

The Bromwich Group

The Bromwich Group LLC
901 New York Avenue, NW 5th Floor
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February 12, 2015

BY FEDERAL EXPRESS AND EMAIL

Sabrina G. Comizzoli, Esq.
Executive Assistant United States Attorney
United States Attorney's Office
District of New Jersey
970 Broad St., Suite 700
Newark, New Jersey 07102

Jeffrey R. Murray, Esq.
Trial Attorney
Special Litigation Section
601 D Street, NW
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Washington, DC 20530

Re: Application to Serve as Court Monitor of the Newark
Police Department

Dear Ms. Comizzoli and Mr. Murray:

This Application is respectfully submitted by The Bromwich Group LLC to serve as the Independent Monitor of the Newark (New Jersey) Police Department (NPD) pursuant to a consent decree to be agreed upon between the United States Department of Justice (DOJ), the City of Newark, and the Newark Police Department.

We have assembled for this project an extraordinary team comprised of police practices experts, experienced lawyers, distinguished academics, experts on change management in police organizations, and data and statistical analysts. This team is superbly well equipped to address the full range of issues set forth in the July 22, 2014 Agreement in Principle, and the Request for Applications to Serve as Court Monitor of the Newark Police Department ("RFA"). Members of the team have, at various times, monitored police departments pursuant to consent decrees and memoranda of agreement; developed methodologies for conducting compliance audits and reviews; reviewed policies, training and other remedial steps adopted by police departments to comply with agreements with the Department of Justice; and performed a wide range of other tasks and responsibilities required in similar situations.

Collectively, the team has decades of experience in policing and oversight. Its members have been on the cutting edge of issues such as use of force, bias-free policing, investigation of use and force and misconduct investigations, community engagement, and the full range of issues that will be included in the consent decree.

I would lead the team. I am the Managing Principal of The Bromwich Group and have conducted oversight of law enforcement agencies in the federal government and in the private sector for the past twenty years – first as Inspector General of DOJ and subsequently as an independent monitor. In different monitoring projects, I have been jointly selected by DOJ and the law enforcement agencies to be monitored, selected by the entity being monitored, and appointed by a United States District Judge. This oversight experience has included monitoring police departments operating under consent decrees and memoranda of agreement.

The team we have assembled includes the following distinguished participants:

- Professor Brenda Bond – Associate Professor, Suffolk University. Professor Bond combines extensive practical and research experience in the management and performance of police organizations, especially those operating in diverse communities.
- Ann Marie Doherty – Police Practices Expert. Superintendent Doherty served for 25 years in the Boston Police Department, serving in every sworn rank and rising to the level of Superintendent. She has spent much of the last ten years

conducting reviews and assessments of police departments operating under consent decrees and memoranda of agreement.

- Charles A. Gruber – Police Practices Expert. Chief Gruber served as the reform chief of police in four different jurisdictions over the course of 30 years. He has spent approximately the past 10 years conducting pattern and practice investigations and monitoring consent decrees in multiple jurisdictions.
- Lisa M. Mallory -- Community Outreach, Culture Change and Language Specialist. Ms. Mallory has over 25 years of public and nonprofit experience, has deep experience in community engagement, and is fluent in Spanish and Portuguese.
- Professor Tracey L. Meares, Walton Hale Hamilton Professor of Law, Yale Law School. Professor Meares has served on a National Research Council Review Committee on police policy and practices and was appointed by President Obama to serve on the Task Force on 21st Century Policing. Her research and writing have recently focused on communities and police legitimacy.
- Robert L. Stewart – Police Practices Expert. Chief Stewart served for 22 years in DC’s Metropolitan Police Department, serving in a variety of field and administrative positions, and as the Chief of Police in Ormond Beach, Florida for five years, and as the interim chief in several other cities. He has spent much of the past ten years conducting pattern and practice investigations and monitoring (or consulting with) police departments under consent decrees and voluntary agreements.

For the aspects of the consent decree that will require statistical and data analysis, the team will have Arthur Baines, a Vice-President at Charles River Associates (CRA), a leading global consulting firm that offers quantitative economic, financial, and strategic expertise to corporations and governments around the world. Mr. Baines performed the majority of the statistical sampling and data analysis during the monitoring of the Metropolitan (DC) Police Department from 2002-08 and the Investigation of the Houston Crime Lab (2005-07). Mr. Baines will have access within CRA to personnel with expertise in information technology and data management.

The team has vast experience in the activities that will lie at the core of the monitor’s responsibilities under the consent decree. The Scope of Work set forth

in the RFA centers on matters that members of our team have spent years addressing and reforming. Members of the team have done the following:

- Developed detailed monitoring plans, and appropriate methodologies, for auditing and reviewing compliance with the specific requirements and overall purposes of consent decrees and voluntary agreements;
- Selected, reviewed, and assessed use of force and misconduct investigations to assess their quality, reliability, and conformity with specific requirements;
- Provided technical assistance to police departments, including strategies to assist their improvement and facilitate their compliance with the specific terms of consent decrees and voluntary agreements.

Importantly, these assignments have included working with local law enforcement agencies that serve extremely diverse constituencies to address disconnects between the agency and the community.

This Application and the Appendices demonstrate that our team has experience dealing with virtually all of the specific duties set forth in the Scope of Work of the RFA. And we have vast experience in producing readable public reports, written in plain English and shorn of law enforcement and legal jargon. These reports will inform the community and the general public of our activities, our findings, our recommendations, and the performance of the department under the agreement. Because of the range of our experience, the depth of our knowledge, and the challenging circumstances of our previous assignments, we will command the respect of the community, the NPD command staff and NPD's rank and file. We will immediately set to work helping the NPD to improve itself in all of the areas to be specified by the consent decree.

In short, although we have no doubt that the Request for Applications will attract many experienced former public officials - former judges, federal prosecutors and federal, state, and local law enforcement personnel - we are confident that no other team can match the wealth and depth of experience of the team we have assembled. We are well aware that the Newark Police Department faces many challenges and that meeting those challenges will require sustained effort and attention. We think no other team stands a better chance of working with the Newark Police Department to ensure that it complies with the requirements of the consent decree and meets the legitimate expectations of the community that its officers engage in constitutional policing.

Letter to Sabrina G. Comizzoli, Esq. and Jeffrey Murray, Esq.
February 12, 2015
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We look forward to discussing this matter with you further. Please let us know if you need any additional information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "M.R. Bromwich", written in a cursive style.

Michael R. Bromwich
Managing Principal
The Bromwich Group

Enclosures: Application to Serve as Court Monitor of the Newark
Police Department with Appendices 1-4.

Application to Serve as
Independent Monitor of the
Newark, New Jersey, Police Department
Pursuant to Consent Decree

Michael R. Bromwich
The Bromwich Group
February 13, 2015

I. EXECUTIVE SUMMARY

This application is submitted by Michael R. Bromwich of The Bromwich Group LLC to serve as the Independent Monitor of the Newark (New Jersey) Police Department (NPD) pursuant to a consent decree to be agreed upon between the United States Department of Justice and the City of Newark.

We have assembled an extraordinary team of police practices experts, experienced lawyers, distinguished academics, experts on change management in police organizations, and data and statistical analysts. This team is superbly well-equipped to address the full range of issues set forth in the July 22, 2014 Agreement in Principle ("July 22 2014 Agreement") and the Request for Applications to Serve as Court Monitor of the Newark Police Department ("RFA"). Members of the team have, at various times, monitored police departments pursuant to consent decrees and memoranda of agreement; developed methodologies for conducting compliance audits and reviews; reviewed policies, training and other remedial steps adopted by police departments to comply with agreements with the Department of Justice (DOJ); and performed a wide range of other tasks and responsibilities required in similar situations. Collectively, the team has decades of experience in policing and oversight, and its members have been on the cutting edge of issues such as appropriate use of force policies and practices, bias-free policing, investigation of use and force and misconduct investigations, community engagement, and the full range of issues that will be included in the consent decree.

The team will be led by Michael R. Bromwich, the Managing Principal of The Bromwich Group LLC. Mr. Bromwich has conducted oversight of law enforcement agencies in the public and private sector for the past twenty years, including the monitoring of police departments pursuant to consent decrees and memoranda of agreement. In addition to Mr. Bromwich, the team will include the following members:

- Professor Brenda Bond – Associate Professor, Suffolk University. Professor Bond combines extensive practical and research experience in the management and performance of police organizations, especially those operating in diverse communities.
- Ann Marie Doherty – Police Practices Expert. Superintendent Doherty served for 25 years in the Boston Police Department, serving in every sworn rank and rising to the level of Superintendent. She has spent much of the last ten years conducting reviews and assessments of police departments operating under consent decrees and memoranda of agreement.
- Charles A. Gruber – Police Practices Expert. Chief Gruber served as the reform chief of police in four different jurisdictions over the course of 30 years. He has spent approximately the past 10 years conducting pattern

and practice investigations and monitoring consent decrees in multiple jurisdictions.

- Lisa M. Mallory -- Community Outreach, Culture Change and Language Specialist. Ms. Mallory has over 25 years of public and nonprofit experience, including substantial community engagement as a public official.
- Professor Tracey L. Meares, Walton Hale Hamilton Professor of Law, Yale Law School. Professor Meares has served on a National Research Council Review Committee on police policy and practices and was appointed by President Obama to serve on the Task Force on 21st Century Policing. Her research and writing have recently focused on communities and police legitimacy.
- Robert L. Stewart – Police Practices Expert. Chief Stewart served for 22 years in DC’s Metropolitan Police Department, serving in a variety of field and administrative positions, and as the Chief of Police in Ormond Beach, Florida for five years, and as the interim chief in several other cities. He has spent much of the past ten years conducting pattern and practice investigations and monitoring (or consulting with) police departments under consent decrees and voluntary agreements.

In addition, with respect to the issues requiring statistical and data analysis, the team will have the resources of Arthur Baines, a Vice-President at Charles River Associates, a leading global consulting firm that offers quantitative economic, financial, and strategic expertise to corporations and governments around the world. With exceptional strength in analytics, CRA consultants have provided guidance to clients in thousands of successful engagements. Mr. Baines performed the majority of the statistical sampling and data analysis during the monitoring of the Metropolitan (DC) Police Department from 2002-08 and the Investigation of the Houston Crime Lab (2005-07).

More complete descriptions of the relevant qualifications and experience of the team members are set forth in Section III below, and the bios, CVs and resumes of the team members appear at Appendix 1.

The team has vast experience in the activities that will lie at the core of the monitor’s responsibilities under the consent decree. The Scope of Work set forth in the RFA centers on precisely those issues and problems that members of our team have spent years addressing and reforming. Members of the team have developed detailed monitoring plans, and appropriate methodologies, for auditing and reviewing compliance with the specific requirements and overall purposes of consent decrees and voluntary agreements. We have extensive experience selecting, reviewing, and assessing use of force and misconduct investigations to assess their quality, their reliability, and their conformity with specific requirements. In countless assignments, members of our team have provided technical assistance to police departments,

including strategies to assist their improvement and facilitate their compliance with the specific terms of consent decrees and voluntary agreements. Importantly, these assignments have included working with local law enforcement agencies that serve extremely diverse constituencies to address disconnects between the agency and the community.

This Application and the Qualifications Appendix (Appendix 2) demonstrate that our team has experience dealing with virtually all of the specific areas set forth as the monitor's responsibilities and duties in the RFA's Scope of Work. And we have vast experience in producing readable public reports, written in plain English and shorn of law enforcement and legal jargon, that will inform the community and the general public of our activities, our findings, our recommendations, and the performance of the department under the agreement. Because of the range of our experience, the depth of our knowledge, and the challenging circumstances of our previous assignments, we will command the respect of the community, the NPD command staff and NPD's rank and file. We will immediately set to work helping the NPD to improve itself in all of the areas to be specified by the consent decree.

In short, although we have no doubt that the RFA will attract many experienced former judges, federal prosecutors and federal, state, and local law enforcement personnel, we are confident that no other team will equal the wealth of and depth of experience of the team we have assembled. No other team stands a better chance of working with the Newark Police Department to ensure that it complies with the requirements of the consent decree and meets the legitimate expectations of the community that its officers engage in constitutional policing.

II. OUR VIEW OF THE MONITOR'S ROLE

An effective monitor must fully appreciate both the responsibilities and limitations of the role. Our experience has been that under consent decrees entered into between local law enforcement agencies and the Department of Justice, the monitor's role is broad in some respects and limited in others. The monitor has broad responsibilities to oversee the implementation of the consent decree, but the decree will undoubtedly make clear that the monitor's role is solely one of providing oversight. The monitor has no operational role. It will be NPD's – not the monitor's – responsibility to implement the numerous reforms contained in the consent decree. For NPD and the City of Newark to comply with the consent decree, it must take managerial and operational responsibility for the implementation of the required reforms.

We note this because, in our experience, there is often confusion at the outset of monitoring relationships regarding the scope and limits of the monitor's role. This can lead to monitored institutions deferring to the monitor, and monitors enlarging their roles in ways not contemplated by the underlying agreement and inconsistent with the

spirit of the agreement. Given our deep experience, we are mindful of these risks, and will ensure that the role of the monitor as specified by the consent decree is respected. We will define roles clearly at the outset to eliminate such confusion – a strategy that, in the past, has earned the trust of all parties. Our approach balances the specific requirements established for the monitor, and the more general responsibility of overseeing the implementation of mandated reforms, with the need to respect the limits of the monitor’s role.

We are well aware that although the core of the monitor’s function is to assess and report on whether the requirements of the consent decree are being implemented, providing technical assistance to assist NPD in implementing the consent decree is an extremely important aspect of the monitor’s responsibilities. The monitor’s role includes providing practical strategic and tactical advice that will facilitate compliance, as well as monitoring NPD’s implementation of the specific terms of the consent decree. Balanced appropriately, these roles are complementary and mutually reinforcing rather than being in conflict.

III. PERSONNEL AND QUALIFICATIONS

A. Personnel

We have assembled a diverse, professional and highly experienced team for the NPD monitorship. In this section, we provide a brief summary of the background, relevant experience, and qualifications of the principal members of the team. We may add additional team members who have specific relevant expertise as our monitoring activities proceed, but we believe in starting with a core team and adding resources as necessary rather than overstaffing at the outset. In fact, our budget estimate specifically anticipates that possibility. More detailed information about members of the team, including their bios, CVs and resumes, appears at Appendix 1.

1. Michael R. Bromwich

Mr. Bromwich will serve as the Independent Monitor. He is the Founder and Managing Principal of The Bromwich Group, a strategic consulting firm based in Washington, DC. www.bromwichgroup.com. He is a lawyer with approximately 35 years of practical experience, including as a federal prosecutor, as the head of criminal investigative and oversight agencies, and as a criminal defense attorney. Of greatest relevance to this matter, over the past 20 years, Mr. Bromwich has served in a number of challenging and important oversight roles.

From 1994-1999, he served as the Inspector General of the Department of Justice (DOJ). In that role, he was DOJ’s principal oversight and compliance official, with reporting responsibilities to both the Attorney General and the United States Congress. He led and managed an agency of 450 professionals who performed compliance audits, criminal and administrative investigations and program reviews. His oversight

responsibilities included the FBI, DEA, United States Marshals Service, Bureau of Prisons, and Immigration and Naturalization Service.

From 2002-2008, Mr. Bromwich served as the Independent Monitor for the District of Columbia Metropolitan Police Department (MPD), pursuant to an agreement among DOJ, the District of Columbia, and MPD. He was jointly selected by MPD, the District of Columbia, and DOJ. He led an interdisciplinary team that included police practices experts (including Superintendent Doherty), attorneys, and statistical and data analysis experts (including Mr. Baines) in monitoring the District of Columbia's and MPD's progress under the terms of the agreement with which MPD ultimately achieved substantial compliance. The quarterly reports prepared and submitted during the monitorship are available at: www.policemonitor.org. Mr. Bromwich has recently been retained by the District of Columbia Auditor to determine whether MPD has remained in compliance with the requirements of the agreement since the monitorship ended in 2008.

From 2005-2007, Mr. Bromwich served as the Independent Investigator for the Houston Police Department Crime Lab. Before his selection by an outside Stakeholders Committee, which included representatives of Latino and African-American civil rights organizations, Houston was in crisis as a result of highly publicized problems with the work of its Crime Lab. That crisis was intensified by the exoneration of two defendants who had been previously convicted based on flawed DNA and serology evidence. Mr. Bromwich assembled a team of the best forensic scientists in North America to review the full range of cases handled by the Crime Lab; Mr. Baines provided the statistical and data expertise. The reports produced by that investigation, including recommendations for reform, are available at: www.hpdlabinvestigation.org. The review was the most comprehensive investigation of a forensic crime lab ever conducted. Its findings have never been questioned.

From 2006-2010, Mr. Bromwich represented the State of Delaware during an investigation conducted by DOJ into whether the state's prison facilities were denying inmates adequate medical and mental health care. He assembled a team of lawyers, medical experts, and mental health experts to conduct an extensive internal review of all five Delaware prison and jail facilities under investigation. He presented the detailed findings of the investigation to DOJ, negotiated an agreement on behalf of the State that required the selection of an independent monitor, and then worked closely with the monitor, the State, and DOJ during the monitorship.

During the first six months of 2010, Mr. Bromwich served as the Independent Monitor for the Virgin Islands Police Department (VIPD), pursuant to a consent decree entered into by VIPD, the Government of the Virgin Islands, and DOJ. He was selected jointly by VIPD, the Government of the Virgin Islands, and DOJ. Members of the VIPD team included Superintendent Doherty, Chief Gruber, and Chief Stewart. Mr. Bromwich was able to serve in that capacity only until June 2010.

In June 2010, in the immediate aftermath of the *Deepwater Horizon* Gulf of Mexico oil spill, Mr. Bromwich was asked by President Barack Obama to lead the former Minerals Management Service (MMS), the agency responsible for offshore drilling regulation (see: <http://www.whitehouse.gov/the-press-office/president-obama-announces-bromwich-fix-oil-industry-oversight>.) Over 18 months, Mr. Bromwich reorganized the agency to eliminate institutional conflicts of interest, created new ethics rules relating to individual conflicts of interest, and created a new investigative unit to focus on allegations of misconduct against agency employees and strengthen enforcement against oil and gas companies.

Mr. Bromwich currently serves as the court-appointed External Compliance Monitor for Apple Inc. in *United States v. Apple Inc.* Case No. 1:12-CV-2826 (SDNY), and as the Independent Monitor of **[a major American retailer]** in connection with a 2013 settlement with the Environmental Protection Agency.

He is a member of the bars of the District of Columbia and New York State, as well as a member of the bars of numerous courts.

2. Brenda J. Bond

Brenda J. Bond is an Associate Professor of Public Service in the Sawyer Business School at Suffolk University in Boston. Professor Bond's area of expertise is the management and performance of police organizations. Her research and consulting center on the structures, functions and processes that facilitate effective police organizations. She works with police leaders and researchers on organizational change and development, strategic management, and comprehensive approaches to community safety. She has extensive experience in program development and evaluation, various research methodologies in assessing crime, disorder and fear of crime, analyzing the quality and utilization of crime and community data, and facilitating police organizational change and management practice.

Professor Bond's current research agenda includes an emphasis on administrative systems and processes, strategic and operational elements of evidence-based policing practices, and the use of inter-organizational strategies in achieving public safety outcomes. Over the past two decades, she has developed and evaluated a number of police and police-community initiatives, including those focused on offender reentry, juvenile diversion, domestic violence, CompStat, crime analysis, police management and leadership training, best practices implementation, race relations, Weed and Seed, drug prevention and enforcement, hot spots policing, gang prevention and response, and many others designed to improve public safety in diverse communities. She is a subject matter expert for the U.S. Department of Justice Bureau of Justice Assistance Smart Policing Initiative, and serves as a research fellow at the Police Foundation.

Prior to joining Suffolk University, Professor Bond served as Research Associate in the Program in Criminal Justice Policy and Management at the Kennedy School of Government, Harvard University. Her previous professional activities include serving as Strategic Development and Resource Advisor for the Northeastern Massachusetts Law Enforcement Council, the Director of Research and Development for the Lowell, Massachusetts Police Department and as an Evaluator and Program Manager for a variety of community-based initiatives at the University of Massachusetts Lowell. Professor Bond received her Ph.D. from the Heller School for Social Policy and Management at Brandeis University. She also has a Master's degree in Social Policy from Brandeis and a Master's Degree in Community Social Psychology from the University of Massachusetts Lowell.

Professor Bond has extensive experience working with police agencies on organizational change and evaluation initiatives that are particularly relevant to the current proposal. She is an expert in analyzing organizational practices and recommending structural, functional or process improvements to achieve organizational goals. She has worked with small and large police agencies including the New Orleans Police Department, the Boston Police Department, Michigan State Police, the Savannah Metropolitan Police Department, and the Lowell and Springfield, Massachusetts, Police Departments. Much of this work has focused on improving relationships with ethnically, economically, and generationally diverse citizens and community groups. She currently serves as a Subject Matter Expert for the BJA Smart Policing Initiative where she has coached local and state police agencies on change efforts. She serves as Research Partner for two research projects on organizational change in Lowell, Massachusetts. As a researcher, she is an expert at action research, primarily on qualitative research involving document reviews, interviews, focus groups and community surveying processes. Professor Bond also works with local and national leaders on the development, implementation and evaluation of training and professional development efforts for law enforcement.

Professor Bond has over 20 years' experience working in Lowell, Massachusetts, an ethnically and economically diverse urban community. In her career, she has worked with various levels of government, grassroots community advocates and private agencies to improve and evaluate local public safety efforts. She is particularly focused on the social, economic and political dynamics surrounding the implementation of local public safety practices.

3. Ann Marie Doherty

Superintendent Doherty retired in 2003 as the Superintendent in the Office of the Police Commissioner for the Boston Police Department (BPD). During her more than 25 years with BPD, she attained every current sworn rank, the first woman in BPD history to do so.

Superintendent Doherty's managerial experience during this period included responsibility for the Internal Affairs Division, Anti-Corruption Division, Auditing and Review Division and the Recruit Investigations Unit. Ms. Doherty's assignment to this role followed a scathing external report on the BPD's Internal Affairs capabilities, prepared by an external committee headed by the well-known Boston lawyer James St. Clair. In response to that report and as part of the reforms she implemented, Superintendent Doherty totally revamped the complaint intake and investigative process. In addition, Superintendent Doherty created BPD's first Early Identification and Intervention System and developed the Auditing and Review Division, which for the first time subjected various BPD systems and procedures to periodic review. Further, Superintendent Doherty initiated the first creation and public dissemination of statistics regarding internal investigations, use of force and other issues; she also initiated community outreach and meetings on the same topics throughout the City of Boston.

Superintendent Doherty's experience in BPD also included managerial responsibility for the Police Academy, Regional Community Policing Institute of New England (RCPI/NE) and the Regional Roundtable on Police Integrity. Her role required creation of innovative curricula for all levels within the agency, as well as curricula for other police agencies, their chief executives and citizens throughout New England. During this same period, Superintendent Doherty developed and implemented numerous management practices to strengthen/support early officer development, such as introducing the Early Identification and Intervention System at the student officer level, focusing on academic as well as health and behavioral issues/concerns. Additionally, during this period, RCPI/NE developed four executive level curricula mandated by the Department of Justice (COPS) to be delivered by all RCPIs nationally in the late 1990s. These included:

- Use of Force Issues and Concerns
- Citizen Complaint Intake and Investigation
- Early Identification and Intervention Systems
- Racial Profiling.

Superintendent Doherty initiated and prioritized the connections amongst internal investigations, academy training/professional development and policy development throughout BPD.

Subsequent to retiring from the BPD, from 2005-2008, Superintendent Doherty served as a police practices expert for the monitoring of the District of Columbia Metropolitan Police Department (MPD), including the period during which MPD came into substantial compliance with its voluntary agreement with DOJ and the monitorship was terminated. Superintendent Doherty has also served as a police practices expert for the DOJ Civil Rights Division, including assessing policies, training and applications within the Austin (Texas) Police Department, with a particular focus on Use of Force issues. Since 2010, she has served as a police practices expert as part of the team

monitoring the Virgin Islands Police Department (VIPD) pursuant to a consent decree entered into by the Government of the Virgin Islands, the Virgin Islands Police Department, and the Department of Justice.

Ms. Doherty has a JD from Suffolk University Law School and was admitted to the Massachusetts bar in 1979.

4. Charles A. Gruber

Chief Gruber has had a distinguished career of more than 40 years in the law enforcement and law enforcement consulting fields. He served as a police officer in Addison, Illinois, from 1968 until 1976. He subsequently served as the Chief of Police in Quincy, Illinois (1976-86), Shreveport, Louisiana (1986-90), Elgin, Illinois (1990-98), and South Barrington, Illinois (1999-2008). In each of these positions, he reformed these police departments, developing and implementing best law enforcement practices relating to use of force, supervisor accountability, community policing and other issues most relevant to constitutional and accountable law enforcement. Chief Gruber was elected by the Illinois Chiefs of Police to serve as their President in 1982, and in 1989-1990 Chief Gruber was elected and served as the President of the International Association of Chiefs of Police, the world's oldest and largest police leadership organization.

For much of the past two decades, Chief Gruber has provided various types of law enforcement consulting services. He has undertaken numerous assignments in which he has reviewed, assessed, and evaluated law enforcement operations and management issues, and made recommendations for improvement and reform. Since 2001, Chief Gruber has served as a policing expert for the U.S. Department of Justice in pattern and practice investigations of law enforcement agencies and police departments in the following jurisdictions:

- Cincinnati, Ohio
- Miami, Florida
- Providence, Rhode Island
- Schenectady, New York
- Austin, Texas
- Commonwealth of Puerto Rico
- Maricopa County, Arizona
- New Orleans, Louisiana
- Seattle, Washington
- Portland, Oregon

Each of these jurisdictions had many of the same issues and problems that, according to the July 22, 2014 Agreement and the RFA, will lie at the core of the consent decree,

including, among others, use of force, bias-free policing, investigation of use of force and misconduct allegations, training, discipline, and community engagement.

In addition to this work, Chief Gruber has served in key roles on two different law enforcement monitoring teams. From 2003-09, Chief Gruber served as a key member of the monitoring team appointed by the U.S. District Court for the Northern District of California to monitor the Oakland (California) Police Department and its compliance with a settlement agreement entered into with private plaintiffs. Since 2010, Chief Gruber has served, along with Superintendent Doherty and Chief Stewart, on the monitoring team selected jointly by the U.S. Department of Justice and the Government of the Virgin Islands to monitor the Virgin Islands Police Department. Since June 2014 Chief Gruber has served as the independent monitor.

Chief Gruber is actively involved in teaching, lecturing, and mentoring police personnel throughout the U.S. He trains law enforcement supervisors, managers, and police chiefs about best practices concerning investigating and documenting use of force incidents, and co-authored a May 2014 edition of "The Police Chief" entitled "Better Outcomes in Policing."

5. Lisa M. Mallory

Lisa María Mallory has over 25 years of experience in private, public and nonprofit organizations. She is currently the CEO of the District of Columbia Building Industry Association and continues to work as chief strategist and consultant for her own minority (woman/Hispanic/African-American) owned small business, PeopleStrat, LLC.

Previously, from 2011 to 2014, Ms. Mallory served as Director of the DC Department of Employment Services, where her workforce, training, community outreach, public relations and organizational change expertise contributed to a significant decrease in unemployment in Washington, DC. Previously, from 2007-2010, she was a senior vice president at ICF International where she provided business process redesign, change management, adult learning, stakeholder mapping/management and performance management solutions for public and non-profit leaders. Her clients included, among others, the Department of Homeland Security's Customs Border Protection, where she conducted focus groups and surveys with Border Patrol agents; the U.S. Department of Health and Human Services' community health centers, where she conducted focus groups with clients on smoking cessation initiatives; and the Office of Personnel Management, where she revamped the agency's training programs.

From 2005 to 2007, Ms. Mallory served as senior vice president of Policy and Consulting at the Fannie Mae Foundation, where she led a team of experts that worked with key external partners to perform organizational assessments, and conceptualize and formulate technical assistance and evaluation. She also worked with state and local

government officials on housing and community development programs. She directed the fellowship and leadership development programs with Harvard University's Kennedy School of Government and worked with national leadership organizations, including the US Conference of Mayors, National League of Cities and the National Governors Association and other trade associations to share knowledge and promote best practices.

In 2004, Ms. Mallory served as the director of the Center for Innovation and Reform in Washington, DC, where she conducted detailed assessments and led reforms in all the District agencies. Previously, from 2001-2004 she was a partner at the Public Strategies Group (PSG) where she provided consulting support to public sector agencies and nonprofits. While at PSG, Ms. Mallory worked with DOJ's Community Oriented Policing (COPs) program and many other federal agencies, including the Department of Education's Federal Student Aid University; and state and local governments including the New York State Retirement Systems Board, the City of Columbus' Department of Human Resources, and the government of Puerto Rico.

From 1996-2001, Ms. Mallory was a member of the Senior Executive Service at the U.S. Social Security Administration and at the U.S. Department of Health and Human Services where she served as Special Assistant to the Deputy Secretary. Detailed to the White House as Chief of Staff and Deputy Director to the National Performance Review, she worked with most federal departments on large scale reinvention and policy initiatives, including a task force on reinventing the Equal Employment Opportunity complaint process; initiatives to increase Hispanics in the Senior Executive Service, and a benchmarking effort and taskforce to highlight and value diversity in the public sector. She has an additional ten years of public sector experience, including working with the Senate Foreign Relations Committee and DOJ.

Ms. Mallory is a certified Coach of Leaders having trained with Linkage, Inc. and the Coach Training Institute. She is a native Spanish speaker and conversational in Italian, French and Portuguese.

6. Tracey L. Meares

Tracey L. Meares is the Walton Hale Hamilton Professor of Law at Yale University. Before arriving at Yale, she was Max Pam Professor of Law and Director of the Center for Studies in Criminal Justice at the University of Chicago Law School. At both the University of Chicago and Yale Law Schools, she was the first African American woman to be granted tenure. Before going into academia, Professor Meares held positions clerking for the Honorable Harlington Wood, Jr., of the U.S. Court of Appeals for the Seventh Circuit and as an Honors Program Trial Attorney in the Antitrust Division of DOJ.

Professor Meares has worked extensively with the federal government, having served on the Committee on Law and Justice, a National Research Council Standing

Committee of the National Academy of Sciences, from 2004-2011. Additionally, she has served on two National Research Council Review Committees: one to review research on police policy and practices, which produced the book, "Fairness and Effectiveness in Policing: The Evidence (2004, Skogan and Frydl, eds.), and another to review the National Institute of Justice, "Strengthening the National Institute of Justice," (2010, Welford, Chemers and Schuck, eds). In November of 2010, Professor Meares was named by Attorney General Eric Holder to sit on the Department of Justice's newly-created Science Advisory Board. And in December 2014, President Obama named her as a member of his Task Force on 21st Century Policing.

Professor Meares's teaching and research interests focus on criminal procedure and criminal law policy, with a particular emphasis on empirical investigation of these subjects. Her writings on such issues as crime prevention and community capacity building are concertedly interdisciplinary and reflect a civil society approach to law enforcement that builds upon the interaction between law, culture, social norms, and social organization. She has written widely on these topics in both the academic and trade press. To this end, Professor Meares has been engaged in a number of action-oriented research projects in Chicago, Northern California and several sites across New York State focused on violence reduction through legitimacy-enhancing strategies. Recently, Professor Meares has been especially interested in teaching and writing about communities, police legitimacy and legal policy, and she has lectured on this topic extensively across the country to audiences of academics, lay people, and police professionals. Together with Tom Tyler, she directs the Justice Collaboratory at Yale Law School, which plays a central role, along with John Jay University and the Center for Policing Equity at UCLA, in a new federal initiative to build trust and confidence in the criminal justice system. (<http://ojp.gov/communitytrust.htm>). She has a B.S. in general engineering from the University of Illinois and a J.D. from the University of Chicago Law School.

7. Robert L. Stewart

Chief Stewart has had a lengthy and distinguished career as a police officer, police executive, and police practices consultant, with special expertise in law enforcement training. He is the President of Bobcat Training and Consulting, Inc.

Chief Stewart is a graduate of Howard University and the FBI National Academy, and he has done post-graduate work at American University, George Washington University, and Florida State University. He began his law enforcement career with the Washington, DC Metropolitan Police Department where he retired as a Captain after 22 years of service. After brief service as a Major in the Tallahassee Police Department, Chief Stewart became the Chief of the Ormond Beach, Florida Police Department, where he served from 1992 to 1997.

From 1997-2001, Chief Stewart served as the Executive Director of the National Organization of Black Law Enforcement Executives (NOBLE). While at NOBLE, he

served on a number of boards, committees and task forces devoted to the eradication of racial profiling and biased policing. In 2001, he became the independent monitor for the Hobbs, New Mexico, Police Department for the final eighteen months of its agreement with the American Civil Liberties Union. He also participated in DOJ's pattern or practice investigation of the Portland, Maine, Police Department.

In 2003, during its first year as a consolidated department, Chief Stewart served as the Director of Training for the Louisville Metro Police Department. Immediately following this assignment, in 2005, Chief Stewart served as the Interim Public Safety Director at Rutgers University - Newark Campus, and in 2006 served as the Interim Director of the Camden, New Jersey Police Department.

Since 2001, Chief Stewart has performed consulting work in numerous police agencies, including several currently or formerly under consent decrees or voluntary agreements. Among many others, he has had lengthy consulting engagements with the Oakland, Detroit and Cincinnati Police Departments.

Finally, since 2010, Chief Stewart has served, along with Superintendent Doherty and Chief Gruber, as a member of the team monitoring the Virgin Islands Police Department pursuant to a consent decree. He currently serves as the primary monitor of the training function.

Chief Stewart is a member of the Police Executive Research Forum and is a life member of the International Association of Chiefs of Police.

8. Arthur P. Baines

Arthur P. Baines has more than 20 years of experience as a consultant on matters of economics and statistics and in particular on issues at the intersection of policy and race/ethnicity. Courts, as well as regulatory and enforcement agencies have recognized him as an expert on statistical and economic analyses.

Mr. Baines has assisted numerous clients in the design, implementation, and monitoring of governance and compliance programs related to use of force, conflicts of interest, financial disclosure, and various consent decrees. His work has generally involved analysis of economic and financial condition, development of statistical and econometric models, evaluation of financial performance, the study of underlying information systems, and the migration and development of large analytic databases.

From 2002-2008, Mr. Baines served as the statistical expert to the Independent Monitor for the District of Columbia MPD, pursuant to an agreement among DOJ, the District of Columbia, and MPD. In this role, Mr. Baines was responsible for the design and implementation of all statistical sampling protocols used by the Independent Monitor's team to review compliance with use-of-force policies and procedures. Mr. Baines also served as an observer/advisor as the MPD evaluated and developed

numerous database tools for tracking and organizing electronic information related to officer-level events such as training, use-of-force reports, etc.

From 2005-2007, Mr. Baines served as the statistical expert to the Independent Investigator for the Houston Police Department Crime Lab. In this role, Mr. Baines was responsible for designing statistically valid sampling routines to assist the Independent Investigator review and assess the performance of the crime lab across a wide variety of forensic disciplines.

From 2008 to 2010, during the global financial crisis, Mr. Baines served as the External Compliance Officer for Financial Disclosures for the International Monetary Fund (IMF). Mr. Baines designed and implemented a program to collect and review the financial disclosure forms for all board members and key management and identify and remediate potential or actual conflicts of interest.

Mr. Baines's quantitative background is augmented by significant experience managing large monitorships of complex issues with diverse stakeholders and unique communication requirements.

Mr. Baines brings to this team the extensive resources of Charles River Associates, a leading global consulting firm that offers economic, financial, and strategic expertise to corporations, and governments around the world. With proven skills in complex cases and exceptional strength in analytics, CRA consultants have provided sophisticated, data-based guidance to clients in thousands of successful engagements.

B. Qualifications: Our Monitoring Experience

The extraordinary qualifications of our team are described in a general way in the summaries above. For more details relating to the areas specified in the RFA, please see the material included at Appendix 2.

Without being exhaustive, we want to describe briefly one independent monitoring assignment that is extremely relevant to this application. From April 2002 to June 2008, Mr. Bromwich and the other members of the MPD monitoring team, including Superintendent Doherty and Mr. Baines, monitored and reported on the District of Columbia's and MPD's progress under - and compliance with - its agreement with DOJ. The MPD monitoring team issued 23 Quarterly Reports, a Final Report, a Special Report, and a Summary Compliance Report describing in detail its monitoring activity, setting forth its findings, and, where appropriate, providing clear recommendations based on those findings. As noted above, these reports are available at: www.policemonitor.org/MPD/reports.html.

During the period of the monitorship, the District of Columbia and MPD made tremendous progress in implementing and achieving substantial compliance with the broad range of substantive requirements of the agreement. MPD was transformed as an

institution during those six years. Accordingly, in April 2008, Mr. Bromwich recommended that the monitoring program be terminated, and DOJ approved this recommendation. From any perspective, the MPD monitoring program was extremely successful. Through using many of the same processes and techniques, we would hope to achieve the same success in working with NPD.

From that experience, we distill several principles that would guide the way we would operate in this matter.

1. Efficiency

Because of our significant monitoring and oversight experience, we begin our work with significant advantages. We know the questions monitored entities have, we know the categories of information most often needed to perform the monitoring and technical assistance functions, and we have experience building a team that provides the work that needs to be done in the most efficient and effective way possible. We have the additional advantage that members of the team (Bromwich, Doherty, Gruber, Stewart, Baines) have previously worked together in monitoring assignments.

No member of the monitoring team will be assigned to any aspect of this project for any reason other than that he or she is the most appropriate person, in terms of background and experience, to perform the work. For example, we have learned that the review of use of force and misconduct investigations is far more appropriately and efficiently conducted by policing experts, who have spent decades reviewing such investigations, rather than by lawyers who lack the same experience and are more expensive. The same is true for the provision of technical assistance – the policing experts have greater expertise on most of the issues to be covered by the consent decree and are more likely to be listened to by police officers.

2. Quality of Performance

As described above, we believe that the MPD monitoring program was extremely successful. That view was shared by both MPD and DOJ. The MPD team not only monitored MPD's progress in complying with the scores of substantive provisions under the Memorandum of Agreement (MOA), but also provided MPD with substantive, real time feedback and technical assistance concerning its policies, programs and systems. The team's reports described in detail and on a quarterly basis the progress that had been made in implementing MPD's reforms, as well as the areas in which further work and improvement were necessary. In addition, the team developed cooperative working relationships with MPD personnel that facilitated the ability to provide prompt and constructive feedback and technical assistance. MPD's reforms pursuant to the MOA had an observable impact on the ways in which MPD officers were trained in, used, reported and investigated force in the District of Columbia.

3. Meeting Deadlines and Budget

During the six years of monitoring MPD, Mr. Bromwich's team had a remarkable record of performing the required services within budget and issuing the required quarterly reports in a timely fashion. In four of the six years of monitoring, the services were provided for substantially less than the budgeted amounts – ranging from 11% to 18% less than budgeted dollars. In the other two years, the budgeted amounts were exceeded by only 5% and 10%, respectively. Overall, the monitoring services over the course of six years were provided for significantly less than the aggregate budgeted amount.

In terms of timeliness of reporting, the team's ambitious goal from the outset was to issue its quarterly reports within a month after the reporting period had closed. Thus, for example, if the period covered by the report ended in December, the monitoring team sought to issue its report by the end of January to ensure its timeliness and relevance. The team failed to reach that goal on only one or two occasions, and then only because of extraordinary circumstances – for example, when there was a death in the family of the principal draftsman of the report.

IV. **REFERENCES**

Please see the list of references for team members at Appendix 3.

V. **PROPOSED ACTIVITIES**

Our activities in monitoring the consent decree will undoubtedly evolve and change based on various factors, including most specifically the pace at which the various reform measures contained in the consent decree are developed and implemented by NPD. Even though the process of monitoring compliance with the consent decree will therefore remain dynamic, here are our initial thoughts on how we would approach providing the services required under the Consent Decree.¹

A. **Immediate Actions**

1. **Gaining a Deeper Understanding of the Consent Decree and Its Antecedents**

If we are selected, we will immediately educate the monitoring team on the terms of the consent decree, and various background materials that form the context for the consent decree, including DOJ's July 22, 2014 report on its Investigation of the Newark Police Department.

This will involve opening up lines of communications with the DOJ investigative team, as well as personnel from the City of Newark, NPD, and other stakeholders.

¹ The RFA asks for information about which personnel would be responsible for the various activities in the Scope of Work. That information is set forth in substantial detail in the cost/budget estimates included as Appendix 4.

Therefore, we propose to communicate with the DOJ investigative team and review relevant DOJ investigative files to more fully understand the factual background for the various substantive requirements in the consent decree. The purpose of this, obviously, is not to second-guess, but to more fully understand and benefit from the detailed investigation that DOJ conducted. In the monitoring of MPD, mentioned above, we found these background briefings and discussions extremely useful and valuable in ensuring a prompt and efficient start to our monitoring activities. More generally, we believe that establishing constructive, early communications with the investigative team is a very important initial step.

2. Establishing Lines of Communication with All Parties to the Consent Decree

It is critical to promptly establish lines of communication with all parties to the consent decree and all key elements in NPD, as well as the full array of external stakeholders. We would establish immediate contact with the NPD command staff, and other entities within NPD that are relevant to the consent decree. In addition, we would want to meet very early in the engagement with personnel responsible for developing the training materials on various new and revised policies mandated by the consent decree. Additionally, we have found that a smooth and effective monitorship depends upon a good, reliable working relationship with the unit within NPD that will be principally responsible for implementing the consent decree. In our experience, this relationship, and the amount of influence the head of this unit has within the Department by virtue of his or her status, stature and interpersonal relationships in the Department, is a key determinant of success in properly implementing the terms of the agreement and achieving its underlying objectives.

In addition to forging strong and productive relationships with these elements of NPD, we will need at the very outset to obtain a roadmap of the external and community stakeholders with whom it is important to meet almost immediately and remain in contact with for the duration of the monitorship. The monitoring assignment will primarily be focused on reviews of policies and procedures; the monitoring of training on those policies and procedures; and most centrally, how those policies and procedures are implemented in the field on an ongoing basis.²

But it is critically important, especially early on, for those community groups and stakeholders who have been most concerned about the interactions between NPD and the community to see the monitor and the members of the monitoring team and have an opportunity to articulate their interests and express their concerns.

² According to the RFA, the consent decree will include requirements for reform of policies and procedures on use of force; stops, searches and arrests; bias-free policing; intake and investigation of misconduct complaints, discipline; NPD's early warning system for civil rights integrity issues; records management systems improvement; training (both academy and in-service); and theft by officers.

Regularly scheduled meetings with NPD and DOJ are critical to the exchange of information with the monitor and for the parties to have a thorough understanding of the monitoring team's activities and its findings. Our experience suggests that at the outset of monitoring activities, those meetings are especially important so that critical initial deadlines are not missed and that all parties maintain momentum that can otherwise be easily lost.

1. Learning About NPD's Initial Compliance Activities

We would immediately seek to gain a deeper understanding of the structure and operations of NPD. Collecting initial data and conducting interviews with line police officers, supervisors and members of the command staff will provide a broader and deeper portrait of the entire range of activities subject to monitoring than is publicly available. It will provide a necessary baseline against which to measure progress under the consent decree.

We would also determine the current status of NPD's implementation efforts in the various areas covered by the consent decree. We would seek, through meetings and interviews, to assess early progress that NPD has made in designing and implementing reforms, as well as to identify the most significant obstacles to promptly achieving the objectives of the consent decree within the time limits specified. Obtaining such information at the outset will help educate the monitoring team about implementation challenges, which in turn will help shape the monitor's activities and the sequence of items to be monitored.

4. Gaining Immediate Access To and Securing Information

As promptly as possible, we would arrange access to the documents, databases and other information that, in our experience, are necessary to carry out a monitor's responsibilities. We intend to determine promptly the best ways to gain access to critical NPD personnel and relevant information. We also would survey the types and categories of documents created and maintained by NPD to ensure that the monitoring team obtains and continues to receive documents necessary to accomplish the monitoring and assessment objectives described in the consent decree.

B. Monitoring Plan

In addition to conducting the initial activities and information-gathering described above, the monitoring team will prepare a detailed monitoring plan tailored to the consent Decree, which will evolve during the pendency of the monitorship. The monitoring plan developed in connection with the MPD monitorship underwent periodic updating and revision, and remained the key document guiding the path of the monitoring activities for the six years of the assignment. The monitoring plan (and any changes to it) will be fully shared with the parties to the consent decree. This, of course, includes all relevant NPD officials – because doing so will put them in the best position possible to successfully comply with its requirements. In general, we intend to

provide notice in advance of the schedule of our monitoring activities. Additionally, based on our experience, we anticipate the need for flexibility in our monitoring plan, so we can respond to issues as they arise, and focus our monitoring activities on specific areas of vulnerability and chronic weakness.

VI. POTENTIAL CONFLICT OR BIAS

Many members of the team have had employment or contractual relationships with DOJ during the course of their careers. For example, Mr. Bromwich served as an Assistant United States Attorney in the Southern District of New York (1983-87), as the Inspector General of DOJ (1994-99), and has represented various corporate and individual clients adverse to DOJ (1989-93, 1999-2010). Other members of the team have either been employed by DOJ (Professor Meares), or have been employed as contractors by DOJ (e.g., Professor Bond, Superintendent Doherty, Chief Gruber). Please see the bios and resumes attached at Appendix A, which disclose the various relationships team members have had with DOJ. In addition, Mr. Bromwich served in DOJ with the United States Attorney for New Jersey, Paul Fishman, during the late 1990s. Mr. Bromwich, Superintendent Doherty, Chief Gruber, and Chief Stewart have worked with various attorneys in the Special Litigation Section of the Civil Rights Division on pattern or practice investigations, and/or as monitors of consent decrees and voluntary agreements.

We do not believe that any of these relationships constitute an actual, potential or perceived conflict of interest, nor do they give rise to actual bias or potential bias.

No member of the team has had similar relationships with the City of Newark or NPD.

VII. ESTIMATED COSTS

The RFA requires the submission of a five-year cost estimate for the monitoring project based on the Scope of Work described in the RFA and the requirements of the consent decree. Developing cost estimates is difficult when the precise dimensions of a project are known and it lasts for a year or less; the difficulty multiplies when the specific parameters of the project – in this case, the specific provisions of the consent decree – are not yet known, and the cost estimates are for a five-year project.

[REDACTED PROPRIETARY PRICE AND COST INFORMATION] With those limitations in mind, we have provided a five-year cost estimate for monitoring NPD. **[REDACTED]**. We have attached as Appendix 4 a budget for each of years one through five, as well as a summary page that aggregates those totals.

A. Billing Rates for Professional Services

[REDACTED]

The bulk of the on-site monitoring activities in Newark will be conducted by the police practices experts. We structure our monitoring plans to delegate as much field monitoring work as possible to these experts because (1) they possess the expertise necessary to assess NPD's compliance with the consent decree and to provide technical assistance where appropriate, and (2) they are relatively less expensive, which allows the monitoring program to manage costs and operate within budget.

B. Expenses and Costs

[REDACTED]

Our experience demonstrates that it would be highly preferable for the monitoring team to be provided office space, computer equipment, and other office infrastructure while in Newark. Such arrangements have proven workable and cost effective in other matters in which members of the monitoring team have been involved, including, for example, the MPD monitoring assignment, the VIPD assignment, and the Houston Police Department Crime Laboratory investigation. In addition, we have found that one frequently overlooked logistical challenge is providing local transportation for members of the monitoring team to sites where they will perform monitoring activities. Our experience is that if the police department takes on this responsibility, it allows the members of our team to do their work more efficiently and at lower cost.

C. Breakdown of Activities

The actual cost of our team's monitoring activities will be affected significantly by the actions of NPD, including its cooperation and ability to respond promptly to our reasonable requests. Substantial monitoring activity will be conducted through periodic trips to Newark. For each trip, we will advise the NPD liaison of what we will be doing and the materials we will need to do it. If the requested materials are ready when we arrive, or if possible sent to members of the team in advance, that will facilitate the most efficient and effective use of the time of members of the team. Another important determinant of cost will be the amount of technical assistance requested by NPD and supplied by the monitoring team. We have budgeted significant amounts of time, especially for our policing experts, to provide such assistance, but the amount of technical assistance that will be requested – and provided – cannot be known at this time.

We have based our budget estimates in large part on our view of how best to address the specific areas described in the RFA's Scope of Work, as well as on our prior experience monitoring police departments.

- *Policy review*

Policy review will be undertaken primarily by the policing experts – Superintendent Doherty, Chief Gruber, and Chief Stewart. They will review the

policies of NPD and measure them against best police practices. Among other things, the policing experts will consult model policies from such professional police organizations as PERF, IACP and CALEA, policies currently in use in other police departments including those departments that have reached substantial compliance with a consent decree or other form of agreement, and academic publications addressed to those issues.

- *Technical assistance*

Technical advice and assistance will also be provided primarily by the policing consultants, who will spend significant amounts of time in Newark to perform the monitoring activities that will be required by the consent decree. Our experience is that technical advice is frequently sought and provided while the policing consultants are conducting their monitoring activities. We are confident that members of NPD will learn to trust the judgment and advice of the members of the monitoring team and grow comfortable in asking for technical assistance and advice. In addition, the members of the monitoring team will make themselves available for a broad range of technical assistance by e-mail and telephone.

- *Training assessment*

The monitoring of training -- including recruit training, in-service training, roll call training, supervisory training, tactical and task force training, and all elective training -- will be undertaken primarily by the policing consultants, with some participation by Professor Bond and Professor Meares. This includes not only the training as administered, but also the development of the training infrastructure within NPD and the development of written training plans and curricular materials. Members of the monitoring team will use various measures for determining the effectiveness of the training, including whether the recipients of the training were fully engaged by the material, participated in vigorous classroom discussion, and achieved a passing score on any post-training tests. More important than the training itself is whether NPD officers implement its principles in the field. That will require extensive and repeated field observations by members of the monitoring team.

- *Report writing*

Preparing and compiling the team's periodic reports will be the primary responsibility of Mr. Bromwich and the junior lawyers working on the matter, in consultation with the entire team. Reports on specific activities will be prepared by the policing consultants and other members of the team, and those reports will serve as the basis for much of the material included in the periodic reports.

- *Incident and investigation review*

These monitoring responsibilities are central to the consent decree. For full and effective compliance to be achieved, the development of proper policies and the administration of proper training must be followed by comprehensive and consistent implementation in the field. The team’s monitoring activities throughout the course of the monitorship will be focused on full and effective implementation, which will necessarily include significant investments of time and resources in reviewing use of force reports and data tracking, among other items that must be implemented.

More specifically, the policing consultants will review use of force reports to determine their sufficiency, will review internal investigations into use of force for compliance with the Department’s policies on investigating use of force, and will review allegations of excessive use of force. In addition, our experience suggests that we will need to review a sample of arrest reports to assess the degree to which police officers are complying with use of force requirements. If officers are failing to fill out use of force reports in circumstances where they are required to do so, a review of use of force reports will not accurately measure the extent to which officers are complying with the department’s policies. Statistical sampling advice and data tracking issues will require the assistance and advice of data and statistical analysts.

- *Contact and Communication with the Newark Community*

The RFA’s Scope of Work specifically refers to the importance of community engagement and civilian oversight, and more specifically on receiving and providing information to the Newark community “related to implementation of the Decree.” Our team is extraordinarily well-equipped to deal with these important issues. Professor Bond, Professor Meares, and Ms. Mallory are extremely experienced in dealing with issues relating to community engagement, community involvement, and addressing community concerns in a variety of contexts, most notably in connection with the activities of law enforcement personnel in minority communities. In addition, Ms. Mallory’s language proficiency in both Spanish (she is a native speaker) and Portuguese will allow the monitoring team to establish and maintain relationships with various aspects of the Newark community, which in turn will facilitate the flow of information in both directions.

As suggested above, generating an overall cost estimate at this stage is more art than science. An artificially low bid would very likely inhibit the monitoring team from carrying out many necessary monitoring activities required by the consent decree in an attempt not to exceed the cost estimate; an excessively high bid would be an invitation to carry out unnecessary activities and duplicate effort. Our good faith cost estimate/price proposal is based on our monitoring experience, our substantial experience assembling interdisciplinary teams and allocating work efficiently among its

members, and our current estimate of the amount of work involved given the broad scope of the consent decree and its numerous requirements.

[REDACTED]

IX CONCLUSION

As this Proposal demonstrates, we have assembled a team that is extraordinary in many ways. Its members have decades of relevant experience – in law enforcement, in law enforcement oversight, in monitoring, and in other areas to be covered by the consent decree. It will also bring to bear the insights of not only that experience but also the perspectives offered by some of the most distinguished scholars currently addressing the relationships between law enforcement and the community. We are well aware that the Newark Police Department faces many challenges. We think we have assembled the team best qualified to provide the technical assistance designed to help NPD improve, as well as monitor the consent decree to make sure that NPD lives up to its responsibilities to the citizens of Newark, and to do so in an efficient and cost-effective manner. We look forward to fulfilling the substantial and important responsibilities of the monitor fairly, efficiently and effectively.

Michael R. Bromwich
Founder and Managing Principal
The Bromwich Group



Michael R. Bromwich is the Founder and Managing Principal of The Bromwich Group, which was launched in 2012. The firm offers monitoring, crisis management, strategic advisory, and public affairs services, as well as more specialized services relating to offshore energy and law enforcement.

Over the course of a career that has spanned more than 30 years, Mr. Bromwich has tackled a variety of challenging assignments. He has been a federal prosecutor, a special prosecutor, an inspector general, the country's top offshore drilling regulator, the compliance monitor of major public companies and public agencies, and a lawyer who has practiced with some of the most widely-respected law firms in the country. He has been called on countless times – by public corporations, private companies, federal, state, and local governments, Cabinet Secretaries, and the President of the United States – to deal with issues and problems of the greatest private and public significance. He has successfully rebuilt, reformed and managed two major public agencies and assisted the management of numerous companies and government agencies by diagnosing problems and recommending sound solutions. He currently serves as the independent monitor of two of the ten largest companies in the United States. Prior to founding The Bromwich Group, Mr. Bromwich was selected by President Obama and Interior Secretary Ken Salazar to reform the regulation and oversight of offshore drilling in the wake of the Deepwater Horizon accident and oil spill. Over the course of 17 months, Mr. Bromwich implemented a series of far-reaching regulatory and organizational reforms that revamped the nation's regulation of offshore energy exploration, development, and production. Mr. Bromwich led the reorganization of a 1,700-person agency, strengthened agency ethics requirements, created an internal investigations and oversight capability, and recruited and selected top executives for the agencies created by the reorganization. Throughout his tenure, Mr. Bromwich served as the chief public spokesman for the Obama Administration's reform of offshore drilling. He testified before Congress on 15 occasions, and gave approximately 20 major speeches before industry trade associations, at major universities, and before various other groups. Mr. Bromwich was the subject of profiles in the National Law Journal, The Hill, and the Houston Chronicle.

From 1999 to 2010, Mr. Bromwich was a litigation partner in the Washington, DC and New York offices of Fried, Frank, Harris, Shriver & Jacobson, where he headed the firm's Internal Investigations, Compliance and Monitoring practice group. Mr. Bromwich's practice centered on conducting internal investigations for private companies and other organizations, providing monitoring and oversight services, and representing institutions and individuals in white-collar criminal and regulatory matters. He also provided crisis management assistance and counseling.

After joining the firm in 1999, Mr. Bromwich conducted major internal investigations for companies, both publicly traded and privately held, in the energy, pharmaceuticals, public accounting, and private security industries, among others; made recommendations for their improvement; and represented companies and individuals in state and federal criminal investigations.

In 2002, Mr. Bromwich was selected by the Department of Justice and the District of Columbia to serve as the Independent Monitor for the District of Columbia's Metropolitan Police Department (MPD), focusing on use of force, civil rights integrity, internal misconduct, and training issues. He served in that position until 2008, when MPD was determined to have achieved substantial compliance. In 2005, Mr. Bromwich was selected by the City of Houston to undertake a comprehensive investigation of the Houston Police Department Crime Lab; the investigation was widely praised for identifying serious problems in some of the Crime Lab's operations and providing recommendations for the Lab's improvement. In 2013, The Bromwich Group was hired to perform a follow-up review to determine whether those recommendations had been appropriately implemented.

From 1994 to 1999, Mr. Bromwich served as Inspector General for the Department of Justice. As Inspector General, he headed the law enforcement agency principally responsible for conducting criminal and administrative investigations into allegations of corruption and misconduct involving the 120,000 employees of the Department of Justice. He was also responsible for conducting independent audits of the Department's programs and operations.

As Inspector General, Mr. Bromwich was best known for conducting special investigations into allegations of misconduct, defective procedures and incompetence in the FBI Laboratory; the FBI's conduct and activities regarding the Aldrich Ames matter; the handling of classified information by the FBI and the Department of Justice in the campaign finance investigation relating to the 1996 Presidential election; the alleged deception of a Congressional delegation by high-ranking officials of the Immigration and Naturalization Service; and the Justice Department's role in the CIA crack cocaine controversy. During his tenure as Inspector General, Mr. Bromwich testified before Congressional committees on about 20 occasions. Over his five years as Inspector General, Mr. Bromwich took a new and virtually anonymous agency within the Department of Justice and shaped it into an internal investigations powerhouse.

Before his appointment as Inspector General, Mr. Bromwich served as a federal prosecutor in the 1980s. From 1987 to 1989, he served as Associate Counsel in the Office of Independent Counsel for Iran-Contra. In January-May 1989, he was one of three courtroom lawyers for the government in probably the most significant and highly-publicized criminal case of the 1980s - United States v. Oliver L. North. Mr. Bromwich's other responsibilities in that office included supervising a team of prosecutors and law enforcement agents that investigated allegations of criminal misconduct against government officials and private citizens in connection with provision of aid to the Contras in Nicaragua and serving as overall coordinator of the Iran-Contra grand jury.

From 1983 to 1987, Mr. Bromwich served as an Assistant U.S. Attorney in the U.S. Attorney's Office for the Southern District of New York. During his tenure, he tried a number of lengthy and complex cases and argued many appellate matters before the Second Circuit. Mr. Bromwich served as Deputy Chief and Chief of the Office's Narcotics Unit.

From 1989 to 1993, Mr. Bromwich was a partner in the Washington, DC office of Mayer, Brown & Platt, where he specialized in white-collar criminal defense. Mr. Bromwich represented individual and corporate clients in state and federal administrative and judicial proceedings, conducted and supervised complex investigations on behalf of individual and corporate clients and tried two cases to

verdict. Earlier, from 1980 to 1983, he was an associate in the Washington, DC office of Foley & Lardner.

The Bromwich Group is not a law firm and does not provide legal services.

Mr. Bromwich also serves as a non-resident Senior Adviser at the Center for Strategic and International Studies (CSIS).

Mr. Bromwich has published articles in law reviews and other publications on conducting and managing complex investigations. He has made numerous appearances and given presentations in the U.S. and abroad on energy and regulatory issues, law enforcement, criminal law, and the importance of oversight. He has participated in nationally televised symposia on the Independent Counsel Act, and expert panels on the operation of the jury system in high-profile cases and the changing role of federal prosecutors. He has also been the subject of profiles published by *The American Lawyer* and *Associated Press*. He has made appearances on a wide variety of nationally televised news and public affairs programs.

He has published articles on energy-related issues in *Newsweek*, *CNN International*, *Houston Chronicle*, and *New Orleans Times-Picayune*. He has published articles on law enforcement, criminal justice and oversight issues in the *New York Times*, *Washington Post*, *Los Angeles Times*, *Boston Globe*, and *Legal Times*.

Mr. Bromwich received his law degree from the Harvard Law School in 1980 and a Master's Degree in Public Policy from Harvard's John F. Kennedy School of Government the same year. He received his undergraduate degree, *summa cum laude*, Phi Beta Kappa from Harvard College in 1976. Mr. Bromwich is admitted to the District of Columbia Bar and New York Bar.

Brenda J. Bond, PhD

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Brenda J. Bond is an Associate Professor of Public Service in the Sawyer Business School at Suffolk University. Brenda's area of expertise is the management and performance of police organizations. Her research and consulting centers on the structures, functions and processes that facilitate effective police organizations. She works with police leaders and researchers on organizational change and development, strategic management, and comprehensive approaches to community safety. She has extensive experience in grant writing, program development and evaluation, various research methodologies in assessing crime, disorder and fear of crime, analyzing the quality and utilization of crime and community data, and facilitating police organizational change and management practice.

Brenda's current research agenda includes an emphasis on administrative systems and processes, strategic and operational elements of evidence-based policing practices, and the use of inter-organizational strategies in achieving public safety outcomes. Brenda is a subject matter expert on the U.S. Department of Justice Bureau of Justice Assistance Smart Policing Initiative, and serves as a research fellow at the Police Foundation.

Prior to joining Suffolk University, Brenda served as Research Associate in the [Program in Criminal Justice Policy and Management](#) at the Kennedy School of Government, Harvard University. Her previous professional activities include serving as Strategic Development and Resource Advisor for the Northeastern Massachusetts Law Enforcement Council, the Director of Research and Development for the Lowell, Massachusetts Police Department and as an Evaluator and Program Manager for a variety of community-based initiatives at the University of Massachusetts Lowell. Brenda received her Ph.D. from the Heller School for Social Policy and Management at Brandeis University. She also has a Master's degree in Social Policy from Brandeis and a Master's Degree in Community Social Psychology from the University of Massachusetts Lowell.

Specific experience and expertise:

Dr. Bond has extensive experience working with police agencies on organizational change and evaluation initiatives that are particularly relevant to the current proposal. She is an expert in analyzing organizational practices and recommending structural, functional or process improvements to achieve organizational goals. She has worked with small and large police agencies including the New Orleans Police Department, the Boston Police Department, Michigan State Police, the Savannah Metropolitan Police Department, and the Lowell and Springfield, Massachusetts Police Departments. She currently serves as a Subject Matter Expert for the BJA Smart Policing Initiative where she has

coached local and state police agencies on change efforts. She serves as Research Partner for two research projects on organizational change in Lowell, Massachusetts. As a researcher, she is an expert at action research, primarily on qualitative research involving document reviews, interviews, focus groups and community surveying processes. Dr. Bond also works with local and national leaders on the development, implementation and evaluation of training and professional development efforts for law enforcement.

She has over 20 years' experience working in Lowell, an ethnically and economically diverse urban community. In her career, she has worked with various levels of government, grassroots community advocates and private agencies to improve and evaluate local public safety efforts. She is particularly focused on the social, economic and political dynamics surrounding the implementation of local public safety practices. Lastly, Dr. Bond has over two decades of experience writing and managing public safety grants, and has a solid track record of writing reports and academic publications.

ANN MARIE DOHERTY

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RELEVANT PROFESSIONAL EXPERIENCE

CONSULTANT

12/04 – current

6/14-current **Independent Monitoring Team**
CAG Consulting

Serves as a Police Practices Expert on the Independent Monitoring Team for the Virgin Islands Police Department (VIPD). This role, in addition to providing technical assistance, provides continual assessment of the Department's progress towards achieving substantial compliance with the full range of requirements and reforms identified in the Consent Decree resulting from United States of America v The Territory of the Virgin Islands and the Virgin Islands Police Department (Civil No. 2008-158). This responsibility transferred from Fried, Frank, Harris, Shriver and Jacobson LLP to CAG Consulting 6/14.

1/10-5/14 **Office of the Independent Monitor**
Fried, Frank, Harris, Shriver and Jacobson LLP

Served as a Police Practices Expert on the Independent Monitoring Team for the Virgin Islands Police Department (VIPD). This role, in addition to providing technical assistance, provides continual assessment of the Department's progress towards achieving substantial compliance with the full range of requirements and reforms identified in the Consent Decree resulting from United States of America v The Territory of the Virgin Islands and the Virgin Islands Police Department (Civil No. 2008-158).

9/07-6/09 **Civil Rights Division**
Department of Justice

Served as a Police Practices Expert for the Department of Justice. This role includes assessing policies, training and applications within the Austin (Texas) Police Department for a variety of issues; with a particular focus on Use of Force concerns.

12/04-6/08 **Office of the Independent Monitor**
Fried, Frank, Harris, Shriver and Jacobson LLP

Served as a Police Practices Expert on the Independent Monitoring Team for the Metropolitan Police Department (MPD). This role included providing assistance and direction to the MPD as reforms and improvements were initiated; as well as continual assessment of the Department's progress in achieving substantial compliance with the full range of requirements and reforms identified in a Memorandum of Agreement between MPD and the Department of Justice.

BOSTON POLICE DEPARTMENT

1/12/78 – 10/31/03

2003 Superintendent Office of the Police Commissioner

Subsequent to notice of intent to retire, requested to focus on areas key to the Police Commissioner, which included Use of Force curriculum design, Racial Profiling, and the development of a proposal for an Emerging Leaders Program.

1998-2002 Superintendent Chief, Bureau of Professional Development

Managerial responsibility for the Police Academy, Regional Community Policing Institute of New England (RCPI/NE) and the Regional Roundtable on Police Integrity.

Managed the successful creation of innovative curricula for student officers, officer professional development, promotional preparedness/transition, specialty trainings, command dialogue and command professional development. Initiated numerous management practices to strengthen/support early officer development, such as introducing the Early Identification and Intervention System at the student officer level, focusing on academic, health and behavioral issues/concerns.

RCPI/NE created and delivered a number of innovative curricula for agencies and citizens throughout New England, including *Moral Decision Making and Team Building* and a twelve-week course on middle management development. Additionally, RCPI/NE developed four executive level curricula that were mandated by the Department of Justice (COPS) to be delivered by all RCPIs nationally. These included *Use of Force Issues and Concerns*, *Citizen Complaint Intake and Investigation*, *Early Identification and Intervention Systems*, and *Racial Profiling*.

2

1992-1997 Superintendent Chief, Bureau of Internal Investigations

Managerial responsibility for the Internal Affairs Division, Anti-Corruption Division, Auditing and Review Division and the Recruit Investigations Unit.

Totally revamped the complaint intake and investigative process and recruit investigation process, which partially included a team based approach, centralized investigations, computerized case management and continual training for all investigators.

Created the Department's first Early Identification and Intervention System, which formed the Basis for the subsequent development of the Department's Personnel Analysis Meetings. Developed the Auditing and Review Division which subjected then current systems and procedures to periodic review to determine whether they were consistent with the best law enforcement techniques, Departmental Rules and Procedures, as well as the stated objectives of the Department. Examples of such reviews included search warrants, confidential informant records, motor vehicle pursuit reports, motions to suppress and overtime records.

Initiated and prioritized the connections amongst internal investigations, academy training/professional development and policy development. The earliest policies developed by this Bureau included Harassment, Domestic Violence involving Police Officers and Police Integrity.

Initiated public dissemination of statistics regarding internal investigations, use of force and other issues; initiated community outreach and meetings on same topics.

**1986-1991 Deputy Superintendent
Commander, Operations Division**

Managerial responsibility for the 9-1-1 Communications Center, in addition to various smaller support units (Stolen Car Unit, Towing, Teletype and the Neighborhood Interaction Unit).

1978-1986 Variety of positions and ranks reflecting patrol, investigative and supervisory experience

Throughout career, had the opportunity to attain every sworn rank within the Boston Police Department.

EDUCATION (DEGREE)

1979 J.D. Suffolk University Law School
Boston, Massachusetts
Member of the Massachusetts Bar – 1979

1975 B.A. University of Massachusetts
(Boston State College and Trinity College, Dublin, Ire.)

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Career Summary

- Law enforcement professional with over 40 years of increasing and varied responsibility in police administration and over 20 years in criminal justice consulting experience.
- Progressive police chief who possesses comprehensive education and practical experience in urban and suburban environments.
- A firm believer in the tenets of community policing both in terms of philosophical ideal as well as practical application.
- A practitioner of management by objectives with a consistent history of building community partnerships while practicing sound fiscal management.
- Consultant to government and private parties on law enforcement.
- Teacher, mentor to younger police executives and supervisors. Proven leadership and motivational abilities.

Law Enforcement Background

- Nationally recognized practitioner of Community Oriented Policing, implementing and designing creative programs and techniques that have been mirrored throughout the nation.
- 1990 President of the International Association of Chiefs of Police (IACP), the oldest and largest nonprofit membership organization in the world representing more than 13,000 police executives in 83 countries. Active past president member; current chair of the Professional Standards Committee.

- Former Chief of Police, Village of South Barrington, Illinois. 1999-2008. Concurrently worked as a consultant on issues affecting law enforcement at the local, regional and national level.
- Former Chief of Police, Elgin, Illinois, a city of 86,000. Appointed in June 1990. Retired in December 1998. Responsible for a sworn force of 159/270 total employees.
- Former Chief of Police, Shreveport, Louisiana, a city of 218,000. Appointed in December 1986. Responsible for a sworn force of 417; 702 total employees.
- Former Chief of Police, Quincy, Illinois, a city of 42,000 from 1976-1986. Responsible for 101 personnel.
- Held leadership positions in previous law enforcement duties.

Consulting Experience

Principal, 1990-present. Founded *Charles A. Gruber Consulting*, a private consulting company that incorporates 40+ years of policing experience to review, evaluate, and problem-solve law enforcement issues. Experienced in community policing programs, use of force, supervisor accountability, expert witness, law enforcement management, facilities design, public and private security, criminal justice education, state and federal grant compliance, and issues relating to law enforcement personnel and promotional proceedings.

Independent Monitor

- 2013-present. Lead a team of legal and policing experts to monitor compliance with the consent decree between the United States Department of Justice and the Virgin Islands Government requiring reform of the police practices of the Virgin Islands Police Department including training, supervision, use of force reporting, and internal investigations.

Independent Monitor Team

- 2010-2013. Prior to my appointment as Monitor, I served as a police practices expert for the monitor team to monitor compliance with the consent decree between the United States Department of Justice and the Virgin Islands Government.

Independent Monitor Team

- 2003-2009. Appointed by the U.S. District Court for the Northern District of California as part of a team of legal and policing experts to monitor compliance with the negotiated settlement agreement between the City of Oakland, California and private plaintiffs pertaining to pattern and practice claims filed against the Oakland Police Department.

Federal Investigations

- United States Department of Justice, Civil Rights Division, 2001- present.
- Consultant and member of DOJ investigation team studying, reporting and recommending remediation to alleged excessive use of force and other civil rights violations by
- the Cincinnati, Ohio Police Department;

- the Miami, Florida Police Department;
- the Providence, Rhode Island Police Department;
- the Schenectady, New York Police Department;
- the Austin, Texas Police Department;
- the Puerto Rico Police Department;
- the Maricopa County, Arizona Sheriff's Police;
- the New Orleans, Louisiana Police Department;
- the Seattle, Washington Police Department; and,
- the Portland, Oregon Police Department.
- Investigate the policies, procedures and practices of each of these police agencies to identify strengths and weaknesses of critical aspects of policing practices; offer recommendations for systemic and/or procedural changes.

Expert Witness

- Law office of Holland & Knight, Chicago, Illinois, 2004. Retained to provide written expert opinion for defendant in *Rodney J. Watt v. City of Highland Park*.
- Law office of Loevy and Loevy, Chicago, Illinois, 2004. Retained to provide written expert opinion for plaintiff in *Lopez v. City of Chicago, et al.*
- City of Chicago, Illinois, 2003. Provided written expert opinion, deposition and trial testimony for defendants in *Garcia v. City of Chicago, et al.*
- City of Chicago, Illinois, 2002. Provided written expert opinion for defendants in *Pargo v. City of Chicago, et al.*
- City of Chicago, Illinois, 2002. Provided written expert opinion for defendants in *Torres v. City of Chicago, et al.*
- Law Office of Wildman, Harrold, Allen and Dixon, Chicago, Illinois. 2002. Retained to read and review documents for defendant in *Holian v. Village of Holiday Hills*.
- Law Offices of Briglia & Taglianetti, Philadelphia, Pennsylvania. *Albert Sims v. City of Philadelphia, et al*, 2002. Provided written expert opinion for plaintiffs. Case settled out of court.

- Village of Streamwood, Illinois, 2001 Retained to read and review case files for defendants in *Leganza v. Selvig ,et al.*
- City of Harvey, Illinois, 2001. Retained to read and review case files for defendants in *Nelson v. City of Harvey, et al.*
- City of Chicago, Illinois. 2001. Retained to read and review case files for defendants in *Hollister v. City of Chicago.*
- City of Chicago, Illinois. 2000. Provided expert opinion for defendants in *Tolson v. City of Chicago, et al.*
- City of Fort Dodge, Iowa, 2000. Retained as expert witness in *Mindy Kohnke v. City of Fort Dodge, et al.*
- City of Dubuque, Iowa, 1999. Provided expert opinion for defendants in *McCullough v. City of Dubuque, et al.*

Municipal Consulting

- City of Rockford, Illinois, 2008-2009. Performed an independent review of the police department's Use of Force policies and procedures. The department was measured against best standards and recommendations were made for improvement.
- Village of Wayne, Illinois, 2002-2003. Conducted an independent review of the Wayne Police Department for the Village, which included a detailed assessment of police operations, resource and personnel allocation, and policies and procedures. Provided a written report. Also conducted a police chief search for the village.
- Morton Grove Police Department, Morton Grove, Illinois, 2002. Performed an independent review of the police department's Use of Force policies and practices, and Citizens' Complaint procedures. The department was measured against best standards and recommendations were made for improvement.
- Arlington Heights Police Department, Arlington Heights, Illinois, 2002. Performed an independent review of the police department's Use of Force and Citizens' Complaint procedures. The department was measured against best standards and recommendations were made for improvement.
- Village of Riverwoods, Illinois, 2000-2001. Consultant for the establishment of a new autonomous police department for the village.
- Village of Carpentersville, Illinois, 2001. Consultant on police chief selection committee.
- Charles Hale and Associates, Chicago, Illinois, 1990-2000. Evaluated candidates for police chief searches. Cities included Streamwood, Illinois, Tinley Park, Illinois, and Evanston, Illinois.

- Regional Institute for Community Policing, Springfield, Illinois, 1997–2001. Audited Illinois police departments to ensure grant compliance of their Domestic Violence programs. Consulted on program design, evaluation, development of goals and objectives, partnership building, and identification of strengths and weaknesses.
- Standard and Associates, Chicago, Illinois, 1998. Reviewed and assessed promotional candidates for Springfield, Illinois Police Department. Evaluated candidates for sergeant and lieutenant positions.

Facilities Design

- Cordogan, Clark and Associates, Aurora, Illinois, 2004-2006. Consultant on needs analysis, design, and construction of police and other public facilities.
- Williams and Associates, Architects, Wheaton, Illinois, 2001- 2007. Consultant on needs analysis, design, and construction of police and other public facilities.
- FGM Architects & Engineers, Algonquin, Illinois, 1999-present. Consultant on needs analysis, design, and construction of police and other public facilities.
- Gilbane Building Company, Chicago, Illinois, 1996-2004. Consultant on needs analysis, design and construction police and other public facilities.
- International Association of Chiefs of Police, 1990-present. Current chair of the IACP Police Facility Planning, Design & Construction Project. Consultant on police facilities to include:
 - conceptual design
 - program phase
 - construction phase

Teaching Experience

- Instructor, CAG Consulting, St. Charles, Illinois. Developed and authored *Organizational Management and Force Accountability*, a subsequent seminar to *Investigating Use of Force for Field Supervisors*, to provide Chiefs of Police and other senior level police executives with the tools to develop a comprehensive force management accountability system. 2010-present.
- Instructor, John E. Reid & Associates, Chicago, Illinois. Developed and authored this one-day seminar based on experiences reviewing and analysis of police

departments undergoing investigation by the US Department of Justice for excessive force and pattern & practice abuses. 2006-present.

- Lecturer, International Association of Chiefs of Police 1982-present. Including:
 - *Protecting Citizens Civil Rights*
 - *Community Policing*
 - *Facility Development*
 - *Police Chief's Response to Drug Legalization*
 - *Community Response To Criminal Alien Gang Members*
 - *How Police Departments Can Provide Community Outreach*
 - *Resident Police Officers: Do They Really Work?*
 - *Policing Federally Subsidized Housing*
 - *The Police Chief's Role in Protecting Civil Rights*
- Instructor, University of St. Francis. Taught *Crime and Society*, 1997-2003.
- Instructor, Elgin Community College, Elgin, Illinois. Taught *Introduction To Criminal Justice, Community Policing, Police Applicant Skills, Hate Crimes, Seminar and Practicum, Portfolio Assessment*, 1992-2001.
- Instructor, Columbia College, Columbia, Missouri. Taught *Integrative Seminar in Criminal Justice*, 2000-2002.
- Instructor, Elgin Police Department, In-service Training. Taught *Community Policing, Police Ethics*, 1990-1998.
- Adjunct Instructor, Southern Police Institute, University of Louisville. Taught police management and leadership classes, 1988-1998.
 - Lecturer, National League of Cities. Lectured 1500 mayors and city administrators, *Community Oriented Policing*, 1993.
 - Lecturer, Illinois Law Enforcement Officers Training Board. Developed, wrote and lectured a seminar series "COPS Training for Police Chiefs," 1992-93
 - Lecturer, *Community Oriented Policing*, Southwestern Law Enforcement Institute, Dallas, Texas, 1991/1992
 - Lecturer, *Civilian Careers in Law Enforcement*, Northwest Police Academy, Arlington Heights, Illinois, 2000

Other Employment

- Director of Business and Community Development, Elgin State Bank, Elgin, Illinois, 1999- 2000. Marketed, solicited and encapsulated new business opportunities for the bank.

Professional Achievements

- Contributor. *Protecting Civil Rights: A Leadership Guide for State, Local, and Tribal Law Enforcement*, prepared by the international Association of Chiefs of Police, September 2006
- Board of Directors. Northwest Police Academy, Arlington Heights, Illinois, January 2001-2008. Current chair of the Northwest Police Academy Foundation.
- Committee Member. The Constitution Project. National Committee to Prevent Wrongful Executions. Washington DC, 2000- 2003.
- Chairman of the International Association of Chiefs of Police Professional Standards Committee, 1996-2010
- Professional Advisory Board. Chicago Crime Commission, November 2000-present
- Board of Directors. Americans for Effective Law Enforcement, 1991-present
- Founder of the Illinois Association of Chiefs of Police Community Policing Committee, 1997, Chairman 1997-2000.
- Led in the planning, organization and implementation of the first municipal building in the City of Elgin in 25 years, a \$16.7 million Community Oriented Policing facility, one of the first in America, 1990-1996.
- Implemented a project on false alarm reduction strategies for the International Chiefs of Police Association as one of three cities nationally, 1995-1998.
- Vice Chairman of Illinois Law Enforcement Training Board, 1993.
- Re-appointed to FBI Uniform Crime Reporting Advisory Policy Board, 1992.
- Re-appointed International Association of Chiefs of Police Narcotics and Dangerous Drugs Commission, 1992.

- Developed and implemented the Resident Officer Program of Elgin (ROPE), 1991. Received the 1993 Chicagoland Chamber of Commerce "Excellence in Crime Prevention Public Service Award" for it.
- Established Crisis Intervention Program, Elgin, Illinois, 1991.
- Instrumental in spearheading and implementing E-911 system for the city of Elgin, Illinois, 1990-1996.
- Implemented a computerized Police Management Information System at Elgin Police Department, 1993-1996.
- Member, Northwest Criminal Justice Council, 1990-1999.
- Principal Member, North Central Narcotics Task Force, 1990-1999.
- Member of Kane County Task Force on Drinking and Driving, 1990-1999.
- Appointed by FBI Director William Sessions to an advisory board overseeing the redesign of the Uniform Crime Report, 1989.
- Appointed to the U.S. Attorney General's "Working Group on Reducing Violence in America in America" committee, 1989.
- Selected for the Joint Civilian Orientation Conference, 1989. Appointed with a small group of leaders throughout the nation by the Joint Chiefs of Staff to participate in a special armed services orientation.
- Appointed by Governor of Illinois to the Illinois Law Enforcement Commission and Council, 1977-1980.
- President of the Illinois Association of Chiefs of Police, 1982. As President, formed the Law Enforcement Foundation of Illinois to bring private sector citizens and police together, 1983.
- Member, Criminal Justice Information Council, 1977-1983.
- Member, Dangerous Drugs Advisory Council, 1977-1981.
- Vice-Chairman of Governors Law Enforcement Advisory Committee on Legislation, 1981-1982.
- Member, Illinois Local Governmental Law Enforcement Officers Training Board, 1983-1986.
- Member, Governor's Task Force on Prison Overpopulation, 1983.
- Member, Illinois Law Enforcement Advisory Commission, 1982-1983.

- Vice-Chairman of Illinois Attorney General's Rural Crime Committee, 1985.
- Appointed by the Supreme Court of Illinois to the Committee to Review Provisions of the Supreme Court Rules, 1981-1986.
- Illinois Domestic Violence Coordinating Committee, 1980-1986.
- Law Enforcement Advisory Committee, 1982-1983.
- Member, U.S. Attorney General's Law Enforcement Coordinating Committee for Central Illinois, 1982-1986.
- Chairman, U.S. Attorney General's Rural Crime Committee, 1982-1986.
- Re-wrote the *Policy and Procedures Manual* for the Quincy Police Department, 1978. Adopted as the model for law enforcement agencies for the state of Illinois.

Media Recognition/Publications

- Contributor to "Protecting Civil Rights: a Leadership Guide for State, Local and Tribal Law Enforcement," prepared by the International Association of Chiefs of Police in cooperation with the U.S. Department of Justice Community Oriented Policing Services (COPS), September 2006.
- Authored "A Chief's Role in Prioritizing Civil Rights," *Police Chief Magazine*, published by the International Association of Chiefs of Police, Volume LXXI, Number 11, November 2004.
- Authored an editorial "Justice Not Served in Executing Juvenile Offenders" published in *Juvenile and Family Justice Today*, Volume 13, Number 3 Fall 2004.
- Authored "The Death Penalty: One Chief's Thoughts," published in the *Law Enforcement Executive Forum* by the Illinois Law Enforcement Training and Standards Board's Executive Institute, Special Edition, Vol. 4, No. 6, October 2004.
- Appeared in panel discussion of nationally aired documentary concerning death penalty initiatives promoted by George Washington University's *The Constitution Project*. Aired on HBO, March 2002. Contributor to the publication "Mandatory Justice: Eighteen Reforms to the Death Penalty."
- Hosted bi-monthly WRMN radio program, *Issues in Policing*, 1990-1998.
- Appeared on the WGN, *People to People Show* to discuss Community Oriented Policing and Elgin Police Department's Resident Officer Program.

- Received national media attention (*Newsweek*, *USA Today*, CNN, ABC, *Tony Brown's Journal*) for both model handling of a race riot and handling of the drug problem in Shreveport, Louisiana.
- Featured in March 1990 issue of *Readers' Digest* as subject of a story on American Heroes.
- Featured as the first subject in a documentary series to be aired on cable stations throughout the U.S. on ordinary people doing extraordinary things. Produced by Alternate View Network, 1990.
- Appeared on *Phil Donahue Show* on two occasions and ABC's *Last Word* in 1982 before an international audience to address questions concerning law enforcement and civil rights.
- Appeared on WBBM-TV, Chicago, with an audience of over 6 million people, to discuss the law enforcement position on the Exclusionary Rule.

Education

Master's Degree, Police Administration, University of Illinois at Springfield, Illinois (formerly Sangamon State University), 1978.

Bachelor Degree, Psychology, Elmhurst College, Elmhurst, Illinois, 1972.

Graduate, National Executive Institute, FBI Academy, Quantico, Virginia, 1988.

Graduate, Law Enforcement Executive Development Seminar FBI Academy, Quantico, Virginia, 1985.

Graduate, FBI National Academy, 1978.

Graduate, Police Science and Administration, Southern Police Institute, University of Louisville, Louisville, Kentucky, 1972.

Graduate, State of Illinois Executive Development Seminar, University of Illinois, 1980.

Over 2,500 hours of additional certified schooling, including areas of Labor Relations, Administrative Management, Administrative Law, Police Productivity, Criminal Investigation, Crime Suppression, and others.

Awards

- International Association of Chiefs of Police Civil Rights Award, 1998.
- Illinois Association of Chiefs of Police Public Sector Award, 1998.
- National Finalist (ROPE) - Ameritech Awards of Excellence Program, 1998.
- National League of Cities Community Policing Award, 1997.
- Honorary Member of Crime Prevention Editorial Advisory Board, 1994.
Selected for involvement in crime prevention and significant contributions to the safety and security of the American public.
- Order of Merit Award, University of Louisville Alumni Association, Louisville, Kentucky, 1991.
- Law Enforcement Officer of the Year, U.S. Marshals Service, 1989. Selected as the single outstanding law enforcement officer in the nation.
- Liberty Bell Award, Shreveport Bar Association, 1989. Given for outstanding community service. The first law enforcement official ever to receive the award.
- Paul Lynch Award, Caddo Community Action Agency, 1989. Given in memory of an outstanding African American judge to the individual who has excelled in the promotion racial harmony in the community. The first white ever to receive the award.
- 1989 Image Award, given by the Shreveport-Bossier Advertising Federation to the person or event that does the most to promote Shreveport-Bossier to the world in a positive way.
- Boss of the Year Award, 1984, Quincy Charter Chapter of the American Business Woman Association.
- Recognition by Governor of Illinois for outstanding and dedicated service to the citizens of Illinois, 1982.
- Recognition by Illinois Law Enforcement Commission for outstanding service, 1975.
- Meritorious Service Award, Addison Police Department, 1974.
- Award of Excellence, Addison Police Department, 1973 and 1971.
- Jaycee of the Year, Addison Jaycees, 1972.
- Distinguished Service Award, Addison Police Department, 1970.

Civic Work

- Commissioner, Plan and Zoning Commission, City of Elgin Illinois, 2004-2005.
- Board member of the Greater Elgin Community Crisis Center, 1990-1994.
- Board member of the Boys and Girls Club of America, 1995-1999.
- Chairman, Law Enforcement Committee, Drug Abuse Task Force, 1989-1996.
- Vice Chairman, Illinois Law Enforcement Officers Training Board, 1992.
- Chairman, Long Range Planning Committee, Illinois Law Enforcement Officer Training Board, 1990-1994.
- Southern Police Institute, Louisville, Kentucky, 1991-1992.
- Chairman, Boy Scouts Annual Fund-Raising Drive, 1989.
- Chairman, Special Olympics, 1988-89.
- Member, Northwest Louisiana Special Olympics Committee, 1987-89.
- Curriculum Board and Advisor to Law Enforcement Administration Departments Hannibal-LaGrange College, John Wood Community College, Culver-Stockton College, 1977-80.
- Regional Advisor to Police Training Institute of Illinois, 1980-1986.
- Vice-Chairman of West Central Illinois Criminal Justice Council, 1978-1980.
- Quincy Area Network Against Domestic Abuse Executive Board, 1976-1981.
- Quincy Area Safety Council Executive Board, 1976-1986.

Personal

Born March 24, 1947

Married; three children.

Military U.S.M.C. Sgt. E-5, 1964-68

Excellent health

Golf enthusiast

Lisa María Mallory



Lisa María Mallory has over 25 years of experience in private, public and nonprofit organizations. She is currently the CEO of the District of Columbia Building Industry Association and continues to work as chief strategist and consultant to her own minority (woman/Hispanic/African-American) owned small business, PeopleStrat, LLC. Previously, Lisa served as Director of the DC Department of Employment Services, where her workforce, training, community outreach, public relations and organizational change expertise contributed to a significant decrease in unemployment in Washington, DC. Previously, she was a senior vice president at ICF International where she provided business process redesign, change management, adult learning, stakeholder mapping/management and performance management solutions for public and non-profit leaders.

She was formerly senior vice president of Policy and Consulting at the Fannie Mae Foundation and served as the director of the Center for Innovation and Reform in Washington, D.C. Previously, she was a partner at the Public Strategies Group (PSG) where she provided consulting support to public sector agencies and nonprofits.

Lisa was a member of the Senior Executive Service at the U.S. Social Security Administration and at the U.S. Department of Health and Human Services. Lisa was detailed to the White House as Chief of Staff and Deputy Director to the National Performance Review. She has an additional ten years of public sector experience, including working with the Senate Foreign Relations Committee and the US Department of Justice's Office of Independent Counsel.

Lisa has an MBA from the George Washington University, a BS from the University of Maryland and has attended numerous leadership trainings at Harvard's School of Business and Kennedy School in Government. She is a certified Coach of Leaders and is a native Spanish speaker and conversational in Italian, French and Portuguese.

Lisa María Mallory

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lisamallory2000@yahoo.com

PROFESSIONAL HISTORY

District of Columbia Building Industry Association, Washington, D.C.

Chief Executive Officer – January 2014 - Present

Lead a 500 member nonprofit trade organization representing the real estate development industry in the District of Columbia. Responsible for creating and leading City-wide reform strategies with other trade partners to improve government services and promote economic development opportunities in the City. Also leads a 501(c)(3) focused on community improvement and providing educational opportunities for those under-represented in the industry.

District of Columbia Department of Employment Services, Washington, D.C.

Director, April 2011 – December 2012

Member of the Mayor's Cabinet responsible for leading the state/local labor and workforce development agency of over 500 employees, oversight of local programs in partnership with the business community such as One City One Hire, First Source and the Apprenticeship program, \$143M budget and \$400M+ trust funds, with a mission of putting people back to work by crafting and instituting innovative policy strategies. Lead ground breaking regional modernization efforts by ensuring strategic collaborations with stakeholders to maximize diminishing resources, improve service delivery, share data and infrastructure. Focus on fraud detection, prevention and deterrence within all programming. Member of the Mayor's Labor Management Partnership Council. Delivered extensive DC Council testimony on behalf of the Administration and served as media surrogate.

Chief Operating Officer, February 2010 – April 2011

Oversaw the following operating divisions of the department: Human Resources, Budget, Labor Relations, Policy and Performance, Contracting/Procurement, Equal Employment Opportunity, Customer Service, Information Technology, Facilities Management and Administrative Services. Established and maintained close working relationship with federal agencies, national and community advocates, the business community and other critical stakeholders. Act as Director when required.

ICF International, Washington, D.C.

Senior Vice President, May 2007 – February 2010

Led Strategic Consulting Group which provided advisory services including human capital solutions, stakeholder engagement, performance management, organizational development, strategic planning;

business process redesign and implementation. Federal agency clients included Veterans Affairs, Department of Health and Human Services, Department of Homeland Security, Office of Personnel Management, Department of Education, Environmental Protection Agency, Department of Energy and U.S. Congress.

Fannie Mae Foundation, Washington, D.C.

Director for Policy and Senior Vice President, Policy and Consulting, January 2005 – April 2007

Led consulting division in the nation's largest housing foundation by conducting research and crafting policies, providing technical assistance, capacity building, performance measurement, stakeholder engagement, strategic planning and problem-solving expertise to grantees in the areas of housing, community development, literacy and education. Provided subject matter expertise to assist major state/local associations such as the National Governors Association and the U.S. Conference of Mayors and their membership in building healthy, sustainable communities. Redesigned and oversaw leadership development and succession planning programs for senior government and nonprofit executives in coordination with the Kennedy School of Government. One of lead architects of foundation downsizing and eventual dissolution and transfer into the office of corporate social responsibility.

Center for Innovation & Reform, Executive Office of the Mayor, Government of the District of Columbia, Washington, D.C.

Director, June 2004 – December 2004

Designed and created an internal consulting organization focused on providing the vision and strategies to sustain large scale reform of DC Government agencies including the Department of Consumer and Regulatory Affairs, the Office of Contracting and Procurement, the Department of Human Resources, the Department of Health and the Department of the Environment. Worked with a broad based cross-section of stakeholders (including labor, elected officials, federal government, the business community and residents) to build support for the reforms.

The Public Strategies Group, Inc., Washington, D.C.

Senior Partner, March 2001 – May 2004

Senior consultant to local, state, national and international governments, foundation leaders and boards in areas such as business process redesign, human capital strategies, organizational design, budgeting for outcomes, strategy creation and implementation, performance management, stakeholder management, development diversification strategies, customer and employee satisfaction. Sample client roster included: U.S. Department of Education; U.S. Department of Health and Human Services; U.S. Department of Justice, State of New York; Cleveland, Ohio; Columbus, Ohio; Austin, Texas; Miami, Florida; Argentina and Mexico.

National Performance Review/National Partnership for Reinventing Government, Washington, D.C.

Deputy Director and Chief of Staff, March 1996 – March 2001. Member of the Senior Executive Service.

Loaned executive to the White House. Responsibilities included participating in setting domestic policy agenda and managing all operations of the office. Co-led government-wide workforce and customer focused initiatives, including administering and coaching Federal agencies around their customer and

employee satisfaction surveys and crafting innovative policies focused on balancing employee's work and family (such as Fatherhood Initiatives, Family and Medical Leave Act, Alternative Workplace flexibility and telework). Acted as advisor to governments in Latin America (Brazil, Costa Rica, Argentina, Peru) and the Caribbean, in coordination with the Inter-American Development Bank, on public sector reform efforts. Worked on Federal efforts to increase Hispanics in the SES corps.

Office of Disability Insurance and Income Security Programs, U.S. Social Security Administration, Baltimore, MD

Counselor, August 1999 – March 2001

Responsible for ensuring successful implementation of process redesign of the nation's largest social insurance program - the disability adjudication and appeals processes. Transformation resulted in reducing the processing time from over 365 days to 90 days. Charged with supporting culture change efforts in the Department, while improving customer and employee satisfaction. Negotiated with labor unions effectively around the reforms.

U.S. Department of Health and Human Services, Washington, D.C.

Special Assistant to the Deputy Secretary, January 1995 - August 1999

Responsible for analyzing and making recommendations on regulations for over 300 programs and health care policy initiatives for all of the Department's agencies and operating divisions.

EDUCATION AND LEADERSHIP TRAINING

Walden University, MN, Ph.D. in Public Policy and Administration-Leadership expected in 2015.

George Mason University, Fairfax, Virginia, doctoral studies in Public Policy 1999 - 2001

George Washington University, Washington, D.C., MBA in International

Business/Marketing - June 1993

University of Maryland, College Park, Maryland, BA in Business and Technology

Management - December 1987

Coaches Training Institute – January 2010

Linkage, Inc., “Coach of Leaders” Certification - May 2003, “Master Coaching” Certification - January 2006

Harvard University, Kennedy School of Government, Boston, MA,

Senior Managers in Government Program – 1998. Executive Program - August 2000.

Harvard University, Business School -Women's Executive Leadership Program - March 2008

CURRENT PROFESSIONAL AND CIVIC AFFILIATIONS

Leadership Greater Washington - Class of 2007 - Membership Committee and former Board member
Society for Human Resource Management
American Society for Training and Development
International Coaching Federation
District of Columbia Chamber of Commerce, Board Member
Washington, DC Economic Partnership, Board Member

LANGUAGES

English, Spanish (fluent oral & written)

Italian, Portuguese, French (conversational)

Tracey L. Meares



Walton Hale Hamilton Professor of Law

Tracey L. Meares is the Walton Hale Hamilton Professor of Law at Yale Law School. Before arriving at Yale Law School, she was Max Pam Professor of Law and Director of the Center for Studies in Criminal Justice at the University of Chicago Law School. She has held positions clerking for the Honorable Harlington Wood, Jr., of the U.S. Court of Appeals for the Seventh Circuit and as a trial attorney in the Antitrust Division of the United States Department of Justice. Since 2004, she has served on the Committee on Law and Justice, a National Research Council Standing Committee of the National Academy of Sciences.

Additionally, she has served on two National Research Council Review Committees: one to review research on police policy and practices and another more recently to review the National Institute of Justice. In November of 2010, she was named by Attorney General Eric Holder to sit on the Department of Justice's newly-created Science Advisory Board. Professor Meares's teaching and research interests focus on criminal procedure and criminal law policy, with a particular emphasis on empirical investigation of these subjects.

Her writings on such issues as crime prevention and community capacity building are concertedly interdisciplinary and reflect a civil society approach to law enforcement that builds upon the interaction between law, culture, social norms, and social organization. She has written widely on these topics in both the academic and trade press.

Meares has been especially interested as of late in teaching and writing about communities, police legitimacy and legal policy, and she has lectured on this topic extensively across the country to audiences of academics, lay people, and police professionals. She has a B.S. in general engineering from the University of Illinois and a J.D. from the University of Chicago Law School.

Education

J.D., University of Chicago, 1991

B.S., University of Illinois, 1988

Courses Taught

Criminal Law and Administration

Criminal Procedure

Tracey L. Meares

EDUCATION

The University of Chicago Law School

J.D. *cum laude*, June 1991

University of Illinois at Urbana-Champaign

B.S. in General Engineering, May 1988

EMPLOYMENT

Yale Law School

Walton Hale Hamilton Professor, October 2007 to present

Deputy Dean, July 1, 2009 to July 1, 2011

Professor of Law, January 2007 to October 2007

Visiting Professor, September 2005

Courses: Advanced Criminal Procedure, Criminal Procedure: Police Practices, Criminal Law, Criminal Justice Policy (seminar), Legal Theory Colloquium

University of Chicago Law School

Max Pam Professor of Law, July 2004 to December 31, 2006

Professor of Law, May 1999 to 2004

Director, Center for Studies in Criminal Justice, July 2000 to December 31, 2006

Assistant Professor of Law, July 1994 to May 1999

Visiting Assistant Professor of Law, July 1993 to July 1994

Courses and seminars taught: Criminal Law, Criminal Procedure, The Law of Lawyering, Advanced Appellate Advocacy, Remedies, Issues in Poverty and the Law, Juvenile Justice (seminar),

Crime and Punishment (seminar), Ethnography and Law (seminar), and The Criminal Justice System (seminar)

American Bar Foundation

Senior Research Fellow, June 2005 to September 2007

Research Fellow, June 1999 to 2005

Joint appointment with the Foundation and the University of Chicago

Columbia University Law School

Visiting Professor, January 2012 to May 2012

Henry and Lucy Moses Visiting Professor, January 2003 to May 2003

Courses and seminars taught: Criminal Law; Criminology (seminar); Policing (seminar)

University of Michigan Law School

Visiting Professor of Law, January 1998 to May 1998

Courses taught: Issues in Poverty (seminar) and the Law and the Law of Lawyering

Antitrust Division, United States Department of Justice

Trial Attorney, Attorney General's Honor Program, November 1992 to August 1993

Judge Harlington Wood, Jr., United States Court of Appeals for the Seventh Circuit

Judicial Law Clerk, September 1991 to September 1999

APPOINTMENTS AND RESEARCH CENTER AFFILIATIONS

Office of Justice Programs Science Advisory Board

Office of Justice Programs, United States Department of Justice

Board Member, November 2010 to present (Appointed by Attorney General Holder)

The Joyce Foundation

Chicago, Illinois

Board Member, September 2010 to present

University of Chicago Crime Lab

Chicago, Illinois

Research Affiliate, 2008 to present

PERF Commission to Review the Arrest of Henry Louis Gates, Jr.

Cambridge, Massachusetts

Committee Member, September 2009 to 2011

Committee on Law and Justice, National Research Council Standing Committee

The National Academies

Committee Member, 2004 to 2011

Berkeley Center for Criminal Justice

University of California, Berkeley

Senior Research Fellow, 2007 to 2010

Committee on Assessing the Research Program of the National Institute of Justice, National Research Council

National Academy of Sciences, *Committee Member*

National Research Council (2010). Strengthening the National Institute of Justice. Committee on Assessing the Research Program of the National Institute of Justice. Charles F. Wellford, Betty M. Chemers and Julie A. Schuck, editors. Division of Behavioral and Social Sciences and Education. Washington, D.C: The National Academies Press.

Committee to Review Research on Police Policy and Practices, National Research Council

National Academy of Sciences, *Committee Member*

National Research Council. (2004). Fairness and Effectiveness in Policing: The Evidence.

Committee to Review Research On Police Policy and Practices. Wesley Skogan and Kathleen

Frydl, editors. Committee on Law and Justice, Division of Behavioral and Social Sciences and Education. Washington, D.C: The National Academies Press.

The University of Chicago Center for the Study of Race, Politics, and Culture

University of Chicago

Faculty Affiliate, 1997 to 2007

Joint Center for Poverty Research

Northwestern University/University of Chicago

Executive Committee Member, 1999-2002

RESEARCH GRANTS

Chicago Gang Violence Reduction Initiative (with David Kennedy)

John D. And Catherine T. MacArthur Foundation

March 2010 to present

Policing and Legitimacy (with Anthony Braga, Jeffrey Fagan, Robert Sampson, Tom Tyler, and Christopher Winship)

American Bar Foundation

Russell Sage Foundation

Yale Law School Ruebhausen Fund

May 2007 to 2011

Project Safe Neighborhoods in Chicago (with Jeffrey Fagan)

Department of Justice, Bureau of Justice Statistics

Department of Justice, Bureau of Justice Assistance

Yale Law School, Ruebhausen Fund

September 2003 to present

Chicago Gun Project (with Jeffrey Fagan and Andrew Papachristos)

United States Department of Justice, Bureau of Justice Assistance

January 2006 to 2012

Law, Legitimacy, and the Construction of Justice: Majority and minority community perspectives on the law and legal authorities (with Anthony Braga, Jeffrey Fagan, Robert Sampson, Tom Tyler, and Christopher Winship)

Russell Sage Foundation

January 2001 to September 2007

Institutional integration between the church and the police in Chicago's disadvantaged neighborhoods (principal investigator)

John D. And Catherine T. MacArthur Foundation and Center for the Study of Race, Politics and Culture

May 1998 to 2005

PUBLICATIONS

Books

Legitimacy and Criminal Justice: A Comparative Perspective (Sage Foundation, 2007) (edited with Anthony Braga, Jeffrey Fagan, Robert Sampson, Tom R. Tyler and Christopher Winship)

Urgent Times: Policing and Rights in Inner City Communities (Boston: Beacon Press, 1999) (with Dan Kahan)

Book Chapters and Sections

"The Distribution of Dignity and the Fourth Amendment" in *The Political Heart of Criminal Procedure: Essays on Themes of William J. Stuntz, Michael Klarman, David Skeel and Carol Steiker*, eds. (Cambridge University Press, 2011)

"The Progressive Past" in *Constitution in 2020*, Jack Balkin and Reva Siegel, eds. (Oxford University Press, 2009)

"Third Party Policing: A Critic" in *Prospects and Problems in an Era of Police Innovation: Contrasting Perspectives*, David Weisburd and Anthony Braga, eds. (Cambridge University Press, 2006)

"Simple Solutions?: The Complexity of Public Attitudes Relevant to Drug Law Enforcement Policy" in *Crime Control and Social Justice: The Delicate Balance*, Darnell F. Hawkins, Samuel Myers Jr., and Randolph Stone, eds. (Greenwood, 2003)

"Communities, Conflicts and Social Capital" in *Moving Out: What Should Be Done for those Who Have Been Left Behind* by Owen Fiss (Princeton University Press, 2003)

"Race and Crime (including Ethnicity)" in *The International Encyclopedia of the Social Sciences* (Elsevier, 2001)

Articles

"Lawful or Fair? How Cops and Laypeople View Good Policing" (with Tom Tyler and Jacob Gardener)

Journal of Criminal Law & Criminology, forthcoming

"How the Criminal Justice System Educates Citizens" (with Benjamin Justice)

The Annals of the American Academy of Political and Social Science, forthcoming

George Wythe Lecture, William & Mary College of Law: "The Good Cop: Knowing the Difference Between Lawful or Effective and Rightful Policing (and why it matters)"

54 *William & Mary Law Review* 1865 (2013)

"Why Do Criminals Obey the Law" (with Andrew Papachristos and Jeffrey Fagan)

102 *Journal of Criminal Law & Criminology* 397 (2012)

“Randomization and the Fourth Amendment” (with Bernard Harcourt)
78 *The University of Chicago Law Review* 809 (2011)

Barrock Lecture on Criminal Law: “The Legitimacy of Police Among Young African American Men”
92 *Marquette Law Review* 651 (2009)

“Punishment, Deterrence and Social Control: The Paradox of Punishment in Minority Communities” (with Jeffrey Fagan)
6 *Ohio State Journal of Criminal Law* 173 (2008)

“Attention Felons: Evaluating Project Safe Neighborhoods in Chicago” (with Andrew Papachristos and Jeffrey Fagan)
4 *Journal of Empirical Legal Research* 223 (2007)

“When 2 or 3 Come Together” (with Kelsi Brown Korkran)
48 *William and Mary Law Review* 1315 (2007)

“Seeing Crime and Punishment Through a Sociological Lens: Contributions, Practices, and the Future
2005 *University of Chicago Legal Forum* 285 (2005) (with Calvin Morrill, John Hagan and Bernard Harcourt)

“Warren Court Retrospective: Everything Old Is New Again: Fundamental Fairness and the Legitimacy of Criminal Justice”
3 *Ohio State Journal of Criminal Law* 117 (2005)

“Gangs & Gang-related Crime”
4 *Criminology & Public Policy* 575 (2005)

“Lawful Policing” (with Wesley Skogan)
593 *The Annals of the American Academy of Political and Social Science* 66(18) (2004)

“Mass Incarceration: Who Pays the Price for Criminal Offending”
3 *Criminology and Public Policy* 295 (2004)

“Updating the Study of Punishment” (with Dan Kahan and Neal Katyal)
56 *Stanford Law Review* 1171 (2004)

“What’s Wrong With Gideon”
70 *University of Chicago Law Review* 215 (2003)

“Punishment, Deterrence And Social Control: The Paradox of Punishment in Minority Communities.”
Punishment and Society (forthcoming) (with Jeffrey Fagan)

"Praying for Community Policing"
90 *California Law Review* 1593 (2002)

"Three Objections to the Use of Empiricism in Criminal Law and Procedure – And Three Answers"
2002 *University of Illinois Law Review* 101 (2002)

"Signaling, Legitimacy, and Compliance: A Comment on Posner's *Law and Social Norms* and Criminal Law Policy" 36 *University of Richmond Law Review* 407 (2002)

"Norms, Legitimacy and Law Enforcement"
79 *Oregon Law Review* 391 (2000)

"Transparent Adjudication and Social Science Research in Constitutional Criminal Procedure"
(with Bernard Harcourt)
90 *Journal of Criminal Law and Criminology* 733 (2000)

"Adolescence, Context, and Culpability: Some Thoughts on the Next Essay"
6 *Virginia Journal of Social Policy and the Law* 583 (1999)

"Terry and the Relevance of Politics"
72 *St. John's Law Review* 101 (1998)

"The Coming Crisis of Criminal Procedure" (with Dan Kahan)
86 *Georgetown Law Journal* 1153 (1998)

"The Increasing Significance of Genes: Reproducing Race" (book review)
92 *Northwestern Law Review* 1046 (1998)

"Place and Crime"
73 *Chicago-Kent Law Review* 669 (1998)

"Law and (Norms of) Order in the Inner City" (with Dan Kahan)
32 *Law and Society Review* 805 (1998)

"Social Organization and Drug Law Enforcement"
35 *American Criminal Law Review* 191 (1998)

"Black, White and Gray: A Reply to Alschuler and Schulhofer" (with Dan Kahan)
1998 *University of Chicago Legal Forum* 245 (1998)

"The Wages of Antiquated Procedural Thinking: A Critique of *Chicago v. Morales*" (with Dan Kahan)
1998 *University of Chicago Legal Forum* 197 (1998)

"It's a Question of Connections"
31 *Valparaiso Law Review* 579 (1997)

“Charting Race and Class Differences in Attitudes Toward Drug Legalization and Law Enforcement: Lessons for Federal Criminal Law”
1 Buffalo Criminal Law Review 137 (1997)

“Rewards for Good Behavior: Influencing Prosecutorial Discretion and Conduct with Financial Incentives”
64 Fordham Law Review 851 (1995)

“Exploring Departures Based on the Victim's Wrongful Conduct through *U.S. v. Koon*”
7 Federal Sentencing Reporter 201 (1995)

OTHER PUBLICATIONS

“What Chicago is Doing Right”
Bill Moyers GroupThink (January 30, 2013)

“Justice Falls Down” (Review of William Stuntz’s *The Collapse of Criminal Justice*)
Harvard Magazine (March-April 2012)

“Taking Traffic Violations Seriously”
New York Times, Room for Debate (February 27, 2012)

“The Arizona Solution” (with Jeffrey Fagan)
Slate Magazine (May 24, 2010)

“What the Court Didn’t Do” (Commentary on *Graham v. Florida*)
New York Times, Room for Debate (May 10, 2010)

“Profiling Not Pathway to Safe Streets”
New Haven Register (August 12, 2009)

“Law Enforcement for Lawabiders”
Ideas In American Policing, Number 8, January 2007

“Public-Order Policing Can Pass Constitutional Muster,” (with Dan Kahan)
The Wall Street Journal, A18 (June 15, 1999)

“When Rights Are Wrong” (with Dan Kahan)
Boston Review, p.4 (April/May 1999)

“Weak Link”
The University of Chicago Magazine, p.48 (February 1996)

“Let’s Cut Chain Gangs Loose”
U.S. Catholic Magazine, p. 20 (July 1997)

"Land of Lincoln Shouldn't Revive Chain Gangs"
Chicago Tribune, §1, p.25 (March 15, 1996)

WORKS IN PROGRESS

"Smart, Tough and Fair: Reducing Violent Crime in 60 Minutes or Less" (book-length manuscript)

PAPER PRESENTATIONS and INVITED LECTURES

"Promoting a Curriculum of Positive Civic Identity Through Legitimate Policing"
Rutgers University Graduate School of Education, December 2012

"How the Criminal Justice System Educates Citizens"
Yale University, Institute for Social and Policy Studies Conference, "Detaining Democracy," November 2012
Yale University, African American Studies Department, Endeavors, November 2012

"The Two Different Worlds We Live In"
University of Minnesota Law School, April 2012
Columbia University Law School, February 2012
Yale Center for Research on Inequalities and the Life Course Workshop, September 2011
Cornell University Law School, September 2011
Sixth Annual Criminal Justice Roundtable, Yale Law School, April 2011

"The Distribution of Dignity and the Fourth Amendment"
Conference in Honor of William Stuntz, Harvard Law School, March 2010

"Randomization and the Fourth Amendment"
Fifth Annual Criminal Justice Roundtable, University of Chicago Law School, May 2009
Vanderbilt Criminal Law Roundtable, Vanderbilt Law School, September 2009
Quinnipiac Law School, September 2009

"Why Do Criminal Obey the Law?"
Fordham Law School, April 2009

Inaugural George and Margaret Barrock Lecture: *"The Legitimacy of Police Among Young African-American Men"*
Marquette University Law School, February 2009

“Attention Felons: Evaluating Project Safe Neighborhoods in Chicago”

Loyola University Chicago, April 2006
Yale Law School, November 2005
American Society of Criminology Annual Meeting, 2005
Harvard Law School, May 2005

“When 2 or 3 Come Together: Cooperation Between the Black Church and the Police in Chicago”

University of Illinois Law School, October 2005
University of Chicago Law and Philosophy Workshop, February 2005
Woodrow Wilson School, Princeton University, May 2004
Yale Legal Theory Workshop, April 2004
Iowa College of Law, February, 2004
Yale Law School, February 2001

“What’s Wrong With Gideon”

Rutgers (Newark) Center for Law and Justice, March 2003
Fordham University School of Law, April 2003

“Churches, Crime and Communities: A Community-focused Model of Faith Based Initiatives”

Columbia University Law School, February 2003
Ohio State University College of Law, September 2002
University of Florida College of Law, February 2002
Harvard University John F. Kennedy School of Government, September 2001
University of Utah College of Law, October 2001

“Legitimate Policing in the Eyes of the Police”

American Bar Foundation, November 2001

“The Changing Jurisprudence of Policing”

Urban Seminar Series on Children’s Health and Safety, Harvard University, May 2000

“The Second Movement: Crime, Law Enforcement and the Black Church”

Dr. Martin Luther King, Jr. Lecture, University of Pittsburgh, January 2000

“The New Policing: Social Organization, Legitimacy, and Law Enforcement”

Fortunoff Colloquium, Center for Crime and Justice at New York University Law School,
November 1999

“Law Enforcement for Law Abiders: Achieving Voluntary Compliance Through Social Organization Improvement”

Institute on Race and Social Division at Boston University, November 1999
Pennsylvania State Dickinson Scholar Series, September 1998

“Place and Crime”

Harvard Law School, May 1998

Center on Race, Politics, and Culture at the University of Chicago, May 1998

Boston University Law School, April 1998

“Terry and the Relevance of Politics”

St. John’s Law School, Conference on the 40th Anniversary of Terry v. Ohio, April 1998

“Institutional Integration and the New Policing”

University of Michigan, Seminar on Poverty, the Underclass and Public Policy, February 1998

“When Rights Are Wrong” (with Dan Kahan)

The University of Chicago Legal Forum Symposium, “The Right to Fair Trial,” November 1997

ITT Chicago-Kent Law School, Oct. 20, 1997

University of Chicago Law School, Oct. 9, 1997

“Law and (Norms of) Order in the Inner City” (with Dan Kahan)

Law and Society Annual Meeting, June 1997

“Social Organization and Drug Law Enforcement”

University of Michigan Law School, November 1998

The University of Virginia Law School, March 1997

Stanford Law School, February 1997

“Charting Race and Class Differences in Attitudes Toward Drug Legalization and Law Enforcement”

Rethinking Federal Criminal Law Symposium SUNY Buffalo, November 1996

The American Society of Criminology 48th Annual Meeting, November 1996

“It’s a Question of Connections”

Symposium on Teenage Violence and Drug Abuse, Valparaiso University School of Law, November 1996

“An Empirical Exploration of Attitudes Toward ‘Get Tough’ Drug-Law Enforcement Policies”

The Drug Policy Foundation's 10th International Conference on Drug Policy Reform, November 1996

“Rewards for Good Behavior: Influencing Prosecutorial Discretion and Conduct with Financial Incentives”

Law and Society Annual Meeting, June 1995

“Enforcement of Fair Lending Laws Through Multiple Agencies”

AALS Annual Meeting, January 1995

SELECTED PRESENTATIONS, SYMPOSIA, AND CONFERENCES

Police Executive Research Forum Annual Meeting

Philadelphia April 2010

Panelist, Police Stops, Community Trust and Legitimacy: Can They Be Reconciled?

Thirteenth Annual Liman Public Interest Colloquium

Yale Law School, March 2010

Panelist, Overincarceration and Decarceration

National Network for Safe Communities Annual Conference

John Jay University, December 2009

Opening Plenary Speaker

Speaker, Increasing Criminal Justice System Legitimacy

Justice For All: Perceptions of Racial and Ethnic Bias in Our Courts

SMU Dedman School of Law and ABA Judicial Division, April 2009

Panelist, Prosecutorial Discretion

Third Annual Criminal Justice Roundtable

Yale University, May 2007

Co-Organizer of Conference

AALS 2006 Mid-Year Meeting Workshop on Criminal Law and Procedure: Lessons from other Disciplines and New Realities

Vancouver, June 2006

Lecturer, Learning from Sociology and Political Science

Second Annual Criminal Justice Roundtable

University of Chicago, May 2006

Co-Organizer of Conference

52 Years After Hernandez v. Texas

University of Chicago, April 2006

Lecturer, "Hernandez, Brown and the Future of Criminal Procedure"

American Society of Criminology Annual Meeting

Toronto, November 2005

Conference Presenter, "Legitimacy, Policing and the Constitution"

National Black Church Task Force Initiative on Crime and Criminal Justice

St Louis, July 2003

Lecturer, "Pulling Down Strongholds: Black Churches and Criminal Justice"

Law and Society Annual Meeting, 2003

Pittsburgh, June 2003

Author Meets Reader: Derrick Bell's Ethical Ambition and Jeannine Bell's Policing Hatred

Federal Criminal Practice for the Trial Attorney
United States Court of Appeals for the Seventh Circuit, September 2002
Lecturer, "Standards of Review"

Conference on Faith-Based Initiatives and Urban Public Policy
University of Chicago Center for Studies in Criminal Justice, March 2001
Conference Organizer (see
<http://www.law.uchicago.edu/lectureconf/meares/index.html>)

American Association of Law Schools Equal Justice Colloquium, Midwest Region
University of Chicago Law School and DePaul College of Law, October 2000
Conference Co-Chair

American Sociological Association Annual Meeting, 2000
Washington, D.C., August 2000
Session Presider and Commentator: "Criminalization and Disenfranchisement: The Unintended Consequences of Incarceration"

American Association of Law Schools Conference on Criminal Justice
Washington, D.C., June 2000
Presenter: "What is the Point of Teaching and Scholarship in Criminal Law & Procedure?"

Law and Society Association Graduate Students Workshop, 2000
Miami Beach, May 2000
Plenary Speaker

Law and Society Annual Meeting, 1998
Aspen, Colorado, June 1998
Plenary Speaker

MacArthur Foundation Research Program on Adolescent Development and Juvenile Justice
Miami, Florida, October 1998
Atlanta, Georgia, May 1998

University of Michigan Public Policy School, Martin Luther King Day Program
Ann Arbor, Michigan, January 1998
Presentation: "Black Civil Society and Crime"

Journal of Criminal Law and Criminology & Northwestern University School of Law:
Conference on Guns and Violence in America
Northwestern University School of Law, February 1996
Panelist: Variety of Firearms Controls

The Roundtable Symposium, Intermediate Punishments: Viable Alternatives to Prison?
University of Chicago, January 1995
Commentator: "The Machiavellian Perspectives on Boot Camp Prisons: A Debate" by Prof. Doris MacKenzie

Race, Ethnicity and Urban Poverty Workshop

University of Chicago, December 1994

Discussant: "Urban Unemployment, Gender and the Problem of Proletarianization in a Third World Economy: Jamaica, 1943-1973" by Prof. Orlando Patterson

Introduction to Lawyering

Harvard Law School, November 1994

Guest Lecturer: "Race and Gender Bias in the Simpson case"

PROFESSIONAL AFFILIATIONS and SERVICE

Admitted to Illinois Bar, November 1991

2009 AALS Planning Committee for the Workshop on Criminal Justice

2005 AALS Committee on Professional Development

1997 AALS Section on Remedies, Chair

1995 AALS Section on Remedies Executive Committee

American Bar Foundation Appointments Committee, 2003-2006

American Bar Foundation Research Committee, 2000-2003

Chicago Metropolis 2020, 2006 Justice/Crime Index Advisory Council

The Chapin Hall Center for Children at the University of Chicago, Board of Directors

University of Chicago Law School Appointments Committee 2002-2006

University of Chicago Law School Dean Search Committee 2002, 2005

University of Chicago Law School Admissions Committee 1999-2000

University of Chicago Committee on Minority Affairs, Chair 2001-2002

Law and Society Association Board of Trustees, Class of 2000

Law and Society Membership Committee, Chair 1998

Law and Society Committee on Diversity, 1999

Law and Society Article Prize Committee, 2000

Law and Society Summer Program Committee, 2000

Law and Society Nominations Committee, 2002

Law and Society Graduate Student Workshop Committee, 2003

Yale Law School, Deputy Dean, 2009-2011

Yale Law School, Appointments Committee, 2011-12

Yale Law School, Dean Search Committee, 2009

Yale Law School, Visiting Lecturers Committee, 2008-09 (chair)

Yale Law School, Calendar Committee, 2007-08

Yale Law School, First Term Writing and Research Committee, 2007

Yale University Diversity Committee, 2011-13

Yale University Budget Committee, 2011-13

Yale University, Minority Affairs Committee, 2010

Yale University, Sexual Misconduct Committee, 2010

Member, Chicago Council of Lawyers

Associate Editor, Law and Social Inquiry, 2003-2007, 2010-2012

Editorial Board, Law and Social Inquiry

Editorial Board, Crime and Justice: A Review of Research

Board of Advisors, Ohio State Journal of Criminal Law

Editorial Board, *New Criminal Law Review*

Scholarly Journal Peer Review: *Law and Society Review*, *Law and Social Inquiry*, *Journal of Criminal Law & Criminology*, *Journal of Experimental Criminology* and *Journal of Criminology and Public Policy*

Research Grant Peer Review: Law and Social Science Program, National Science Foundation

Bob Stewart



Bob Stewart is a busy police practices expert. He is currently serving on the team monitoring a Federal consent decree in the U.S. Virgin Islands. Most recently he worked on reorganizations of the Cincinnati, San Antonio and Oakland Police Departments and was retained as an Independent Expert for plaintiffs in two immigration related cases that involved the Maricopa County Sheriff's Office. He serves as a consulting associate with Strategic Policy Partnerships and Berkshire Advisors.

Bob's work includes strategic planning, organization re-design and transformation, executive development, community policing, racial profiling, police accountability, policy development, training and early intervention. He is also an active instructor of police supervision, management and leadership topics. The primary work of Bobcat Training is to prepare public safety managers prepare for executive positions.

He served as the Training Director for the Louisville Metro Police Department, the Interim Public Safety Director at Rutgers-Newark University and the Interim Police Director in Camden, NJ. In addition to his training and consulting work, Bob monitored a stipulated agreement involving the Hobbs, NM Police Department

Bob was the Executive Director of the National Organization of Black Law Enforcement Executives (NOBLE) from 1997 to 2001. Prior to his experience at NOBLE, he was the Chief of Police in Ormond Beach, Florida for almost five years.

He was born and raised in Pittsburgh, Pa., is a graduate of Howard University, the FBI National Academy and he has done post graduate work at American, George Washington and Florida State Universities. He served in the U.S. Army and is a member of the Police Executive Research Forum and is a life member of NOBLE, Omega Psi Phi Fraternity and the International Association of Chiefs of Police.

Bob began his law enforcement career in the Washington, DC Metropolitan Police Department where he retired in 1991. His son, Rob, is an officer with MPD. Between the assignments in Washington and Ormond Beach, Bob worked as a major in Tallahassee, Florida.

Bob is an active child seat and seat belt safety advocate and works with a number of causes related to occupant safety awareness, especially those working with minorities and under-served communities

Bob lives in Tallahassee, Florida with his wife Cheryl who is a recently retired Deputy Chief with the Tallahassee Police Department. They are sports junkies, live among Siberian Huskies and are trying desperately to lower their golf scores.

ROBERT L. STEWART

P.O. Box 12473

Tallahassee, Fl. 32317

850-656-7604

E-mail: bob@bobcattraining.com

WORK EXPERIENCE:

2000 - Present Police Practices Expert

President and CEO, Bobcat Training and Consulting, Inc.

Conducts training and provides consulting services in the law enforcement and criminal justice communities. Police practices expert. Primary work includes strategic planning, organization re-design and transformation, executive development, community policing, racial profiling, police accountability, policy development, training and early intervention.

Monitor - Settlement Agreement, Plaintiffs vs. Hobbs NM Police Dept.

Monitor - Consent Decree, USVI Police Department

Police Practices Expert, USDOJ Investigation, Portland, Me. Police Dept. Police Practices Expert, Mora vs. Arpaio, CV 09-01719 PHX-DGC Police Practices Expert, Melendres vs. Arpaio, CV 07-2513-PHX-GMS

Police Practices Expert, Eaddy vs. Jemiola, CV11- 108(MRK)

Consultant - Review of BART Police Department

Consultant - Review of Detroit Police Department

Consultant - Review of Florida Highway Patrol

Consultant - Review of Cincinnati Police Department

Consultant - Review of Colorado Springs Police Department

Consultant - Review of Oakland, Ca. Police Department

Consultant/Facilitator-San Antonio Police Department

Trainer Instructor - Strategies for Youth

Trainer Instructor - Fair and Impartial Policing

Senior Consulting Associate, Strategic Policy Partners

Senior Consulting Associate, Berkshire Advisors

2006 Camden NJ Police Department - Interim Police Director

Performed duties of Police Director under authority of Supercession Order of NJ Attorney General. February - August, 2006.

2005 Rutgers University/Newark Campus - Interim Director of Public Safety

Performed duties as chief of police while search for permanent selection was conducted. May - September, 2005.

2004-

2005 Director of Training

Louisville Metro Police Department

Assisted with the merger of former Jefferson County and Louisville (Ky.) Police Departments. Served as key advisor to the Chief of Police. Consolidated and reorganized the training operation. Conducted critical analysis of recruit, in-service, firearms and use of force training.

1998-

2000 Executive Director

National Organization of Black Law Enforcement Executives
Alexandria, Virginia

Managed national office, staff, special projects and programs as Chief Executive Officer. Implemented, executed and assisted in the formation and initiation of programs and policies. Managed and administered the annual budget and fiscal affairs. Supervised and directed all activities associated with the Annual Conference and special meetings. Developed relations with government agencies, foundations, corporations and other private sector organizations to secure and maintain support and financial resources for NOBLE programs. Testified before Congress, state and local legislative bodies, official committees and boards.

1997-

1998 Assistant Executive Director

**National Organization of Black Law Enforcement Executives
Alexandria, Virginia**

NOBLE's representative to the Community Policing Consortium Management Team. Coordinated all training and deliverable materials contracted by the C.O.P.S. Office. Planned, directed, coordinated and reviewed all training, participant evaluations and quality control reports. Reviewed and approved articles for NOBLE publications. Coordinated activities of NOBLE chapters with National Office. Acted as Executive Director in absence of incumbent.

**1992-
1997 Chief of Police
Ormond Beach Police Department
Ormond Beach, Florida**

Chief of full service law enforcement agency.
Commanded eighty sworn officers and twenty civilian employees.
Managed annual budget of approximately \$4.5 million.
Implemented Citizens' Police Academy, Police Athletic League and
Law Enforcement Advisory Board.
Restructured Department revised SOP program, instituted Computer
Aided Dispatch and 800 MHz Radio systems.
Served as President of Volusia County Police Chiefs Association.

- 1991-1992** Major, Commander
General Services Bureau
Tallahassee Police Department
Tallahassee, Florida
- 1989-1991** Captain, Promotional Process Coordinator,
Administrative Services Bureau
Metropolitan Police Department
Washington, D.C.
- 1987-1989** Captain, Commander, Patrol Support Section, (CDU)
Fourth District, Field Operations Bureau
- 1985-1987** Captain, Watch Commander (CDU)
Third District, Field Operations Bureau
- 1984 - 1985** Captain, Deputy Director
Planning and Development Division
- 1983 - 1984** Lieutenant, Commander, Executive Protection Unit
Field Operations Bureau
- 1981-1983** Lieutenant
Human Resource Development Branch
Planning and Development Division
- 1980-1981** Lieutenant, Administrative Aide
Seventh District, Field Operations Bureau

1980 Lieutenant, Platoon Commander (CDU)
Seventh District, Field Operations Bureau

1978-1980 Sergeant, Supervisor, Directive Development Section
Planning and Development Division

1978 Sergeant, Squad Supervisor (CDU)
First District, Field Operations Bureau

Officer (CDU - Civil Disturbance Unit)
Third District, Field Operations Bureau

United States Army

1969 Officer Metropolitan Police Department
Washington, D.C.

MILITARY EXPERIENCE: U.S. ARMY 1969-1971 HONORABLE DISCHARGE

EDUCATION

1974	Howard University - B.A.	Political Science
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POST GRADUATE STUDY

1974 -1975	American University	Public Administration
1975-1976	American University	Administration of Justice
1985	University of Virginia (FBI Academy)	Administration of Justice
1985-1986	University of the District of Columbia	Public Policy
1991	George Washington University	Contemporary Executive Development
1992	Florida State University	Public Administration

PROFESSIONAL AFFILIATIONS

National Organization of Black Law Enforcement Executives – Life Member
 International Association of Chiefs of Police – Life Member
 Pi Alpha Alpha, National Honor Society in Public Affairs and Administration
 Police Executive Research Forum
 FBI National Academy Associates
 Florida Police Chiefs Association
 Omega Psi Phi Fraternity, Inc. – Life Member
 100 Black Men
 National Black Police Association
 NAACP
 DOT/NHTSA Blue Ribbon Panel on African American Seat Belt Use

RECENT CONSULTING ENGAGEMENTS

Ocala, Florida Police Department (Berkshire Advisors)
Gainesville, Florida Police Department (NOBLE)
Bay Area Rapid Transit Police Department (NOBLE)
Washington, DC Metropolitan Police Department (Berkshire Advisors)
St. Paul, MN Police Department (Berkshire Advisors)
San Francisco Police Department (PERF)
Austin, Texas Police Department (MGT of America)
Independence, Mo. Police Department (Berkshire Advisors)
Ardmore, Ok. Police Department (Berkshire Advisors)
Boston University Police Department (Strategic Policy Partnerships)
Memphis Police Department (Berkshire Advisors and Fields Consulting Group)
Oklahoma City Police Department (Berkshire Advisors)
Newark Public School Security (MGT of America)
Stamford Police Department (Strategic Policy Partnerships)
Albuquerque Police Department (MGT of America)
Petersburg, Va. Police Department (Berkshire Advisors)
Newark Public Schools (MGT of America)
Kansas City, Mo. Police Department (Berkshire Advisors)
Dallas Police Department (Berkshire Advisors)
Phoenix Police Department (Berkshire Advisors)
Florida Highway Patrol (Berkshire Advisors)
Albany, New York Police Department (Strategic Policy Partnerships)
Charlotte - Mecklenburg Police Department (Strategies for Youth)
Cincinnati Police Department (Strategic Policy Partners)
Fair and Impartial Policing, Instructor Trainer, COPS
Hartford, Conn. Police Department (Strategic Policy Partnerships)
Indianapolis Police Department (Strategies for Youth)
East Haven, Conn. Police Department (Strategic Policy Partnerships)
Oakland, Ca. Police Department (Strategic Policy Partnerships)
Colorado Springs Police Department (Berkshire Advisors)
South Bend Police Department (Strategic Policy Partnerships)
Charlotte-Mecklenburg Police Department (Strategies for Youth)
Boynton Beach Police Department (Berkshire Advisors)
San Antonio Police Depart (Bobcat Training and Consulting)
Hollywood, Fl. Police Department (Charles A. Gruber Consulting, Inc.)
Baltimore Police Department (Strategic Policy Partnerships)
Detroit Police Department (Strategic Policy Partnerships)
Portland Police Department (Strategies for Youth)

Arthur P. Baines
Vice President
Charles River Associates



Mr. Baines has more than 20 years of diversified business, economic, and quantitative analysis experience. He specializes in analyses for compliance monitoring, regulatory reviews and has testified as an expert. His work has generally involved analysis of economic and financial condition, development of statistical, financial and econometric models, the evaluation of compliance with consent orders and regulatory enforcement settlements, particularly related to alleged violations of civil rights, the study of underlying information systems, and the migration and development of large analytic databases.

Mr. Baines has assisted numerous clients in the design, implementation, and monitoring of governance and compliance programs related to police use-of-force, conflicts of interest, financial disclosure, fair lending and various consent decrees.

MS Economics,
University of North Carolina at Charlotte

BA Economics,
University of North Carolina at Chapel Hill

Arthur P. Baines

Vice President

MS Economics,
University of North Carolina at Charlotte

BA Economics,
University of North Carolina at Chapel Hill

Mr. Baines has more than 20 years of diversified business, economic, and quantitative analysis experience. He is a leading expert in the areas of consumer finance and banking, indirect lending, and automotive retailing. His work has generally involved analysis of economic and financial condition, development of financial and econometric models, evaluation of financial performance, the evaluation of consumer credit lending practices, the study of underlying information systems, and the migration and development of large analytic databases. Mr. Baines has considerable experience assisting clients in complex, multi-district class action litigations on issues related to class certification, liability and damages. Mr. Baines has assisted numerous clients in the design, implementation, and monitoring of governance and compliance programs related to fair lending, conflicts of interest, financial disclosure, and various consent decrees. This work has encompassed many companies in a wide range of industries and has been performed for the purpose of improving financial management and reporting, evaluating financial decisions, and determining liability and damages in adversarial proceedings.

Professional history

2010–Present Vice President, Charles River Associates

2005–2010 Partner, PricewaterhouseCoopers

1994–2005 Associate thru Director, PricewaterhouseCoopers

1991–1994 Health Care Economist, United Mine Workers Health and Retirement Funds

Professional and business experience

- Assisted financial institutions prepare for and respond to fair lending investigations and/or examinations by federal regulators, including the CFPB and DOJ, with respect to contract pricing, dealer compensation and allegations of disparate impact resulting from the institutions policies regarding dealer compensation. Performed extensive testing on various methods for imputing (e.g. proxying) race and ethnicity, including Bayesian Improved Surname Geocoding (BISG). Analyzed the pricing of automotive finance contracts and measured alleged disparities observed using methods favored by the regulators, as well as various alternatives.
- Conducted a large empirical research study on the automotive finance industry on behalf of the American Financial Services Association. In light of recent regulatory activity related to fair lending in the indirect auto channel, this research paper quantitatively analyzed the indirect automotive finance sector and the compensation paid to dealers by financial institutions to acquire retail installment contracts from the dealers. Assessed the accuracy of various methods of imputing race and ethnicity for the purpose of performing various fair lending testing. Additionally, the study examined the cost/benefits of alternative compensation structures.

- Assisted numerous banks, independent finance companies and captive finance companies in the design and implementation of monitoring of their in-direct automotive financing portfolio with respect to fair lending regulations. Analyzed the underwriting and pricing of automotive finance contracts as part of on-going regulatory compliance programs and in the case of regulatory investigations by DOJ, CFPB, FRB and other regulatory agencies.
- Served as a Receivership Assistance Contractor for the Federal Deposit Insurance Corporation (FDIC). Assisted the regulator in their role as receiver of financial institutions closed by state regulatory authorities. Assisted with the planning and work out of all assets of the failed institution. In pre-receivership due diligence, analyzed bank finances and holdings and developed strategic resolution plans. During receivership, oversaw teams assisting the regulator in work streams including: investigations, contracts and leases, pro-forma accounting, and asset management.
- Assisted Federal financial regulator in their efforts to design and implement a bidder qualification process to support the auctioning of assets obtained by the regulator in the execution of its duties during the financial crisis. Designed the bidder qualification process to include the key topics addressed in the qualification application; risk rating and scoring of information provided by the bidders; and the development of all supporting documents (e.g. scorecards, reporting templates, FAQs, etc.). Reviewed bidder submissions and developed risk ratings and scorecards for each bidder in each auction.
- In response to a Federal Trade Commission investigation of fair lending practices, assisted a national mortgage lender in the quantitative analysis of their wholesale mortgage portfolio with respect to mortgage pricing, broker fees, broker pull-through rates, and related topics. Assisted mortgage lender's outside counsel in the analysis of the general mortgage market over a tumultuous four year period that including dramatic decreases in overall volume, relative changes in the distribution channels for mortgages, the availability of various mortgage products, changes in the regulatory environment, and general implications on the competitive landscape in the mortgage origination and secondary markets.
- Served as a consulting expert for a bank facing class-action litigation on overdraft protection fees. Analysed plaintiff's methodology for estimating damages related to the posting sequence of all account transactions and the sort order of debit card transactions.
- Served as an expert for a large regional bank in multidistrict class-action litigation on overdraft protection fees. Conducted economic and financial analysis of plaintiff's allegations and computations, as well as the bank's program in the context of relevant Federal regulatory guidance. Testified in deposition.
- Served as a consulting expert for a large automotive parts manufacturer facing antitrust investigations by the Department of Justice and international regulators.
- For a large pay day lender, assisted risk management and internal audit in conducting a risk assessment with respect to fair lending compliance. Performed various statistical analysis of scoring models used by the institution in the origination and pricing of loans.

- Served as a consulting expert for several large national banks facing class-action litigation related to lender placed insurance policies associated with mortgage servicing.
- Served as consulting expert for an automobile manufacturer in an “add-point” dispute before the California New Motor Vehicle Board. Analyzed the permanency of investment of the protesting dealership, whether the establishment of an additional franchise would increase competition and be in the public interest, and other financial and operational attributes of the protesting dealership.
- Served as an expert for a major finance company in litigation against a failed automotive dealership to recover balances due on the finance companies floor plan line at the time the dealership failed. Analyzed the finance company’s overall accounts with the dealership; to include its floor plan account and its purchase of retail installment contracts from the dealership. Testified in deposition.
- Served as an expert for an automobile manufacturer in a litigation related to the failure of the dealership and loss of its floor plan lines of credit. The dealership alleged that the manufacturer was responsible to pay the dealership’s rent and other expenses while it sought to arrange alternative floor plan financing.
- For a major automotive captive finance company, assisted risk management and internal audit in an examination of the process and control environment surrounding credit scorecards used in the origination process, models used for forecasting delinquency and prepayment risk, and other portfolio management reporting functions.
- In a regulatory investigation by Federal authorities, reviewed clients commercial loan files and system of record to identify and remediate errors. After client failed a Federal Reserve exam, deployed teams to three client locations, reviewed approximately 9,800 commercial loan files, deployed a web-based data capture tool, remediated identified errors, and supported the updating of the client's loan system of record. The efforts resulted in the client's restoration of full participation in Federal Reserve borrowing programs.
- In response to DOJ investigation and various related alleged class action litigations, assisted a major financial institution to identify and preserve relevant electronic material from production applications and systems, active archives, physical back-up media, company issues computers, blackberries and similar devices. Analyzed electronic information to create a hierarchy of the relevant data types. Assisted client to develop the relevant processes to evaluate relevant and preserved information in order to produce information responsive to various subpoenas and interrogatories. Created an analytical framework to infer the contents of tens of thousands of old and outdated back-up electronic media without having to physically load and read individual tapes. Assisted outside counsel in process of explaining relevant steps and findings to DOJ and other stakeholders.
- In multiple engagements, analyzed the automotive retail channel and related entities: manufactures, captive finance companies, other companies providing retail and dealership financing, and the dealerships. Performed financial analysis in the context of add-point disputes, vehicle allocation disputes, and other dealership protests, as well as failed and

struggling automobile dealerships and franchises. Analysis performed include dealership capitalization, cash flow, profitability, dealership valuation, dealer principal ROI, back-end coverage ratios, vehicle mix and pricing strategies, market penetration, trade area crossselling, vehicle allocation, and vehicle days-supply.

- Served as an expert in the context of alleged breach of fiduciary responsibility and misappropriation of funds, analyzed private equity investments made in the target company over a 12 year period. Quantified damages associated with those investments through the use of distinct alternative investment benchmarks. Quantified the value of the target company at various point in time and measured the change in debt, equity and enterprise value across the time period. Testified in Delaware CHANCERY COURT.
- In response to DOJ Investigation, statistically evaluated the credit worthiness of retail automotive loans across pricing tier, economic and demographic data, and ethnicity for evidence of discrimination in the approval process. Used various methods to identify applicants' race/ethnicity and gender. Considered traditional characteristics of credit worthiness and risk, as well as, automotive specific factors. Developed damage exposure estimates based on specific characteristics of the expected class members. Presented findings to DOJ investigators and their experts in multiple sessions.
- Served as an expert in a post-acquisition dispute, evaluated all sources and uses of cash for a major mortgage servicer. Reconstructed monthly cash flows related to operations, escrow advances, corporate advances and P&I Advances. Completed a forensic reconciliation of cash GL accounts to bank statements and quantified the free cash flows generated by operations, as well as the net cash position of the various categories of advances. Identified the root causes, both operational and macroeconomic, of the deterioration in the advance position of the servicer. Reconciled certain purchase price adjustments.
- Served as an expert in a litigation alleging discrimination, fraud and collusion among a mortgage originator, a mortgage bank, appraisers, and other parties to retail consumer mortgage transactions, statistically evaluated thousands of mortgage applications and originations for evident of disparate impact on protected classes, particularly the pricing of these mortgages.
- In the context of multiple national class action litigations involving allegations of discriminatory pricing, evaluated the dealer reserve on retail automotive loans for evidence of a disparate impact on protected classes. Extracted large volumes of electronic transaction data from various client systems and developed analytic models to evaluate over 6 million credit applications and the resulting vehicle contracts. Analyzed pricing of retail installment contracts in the context of indirect auto lending considering the business relationships among dealership, finance companies, automotive manufacturers, and retail customers. Performed both financial and statistical analyses.
- Served as the External Compliance Officer for Financial disclosures for a major multilateral organization. Designed and implemented program to collect and review the financial disclosure forms for all board members and key management and identify potential or actual conflicts of interest. The program design considers such factors as the participant's areas of

responsibility, access to non-public information, the size of the financial interest, the holding period and type of asset.

- Established Conflict of Interest Consulting Center for a major public accounting firm to manage all conflict of interest issues related to the firm's TARP contract with the US Treasury. Established policies and procedures to identify organizational COI's across entire firm and personal COI's for all professionals deployed under the contract.
- In the context of large class action litigations, reviewed thousands of individual automotive sale transactions and reconstructed all aspects of the deals as recorded in the hard-copy deal jackets and related dealer documentation. Analyzed pricing and profitability on trade-in's, new vehicle purchase, and financing and insurance; tracked related cash flows among customers, dealer and finance companies through dealer ledgers.
- Served as an expert in an alleged class action and evaluated claims that the employer depressed employee wages across multiple production facilities and geographies. Issued expert report on class certification presenting analysis of plant and employee specific factors impacting wage level. These factors included local economic considerations such as unemployment level, education level, investment activity, industry mix, and competitive wages. Employee specific factors such as tenure, date of hire, job title and description, performance evaluations, and commuting times were also studied.
- In the context of a potential dispute between an investment bank and its client, performed a forensic reconstruction of models used to structure an asset securitization. Once the deal was closed, it became clear that future cash flows would be insufficient to make the debt payments, and the client needed to quickly understand which modeling assumptions were not reconciling with reality; when those assumptions had been incorporated into the models; and who was/should have been aware of these assumptions in the weeks leading up to the closing of the deal. Findings were critical to the settlement negotiations that ultimately resolved the potential dispute.
- For a major US bank contemplating the closure of its credit monitoring services to its customers, analyzed new customer acquisition and its relationship to the timing of various marketing activities, as well as the expected life-time value of each acquired customer as compared to the acquisition costs of each customer to assess the effectiveness and profitability of the program. Assisted client in an investigation of the marketing practices of its out-sourced vendor and assisted the client in reaching an agreement to end its contract with the vendor, work out the remaining run-off business, and make appropriate refunds to existing customers.
- In a class action matter involving allegations of excessive customer finance charges on consumer credit card accounts, migrated and developed an analytic database including card activity during a two year period for 23 million accounts. Reconstructed purchase, cash advance and late fee balances and recalculated actual and alternative finance charges based on various scenarios for allocating customer payments against those balance categories subject to different finance rates. Tested results with statistically valid sampling techniques. Developed damage exposure estimates.

- In the context of a large anti-trust price-fixing litigation, constructed a unified transaction-level database consisting of large extracts from each defendants' disparate invoice system. Standardized primary transaction information, such as vendor numbers, freight charges, volume discounting, and pricing across suppliers for the purpose of evaluating the existence of anti-competitive pricing practices by the defendants.
- In multiple post-merger and acquisition disputes reviewed terms of the transaction, evaluated financial performance pre and post-closing, including the analysis of earn out clauses and calculation of payments due or not due under earn out provisions. Evaluated relevant revenue recognition, cost allocations, and underlying business operations.
- In the context of complex litigation analyzed allegations of anti-competitive behavior by a major professional sports league. Evaluated the leagues strategic business plan for league expansion and the financial implications of various alternative scenarios. Developed multiple approaches for determining the value of an additional franchise/event, given factors such as geography, time of the year, market saturation, etc. Undertook significant financial analysis to develop pro forma revenue and cost structures for various entities impacted by the proposed expansion.
- In litigation involving allegations of fraud and miss appropriation of funds, analyzed over 100 million scheduled coupon payments associated with 10,000 municipal bonds issued in California. Migrated and developed a large database for reconstructing the relevant payment activities of the client's Trust department over a 20-year period starting in the late 1970's. Analyzed the certificates presented and dollars paid in each dividend, call, and maturity payment for every cusip and payment date combination during the period.
- In the context of class action litigation involving allegations of excessive customer charges, analyzed the pricing of collateral protection insurance policies purchased for customers that failed to keep their loan collateral insured. Reconstructed customer payments and allocated them to vehicle principle and interest, and insurance principle and interest over the life of the contract. In order to make these calculations for approximately 200,000 class members, extracted data from multiple client and vendor systems, migrated those data to analytic platforms and developed a large analytical database.
- Analyzed the hiring, promotion and termination practices of a large financial services organization over a seven year period. The company was alleged to have discriminated against protected classed in its employment practices including: hiring, promotions, pay and involuntary terminations. Studied the prevailing practices in the industry and relevant geographies using data from the EEOC and DOL, as well as the client's internal data. Developed statistically rigorous comparisons of the client's actual employment practices to estimated expected rates of hiring, promotion and involuntary terminations across the relevant protected classes and time periods.
- Office of the Independent Monitor (OIM) for the Metropolitan Police Department (MPD) and US Department of Justice Memorandum of Agreement on Use of Force. Served as part of the OIM team and provided assistance with issues related to statistical analysis and database development in OIM's role as monitor of MPD's compliance with use of force rules. Measured

MPD performance against specific compliance benchmarks.

- In response to allegations of inappropriate activities in the Houston Police Department Crime Lab, assisted investigators to develop statistically robust method for selecting and reviewing specific crime lab cases. The reviews were stratified across the 5 major forensic science disciplines and covered more than 10 years of lab history. The case sample was designed to allow meaningful and understandable conclusions to be drawn across the entire population of cases.

Co-Authored: Compliance in the Indirect Automotive Market, Key Issues in Fair Lending Analysis; ABA Bank Compliance; http://www.aba.com/Products/bankcompliance/Documents/BankCompl_2013_09_eFeature.pdf; September/October 2013.

Co-Authored: How the CFPB's Auto Financing Rule Affects Consumers; American Banker, <http://www.americanbanker.com/bankthink/how-the-cfpbs-auto-financing-rule-affects-consumers-1058204-1.html>; April 10, 2013.

Co-Authored: Automotive Finance - Will dealership finance reserve go the way of mortgage yield spread premiums? <http://www.crai.com/uploadedFiles/Publications/Automotive-Finance-FEWhitepaper-0313.pdf>. March 2013.

Co-Authored Highlights: 2011 Home Mortgage Disclosure Data; CRA Financial Economics Papers; <http://www.crai.com/Publications/Default.aspx>; October 2012.

Co-Authored Highlights: 2010 Home Mortgage Disclosure Data; CRA Financial Economics Papers; <http://www.crai.com/Publications/Default.aspx>; October 2011.

Co-Authored Utilization Effects of Prescription Drug Benefits in an Aging Population; Health Care Financing Review; Spring 1994, Vol. 15, No. 3.