanged countless drafts of the [revised promotional process] with our attorney. The result was not only a stronger [process], but a relationship of trust and respect with the Attorney General’s Office that never existed in my time with the State Police. I raise this story because if I know anything, I know law enforcement. There are few, if any, Newark Police officers enthusiastic about the prospects of a federal monitor; the State Police too was less than enthusiastic in 1999. That is why it is so incredibly important that you select a monitor who both knows law enforcement and respects law enforcement. ... If you select Lee Vartan, I can assure you that ... he will work tirelessly with every officer, every union leader, every member of the Administration, and every Newark resident to make the changes in the Consent Decree not his, but Newark’s.*

## **Appendix E**

As evidenced in the quotations above and more fully in the letters of recommendation attached to this Application, Mr. Vartan knows how to make big changes to law enforcement agencies while winning acceptance rather than resistance. Although we do not anticipate the “battlefield conditions” contemplated by Bishop James, we do understand that there will be portions of the Newark Police Department that will resist the changes embodied in the Consent Decree. Mr. Vartan’s leadership style – hear every voice, be dismissive of no opinion, explain your decision, and grant access to all – will prove invaluable.

Mr. Vartan’s experience overseeing OLEPS must also be discussed. In 1999, the New Jersey State Police entered into a Consent Decree with the Department of Justice after the Justice Department alleged that troopers were improperly using race to stop drivers and passengers on the State’s roadways. Ten years later, upon dissolution of the Consent Decree and termination of the Federal Monitor, OLEPS was created by State statute to serve as a permanent monitor for the State Police. Housed in the Attorney General’s Office, OLEPS is empowered to conduct audits, perform analyses,

and provide general oversight and guidance on all matters impacting the integrity of the State Police. Specifically, OLEPS audits motor vehicle stops, post-stop enforcement actions, and supervision of patrol activities to identify any disparities in enforcement, reviews and approves all training materials and curricula used at the State Police Training Academy, and evaluates all internal investigations for legal sufficiency and recommends appropriate discipline to be imposed. OLEPS also authors and issues public reports, which are described in detail in Section II(C) *infra*.

In his role as Chief of Staff and Executive Assistant Attorney General, Mr. Vartan supervised the day-to-day activities of OLEPS on behalf of the Attorney General, meeting weekly with the Director of OLEPS, and himself reviewing, commenting on, and where necessary revising OLEPS' public reports and State Police training materials. As well, Mr. Vartan regularly reviewed internal investigations and recommended discipline to be imposed where misconduct was substantiated. Simply, during his 2.5 years at the Attorney General's Office, Mr. Vartan regularly performed the very duties that the Federal Monitor will be called upon to perform in Newark.

Mr. Vartan is a graduate of Princeton University and Harvard Law School.

### **Professor Jack Greene (Policing Scholar)**

Jack Greene is a Professor of Criminology and Criminal Justice at Northeastern University, where he previously served as the dean of the College of Criminal Justice and led all academic and research programs focused on matters of criminology and justice policy. Recognized as one of the country's leading scholars in the field of policing, Professor Greene has published six books, a two-volume *Encyclopedia of Police Science*, and over 150 research articles, book chapters, research reports, and policy papers on matters of policing in the United States and internationally. Currently, he is the chair of the Global Criminology Network, a collaboration between Northeastern University, the Catholic University of Leuven (Belgium), the Free University of Amsterdam (Netherlands), and Griffith University (Australia).

Professor Greene has consulted for various agencies and organizations, including the Philadelphia and Los Angeles Police Departments, the Justice Department, the National Institute of Justice, the Urban Institute, and the Rand Corporation, and currently serves on the research advisory committees of the International Association of Chiefs of Police and the Police Foundation. For nine years, he served as a commissioner on the Commission on Accreditation for Law Enforcement Agencies, the premiere national police accreditation body in the United States established by the Police Executive Research Forum, the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, and the National Sheriffs' Association.

Much of Professor Greene's research, writing, and grant experience is directly relevant to this Monitorship. Specifically, in addition to authoring the two-volume *Encyclopedia of Police Science*, Professor Greene co-authored a book titled, *Police Integrity* and a second titled, *Community Policing: Rhetoric or Reality*. Book chapters include: *Police Field Stops: What Do We Know and What Does It Mean?* (2012); *Police Integrity: Exploring the Utility of a Risk Factor Model* (2004); *Strategic Leadership in a Big-City Police Department: The Philadelphia Story* (1992); *Community Policing in America: Changing the Nature, Structure and Functions of the Police* (2000); *Community Policing and Police Organizations* (2004); and *Communities and the Police* (2013).

He has also written a number of relevant articles, including: *Make Police Oversight Independent and Transparent* (2007); *Discretion and Gender Disproportionality in Police Disciplinary Systems* (2000); *Does Race Influence Police Disciplinary Processes?* (2001); *Does Community Policing Generate Greater*

*Numbers and Different Types of Citizen Complaints than Traditional Policing?* (2000); *Using GIS to Analyze Complaints against Police: A Research Note* (2001); *Police and Community Perceptions of the Community Role in Policing: The Philadelphia Experience* (1989); and *Police Officer Job Satisfaction and Community Perceptions: Implications for Community Policing* (1989).

Professor Greene's grant work is similarly impressive. Professor Greene received a grant from the National Institute of Justice to analyze integrity issues within the Philadelphia Police Department with the goal of identifying and addressing those issues earlier in officers' careers (*i.e.*, an Early Warning System) and a second grant from the National Institute of Justice to analyze integrity issues within the New York City Police Department. He also served as a consultant to the Philadelphia Police Department for the re-design of police training at the entry, in-service, specialized, supervisory, managerial, and executive levels, and was primarily responsible for the development of a 520 hour, state-mandated basic training curriculum for all municipal officers in the Commonwealth of Pennsylvania. Likewise, Professor Greene was responsible for the direction and development of both an integrated basic training curriculum and a continuing education program for deputy sheriffs throughout Pennsylvania.

Prior to joining Northeastern University, Professor Greene held faculty positions at the University of Wisconsin-Milwaukee (1977-78) and Michigan State University (1978-1984) and was a professor of criminal justice and director of the Center for Public Policy at Temple University (1984-1999), where he oversaw the University's multi-disciplinary public policy research program.

Professor Greene is a graduate of Northeastern University and holds a Multi-Disciplinary Social Science Ph.D. (Sociology, Public Policy and Criminology) and a Master of Science in Criminal Justice from Michigan State University.

### **Dr. Kristin Golden (Social Scientist and Analyst)<sup>3</sup>**

For over three years, Kristin Golden has served as the chief social scientist for OLEPS and the primary researcher, analyst, and draftsman of the monitoring reports issued by OLEPS. As noted above, OLEPS authors and issues three, public monitoring reports: a semi-annual Oversight Report, a semi-annual Aggregate Report, and an annual Misconduct Report; Dr. Golden is the primary architect and author of each of them.

Dr. Golden has authored six Oversight Reports. Through the Oversight Reports, Dr. Golden and her team evaluate State Police compliance with their own relevant performance standards, policies, and procedures, including all those that prohibit race-based decision-making. Specifically, they review all motor vehicle stops during the reporting period involving use of force, canine deployments, and consent searches based on reasonable articulable suspicion to ensure that both the stop and post-stop activity were constitutional and in compliance with applicable State Police policies and procedures. As well, Dr. Golden and her team analyze an additional, random sampling of motor vehicle stops during the reporting period to ensure constitutionality and compliance. Finally, they review State Police training activities to ensure that all troopers receive required training, including instruction on search and seizure, use of force, and cultural diversity.

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<sup>3</sup> To complete the work outlined in Section IV *infra*, Dr. Golden may utilize the part-time services of Dr. Ryan Shields. While Appendix A does include Dr. Shields' curriculum vitae, we do not include a separate description of Dr. Shields' background as Dr. Golden anticipates making only sporadic use of Dr. Shields.

Dr. Golden has authored five Aggregate Reports. Through the Aggregate Reports, Dr. Golden and her team analyze aggregate statistics on the State Police's traffic enforcement activities, including aggregate data on the race and ethnicity of the civilians involved, and report on race- and ethnicity-based enforcement trends over time.

Finally, Dr. Golden has authored two Misconduct Reports. Through the Misconduct Reports, Dr. Golden and her team analyze aggregate data on misconduct investigations to determine what patterns, if any, emerge with respect to principals, allegations, or outcomes.

As described more fully in Section IV *infra*, one of the monitoring team's primary responsibilities will be to analyze data and issue public reports of the very same type that Dr. Golden has come to perfect over the past three years. Simply, there is no one better qualified to help craft the reports and underlying analyses that will be crucial to evaluating the Newark Police Department's compliance with the Consent Decree and reporting publicly on that compliance to the Department of Justice, the City, and the community. Indeed, Dr. Golden's work at OLEPS has been recognized nationally by her peers. In 2014, she was invited to discuss her ongoing work monitoring the State Police at the Academy of Criminal Justice Sciences Annual Meeting. There, she gave a presentation titled, *Assessment and Evaluation of the New Jersey State Police Post-Consent Decree*.

One other facet of Dr. Golden's work at OLEPS deserves mention. By State statute, OLEPS is empowered not only to monitor the activities of the State Police, but also to provide assistance and guidance to other law enforcement entities statewide when requested. Pursuant to that authority, Dr. Golden has worked with several police departments serving both urban and suburban communities on the appropriate use of their Computer Aided Dispatch systems, Record Management Systems, and internal affairs databases and software. As well, Dr. Golden has provided guidance to departments on how to appropriately analyze uses of force and develop early warning triggers.

Beyond her work at OLEPS, Dr. Golden's personal research and writing focuses on the etiology of criminal stereotypes held by members of the public and law enforcement and the manifestation of those stereotypes in the form of racial profiling. Dr. Golden has published a number of articles on those topics, including: *The Effect of Interracial Contact on Whites' Perceptions of Victimization Risk and Black Criminality* (2013); *Reconsidering the Relationship between Perceived Neighborhood Racial Composition and Whites' Perceptions of Victimization Risk: Do Racial Stereotypes Matter?* (2012); and *The Effect of Static, Dynamic, and Perceptual Measures of Minority Threat on Fear of Crime* (2012). As well, she has been regularly invited by the American Society of Criminology to present her research, including the following presentations: *The Racial and Ethnic Typification of Crime: Exploring the Etiology of Criminal Stereotypes*; *Racial Threat and Public Opinion about Crime*; and *Racial Threat, Racial Typification and Concern about Crime*.

Dr. Golden is a graduate of Villanova University and holds a Ph.D. in Criminology and Criminal Justice from Florida State University and a Master of Arts in Criminal Justice from Villanova University.

### **Mr. Samuel Spital (Attorney)**

Samuel Spital is a partner in Holland & Knight's New York office, where he is a member of the firm's Litigation and Public and Charitable Services Practice Groups. Mr. Spital devotes a substantial portion of his practice to capital habeas and civil rights cases. In the prison context, he has litigated allegations of retaliation for constitutionally protected speech and claims involving officers' failure

to follow internal rules concerning discipline and classification. Mr. Spital also has experience litigating statistical issues, and in particular, whether observed disparities are statistically significant.

Mr. Spital's work has exposed him to some of the unique challenges faced by law enforcement officers. It has also shown him the importance of having clear standards and ensuring those standards are effectively communicated to officers.

Mr. Spital is a lecturer-in-law at Columbia Law School, where he co-teaches a course about constitutional rights enforcement in habeas and prison cases. In 2014, he received a Rising Star award from the *New York Law Journal*.

Mr. Spital is a graduate of Harvard College and Harvard Law School. After graduating from law school, Mr. Spital was a law clerk to the Honorable Harry T. Edwards of the United States Court of Appeals for the District of Columbia Circuit, and to the Honorable John Paul Stevens of the United States Supreme Court.

### **Chief Phil Keith (ret.) (Police Practices Expert)**

Phil Keith has more than 45 years of experience in the fields of criminal justice, public safety, and business administration. He is a 34-year veteran of the Knoxville, Tennessee Police Department where, from 1988 through his retirement in 2004, he served as the Chief of Police of the approximately 400-member Department. Under Chief Keith's leadership, the Knoxville Police Department procured more than \$300 million in Federal and state grants for program development, law enforcement innovations, and national demonstration projects in the areas of community policing, highway safety, crime prevention, domestic violence prevention, violent crime reduction, Internet Crimes Against Children, and juvenile justice. But perhaps Chief Keith's most notable achievement – particularly given the work facing the monitoring team – was leading his Department to become accredited by the Commission on Accreditation for Law Enforcement Agencies, the premiere national police accreditation body in the United States. Only law enforcement organizations demonstrating national best practices earn accreditation.

In addition to his work in Knoxville, Chief Keith has served on numerous national and state advisory groups and boards, including as: a commissioner on the Commission on Accreditation for Law Enforcement Agencies for seven years; a commissioner on the Tennessee Peace Officers Standards and Training Commission for seven years; chairman of the Advisory Board for the Law Enforcement Innovation Center at the University of Tennessee for seven years; a member of the Senior Advisory Committee to the Department of Homeland Security; and a member of the National Amber Alert Advisory Group for the Department of Justice.

Chief Keith has been repeatedly recognized for his achievements, including twice being named an Outstanding Police Chief by the Tennessee Association of Chiefs of Police, Officer of the Year by the Knoxville Police Department, Law Enforcement Educator of the Year by the Southeastern Criminal Justice Educators Association, Law Enforcement Planner of the Year, and Outstanding Professional by the Southern Criminal Justice Association. As well, the International Law Enforcement Planners Association has honored Chief Keith by naming the Law Enforcement Planner of the Year Award after him for his dedication to law enforcement planning efforts.

While our monitoring team is justifiably proud of its "Jersey roots," it is also careful to balance those roots with a national perspective in the form of police practices experts like Chief Keith and Chief Gainer, *see* Section II(F) *infra*. Not only does Chief Keith have all of the knowledge won from

running a large, urban police department for 16 years – from training, to internal affairs, to development of an Early Warning System – he is steeped in national best practices having served for seven years as a commissioner on the Commission on Accreditation for Law Enforcement Agencies. Notably, while serving on the Commission, Chief Keith chaired the subcommittee charged with assisting police departments under Federal Consent Decrees, including the Cincinnati and Columbus Police Departments. Chief Keith has used his expertise to develop and conduct trainings for dozens of large, urban police departments across the country – including the Los Angeles, Detroit, New Orleans, Miami, and Atlanta Police Departments – on a variety of law enforcement topics directly relevant to the Consent Decree, such as: bias-free policing; law enforcement accreditation; Early Warning Systems; and use of force.

Chief Keith is a graduate of East Tennessee State University and has a Master of Science degree in Safety Administration from the University of Tennessee.

### **Chief Terry Gainer (ret.) (Police Practices Expert/Attorney)**

Terry Gainer's 47-year career has included service at the very highest levels of city, state, and Federal law enforcement. He began his career with the Chicago Police Department, quickly rising through the ranks to become the Department's Chief Legal Officer (Chief Gainer is also an attorney). There, his position required him to daily handle many of the issues central to the Report and Consent Decree, including: constitutional policing; development and drafting of departmental policies and associated trainings; officer discipline; use of force; and engagement with the community. In the following years, Chief Gainer continued his ascent, being named Deputy Director of the Illinois State Police and, later, the Director of the Illinois State Police in 1991.

In 1998, Chief Gainer moved to Washington, D.C. where he served as the Executive Assistant Chief of Police for the Metropolitan Police Department, responsible for all law enforcement operations of the Department. During Chief Gainer's tenure, the Department entered into a voluntary agreement with the Department of Justice that required the Police Department to engage in a five year process to reform, among other things, its hiring practices, use of force policies, training, and disciplinary system. Chief Gainer spearheaded those reform efforts for his Department, making system-wide changes that won the approval of the Justice Department.

Four years later, in recognition of that work, Chief Gainer was selected to be the Chief of the United States Capitol Police. Under Chief Gainer's leadership, the Capitol Police nearly doubled in size and dramatically expanded its anti-terrorism responsibilities. After a brief stopover in the private sector, Chief Gainer was elected by the United States Senate to serve as the body's Sergeant at Arms, the protocol and chief law enforcement officer and principal administrative manager for the Senate. While serving as the Sergeant at Arms, Chief Gainer was appointed as a commissioner on the Independent Commission on the Security Forces of Iraq, charged with conducting an independent assessment of the Iraqi Security Forces and reporting its findings to Congress.

Like Professor Greene and Chief Keith, Chief Gainer served as a commissioner on the Commission on Accreditation for Law Enforcement Agencies. He was also a board member of the International Association of Chiefs of Police and a member of the Police Executive Research Forum. Chief Gainer brings a national perspective on policing that matches the breadth and depth of that of Chief Keith. Equally important, Chief Gainer successfully navigated through a voluntary agreement with the Department of Justice – essentially, a Consent Decree – from the seat in which the Newark Police Department now sits. Much as it is said that the best defense attorneys are former prosecutors (or,

so the Lead Monitor likes to believe), the best monitors are those who have themselves been monitored.

Chief Gainer is a graduate of Benedictine University and has both a law degree and Master of Science degree in Management from DePaul University.

### **Deputy Chief Mitchell McGuire, Jr. (ret.) (Police Practices Expert)**

Mitchell McGuire, Jr. has had a long and distinguished career in New Jersey law enforcement. He began his career with the Newark Police Department in 1967, rising through the ranks and holding some of the Department's most important and sensitive positions before his retirement 30 years later. Deputy Chief McGuire is the recipient of over 200 Command Citations, six Distinguished Service Awards, and two Community Service Awards. He is a State-certified police academy director, a State-certified police training instructor, and a member of both the Police Academy Directors Association and the National Organization of Black Law Enforcement Executives.

As explained throughout this Application, it is absolutely essential that the monitoring team have credibility with the Newark Police Department on day one of the Monitorship. That is why participation of Deputy Chief McGuire on the team is so critical. But Deputy Chief McGuire adds more than mere Newark bona fides; he adds expertise and perspective on two issues at the very center of the Consent Decree – training and internal affairs.

With respect to training, Deputy Chief McGuire was assigned to the Police Academy as a permanent instructor in 1973, where he taught classes on constitutional policing, criminal investigations, and supervision and management, among others. Ultimately, Deputy Chief McGuire rose to become the Police Academy Director, where he was responsible for creating, developing, and implementing a comprehensive curriculum for all Newark officers at all levels, including those at the entry, in-service, specialized, supervisory, managerial, and executive levels. But importantly, Deputy Chief McGuire was not an "Ivory Tower" officer. Prior to becoming the Police Academy Director, he served in the Narcotics Bureau, as a detective, as Newark's representative on the Federal Narcotics Strike Force, and as the Detective Commander for the South and East Districts, all of which informed his teaching and still informs his perspective today. Deputy Chief McGuire knows what it means to walk the streets of Newark. He knows what it means to put his life on the line for the citizens of Newark. But he also knows that effective policing requires constitutional policing.

Deputy Chief McGuire had a similarly distinguished career in the area of internal affairs. For four years, he served as an investigator in the Internal Investigations Division, where he conducted administrative and criminal investigations of Newark officers and served on the team responsible for investigating all officer-involved shootings. And just as he did in the Police Academy, Deputy Chief McGuire advanced to become the Commander of the Internal Investigations Division, responsible for the complete and timely investigation of all internal affairs complaints throughout the Department. But his internal affairs experience does not end there. After retiring from the Newark Police Department in 1997, Deputy Chief McGuire became the Director of Professional Standards and Investigations for the New Jersey Transit Police, where he served with distinction for three years. Deputy Chief McGuire is a graduate of Kean College.

### **Major Phil Coyne (ret.) (Police Practices Expert)**

On the theory that the best monitors are those who have themselves been monitored, and that two is better than one, our team includes not only Chief Gainer, but Phil Coyne, a retired Major in the

New Jersey State Police who was instrumental in helping the State Police successfully navigate through its own Federal Consent Decree.

Major Coyne lived through the Consent Decree from several supervisory vantages. As a front-line supervisor, he implemented the mandates of the Consent Decree at the trooper-level, helping those under his command both understand and execute in the field new policies and trainings on traffic stops, search and seizure, and use of force. Later, as Squad Leader for the Executive Development Training Unit, Major Coyne was responsible for implementation of the Consent Decree at the supervisory-level, developing and delivering monitor-ordered, rank-specific training for all supervisors, as well as in-service training on the accountability and Early Warning System implemented pursuant to the Consent Decree. Major Coyne was also responsible for demonstrating the validity of those trainings through presentations and written reports to the monitors. Finally, as Chief of the Training Bureau, Major Coyne and his team of 70 full-time instructors and support staff were responsible for implementing the Consent Decree at the organization-level and ensuring that the reforms took permanent root.

Since his retirement in 2012, Major Coyne has trained law enforcement agencies throughout New Jersey on supervision, risk management, and ethics, among other topics. As well, he was recently hired by the Princeton, New Jersey Police Department to conduct an “Organizational Health and Leadership Culture Assessment” and by the Seaside Heights, New Jersey Police Department to assist that department in creating an Office of Professional Responsibility to enforce professionalism standards. Recognizing his expertise in the New Jersey State Police and beyond, the Department of Justice recently selected Major Coyne to be a part of the monitoring team for the Albuquerque, New Mexico Police Department.

Major Coyne is a graduate of the College of New Jersey and has a Master of Arts degree in Education from Seton Hall University.

### **Professor Louis Tuthill (Social Scientist and Analyst)**

Louis Tuthill is an Assistant Professor of Criminal Justice in the Department of Sociology, Anthropology, and Criminal Justice at Rutgers University Camden where he teaches courses on criminological theory, violent crime, research techniques and evaluation, and crime mapping and analysis.

For the past 15 years, both as a professor and Social Science Analyst for the Department of Justice, Professor Tuthill has focused his teaching and research on evaluation methodologies. He is an expert in several data collection techniques, econometrics, and advanced statistical analysis, including spatial analysis, time series analyses, and structural equation modeling. These statistical skills, coupled with crime mapping, allow Professor Tuthill to spatially and temporally isolate policing practices at the “street segment” or block face levels. Presently, Professor Tuthill is working with the City of Trenton, the City of Camden, and Cumberland County to evaluate various policing strategies in those jurisdictions and the impact of those strategies on minority communities.

The monitoring team will combine Professor Tuthill’s theoretical and practical expertise with that of Dr. Golden to complete the analyses contemplated in Section IV *infra*, and report their findings publicly in the team’s monitoring reports.

Professor Tuthill is a graduate of the University of California, Riverside and holds both a Ph.D. in Sociology (with concentrations in Political Economy, Criminology, and Socio-Legal Studies) and a Master of Arts in Sociology from the University of California, Riverside.

**Mr. Duvol Thompson (Attorney)**

Duvol Thompson is an associate in Holland & Knight's New York office, where he is a member of the firm's Litigation Practice Group. Mr. Thompson has experience with all facets of litigation, including taking and defending depositions, motion practice, and trial and appeals. He has also participated in mediations and negotiated settlements for corporate clients. Mr. Thompson has successfully tried, and defended on appeal, a number of commercial litigation matters.

Mr. Thompson was a two time All-Ivy League and All-American cornerback at the University of Pennsylvania, and thereafter played professionally in the National Football League. While attending law school, Mr. Thompson was a board member of the Black Law Students Association, a member of the Brendan Moore Trial Advocacy Team, and a member of the Environmental Law Review.

Mr. Thompson is a graduate of the University of Pennsylvania and Fordham University School of Law.

**Ms. Leonie Huang (Attorney)**

Leonie Huang is an associate in Holland & Knight's New York office, where she is a member of the firm's Litigation Practice Group. Ms. Huang focuses her practice on commercial litigation. Prior to attending law school, Ms. Huang worked at the Administrative Office of the United States Courts as a budget analyst for the Federal courts. She served as an analyst to the Judicial Conference Budget Committee in the areas of Defender Services and Probation and Pretrial Services.

While attending law school, Ms. Huang was a Fordham Law Review notes & articles editor and member of the Fordham Moot Court Board. Ms. Huang was awarded the Archibald R. Murray Public Service Award for her work at the Fordham Law Criminal Defense Clinic, and the Class of 1911 Award for the best essay submitted by a student in the graduating class on a legal subject designated by the Dean.

Ms. Huang is a graduate of Georgetown University and Fordham University School of Law. Ms. Huang also has a Master's in Public Administration from American University.

### III. Prior Experience and References

List current or recent (within the past 10 years) project experience for members of the team relevant to the monitoring duties and responsibilities; references for each project listed, including the name of the organization, contact person, title, address, e-mail address and telephone number; and, if available, examples of non-confidential work product that is similar to the reports required for this project.

In this Section, we provide references for certain of the monitoring team members and, where applicable, samples of their work product.

#### **Mr. Lee Vartan (Lead Monitor)**

As noted throughout this Application, letters of support for Mr. Vartan are attached to this Application as Exhibits B through E. All of the individuals who signed those letters, of course, stand ready to serve as references for Mr. Vartan. They include:

Reverend Dr. David Jefferson, Sr., Esq.  
President, New Jersey State Chapter of the  
National Action Network  
Metropolitan Baptist Church  
149 Springfield Avenue  
Newark, New Jersey 07103  
973.642.2267  
(Signed Appendix B)

Reverend Steffie Bartley  
President, Elizabeth, New Jersey Chapter of the  
National Action Network  
New Hope Memorial Baptist Church  
91 Division Street  
Elizabeth, New Jersey 07201  
pastorsbartley@yahoo.com  
908.352.5750  
(Signed Appendix B)

Richard T. Smith, President  
Melvin M. Warren, Criminal Justice Chairman  
George B. Gore, Community Outreach  
Chairman  
NAACP, New Jersey State Conference  
13 West Front Street  
Trenton, New Jersey 08608  
info@NJNAACP.org  
609.310.0211  
(Signed Appendix B)

Bishop Jethro James  
President, Newark-North Jersey Committee of  
Black Churchmen  
Paradise Baptist Church  
348-352 15<sup>th</sup> Avenue  
Newark, New Jersey 07103  
drjames@paradisebaptistchurch.org  
973.624.6614  
(Signed Appendix C)

New Jersey State Police Lieutenant Colonel  
Louis Klock (ret.)  
Zone Commander, Newark & Teterboro  
Airports & N.J. Marine Terminals  
Port Authority Police of NY & NJ  
225 Park Avenue South  
New York, New York 10003  
lklock@panynj.gov  
973.961.6315

James Kiernan  
President, New Jersey State Troopers Non-  
Commissioned Officers Association  
213 Crosswicks Road  
Bordentown, New Jersey 08505  
jimkiernan2@gmail.com  
609.298.8848  
(Signed Appendix E)

(Signed Appendix D)

In addition to the above references, both the Acting Attorney General for the State of New Jersey and former United States Senator and New Jersey Attorney General Jeffrey Chiesa, have agreed to serve as a references for Mr. Vartan. Both are in a position to comment on much of the content of this application. Their contact information is:

The Honorable John J. Hoffman  
Acting Attorney General  
Office of the Attorney General  
Richard J. Hughes Justice Complex  
25 Market Street  
8th Floor, West Wing  
Trenton, New Jersey 08625  
John.Hoffman@lps.state.nj.us  
609.292.4930

The Honorable Jeffrey S. Chiesa  
Wolff & Samson PC  
One Boland Drive  
West Orange, New Jersey 07052  
jchiesa@wolffsamson.com  
973.530.2050

**Dr. Kristin Golden (Social Scientist and Analyst)**

The Acting Attorney General for the State of New Jersey has also agreed to serve as a reference for Dr. Golden.

The OLEPS monitoring reports authored by Dr. Golden and her team are publicly available at <http://www.nj.gov/oag/oleps/reports.html>. Dr. Golden is responsible for the following reports: (1) Oversight Reports (formerly Monitoring Reports) Three through Eight; (2) Aggregate Reports of Traffic Enforcement Activities Five through Nine and corresponding supplemental reports; and (3) Misconduct Reports One and Two.

**Mr. Sam Spital (Attorney)**

The following individuals have agreed to serve as references for Mr. Spital:

The Honorable Harry T. Edwards  
United States Court of Appeals for the District  
of Columbia Circuit  
E. Barrett Prettyman U.S. Courthouse and  
William B. Bryant Annex  
333 Constitution Ave., NW  
Washington, DC 20001  
202.216.7380

George H. Kendall  
Squire Patton Boggs LLP  
30 Rockefeller Plaza  
New York, New York 10112  
george.kendall@squirepb.com  
212.872.9834

### **Chief Phil Keith (ret.) (Police Practices Expert)**

The following individuals have agreed to serve as references for Chief Keith:

Baltimore Police Commissioner and former  
Executive Director of the Major Cities Chiefs  
Association Thomas Frazier (ret.)  
Frazier Group LLC  
P.O. Box 50218  
Baltimore, Maryland  
tfrazier27@gmail.com  
410.433.8909

Dr. James Ginger  
Chief Executive Officer, Public Management  
Resources, Inc. and current Federal Monitor for  
the Albuquerque, New Mexico Police  
Department  
pmrinc@mac.com  
540.593.2000

### **Chief Terry Gainer (ret.) (Police Practices Expert)**

Commissioner Charles Ramsey  
Philadelphia Police Department  
One Franklin Square  
Room 314  
Philadelphia, Pennsylvania 19106  
215.686.3367

Michael Stenger  
Assistant Sergeant at Arms  
United States Senate  
Washington, D.C. 20510  
202.224.1969

### **Major Phil Coyne (ret.) (Police Practices Expert)**

New Jersey State Police Major Bill Toms (ret.)  
The Toms Professional Group  
31 East Main Street, Suite 123  
Freehold, New Jersey 07728  
bill@thetomsprofessionalgroup.com  
732.851.4824

Mary Kealoha  
Performance Management Resources, Inc.  
Associate Monitor for the Albuquerque, New  
Mexico Police Department  
marycaroline@verizon.net  
610.346.6637

## IV. Proposed Activities

Describe (in as specific detail as possible and using illustrations as necessary) the activities proposed to perform the Scope of Work. This discussion may address but not be limited to:

- » Methods of obtaining information;
- » Methods of analyzing information;
- » Methods of reporting information;
- » Frequency of proposed activities;
- » Personnel responsible for the various activities described in the Scope of Work and the number of hours anticipated to be devoted to specific aspects of the project by month or quarter, including the number of hours that would be spent on site in Newark;
- » Coordination with the City and the NPD to arrange visits, on-site records reviews and interviews; and
- » Coordination of monitoring activities, information gathering, and communications with the NPD, the United States and members of the community.

In this Section, we describe our monitoring plan. The subsections collectively address (and largely track) the tasks enumerated in the Agreement in Principle between the City of Newark and the United States of America (hereinafter, “Agreement”). For each subsection, we include our proposed monitoring activities, the member or members of the monitoring team charged with the activities, and estimated costs. A fuller accounting of costs can be found in Section VI *infra*.

Our monitoring plan is straightforward. Drawing upon the collective expertise and experience of the monitoring team, we will conduct both qualitative and quantitative assessments of all areas addressed in the Agreement and Consent Decree. As an example, on the qualitative side, we will review Field Inquiry Reports and Arrest Reports during each monitoring period, comment on whether they were appropriately completed, and assess whether the officers met the legal standard to justify the underlying law enforcement activities. We will discuss trends, both positive and negative, and describe how the Police Department is attempting to correct any negative trends through training or new protocols. On the quantitative side, we will employ statistical analysis to determine if the Department is improving by the numbers. For example, we will analyze and comment on whether the number of unjustified stops, inappropriate searches, and wrongful arrests is going up or down relative to the pre-Consent Decree baseline and previous monitoring periods.

Of course, these qualitative and quantitative reviews will not be done in a vacuum. Rather, all of the work described in Section IV(A) through IV(K) below will be presented in the form of quarterly (and later semi-annually) monitoring reports. It is through these monitoring reports that the team will report on its work to the parties and the public, give credit to the Police Department for areas of improvement, and highlight those areas where the Department continues to fall short.

One final note. We generally hew to monitoring rather than doing. However, in several subsections, given our collective expertise and the Agreement’s allowance for the monitor to “offer technical assistance to [the Newark Police Department] in furtherance of the City’s and [Department’s] compliance with the Agreement,” Agreement at 7, we make suggestions for Newark to consider in fashioning its compliance plan.

## **A. Communication – The First 100 Days**

Essential to the monitoring team's success is communication, and not communication with the Department of Justice or the Police Department alone, but communication with all interested parties. Accordingly, beginning on day one of the Monitorship, the monitoring team will establish clear and regular lines of communication with the Department of Justice, the Administration, the Police Department, and, of course, the community. As outlined below, the monitoring team will use its first 100 days to meet publicly and privately with all interested parties. The goal is simple: to provide Newark with an understanding of the Report, the Consent Decree, and the monitoring process, and to provide the monitoring team with an introduction to the City it serves.

On the first day of the Monitorship, the monitoring team will regularize a meeting with representative(s) designated by the Department of Justice, the City of Newark, and the Police Department. These meetings will occur monthly, and be attended by all members of the monitoring team. However, those out-of-state members will be present by telephone.<sup>4</sup> The purpose of the monthly meetings will be to keep clear and open lines of communication between the monitoring team and the parties. The team will also create an e-mail distribution list to facilitate communication among the parties outside of the monthly meetings.

As part of its communication strategy, the monitoring team will establish a website, [www.newarkmonitor.com](http://www.newarkmonitor.com) (or some variant), that will, at a minimum, include the following: (1) a clear and concise explanation of the Report, the Consent Decree, and the role of the Federal Monitor; (2) biographical information for each member of the monitoring team and contact information for the Lead Monitor; (3) all monitoring reports, press releases, and public statements issued by the monitoring team; (4) an option that will allow individuals to designate an e-mail address to automatically receive all monitoring reports and other public documents upon issuance; (5) a feedback form that will allow individuals to report both positive and negative experiences with the Police Department, including anonymously; (6) the ability to follow the monitoring team on Twitter; and (7) video/audio recordings of all public forums held by the monitoring team. The website will have an English language, Spanish language, and Portuguese language version. Through Professor Tuthill, the monitoring team will attempt to have one or more Rutgers students create the website at no cost. If the team is unsuccessful in that endeavor, we will contract (if possible) with a Newark-based web designer to create the website. We will likewise contract (if possible) with a Newark-based translation company to translate website content. We anticipate that all website costs, including hosting costs for the length of the Monitorship, will not exceed \$5,000.

Within the first 100 days, the monitoring team will advertise and host four public forums – one in each of the Police Department's four precincts. The purpose of those forums will be for the monitoring team to introduce themselves to the community, provide the community with an overview of the Report, the Consent Decree, and the monitor's role, hear directly the concerns of the community, and answer all questions posed. Since these forums will be the team's first public

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<sup>4</sup> The first monthly meeting will be held on the same day as one of the forums discussed below so that the parties can meet the full monitoring team in-person.

introduction to Newark, as well as a vital listening and learning experience for the team, we propose having all team members present.<sup>5</sup> The anticipated costs are:

Member	Rate	Hours (est.) <sup>6</sup>	Total
<b>Vartan</b>	\$500	25	\$12,500
<b>Greene</b>	\$150	20	\$3,000
<b>Golden</b>	\$125	20	\$2,500
<b>Spital</b>	\$550	20	\$11,000
<b>Keith</b>	\$100	20	\$2,000
<b>Gainer</b>	\$150	20	\$3,000
<b>McGuire</b>	\$100	20	\$2,000
<b>Coyne</b>	\$150	20	\$3,000
<b>Tuthill</b>	\$100	20	\$2,000
<b>Thompson</b>	\$300	20	\$6,000
<b>Huang</b>	\$300	25	\$7,500
<b>TOTAL</b>	--	230	\$54,500

In addition to the public forums, Mr. Vartan will work with community leaders – including those who signed letters of support on his behalf – to meet with the community less formally, including in churches, at neighborhood meetings, and anywhere else he is invited. At those meetings, Mr. Vartan will provide brief overviews of the Report, the Consent Decree, and the role of the monitoring team and will answer all questions posed. The anticipated costs are:

Member	Rate	Hours (est.)	Total
<b>Vartan</b>	\$500	20	\$10,000
<b>TOTAL</b>	--	20	\$10,000

<sup>5</sup> Of course, the monitoring team is also looking to reduce costs whenever possible. Accordingly, if we determine after the first public forum that there is little value in having the full monitoring team present, we will limit the number of team members attending the remaining forums.

<sup>6</sup> The hours listed for Mr. Vartan and Ms. Huang are higher because it is anticipated that they will take the lead in preparing the presentation to be made at the public forums.

Within the first 100 days, the monitoring team will host three forums specifically for Newark police officers. We are offering three sessions rather than a single session to both keep the meetings small and provide sufficient options for officers who may wish to attend, but have family or work obligations. The officer forums will parallel the community forums in substance, although there will be a greater emphasis on explaining how Consent Decrees have benefitted police departments across the country. For that piece of the presentation, the team will rely on Chief Keith and his experience at the Commission on Accreditation for Law Enforcement Agencies working with departments under Consent Decrees, as well as Chief Gainer and Major Coyne and their experiences in Washington, D.C. and New Jersey respectively. The team may also consider inviting officers, both at the patrol- and command-levels, who worked at departments before, during, and post-Consent Decree, for a roundtable discussion on the benefits and challenges of Federal monitorships. Again, we believe it important that all team members be present for the officer forums. *But see* footnote 6 *supra*. The anticipated costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	10	\$5,000
Greene	\$150	10	\$1,500
Golden	\$125	10	\$1,250
Spital	\$550	10	\$5,500
Keith	\$100	10	\$1,000
Gainer	\$150	10	\$1,500
McGuire	\$100	10	\$1,000
Coyne	\$150	10	\$1,500
Tuthill	\$100	10	\$1,000
Thompson	\$300	10	\$3,000
Huang	\$300	10	\$3,000
<b>TOTAL</b>	--	110	\$25,250

Finally, within the first 100 days, the team will make affirmative outreach to and, if requested, meet with the following groups, organizations, and agencies at a minimum: the American Civil Liberties Union; the People’s Organization for Progress; the New Jersey Attorney General’s Office; the Essex County Prosecutor’s Office; the Public Defender’s Office; and the Newark Police Department’s three unions. Any in-person meetings will be attended by Messrs. Vartan and Thompson alone. The anticipated costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	20	\$10,000
Thompson	\$300	20	\$6,000
<b>TOTAL</b>	--	40	\$16,000

The total estimated cost of the above is **\$105,750**. The total estimated cost of the website is **\$5,000**.

### B. Communication Generally

As noted above, the monitoring team will host monthly meetings with the parties. The anticipated yearly costs of those meetings, including related e-mail exchanges prior to and following the meetings, are:

Member	Rate	Hours (est.) <sup>7</sup>	Total
Vartan	\$500	35	\$17,500
Greene	\$150	25	\$3,750
Golden	\$125	25	\$3,125
Spital	\$550	25	\$13,750
Keith	\$100	25	\$2,500
Gainer	\$150	25	\$3,750
McGuire	\$100	25	\$2,500

<sup>7</sup> The anticipated hours are higher for Mr. Vartan because, as Lead Monitor, he will serve as the chief spokesperson for the monitoring team.

<b>Coyne</b>	\$150	25	\$3,750
<b>Tuthill</b>	\$100	25	\$2,500
<b>Thompson</b>	\$300	25	\$7,500
<b>Huang</b>	\$300	25	\$7,500
<b>TOTAL</b>	--	285	\$68,125

The monitoring team believes it critical to have at least one public forum and one police forum each year of the Monitorship to discuss, among other things, the monitoring reports issued by the team, *see* Section IV(L) *infra*, general progress made by the Police Department, and areas in need of improvement. Again, the full monitoring team would be present for those forums. *But see* footnote 6 *supra*. The anticipated yearly costs are:

<b>Member</b>	<b>Rate</b>	<b>Hours (est.)</b>	<b>Total</b>
<b>Vartan</b>	\$500	10	\$5,000
<b>Greene</b>	\$150	10	\$1,500
<b>Golden</b>	\$125	10	\$1,250
<b>Spital</b>	\$550	10	\$5,500
<b>Keith</b>	\$100	10	\$1,000
<b>Gainer</b>	\$150	10	\$1,500
<b>McGuire</b>	\$100	10	\$1,000
<b>Coyne</b>	\$150	10	\$1,500
<b>Tuthill</b>	\$100	10	\$1,000
<b>Thompson</b>	\$300	10	\$3,000
<b>Huang</b>	\$300	10	\$3,000
<b>TOTAL</b>	--	110	\$25,250

The total estimated yearly costs of the above are **\$93,375**.

### C. Civilian Review and Community Engagement

The first task enumerated in the Agreement is the establishment of a civilian oversight entity for the Police Department and, relatedly, improving relations between the Department and the community it serves. *See* Agreement at 1. Indeed, the success of the Consent Decree and the Monitorship itself will be measured not merely by the new policies adopted by the Department and the metrics showing enforcement actions free from bias, but whether those new policies and metrics win the trust and confidence of the community.

Accordingly, the monitoring team will develop and administer a community survey to establish the community’s baseline views of the Police Department at the inception of the Monitorship.<sup>8</sup> During each year of the Monitorship, the survey will be re-administered to a statistically appropriate sample of the community, and the results of the survey, including an analysis of trends, will be included in the monitoring team’s final report of the monitoring year. It should be noted that Dr. Golden has experience conducting surveys of the general public and targeted populations. She co-drafted a survey assessing public opinions about race and crime that was administered to a nationally representative sample of adults. The data from that survey have been used in several publications. Additionally, Dr. Golden co-wrote and administered a survey on a variety of topics, including opinions about race, crime, the criminal justice system, and community bonds to the entire population of a Florida Correctional Facility. Upon completion of the data collection phase, Dr. Golden entered and cleaned the data, which have been used in several publications. As well, at OLEPS, Dr. Golden drafted and administered a survey to all law enforcement agencies in New Jersey to assess how they store and maintain records of motor vehicle stops.

Mr. Vartan, Dr. Golden, and Professor Tuthill will create and administer the survey. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	25	\$12,500
Golden	\$125	175	\$21,875
Tuthill	\$100	175	\$17,500
<b>TOTAL</b>	--	375	\$51,875

The monitoring team understands that the City has already taken steps to create a Civilian Complaint Review Board that will have the power to investigate public misconduct complaints and recommend discipline to the Police Director based on a to-be-created discipline matrix. To assess the efficacy of the Board, the monitoring team will establish an “internal affairs baseline” by reviewing a statistically appropriate sample of internal affairs cases over the previous three years and determining the nature and extent of problems with the Department’s Internal Affairs Unit pre-

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<sup>8</sup> The monitoring team is aware that the Agreement requires the Newark Police Department to conduct a similar survey. *See* Agreement at 8. The team believes an independent survey is important to its work.

Consent Decree.<sup>9</sup> Then, for each monitoring period – quarterly in years one and two and semi-annually in years three through five, *see* Section IV(L) *infra* – the team will review all investigations completed by the Civilian Complaint Review Board during the monitoring period, comment on any problems identified, and compare the Board’s work to both the baseline measurements and the measurements in previous monitoring periods. Unless the Consent Decree establishes different baseline measurements, *see* footnote 10 *supra*, the monitoring team will place particular emphasis on the number of complaints substantiated in the current monitoring period versus the number substantiated pre-Consent Decree/during previous monitoring periods and the length of the investigations in the current monitoring period versus the length pre-Consent Decree/in previous monitoring periods.

In addition, during each monitoring period, the team will, among other things: (1) review and comment on the Board’s rules of procedure; (2) review and comment on the Board’s semi-annual reports (if released during the monitoring period); (3) review and comment on the discipline matrix and determine if the matrix is being appropriately and fairly applied; (4) assess the cooperation of the Police Department with the Board; (5) assess any disparities between discipline recommended by the Board and discipline imposed by the Police Director; (6) compare the quality, timeliness, and discipline imposed in investigations conducted by the Board with the quality, timeliness, and discipline imposed in investigations conducted by the Police Department’s Internal Affairs Unit post-Consent Decree; and (7) examine and comment on the overall pattern of misconduct cases reported during the monitoring period, including any patterns with respect to location, principals, and complainants.

To complete these tasks, Mr. Vartan and Ms. Huang, assisted by several of the experts, will review the investigative files of the Civilian Complaint Review Board, attend Board meetings, and watch disciplinary hearings. In addition, Professor Greene, Chief Gainer, Deputy Chief McGuire, and Major Coyne will review the Board’s rules of procedure and discipline matrix and suggest improvements based on their own experiences and national best practices. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	100	\$50,000
Greene	\$150	100	\$15,000
Gainer	\$150	50	\$7,500
McGuire	\$100	50	\$5,000
Coyne	\$150	50	\$7,500
Huang	\$300	150	\$45,000
<b>TOTAL</b>	--	500	\$130,000

<sup>9</sup> Of course, if there are agreed-upon baseline measurements in the Consent Decree related to internal affairs, *see Agreement* at 8, the monitoring team will use those measurements after confirming their accuracy.

The total estimated yearly costs of the above are **\$181,875**.

Because the area of community engagement is so critical, the monitoring team feels compelled to add a few thoughts for the Newark Police Department to consider in fashioning its community engagement strategy. First, while the team understands that the Department's leadership has strong relationships with many of the clergy and community leaders in Newark, the monitoring team would suggest formalizing a "Community Leaders Working Group" to meet regularly with Department leaders to discuss implementation of the Consent Decree and any areas of concern. Mr. Vartan employed a similar strategy to good effect when revamping the State Police recruitment and selection process, meeting regularly with a core group of community leaders, sharing contemplated reforms with them and incorporating their feedback, and even inviting them to attend closed sessions at the State Police Academy.

The monitoring team would also suggest creating a mentoring program where Newark police officers are paired with eighth grade students through their high school graduation. Again, Mr. Vartan created a similar program for the State Police. More than a Big Brother/Big Sister program, the "FLEET" Mentoring Program includes a formal "curriculum" where student participants are exposed to the work of the State Police through internships, weekend stays at the State Police Academy, and visits to facilities across the State. Those who successfully complete the five-year program are given special consideration when later applying to become troopers.

The monitoring team provides these examples not as requirements, but as examples only, and in fulfillment of its obligation to provide the Department with "technical assistance." Agreement at 7.

#### **D. Policy Review/Revision**

The monitoring team will review all policies, general orders, rules, and regulations of the Newark Police Department to be certain that they are consistent with the Consent Decree and incorporate all requirements of the Consent Decree. Where they do not, or where those policies can be improved, the monitoring team will make language suggestions. To the extent permitted by law, the Consent Decree, and the Police Department – and without jeopardizing officer safety or revealing investigative practices – the monitoring team will publish on its website all policies promulgated by the Police Department to bring it into compliance with the Consent Decree, along with a clear and concise explanation of what the policy says and why it was necessary under the Consent Decree. In this way, the impact of the Consent Decree will be made real for the public.

Of course, the best and clearest policies matter little unless officers are trained to those policies. Accordingly, the monitoring team will review all training materials that bear upon the Consent Decree – including, but not limited to, training on community engagement, use of force, video and audio recordings, internal affairs investigations, and constitutional policing – to ensure that they are consistent with the Consent Decree, and where they are not, or where they could be improved, work with the Newark Police Department to improve them.

Likewise, the best training materials are ineffective if, during instruction, the trainers state or even intimate that the policies need only be followed "when the monitoring team is looking." For this reason, the monitoring team will audit all training sessions related to the Consent Decree. The monitoring team's training visits will be both announced and unannounced. As well, post-training, the monitoring team will conduct ride-alongs with officers to be sure that the lessons learned in the classroom are being applied in the field.

To complete these tasks, the monitoring team will rely on Mr. Vartan, Professor Greene, Chief Keith, Chief Gainer, Deputy Chief McGuire, Major Coyne, and Mr. Thompson. Anticipated costs are included for both year one, and then years two through five. The difference in the costs is attributable to the monitoring team's comprehensive review of all policies, general orders, rules, regulations, and training materials in year one. The anticipated costs in year one are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	100	\$50,000
Greene	\$150	100	\$15,000
Keith	\$100	75	\$7,500
Gainer	\$150	75	\$11,250
McGuire	\$100	75	\$7,500
Coyne	\$150	75	\$11,250
Thompson	\$300	200	\$60,000
<b>TOTAL</b>	--	700	\$162,500

The anticipated costs in years two through five are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	25	\$12,500
Greene	\$150	25	\$3,750
Keith	\$100	25	\$2,500
Gainer	\$150	25	\$3,750
McGuire	\$100	25	\$2,500
Coyne	\$150	25	\$3,750
Thompson	\$300	50	\$15,000
<b>TOTAL</b>	--	200	\$43,750

## E. Use of Force

To assess whether the Police Department is improving in its use of justified force, the monitoring team will establish a “use of force baseline” by reviewing a statistically appropriate sample of use of force cases over the previous three years and determining the nature and extent of problems with the Department’s uses of force pre-Consent Decree.<sup>10</sup> Then, for each monitoring period, the team will review all uses of force during the monitoring period, comment on any problems identified, and compare the uses of force to both the baseline measurements and measurements in previous monitoring periods. Unless the Consent Decree establishes different baseline measurements, *see* footnote 11 *supra*, the monitoring team will place particular emphasis on the number of unjustified uses of force in the current monitoring period versus the number pre-Consent Decree/during previous monitoring periods, the number of unjustified uses of force uncorrected by a supervisor in the current monitoring period versus the number pre-Consent Decree/in previous monitoring periods, and the number of uses of force improperly recorded in the current monitoring period versus the number pre-Consent Decree/in previous monitoring periods.

In addition, during each monitoring period, the team will, among other things: (1) review and comment on all use of force policies and training materials; (2) assess whether use of force forms are properly completed, contain a sufficiently descriptive narrative, and are tracked by Police Department leadership; (3) assess whether supervisors unrelated to the use of force are notified of the incident and respond to the scene; (4) assess whether supervisors document their review of evidence on scene and make assessments as to the appropriateness of the use of force; (5) review and comment on the work of the Use of Force Review Board; and (6) examine and comment on the overall pattern of uses of force reported during the monitoring period, including any patterns with respect to location, principals, complainants, and types of force used.

The monitoring team will also review and track the implementation of the patrol car cameras and body cameras called for in the Consent Decree. The monitoring team will review and audit both the hardware and software, and be sure that the Police Department develops appropriate policies regarding data retention, use of the recordings as evidence in both criminal and administrative investigations, and when the cameras can be disabled for privacy, investigative, or other reasons. It should be noted that Chief Keith was not only the first police chief in Tennessee to implement patrol car cameras, he was one of the earliest adopters of that technology in the country.

To complete the above tasks, the following team members will be used. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	175	\$87,500
Greene	\$150	50	\$7,500
Golden	\$125	150	\$18,750

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<sup>10</sup> If there are agreed-upon baseline measurements in the Consent Decree related to use of force, *see Agreement* at 8, the monitoring team will use those measurements after confirming their accuracy.

<b>Spital</b>	\$550	50	\$27,500
<b>Keith</b>	\$100	100	\$10,000
<b>Gainer</b>	\$150	50	\$7,500
<b>McGuire</b>	\$100	50	\$5,000
<b>Coyne</b>	\$150	50	\$7,500
<b>Thompson</b>	\$300	125	\$37,500
<b>Huang</b>	\$300	125	\$37,500
<b>TOTAL</b>	--	925	\$246,250

## F. Internal Affairs/Discipline

The monitoring team will assess the Police Department’s Internal Affairs Unit in the same way it proposes to assess the work of the Civilian Complaint Review Board. *See* Section IV(C) *supra*. Specifically, the monitoring team will establish an “internal affairs baseline” by reviewing a statistically appropriate sample of internal affairs cases over the previous three years and determining the nature and extent of problems with the Department’s Internal Affairs Unit pre-Consent Decree.<sup>11</sup> Then, for each monitoring period, the team will review all investigations completed by the Internal Affairs Unit during the monitoring period, comment on any problems identified, and compare the Unit’s work to both the baseline measurements and the measurements in previous monitoring periods. Unless the Consent Decree establishes different baseline measurements, *see* footnotes 10 and 12 *supra*, the monitoring team will place particular emphasis on the number of complaints substantiated in the current monitoring period versus the number substantiated pre-Consent Decree/during previous monitoring periods and the length of the investigations in the current monitoring period versus the length pre-Consent Decree/in previous monitoring periods.

In addition, during each monitoring period, the team will, among other things: (1) review and comment on the discipline matrix and determine if the matrix is being appropriately and fairly applied; (2) ensure that discipline is applied progressively; (3) assess and comment on all reviews of the disciplinary process conducted by the Newark Police Department (if completed during the monitoring period); (4) compare the quality, timeliness, and discipline imposed in investigations conducted by the Internal Affairs Unit with the quality, timeliness, and discipline imposed in investigations conducted by the Civilian Complaint Review Board; and (5) examine and comment on the overall pattern of misconduct cases reported during the monitoring period, including any patterns with respect to location, principals, and complainants.

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<sup>11</sup> Again, if there are agreed-upon baseline measurements in the Consent Decree related to internal affairs, *see Agreement* at 8, the monitoring team will use those measurements after confirming their accuracy.

To complete these tasks, the attorneys on the team, assisted by their police practices experts, will review the investigative files of the Internal Affairs Unit, attend Unit meetings, and watch disciplinary hearings. Because there is obvious overlap between monitoring the Civilian Complaint Review Board and the Internal Affairs Unit, the monitoring team will use the same team members for both. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	100	\$50,000
Greene	\$150	100	\$15,000
Gainer	\$150	50	\$7,500
McGuire	\$100	50	\$5,000
Coyne	\$150	50	\$7,500
Huang	\$300	150	\$45,000
<b>TOTAL</b>	--	500	\$130,000

### G. Stops, Searches, and Arrests

The monitoring team will assess stop, search, and arrest practices in the same way: by establishing a baseline for each category through review of a statistically appropriate sample of stops, searches, and arrests over the previous three years and determining the nature and extent of problems with the Department’s stop, search, and arrest practices pre-Consent Decree.<sup>12</sup> Then, for each monitoring period, the team will review a statistically appropriate sample of stops, searches, and arrests occurring during the monitoring period, comment on any problems identified, and compare the stops, searches, and arrests to both the baseline measurements and the measurements in previous monitoring periods. Unless the Consent Decree establishes different baseline measurements, *see* footnote 13 *supra*, for stops, the monitoring team will place particular emphasis on the number of stops made without reasonable articulable suspicion in the current monitoring period versus the number pre-Consent Decree/during previous monitoring periods and the number of stops improperly recorded on Field Inquiry Reports in the current monitoring period versus the number pre-Consent Decree/in previous monitoring periods; for searches, the monitoring team will place particular emphasis on the number of searches made in violation of *Terry v. Ohio* in the current monitoring period versus the number pre-Consent Decree/during previous monitoring periods and the number of searches improperly recorded on Field Inquiry

<sup>12</sup> If there are agreed-upon baseline measurements in the Consent Decree related to stop, search, and arrest practices, *see Agreement* at 8, the monitoring team will use those measurements after confirming their accuracy.

Reports in the current monitoring period versus the number pre-Consent Decree/in previous monitoring periods; and for arrests, the monitoring team will place particular emphasis on the number of arrests made without probable cause in the current monitoring period versus the number pre-Consent Decree/during previous monitoring periods and the number of arrests improperly recorded on Arrest Reports in the current monitoring period versus the number pre-Consent Decree/in previous monitoring periods.

In addition, during each monitoring period, the team will, among other things: (1) review and comment on whether Field Inquiry Reports and Arrest Reports are being regularly reviewed by supervisors; (2) assess whether supervisors are being held accountable for failing to review Field Inquiry Reports and Arrest Reports; and (3) review a statistically appropriate sample of arrests for “contempt of cop” charges, *e.g.*, obstruction of justice and resisting arrest, to ensure the existence of probable cause.

To complete the above tasks, the following team members will be used. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	200	\$100,000
Golden	\$125	150	\$18,750
Spital	\$550	50	\$27,500
Gainer	\$150	100	\$15,000
Thompson	\$300	150	\$45,000
Huang	\$300	150	\$45,000
<b>TOTAL</b>	--	800	\$251,250

## H. Bias Free Policing

The monitoring team will work with the Police Department’s data vendors to ensure that race, ethnicity, and gender data is being appropriately collected for all stops, searches, and arrests. For each monitoring period, the monitoring team, without reviewing the appropriateness of the stop, search, or arrest, will compare the total number of stops by race, ethnicity, and gender, the total number of searches by race, ethnicity, and gender, and the total number of arrests by race, ethnicity, and gender with expected frequency to see if the Police Department’s actions comport with expectations or instead reflect bias. The monitoring team will also review interactions between the Police Department and the LGBT community. *See Report at 48.*

In addition, the monitoring team will determine whether the Police Department is conducting comprehensive annual reviews of the data and taking appropriate remedial steps in response to any trends that are identified.

Dr. Golden, who regularly does work similar to that contemplated in this subsection in the form of the OLEPS Aggregate Reports, will take the lead in completing the above tasks, supplemented by Mr. Vartan, Mr. Spital, and Professor Tuthill. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	25	\$12,500
Golden	\$125	500	\$62,500
Spital	\$550	25	\$13,750
Tuthill	\$100	200	\$20,000
<b>TOTAL</b>	--	750	\$108,750

### I. Theft

During each monitoring period, the monitoring team will, among other things: (1) ensure that the Police Department is reviewing the disciplinary histories of officers and taking those histories into consideration when making assignments; (2) assess whether officers with substantiated theft allegations or multiple unfounded allegations have access to money, property, or evidence; (3) ensure that all theft allegations are reported to the New Jersey Attorney General’s Office or the Essex County Prosecutor’s Office; (4) ensure that at least two officers inventory all property taken from individuals placed in custody; (5) ensure that all property is stored in a secured property room with automatically locking doors and video coverage; (6) ensure that an itemized inventory of all property taken from detainees is stored in a computerized database; and (7) determine whether the Police Department is periodically inspecting and auditing all property rooms.

To complete the above tasks, the following team members will be used. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	25	\$12,500
McGuire	\$100	25	\$2,500
Thompson	\$300	75	\$22,500
<b>TOTAL</b>	--	125	\$37,500

## J. Early Warning System

To evaluate the Police Department's development and use of a comprehensive Early Warning System, during each monitoring period, the monitoring team will, among other things: (1) ensure that all information mandated by the Agreement, Consent Decree, or other agreement or protocol is entered into and maintained in the Early Warning System; (2) assess whether the Police Department is using comparative data analysis and peer group analysis to identify patterns of activity by officers and groups of officers that require intervention; (3) assess whether supervisors have conducted comprehensive written reviews of officers identified by the Early Warning System and offered those officers one or more individualized interventions designed to modify future behavior; and (4) determine whether supervisors are conducting periodic reviews of all officers under their command to identify trends.

To complete the above tasks, the following team members will be used. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	50	\$25,000
Greene	\$150	50	\$7,500
Golden	\$125	50	\$6,250
Keith	\$100	50	\$5,000
Coyne	\$150	50	\$7,500
<b>TOTAL</b>	--	250	\$51,250

## K. Record Management System Improvement

To evaluate the Police Department's improvements to its Record Management System, during each monitoring period, the monitoring team will, among other things: (1) assess the interface between the Department's Record Management System and Early Warning System; and (2) assess the ease with which the Record Management System can be queried for useful information.

To complete the above tasks, the following team members will be used. The anticipated yearly costs are:

Member	Rate	Hours (est.)	Total
Vartan	\$500	10	\$5,000
Golden	\$125	50	\$6,250

<b>Tuthill</b>	\$100	50	\$5,000
<b>TOTAL</b>	--	110	\$16,250

## L. Monitoring Reports

While all of the work highlighted in this Section is incredibly important to the Consent Decree, it will ultimately prove ineffective at reforming the Newark Police Department unless it is thoroughly, effectively, and timely communicated to the Department, the City, and the community. And, importantly, what is effective communication for one party may not be – and likely will not be – effective for another. It is critical that the Department of Justice, the City, and the Police Department have a thorough and complete understanding of where the Police Department stands in implementing the Consent Decree. For those parties, the typical one hundred plus page monitoring report, complete with appendices and statistical analysis is appropriate.

But the public, the press, and individual police officers will have neither the time nor the inclination to read so lengthy a report. That is why the monitoring team will issue two reports during each monitoring period: a “full” monitoring report providing the reader with the in-depth status of the Police Department’s compliance with each aspect of the Consent Decree; and a “short form” monitoring report providing the reader with a clear and concise understanding of the status of the Department’s compliance with the Consent Decree. The “short form” monitoring report will include a “Consent Decree Report Card,” showing in tabular form and on a single page whether the Department is “compliant” or “non-compliant” with each area of the Consent Decree. The monitoring team will make all monitoring reports available publicly on our website in English, Spanish, and Portuguese, and we will contract (if possible) with a Newark-based translation company to complete the translations. Likewise, we will contract (if possible) with a Newark-based printer to print sufficient paper copies of the monitoring reports for distribution.

During years one and two, the monitoring team will issue quarterly monitoring reports. In years three through five, the monitoring team will issue semi-annual reports unless, in the judgment of the monitoring team, quarterly reports remain important for compliance.<sup>13</sup> Consistent with the monitoring team’s desire to work collaboratively with the Police Department, and Mr. Vartan’s general leadership approach, the monitoring team will provide Police Department leadership with advance copies of all monitoring reports and allow the Department sufficient time to comment on the reports prior to publication. The monitoring team will meet with the Department to discuss the comments and thereafter incorporate or not incorporate those comments as the team deems appropriate.

To draft the monitoring reports, the following team members will be used. The anticipated yearly costs are:

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<sup>13</sup> Since the monitoring team could determine that quarterly reports are required for the duration of the Monitorship, we do not present a budget reflecting semi-annual monitoring reports. If we do determine that semi-annual monitoring reports are appropriate, the proposed monitoring report budget (and overall budget) would be reduced.

Member	Rate	Hours (est.)	Total
Vartan	\$500	200	\$100,000
Golden	\$125	200	\$25,000
Spital	\$550	100	\$55,000
Tuthill	\$100	100	\$10,000
Thompson	\$300	275	\$82,500
Huang	\$300	275	\$82,500
<b>TOTAL</b>	--	1,150	\$355,000

### M. Sustainability

Although not addressed in the Agreement, the monitoring team feels duty-bound to discuss one other area: sustainability. That is, what happens in five years plus one day when the Consent Decree is dissolved and the monitoring team disbanded? Will the Newark Police Department’s gains be lost or will they be sustained and nurtured? Our monitoring team will ensure sustainability.

Drawing upon our collective experiences with OLEPS, the Metropolitan Police Department, the New Jersey State Police, the Commission on Accreditation for Law Enforcement Agencies, and years of research, the monitoring team will provide “technical assistance,” Agreement at 7, to the Newark Police Department in “creat[ing] self-assessment instruments incorporating the [Consent Decree’s] major themes and goals.” Standard 7.2 of the National Guidelines for Police Monitors. Specifically, the team will assist the Police Department with the creation of checkbox forms that will allow the Department to quickly review the appropriateness of uses of force, stops, searches, and arrests, and training materials and instruction. Armed with those forms, Newark will be able to itself continue the work of the monitoring team upon dissolution of the Consent Decree.

And while technical assistance is good, police departments often fail to regularly self-assess not because they do not understand self-assessment, but because when faced with budget shortfalls, departments always choose officers on the streets over self-assessment and training. It is on funding that Professor Tuthill can provide assistance. Having served for a number of years at the Department of Justice, he literally knows where all of the grant opportunities are buried.

Importantly, all of the “technical assistance” discussed in this subsection will be provided to the Newark Police Department at no cost.

## V. Potential Conflicts or Bias

Disclose any potential or perceived conflicts of interest involving team members, associated firms or organizations, and any employee(s) assigned to the project, or proposed subcontractor(s), including current or former employment, contracts or grants with the City, the NPD, or the United States and any involvement in the last eight years (whether paid or unpaid) with a claim or lawsuit by or against the City, the NPD, or the United States or any of their officers, agents, or employees. Any close, familial, or business relationship with any of the mentioned entities, or their agents or employees, must be disclosed. Disclose whether any member of the team has been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct. To the extent a conflict or potential bias exists, explain why it does not bar the individual's or the team's selection, including any legal or ethical opinions or waivers upon which the team relies.

Mr. Vartan is currently representing several parties involved in investigations being conducted by the U.S. Attorney's Office for the District of New Jersey. If we are selected as the monitoring team, Mr. Vartan will transition those cases to other attorneys at Holland & Knight and be certain that appropriate ethics walls are in place. As well, Mr. Vartan was employed by the U.S. Attorney's Office for the District of New Jersey from 2007-2011. His previous employment does not create a potential conflict of interest or bias.

Mr. Spital has consulted with lawyers representing Federal capital prisoners, and he is currently working on an amicus brief in a Federal capital case. He also represented intervenors defending the constitutionality of Section 5 of the Voting Rights Act, in which the United States was the principal defendant. These matters did not involve the City of Newark or the State of New Jersey, and they were all unrelated to the subject matter of the Monitorship. They do not create a potential conflict of interest or bias.

Chief Gainer is under contract with the Center for Naval Analysis and the Institute for Intergovernmental Research. Both projects have received grant funding from the Department of Justice. As well, Chief Gainer's oldest son is a Special Agent with the Federal Bureau of Investigation. Finally, in his capacities as Sergeant at Arms for the United States Senate, Chief of the United States Capitol Police, and Executive Assistant Police Chief of the Metropolitan Police Department, Chief Gainer has been party to several lawsuits. To the best of Chief Gainer's knowledge, there have been no adverse findings in any of those actions. None of the above creates a potential conflict of interest or bias.

Major Coyne is a member of the Federal monitoring team in Albuquerque, New Mexico. As well, in the early 1990s while employed by the New Jersey State Police, Major Coyne was the subject of an internal investigation, which was ultimately substantiated. The discipline, however, was later rescinded. Neither fact creates a potential conflict of interest or bias.

Professor Tuthill has worked for the Department of Justice within the last eight years. As well, he is currently a subcontractor on an Office of Community Oriented Policing Grant that was awarded to the Camden County, New Jersey Metro Division last year. Neither Professor Tuthill's previous employment with the Justice Department nor his current work with Camden County creates a potential conflict of interest or bias.

No other member of the monitoring team has information to report.

## VI. Estimated Costs

Provide a Cost Estimate for this project based on the above Scope of Work and requirements of the Decree:

- » Include a projected budget for all costs including but not limited to: hourly billing rates, travel, sub-consultant/contractor services, overhead, and supplies.
- » Break down the different activities that members of the team will perform (e.g., policy review, technical assistance, training assessment, report writing, and/or incident review).
- » Include a projected allocation of hourly commitments by each team member, broken down by the number of hours projected for both on-site and off-site work.
- » Take into account the uncertainty of the duration of the Decree and include both onetime or fixed costs that are expected regardless of the duration of the contract, and annual costs that are expected for each year the contract is in effect.
- » Include a total five-year cost estimate that fees and costs are not expected to exceed.

In this section, we aggregate the costs outlined in Section IV *supra* to arrive at total estimated costs for each year of the Monitorship. Before we arrive at that total, however, there are several points worth highlighting not immediately apparent from the numbers.

First, this monitoring team is absolutely committed to making the Newark Police Department a better and stronger department. Dr. Golden, for example, is happily ensconced in State government, complete with the safety of a pension; she is willing to leave that job to serve on the monitoring team. Likewise, given the public importance of the project, Holland & Knight has agreed to reduce Mr. Vartan's customary billing rate by nearly 30%, Messrs. Spital's and Thompson's by 20%, and Ms. Huang's by nearly 10%. And the firm is willing to rent office space – at its expense – if the Department of Justice and the City of Newark believe it important for the monitoring team to have a permanent, physical presence in Newark. Finally, Mr. Vartan is personally committed to this project. As reflected throughout Section IV, by design, Mr. Vartan is himself involved in every aspect of the monitoring plan.

### Total Costs by Year

The total estimated costs for year one are:

Type of Cost	Total
<b>Communication – The First 100 Days</b>	\$105,750
<b>Communication Generally</b>	\$93,375
<b>Civilian Review and Community Engagement</b>	\$181,875
<b>Policy Review/Revision</b>	\$162,500
<b>Use of Force</b>	\$246,250

<b>Internal Affairs/Discipline</b>	\$130,000
<b>Stops, Searches, and Arrests</b>	\$251,250
<b>Bias Free Policing</b>	\$108,750
<b>Theft</b>	\$37,500
<b>Early Warning System</b>	\$51,250
<b>Record Management System Improvement</b>	\$16,250
<b>Monitoring Reports</b>	\$355,000
<b>Website</b>	\$5,000
<b>Printing Costs</b>	\$5,000
<b>Travel</b>	\$10,000
<b>TOTAL</b>	<b>\$1,759,750</b>

The total estimated costs for years two through five (expressed in year one dollars) are:

<b>Type of Cost</b>	<b>Total</b>
<b>Communication Generally</b>	\$93,375
<b>Civilian Review and Community Engagement</b>	\$181,875
<b>Policy Review/Revision</b>	\$43,750
<b>Use of Force</b>	\$246,250
<b>Internal Affairs/Discipline</b>	\$130,000
<b>Stops, Searches, and Arrests</b>	\$251,250
<b>Bias Free Policing</b>	\$108,750
<b>Theft</b>	\$37,500
<b>Early Warning System</b>	\$51,250
<b>Record Management System Improvement</b>	\$16,250
<b>Monitoring Reports</b>	\$355,000

<b>Printing Costs</b>	\$5,000
<b>Travel</b>	\$10,000
<b>TOTAL</b>	<b>\$1,530,250</b>

We say “year one dollars” because we would look to build in a 3% fee increase per year for all team members. Accordingly, total estimated costs for years two through five are:

<b>Year</b>	<b>Total</b>
<b>Two</b>	\$1,575,707.50
<b>Three</b>	\$1,622,528.73
<b>Four</b>	\$1,670,754.59
<b>Five</b>	\$1,720,427.22

### **Total Costs by Team Member**

The total estimated costs by team member for year one are:

<b>Member</b>	<b>Rate</b>	<b>Hours (est.)</b>	<b>Total</b>
<b>Vartan</b>	\$500	1,130	\$565,000
<b>Greene</b>	\$150	465	\$69,750
<b>Golden</b>	\$125	1,340	\$167,500
<b>Spital</b>	\$550	290	\$159,500
<b>Keith</b>	\$100	290	\$29,000
<b>Gainer</b>	\$150	390	\$58,500
<b>McGuire</b>	\$100	315	\$31,500
<b>Coyne</b>	\$150	340	\$51,000
<b>Tuthill</b>	\$100	590	\$59,000
<b>Thompson</b>	\$300	910	\$273,000

<b>Huang</b>	\$300	920	\$276,000
<b>TOTAL</b>	--	6,980	\$1,739,750

The total estimated costs by team member for years two through five (expressed in year one dollars) are:

<b>Member</b>	<b>Rate</b>	<b>Hours (est.)</b>	<b>Total</b>
<b>Vartan</b>	\$500	980	\$490,000
<b>Greene</b>	\$150	360	\$54,000
<b>Golden</b>	\$125	1,310	\$163,750
<b>Spital</b>	\$550	260	\$143,000
<b>Keith</b>	\$100	210	\$21,000
<b>Gainer</b>	\$150	310	\$46,500
<b>McGuire</b>	\$100	235	\$23,500
<b>Coyne</b>	\$150	260	\$39,000
<b>Tuthill</b>	\$100	560	\$56,000
<b>Thompson</b>	\$300	710	\$213,000
<b>Huang</b>	\$300	885	\$265,500
<b>TOTAL</b>	--	6,080	\$1,515,250

# Appendix A: Resumes

The resumes of your Holland & Knight team follow this page.

## Lee D. Vartan

3 Swayze Lane  
Chester, New Jersey 07930  
[ldv@alumni.princeton.edu](mailto:ldv@alumni.princeton.edu)  
(973) 294-9615

### EDUCATION

#### **HARVARD LAW SCHOOL, J.D., June 2003**

Honors: *Cum Laude*

Activities: Research assistant to Professor Joseph William Singer

#### **PRINCETON UNIVERSITY, B.A. in Public and International Affairs, June 2000**

Honors: *Cum Laude*

Activities: Writer for *The Daily Princetonian*; Undergraduate Student Government Representative; President, Class of 2000

### LEGAL EXPERIENCE

#### **HOLLAND & KNIGHT LLP**

Partner

New York, New York

November 2014-Present

Practice focuses on white collar criminal defense, governmental and corporate investigations, securities regulatory and enforcement matters, health care investigations, data privacy and security, and complex civil litigation.

#### **SETON HALL LAW SCHOOL**

Adjunct Professor

Newark, New Jersey

January 2011-Present

Devise curriculum and teach federal cybercrimes – theory and practice – to second and third year law school students.

#### **OFFICE OF THE ATTORNEY GENERAL OF NEW JERSEY**

Executive Assistant Attorney General

Chief of Staff to the Attorney General

Trenton, New Jersey

February 2014-November 2014

August 2012-January 2014

As the State's second highest-ranking prosecutor, managed large-scale criminal and civil investigations and prosecutions for the 8,100-person New Jersey Office of the Attorney General. Oversaw the Divisions of Law, Criminal Justice, Gaming Enforcement, and Consumer Affairs, as well as the State Police and the Office of the Insurance Fraud Prosecutor. Directed hundreds of matters involving financial fraud, healthcare fraud, securities fraud, corruption and consumer protection violations and recovered hundreds of millions of dollars in settlements, fines, and restitution for the State of New Jersey.

**OFFICE OF THE GOVERNOR OF NEW JERSEY**

Assistant Counsel  
Trenton, New Jersey

April 2011-August 2012

Advised the Governor and his senior staff on legislation, policy, and related matters involving the Department of Banking and Insurance and the Department of Education. Worked daily with the Governor, his senior staff, and the Legislature on drafting and enacting legislation.

**UNITED STATES ATTORNEY'S OFFICE, DISTRICT OF NEW JERSEY**

Assistant United States Attorney  
Newark, New Jersey

July 2007-April 2011

Prosecuted defendants charged with a variety of crimes, including cybercrimes, white collar crimes, gun trafficking, identity theft, child exploitation offenses, tax violations, and drug crimes, among others. Selected to serve, along with three other Assistants, in the Office's Computer Hacking and Intellectual Property Section ("CHIPS"). Successfully prosecuted seven federal jury trials. Conducted four successful suppression hearings that, post-hearing, resulted in guilty pleas. Worked daily with federal agents in investigating various federal crimes. Appeared weekly in court for plea hearings, sentencings, and oral argument.

**FRIEDMAN KAPLAN SEILER & ADELMAN LLP**

Associate  
New York, New York

May 2005-July 2007

Handled all aspects of complex civil and criminal litigation in federal and state courts. Representative matters included hedge fund fraud litigation in state court, pro bono federal lawsuit under the Rehabilitation Act of 1974, commercial contract claims in state court, and representation of individuals targeted by the Securities and Exchange Commission and the United States Attorney's Office for the Southern District of New York.

**DEWEY BALLANTINE LLP**

Associate  
New York, New York

October 2003-May 2005

Handled all aspects of complex civil litigation in federal and state courts. Representative matters included insurance and reinsurance litigation in federal and state courts, pro bono federal lawsuit under the Rehabilitation Act of 1974, and commercial contract claims in state court.

**LICENSE**

Admitted to practice in New York (2003) and New Jersey (2006).

## Curriculum Vitae

JACK RAYMOND GREENE

February 2015

Professor  
School of Criminology and Criminal Justice  
Northeastern University  
Boston, MA 02115-5000  
1-617-373-8165  
j.greene@neu.edu

### EDUCATION

1977	Michigan State University	Ph.D. Multidisciplinary Social Science
1974	Michigan State University	M.S. Criminal Justice
1973	Northeastern University	B.S. Criminal Justice, <i>Magna Cum Laude</i>

### ADMINISTRATIVE EXPERIENCE

Vice Provost for Experiential Learning, Office of the Provost, Northeastern University, Boston, MA, February 2008 to December 2008. Responsible to reorganize experiential learning and cooperative education for the university including program design, implementation and facilitation across colleges and academic departments.

Chair, Presidential Transition Committee, Northeastern University, Boston, MA. July 2006 to December 2006. Responsible for coordinating information, analysis and communications for Northeastern University's newly appointed President.

Special Assistant, Office of the Provost, Northeastern University, Boston, MA. September 2005 to February 2008. Responsible to work with the Provost to decentralize cooperative education to the colleges and to restructure cooperative education central services.

Dean, College of Criminal Justice, Northeastern University, Boston, MA. September 1999 to February 2008. Administrative leadership of one of the basic colleges of the university, overseeing academic programs, and an undergraduate program of 1000 students and graduate programs of 70 students. Implemented the college's first PhD program and led the advancement of the college to national status.

Director, Center for Public Policy, Temple University, 1991 to 1999. Responsible for a multi-disciplinary research and public service, public policy center, serving as the University's social science and public sector research, professional development, and community outreach arm.

Director, Public Service Management Institute for Executive Level Managers. Center for Public Policy, Temple University. 1988 to 1993. Responsible to the creation of an executive-level, professional education program for city administrators within the City of Philadelphia.

Chair, Graduate Program, Department of Criminal Justice, Temple University. 1987 to 1991. Chair, Undergraduate Program Committee, Department of Criminal Justice, Temple University. 1984 to 1987.

Graduate Program Coordinator, School of Criminal Justice, Michigan State University. 1978 to 1981.

#### ACADEMIC APPOINTMENTS

Visiting Distinguished Professor, Department of Criminal Justice and Security, University of Maribor, Ljubljana, Slovenia, May 2011.

Visiting Distinguished Professor, School of Law, Catholic University of Leuven, Leuven, Belgium, September-October, 2009.

Visiting Professor, College of Criminal Justice, Sam Houston State University, Huntsville, TX, February/March 2009.

Professor, College of Criminal Justice, Northeastern University. Boston, Massachusetts. 1999-present.

Professor, Department of Criminal Justice, Temple University. 1989 to 1999. Associate Professor, 1984-1989.

Associate Professor, School of Criminal Justice, Michigan State University. 1982 to 1984. Assistant Professor, 1978 to July 1982.

Assistant Professor, University of Wisconsin-Milwaukee, 1977-1978.

## GRANT AND RESEARCH EXPERIENCE

April 2014 – July 2014: Principal Investigator, IACP- US Department of State, Tunisian Police Media and the Police Professional Development Program. Funded through the US Department of State in partnership with the International Association of Chiefs of Police, professional development program for Tunisian police officials to expose them to working with the media in a democratic society. (\$37,000)

December 2001 to 2003: Co-Investigator and Sub-grantee, City of Wakefield, Massachusetts, Reducing Workplace Violence. Funded by the Commonwealth of Massachusetts, this project sought to better understand workplace violence and then tailor police and business interventions to address workplace violence issues. (\$100,000)

September 2000 to 2003: Co-Investigator and Sub-grantee, School Resource Officer National Evaluation Program, Abt Associates, Cambridge, MA, and the National Institute of Justice, Washington, DC. Oversight of the “large city” assessment of school resource officer initiatives funded through the Office of Community-Oriented Policing Services, Office of Justice Programs. (\$80,200)

October 1998 to January 2000: Principal Investigator, National Institute of Justice, Public Housing Research Program. Oversight of an 18 month evaluation of the expansion of community policing into six public housing developments in Philadelphia. (\$191,475)

October 1998 to January 2000: Principal Investigator, Philadelphia Housing Authority, Philadelphia, PA. Responsible for the design and implementation of a problem-oriented policing strategy within six public housing developments in Philadelphia. (\$254,388)

October 1998 to March 2001: Principal Investigator, National Institute of Justice, Philadelphia Police Department Police Integrity Grant. Oversight of an 18 month grant to analyze integrity issues within the Philadelphia Police Office with the intent to develop a better process for identifying integrity problems, and addressing them early on in police officers' careers. (\$227,000)

October 1997 to October 1998: Co-Principal Investigator, National Institute of Justice, Correctional Collaboration Program. Shared responsibility for building research collaboration with the Pennsylvania Office of Corrections and the Center for Public Policy in the area of evaluating drug and alcohol programs conducted by the Office of Corrections. (\$159,801)

October 1996 to June 1999: Principal Investigator, National Institute of Justice Locally Initiated Collaboration Program. Oversight of a research project, conducted with the Philadelphia Police Department, to examine differences in policing styles associated with the introduction of the COPS AHEAD program in Philadelphia. (\$189,000)

January 1996 to June 1999: Principal Investigator, National Institute of Justice, Drug Use Forecasting, (DUF) Program; Adult Drug Arrestee Monitoring (ADAM) Program. Oversight of an ongoing assessment of drug dependence and use among arrested adults in Philadelphia. (\$340,000)

October 1995 to September 1998: Project Director. National Institute of Justice Evaluation of Community Policing Implementation in Philadelphia's Eleventh Street Corridor. Twenty-four month program evaluation to assess the implementation of community-based policing in 6 public housing communities in Philadelphia. (\$351,000)

October 1995 to August, 1998: Project Director, Philadelphia Public Housing Authority, Implementing Community Policing in Public Housing Program. Program development and implementation effort to design and institutionalize community-based policing and linked service delivery as a model for public housing communities. (\$400,000)

October 1996 to June, 1997: Co-Principal Investigator, National Institute of Justice, Police Integrity Program: "Identifying Correlates of Police Deviance." Shared responsibility for conducting an analysis of police integrity within the New York City Police Department, through an examination of a sample of police officers dismissed for integrity violations in comparison to a sample of officers who were retained in their jobs. (\$413,000)

June 1996 to January 1997: Project Director, State Olympic Law Enforcement Command Assessment of Public-Private Policing During the 1996 Olympic Games, Atlanta, Georgia. Six-month study of public safety decision-making and crime impacts on the City of Atlanta during the 1996 Olympic Games. (\$80,000)

October 1995 to July 1997: Project Director, National Institute of Justice University-Policing Collaboration Program. Collaborative arrangement between Temple University and the Philadelphia Police Department for the purpose of increasing the strategic emphasis of community policing throughout the Philadelphia Police Department. (\$200,000)

October, 1994 to June, 1996: Principal Investigator: "Safe Travel To and From School." 12 month grant funded by the US Department of Justice to analyze student travel to and from 4 Middle Schools in North Central Philadelphia to determine student victimization and to support police and community-based programs to address safe travel to and from school. (\$46,000)

October 1993 to June 1996: "Rebuilding a Culture and Climate of Safety in Public Schools: School Based Management and Violence Reduction in Philadelphia." 24 month grant funded by the US Department of Justice to analyze school violence in Philadelphia's Middle Schools. (\$207,000)

January 1993 to December 1994: principal Investigator, Los Angeles Police Department. Rebuilding Confidence in Policing in Los Angeles. Senior consultant to the Chief of Police of the Los Angeles Police Department for a National Institute of Justice Project focused on implementing community-based policing in Los Angeles. This 18 month initial effort was supported by \$604,000 from NIJ and with LAPD in-kind contribution.

October 1992 to September 1995: Project Director, Urban Community Service Program: Rebuilding Neighborhoods in Philadelphia. Responsible for the coordination, planning and implementation of a three-year \$2.3 million US Department of Education grant aimed at revitalizing an urban community in North Philadelphia.

July 1990 to August 30, 1991: Project Director, Department of Streets, City of Philadelphia. Responsible to the design of a comprehensive training curriculum for Streets Department Personnel assigned to a "Clean-Sweep" Program aimed at Public Education and Sanitation Enforcement as a means of improving the "quality of life" in residential and business areas. (\$104,000).

July 1989 to September 1994: Principal Investigator, Philadelphia Police Department, City of Philadelphia. Consultant to the Police Commissioner's Office for Strategic Management and Planning, Career Development and Human Resource Management. Awarded a \$250,000 grant for the development of this project.

September 1, 1988 to February 1, 1989: Director, Conference on Community Policing, Center for Public Policy and Department of Criminal Justice, Temple University. Grant support of \$9,000.00 provided by the William Penn Foundation, Philadelphia, Pennsylvania with matching funds of \$11,510 provided by Temple University to develop and conduct a regional conference on community policing stressing the community's role in public safety.

September 1987 to July 1989: Principal Investigator, Philadelphia Police Department, City of Philadelphia. Consultant to the Philadelphia Police Department for the re-design of police training at the entry, in-service, specialized, supervisory, managerial and executive levels, for a 7000 person police department. Awarded a \$95,600 two-year grant for the development of this project.

July 1986 to August 1987: Project Director, Pennsylvania Municipal Police Officers Basic Training Development Project: Department of Criminal Justice Temple University. Primarily responsible for the development of a 520 hour state mandated basic training curriculum for all municipal police officers in the Commonwealth of Pennsylvania. Awarded a \$105,828 contract to develop an integrated basic training curriculum for all municipal police officers certified in Pennsylvania.

May 1986 to September 1986: Project Director Pennsylvania Deputy Sheriffs Continuing Education Grant, Department of Criminal Justice, Temple University. Primarily responsible for the direction and development of a Continuing Education Program for Deputy Sheriffs throughout Pennsylvania. Awarded a \$32,540 grant from the Pennsylvania Commission on Crime and Delinquency to develop the 70-hour Continuing Education Curriculum.

May 1985 to July 1985: Project Director, Pennsylvania Deputy Sheriffs Basic Training Curriculum Grant, Department of Criminal Justice, Temple University. Primarily responsible for the development of an integrated basic training curriculum for deputy sheriffs throughout the Commonwealth of Pennsylvania. Awarded a \$45,636 grant from the Pennsylvania Commission on Crime and Delinquency to develop a curriculum for state mandated training of deputy sheriffs.

January 1981 to January 1982: Project Co-Director, Student Crime Control Ideology Project, School of Criminal Justice, Michigan State University. Shared responsibility for research design, data collection, analysis and other related research and administrative duties for a funded research project designed to examine student crime control ideology in relation to occupational choice, social demographics and past contact with the criminal justice process.

September, 1980 to September, 1982: Co-Principal Investigator, Joint Commission on Criminology and Criminal Justice Education and Standards, National Faculty Survey, University of Illinois at Chicago Circle. Shared responsibility for the design and analysis of the survey instrument for a national study focused on those teaching and conducting research in criminology and criminal justice. The project, funded by LEAA, was conducted for the Joint Commission of Criminology and Criminal Justice Education and Standards, a national commission composed of leaders from the American Society of Criminology (ASC) and the Academy of Criminal Justice Sciences (ACJS).

## PROFESSIONAL AFFILIATIONS

### American Society of Criminology

- Member, Society Fellows Committee (1982)
- Member, Program Committee (1987, 1996, 2009)
- Member, Award Committee (1988-89)
- Chair, Sub-Committee, August Vollmer Award (1988-89)
- Member, Site Selection Committee (1993)
- Area Chair, Law & Public Policy (2001)
- Policy Area Chair (2009)

### Academy of Criminal Justice Sciences

- Program Chair (1999)
- Program Committee (2002)
- Member, Publication Committee (1982 to 1986)

Member, Research Committee (1982 to 1986)  
Chair, Professional Development Committee (1982)  
Member, Awards Committee (1994, 1995, 1996)  
Co-Chair, Professional Development Committee (1981)  
Executive Board, Regional Trustee, Midwestern Regional (1981-1984)

Midwestern Association of Criminal Justice  
2nd Vice President (1978-79)  
1st Vice President (1979-80)  
Chair, Publications Committee (1981 to 1983)  
President (1980-81)  
Conference Chair (1980)

Member, Massachusetts Major City Chiefs Association (2003 to present)

Member International Association of Chiefs of Police, Research Steering Board, 2006 to present.

## PUBLICATIONS AND PAPERS

### BOOKS:

Greene, Jack R. (ed.) (1982) *Managing Police Work: Issues and Analysis*, Beverly Hills, CA: Sage Publications. Reprinted in Portuguese.

Greene, Jack R. and Stephen Mastrofski (eds.) (1988) *Community Policing: Rhetoric or Reality*, New York: Praeger.

Fyfe, James, Jack R. Greene, William Walsh, O.W. Wilson and Roy C. McLaren. (1996) *Police Administration*, New York: McGraw-Hill Book Company.

Mathew Hickman, Alex Piquero, and Jack R. Greene (eds.) (2004) *Police Integrity*. Wadsworth, Belmont CA.

Greene, Jack R. (ed.) *The Encyclopedia of Police Science*, (2007) 3<sup>rd</sup> Edition, 2 Volumes. New York: Routledge. Currently being translated in Chinese.

Frost, Brian, Jack R. Greene, James Lynch (eds.) (March, 2011) *Criminologists on Terrorism and Homeland Security*, Cambridge University Press.

## MONOGRAPHS:

Lewis, Ralph G., Jack R. Greene, and Steven M. Edwards. (1977) *Special Police Units in Michigan: An Evaluation*. Lansing, Michigan: Michigan Office of Criminal Justice Programs.

Greene, Jack R., "Job Stress and the Police Bureaucracy" (1979). Dunning, Christine (ed.) *Stress Management for Police Officers: A Model Curriculum*. Madison, Wisconsin: Department of Government Affairs, University of Wisconsin Extension Press.

Greene, Jack R., Tim S. Bynum, and Vincent Webb. *Crime Related Education: Faculty Roles, Values and Expectations*. (1982) Chicago, IL: Joint Commission on Criminology and Criminal Justice Education and Standards.

Pope, Carl E., Timothy S. Bynum, Jack R. Greene and William Feyerham (1995) *Evaluation of Boys and Girls Clubs in Public Housing*. Washington, DC: National Institute of Justice, US Department of Justice.

Greene, Jack R. (1997) *Community Policing and Organizational Change in Los Angeles*. Washington, DC: National Institute of Justice.

Greene, Jack R. (1998) "Communities and Crime: Reflections on Strategies for Crime Control." In, *What Can the Federal Government Do To Decrease and Revitalize Communities?* Executive Office for Weed and Seed, U.S. Department of Justice: Washington, D.C.

Dunworth, Terence, Gregory Mills, Gary Cordner, and Jack R. Greene (1999) *National Evaluation of Weed and Seed: Cross-Site Analysis*. Washington, DC: Executive Office for Weed and Seed, US Department of Justice.

Greene, Jack R. (2010) *Policing Through Human Rights, Ideas in American Policing*, Washington, DC: Police Foundation (December).

## PEER-REVIEWED ARTICLES:

Sullivan, Dennis C., Larry J. Siegel, and Jack R. Greene. (1974). "Decision Games Applied to Police Decision Making - An Exploratory Study of Information Usage," *Journal of Criminal Justice*, (2), pp. 131-146.

Hudzik, John K., and Jack R. Greene (1977) "Organizational Identity and Goal Consensus in a Contemporary Sheriff's Department: An Exploratory Inquiry," *Journal of Police Sciences and Administration* 5, 1, 79-88.

- Lewis, Ralph G., and Jack R. Greene. (1978). "Implementation Evaluation: A Future Direction in Project Evaluation," *Journal of Criminal Justice* 6, 2, pp. 167-176.
- Greene, Jack R. (1979). "Improving the Quality of Law Enforcement Education: The Role of Internship Programs," *Police Studies: The International Review of Police Development* 2, 1 (Spring), pp. 43-49.
- Greene, Jack R., and Gary W. Cordner. (1980) "Education and Police Administration: A Preliminary Analysis of Impact," *Police Studies: The International Review of Police Development*, 3 (Fall), pp. 12-23.
- Greene, Jack R., (1981) "Organizational Change in Law Enforcement," *Journal of Criminal Justice* 9, 1, pp. 79-91.
- Greene, Jack R., and John K. Hudzik. (1981) "Past Trends and Future Prospects for Criminal Justice Manpower Planning," *Computers, Environment and Urban Systems* 6, 4, pp. 193-210.
- Greene, Jack R., and Tim R. Bynum. (1982) "T.V. Crooks: Implications of Latent Role Models for Theories of Delinquency," *Journal of Criminal Justice* 10, pp. 177-190.
- Bynum Tim S., Gary W. Cordner, and Jack R. Greene. (1982) "Victim and Offense Characteristics: Impact on Police Investigative Decision-Making," *Criminology* 20, 3-4 (November), pp. 301-318.
- Greene, Jack R., Tim S. Bynum and Vincent Webb. (1984) "Patterns of Entry, Professional Identity and Attitudes Toward Crime - Related Education: A Study of Criminal Justice and Criminology Faculty," *Journal of Criminal Justice*, 12, pp. 39-59.
- Greene, Jack R., Tim S. Bynum, and Vincent J. Webb. (1985) "Paradigms in Crime Related Educated: The Role of Significant Others," *Criminal Justice Review* 10, 2 (Fall), pp. 7-17.
- Morash, Merry, and Jack R. Greene. (1986) "Evaluating Women on Patrol: A Critique of Contemporary Wisdom," *Evaluation Review* 10, 2 (April), pp. 230-355.
- Bynum, Timothy. S., Jack. R. Greene and Frank. T. Cullen. (1986) "The Determinants of Legislative Crime Control Ideology," *Criminal Justice Policy Review* 1, (October), 253-267.

Greene, Jack R., Tim S. Bynum and Gary W. Cordner. (1986) "Planning and the Play of Power: Resource Acquisition and Use Among Criminal Justice Agencies," *Journal of Criminal Justice* 14, 6:529-544.

Reprinted in D. Kalnich, et al. (Eds). (1990). *Criminal Justice Organizations and Management*. Prospect Heights, IL: Waveland Press.

Greene, Jack R. (1986) "Personnel Policy Reform in American Law Enforcement: A Preliminary Inquiry," *American Journal of Police* 5, 1 (Spring), 45-65.

Clarke, Ronald V. and Jack R. Greene. (1987) "Cutting Down on Supervision," *Policing*, 3, 2 (Summer), 88-105.

Greene, Jack R. (ed.) (1987) "Special Issue of Foot Patrol and Community Policing: Past Practices and Future Prospects," *American Journal of Police* 4, 1 (Spring): 1-16.

Greene, Jack R., and Scott H. Decker. (1989) "Police and Community Perceptions of the Community Role in Policing: The Philadelphia Experience," *Howard Journal of Criminal Justice* 22, 8 (May): 105-123.

Greene, Jack R. (1989) "Police Officer Job Satisfaction and Community Perceptions: Implications for Community Policing," *Journal of Research in Crime and Delinquency* 26, 2 (May): 168-183.

Greene, Jack R. (1991) "Reclaiming Philadelphia's Landscape: Urban Universities and Municipal Improvement," *Metropolitan Universities* 2, 2 (Fall): 67-74.

Diana R. Gordon, Jack R. Greene, Diane Steelman and Samuel Walker. (1992) "Urban Crime Policy," *Journal of Urban Affairs* 14, 3/4.

Greene, Jack R., Geoffrey P. Alpert, and Paul Styles. (1992) "Values and Culture in Two American Police Departments: Lessons from King Arthur," *Contemporary Criminal Justice* 8, 3 (August) 183-207.

Taylor, Ralph B., Barbara A. Koons, Ellen M. Kurtz, Jack R. Greene and Douglas D. Perkins. (1995) "Street Blocks with More Nonresidential Land Use Have More Physical Deterioration: Evidence from Baltimore and Philadelphia," *Urban Affairs Review* 31, 1 (September): 120-136.

Greene, Jack R., Thomas Seamon and Paul Levy. (1995) "Merging Public and Private Security for Collective Benefit: Philadelphia's Center City District," *American Journal of Police*, 14, 2 (September), pp 3-20.

- Welsh, Wayne N., Jack R. Greene and Patricia H. Jenkins (1999) "School Disorder: The Influence of Individual, Institutional and Community Factors," *Criminology*, 17 (February): 73-116.
- Greene, J., Piquero, A., Collins, P., and Kane, R. (1999) "Doing Research in Public Housing: Implementation Issues from Philadelphia's 11<sup>th</sup> Street Corridor Community Policing Program," *Justice Research and Policy*, 1 (11): 67-95.
- Wayne N. Welsh, Robert Stokes, and Jack R. Greene. (2000) "A Macro-Level Model of School Disorder," *Journal of Research in Crime and Delinquency*, 37(3) (August), 243-283.
- Lawton, Brian A., Matthew J. Hickman, Alex R. Piquero, and Jack R. Greene (2000) "Assessing the Interrelationships Between Perceptions of Impact and Job Satisfaction: A Comparison of Traditional and Community-Oriented Police Officers," *Justice Research and Policy*, 2, 1 (Spring): 47-72.
- Hickman, Matthew J., Alex R. Piquero, and Jack R. Greene (2000) "Discretion and Gender Disproportionally in Police Disciplinary Systems," *Policing: An International Journal of Police Strategies & Management*, 23(1): 105-115.
- Hickman, Matthew, Piquero, Alex., & Greene, Jack R. (2000). "Does community policing generate greater numbers and different types of citizen complaints than traditional policing?" *Police Quarterly*, 3(1), 70-84.
- Lawton, Brian, Mathew J. Hickman, Alex R. Piquero, and Jack R. Greene. (2001) "Using GIS to Analyze Complaints Against Police: A Research Note," *Justice Research and Policy*, 2, 2 (Fall): 95-108.
- Hickman, Matthew, Piquero, Alex, Lawton, Brian, & Greene, Jack R. (2001). "Does race influence police disciplinary processes?" *Justice Research and Policy*, 3(1), 97-113.
- Hickman, Matthew, Piquero, Alex, Lawton, Brian, & Greene, Jack R. (2001). "Applying Tittle's control balance theory to police deviance," *Policing: An International Journal of Police Strategies & Management*, 24(4), 497-519.
- Scott H. Decker, Sean Varano and Jack R. Greene. (2007) "Routine Crime in Exceptional Times: The Impact of the 2002 Olympics on Citizen Demand for Police Services," *Journal of Criminal Justice*. 35, 1 (January-February), pp. 89-101.
- Greene, Jack R. (2007) "Make Police Oversight Independent and Transparent," *Criminology and Public Policy*, 6, 4, 747-754.
- Greene, Jack R. (2009) "Weapons Choice and American Political Violence: Some Policy Options," *Criminology and Public Policy*. 8(3), pp. 647-654.

Varano, Sean, P., Joseph A. Schafer, Jeffrey M. Cancino, Scott H. Decker, and Jack R. Greene (2010) "A Tale of Three Cities: Crime and Displacement after Hurricane Katrina," *Journal of Criminal Justice*. 38, 1(January-February), pp. 42-50.

Greene, Jack R. (2010). "Pioneers in Police Research: William A. Westley," *Police Practice and Research*. 11, 5(October), pp. 545-468.

Greene, Jack R. (2011). "Community and Problem-Oriented Policing," *Criminology*, Oxford University On-Line Annotated Bibliography. New York: Oxford University Press.

Greene, Jack. R. (2012) "The tides and currents, eddies and whirlpools and riptides of modern policing: connecting thoughts," *Journal of Police Studies*, 25, 29-54.

Junger, Marianne, Jack R. Greene, Ruth Schipper, Floreyne Hesper, and Veronique Estourgie. (2013) "Parental Criminality, Family violence and intergenerational transmission of crime within a birth cohort," *European Journal of Crime Policy Research - Special issue on Compassionate Criminology: The Legacy of Josine Junger-Tas*. 19 (2): 117-133.

Greene, Jack R. (2014). "New Directions in Policing: Balancing Prediction and Meaning in Police Research," *Justice Quarterly*, 31:2.

Greene, Jack R. (2014). "The Upside and Downside of the Police Epistemic Community," *Oxford Journal of Policing*, 8 (4): 379-392.

### **Book Chapters**

Greene, Jack R. (1981) "Changes in the Conception of Police Work: Crime Control Versus Collective Goods" in Kevin N. Wright (ed.) *Crime and Criminal Justice in a Declining Economy*. Boston: Oelgeschlager, Gunn and Hain. pp. 233-256.

Greene, Jack R. (1981). "The Environment of Criminal Justice Decision Making" in John K. Hudzik, et al., *Manpower Planning in Criminal Justice: An Overview*. Washington, D.C.: U.S. Government Printing Office. pp. 180-208.

Cordner, Gary W., Jack R- Greene, and Tim S. Bynum. (1982) "Police Human Resource Planning" in Jack R. Greene (ed.), *Managing Police Work: Issues and Analysis*, Beverly Hills, CA: Sage Publications. pp. 53-74.

Greene, Jack R. (1982) "Implementing Police Programs: Some Environmental Impediments" in Merry A. Morash (ed.) *Implementing Criminal Justice Policies*, Beverly Hills, CA: Sage Publications, Ltd., pp. 71-88.

Cordner, G.W. and J.R. Greene. (1983) "Policy and Administration in Criminal Justice Organizations" in William A. Jones (ed.) *Criminal Justice Administration*, New York: Marcel Dekker, Inc, pp. 101-135.

Cordner, Gary W., Jack R. Greene, and Tim S. Bynum. (1984) "The Sooner the Better: Police Response Time and On-Scene Arrests" in Richard A. Bennett (ed.) *Police at Work: Issues and Analysis*, Beverly Hills, CA: Sage Publications, pp. 145-164.

Bynum, Tim S. and Jack R- Greene. (1984) "How Wide the Net? Probing the Boundaries of the Juvenile Court" in Scott Decker (ed.) *Juvenile Justice Policy*. Beverly Hills, CA: Sage Publications Inc., 129-143.

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Greene, Jack R. (2014) "Police Research as Mastering the Tango: The Dance and its Meanings" in J. Knutsson and E. Cockbain (eds.), *Applied Police Research*. New York: Springer.

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## REPORTS

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Hudzik, John K., and Jack R. Greene. "Organizational and Policy Perceptions of Personnel: Wayne County Sheriff's Department." Technical paper prepared for the Law Enforcement Assistance Administration and published by the Criminal Justice Systems Center, School of Criminal Justice, Michigan State University, September, 1975.

Hudzik, John, Jack R. Greene, Ralph G. Lewis, John H. McNamara. "Collaborative Developmental Action Research Projects: Concept Paper." Technical paper submitted to the National Science Foundation and the Law Enforcement Assistance Administration;

published by the Criminal Justice Systems Center, School of Criminal Justice, Michigan State University, November, 1975.

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Greene, Jack R., Management Needs Assessment - Saginaw Police Department. Report prepared for the Criminal Justice Training Center, School of Criminal Justice, Michigan State University, May, 1979.

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Schneider, Vicki W. and Jack R. Greene. *A Handbook for Human-Resources Planning in Criminal Justice Agencies, Volume III – Human Resource Planning Guide*. (Parts 1 and 2) (August 1982).

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Bynum, T. S., and J.R. Greene, *Third Year Evaluation Report Jackson County Diversion Program*, Jackson, MI: Jackson County Youth Division Program, December, 1984.

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Greene, Jack R. (Project Director) *SWEEP Officer Training Manual*. Department of Criminal Justice, Temple University, Philadelphia, PA, June 1991.

Greene, Jack R. (Project Director) *Community Service Representative Training Manual*. Center City Service District, Philadelphia, PA, September 1991.

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Bathala, Neeti and Jack R. Greene. *Deputy Sheriffs Continuing Education Program: Evaluation Report*. Center for Public Policy, Temple University, June 1993.

Greene, Jack R. *Urban Community Service Program Evaluation, Years 1 and 2*. Center for Public Policy, Temple University: Philadelphia, PA, 1993, 1994.

Wayne N. Welsh, Patricia H. Jenkins and Jack R. Greene. *Building a Climate and Culture of Safety in Public Schools: School-Based Management and Violence Reduction in Philadelphia*. National Institute of Justice, Washington, D.C. 1996.

Stokes, Robert, Neal Donahue and Jack R. Greene. *Safe Travel To and From School*. National Institute of Justice, Washington, D.C., 1996.

Pelfrey, William V., Jr., and Jack R. Greene. *State of Community Policing in Philadelphia: A Collaborative Research Effort Between the Philadelphia Police Department and Temple University - Final Report*. Washington, D.C.: U.S. Department of Justice, National Institute of Justice. 1997.

Collins, Patricia, Jack R. Greene, Robert Kane, Robert Stokes and Alex Piquero. *Implementing Community Policing in Public Housing: Philadelphia's 11th Street Corridor Program. Final Report*. National Institute of Justice: Washington, D.C., 1998.

Conley, Kathy and Jack R. Greene. *National Evaluation of the Youth Firearms Violence Initiative: Baltimore Case Study*. Cambridge, MA: Abt Associates. 1998.

Greene, Jack R., Terence Dunworth, Tom Rich, Sarah Cutchins, Jenifer Frank and Ryan Kling. *National Evaluation of the Youth Firearms Violence Initiative Final Cross Site Report*. Cambridge, MA: Abt Associates. 1998.

Greene, Jack R., Jenifer Franks, Athena Garrett, Kristen Jacobs, Ryan Key, Daniel McGillis and Tom Rich. (1998) *National Evaluation of the Firearms Youth Firearms Violence Initiative: Cleveland Case Study*. Cambridge, MA: Abt Associates.

Greene, Jack R., Matthew Hickman, Kristen Henderson, Robert Stokes, William Pelfery, and Alex Piquero. *Measuring What Matters: Assessing Community Police Performance in Philadelphia: Final Report*. National Institute of Justice, Washington, DC, 1999.

Greene, Jack R., Piquero, Alex, Hickman, Matthew, & Lawton, Brian. (2000). *Police Integrity and Accountability in Philadelphia: Predicting and Assessing Police Misconduct*. Report to the National Institute of Justice.

Greene, Jack R., et. al. *Safety and Security at the Olympic Games in Salt Lake City*. Office of Domestic Preparedness, Department of Justice, 2002.

Panniello, J., J. McDevitt, A. Farrell, N. Tierney, M. Yee, and J.R.Greene. *Workplace Violence: Wakefield Responds*. Executive Office of Public Safety, Commonwealth of Massachusetts, September 2004.

## AWARDS (SELECTED)

Department of Justice Research Fellow, January 1974 to June 1974: Awarded Law Enforcement Assistance Administration Fellowship.

National Competitive Criminal Justice Fellowship, January 1977 to August 1977: Awarded Law Enforcement Assistance Administration Fellowship, U.S. Department of Justice.

Fellow, Bicentennial Swedish-American Exchange Fund, 1992-1993: Awarded fellowship to conduct research on Swedish policing and teach at the Swedish National Police College, Solna, Sweden.

Research Fellow, Academy of Criminal Justice Sciences, 1997.

Wall of Fame Recipient, Michigan State University, School of Criminal Justice, 2003.

George J. Beto Chair Lecture. Sam Houston State University, February 2012.

## PROFESSIONAL AND COMMUNITY SERVICE (SELECTED)

Principal Speaker, "Policing Through Human Rights." Police Foundation, Washington, D.C., Ideas in American Policing Series Lecture, October, 2010.

Keynote Speaker, "The Tides and Currents, Eddies and Whirlpools and Riptides of Modern Policing: Connecting Thoughts." Police section pre-Conference, European Society for Criminology, Ghent, Belgium, September, 2010.

Keynote Speaker, "Building Police and Community Partnerships: Opportunities for Crime Prevention and Community Empowerment." Safety Communities in Urban Areas Conference, Critical Urban Areas Initiative, Institute for Housing and Urban Rehabilitation, Ministry of the Interior, Lisbon, Portugal, January 2010.

Committee Member, Police Foundation Research Advisory Committee, January 2010 to present.

President, Association of Doctoral Programs in Criminal Justice and Criminology, 2006-2009.

Committee Member, International Association of Chiefs of Police, Research Advisory Committee, 2006 to present.

Advisor/Research Partner, 2000 to present: Boston Police Department, Commonwealth of Massachusetts Executive Office of Public Safety, Massachusetts Chiefs of Police Association, Massachusetts Major City Chiefs Association, Republic of Ireland Department of Justice, Equality and Law Reform, Wakefield Police Department, Wakefield Massachusetts.

Academic Program Review: Western Illinois University, University of Nebraska-Omaha, University of Pennsylvania, University of Wisconsin-Milwaukee, Metropolitan State University, Arizona State University West, Kutztown University.

Selected National Policy Board Memberships:

National Advisory Board Member to the Consortium on Community Policing. This national consortium includes the Police Executive Research Forum, the International Association of Chiefs of Police, the National Sheriffs Association, and the Police Foundation. 1993 to 1995.

National Advisory Board Member, Federal Law Enforcement Training Center, Glynco, GA, U.S. Treasury Department appointment as an Advisory Board Member to the Center's State and Local Police Training Programs. (Three terms). 1993 to 1998.

Olympic Safety Planning Advisory Committee, 1995 to 1996.

Commissioner, National Commission on the Accreditation of Law Enforcement Agencies, Alexandria, VA. (Three terms) 1998 to 2007.

Keynote Speaker, Police Executive Research Forum Annual Meeting, San Francisco, CA. "Five Admonitions for Policing the Twenty-First Century." 1996.

Associate Editor, *Justice Quarterly*, March 1984 to 1987. Re-appointed, March 1992.

Editorial Board Member, *American Journal of Police*, 1980 to 1995.

Editorial Board Member, *Policing*, 2007 to present.

## RESEARCH INTERESTS

Police and Human Rights  
Responses to Terrorism  
Crime and Public Policy  
Police Organization, Management and Service Delivery  
Private Security and Crime Prevention  
Police Public/Private Partnerships

# KRISTIN M. GOLDEN

Curriculum Vitae

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## CONTACT INFORMATION

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Trenton, NJ 08625  
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### *Home*

426 Silver Hill Road  
Cherry Hill, NJ 08002  
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## EDUCATION

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PhD., Criminology and Criminal Justice, April 2012, Florida State University, Tallahassee, FL  
Dissertation: "The Racial and Ethnic Typification of Crime: Exploring the Potential Causes of Criminal Stereotypes"  
Dean's List

M.A., Criminal Justice, May 2008, Villanova University, Villanova, PA  
Thesis: "Opposition to Affirmative Action: Exploring the Effects of Crime and Race"  
Dean's List

B.A., Sociology and Psychology, May 2006, Villanova University, Villanova, PA  
Concentration: Criminal Justice  
Dean's List

## RELATED EXPERIENCE

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Special Investigator, Office of Law Enforcement Professional Standards (January 2012 to Present)

- Serves as the primary researcher for the office.
- Creates reports, publications, and studies primarily regarding the New Jersey State Police and all law enforcement offices in the State of New Jersey.
- Collects, cleans, analyzes, and summarizes data regarding motor vehicle stops made by law enforcement.
- Designs and implements survey instruments to capture data on law enforcement agencies.
- Utilizes multiple data sources to create databases of law enforcement activities including motor vehicle stops, stop interactions, police misconducts, and staffing resources.
- Creates new publications to assess trends and effects of legislation on law enforcement.
- Presents results of analyses to the New Jersey State Police, legislators, and the general public.
- Manages team of researchers to assist in the above duties.
- Received the Attorney General's Award (Fall 2013) for Outstanding Contribution to a Special Project for work collecting motor vehicle stop data and information on records management from municipal law enforcement agencies.

External Reviewer, Pew Charitable Trusts, Washington, DC (June 2013)

- Reviewed study written by outside researcher.
- Reviewed research methodology and statistical analysis to ensure appropriateness for the research question.
- Reviewed analytic code to ensure code appropriately reflected reported analyses.
- Reviewed document for content, clarity, and grammar.

Data Analyst, IPRO (August 2011 to December 2011)

- Wrote clear, detailed, focused summaries of findings, including first drafts of large segments of multi-chapter reports.
- Assisted in writing technical reports, including the annual reports, assessing the performance of clients.
- Assisted in coordinating projects, including project development and implementation, data collection, validation, quantitative and qualitative analysis and report generation.
- Assisted with development of presentations, training sessions and supporting materials for external audiences.

Managing Editor, *Social Problems*, Tallahassee, FL (June 2010 to October 2011)

- Duties included communicating publication decisions to authors, answering inquiries about publishing in the journal and the publication requirements of the journal, acting as a liaison between authors and the production editor during the publication process, managing copyright agreements from authors, handling inquiries and issues regarding submission fees, and overseeing the duties of two editorial assistants.

Editorial Assistant, *Social Problems*, Tallahassee, FL (August 2008 to May 2010)

- Editorial Assistant for a top tier Sociology journal published by the Study for the Society of Social Problems (SSSP).
- Duties included managing all incoming new submissions and resubmissions, making potential reviewer suggestions, inviting reviewers, keeping track of reviews and reviewers, filing all submissions, and handling author and reviewer correspondence.

Supervised Researcher, Florida State University, Tallahassee, FL (January 2010- May 2010)

- Conducted a public opinion survey on female inmates at a medium security prison.
- Researched, wrote, and edited survey questions concerning social bonds and stereotypes about crime and criminals.
- Worked with 2 other graduate students and the warden to plan the most effective methods to administer the survey.
- Pretested and administered survey on prison grounds.
- Managed approximately 15 graduate students who helped administer the survey.
- Coded and entered all data from the survey (815 surveys).

Supervised Teacher, Florida State University, Tallahassee, FL (August 2009 to December 2009)

- CCJ 4004: Comparative Criminology and Criminal Justice
- Assisted with general teaching duties, helped design and plan course, assisted students with paper structure, helped students with course material, led discussions and lectures.

## **PUBLICATIONS**

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- Baker, T., Pickett, J., Amin, D., Golden, K., Dhungana, K., Gertz, M., and Bedard L. (Forthcoming). Shared Race/Ethnicity, Court Procedural Justice, and Self-Regulating Beliefs: A Study of Female Offenders. *Law & Society Review*.
- Barnes, J., Golden, K., Mancini, C., Boutwell, B., Beaver, K., Diamond, B. (2014). Marriage and Involvement in Crime and Delinquency: A Consideration of Reciprocal Effects in a Nationally Representative Sample. *Justice Quarterly*, 31(2), 229-256.
- Baker, T., Pelfrey, W., Bedard, L., Dhungana, K., Gertz, M., Golden, K. (2013). Female inmates' procedural justice perceptions of the police and courts: Is there a spill-over of police effects? *Criminal Justice and Behavior*, published online.
- Mears, D., Pickett, J., Golden, K., Chiricos, T, Gertz, M. (2013). The Effect of Interracial Contact on Whites' Perceptions of Victimization Risk and Black Criminality. *Journal of Research in Crime and Delinquency*, 50(2): 272-299.
- Pickett, J., Golden, K., Chiricos, T., Gertz, M. (2012). Reconsidering the Relationship Between Perceived Neighborhood Racial Composition and Whites' Perceptions of Victimization Risk: Do Racial Stereotypes Matter? *Criminology*, 50(1): 145-186.
- Golden, K. (2012). The Effect of Static, Dynamic, and Perceptual Measures of Minority Threat on Fear of Crime. *Journal of Ethnicity in Criminal Justice*, 10(2): 108-128.
- Lavin, K. (2009). Los Angeles Race Riots 1992. In Greene, H. and Gabbidon, S. (Eds.) *Encyclopedia on Race and Crime*. Thousand Oaks, CA: Sage Publications.

## **MANUSCRIPTS IN PROGRESS**

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- Dhungana, K., Golden, K., Baker, T., Gertz, M., and Bedard, L. The Ties that Bind: Variation in Self-Reported Community and Social Bonds among Female Offenders. (Currently in progress).
- Golden, K. Examination of the Contextual Effects of Marital Bonds on Offending. (Currently in progress).
- Golden, K. Predictors of the racial typification of crime. (Currently in progress).
- Golden, K., Dhungana, K., Baker, T., Gertz, M., and Bedard, L. Variation in Self-Reported Familial and Marital Social Bonds and among First Time and Repeat Female Offenders. (Currently in progress).

## **PRESENTATIONS**

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- Shields, Ryan, T., Cochran, Joshua C., and Golden, Kristin. Open Seminar: Navigating the Job Market in Criminology and Criminal Justice. To be presented at the Academy of Criminal Justice Sciences Annual Meeting. March 2015.

- Golden, K. Assessment and Evaluation of the New Jersey State Police Post Consent Decree. Presented at the Academy of Criminal Justice Sciences Annual Meeting. February 2014.
- Baker, T., Golden, K., Dhungana, K., Gertz, M., Bedard, L. Is the Meaning of Procedural Justice Universal? An Examination of Female Inmates. Presented at the American Society of Criminology Annual Meeting November 2012.
- Golden, K. (2012). Exploring the Potential for Generalizability of Minority Group Contact on Criminal Stereotypes. Presented at the American Society of Criminology Annual Meeting November 2012.
- Lavin, K. (2011). The Racial and Ethnic Typification of Crime: Exploring the Etiology of Criminal Stereotypes. Presented at the American Society of Criminology Annual Meeting November 2011.
- Lavin, K. Dhungana, K., Gertz, M., Baker, T., and Bedard, L. (2011). Variation in Self-Reported Familial and Marital Social Bonds Among First Time & Repeat Offenders. Presented at the American Society of Criminology Annual Meeting November 2011.
- Dhungana, K. Lavin, K., Gertz, M., Baker, T., and Bedard, L. (2011). The Ties that Bind: Variation in Self-Reporting Community and Social Bonds Among Female Offenders. Presented at the American Society of Criminology Annual Meeting November 2011.
- Lavin, K. (2010). The Effect of Static, Dynamic, and Perceptual Measures of Minority Threat on Fear of Crime. Presented at the American Society of Criminology Annual Meeting, November 2010.
- Pickett, J., Lavin, K., Chiricos, T., and Gertz, M. (2010). The Effects of Perceived Neighborhood Racial Composition and Racial Typification of Crime on Whites' Perceptions of Victimization Risk. Presented at the American Society of Criminology Annual Meeting, November 2010.
- Lavin, K. (2009). Racial Threat and Public Opinion about Crime. Presented at the American Society of Criminology Annual Meeting, November 4, 2009.
- Lavin, K. (2008). The effects of crime and race on opposition to affirmative action. Presented at the American Society of Criminology Annual Meeting, November 14, 2008.
- Lavin, K., and Welch, K. (2007). Racial threat, racial typification and concern about crime. Presented at the American Society of Criminology Annual Meeting, November 16, 2007.
- Coffey, D, Lavin, K., and Perlas, C. (2006). Factors affecting views on discretionary abortion. Presented at the Mid-Atlantic Undergraduate Social Research Conference, April 20, 2006.
- Grisilo, J, Giumetti, G., Lavin, K., and Markey, P. (2006). Gender differences in violent video games and aggression. Presented at the Eastern Psychological Association Annual Meeting, March 18, 2006.

## PROFESSIONAL MEMBERSHIP

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American Society of Criminology (ASC)  
Academy of Criminal Justice Sciences (ACJS)

## SERVICE EXPERIENCE

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Orientation Leader, Florida State University, Tallahassee FL (June 2009 to August 2010)

- College of Criminology and Criminal Justice Orientation Leader.
- Assisted planning and preparation of one and a half day orientation program for all incoming graduate students.

General Manager, WXVU Villanova Radio, Villanova, PA (Fall 2002 to May 2006)

- Oversaw the activities of the station, ran the executive board, delegated responsibilities, and acted as a liaison between students and administration.
- Previously served as Music Director: reviewed approximately 100 CD's a week, and controlled the music played on the air.
- Also served as Traffic Director: trained new members and created the on air programming schedule for these new members.
- Additionally, prepared and performed a 1 ½ hour weekly radio program.

## SAMUEL SPITAL

Holland & Knight, LLP, 31 West 52 St., New York, NY 10019

(212) 513-3545 samuel.spital@hklaw.com

### Education

**HARVARD LAW SCHOOL**, J.D., *magna cum laude*

June 2004

Editor-in-Chief, *Harvard Civil Rights-Civil Liberties Law Review*; Executive Editor, *Harvard BlackLetter Law Journal*; Tenant Advocacy Project; Research Assistant for Profs. Laurence Tribe and Lani Guinier.

**HARVARD UNIVERSITY**, A.B. in Government, *magna cum laude*

June 2000

### Experience

**HOLLAND & KNIGHT, LLP**

Oct. 2006-Sept. 2009/Sept. 2012-Present

Substantial experience in complex arbitration and litigation matters, including representing a range of clients in federal district courts, federal appellate courts, and the U.S. Supreme Court. Docket has included cases involving voting rights, administrative law, appellate jurisdiction, preclusion law, intellectual property rights, insurance law, and federal habeas corpus actions. Co-counsel in a successful jury trial in a capital resentencing case. *Rising Star, New York Law Journal*.

**SQUIRE SANDERS (US) LLP**

Sept. 2009-Sept. 2012

Represented pro bono and commercial clients in a variety of matters. Successfully argued a capital habeas case in the Eleventh Circuit Court of Appeals and on behalf of a foreign sovereign in the Second Circuit Court of Appeals. Co-counsel in a successful bench trial in a federal habeas case.

**COLUMBIA LAW SCHOOL**, Lecturer-in-Law

Sept. 2012-Present

Teach capital habeas and prison litigation seminar and supervise clinical students.

**BROOKLYN LAW SCHOOL**, Adjunct Professor

Jan. 2008-May 2009

**THE HONORABLE JOHN PAUL STEVENS**, Law Clerk

July 2005-July 2006

**THE HONORABLE HARRY T. EDWARDS**, Law Clerk

Aug. 2004-July 2005

**LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW**, Washington, D.C. June 2003-Aug. 2003

Performed legal research and drafted motions in cases involving education and voting rights.

**CENTRE NATIONAL POUR LA RECHERCHE SCIENTIFIQUE**, Paris, France

Sept. 2000-May 2001

Researched, edited and translated articles on comparative immigration policy.

**Publications:** *A Doctrine of Sameness, not Federalism*, 34 N. Ill. U. L. Rev. 561 (2014); *Dedication to Justice John Paul Stevens*, 44 LOY. L. REV. 839 (2011); *Restoring Brown's Promise of Equality After Alexander v. Sandoval*, 19 HARV. BLACKLETTER L.J. 93 (2003).

**Presentations:** Supreme Court Review, New York City Bar Association's Annual Post-Conviction Defense Training Program (2010, 2011, 2013); Supreme Court Review, Capital Punishment Training Conference (Airlie, VA) (2010, 2011, 2013, 2014).

**Bar/Court Admissions:** New York State; U.S. District Court for the Southern District of New York; U.S. Courts of Appeals for the Second, Third, Fifth, and Eleventh Circuits; U.S. Supreme Court.

## **PHILLIP (PHIL) E. KEITH**

### **PROFESSIONAL EXPERIENCE**

Phil Keith has more than 45 years of experience in the fields of criminal justice, public safety and business administration. He has held numerous high level policy making positions in law enforcement, public safety, emergency preparedness management as well as numerous local, state and federal advisory groups. From 1988 to 2004 Phil Keith served as the Chief of Police for the City of Knoxville, Tennessee. Prior to serving as the Chief, he served as the Administrative Assistant to three previous Chiefs of Police as well as leading the planning and development efforts of the Knoxville Police Department. Demonstrated his innovation under nationally recognized programs such as the Integrated Criminal Apprehension Program, Comprehensive Crime Prevention Program, Missing and Exploited Children Program, Internet Crimes Against Children, President's Initiative on Family Justice Centers, Domestic Violence Demonstration Program, and Organized Crime Property Program. He has served in a position to evaluate and coordinate all procedural and operational changes involving all aspects of law enforcement and emergency management for the Knoxville Police Department and for the Knoxville/Knox County Emergency Management Agency.

Chief Keith led the Knoxville Police Department to become a nationally accredited agency. Through his innovation, significant organizational development changes have been incorporated in the policing strategies for the community and have been recognized as establishing national demonstration projects for community policing, highway safety, crime prevention, domestic violence, violent crime reduction, internet crimes against children and juvenile justice initiatives. During his tenure at the Knoxville Police Department, he procured more than \$300 million dollars in state and federal grant assistance for program development, law enforcement innovations, and national demonstration programs. His involvement with innovation initiatives led to the development and establishment of the National Forensic Academy with the University of Tennessee. He has assisted in procuring more than \$10 million dollars for the development of the National Forensic Academy.

Recognition for his personal achievements include being named Officer of the Year for the Knoxville Police Department, Law Enforcement Educator of the Year by the Southeastern Criminal Justice Educators Association, the nationally acclaimed Law Enforcement Planner of the Year Award, honored by the American Society for Public Administration for Excellence in Public Service for Municipal Services, acknowledged as the Outstanding Professional by the Southern Criminal Justice Association, and two Director's Choice Awards from the Tennessee Association of Chiefs of Police for being an outstanding Police Chief. In 2001 Chief Keith received the highest level of achievement for highway safety by the International Association of Chiefs of Police and was presented the celebrated Stannard Baker Award. He received the Law Enforcement Leadership Award presented by the National Center for Missing and Exploited Children. The International Law Enforcement Planners Association has honored Chief Keith by naming the Law Enforcement Planner of the Year Award after him for his dedication to law enforcement planning efforts.

Chief Keith has served numerous national advisory groups and boards including the 1993 U.S. Conference of Mayors Advisory Task Force on the Crime Control Act; in 1996 he was named to the National Community Policing Resource Board, and in 2002 Chief Keith was appointed to the Senior Advisory Committee to the Department of Homeland Security by President George W. Bush and to the Intelligence Coordinating Council of the United States Department of Justice/BJA. In April of 2003, he was appointed to the National AMBER Advisory Committee for the Department of Justice. Since his retirement in 2004, Chief Keith worked as the Program Director for Training and Technical Assistance Program for the Department of Justice AMBER Alert Initiative. He currently serves as senior consultant to the Department of Justice on major initiatives including Leadership In Law Enforcement, Sex Offender Management and Accountability Project, Unidentified Missing and Cold Case Project, and major initiatives in Indian Country. He also serves as the Director for Community and Government Affairs for the Tennessee Association for Chiefs of Police.

### **CAREER HIGHLIGHTS**

- 1978                      Designed and implemented a model for the Comprehensive Crime Prevention Demonstration Program; as project director (funded by DOJ LEAA) achieved national recognition as a model program emphasizing the prevention and control of juvenile crime.
- 1978                      Served as project director for Organized Crime Demonstration Program funded by LEAA which achieved national recognition for innovation in developing covert property crime strategies. Through the development of these property crime programs, pioneered intelligence gathering techniques involving conspiracies between adults and juveniles associated with thefts of considerable quantities throughout the community.
- 1979                      Served as project director for the Integrated Criminal Apprehension Program, a nationally recognized program for improving overall services of law enforcement agencies. In this position coordinated and evaluated all procedural and operational changes in the Knoxville Police Department.
- 2002-2003              Served as the President of the Tennessee Association of Chiefs of Police
- 1999-2006              Served as a Commissioner for the Commission on Accreditation for Law Enforcement Agencies

- 1996-2003 Served as a Commissioner for the Tennessee Peace Officers Standards and Training Commission
- 1999-2006 Served as Chairman of the Advisory Board for the Law Enforcement Innovation Center at the University of Tennessee
- 1997-2002 Served as the Chairperson for the Board of Directors for the Southeastern Community Oriented Policing Education Institute at the University of Tennessee
- 1996-2001 Served as Chairperson of the State of Tennessee Polygraph Examiners Board
- 1993 Served on the National Crime Bill Task Force for the U.S. Conference of Mayors
- 1978-1988 Served as Executive Assistant to three former chiefs of police and as the Director of the Planning and Budget Office
- 1977-1988 Significantly influenced the formulation and development of senior-level policy in city government through analyzing, planning and developing processes to improve overall police services as well as other public services
- 1989-1994 Served as Director of Emergency Management Agency (Knoxville/Knox County) for metropolitan area involving multi jurisdictional responsibilities
- 1982-Present Serves on many state and national boards/advisory groups that influence innovation and change in law enforcement - U.S. Department of Justice, COPS Office, Law Enforcement Ethics Task Force; U.S. Department of Justice, OJJDP Training Advisory Board.
- 1990 Has been recognized by the International Association of Law Enforcement Planners as Planner of the Year for significant contribution and innovation in the field of law enforcement planning
- 2002 Served on the U. S. Conference of Mayor's Federal and Local Law Enforcement Task Force of the Mayor's Emergency Safety and Security Summit
- 1997-2000 Served as the Chairperson for the Tennessee Municipal League Public Safety Policy Committee

- 1992-Present Has appeared on National news programs including McNeil-Lehrer Hour, ABC news, NBC, CBS and CNN
- 1988-2004 Provided leadership for a large metropolitan law enforcement agency as chief of police to achieve national accreditation in three disciplines
- 1978-Present Developed and prepared successful grant proposals at federal and state levels totaling more than \$300 million. Proposals included efforts for law enforcement and fire services as well as Department of Transportation and waste water treatment facilities.
- 1978-1982 Project Director for the 1982 World's Fair, with oversight responsibilities for all aspects of the delivery of public safety services to the 11.2 million visitors
- 2001 Appointed by the President/Secretary to the U.S. Department of Homeland Security to the Senior Advisory Committee
- 2003 Appointed to the National AMBER Alert Advisory Group for the U.S. Department of Justice
- 2003 Appointed to the Advisory Board of Team Adam for the National Center for Missing and Exploited Children
- 2004 Appointed as Program Director for Training and Technical Assistance for the U.S. Department of Justice AMBER Alert Initiative
- 2004 Appointed as Director of Community and Government Affairs for the Tennessee Association of Chiefs of Police
- 2004 Appointed to the IACP Homeland Security Committee
- 2004 Appointed as Special Counsel to the University of Tennessee Law Enforcement Innovation Center
- 2004 Appointed to the President's Family Justice Initiative Board

## EMPLOYMENT

- 1970-2004 Knoxville Police Department, Knoxville, Tennessee (34 years)  
Law enforcement officer and Project Manager, with responsibilities for operations analysis, crime analysis, organizational development changes, and procedural development occurring within the department. Administrative Assistant, which included responsibility for all planning, research and budget processes for the Knoxville Police Department and other public safety services. Served in all aspects of the organization including Patrol, Traffic, Records, Communication, Tactical Team and Planning and Research. Progressed through the ranks of Sergeant and Lieutenant before achieving the rank as Chief of Police.
- 1988-2004 Served as Chief of Police for the Knoxville Police Department
- 1978-1980 East Tennessee State University, Johnson City, Tennessee (2 years)  
Adjunct Assistant Professor, with responsibilities to develop and teach courses in the Department of Criminal Justice. Instructional course load was 12 hours a week.
- 1983-1985 University of Tennessee, Knoxville, Tennessee (2 years)  
Principal consultant, responsible to the Municipal Technical Advisory Services for the University of Tennessee in which primary responsibilities included providing technical assistance and consulting services to more than 319 law enforcement agencies in the State of Tennessee, as well as providing advisory and professional bulletins on research and changes in law enforcement.
- 1983-1988 Public Administration Services, Washington D.C.  
Principal consultant, with responsibilities for providing organizational development, staffing, and procedural services. Specific consulting assignments included major staffing studies in Los Angeles; Charlotte; Del Ray Beach, Florida; and, Reading, Pennsylvania.
- 1983-1988 Police Foundation, Washington, D.C.  
Contractual consultant, with responsibilities for providing technical assistance and training on covert police operations targeting organized criminal conspiracies, technical assistance on crime analysis and organizational development strategies, and working with the United States State Department in coordinating organizational development strategies with Trinidad and Tobago. Conducted

numerous training programs on Organized Crime and Covert Operations throughout the United States.

### **EMPLOYMENT (Continued)**

- 1983-2014 U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention  
Senior instructor for juvenile related programs sponsored by OJJDP. Since 1983, has been involved in training more than 30,000 law enforcement personnel throughout the United States.
- 1983-1991 U.S. Treasury Department  
Served as a principal instructor at the Federal Law Enforcement Training Center in Glynco, Georgia.
- 1980-1982 U.S. Fire Administration  
Designed, developed and published a national survey on personnel deployment and fire service practices in the U.S.

#### Major Event Planning

Served as an observer for major event public safety planning at the 1979 Pan American games and 1980 Winter Olympics. Directed Planning for all phases of the 1982 World's Fair and served as operations manager for the event. Additionally served as an advisor to the 1984 World's Fair in New Orleans and the International Youth Games in Jamaica. Recruited to serve the Olympic Organizing Committee for public safety for the 1984 and 1996 Olympics.

#### Additional training and consulting experience

Developed and conducted training and consulting programs on a variety of subject matter including organizational development and training, juvenile justice strategies, strategic planning, grant writing and proposal development, developing and managing investigation components in law enforcement, major event planning, fire service policies and procedures, fire personnel deployment, fire service organizational development strategies, law enforcement accreditation, and personnel development and human resource management to approximately 150 law enforcement organizations, state and local governments, fire service departments and private business organizations.

A partial listing includes the National Crime Prevention Coalition, National Crime Prevention Institute, Metro Nashville Police Department, Los Angeles Police Department, Charlotte Police Department, Harrisburg, Pennsylvania Police Department, Detroit Police Department, Durham Police Department, Delray Beach Police Department, Miami Police Department, Miami-Dade Police Department, Green Bay Police Department, Norfolk, Nebraska Police Department, Virgin Islands

Police Department, Colorado Springs Police Department, New Orleans Police Department, Hickory, North Carolina Police Department, North Carolina Crime Commission, Atlanta Bureau of Police, Northumbria Police Force (U.K.), and the Greensboro Police Department. Topical or keynote presentations to more than 100 national symposiums and conferences.

## **PUBLICATIONS**

Weapons Retention, Municipal Law Enforcement Management Report, 1989, No. 3, University of Tennessee

Managing Liability Exposure: A Model for Law Enforcement, Municipal Law Enforcement Management Report, 1989, No. 2, University of Tennessee

Domestic Violence, Municipal Law Enforcement Management Report, 1989, No 1, University of Tennessee

Sector Team Policing, National Police Planners Association Repository, Kansas City Police Department, Kansas City, Missouri, 1982

Principles Incendiary Crime Analysis, U.S. Fire Administration

## **EDUCATION-AFFILIATIONS**

B.S., Criminal Justice Administration, East Tennessee State University, 1976

M.S., Safety Administration, University of Tennessee, 1978

110th Session of the F.B.I. National Academy

13th Session of the National Executive Institute

Selected Training Courses and Seminars:

Zero Base Budgeting

Advanced Management Practices

Managing Research and Development Operations

Advanced Techniques of Management

Strategic Management and Planning

Manpower Planning

Evaluation Planning

Advance Management and Organizational Practices

Personnel Management

Project Management

Member, National Academy Associates

Member, Criminal Justice Planners Association

Member, Fraternal Order of Police

Member, Police Executive Research Forum

Member, International Association of Law Enforcement Planners

(Basic and Advance Certifications for Law Enforcement Planners)

Member, International Association of Chiefs of Police

Member, National Executive Institute Associates

# TERRANCE WILLIAM GAINER

680 9<sup>th</sup> Street, SW  
Washington, D.C. 20024

Terry\_gainer@saa.senate.gov  
(202) 554-0816 - home

(202) 355-5897 - cell

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## EDUCATION

Juris Doctor, DePaul University, Chicago, IL - 1980  
Master of Science, Management and Public Service, DePaul University, Chicago, IL - 1976  
Bachelor of Arts, Sociology, St. Benedict's College, Atchison, KS - 1969  
Mendel Catholic High School, Chicago, IL - 1965  
National Executive Institute XVI, FBI Academy, Quantico, VA - 1993

## PROFESSIONAL EXPERIENCE

### **Senate Sergeant at Arms and Doorkeeper** – January 2007 to present

- Sworn in as the 38th United States Senate Sergeant at Arms and Doorkeeper on January 4, 2007
- Serves as chief law enforcement and executive officer of the Senate
- Leads an agency of nearly 1,000 personnel
- Responsible for assuring a legislative branch that is secure, prepared and has continuity of operations in the event of a man-made or natural disaster
- Serves as Chief Administrative Manager, providing services to the Senate including computers and technology support services, recording and photographic services, printing and graphics services, mailings, and assistance in staffing
- Manages a more than \$200 million annual budget
- Currently holds a Top Secret-SCI Security Clearance

### **L-3 Military Professional Resource Inc. (MPRI)** – 2006

- Responsible for a multi-million dollar innovative law enforcement program supporting Army and Marine operations in Iraq and Afghanistan

### **United States Capitol Police** – Chief of Police, June 2002-April 2006

- Commanded a force of nearly 2,000 sworn and civilian personnel who provide comprehensive law enforcement, security and protective operations services for the United States Congress, its 30,000 employees and nine million visitors, annually
- Developed and managed a \$250 million annual budget
- Directed the deployment and management of advanced technology of security systems to deter, detect and delay a multitude of threats, thereby safeguarding Congress, staff, visitors, property and national security information of the legislative branch of Government

**Metropolitan Police Department, District of Columbia** – Executive Assistant Chief, May 1998-2002

- Served as Acting Chief of Police in the Chief's absence
- Responsible for the effective, efficient management of department operations and delivery of police services to residents of the District of Columbia
- Directed the work of approximately 4,200 employees engaged in patrol, emergency response, agency administration, forensic services, criminal investigation and police training
- Managed annual operating budget of approximately \$310 million
- Served as Chief Labor Negotiator
- Awards: Meritorious Service Medal, Achievement Award, FBI National Executive Institute 1998, Excellence in Law Enforcement Administration

**U.S. Navy** – 1967-2000, Retired May 2000

Captain, United States Navy Reserve

Major Accomplishments

- Surface Warfare Officer
  - Emergency Preparedness Liaison Officer (EPLO)
  - Commanding Officer, Assault Craft Unit 7
  - Chairman, National Joint Service EPLO National Conference
  - Decorated Viet Nam Veteran
- Active and reserve duty assignments included progressively increasing responsibilities, including command assignments both ashore and afloat
  - Personnel decorations include Meritorious Service Medal, Navy Commendation Medals (two awards, one with combat distinguishing device), National Defense (two awards), Sea Service Ribbon, Viet Nam Service Medal, Viet Nam Campaign Ribbon, Naval Reserve Service Medal (three awards)

**Illinois State Police** – Director, March 1991-May 1998

- Served in governor's cabinet
- Directed the work of more than 3,700 employees engaged in patrol, emergency response, agency administration, criminal investigation, forensic services, internal investigation and police training.
- Managed annual operating budget of approximately \$303 million
- Developed department goals and operational philosophies; set agency policy
- Awards: Meritorious Service Medal, Achievement Medal

**U.S. Department of Transportation** – Senior Executive, served as Special Assistant to the Secretary and Director for Drug Enforcement and Program Compliance, July 1989-February 1991

- Coordinated the development, implementation and enforcement of the department's Drug Testing Program involving more than 220,000 regulated employers
- Represented the Secretary of Transportation on drug policy matters to the National Security Council, the Economic Policy Council, and numerous national drug control policy committees and task forces
- Reviewed the interdiction effort department-wide as the point person in the Immediate Office of the Secretary

**Illinois State Police** – Deputy Director, May 1987-June 1989

- Served as chief of staff, providing direction to six departmental divisions
- Coordinated the budget process and expenditure of agency funding
- Acted as director's representative for all sworn labor contract issues
- Evaluated division programs
- Developed objectives and policies

**Office of the Illinois Inspector General** – Deputy Inspector General, November 1984-May 1987

- Managed the daily operations of the office and personal staff
- Functioned as a management consultant for major state agencies
- Met with top management to critique departmental policies and operations and proposed re-development of initiatives
- Assisted in drafting model child abuse legislation
- Coordinated the Child Sexual Abuse Task Force Unit

**Chicago Police Department** – Chief Legal Officer, 1981-1984

- Supervised the department's five attorneys
- Assisted in the negotiation of the first and second labor contracts between the city and the police union
- Served as special assistant corporation counsel
- Prosecutor, police misconduct cases

Executive Assistant to the Deputy Superintendent, Bureau of Administrative Services, 1980

- Coordinated internal communications and program development among the bureau's divisions of data processing, finance, personnel, internal affairs, research and development, and professional counseling

Sergeant, Homicide Detective, Police Officer, 1968-1979

- Participated in a wide variety of field experiences, assuming increased responsibility
- Awards: Merit Medal, Department Commendation (multiple awards), Unit Meritorious Award

**LICENSES**

Admitted to the United States Supreme Court

Admitted to Practice Law, State of Illinois

Admitted to the United States District Court for the Northern District of Illinois

Admitted to the United States Court of Appeals for the Seventh Circuit

## **SIGNIFICANT BOARD/COMMITTEE ACTIVITY**

### **President's Special Envoy for Regional Middle East Security, 2008**

Served with a group created to advance the resolution of the Israeli-Palestinian dispute by assisting in strengthening security institutions and designing a plan for security issues between the government of Israel and the Palestinian Authority should there be a two-state solution

### **Independent Commission on the Security Forces of Iraq, 2007**

Appointed to serve with a 20-member group of experts in military and law enforcement matters charged with conducting an independent assessment of the Iraqi Security Forces with its findings reported to Congress in the fall of 2007

### **Youth Leadership Foundation, Washington, D.C.**

Board of Directors, 2004-2007

### **Capitol Wireless Integrated Network (CapWIN), Washington, D.C.**

Board of Directors, 2002-2006

### **National Insurance Crime Bureau Board of Trustees**

Board of Directors, 1996-2000

### **Commission on Accreditation for Law Enforcement Agencies**

Commissioner, January 1997-May 1999

### **Community Policing Consortium Advisory Board**

Member, 1995-1998

### **Illinois Motor Vehicle Theft Prevention Council**

Chairman, 1991-1998

Responsible for the development of prevention initiatives statewide and the distribution of \$6 million annually

### **Illinois Criminal Justice Information Authority**

Member, 1991-1998

Responsible for the development of statewide policy and procedures with regard to criminal justice issues. Directed distribution of \$95 million annually

### **International Association of Chiefs of Police**

Executive Board, Member, 1995-1998

State and Provincial Division, First Vice President, 1997-1998

Vehicle Theft Committee, Chairman, 1995-1998

State and Provincial Division, North Central Regional Chairman, 1995-1996

National Research Council

Transportation Research Board

Member, Committee for Guidance on Setting and Enforcing Speed Limits, March 1997-1999

Department of Justice, National Institute of Justice

Member, National Commission on the Future of DNA Evidence

Chairman, Crime Scene Investigation Sub Committee

National Safety Council

Board of Officers, Member, 1996-October 1998

Board Governmental Relations Committee

Division Relations Committee

Highway Traffic Safety Division

Member, 1996-1999

Executive Committee

U.S. Department of Transportation

Member, Partners in Progress Implementation Group, 1996-1998

Member, Bus and Truck Summit Issue Leaders, 1996-1998

Chairman, Traffic Safety Summit Implementation Group, 1991-1993

Member, Prosecutor and Adjudication Summit Implementation Group, 1994

Illinois Association of Chiefs of Police

Special Member, Board of Officers, 1995-1998

Member, Executive Board, 1992-1998

Illinois Violence Prevention Authority

Member, 1996-1998

Illinois Violence to Children Task Force

Co-chairman, Comprehensive Standardized Reporting, 1995-1998

Chairman, DNA Profiling, 1995-1998

Illinois Commission on Gangs

Co-chairman, Legislation and Law Enforcement Committee, 1995-1998

Northwestern University Traffic Institute Traffic Court System Advisory Board

Member, 1992

International Association of Chiefs of Police, Committee on Terrorism

Member, 2002

## **SPECIAL QUALIFICATIONS**

Honorary Doctorate of Humane Letters, Benedictine College, Atchison, Kansas

Adjunct Assistant Professor, Criminal Justice Department, University of Illinois at Chicago, 1980, 1981, 1994, 1995, 1996

Instructor, University of Illinois at Springfield, Springfield, Illinois, 1993

Instructor, Federal Law Enforcement Training Center, Glynco, Georgia, 1985 - 1986

Lecturer, National Law Enforcement Institute, Santa Rosa, California, 1983

## **PROFESSIONAL RECOGNITION**

Honorary Doctorate of Humane Letters, Benedictine College, Atchison, Kansas, 2009

National Executive Institute, F.B.I. Penrith Award, Outstanding Law Enforcement Administrator of the Year, 1998

Illinois Association of Chiefs of Police, President's Award, 1996

Illinois Association of Chiefs of Police, Special Appreciation Award, 1996

Illinois Security Chiefs Association, Lindberg-Bell Award, 1996

Illinois Academy of Criminology, Distinguished Service Award, 1993

National Highway Traffic Safety Administration, Public Service Award, 1993

Council of State Governments, Henry Toll Fellowship Program, 1992

## **PERSONAL INFORMATION**

Married to Irene H. Gainer, R.N., J.D. Six children, fourteen grandchildren

## **REFERENCES**

Available upon request

**Mitchell G. McGuire Jr.**  
234 Tremont Avenue  
Plainfield, NJ 07080  
908-753-6089  
mmcguirejr@me.com

### **CAREER SUMMARY**

Senior level Police Administrator with over 30 years of experience in comprehensive technical management, training and staff development, criminal investigations, internal investigations, grievance/ discipline administration, labor relations, work force diversity, and policy development. Strong bottom line professional, providing leadership and technical support to Union and non-Union environments.

### **EDUCATION**

Kean College, Union, NJ  
BA, Psychology

Graduate School of Behavioral Sciences  
Matriculating Student - Masters, Psychology

### **CERTIFICATIONS**

State Certified Academy Director  
Certified Police Training Instructor and Range Master for State of New Jersey by State Training Committee  
Certified Mathematics Teacher - Secondary Schools

### **HONORS and AWARDS**

2 Concord Insurance Company Police Valor Awards  
200+ Command Citations-Newark Police Department  
6 Distinguished Service Awards  
2 Community Service Awards

### **PROFESSIONAL MEMBERSHIPS**

Police Academy Directors Association (PADA)  
National Organization of Black Law Enforcement Executives (NOBILE)  
Bronze Shields  
United States Golf Association  
Alpha Phi Alpha Fraternity

### **PROFESSIONAL EXPERIENCE**

**New Jersey Transit Police**  
**Director of Professional Standards and Investigations**

**October 1997-May 2000**

#### **Office of Professional Standards**

Investigated allegations of misconduct by members of the department and reviewed the adjudication of minor complaints handled by supervisors, coordinated investigations involving the discharge of firearms by department personnel and other investigations conducted by office of Chief of Police.

Conducted internal affairs investigations on own initiative and referred investigations to appropriate supervisors for action as permitted by department policy and procedures, directed case preparation for preferred disciplinary charges and dismissal; scheduled and monitored all police trials and maintained central files of all complaints, investigations and dispositions.

### **Investigations Bureau**

Managed the criminal investigations Unit that consisted of two (2) sections of the State, Newark, and Camden and those non-criminal matters which impacted New Jersey Transit's operations throughout the State of New Jersey. Coordinated efforts with the State of New York and Pennsylvania. Responsibilities included 1) enhancement of the role of uniform officers in the preliminary and follow up investigative process; 2) screened away cases which predictably could not be solved by conventional methods; 3) oversaw the productive management of cases that could be successfully investigated; 4) performed crime analysis through the review of crime investigations for the development of investigative leads, offender identification and proactive patrol; 5) maintained a solid relationship with police, other departments of New Jersey Transit as well as police agencies abroad.

### **City of Newark Police Department Captain of Police**

**August 1994**

### **COMMANDER**

**January 1997-October 1997**

### **Internal Affairs Unit**

Conducted thorough investigations of allegations of misconduct by members of the department and reviewed the adjudication of minor complaints handled by supervisors. Responsible for investigations involving the discharge of firearms by department personnel, and other investigations as directed by the police executives (Director/Chief of Police). Directed internal affairs initiated investigations upon notice and referred investigations to the employee's supervisor for action as permitted by department policy and procedure. Oversaw the maintenance of a comprehensive central file on all complaints received, whether investigated by internal affairs or assigned to the officer's supervisor for investigation and disposition.

### **Candidate Investigations Unit**

Directed and coordinated the function of background investigation of all entry level positions in the police department, sworn and civilian personnel.

### **Medical Services Unit**

Managed this unit, which consists of medical doctors, sworn, and civilian personnel responsible for the physical and psychological well-being of police personnel.

### **Training Division Commander Police Academy Director**

Directed all planning, development and implementation of Police Training Commission (PTC) certified training program. Conducted all mandatory annual in-service training for law enforcement as well as training mandates due to particular assignment; instruction in PTC courses for law enforcement; advisor to Director/Chief on organizational/staff development including forecasting, problem solving, and conflict resolution.

# PHILIP M. COYNE

555 Grand Avenue – P.O. Box 7581 • West Trenton, New Jersey 08628

- **Office:** 609.882.5202 • **Cell:** 609.472.8422 • **Email:** coyneesllc@gmail.com

**Major (Ret.) New Jersey State Police**

## *Career Profile:*

Experience with management development, mentoring and education, strategic planning, training and evaluation, management consultation and policy development. Held executive positions as the **Bureau Chief (Director) of Training** and **Director of the New Jersey Regional Operations Intelligence Center** (N.J. State Fusion Center), working with an organization of approximately 4300 employees. Other executive positions held include **Unit Head of the Office of Labor Relations**, **Executive Officer for the Office of Professional Standards and Criminal Investigations Officer**. Served as **Interim Director of Security and Safety** for the Liberty Science Center in Jersey City, New Jersey. Comprehensive background managing sensitive personnel issues with an ability to communicate effectively with all levels of an organization.

## EDUCATION

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- Seton Hall University, South Orange, NJ May 2002  
Master of Arts, Education
- Seton Hall University, South Orange, NJ May 2002  
Certificate, Human Resource Training and Development
- The College of New Jersey, Ewing Township, NJ May 1998  
Bachelor of Science, Law and Justice (*magna cum laude*)

## LEADERSHIP AND PROFESSIONAL DEVELOPMENT HIGHLIGHTS

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- Associate Monitor with Public Management Resources, Inc., San Antonio, Texas. Member of an Independent Monitoring Team that will oversee a Settlement Agreement (pending) between the Department of Justice and Albuquerque, New Mexico Police Department.  
<http://www.kob.com/article/stories/s3682293.shtml#.VNjaJ1oQ7zl>
- Currently a consultant to the Stockton College Center for Public Safety and Security.
- Hired as an consultant in the field of law enforcement practices and procedures on three occasions.
- Completed an “Organizational Health and Leadership Culture Assessment” for the Princeton Police Department. Multiple on-line assessments, focus groups and surveys were designed and used to assist with two municipal organizations that recently consolidated. Currently under contract to develop their organizational strategic plan.
- Served as Interim Director of Security for the Liberty Science Center in Jersey City, New Jersey. Identified and hired a new management team. Responsible for the day-to-day operational duties until the new team was put into place.
- As Director of Training for the New Jersey State Police, led a team of 70 education professionals responsible for developing and delivering training programs with pre-established implementation measures. Responsibilities included strategy development and the oversight of all organizational training programs. Supervised steps of the organization’s selection process for recruitment

- candidates. Consulted with organizational leaders on selection process and recruiting initiatives.
- As Director of New Jersey's Fusion Center, supervised a team of approx. 100 law enforcement professionals and collaborated with high level executives throughout New Jersey, federal agencies and private industry to provide crime and situational awareness reports. Instituted and led a statewide governance board that oversaw Fusion Center business.
- Developed and delivered organizational training programs and worked in an operational setting while under the strict oversight of an Independent Monitoring Team (IMT) during a federal consent decree.
- State Certified Instructor with 15 years experience with leadership training, program development, metrics and evaluation while working with the New Jersey State Police.
- Comprehensive background with adult learning and training design methodologies as well as using multiple program delivery platforms.
- Experienced at conducting organizational and discipline-focused needs assessments as well as training implementation and evaluation measurements.
- Consulted and provided guidance to all executive levels as Unit Head of the Office of Labor Relations.
- Served as the Superintendent's Administrative Officer. In that capacity assisted with the implementation of the Commanding Officer's intent in a variety of organizational matters.

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#### TEACHING EXPERIENCE

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- **The Penn State University, State College, PA – Justice and Safety Institute (JASI)-** Adjunct Professor – Teach executive training programs throughout the Northeast. (2007 – Present)
- **The Richard Stockton College of New Jersey – Center for Public Safety & Security -** Adjunct Professor – Teach executive training for law enforcement professionals. (2013 – Present)
- **Fairleigh Dickinson University, Teaneck, NJ –** Adjunct Professor – Designed and delivered an online course entitled "Optimum Leadership." (Fall 2007 – Spring 2010)
- **The College of New Jersey, Ewing Township, NJ –** Adjunct Professor – Developed and delivered a course entitled Introduction to Forensic Science. (Fall 2002 – Spring 2007)
- **New Jersey State Police –** 15 years of professional training experience in a wide array of leadership and supervision concepts. (1997 – 2012)

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#### PROFESSIONAL EXPERIENCE

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COYNE ENTERPRISE SOLUTIONS, LLC

June 2012 to Present

Law Enforcement Management Consultant

- **Associate Monitor** with Public Management Resources, Inc., San Antonio, Texas. Member of a team that will oversee a Settlement Agreement (Pending) between the Department of Justice and the Albuquerque, New Mexico Police Department.
- **Recently hired to develop** an organizational strategic plan for the Princeton Police Department.
- **Consultant to the Stockton College Center for Public Safety and Security –** Develop, supervise and deliver training in the areas of internal affairs, supervision, risk management and financial crimes.
- **Interim Security and Safety Director – Liberty Science Center – Jersey City, New Jersey –** January – March 2013 - Supervised operational and administrative elements of the office. Identified best practices, instituted policy and procedure and identified long-term management solutions. Consulted on policy development and best practices in the field of security and safety until July 2013.
- **Developed and delivered a training program** on ethics and supervision responsibilities for the Ventnor City Police.

- **Developed and delivered training programs** on Intelligence-led Decision Making and the Intermediate Fusion Center Liaison Program for the New Jersey State Police.
- **Prepared Professional Reports** on law enforcement practices, procedure and policy.
  - **Organizational Health and Leadership Culture Assessment for the Princeton Police Department.** Multiple on-line assessments, focus groups and surveys designed and utilized to assist with two municipal organizations that recently consolidated.
  - **Developed Bergen County SWAT Consolidation and SOP report**
  - **Developed Communications Interoperability Model Policy and Implementation Guidance for Mutualink Corporation**
  - **Developed a Strategic Plan for the Seaside Heights Police Department** to provide a roadmap for organizational policy implementation and training management, and create an internal Office of Professional Responsibility to oversee departmental professionalism standards.
- **Developed** on-line training for effective report writing for the Hudson County Department of Corrections.
- **Consult with law firms** on law enforcement practices and procedures as an expert witness.
- **Worked as a consultant to New Jersey law enforcement** in the use of Decision Lens, collaboration software that helps develop organizational priorities that will drive resource allocation strategies.

New Jersey State Police

July 2011 to June 2012

Director – Regional Operations Intelligence Center (ROIC)

- **Commander of a multi-jurisdictional task force** of 100 federal, state, county and municipal police agencies. Provided statewide situational awareness reports on crimes, hazards and other threats that affect the public and private organizations.
- **Established the Office of Baseline Capabilities** – Created to ensure operational and administrative elements of the fusion center met or exceeded national FC Critical Operational Capabilities (COC) and Enabling Capabilities (EC) in support of the national capacity to deliver actionable intelligence.
- **Established organizational policies** on information security and First Amendment protections relating to intelligence dissemination that are emulated throughout the country.
- **Fusion Center Assessment** – Supervised the completion of the DHS 2011 FC Assessment, which helped identify capability gaps. Ordered gap mitigation efforts that raised the ROIC performance percentage by 40 points.
- **Coordinated activities with the State Office of Emergency Management** – Assisted with response efforts for Hurricane Irene in 2011 by working with EMS leadership to disseminate situational awareness reports and intelligence products.
- **Coordinated the collection, analysis and dissemination of intelligence information** to law enforcement and private sector entities. Developed business processes to allow information sharing through a “virtual huddle” with private sector security experts.
- **Leadership of IJIS information technology** assessment and gap analysis for internal business efficiencies and information sharing by the Fusion Center.
- **Superintendent’s Representative** for several statewide crime reduction projects in major urban cities.
- **Liaison with top law enforcement executives** from FBI, DHS, NJ Transit, National Fusion Center Association and the NJ Office of Homeland Security and Preparedness.

Executive Officer – Office of Professional Standards March 2011 to July 2011

- **Supervised 65 full time investigators and civilian staff** responsible for management review and inspections, intake of citizen complaints, analysis of cases, civil litigation, investigations, adjudication of discipline and other consultative duties.

- **Direct liaison with State Office of Comptroller and Attorney General's Office of Law Enforcement Professional Standards** regarding serious disciplinary matters and audit of State Police records. Provided final review and approval on internal investigations and disciplinary recommendations that were transmitted to the Superintendent. Collaborated with Labor Unions on sensitive disciplinary matters.

Director of Training – (Bureau Chief) Training Bureau July 2009 to March 2011

Asst. Director of Training – (Asst. Bureau Chief) July 2008 to March 2009

- **Supervised a team of 70 full time instructors and support staff** responsible for training an organization of 4300 employees. Collaborated with the Attorney General's Office of Law Enforcement Professional Standards (OLEPS) and State Office of the Comptroller to ensure organizational reform standards were sustained and enhanced. Led the administration of key selection process initiatives and recruiting efforts.
- **Initiated the development of an Excellence in Policing (EIP)** strategy to support law enforcement agencies involved in pattern and practice litigation to promote professional policing, superior ethical conduct and unbiased enforcement practices.
- **Superintendent's representative for the Police Training Commission** with complete oversight of all organizational training programs. Ensured objectives were developed within a 7 Step Cycle and Return on Investment (ROI) evaluation framework.
- **Leadership of seven academy units responsible for training** programs relating to executive leadership and advanced skills, regionalized intelligence, basic and in-service training, firearms and self-defense as well as technical and training support functions. Supervised vendor selections and maintenance, and maintained relationships with internal and external training professionals.
- **Supervision of remedial training programs** and created strategic plans to advance critical law enforcement initiatives.
- **Chairperson of State Police Training Committee** and representative on Trooper Re-enlistment Boards.
- **Supervised subject matter experts and outside vendors** that supported organizational training needs.

Criminal Investigation Officer – Field Operations Section March 2009 to July 2009

- **Section Level liaison** between the Investigations Branch and Field Operations Section.
- **Developed crime reduction strategies** and provided guidance on the strategic intent relating to investigative priorities.
- **Provided case law and policy updates and training** to regional units.

Administrative Officer – Office of the Superintendent Nov. 2007 to July 2008

- **Representative for the Superintendent and Chief of Staff on organization-wide matters** with coordination across branches and sections. Provided counsel on organizational matters and assistance to Commanders. The Superintendent's representative in the creation of critical policies and procedures.
- **Development of new evaluation procedures** for enlisted members being considered for advancement or special assignments.
- **Preparation of documents on behalf of Superintendent and Chief of Staff.** Reviewed and administered organizational initiatives and other matters as the Superintendent's representative. Coordinated projects across organizational disciplines and functions.
- **Received and Administered Recruit Dismissal and Separation Packages** that were received from the Training Bureau for trooper candidates.

Unit Head – Office of Labor Relations

Nov. 2006 to Nov. 2007

- **Superintendent’s liaison with enlisted and civilian labor unions, the Office of the Attorney General and Governor’s Office of Employee Relations.** Supervised the administration of all civilian and enlisted grievances and the civilian disciplinary process.
- **Superintendent’s representative at disciplinary hearings,** and presented the organization’s perspective and position on discipline.
- **Provided leadership and advice to executives** concerning complex and critical issues regarding policy and procedures.
- **Developed and delivered** labor relations training to all organizational managers and executives.
- **Managed** outside employment requests, ethics reports, outside activity questionnaires and leave time.
- **Disciplinary unit** that oversaw complaints against civilian employees within the organization.
- **Responsible for the intake and adjudication** of all civilian and enlisted grievances.

Assistant Unit Head

Squad Leader – Executive Development Training Unit

April 2003 to Nov. 2006

- **Representative for the academy on issues directly related to the federal oversight of supervision and leadership training;** Administration of ROI process while maintaining a 7 Step Training Cycle for all coursework.
- **Supervision of unit’s strategic intent** and the development of management training.
- **Conducted internal and external needs assessments** and researched best practices.
- **Provided leadership training to over 2000 supervisors** who represented state, county and municipal law enforcement agencies.
- **Managed vendors and subject matter experts** that provided instruction and support services.

Supervisor - Criminal Investigation Office

April 1998 – April 2003

Detective - Criminal Investigation Office

Feb. 1992 – April 1998

- **Supervised the day-to-day operating environment** of the detective bureau at my assigned station(s), including approximately 500 criminal investigations conducted annually by approximately 40 troopers.
- **Implemented strategies** to reduce crime in my station areas.
- **Coordinated** the collection of evidence and disposition of cases.
- **Supervised, investigated and assisted** with numerous major crimes, narcotics cases and incidents. Investigated cases that required the coordination of efforts with multiple law enforcement agencies and disciplines.
- **Affiant on search and arrest warrants** for criminal cases involving various types of crimes, as well as supervised detectives who were the affiant for search and arrest warrants.
- **Interviewed numerous** victims, witnesses and suspects related to traffic and criminal investigations.
- **Responded to critical incidents and investigations,** and provided guidance to Command personnel, supervisors and troopers.
- **Testified on behalf of the State** in administrative, municipal and county courts on numerous occasions.
- **Investigated sexual assaults** and maintained Megan’s Law files.
- **Responsible for many human resource issues,** including performance evaluations, mentoring and motivating subordinates.
- **Updated station personnel** on issues concerning arrest, search and seizure.

## OTHER PROFESSIONAL HIGHLIGHTS

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- **Invited to address the last four New Jersey State Police** recruit classes prior to graduating to provide perspective on organizational expectations and career responsibilities. Fall 2013 / Winter & Summer 2014, Winter 2015.
- **Invited to address commanders of the New Jersey State Police Intelligence Section** on the topic of leadership and command responsibilities. Spring 2014.
- **Executive Leadership Course for Lieutenants** – While under the strict oversight of a federal monitoring team, I was responsible for the development of several executive training programs that set new benchmarks for the New Jersey State Police. **One such program included a two-day leadership immersion class that was conducted at the Gettysburg Battleground and Princeton University.** The federal monitors commented that the course showcased the need for vision and cooperation among units, sections and ranks within the organization and showed how the climate and the culture of the organization had changed. The 11<sup>th</sup> Independent Monitoring Team Report stated, *“This course is an outstanding example of that process working favorably for the New Jersey State Police. The monitoring team commends the Academy and its staff for their vision, commitment and follow-through on this excellent training piece.”* See <http://www.njpublicsafety.com/monitors-report-11.pdf>, Page 87.
- **Presenter at the Joint Critical Infrastructure Partnership Symposium** – Newark, New Jersey – June 28, 2011 – Fusion Center Engagements with Public and Private Sector Organizations.
- **Presenter at Rutgers University Police Institute** – Rutgers University Evidence-Based Initiative For Justice Policies and Practices Conference - “New Jersey’s Report Card: Evidence-Based Practices in Action” - Evidence: The Catalyst of Change in October 2011. See <http://www.youtube.com/watch?v=TBvEMKqwDZI>
- **Bankers on Line Seminar** – Lecture on coordination of resources with fusion centers. October 2012.

## PROFESSIONAL TRAINING, EXPERIENCE AND CERTIFICATIONS

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- Top Secret Clearance – Federal Bureau of Investigation while assigned to the ROIC.
- Certified in Return on Investment (ROI) Application with Jack Phillips’ ROI Institute.
- Certified to administer “The Leadership Profile” (TLP) 360 Degree Assessment.
- Certified to administer the “DiSC” Assessment.
- Experience utilizing the “Organizational Culture Assessment Questionnaire” (OCAQ).
- Police Training Commission (PTC) Certified Instructor with NJSP
- Pennsylvania State Police Promotional Board Assessor – May 2007
- Baltimore City Police Department Promotional Board Assessor – October 2007
- Successful Processes for Reducing Liability – The Richard Stockton College of New Jersey – Center for Continuing Studies. March 12, 2014.
- Everything You Need to Know (DL3) – Decision Lens – Arlington, Va. – December 2012
- New Jersey Internal Affairs Investigation Program - The Richard Stockton College of New Jersey – Center for Continuing Studies. October 2-3, 2012.
- Group Supervisors Course - DEA - Quantico, Va. - May 2004
- Risk Management and Critical Policy Development for Law Enforcement - Penn State May 2004
- The Management Conference - CareerTrack - April 2004

- Coaching and Teambuilding Skills for Managers and Supervisors - SkillPath - April 2004
- MAPPS Supervisory Training - NJSP - August 2003
- F.A.T.S. Instructor - N.J.S.P. - May 2002
- Police Supervision Course - N.J.S.P. - May 2000
- Basic and Advanced Critical Incident Stress Management - International Incident Stress Foundation - November 1999
- 9<sup>th</sup> Annual National District Attorneys Conference on Domestic Violence - Reno, Nevada - October 1999
- Spanish for Law Enforcement - N.J.S.P. - July 1999
- Missing Person and Exploited Child Seminar - N.J.S.P. - June 1999
- Homicide Investigation School - N.J.S.P. - June 1998
- Interviewing Child Abuse Victims - Monmouth County - April 1998
- Sex Assault Response Team Training - Monmouth County - January 1997
- Crime Scene Preservation - N.J.S.P. - March 1996
- Basic Death Investigation - N.J.S.P. - November 1995
- Instructor Training Course - N.J.S.P. - February 1995
- Top Gun School - N.J.S.P. - Statewide Narcotics Task Force - October 1994
- Cargo Theft Seminar - N.J.S.P. - October 1994
- Traffic Homicide Investigation - Northwestern University - May 1994
- Home Security Seminar - N.J.S.P. - June 1993
- Auto Theft Investigation - N.J.S.P. - May 1993
- Surveillance School - N.J.S.P. - March 1993
- Interview and Interrogation School - N.J.S.P. - April 1992
- Criminal Investigation School - N.J.S.P. - March 1992
- Advanced Accident Investigation - N.J.S.P. - March 1991
- Commercial Vehicle Drug Interdiction - N.J.S.P. - March 1990
- Firearms Instructor School - N.J.S.P. - September 1989

#### COMMENDATIONS AND AWARDS

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<b>Certificate of Unit Commendation:</b>	September 2004 - Outstanding criminal investigation and arrest in a triple homicide case.
<b>Certificate of Commendation:</b>	June 2009 - Outstanding criminal investigation and arrest in an aggravated arson case.
<b>Colonel's Letter:</b>	Eleven letters for outstanding criminal investigations and traffic enforcement.
<b>Captain's Letter of Recognition:</b>	Received two letters for outstanding criminal investigations.
<b>Letters of Appreciation:</b>	Received numerous letters from Federal, County and Municipal police agencies, private citizens and organizational leaders.

# LOUIS TUTHILL, PH.D. - ASSISTANT PROFESSOR OF CRIMINOLOGY

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Rutgers University • Camden, New Jersey 08102 • Office: (856) 225-2714 • Cell: (571) 334 - 7541 • louis.tuthill@gmail.com

## EDUCATION

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### **University of California, Riverside**

*Ph.D. (2012), Sociology*

*Concentrations: Criminology & Sociolegal Studies; Political Economy & Global Social Change*

*Dissertation Title: "Bringing in Gangs and Community: A Re-Evaluation of Social*

*Disorganization and Collective Efficacy"*

### **University of California, Riverside**

*M.A. (2004), Sociology*

*Thesis Title: "Examining the Role of Alcohol in Homicide a Review of the Case Files"*

### **University of California, Riverside**

*B.S. (2001), Sociology*

*Senior Honors Paper: "Creating Pariah States: U.S. Trade Relations with Foreign Countries"*

## TEACHING AND RESEARCH INTERESTS

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Teaching - Research Methods, Statistics, Crime Mapping and Analysis, Criminological Theory, Crime and Public Policy, Crime Control and Prevention, Policing, Violent Crime, Juvenile Delinquency, and Gangs

Researching – Neighborhoods and Violent Crime, Policing, Juvenile Delinquency, Gangs, Crime and Violence among Native Americans, Evaluation Research, Firearm Violence Prevention, Terrorism, Drug Markets, Alcohol and Crime

## PROFESSIONAL APPOINTMENTS

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### **ASSISTANT PROFESSOR**

*Rutgers University, Department of Anthropology, Sociology, Camden, NJ (2012 – Present)*

Courses Taught: Research Methods, Violent Crime, Criminological Theory, Graduate

Criminology, Crime Mapping and Analysis (Independent Study), Applied Research (Independent Study)

### **SOCIAL SCIENCE ANALYST**

*Office of Justice Programs, National Institute of Justice, Washington, DC (2008 – 2012)*

Managed research portfolio – developed a research agenda and budget; wrote solicitations;

directed peer-review panels; advised on applications for funding; reviewed research budget; and monitored progress of research.

Public Policy Advising – reviewed and edited draft legislation, press releases, and speeches; wrote technical reports; advised Department of Justice, White House, other federal offices, and Foreign Governments on promising principles to reduce gang activity, illicit firearms markets, terrorism, and drug markets.

Research and Evaluation – performed evaluation of crime reduction efforts; built survey instruments; assessed performance and outcome measures; researched causes of crime at local level to improve crime reduction efforts.

**RESEARCH ASSISTANT**

*Presley Center for Crime & Justice Studies, Riverside, CA (2006 – 2008)*

Work as research partner with local, state, and tribal government(s) to reduce juvenile delinquency, gang crime, youth violence, domestic violence, and disproportionate minority contact within juvenile populations.

Advised tribal governments on economic investment strategies, domestic violence, and juvenile delinquency.

Supervised undergraduate research assistants examining impact of alcohol outlet concentration on violent crime.

Designed and developed interactive website on violence reduction.

**CONSULTANT**

*Tuthill and Associates Consulting, San Dimas, CA (2006 – Present)*

Advise on improving domestic violence services for law enforcement and community based organizations.

Evaluated the economic and social impact of opening tribal casinos.

Assessed the impact of police technology on policing efforts.

Served as an expert witness regarding safety and security.

**RESEARCH ASSISTANT**

*Academic Center for Excellence on Youth Violence Prevention, Riverside, CA (2001 – 2006)*

Collaborated on an Interdisciplinary team to include psychology, public health, sociology, education, and psychiatry on reducing youth violence.

Worked as a community research partner to build comprehensive community juvenile delinquency, youth violence and gang reduction programs.

Performed data collection using, cleaning, and analysis.

Designed and Developed interactive website on youth violence prevention.

**RESEARCH ASSISTANT**

*Center for Native Nations, Riverside, CA (2005 – 2006)*

Collaborated on an Interdisciplinary team of economists, anthropologists, historians, political scientists, and sociologists.

Performed Spatial Analysis to examine the economic and social impact of Native American Casinos in California.

Performed a market analysis on tribal investment strategies.

**INSTRUCTOR**

*Department of Sociology, Riverside Community College, Riverside CA (2006)*

Courses Taught: Introduction to Sociology and Sociology of Deviance

**INSTRUCTOR**

*Department of Sociology, UC Riverside, Riverside, CA (2005 – 2006)*

Courses Taught: Introduction to Sociology, Juvenile Delinquency, Research Methods, and Social Statistics

**RESEARCH ASSISTANT**

*Institutional Data Archive, UC Riverside, Riverside, CA (1999 – 2001)*

Worked with a team to develop surveys to assess the direction of higher education.

Performed data entry, cleaning, and analysis.

Conducted structured interviews of university's Provost and Registrar's offices.

**TEACHING ASSISTANT**

*Department of Sociology, Chaffey Community College, Rancho, CA (1997 – 1999)*

Courses: Introduction to Sociology, Introduction to Sociology (honors), Sociology of Deviance, and Human Sexuality

**TEACHING ASSISTANT**

*Disability Program & Services, Chaffey Community College, Rancho, CA (1996 – 1997)*

Courses: Computers and Research Skills for the Visually Impaired

Provided support to students with adaptive software, technologies, homework, and test taking.

**ARTICLES AND BOOK CHAPTERS**

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Parke, Ross, Shoon Lio, Thomas Schofield, **Louis Tuthill**, Eric Vega, and Scott Coltrane. 2012. "Neighborhoods Environments: A Multi-Measure, Multi-Level Approach." in *The Environment of Human Development: A Handbook of Theory and Measurement*, edited by L. Mayes and M. Lewis. Cambridge, UK: Cambridge Press.

**Tuthill, Louis**. 2009. "Evidence Based Practice in Gang Reduction." in *United States Attorney Desk Reference for Project Safe Neighborhoods*, edited by G. Shappert. Washington DC: Executive Office for United States Attorneys.

**Tuthill, Louis**. 2009. "Evidence Based Strategies in Broken Windows Policing." in *United States Attorney Desk Reference for Project Safe Neighborhoods*, edited by G. Shappert. Washington DC: Executive Office for United States Attorneys.

Williams, Kirk, **Louis Tuthill**, and Shoon Lio. 2008. "A Portrait of Juvenile Offending in the United States." in *Treating the Juvenile Offender*, edited by R. Hoge, N. Guerra, and P. Boxer. New York: Guilford Press.

**Tuthill, Louis**. 2008. "Breaking New Windows - Examining the Subprime Mortgage Crisis Using Broken Windows Theory." *Geography and Public Safety: A Quarterly Bulletin of Applied Geography for the Study of Crime and Public Safety* 1.

Cook, Clayton, Kirk Williams, Nancy Guerra, and **Louis Tuthill**. 2007. "Cyberbullying: What it is and what to do about it." *National Association of School Psychologists Communique* 36.

Parker, Robert Nash and **Louis Tuthill**. 2006. "Youth Violence Prevention Among White Youth." in *Youth Violence in a Multicultural Society*, edited by N. Guerra and E. Phillips-Smith. Washington DC: American Psychology Society.

## **TECHNICAL REPORTS**

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**Tuthill, Louis**. 2011. "Project Safe Neighborhoods: Summary of Evaluation and US Attorney Survey Findings." National Institute of Justice, Washington DC.

**Tuthill, Louis**. 2008. "An Assessment of Domestic Violence Services and Processes in Siskiyou County." Tuthill and Associates Consulting, San Dimas.

**Tuthill, Louis** and Kate Spilde Contreras. 2008. "Analysis of the Potential Impacts of the Proposed Mechoopda Casino on Police and Fire Calls for Service." Tuthill and Associates Consulting, San Dimas.

Dymski, Gary, Kate Spilde Contreras, and **Louis Tuthill**. 2006. "An Investment and Development Strategy for the Agua Caliente Band of Cahuilla Indians: A Development Manuel." University of California, Riverside, Riverside.

**Tuthill, Louis**. 2006. "Violence against Native American and Alaskan Native Women in California." University of California, Riverside, Riverside.

## **PRESENTATIONS**

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**Tuthill, Louis**. 2013. "Myths vs. Facts: Published Studies on Deterrent Systems, Security and Profiling." In *The New Jersey State Bar Association Conference on Negligent Security*. New Brunswick, New Jersey.

**Tuthill, Louis** and Tracy Swan. 2013. "Crime Analysis of Cumberland: Bridgeton, Millville, and Vineland." In *Cumberland County Violence Prevention Board*. Bridgeton, New Jersey.

**Tuthill, Louis**. 2011. "Project Safe Neighborhoods: Summary of Evaluation and US Attorney Survey Findings." in *US Attorney General Advisory Committee on Violent Crime*. Washington DC.

**Tuthill, Louis**. 2010. "Gang Prevention, Intervention and Rehabilitation Programs." in *International Law Enforcement Agency*. San Salvador, El Salvador.

**Tuthill, Louis**. 2010. "Gang Prevention: A Critical Tool to Fight Gang Violence: Keeping Our Youth out of Gangs." in *International Law Enforcement Agency*. San Salvador, El Salvador.

**Tuthill, Louis**. 2010. "Is Evaluation Important?" in *California Wellness Foundation*. Hollywood, California.

- Tuthill, Louis.** 2010. "Research and Evaluation 101." in *Executive Office of United States Attorneys: Project Safe Neighborhoods conference*. New Orleans, Louisiana.
- Tuthill, Louis.** 2010. "Research and Evaluation 102." in *Executive Office of United States Attorneys: Project Safe Neighborhoods conference*. New Orleans, Louisiana.
- Tuthill, Louis.** 2010. "Universal Concepts of Gang Intervention and Prevention." in *International Law Enforcement Agency*. San Salvador, El Salvador.
- Tuthill, Louis** and Edward Banks. 2010. "Using Data to Develop and Enhance Evidence-Based Strategies." in *Governors Highway Safety Association Conference*. Savannah, Georgia.
- Tuthill, Louis.** 2009. "Backdrop for Foreclosure and Crime." in *National Institute of Justice Conference: Foreclosure and Crime*. Charlotte, North Carolina.
- Tuthill, Louis.** 2007. "Impact of Neighborhood Domestic Violence." in *Pacific Sociological Association*. Oakland, California.
- Tuthill, Louis.** 2007. "Violence Against American Indian and Alaska Native Women." in *Tribal Crime Data and Information Sharing Conference: Strengthen Sovereignty Through Justice Data and Information Sharing*. Phoenix, Arizona.
- Tuthill, Louis.** 2006. "The Distribution and Demographic Context of Domestic Violence Calls for Service: A Geospatial Analysis." in *American Society for Criminology*. Los Angeles, California.
- Tuthill, Louis.** 2006. "Underage Alcohol Buying: A Case Studying in Southern California." in *American Society of Criminology*. Los Angeles, California.
- Williams, Kirk, Nancy Guerra, and **Louis Tuthill.** 2006. "Meta-Analytic Investigation of Bullying." in *American Society for Criminology*. Los Angeles, California.
- Parker, Robert Nash and **Louis Tuthill.** 2005. "Alcohol Availability and Youth Gang Violence: The Promise of Alcohol Policy for Prevention of Youth Gang Violence." in *American Society for Criminology*. Toronto, Canada.
- Parker, Robert Nash and **Louis Tuthill.** 2004. "Alcohol Availability and Violence: Outlets and Cultural Adaptation." in *Kettil Bruun Society*. Helsinki, Finland.
- Parker, Robert Nash and **Louis Tuthill.** 2004. "Translating Research Findings into Policy Agendas." in *13th Alcohol Policy Conference*. Boston, Massachusetts.
- Tuthill, Louis** and Shoon Lio. 2004. "Homeland Insecurity and Policing Risk." in *Pacific Sociological Association* Portland, Oregon.
- Tuthill, Louis.** 2003. "Alcohol and Homicide: Using Point Pattern analysis to Study the Relationship." in *Pacific Sociological Association* Portland, Oregon.
- Tuthill, Louis.** 2003. "Using Spatial Analysis to Test Sampson's and Wilson's Theory of Social Disorganization." in *California Sociological Association*. Berkley, California.

**Tuthill, Louis** and Shoon Lio. 2003. "Applying to and Surviving Graduate School." in *California Sociological Association*. Berkley, California.

**Tuthill, Louis**. 2002. "A Reevaluation of Homicide Using Disaggregated Data Sets and Spatial Analysis." in *American Society of Criminology*. Chicago, Illinois.

#### **INVITED AND PLANERY PRESENTATIONS**

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**Tuthill, Louis**. 2014. "Street Segment Analysis of Juvenile Delinquency." in *Annual Conference of the New Jersey Policy Planning Boards*. Stockton, New Jersey.

**Tuthill, Louis**. 2014. "Writing Effective Grant Proposals." in *New Jersey Violence Reduction Strategy Conference*. Trenton, New Jersey.

**Tuthill, Louis**. 2013. "Writing Award Winning Grant Proposals." in New Jersey Attorney General's Office. Trenton, New Jersey.

**Tuthill, Louis**. 2012. "Building Research Partnerships: Possible Roles and Responsibilities of the Research Partner." in *Executive Office for US Attorneys*. Washington DC (webinar).

**Tuthill, Louis**. 2010. "Strengthening Program Assessment: How Do We Measure Results." in *Executive Office of United States Attorney Brown Bag Series*. Washington DC.

**Tuthill, Louis**. 2010. "Reducing Gang Violence and Crime: The Intersection of Research and Evaluation." in *Gangs: Strategies to Break the Cycle of Violence Speaker*. University of California, Los Angeles, California.

**Tuthill, Louis** and Olin Jones. 2007. "American Indian Planning Grant." in *Domestic Violence is Not Our Native Tradition Conference*. Fort Mohave, Arizona.

**Tuthill, Louis**. 2005. "Domestic Violence 18th Century to the Present." in *Cops and Clergy: Western Regional Meeting*. Perris, California.

#### **WORKING PAPERS**

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**Tuthill, Louis** and Stacia Matthews. Working Paper, "Impact of Law Enforcement Reduction in Force on Crime Types in Trenton."

**Tuthill, Louis** and Stacia Matthews. Working Paper, "Transition of Law Enforcement, Layoffs, Re-hiring, and Proactive Policing in Camden."

Matthews, Stacia and **Louis Tuthill**. Working Paper, "Using Interrupted Time-Series to Examine the Long Term Impact of Focused Deterrence."

**Tuthill, Louis** and Sandy Gibson. Working Paper, "Criminology of Place: Street Segment Analysis of Domestic Violence."

**Tuthill, Louis.** Working Paper. "Using Street Segment Analysis and ARIMA to Predict Crime Types."

**Tuthill, Louis.** Working Paper. "Evaluation of Trenton Violence Reduction Strategy."

## **GRANTS, CONTRACTS, AND AWARDS**

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*Dean's Merit Course Release*, Rutgers-Camden, Dean of the College of Arts and Science (2014; \$5,000)

*Camden Community Oriented Policing Grant*, Rutgers-Camden with Camden Police Department, Bureau of Justice Assistance (2014 – 2016; \$50,000)

*Cumberland County Youth Policy Board*, Rutgers-Camden with Walter Rand Institute, New Jersey Attorney General's Office (2013 – 2014; \$120,000)

*Implementation and Evaluation for Trenton Violence Reduction Strategy*, Rutgers-Camden with The College of New Jersey, and Trenton Police Department, New Jersey Attorney General's Office (2013 – 2016; \$1.2 million)

*Consulting on Trenton Youth Policy Prevention Board*, Rutgers-Camden (2013; \$4,500)

*Expert Witness*, Westmoreland, Vesper & Quattrone (2013 - 2014; \$7500)

*Special Act Award for Chapters in the US Attorney Desk Reference for Project Save Neighborhoods*, National Institute of Justice, Office of Justice Programs, United States Department of Justice (2009; \$1,000)

*An Assessment of Domestic Violence Services and Processes in Siskiyou County*, Siskiyou County Sheriff's Department (2008; \$25,000)

*Analysis of the Potential Impacts of the Proposed Mechoopda Casino on Police and Fire Calls for Service*, Mechoopda Tribe (2008; \$5,000)

*Inter-University Consortium for Political and Social Research Fellowship*, UC Riverside (2002; \$2,000)

*University of California, Riverside Sociology Department Graduate Fellowship*, UC Riverside, (2001 – 2002; \$10,000)

## **COMMUNITY ENGAGEMENT AND UNIVERSITY SERVICE**

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Reviewer, Journal of Research on Adolescence

Member, Rutgers University, Course Assessment Committee

Member, Rutgers University, Faculty Senate

Member, Cumberland County, Youth Policy Prevention Board

Member, City of Trenton, Youth Policy Prevention Board

Member, United States Department of Justice, Project Safe Neighborhoods Advisory Group  
Member, United States Department of Justice, Firearms Enforcement Assistance Team  
Chair, National Institute of Justice, Topical Working Group on Gangs  
Member, Office of Justice Programs Evidence to Integration Group on Gangs  
Member, Office of Justice Program Policy Group on Gangs  
Member, United States Department of Justice, Criminal Division JUSTICE Team  
Member, United States Department of Justice, US Attorney General High Priority Performance Group on Violent Crime  
Member, United States Department of Justice, US Attorney General Anti-Gang Task Force  
Member, City of Perris Red Team  
Member, California Attorney General, Task Force Disproportionate Minority Contact  
Member, California Attorney General, Office of Native Nations Committee on Domestic Violence  
Web Master, California Sociological Association  
Member, City of Riverside Planning Board

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## **OTHER EXPERIENCE**

### **DIRECTOR**

*Public Safety Institute Inc., Haddon Township, NJ (2014 – Present)*

Work with law enforcement agencies and community organizations on developing evidence based solutions, grant writing, and data analysis.

### **LICENSES VOCATIONAL NURSE**

*Loma Linda Hospital, Loma Linda, CA (1992 – 1996)*

Worked in the emergency room and treated patients with urgent and emergent care needs.

### **MEDICAL SPECIALIST**

*1/504 Parachute Infantry Regiment, 82nd Airborne Div., Ft. Bragg, NC (1989 – 1992)*

Provided urgent and emergent care to service personnel and civilians. Performed in combat missions in the Middle East and Latin America.

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## **MEDIA INTERVIEWS**

Brown, K. (2014, July 21). When Kyle was 8, he knew he wanted to be a Trenton drug dealer - Program offers a new beginning. *Trenton Times*.

Blumgart, J. (2013, October 4). In Trenton's Deadliest Year, an Effort to Reach Out to Violent Offenders. *Next City*.

McLaughlin, T. (2013, September 26). Rutgers Professor Helps to Design Innovative New Policing Strategy in Trenton. *Rutgers Today*.

Caffrey, M. (2013, August 11). Crime rates down in majority of Gloucester County towns, despite perceptions. *South Jersey Times*.

Rudolf, J. (2012, November 19). Chris Christie Pushes Camden Police Force To Disband, Despite Questions Over New Plan's Finances. *Huffington Post*.

Ott, D. (2013, February 23). Camden gambles on firing police. *The Philadelphia Tribune*.

# Duval M. Thompson

830 W. Hartsdale Rd.  
White Plains, New York 10607

(708) 650-3754  
duvoldpenn@gmail.com

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## **BAR ADMISSIONS**

Admitted to New York State Supreme Court, U.S. District Court for the Southern District of New York, U.S. District Court for the Eastern District of New York, New Jersey State Supreme Court, U.S. District Court for the District of New Jersey

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## **EDUCATION**

**Fordham University School of Law**, New York, NY

Juris Doctorate, May 2010

Activities: Fordham Law School Community Economic Development Clinic, Brendan Moore Trial Advocacy Team (competed), Fordham Environmental Law Review

Honors: Archibald R. Murray Public Service Award, Dean's List 2009-10

**University of Pennsylvania, School of Arts and Sciences**, Philadelphia, PA

Bachelor of Arts, Political Science, May 2005

Achievements:

Penn Leadership Scholarship Recipient & Jack Lefort Endowed Scholarship Recipient, 2001-2005

Pre-Season All American Football 2004

Member, 2002 & 2003 Ivy League Championship Football Team, 4 yr. Letterman

First Team All Ivy Football 2003 & 2004 Seasons, Unanimous Selection in 2004

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## **PROFESSIONAL EXPERIENCE**

**Holland & Knight LLP**,

New York, NY

*Associate*

September 2010 - Present

*Summer Associate*

Summer 2009

First chair small claims hearings and trials concerning breach of contract claims. Extensive motion drafting experience including dispositive and discovery motions. Oral argument experience, including motions to dismiss and motions to compel and oppose discovery. Advise clients in complex insurance litigation and reinsurance matters, in addition to trust and estate litigation, unclaimed property securities, and claims of tortious interference with prospective economic advantage. First chair deposition experience: prepare witnesses for depositions, cross-examine, and defend depositions. Develop, implement, and advise clients in litigation, discovery, settlement and trial strategies. Advise clients in mediations and settlement negotiations. Extensive experience working directly with corporate clients.

**New York City Patrolmen's Benevolent Association**

New York, NY

*Legal Intern*

Spring 2010

Drafted memoranda on various issues including civil rights issues and class actions. Researched effective strategies to approach health insurance contracts regarding HIPPA rights, and workers' compensation.

**United States District Court for the Southern District of New York**

New York, NY

*Legal Intern for the Hon. Deborah A. Batts*

Summer 2008

Conducted legal research, assisted in hearings, civil and criminal trials, pre-trial conferences, and other court proceedings. Drafted memoranda regarding the merits of the parties' motions to dismiss, summary judgment motions and other procedural motions.

**National Football League**

April 2005 – September 2006

*Cornerback*

Signed as a free agent with the St. Louis Rams after the 2005 NFL Draft, then subsequently signed with the Baltimore Ravens during the 2005 season. Allocated by the Baltimore Ravens to the Berlin Thunder for player development. Played Arena Football for the Austin Wranglers in Spring 2007.

# Leonie W. Huang

Holland & Knight Contact Information: 31 West 52<sup>nd</sup> Street, New York, NY 10019 · 212-513-3398 · leonie.huang@hkllaw.com

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## Education

### Fordham University School of Law, New York, NY

**Juris Doctor, May 2012 Cum Laude**

Honors: The Class of 1911 Award (best essay submitted by a graduating student on a legal subject designated by the Dean);

Essay: *Improving Civic Infrastructure: A Law Student's Perspective on the Role of Lawyers in the Tea Party and Occupy Wall Street Protests* (April 2012).

The Archibald R. Murray Public Service Award (March 2012)

*Fordham Law Review*, 2011–2012 Notes & Articles Editor; 2010–2011 Staff Member; Note: *Which Treaties Reign Supreme? The Dormant Supremacy Clause Effect of Implemented Non-Self-Executing Treaties*, 79 FORDHAM L. REV. 2211 (2011).

Fordham Moot Court 2010–2012 Board Member, 2010 I. Maurice Wormser Moot Court Competition Semifinalist

Study Abroad: Georgetown University Law Center Summer Law Program, King's College, London, United Kingdom (Summer 2010)

Activities: Asian Pacific American Law Students Association, Couture Counselor Law Group

### American University, School of Public Affairs, Washington, DC

**Master of Public Administration, May 2004**

Concentration: Public Financial Management Honors: National Honor Society for Public Affairs and Administration Member

### Georgetown University, School of Foreign Service, Washington, DC

**Bachelor of Science in Foreign Service, May 2002**

Major: International Political Economy Honors: Honors Certificate from the Karl F. Landegger Program in International Business

Diplomacy Study Abroad: Tsing Hua University, Beijing China (Summer 2000)

## Legal Experience

**Bar Admissions**: New Jersey and New York **Court Admissions**: U.S. District Court for the District of New Jersey, U.S. District Court for the Eastern District of New York, U.S. District Court for the Southern District of New York, All State Courts in New Jersey, All State Courts in New York

### Holland & Knight

Associate

New York, NY

10/2012 – Current

Summer Associate

05/2011 – 07/2011

Litigation Associate with experience in commercial litigation, including contract disputes, business and corporate law disputes, shareholder litigation, and mass tort defense, including product liability and toxic chemical liability claims. Primary pro bono experience in criminal defense related to a death penalty resentencing, including analysis of multiple police reports and records, trial and deposition transcripts of police officer testimony, and preparation for and support during deposition and trial cross-examination of primary police officer witnesses.

### Lincoln Square Legal Services – Fordham Law Criminal Defense Clinic

New York, NY

Legal Intern

01/2012 – 05/2012

Provided legal representation primarily in criminal matters under a student practice order of the New York State Supreme Court, Appellate Division, First Department and under attorney supervision by Clinic professors. Work included developing legal strategy, legal research and writing, counseling and interviewing clients, court appearances and oral advocacy.

## Public Administration and Policy Management Experience

### The Administrative Office of the U.S. Courts, Office of Finance and Budget

Washington, DC

Budget Analyst

02/2006 – 08/2009

Financial Management Graduate Student Intern

05/2003 – 03/2004

Awards: Supervisors Top Achiever Award; Special Act Award

Principal formulation and execution analyst for Defender Services and principal formulation analyst for Probation and Pretrial

Services. Oversaw day to day budget activities. Provided budget guidance to program staff, reviewed policy committees' Judicial Conference agenda items, and ensured consistency with central budget direction. Worked with current and former probation and pretrial officers to gain greater insight into on-the-job concerns and program requirements. Forecasted Criminal Justice Act panel attorney requirements for capital habeas and capital prosecution cases, analyzed Federal Defender Organization (FDO) program requirements and requests for accuracy and results oriented presentation of requirements. Worked with team members to develop strategies to increase congressional support for FDO programs and ensure critical requirements were recognized.

Experienced team member in formulation work products, including Congressional Budget Justifications, OMB submissions, and Judicial Conference Budget Committee agenda items. Assisted on program reviews for a Federal Defender Organization (Southern and Eastern Districts of New York; August 2007) and a Probation and Pretrial Services Office (District of Colorado; April 2008). Participated in the 2008 summit on crack cocaine retroactivity (amendment to sentencing guidelines) aimed at developing solutions for both law enforcement and legal counsel in implementing sentence reductions and immediate release of qualified offenders. Developed the Judiciary's Long-Range Budget Estimates to Fiscal Year 2017.

Developed excellent working relationships with program staff and team members. Ensured quick response time to inquiries and concerns. Maintained awareness of program office support needs. Developed new financial statement reports tailored for individual staff needs. Fostered trust between offices with transparency and timely communication.

**Minnesota Department of Finance  
Executive Budget Officer**

**Saint Paul, MN  
11/2004 – 04/2005**

Assisted in the development of the governor's 2006-2007 biennial budget recommendation to the state legislature. Presented information on critical needs and future impacts to management. Presented governor's recommendations to legislative staff. Examined legislative proposals for fiscal impact (including local cost impacts of proposed rulemaking) and wrote analysis for state officials and legislative staff. Identified and tracked influential legislation. Evaluated agency cost estimates of legislative proposals.

**Internships:** Washington, DC: The Congressional Budget Office, Office of the Director (Communications Intern, Summer 2002); The U.S. Small Business Administration, Office of Advocacy, Office of Economic Research (Research Assistant, Summer and Fall 2001); The Office of Senator Judd Gregg of New Hampshire (Staff Assistant and Press Intern, Spring and Fall 1998); Wichita Falls, TX: The Office of Congressman Mac Thornberry of Texas (Intern, Summer 1998)

## **CURRICULUM VITAE**

*RYAN T. SHIELDS*

### **PERSONAL DATA**

Johns Hopkins University  
Bloomberg School of Public Health  
Department of Mental Health  
415 N. Washington Street  
Room 519  
Baltimore, MD 21231  
Email: rshields@jhu.edu  
Cell: (443) 851-3630

### **EDUCATION AND TRAINING**

*Doctor of Philosophy in Criminology and Criminal Justice—2013*  
Florida State University, Tallahassee, FL  
Dissertation: *Sex Crime and Punishment: An Analysis of Sex Offender Sentencing in Florida*  
Committee: Daniel Mears (Chair), Patricia Warren Hightower, William Bales, and  
Melissa Radey

*Master of Science in Criminal Justice—2008*  
University of Baltimore, Baltimore, MD  
Area of Specialization: Law Enforcement

*Bachelor of Science in Criminal Justice—2005*  
University of Baltimore, Baltimore, MD  
Graduating Honors: Magna Cum Laude

### **PROFESSIONAL EXPERIENCE**

Assistant Scientist—September 2013 to present  
Research Associate—May 2013 to August 2013  
Department of Mental Health, Bloomberg School of Public Health,  
Johns Hopkins University, Baltimore, MD  
Primary Responsibilities:

- Conduct research and coordinate grant activities for the Moore Center for the Prevention of Child Sexual Abuse

Graduate Instructor/Teaching Assistant—August 2008 to May 2013  
College of Criminology and Criminal Justice, Florida State University, Tallahassee, FL  
Primary Responsibilities:

- Lecture, grading, and assisting in various criminology classes

Program Manager—July 2005 to July 2008  
Maryland Violent Death Reporting System  
Maryland Department of Health & Mental Hygiene, Baltimore, MD  
Primary Responsibilities:

- Managed data collection procedures for a statewide public health surveillance system to be used in violence prevention program development

## **PROFESSIONAL ACTIVITIES**

### *Society Membership and Leadership*

Association for the Treatment of Sexual Abusers  
Academy of Criminal Justice Sciences  
American Society of Criminology  
Alpha Chi, National College Honor Society  
Sigma Alpha Lambda, The Society of Success and Leadership

## **EDITORIAL ACTIVITIES**

### *Peer Review Activities*

Criminology  
Journal of Crime and Justice

## **HONORS AND AWARDS**

- 2012 Outstanding Teaching Assistant Award  
Florida State University, Tallahassee, FL
- 2011 Joe Harris Memorial Teaching Fellowship  
Florida State University, Tallahassee, FL
- 2010 Frank Doolittle Memorial Scholarship  
Florida State University, Tallahassee, FL
- 2010 Featured Student/Student Star  
Florida State University, Tallahassee, FL
- 2008 College Teaching Fellowship  
Florida State University, Tallahassee, FL
- 2008 Yale Gordon College of Liberal Arts Dean's Advisory Award  
University of Baltimore, Baltimore, MD

2008 Sgt. Don Farley Memorial Scholarship  
University of Baltimore, Baltimore, MD

## **PUBLICATIONS**

### *Journal Articles*

Harris, Andrew J., Scott Walfield, Ryan T. Shields, and Elizabeth J. Letourneau. 2015. Collateral consequences of juvenile sex offender registration and notification: Results from a survey of treatment providers. *Sexual Abuse: A Journal of Research and Treatment*. In press.

Shields, Ryan T. and Elizabeth J. Letourneau. 2015. Commercial sexual exploitation of children and the emergence of safe harbor legislation: Implications for policy and practice. *Current Psychiatry Reports*. In press.

Levenson, Jill S., Ryan T. Shields, and David Singleton. 2014. Collateral punishments and sentencing policy: Perceptions of residence restrictions for sex offenders and drunk drivers. *Criminal Justice Policy Review* 25: 135-158.

Mancini, Christina and Ryan T. Shields. 2013. Notes on a (sex crime) scandal: The impact of media coverage of sexual abuse in the Catholic Church on public opinion. *Journal of Criminal Justice* 42: 221-232.

#### *Featured in:*

Mancini, Christina and Ryan T. Shields. 2014. Sexual offending in the Catholic Church: The effect of media coverage on public opinion. *Sexual Assault Report* 17: 33-47.

#### *Feature reprinted in:*

Mancini, Christina and Ryan T. Shields. 2014. Sexual offending in the Catholic Church: The effect of media coverage on public opinion. *Criminal Justice Research Review* 15: 96.

Ward, Brian W., Ryan T. Shields, and Bert Cramer. 2011. Integrating medical examiner and police report data: Can this improve our knowledge of the social circumstances surrounding suicide? *Crisis: The Journal of Crisis Intervention and Suicide Prevention* 32: 160-168.

Shields, Ryan T. and Kevin M. Beaver. 2011. The effects of nonshared environments on adolescent depression: Findings from a sample of monozygotic twins. *Journal of Adolescent Health* 48: 572-578.

Mancini, Christina, Ryan T. Shields, Daniel P. Mears, and Kevin M. Beaver. 2010. Sex offender residence restriction laws: Parental perceptions and public policy. *Journal of Criminal Justice* 38: 1022-1030.

Beaver, Kevin M, Taylor Hoffman, Ryan T. Shields, Michael G. Vaughn, Matt DeLisi, and John Paul Wright. 2010. Genetic and environmental influences on gambling: Results from a sample of twins from the National Longitudinal Study of Adolescent Health. *Addiction* 105: 536-542.

Shields, Ryan T. and Brian W. Ward. 2008. Comparison of the National Violent Death Reporting System and Supplementary Homicide Report: Potential benefits of integration. *Justice Research and Policy* 10: 67-97.

### *Technical Reports*

Levenson, Jill S. and Ryan T. Shields. 2012. Sex offender risk and recidivism in Florida.

Smith, Candice, Ryan T. Shields, George Thorpe, and Tracey Serpi. 2007. Violent deaths in Maryland: A descriptive report. Baltimore, MD: Maryland Department of Health and Mental Hygiene.

# CURRICULUM VITAE

RYAN T. SHIELDS

## PART II

### TEACHING

*Classroom Instruction (Principal Instructor):* University of Baltimore  
CRJU 603 Statistics in Criminal Justice (11 students)

*Classroom Instruction (Principal Instructor):* Florida State University  
CCJ 4614 Criminal and Delinquent Behavior (180 students)  
CCJ 4938 Sex Offending (180 students)  
CCJ 4662 Minorities, Crime and Social Policy (67 students)

*Supervised Teaching:* Florida State University  
CCJ 4938 Race, Crime and Inequality

*Teaching Assistant:* Florida State University  
CCJ 3011 Criminology  
CCJ 4010 Juvenile Justice  
CCJ 4938 Race, Crime, and Inequality

*Mentor:* University of Maryland, Baltimore  
PREV 747/748 Graduate Research Practicum (3 students)

### RESEARCH GRANT PARTICIPATION

#### *Ongoing grant activities*

10/01/2014 - 03/31/2018

*A Multistate Evaluation of Safe Harbor Laws*

Office of Juvenile Justice and Delinquency Prevention—2014-MC-FX-0001—Elizabeth Letourneau and Ryan Shields (PIs)

Objective: This study will evaluate states' responses to commercial sexual exploitation of children, with particular focus on the effects of different policy approaches including (1) decriminalization, (2) diversion, and (3) arrest and prosecution. In addition, this study will assess key stakeholders' experiences with implementing Safe Harbor legislation.

Role: Co-principal investigator

Total award: \$499,034

1/1/2014 - 12/30/2017

*Development and Validation of an Actuarial Risk Assessment Tool for Juvenile Sex Offenders*

National Institute of Justice—2013-AW-BX-0053—KiDeuk Kim (PI)

Objective: This study will include development and testing of an actuarial risk assessment tool designed to identify both risk and protective factors relevant to the changing risk posed by youth who have sexually offended.

Role: Co-Investigator

Total award: \$1,500,000

10/01/2012 – 9/30/15

*Protecting Children Online: Using Research-Based Algorithms to Prioritize Law Enforcement Internet Investigations.*

Office of Justice Programs—2011-MC-CX-0002—Gregg Dwyer (PI)

Objective: The project will use data from Internet Crimes Against Children task forces across the United States -- offender characteristics, crime characteristics, and online behavior -- to develop empirically-based algorithms to assist law enforcement in prioritizing (1) cases involving production of child pornography over possession/distribution; (2) cases involving online luring for the purpose of meeting the minor to commit sexual offenses, over luring restricted to online behavior such as sexual chat or exchanging pornographic images; and (3) cases involving offenders who have committed hands-on sexual offenses against children over cases involving offenders with no known history.

Role: Co-investigator

Total award: \$766,574

10/01/2012 – 4/30/2015

*Juvenile Registration and Notification Policy Effects: A Multistate Evaluation Project*

Office of Juvenile Justice and Delinquency Prevention—2011-MU-FX-4004—Elizabeth Letourneau (PI)

Objective: This study will evaluate the effects of sex offender registration and notification (SORN) policies applied to juveniles who have sexually offended. Specifically, this study will examine the influence of Maryland, Oklahoma, Oregon, and Texas SORN policies on three classes of outcomes pertaining to the (1) general deterrence of youth sex offending, (2) specific deterrence of youth sex and violent recidivism, and (3) judicial processing of juvenile sex offense cases.

Role: Co-investigator

Total award: \$499,974

10/01/2012 – 9/30/2014

*Collateral Consequences of Juvenile Sex Offender Registration and Notification*

Open Society Foundation—Elizabeth Letourneau, Andrew Harris (PIs)

Objective: This study will include (1) a survey of clinical practitioners regarding their views of the collateral consequences of subjecting juveniles to registration and notification procedures and (2) a survey of youth and their caregivers regarding collateral consequences of registration and notification on several domains, including youth mental health, school achievement, victimization, peer relationships and parent consequences.

Role: Co-investigator

Total Award: \$200,000.

*Completed grant activities*

2011-2012

*Palm Beach Sheriff's Office Comprehensive Approaches to Sex Offender Management*  
Center for Sex Offender Management—Palm Beach County Sheriff's Office (PI)

Objective: To implement a multi-faceted, multi-disciplinary strategy that incorporates assessment, risk-based supervision, registration and notification, reentry services and treatment, and multi-disciplinary collaboration.

Role: Project coordinator/data manager

Total award: \$150,000

11/1/2008-10/31/2011

*A Multi-state Sexual Violence Recidivism Study Investigating the Predictive Validity of Static-99 Risk Scores and Adam Walsh Act Tier Guidelines*

National Institute of Justice—2008-MU-MU-0001—Kristen Zgoba, New Jersey Department of Corrections (PI)

Objective: This multi-site study will evaluate the predictive validity of several commonly utilized sex offender recidivism risk instruments. South Carolina is one of five participating sites. Specifically, data from 500 convicted sex offenders released from incarceration will be used to score four recidivism risk instruments. These scores will then be used to predict actual recidivism rates across a 10-year follow-up period.

Role: Research assistant

Total award: \$507,000

**ACADEMIC SERVICE**

Invited panelist—*Navigating the Academic Job Market*—Spring 2013  
Professional Development in Criminology and Criminal Justice (CCJ 4938)  
College of Criminology and Criminal Justice, Florida State University

2012 Program Committee Topic Chair—2010 to 2012  
Academy of Criminal Justice Sciences  
Topic—Sex Crimes and Offenders

Graduate Student Orientation Leader—2009 to 2010  
College of Criminology and Criminal Justice  
Florida State University

International Conversation Partner  
Department of Criminal Justice  
Yale Gordon College of Liberal Arts  
University of Baltimore

## PRESENTATIONS

### *Scientific Meetings*

- 2014 Shields, Ryan T., Elizabeth J. Letourneau, Mark Chaffin, and Donna Vandiver. Examining the effects of Juvenile Sex Offender Registration and Notification on Case Processing. Paper presented at the American Society of Criminology Annual Meeting, San Francisco, CA.
- 2013 Shields, Ryan T. and Jill S. Levenson. Comprehensive Sex Offender Management and Law Enforcement: The Role of Risk Assessment in Supervision Approaches. Paper presented at the American Society of Criminology Annual Meeting, November, Atlanta, GA.
- 2013 Mancini, Christina and Ryan T. Shields. The Effect of Media Coverage Detailing Child Sexual Abuse in the Catholic Church on Public Confidence. Paper presented at the Academy of Criminal Justice Sciences Annual Meeting, March, Dallas, TX.
- 2012 Shields, Ryan T. Sentencing Departures for Sexual Offenders: Enhanced Punishment or Judicial Leniency? Paper presented at the American Society of Criminology Annual Meeting, November, Chicago, IL.
- 2012 Shields, Ryan T. Sentencing Sex Offenders: Trends and Patterns in Florida. Paper presented at the Academy of Criminal Justice Sciences Annual Meeting, March, New York, NY.
- 2011 Warren, Patricia Y., Joshua C. Cochran, and Ryan T. Shields. Race and Ethnic Threat Among Female Offenders: An Analysis of Sentencing Departures in Florida. Paper presented at the American Society of Criminology Annual Meeting, November, Washington D.C.
- 2010 Shields, Ryan T. and Patricia Y. Warren. Racial Differences in Attitudes Toward Self-Directed Violence: The Salience of Social Buffers. Paper presented at the American Society of Criminology Annual Meeting, November, San Francisco, CA.
- 2010 Mancini, Christina A., Ryan T. Shields, Daniel P. Mears, and Kevin M. Beaver. Sex Offender Residency Restriction Laws: Do Mom and Dad Support these Boundaries? Paper presented at the American Society of Criminology Annual Meeting, November, San Francisco, CA.
- 2009 Shields, Ryan T. and Kevin M. Beaver. The Effects of Nonshared Environments on Adolescent Depression: Findings from a Sample of Monozygotic Twins. Paper presented at the American Society of Criminology Annual Meeting, November, Philadelphia, PA.

- 2008 Shields, Ryan T. and Heather L. Pfeifer. Violent Lifestyles: Does the Role of Education and Occupation Differ Between Victims of Violent Death? Poster presented at the American Society of Criminology Annual Meeting, November, St. Louis, MO.
- 2008 Shields, Ryan T. A Comparison of the National Violent Death Reporting System and Supplementary Homicide Report: Potential Benefits of Integration. Paper presented at the Justice Research and Statistics Association Conference, October, Portland, OR.
- 2007 Shields, Ryan T. and Heather L. Pfeifer. Social Structure and Violent Death: Do Victims' Education and Employment Background Vary Across Violent Death? Paper presented at the American Society of Criminology Annual Meeting, November, Atlanta, GA.
- 2007 Pamer, Carol, Sara Smith, Ryan T. Shields, and Tracey Serpi. Comparison of 2003-2005 Undetermined Intent and Suicide Deaths within the Maryland Violent Death Reporting System. Poster presented at the National Injury & Violence Prevention Research Conference, October, Columbus, OH.
- 2007 Falconer, Monique, Tracey Serpi and Ryan T. Shields. Elevated Blood Alcohol: A Putative Risk Factor for Firearm Suicide in Maryland Adults, 2003-2005. Poster presented at the National Injury & Violence Prevention Research Conference, October, Columbus, OH.
- 2007 Shields, Ryan T. and Brian W. Ward. Importing Medical Examiner Data: Maryland's Experience. Lecture presented at the CDC National Violent Death Reporting System Annual Conference, May, New Orleans, LA.

*Invited Presentations*

- 2014 Letourneau, Elizabeth J. and Ryan T. Shields. Preventing child sexual abuse. Presentation to the graduate student seminar on Violence Prevention at Johns Hopkins University, Baltimore, MD.
- 2014 Letourneau, Elizabeth J. and Ryan T. Shields. Adolescent sexual offending. Presentation to the Juvenile Prosecutor Leadership Network at Georgetown University, Washington, DC.
- 2008 Shields, Ryan T. Research and Crime: Strengths, Limitations, and Future Directions. Lecture presented to undergraduate students in the Introduction to Contemporary Social Problems course (SOCY 105), University of Maryland, College Park, February, College Park, MD.
- 2007 Shields, Ryan T. Neighborhoods, Environment and Their Effects on Health: The Criminological Perspective. Lecture presented to undergraduate and graduate students in the Social Epidemiology course (SOCY 420/620) at the University of Maryland, Baltimore County, November, Baltimore, MD.

- 2007 Ward Brian W. and Ryan T. Shields. Mutual Strengthening of the Supplementary Homicide Report and National Violent Death Reporting System Through Integration. Presented to the Maryland Violent Death Reporting System Advisory Board at the Maryland Violent Death Reporting System Semi-Annual Meeting, May, Baltimore, MD.
- 2007 Shields, Ryan T. and Tracey Serpi. Maryland Suicide Statistics. Presented to the Partnership for a Safer Maryland, May, Baltimore, MD.
- 2006 Shields, Ryan T. Maryland Violent Death Reporting System. Poster presented at the Maryland Chiefs of Police Association Conference, September, Ocean City, MD.

## Appendix B: Letter of Recommendation No. 1

A joint letter of recommendation from officials with the National Action Network and the NAACP New Jersey State Conference follows this page.

February 10, 2015

Honorable Paul J. Fishman, Esq.  
United States Attorney for the District of New Jersey  
970 Broad Street, 7<sup>th</sup> Floor  
Newark, New Jersey 07102

Honorable Ras J. Baraka  
Mayor, City of Newark  
City Hall, Room 200  
920 Broad Street  
Newark, New Jersey 07102

Dear U.S. Attorney Fishman and Mayor Baraka:

We write to you with one purpose: to recommend with unanimous voice and in the strongest possible terms that you select Lee Vartan and his assembled team to serve as the federal monitor for the Newark Police Department. We do not make this recommendation lightly. We have read the Justice Department report chronicling the abuses, constitutional and otherwise, endemic to the Newark Police Department. Indeed, in many cases, we have lived those abuses.

The appointed monitor will face the unenviable task of reforming the very culture of the Newark Police Department. To do so effectively, the monitor will have to win the trust of the Department's leadership, the respect of the unions and the 1,000 officers they represent, and, of course, the confidence of the community. We know that Lee Vartan is ready for the challenge.

Our relationship with Lee began in September 2012 when he was serving as Chief of Staff to then Attorney General Jeffrey Chiesa. We came to him with a simple message: the New Jersey State Police, the State's largest law enforcement agency, was failing to attract, recruit, and graduate minorities from the State Police Academy (the then most recent class had graduated a mere handful of African American troopers). Lee listened, but more importantly, he went to work. And it is the way that he went about his work that we wish to highlight, as it evidences the very skill set that the federal monitor will need to be successful.

Lee brought us into a room with State Police leadership and, together, we made dramatic revisions to the State Police recruitment and selection process. The results were unassailable – three of the most racially diverse graduating classes in State Police history, including the only majority minority class. But even more notable than the results was that through a combination of his patient and honest demeanor, willingness to engage, and his mastery of the facts, process, and law, Lee actually got the State Police leadership, as well as rank-and-file troopers, to not merely accept the changes to the recruitment and selection process, but to embrace those changes as a singular victory for the organization. How often does a law enforcement agency go from largely ignoring diversity to

championing it in a manner of months? Rarely. How often does a law enforcement agency make such a change while winning plaudits from all levels of the agency and the community? Almost never.

We have seen Lee's ability to effectively deal with law enforcement in other contexts as well. It was Lee who, along with Attorney General John Hoffman, brought State Police resources into Newark in April of 2014 to stem the tide of violence that had plagued the City in the immediately preceding months. Historically, neither residents nor the Newark Police Department has welcomed the State Police into the City, but thanks to Lee's leadership, the State Police's most recent tour was met with open arms. Lee not only ensured that the State Police and Newark Police Department worked cooperatively, but he also had senior leadership from the State Police, Essex County Prosecutor's Office, and the Newark Police Department provide regular, in-person updates to the community on their progress. As well, Lee and Attorney General Hoffman joined Mayor Baraka, Director Venable, Chief Campos, Deputy Director Arnold and community leaders on a nighttime community policing walk that affirmed their commitment to Newark.

We close where we started: Lee Vartan has the knowledge, temperament, reputation, and Newark roots to be the most effective federal monitor for the Police Department. It is worth pausing on that last descriptor – Newark roots – for a moment. We have noticed a disturbing tendency in other cities to select monitors with no connection to the city or the police department being monitored. We trust you will not make the same mistake in Newark. Indeed, Newark need look no further than its unwanted schools superintendent to realize the dangers of having someone with no connection to or knowledge of the City administering one of the City's most important public resources.

If Lee Vartan is selected to be the federal monitor, he will, on his very first day, have the respect and trust of the U.S. Attorney's Office, the Newark Police Department, and the community. That is a benefit too great to ignore.

Sincerely,

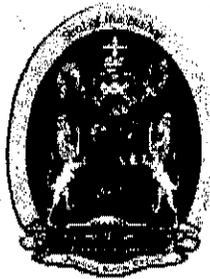
Rev. Dr. David Jefferson Sr.  
NJ President, National Action Network

Rev. Steffie Bartley  
NJ State Organizer, National Action Network

**NAACP New Jersey State Conference**  
Richard T. Smith, President  
Melvin M. Warren, Criminal Justice Chairman  
George B. Gore, Community Outreach Chairman

## Appendix C: Letter of Recommendation No. 2

A letter of recommendation from Bishop Jethro C. James Jr., President of the Newark-North Jersey Committee of Black Churchmen, follows this page.



## BISHOP JETHRO CALVIN JAMES, JR.

348-352 15TH AVENUE, NEWARK, NJ 07103 · 973-624-6614

February 13, 2015

Honorable Paul J. Fishman, Esq.  
United States Attorney for the District of New Jersey  
970 Broad Street, 7<sup>th</sup> Floor  
Newark, New Jersey 07102

Honorable Ras J. Baraka  
Mayor, City of Newark  
City Hall, Room 200  
920 Broad Street  
Newark, New Jersey 07102

Dear U.S. Attorney Fishman and Mayor Baraka:

It is with both enthusiasm and pleasure that I as president of the Newark-North Jersey Committee of Black Churchmen write to urge the selection of my friend, Lee Vartan, as the federal monitor for the Newark Police Department. I believe there is no better choice than Lee.

The federal monitor will face battlefield conditions, having to deal with a Police department and individual officers who will at best, be indifferent to the monitor's presence and at worst, openly hostile. It is for this reason that the clergy of Newark-North Jersey Committee of Black Churchmen recommends Lee; for he is battle tested and approved.

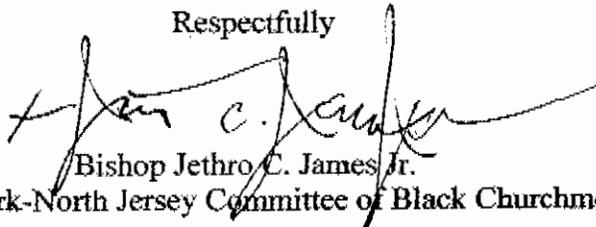
We worked alongside Lee and together, we completely overhauled the recruitment and selection process of the New Jersey State Police. There were many in the State Police who were hostile to our presence, believing that the existing recruitment and selection process was just fine-after all they were hired under that process even if bias and discrimination were the order of the day. However because of Lee's ability and his tireless efforts not only was the system overhauled to an incredible effect-the State police graduated its first majority-minority class and many of the State Police actually embraced the changes. Lee has the ability to change the culture of a law enforcement agency while maintaining the support of the agency-which I believe lies at the very heart of the monitor's task.

In looking at other cities and other monitors and understanding that so often someone is chosen who has no connection to the city, the community, and the police department in which they are called to monitor. We the members of Newark-North

Jersey Committee of Black Churchmen as well as many of our community leaders know that Lee has a proven record of changing law enforcement agencies for the better. I trust and believe he is right man for the job and equally important he has the trust of the New Jersey State Police, the New Jersey Attorney General's Office, and the Department of Justice.

I have known and worked with Lee for a number of years now and in 2013 Lee received the Dr. Willie Simmons Community Service Award at the Martin Luther King celebration for his work and commitment to diversifying the State Police. I know that if Lee is selected to monitor the Newark Police Department, the residents and the police will have a champion for justice.

Respectfully

A handwritten signature in black ink, appearing to read "Jethro C. James Jr.", written over a printed name.

Bishop Jethro C. James Jr.  
President, Newark-North Jersey Committee of Black Churchmen

## Appendix D: Letter of Recommendation No. 3

A letter of recommendation from Lieutenant Colonel (ret.) Louis P. Klock of the New Jersey State Police follows this page.

**Louis P. Klock**  
**687 Longview Drive**  
**Toms River, New Jersey 08753**  
**E-mail: [lklock@comcast.net](mailto:lklock@comcast.net)**  
**Phone: 732-267-1931**

February 8, 2015

Honorable Paul J. Fishman, Esquire  
United States Attorney for the District of New Jersey  
970 Broad Street, 7<sup>th</sup> Floor  
Newark, New Jersey 07102

Honorable Ras J. Baraka  
Mayor, City of Newark  
City Hall, Room 200  
920 Broad Street  
Newark, New Jersey 07102

Dear U.S. Attorney Fishman and Mayor Baraka,

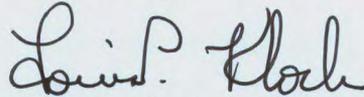
Please allow this letter to serve as my highest personnel recommendation for the placement of Lee Vartan to lead the federal monitor team for the Newark Police Department. I have had the distinct honor to have served with Lee Vartan, Office of the Attorney General while assigned to the N.J. State Police (NJSP) as the Deputy Superintendent of Administration. I can confidently report, Mr. Vartan possesses the aptitude, work ethic, knowledge, and the heart to transform the Newark Police Department into a model law enforcement agency which will garner the respect and trust from the community it has been charged to serve and protect.

While serving as the Chief of Staff, Lee Vartan spearheaded a period of unprecedented transformation within the NJSP. Lee masterfully managed an incredibly immense workload which touched on every facet within the NJSP to include the administration, operations, investigations, and the homeland security branches. In just a few years, he designed and implemented critical enhancements to our recruiting initiatives, recruit selection process, recruit training programs, and our enlisted promotional process. In addition, Mr. Vartan was determined to ensure the NJSP complied to the tenants within the U.S. Federal Consent Decree. Mr. Vartan effectively collaborated with commanders of all ranks to guarantee full compliance within the NJSP Office of Professional Standards, the Field Operations Section, and the Training Bureau. This was not an easy task, however, Lee succeeded because he was able to win the trust and admiration of all whom he came in contact with.

I was most impressed with Lee's ability to build enduring friendships and unwavering support with community leaders of all races and faiths. This was truly evident during the gun buy back program initiated by Attorney General John Hoffman. I personally observed Lee immerse himself into countless communities with immeasurable care, emotion, and love for the leaders and people alike. Lee's ability to foster effective partnerships continued throughout the entire state. Lee developed several highly successful anti-crime fighting partnerships in Atlantic City, Camden, Trenton, Newark, and within the Route 21 corridor. Mr. Vartan's ability to build effective teams with the police and the community is a testament to his exceptional personal character. In the end, the initiatives were a complete success and the citizens of New Jersey profited greatly by Mr. Vartan's valiant efforts during the various statewide programs.

I cannot think of a more qualified and more capable person to lead such a diverse initiative within the Newark Police Department. Mr. Vartan is one of the most honorable public servants I have ever worked with. Lee personifies the true meaning of a public servant by placing himself a distant second and the community he serves as a constant first. Lee is an accomplished leader, a proven team builder, an exceptional attorney, and a man with endless drive and determination willing to make New Jersey the greatest state in the country.

Respectfully,

A handwritten signature in black ink that reads "Louis P. Klock". The signature is written in a cursive style with a large initial "L".

Louis P. Klock, Lt. Colonel NJSP, retired

## Appendix E: Letter of Recommendation No. 4

A letter of recommendation from James Kiernan, President of the New Jersey State Troopers Non-Commissioned Officers Association, follows this page.

# State Troopers NCO Association of New Jersey, Inc.

213 Crosswicks Rd.  
Bordentown, NJ 08505  
609-298-8848  
Fax 609-298-6876



February 6, 2015



Honorable Paul J. Fishman, Esq.  
United States Attorney for the District of New Jersey  
970 Broad Street, 7<sup>th</sup> Floor  
Newark, New Jersey 07102

Honorable Ras J. Baraka  
Mayor, City of Newark  
City Hall, Room 200  
920 Broad Street  
Newark, New Jersey 07102

Dear U.S. Attorney Fishman and Mayor Baraka:

I write this letter in support of Lee Vartan, and urge you to select Lee as the Federal Monitor for the Newark Police Department. I have proudly served the people of New Jersey as a State Trooper for 27 years, and for the past several years, have had the honor of also serving my fellow Troopers as the President of the Non-Commissioned Officers Association. The Non-Commissioned Officers Association counts among its ranks approximately 900 sergeants, detective sergeants, staff sergeants, sergeants first class, and detective sergeants first class.

I met Lee during discussions concerning the State Police promotional process. It is no exaggeration to say that if you put ten Troopers in a room, you would get ten different answers as to how the promotional process works. In short, there is no process, which routinely allows promotions for reasons other than merit. Understanding this, Lee assembled a group of attorneys and leaders from the State Police and drafted a revised promotional process Standard Operating Procedure. The SOP incorporated a points-based system, giving points for positive evaluations, relevant training, and supervisor recommendations, and taking points away for negative evaluations and substantiated complaints. The SOP was fair, clear, and, most importantly, transparent for both Troopers and the public.

But what impressed me was not the SOP, but that Lee came to the Non-Commissioned Officers Association and the other State Police unions for input. We had a seat at the table, and not a "check the box" seat, but a real seat. In fact, the Attorney General and Lee attended several in-person meetings with union leadership and exchanged countless drafts of the SOP with our attorney. The result was not only a stronger SOP, but a relationship of trust and respect with the Attorney General's Office that never existed in my time with the State Police.

I raise this story because if I know anything, I know law enforcement. There are few, if any, Newark Police officers enthusiastic about the prospects of a federal monitor; the State Police too was less than enthusiastic in 1999. That is why it is so incredibly important that you select a monitor who both knows law enforcement and respects law enforcement.

Change is coming to the Newark Police Department. The Consent Decree will make that clear. The question is: will that change come easy or hard? Will the Newark Police Department accept those changes begrudgingly with the aim of sending the monitor home as quickly as possible, or will the Department embrace those changes and give them sustainability post-Consent Decree? The answers to those questions really depend on the Monitor you select. If you select Lee Vartan, I can assure you that change will not only come easier, but that he will work tirelessly with every officer, every union leader, every member of the Administration, and every Newark resident to make the changes in the Consent Decree not his, but Newark's.

Sincerely,

A handwritten signature in black ink, appearing to read "James Kiernan", written in a cursive style.

James Kiernan

President,  
New Jersey State Troopers  
Non-Commissioned Officers Association

# Appendix F: Holland & Knight Offices

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