



Application to Serve as Independent Monitor of the Baltimore, Maryland, Police Department

Pursuant to the Consent Decree Entered April 7, 2017



**The
Bromwich
Group**

Michael R. Bromwich
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I. EXECUTIVE SUMMARY (RFA ¶ 32)

This application is submitted by Michael R. Bromwich of The Bromwich Group LLC to serve as the Independent Monitor of the Baltimore, Maryland, Police Department (BPD) pursuant to a consent decree agreed to between the City of Baltimore, BPD, and the United States Department of Justice (DOJ), and entered by the United States District Court for the District of Maryland on April 7, 2017 (Consent Decree).

The Bromwich Group has assembled a truly extraordinary team of police practices experts, current and former reform police executives, distinguished academics, authorities on law enforcement oversight, and other personnel specifically selected to address the requirements of this Consent Decree. The team is superbly well equipped to address the full range of issues set forth in the Consent Decree. Members of the team have, at various times, monitored police departments pursuant to consent decrees and memoranda of agreement; served as police executives who implemented reforms under such agreements; 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, use and force and misconduct investigations, community engagement, procedural justice, and the full range of issues addressed 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 sectors for the past 23 years. He has monitored police departments pursuant to consent decrees and memoranda of agreement, as well as monitored private sector companies. He served as the Independent Monitor of the Metropolitan (DC) Police Department (MPD) (2002-08), and was jointly selected by DOJ and the Government of the Virgin Islands to serve in the same capacity pursuant to a consent decree. In addition to Mr. Bromwich, the monitoring team will include the following participants:

- **Ann Marie Doherty** – Superintendent Doherty served for 25 years in the Boston Police Department, holding every sworn rank and rising to the level of Superintendent. She has spent much of the last decade conducting reviews and assessments of police departments operating under consent decrees and memoranda of agreement, in Washington, DC, the Virgin Islands, and elsewhere.

- **Alfred Durham** – Chief Durham currently serves as the chief of the Richmond, Virginia, Police Department and has served in that role since 2015. He has spent 30 years in law enforcement, most of it with MPD (including as Executive Assistant Chief of Police) and the remainder in Richmond.
- **Paul F. Evans** – Commissioner Evans served for 33 years with the Boston Police Department, the last 10 years (1993-2003) as Commissioner. He subsequently served for four years as head of the Police Standards Unit in the United Kingdom’s Home Office, where he monitored, assessed, and measured the performance of all 43 police forces in the UK. He currently consults with law enforcement agencies.
- **Alexa James** – Ms. James is a licensed clinical social worker. Since 2013, she has served as Executive Director of the National Alliance on Mental Illness (NAMI) in Chicago, Illinois. She has led NAMI’s engagement with the Chicago Police Department’s Crisis Intervention Team (CIT) program and training. In 2015-16, she served as a member of Chicago’s Police Accountability Task Force (PATF), which, among other things, examined the way the Chicago Police Department engages with people struggling with mental health issues.
- **Lori E. Lightfoot** – Ms. Lightfoot currently serves as the President of the Chicago Police Board. In 2015-16, she was a co-chair of the city’s PATF – which, among other things, assessed mechanisms for overseeing police misconduct, and issues associated with the use of force, police officer accountability, and identification of at-risk officers. Among her many governmental roles at the federal and local levels, Ms. Lightfoot has served as a federal prosecutor and as head of the Chicago Police Department’s Office of Professional Standards, which was, at the time she led the Office, responsible for investigating officer-involved shootings and allegations of excessive force and misconduct.
- **John MacDonald** – Professor MacDonald is Professor of Criminology and Sociology at the University of Pennsylvania and Director of the Fels Institute of Government. His research focuses primarily on the study of crime and violence, race and ethnic disparities in criminal justice, and the effect of public policy responses on crime. Professor MacDonald’s research has included numerous studies using quantitative methods to examine the effects of social justice policies on crime. He currently serves on the monitoring team that oversees the New York Police Department’s use of stop-and-frisk.

- **Tracey L. Meares** – Professor Meares is the Walton Hale Hamilton Professor of Law, Yale Law School. She serves as an Associate Reporter of the ongoing American Law Institute Project on the Principles of Law: Policing. She 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 most recently focused on communities and police legitimacy.
- **Amy Watson** – Professor Watson is a Professor of Social Work at the Jane Addams College of Social Work, University of Illinois. She has worked extensively on issues involving the relationship between the criminal justice system and mental health systems, in Chicago and around the country. During 2015-16, she worked with the De-escalation Work Group of Chicago’s PATF. She currently serves on the monitoring team working with the Portland, Oregon, Police Department.

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

The members of this team have vast experience in the activities that lie at the core of the monitor’s responsibilities under the Consent Decree. Indeed, the issues identified in the Consent Decree involve matters that we have spent years identifying, addressing and successfully reforming – as progressive reform police executives, as subject matter experts, and as members of oversight and monitoring teams. Members of the team have, on multiple occasions, 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 those agencies and the community.

Indeed, we have substantial experience dealing with virtually all of the specific duties set forth in the Consent Decree, as described in detail in this Application and the Qualifications Appendix (Appendix 1). And we have extensive experience in producing readable public reports, written in plain English and shorn of law enforcement and legal jargon, to inform the community and the general public of our activities, our findings, our recommendations, and the performance of the department. Because of the range of our experience, the depth of our knowledge, and our success in

the face of challenges during previous assignments, we will be better able to earn the respect of the community, the BPD command staff, and BPD's rank and file. We will immediately set to work helping the BPD to improve itself in all of the areas specified by the Consent Decree.

In short, although we have no doubt that the Request for Applications will attract many experienced former police executives, former judges, former federal prosecutors and federal, state, and local law enforcement personnel, we are confident that no other team will equal the breadth and depth of experience of the team we have assembled. No other team stands a better chance of working with the BPD 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.

The Consent Decree reflects the tension between addressing a wide array of issues in a comprehensive and responsible way, while at the same time doing so within a presumptive cost ceiling of \$ 1.475 million per year. The truth is that will be challenging given the broad scope of the monitoring team's responsibilities. Our budget proposal provides our good-faith intention to do the necessary work within that budget cap by the effective division of responsibilities, close collaboration with BPD, and constant monitoring of costs. We project monitoring costs of \$ 1.44 million in Year 1, and \$ 1.32 million in Years 2, 4 and 5, and 1.47 million in Year 3.

II. RELEVANT BACKGROUND AND HISTORY

A city of neighborhoods, Baltimore has faced the challenges of forging diverse cultures and histories into a single community. In recent years, that community has enjoyed a wave of economic growth and benefited from increased tourism. There is much for Baltimore to be proud of. But Baltimore and its approximately 614,000 residents also have faced significant challenges, many of which Mayor Catherine E. Pugh recently described in her first State of the City Address. As Mayor Pugh made clear, among those issues, "Public safety is the cornerstone to the growth and revitalization of our city."¹ That means reducing crime rates – and doing so in a way that protects individual rights, builds trust between communities and their protectors, and responds to the financial and social needs of the City and its people.

Make no mistake: achieving these goals will not be easy. It will require years of hard work, commitment, receptivity to change, and continuing good faith discussions among all Baltimore stakeholders. While the BPD has made substantial progress in recent years, the underlying problems are longstanding, complex, and deeply rooted. They flow not only from BPD's policies and practices, but also from implicit

¹ <http://mayor.baltimorecity.gov/news/blog/2017-03-16-mayor-catherine-e-pugh-delivers-first-state-city-address>

biases and unspoken cultural norms – as well as from legitimate concerns about how to secure police safety and public order while patrolling dangerous neighborhoods. And these challenges, in turn, relate to the stark reality of economic and racial inequalities that persist in Baltimore and that can be exacerbated by police practices that damage trust rather than build and maintain it.

The death of Freddie Gray on April 19, 2015 – and the explosive response to that tragedy – proved the *status quo* is not sustainable. It was not that event alone, though, that compels reform. Since Gray’s death, many African-American residents of Baltimore have come forward to share their experiences with BPD. Those disclosures raise disturbing questions about what it means to go about the ordinary tasks of daily life as a black person in this city. They also suggest a breakdown in relations between certain communities and the police department sworn to serve them, which both imperils civil rights and undermines effective law enforcement. As the events and revelations of the past years have shown, respect for principles of liberty, dignity, and equality can – and must – march in tandem with adherence to the value of aggressive but constitutional policing and fiscal responsibility.

This story and these dilemmas are well known to Baltimore. Following the death of Freddie Gray, Mayor Stephanie Rawlings-Blake invited the Department of Justice to investigate BPD policies and practices. As she explained, “Our city is making progress in repairing the fractured relationship between police and community, but bolder reforms are needed and we will not shy away from taking on these challenges.”² On August 10, 2016, DOJ issued its report of investigation summarizing the results of its year-long investigation (Report). The Report found reasonable cause to believe that BPD engaged in a pattern or practice of unlawful conduct, specifically in relation to (1) stops, searches, and arrests; (2) enforcement strategies producing severe and unjustified racial disparities; (3) use of excessive force; and (4) retaliating against people engaging in constitutionally-protected expressions. The Report also noted concerns relating to BPD’s handling of sexual assault investigations, interactions with transgender persons, and policies for training, supervision, and accountability.

The Report’s statistics concerning racial inequalities drew particular attention. Although the City is 63 per cent black, DOJ found that “African Americans accounted for 91 percent of the 1,800 people charged solely with ‘failure to obey’ or ‘trespassing’; 89 percent of the 1,350 charges for making a false statement to an officer; and 84 percent of the 6,500 people arrested for ‘disorderly conduct.’” As Sherrilyn Ifill, President of the NAACP Legal Defense and Education Fund, noted, “Seeing it all collected and pulled together really hit me in the solar plexus.”³

² <http://mayor.baltimorecity.gov/news/statements/2015-05-08-mayors-statement-doj-acceptance-request-pattern-or-practice-investigation>

³ <https://www.nytimes.com/2016/08/11/us/baltimore-police-bias-report.html>

To its credit, in addition to a thorough quantitative analysis, DOJ engaged with people from all across the City, including political leaders, police officers, religious groups, and community organizations. And on the basis of those talks, it reported that, “There is widespread agreement that BPD needs reform.” This shared view of the need for reform, DOJ found, had not been acted on mainly because of a breakdown in trust between BPD and community leaders. And this development was itself attributable at least in part to BPD’s embrace of “zero tolerance” policing, which contributed to the public’s perception that there were “two Baltimores” in the eyes of the BPD, “one wealthy and largely white, the second impoverished and predominantly black.” Faced with this reality, DOJ concluded that “[t]hese challenges amplify the importance of using policing methods that build community partnerships and ensure fair and effective enforcement without regard for affluence or race through robust training, close supervision, data collection and analysis, and accountability for misconduct.”

Upon receiving the Report, Mayor Rawlings-Blake acknowledged, “These findings are challenging to hear.”⁴ But she added, “we have to heal our city” and “transparency is the only true foundation upon which can rebuild community trust.” Police Commissioner Kevin Davis agreed: “Nothing is as painful as being stuck in a place that we do not belong . . . We know that our citizens are outraged at some of the details included in this report, and they should be.”⁵ Commissioner Davis also rightly made clear that the Report was not an indictment of every person serving in the BPD and that, to the contrary, many officers were appalled by incidents discovered by DOJ.

Following the Report, DOJ and Baltimore’s leaders signed an Agreement in Principle, committing to “negotiate reforms to ensure sustainable, constitutional, and effective policing.” By this point, BPD already had undertaken substantial reforms – including to its use of force policies and training programs – and all parties recognized that these were important developments. But all parties further agreed that “despite this progress . . . there is still much work to do.”

Ultimately, the parties entered into the Consent Decree, which has elicited overwhelming public support from every relevant stakeholder and which Mayor Pugh has aptly described as “a great victory for the citizens of the Baltimore, as well as the Baltimore Police Department.”⁶

The purpose of the Decree is clear and profound: “[T]o ensure that the City and BPD protect individuals’ statutory and constitutional rights, treat individuals with dignity and respect, and promote public safety in a manner that is fiscally responsible and responsive to community priorities.” Fully embracing community policing, the Decree

⁴ <http://www.baltimoresun.com/news/maryland/baltimore-city/bal-doj-quotes-reaction-20160810-story.html>

⁵ <http://www.cnn.com/2016/08/09/us/baltimore-justice-department-report/index.html>

⁶ <http://www.baltimoresun.com/news/maryland/baltimore-city/bs-md-ci-consent-decree-approved-20170407-story.html>

recognizes that “constitutional and effective policing are interdependent, and rely on a strong partnership between the police department and the communities that it serves.” To that end, the Decree elaborates – in great detail – a series of policies, practices, and studies that BPD will undertake to realize this vision. These reforms encompass the issues enumerated in the Report, as well as concerns relating to BPD’s treatment of the LGBT community, juveniles, the mentally ill, and persons in custody. In addition, they reach BPD’s use of cutting-edge technology to police more fairly and effectively.

Importantly, the Decree acknowledge the stakes for all persons and groups concerned. Even as DOJ’s Report discussed at length and in great detail the tragedies that can result from improper uses of police power, it emphasized that “[e]very day, police officers risk their lives to uphold the law and keep our communities safe.” That job is “particularly challenging,” the Decree points out, “where officers regularly confront complex social problems rooted in poverty, racial segregation and deficient educational, employment and housing opportunities.” And still, to their credit, the vast majority of BPD officers “work hard to provide vital services to the community.” It is these officers within the BPD who stand to benefit from the Decree. As Commissioner Davis has made clear time and again, the BPD is “ready to roll with the consent decree . . . [a]fter a consent decree experience, when it’s done right, that police department is forever changed for the better.”⁷

The path ahead will be difficult. There will be many challenges. But the Decree marks a recognition by all affected parties that *something* must change in Baltimore – and it explains, with clarity, what that change must be and how it should be achieved. The outpouring of community and political support witnessed at the April 6 hearing on the Decree proved, if there were any doubt remaining, that the great City of Baltimore and its many communities are committed to this vision.

III. 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 makes clear that the monitor’s role is solely one of providing oversight. The monitor has no operational role. It will be BPD’s – not the monitor’s – responsibility to implement the numerous reforms required by the Consent Decree. For BPD and the City of Baltimore to comply

⁷ <http://www.wbalTV.com/article/city-committed-to-consent-decree-despite-doj-request-to-delay/9230915>

with the Consent Decree, they must take managerial and operational responsibility for developing and implementing those 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 indeed inconsistent with the spirit of the agreement. Given our deep experience, we are mindful of these risks, and will ensure that the parties' roles as specified by the Consent Decree are respected. We will define roles clearly at the outset to eliminate such confusion – an approach that, in the past, has earned the trust of all parties. Our vision balances the specific requirements established for the monitor – and the more general responsibility assigned to the monitor of overseeing the implementation of mandated reforms – with the need to respect the limits of the monitor's role.

Although the core of the monitor's function is to assess and report on whether the requirements of the Consent Decree are being implemented, we are fully aware that providing technical assistance to aid BPD in implementing the consent decree is also an important aspect of the monitor's responsibilities. The monitor's role includes providing the strategic and tactical advice that will facilitate compliance as well as monitoring BPD's implementation of the specific terms of the consent decree. Balanced appropriately, these roles are complementary and mutually reinforcing rather than in conflict. Our past experience has validated that view.

IV. SCOPE OF WORK (RFA ¶ 33)

A. RFA Requirements

As set forth in the Consent Decree (¶¶ 442-488) and the RFA (¶¶ 8-24), the scope of the monitor's work includes the following:

- Evaluating BPD's and the City's implementation of the consent decree, including determinations of whether they have achieved full and effective compliance (RFA ¶ 8);
- Helping the City and BPD to achieve compliance by providing technical assistance, developing recommendations, interacting with the public, preparing public reports, maintaining a public website, and maintaining open channels of communication with BPD officers and unions (RFA ¶¶ 9, 14);
- Working closely and collaboratively with BPD in a cost-effective and collaborative manner to achieve positive and enduring change in BPD (RFA ¶ 10);

- Developing and implementing monitoring plans that include all the components described in paragraphs 12 and 13 of the RFA;
- Providing technical assistance on a broad range of issues, including on strategies for how to achieve full and effective compliance (RFA ¶¶ 9, 15);
- Making recommendations on a range of subjects, including changes or amendments to the Consent Decree (RFA ¶ 16);
- Formulating outcome measures, conducting compliance assessments, and making qualitative and quantitative assessments of BPD and the City’s progress (RFA ¶ 17);
- Producing public reports to be filed with the Court, which, among other things, describe the work of the monitoring team, BPD’s and the City’s progress in achieving full and effective compliance, and the findings of outcome assessments (RFA ¶ 18);
- Providing in the second half of 2019 a comprehensive reassessment s of BPD’s and the City’s progress in reaching full and effective compliance (RFA ¶ 19);
- Submitting annual budgets (RFA ¶ 20);
- Communicating regularly with the parties (RFA ¶ 21); and
- Meeting on a regular basis with community members and BPD officers to provide information and receive suggestions and comments (RFA ¶ 22).⁸

Our activities in monitoring the consent decree will undoubtedly evolve and be affected by various factors, including most specifically the pace at which the various reform measures contained in the consent decree are developed and implemented by BPD. Even though the process of monitoring compliance with the Consent Decree will therefore remain dynamic, in this section we offer some initial thoughts on how we would approach providing the services required under the Consent Decree.

B. 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 background that forms the context for the Consent Decree, including DOJ’s August 10, 2016 report, *Investigation of the Baltimore City Police Department*.

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

⁸ The RFA contains other requirements under Scope of Work that are less about the substance of the Monitor’s responsibilities but instead are instead limitations on, and expectations for, the monitor – *e.g.*, limitations on public statements (RFA ¶ 23), and the expectation that the Monitor and members of the monitoring team will maintain the highest ethical standards. (RFA ¶ 24).

especially those in Baltimore’s neighborhoods and communities. Therefore, we propose to meet with the DOJ investigative team to more fully understand the 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 valuable in ensuring a prompt and efficient start to our monitoring activities. More generally, we believe that establishing constructive, early communications with the DOJ investigative team is a vital initial step.

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

As important as it is to build a sound relationship with DOJ, it is even more critical to promptly develop lines of communication with all parties to the consent decree and all key elements in BPD, as well as the full array of external stakeholders, including the community.

We would establish immediate contact with the BPD command staff, including the Commissioner and his top staff, as well as other entities within BPD that are relevant to the Consent Decree. We should be well-positioned to swiftly establish that relationship because members of our monitoring team have previously worked constructively with the Commissioner.

Additionally, we have found that a smooth and effective monitorship depends upon a good, reliable working relationship with the police department unit that will be principally responsible for implementing the Consent Decree. In this case, that means the Compliance, Accountability, and External Affairs Division (“Compliance Unit”). Consent Decree ¶ 481. In our experience, this relationship, and the amount of influence that the head of this unit wields by virtue of his or her status, stature, and relationships, is a key determinant of success in properly implementing the terms of the Decree and achieving its underlying objectives.

In addition to forging strong and productive relationships with these elements of BPD, we will undertake at the very outset to create a detailed roadmap of the external and community stakeholders with whom it is important to meet and remain in contact with for the duration of the monitorship. We have already begun that process by reaching out to various groups that submitted comments on the Decree.

Given the high level of public interest in BPD and the Decree, it is critically important, especially early on, for groups that have been concerned about the interactions between BPD 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. Outreach to the community is among the requirements the monitor must fulfill, but our team would do so whether such outreach was required or not. It is of utmost importance for the monitoring team be as transparent as possible in its work and responsive to the needs and interests of the public, while at the same time establishing realistic expectations for the monitor's role and authority.

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

3. Gaining A Deeper Understanding of BPD and Its Initial Compliance Activities

We would immediately seek to gain a deeper understanding of the structure and operations of BPD. Collecting initial data and conducting interviews with line police officers, supervisors, and members of the command staff will permit a broader and deeper portrait of the entire range of activities subject to monitoring than is publicly available. These preliminary conversations and studies will also provide a necessary baseline against which to measure future progress under the Consent Decree.

We would also need to determine the current status of BPD's implementation efforts in areas covered by the Consent Decree. By the time the monitor is in place, BPD would have had close to a year to begin its journey on the road to the reforms required by the Consent Decree. Indeed, the Decree acknowledges that "[t]he City and BPD have already begun the critical work of reform," providing details about enhanced policies, additional training, new equipment (including body-worn cameras), additional community outreach, and investments in additional technology and infrastructure that the City and BPD have already embraced and begun to implement. Decree at ¶ 3.

We would seek, through meetings and interviews, to assess the current status of the progress BPD has made in designing and implementing reforms, as well as to identify the most significant obstacles to promptly achieving the objectives of the 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 BPD personnel and relevant information. We also would survey the types and categories of documents created and maintained by BPD 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.

C. Monitoring Plan

In addition to immediately conducting the initial information gathering activities described above, the monitoring team will prepare a detailed plan tailored to the Consent Decree, as required by ¶¶ 461-467. The monitoring needs to be dynamic and will necessarily evolve during the pendency of the monitorship. In fact, the 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 all 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 BPD officials – because doing so will put them in the best position possible to successfully comply with its requirements. In general, we intend to provide advance notice 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.

V. PERSONNEL: PRIOR EXPERIENCE, QUALIFICATIONS, CURRENT TIME COMMITMENTS, AND REFERENCES (RFA ¶¶ 34-36)

A. Personnel and Prior Experience

We have assembled a diverse, professional and highly experienced team for the BPD monitorship. In this section, we provide a brief summary of the background, relevant experience, and qualifications of the members of the team. A more detailed match between the experience and qualifications of our team members, and the specific qualifications enumerated in paragraph 26 of the RFA, is presented in 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. (Website: www.bromwichgroup.com.) He is a lawyer and public servant with more than 35 years of practical experience, including as a federal prosecutor, the head of two major public agencies, a criminal defense attorney, and an independent monitor. Of greatest relevance to this matter, for over 20 years, Mr. Bromwich has served in a number of challenging and important oversight roles, and has served as an independent monitor of police departments and private companies.

From 1994-1999, Mr. Bromwich 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 United States 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.

As mentioned above, 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 led an interdisciplinary team that included police practices experts, attorneys, and statistical and data analysis experts in monitoring the City's and MPD's progress under the terms of the June 2001 Memorandum of Agreement. After six years of monitoring, in 2008, MPD was found to have achieved substantial compliance with that Agreement. The

quarterly reports prepared and submitted during the monitorship are available at www.policemonitor.org.

In 2015, Mr. Bromwich was retained by the District of Columbia Auditor to determine whether the principal reforms initiated during the monitorship had remained in place seven years after it ended, *i.e.*, whether the reforms implemented during that period had been sustained. His team's report was published in January 2016⁹ and has been described by a respected scholar in the field as "[t]he best post-consent decree assessment of a department."¹⁰

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 reached a breaking point with the exoneration of two defendants who had been previously convicted based on flawed DNA and serology evidence. The Crime Lab, and indeed the entire Houston Police Department, had lost the public's trust. 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. 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, and it has been credited with putting the Crime Lab on the path to reform.

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. The result was a sharp improvement in the quality of medical and mental health care provided to Delaware prison inmates.

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. He was only able to serve in that capacity until June 2010 for the reasons described below.

⁹ http://www.dcauditor.org/sites/default/files/Full%20Report_2.pdf

¹⁰ <http://samuelwalker.net/wp-content/uploads/2017/02/DOJ-PP-Program-Feb24.pdf>, at 4

In June 2010, in the immediate aftermath of the *Deepwater Horizon* 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.¹¹ 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.

From 2013 to 2017, Mr. Bromwich served as the court-appointed External Compliance Monitor for Apple Inc. in *United States v. Apple Inc.*, No. 1:12-Civ-2826 (SDNY). At the conclusion of the monitorship, the District Court Judge stated, "The Monitor has ably performed a significant public service in a difficult environment. Due to the Injunction and Monitorship, Apple has entirely revamped its antitrust compliance program." *Id.* at Dkt. 493 (Filed 10/13/15). Since 2013, Mr. Bromwich has served as the Independent Monitor of the domestic ethics program of one of the world's ten largest companies, pursuant to a 2013 settlement with the federal government.

Since February 2016, Mr. Bromwich has served as a consultant to the City of Chicago and the Chicago Police Department (CPD) in connection with their efforts to reform police department policies, procedures, and practices on issues that are similar in many respects to the reforms required of BPD by the Consent Decree. He has assisted CPD to address a wide range of reform policing issues, including use of force policies, force investigations, stop-and-frisk, training and accountability.

Mr. Bromwich 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. *Ann Marie Doherty*



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

¹¹ <http://www.whitehouse.gov/the-press-office/president-obama-announces-bromwich-fix-oil-industry-oversight>

first Early Identification and Intervention System and developed the Auditing and Review Division, which for the first time subjected various Department 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 the Boston PD also included managerial responsibility for the Police Academy, the 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 Boston PD.

Subsequent to retiring from the BPD, from 2005-2008, Superintendent Doherty served as a police practices expert and member of Mr. Bromwich's monitoring team for the MPD. Her tenure included the period during which MPD came into substantial compliance with its voluntary agreement with DOJ and the monitorship was terminated. In 2015-16, she worked with Mr. Bromwich on the reassessment of MPD, described in greater detail above, to determine whether the reforms implemented during the monitorship had been sustained.

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 VIPD monitoring team.

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

3. *Alfred Durham*



Chief Alfred Durham has a combined total of 30 years of law enforcement experience, 21 of them in management. He began his law enforcement career with the MPD in October 1987. In May 1997, Chief Durham was promoted to lieutenant and was responsible for the day-to day operation of the Patrol Services office. In this capacity, he supervised a staff of eight and handled various other operational and administrative tasks. As a patrol lieutenant, he developed a performance strategy that resulted in a 175% increase in patrol-related activity for two Police Service Area (PSA) teams. He also developed other crime reduction and community engagement initiatives, including forming Citizen Action Teams (CAT) in PSA to foster better relations with beat officers and community members.

As a SWAT commander, Chief Durham was responsible for the training and welfare of unit personnel, as well as assisting the U.S. Secret Service in the movement of the President and other heads of state. In that role, among other things, he handled large-scale First Amendment assemblies and non-permitted demonstrations. He also provided active shooter training to members of the Department.

In January 2004, Chief Durham was selected by the Chief of Police as the Officer-In-Charge to oversee the planning and execution of security operations for the 55th Presidential Inauguration of George W. Bush, which took place in January 2005. In February 2005, he resigned from the MPD after being asked to serve as chief of staff for the Chief of Police of the Richmond Police Department.

In April 2007, Chief Durham was asked to return to the MPD as the Executive Officer. In that role, he was responsible, among other things, for the following:

- Managing the day-to- day operations of the department;
- Implementing and executing the chief' of police's guiding principles for the department;
- Assisting the chief of police with setting overall objectives for the department, including strategic planning;
- Directing internal audits as a means of reducing risks;
- Serving as liaison for all federal government law enforcement agencies and criminal justice partners;
- Serving as management's representative for all internal labor organizations;
- Served as project manager for the department's body worn camera pilot; and
- Attended community meetings to provide updates on crime and to address other concerns.

In November 2014, Chief Durham retired from MPD after 25 years of service.

On February 21, 2015, Chief Durham was appointed Chief of Police of the Richmond (VA) Police Department. He heads a department with more than 900 personnel, approximately 750 of them sworn members. As chief, he is responsible for all of the operations and administration of the Department, including developing policies and procedures relating to work assignments and performance monitoring.

In Richmond, Chief Durham has created an Audit and Inspections Office to ensure policy compliance and transparency as a means of reducing liability and building community trust. He embraced and built on customer service initiatives, and cultivated existing and developed new relationships with local, regional, state and federal law enforcement partners. He has served as the public face of the Department to promote effective community services and programs. During Chief Durham's first year, the City of Richmond experienced the lowest number of violent crimes in 45 years; significantly improved community engagement through a community policing strategy that includes all members of the department both sworn and civilian; and identified areas where delivery of police services can be more effective and efficient.

Chief Durham has an Associate in Applied Science in Corrections Administration from the University of the District of Columbia and is a graduate of the FBI National Academy. He also attended the FBI National Executive Institute.

4. *Paul F. Evans*



Commissioner Paul Evans spent 33 years with the Boston PD, retiring in 2003. During that time, Evans served in every civil service rank, from patrol officer to captain. As a patrol supervisor, he investigated citizens' complaints against officers and reviewed and submitted reports on use of force by his officers. At the age of 31, he was promoted to Deputy Superintendent in command of the South End/Back Bay section of Boston. In that capacity, he dealt extensively with community groups and handled complaints. He was responsible for the thorough investigation of all uses of force, most notably for detailed reporting on deadly force and compliance or non-compliance with all Department rules. Evans served as a Department hearing officer, conducting trial boards and issuing decisions on rules violations and misconduct.

In 1984, Evans was promoted to Superintendent, a position he held for nine years. Among other duties, he dealt with changes in high-speed pursuit policy, reviewed all firearm discharges for compliance with department policy, and recommended needed changes in policy, training, and discipline to the Police Commissioner.

In 1992, Evans was made Chief of Detectives and given responsibility for the creation of the Department's informant and search warrant execution policies. A year

later, in November 1993, Evans was appointed Acting Police Commissioner, an appointment made permanent in February 1994. His tenure as Commissioner began not long after a damning public report that was highly critical of the department's efforts at community policing and policing itself.

During Evans' tenure as Commissioner, Boston was recognized for cutting edge award winning practices, including these projects:

- Operation Ceasefire, a gang-focused intervention strategy;
- Operation Nightlight, a police-probation partnership;
- Boston Re-Entry Project; and
- Unsolved Shooting Project

In all, Boston became a national model of community policing. At one point the city went 2.5 years without a juvenile being killed, an accomplishment the media described as the "Boston Miracle." Community engagement became a hallmark of the Boston PD: the Department engaged in a city-wide strategic planning initiative where police and citizens set local priorities, with those priorities supported by more than \$3 million dollars in grant money supplied to 80 local nonprofits. As part of these initiatives, citizen input and concerns were given high priority, and community polling became a way of doing business in order to obtain a continuing sense of the issues troubling neighborhoods. Fear of crime was reduced 20% by identifying what drove fear in each community. Citizen satisfaction and knowledge of their local officers became new criteria of how the Boston PD measured success.

Commissioner Evans realized that the trust of the community was critical and instituted the following reforms in professional standards, among many others:

- Assigned best and brightest to Corruption and IAD
- Instituted an electronic use of force form for all arrests
- Outreach to community on reporting officer misconduct
- Initiated an Annual Report that showed all uses of force by officers, and all misconduct claims
- Advocated less lethal force measures, allowed self to be Tasered.
- Changed policy that prohibited officers from discharging weapons at motor vehicles resulting in Boston low rate of discharges

Commissioner Evans emphasized training and confronting difficult police community issues. He was a lead partner in the Regional Community Policing Institute, which discussed these issues among police and community. He convened vocal critics and community members to discuss racial profiling, stop and search, and false testimony by officers. Prevention, intervention, and enforcement were the operating principles – and partnerships with prosecutors and law enforcement,

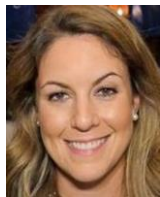
business and neighborhood groups, and probation and parole were all significant factors in the Department's ability to reduce crime. During his tenure, significant reductions in crime occurred at the same time as arrests were falling.

After a successful, nine-year tenure as Commissioner, in November 2003, Evans was appointed by the United Kingdom's Home Secretary to be the Director of Police Standards for the entire UK. The Standards Unit was responsible for the measuring and monitoring of performance by the 43 forces across the UK. Areas measured included: reducing crime, resource use, investigating crime, citizen focus, and promoting safety and local policing. Police forces that did not meet expectations, compared to their peers, were placed in interventions/engagements by the Home Secretary aimed at improving performance in, among other areas, performance management, policy development, leadership, and supervision. As a result of this work, all six forces that were the subject of interventions made the necessary improvements to meet expectations. During his tenure as Director of Police Standards, Commissioner Evans served as crime advisor to two Prime Ministers and four Home Secretaries.

Since his return to the US in 2008, Commissioner Evans has been called on to assist police departments in various cities, including St. Louis and Chicago.

Commissioner Evans is an honors graduate of Suffolk University Law School, a member of the Massachusetts Bar, and a United States Marine Corps combat veteran.

5. *Alexa James*



Alexa James has served as the Executive Director of NAMI (National Alliance on Mental Illness) Chicago since 2014. She began her career at NAMI Chicago in 2010, when she worked on a federal grant that provided funding to train Chicago Police Department officers in Crisis Intervention Team Training for dealing with youth. She helped develop a specialized 40-hour course for CIT-trained officers to learn intervention techniques and practices at it relates specifically to young people. Ms. James then led a program that followed up with officers who went through CIT for Youth training and who had engaged with youth needing mental health resources. The CIT for Youth training program continued for four years until funding lapsed. It remains the only 40-hour advanced CIT to have been developed in the country.

While working at the largest psychiatric hospital in Illinois, Ms. James collaborated closely with Illinois law enforcement agencies on training, drop off procedures, community engagement, and creating enduring relationships between the hospital and law enforcement agencies. In that capacity, Ms. James facilitated training and worked with referral partners such as schools, law enforcement agencies, hospitals, and other elements of the criminal justice system on issues that revealed the structural problems and systemic gaps at the intersection of the criminal justice system and those with

serious mental illness. Her work at NAMI Chicago has focused on addressing those gaps and ensuring that NAMI's strategic plan focuses on systemic problems and supporting capacity-building for mental health.

In 2016 Ms. James chaired the de-escalation working group for Chicago's PATF, which issued its report in April 2016. Since then, Ms. James' team at NAMI Chicago, together with their partners, has worked to implement many of the Task Force's recommendations, including training for all 911 call takers, and community outreach providing education about CIT training and stigma reduction surrounding mental illness. The program is being researched by the University of Illinois at Chicago (UIC) and has thus far demonstrated statistically significant outcomes. Much of the work of NAMI Chicago is to support systemic and culture change in Chicago's crisis system. Ms. James has also served on the Mayor's Citywide Mental Health Response Steering Committee.

Pursuant to the 2011 consent decree entered in *Williams v. Quinn*, which addresses the treatment of Illinois residents with serious mental illness, Ms. James heads an outreach team that educates the thousands of people still living in institutionalized care about opportunities and processes for moving out of facilities and into the community to live independently. NAMI's role in this project is growing and Ms. James has hired additional staff to support this program.

Ms. James supervises a helpline supporting 2500 people a year who seek mental health resources and call while in crisis. The helpline's up-to-date support database holds over 400 resources throughout the Chicago metropolitan area that is vetted bi-annually and refreshed continuously. More recently, NAMI Chicago has begun training the faith-based community and clergy on crisis intervention, and is working closely with that community on its mental health outreach efforts.

Ms. James' experience includes direct service to youth adversely affected both by trauma and living in the child welfare system, and training and developing curriculum for law enforcement and first responders. Last year, NAMI Chicago trained over 12,000 people in signs and symptoms of mental illness. As a result, NAMI Chicago is now being looked to by a broad array of officials and business sectors – *e.g.*, judges, law enforcement, education systems, hospitality staff, librarians, medical professionals, and youth – as *the* provider on training regarding de-escalation. In addition, Ms. James and her team at NAMI began using a program that works to reduce stigma and provide suicide education for high school students. In only 18 months, NAMI has reached 10% of all CPS high school students with this training and has now been invited by CPS to use this training for their social emotional learning curriculum.

Ms. James received her Masters in Social Work from Loyola University and her Masters in Child Development from the Erikson Institute.

6. *Lori E. Lightfoot*



Lori E. Lightfoot has a range of experience that is directly relevant to the monitorship of the BPD. Most specifically, Lori has experience in conducting oversight of the Chicago Police Department in several different capacities. First, Lori served as the Chief Administrator of the Office of Professional Standards (OPS) (2002-2004), which at the time was a 100-person civilian investigative unit within the Chicago Police Department. Ms. Lightfoot was a direct report to then-Superintendent Terry Hillard and had the rank of a commander. OPS's primary mission was to investigate citizen complaints of excessive force by police officers. OPS also had primary jurisdiction over police-involved shootings, deaths in custody, domestic violence and off-duty incidents.

During her OPS tenure, Ms. Lightfoot had extensive experience in dealing with interconnected stakeholders with sometimes disparate agendas. These stakeholders included various members of the community directly affected by police action, particularly in the aftermath of police-involved shootings; other command staff members, rank and file officers and front-line supervisors, union officials; and others within City government such as the Law Department.

While at OPS, Ms. Lightfoot instituted several measures to improve the quality and timeliness of investigations, as well as foster an environment in which officers told the truth in internal investigations. Ms. Lightfoot created a process for analyzing and monitoring patterns of disciplinary issues with particular officers.

Ms. Lightfoot also served as part of a senior management team that worked on a variety of risk management measures including an early intervention system, an electronic intake and tracking system for investigations, and medical role abuse, among other policies.

In 2015 and 2016, Ms. Lightfoot again became involved in oversight of the Chicago Police Department. In 2015, she was confirmed as the President of the Chicago Police Board and continues to serve in that role. The Police Board is an independent, quasi-court which hears allegations of serious misconduct against Chicago Police Officers, decides liability and if appropriate, disciplinary action, which typically includes a period of suspension or termination. Through the President, the Board confers with the Superintendent of Police and other relevant members of City government about issues or concerns that it observes in the conduct of its work. Ms. Lightfoot also leads the Board's monthly public meetings in which the Board takes final action on cases pending before it and then hears from members of the public.

From late 2015 through April 2016, Lori also served as the Chair, Chicago Police Accountability Task Force (PATF). In the wake of the release of a video showing the killing of a black teenager by a white police officer, the Mayor of Chicago convened the

PATF to address a range of issues with the CPD and the whole of the local policing infrastructure. The PATF performed its work in working groups which paired ordinary citizens with subject matter experts. Over a four-month period, the PATF conducted a detailed analysis of the CPD, community/police relationships, training, internal and external accountability systems, among other issues.

A core part of the PATF work was evaluating whether state statutes, local ordinances, collective bargaining agreements or other policies or procedures were impediments to accountability, and if so, to make specific recommendations for change.

PATF issued its report on April 13, 2017.¹² The PATF report served as the basis for the subsequently issued DOJ report on Chicago on January 13, 2017.

As part of its work, the PATF conducted a comprehensive community outreach effort, which included inviting the participation of community members in the working groups, an extensive outreach and education effort to both solicit input and to educate about the PATF scope and mission; community meetings in different parts of the City; and inviting grassroots subject matter experts to engage with the PATF through interviews, white papers, and other means.

More recently, Ms. Lightfoot has been serving as a member of the Chicago Police Department Early Intervention System, National Advisory Committee (April 2017 – present). This Committee provides advice and expertise to CPD’s effort to create a best in class EIS and broader management tool.

Other relevant experience:

- Interim Chief Procurement Officer (2005). Part of an interim management team tasked with reforming the City of Chicago’s \$2B annual procurement function. Ms. Lightfoot’s primary role was analyzing and reforming the City’s Minority and Women-Owned Business Enterprise certification and compliance function, which was outdated and subject to a variety of fraud and other risks. Work included conducting listening sessions with a range of internal and external stakeholders, creating educational and outreach materials, implementing rigorous risk management and accountability systems.
- Mayer Brown LLP, partner, commercial litigation and white-collar practice groups. Routinely negotiate settlement agreements and advise clients on compliance with civil and criminal settlement agreements that have on-going compliance obligations.

¹² https://chicagopatf.org/wp-content/uploads/2016/04/PATF_Final_Report_4_13_16-1.pdf

- Served as an Assistant U.S. Attorney for over six years and frequently worked with local police officers who served on a variety of drug and/or violence prevention task forces. In that capacity, routinely worked to train officers and agents on a range of basic and more nuanced issues arising from the Fourth, Fifth and Sixth Amendments of the Constitution.

7. *John MacDonald*



John MacDonald is Professor of Criminology and Sociology at the University of Pennsylvania. He also serves as the Penny and Robert A. Fox Faculty Director of the Fels Institute of Government and is a Senior Fellow at the Leonard Davis Institute of Health Economics. His scholarly research focuses on studying race and ethnic disparities in criminal justice, and the effect of public policy responses on crime. In 2012 he received the David N. Kershaw Award from the Association for Public Policy Analysis and Management. The award honors scholars who under the age of 40 have made a distinguished contribution to the field of public policy analysis and management. He is an elected Fellow of the Academy of Experimental Criminology. His recent scholarly research on racial and ethnic disparities in criminal justice appears in the *Journal of Quantitative Criminology* and the *Journal of Legal Studies*. He co-edited the 2012 volume of the *ANNALS* “Immigration and the Changing Social Fabric of American Cities.” A related opinion editorial (“Don’t Shut the Golden Door”) appeared in the June 20, 2012 issue of the *New York Times*. He has published more than 70 peer reviewed journal articles on topics ranging from police use of force, racial profiling among police officers, to racial disparities in sentencing.

Dr. MacDonald is an expert on empirical methods for policy analysis. He has served as a consultant to numerous law enforcement agencies on issues related to racial profiling, minority trust in the police, and police use of force. He has consulted on these issues with Los Angeles County, CA; Miami Dade County, Florida; Savannah, Georgia; and Cincinnati, Ohio. He served as an expert witness for the DOJ Civil Rights Division in the case of *United States vs. Alamance County Sheriff Terry Johnson* (No. 15-2190).

He is currently a consultant to the Los Angeles Sheriff’s Department (LASD) in their settlement agreement with DOJ’s Civil Rights Division involving Antelope Valley. His consulting work for the LASD involves examining racial disparities in vehicle and pedestrian stops and use of force by LASD Deputies in Antelope Valley.

Dr. MacDonald is also a member of the New York City Monitoring Team in the settlement agreement of *Floyd et al. and Davis et al. vs. NYC*.

Dr. MacDonald received his B.A. in political science from Vassar College, his M.A. in criminology from the University of Maryland, and his Ph.D. in criminology from the University of Maryland.

8. *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 the United States Department of Justice.

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 to 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. She currently serves as an Associate Reporter of the ongoing American Law Institute (ALI) Project on the Principles of Law: Policing – the first project of its kind ever undertaken by the ALI.

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 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>).

Professor Meares has a B.S. in general engineering from the University of Illinois and a J.D. from the University of Chicago Law School.

9. *Amy Watson*



Amy Watson is a professor at Jane Addams College of Social Work at the University of Illinois at Chicago. She also holds a courtesy appointment in the Department of Crime Law & Justice. Professor Watson has worked extensively on issues involving the relationship between the criminal justice system and mental health systems, in Chicago and around the country. Her current research focuses on police encounters with persons with mental illnesses and the Crisis Intervention Team (CIT) model. She has conducted National Institute of Mental Health (NIMH) funded research on the experiences of persons with mental illnesses in police encounters, and developed a measure of perceived procedural justice in these encounters that is being used in projects in the United States and Canada. She has completed several federally funded studies of the CIT model and is currently working on a \$3.1 million multi-method study of Chicago's CIT program that examines crisis encounters from the perspectives of officers and call subjects, and that considers the role of service accessibility and neighborhood characteristics in outcomes for persons with mental illnesses following their police encounter. Dr. Watson has published extensively on this work and presented findings to local, national and international audiences.

Dr. Watson has also conducted research and provided consultation to programs serving persons with mental illnesses who become involved with the criminal justice system. These include CIT programs, mental health courts, and prison re-entry programs. Recently, she served on the De-escalation Work Group of the Chicago PATF and serves on the Mayor's Mental Health Steering Committee. She also currently serves on the compliance team working with the City of Portland, Oregon, and the Portland Police Department on issues related to mental health crisis response. Recently she was appointed to the Crisis Intervention Team (CIT) International Board of Directors.

Prior to joining the faculty at UIC, Dr. Watson was the project director and co-investigator of the National Institute of Mental Health Research Infrastructure Support Program grant that funded the Chicago Consortium for Stigma Research (PI Corrigan). This was an interdisciplinary project focused on understanding and reducing mental illness stigma that included multiple studies and dissemination of findings to academic, professional, and advocacy and community audiences. Dr. Watson remains interested in mental illness stigma and incorporates considerations of the impact of stigma in all of her work.

Dr. Watson's scholarship has been recognized locally and internationally. In 2008, she received the Young Researcher of the Year Award from NAMI of Greater Chicago. And in 2013, she was the recipient of the Crisis Intervention Team International CIT Researcher of the Year Award.

Early in her career, Dr. Watson worked as a probation officer on a specialized mental health team. She has a BA in Criminal Justice from Aurora University and a Masters and Ph.D from the University of Chicago School of Social Service Administration.

The qualifications of our team members are described generally in the summaries set forth above. For more detail regarding qualification in each of the areas specified in the RFA, please see the material included in Appendix 1.

With respect to our qualifications for this project, we want to describe briefly the independent monitoring assignment that is most relevant to this application. From April 2002 to June 2008, Mr. Bromwich and the other members of the MPD monitoring team, including Superintendent Doherty, 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 that 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. It is no exaggeration to say that 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. By drawing on the experiences, processes and techniques we successfully employed in the MPD monitoring project, we would hope to achieve the same success in working with BPD.

B. Operating Principles

From our experience, including with many other monitorships, we distill several principles that would guide the way we would operate in this matter.

1. *Efficiency*

Because of our substantial 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 and sought by other parties to the agreement, and we have experience building a team capable of handling the work that needs to be done in the most efficient and effective way possible. No member of the monitoring team will be assigned for any reason other than that he or she is the most appropriate person, in terms of background and experience, to perform the monitoring task. We have the additional advantage that members of the team have previously worked together in monitoring or other oversight assignments.

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.

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.

C. Current Time Commitments

Members of the monitoring team will make the monitorship their priority and will devote all time necessary to perform the tasks assigned to the monitor in the Consent Decree, including but not limited to compliance reviews, outcome assessments, and technical assistance. One of the reasons we have assembled a fairly large team is to ensure that the team as a whole will at all times be able to perform its mandated responsibilities promptly and effectively.

1. **Bromwich:** Mr. Bromwich serves as the independent monitor of the ethics program of a large company, as a consultant to the City of Chicago and the Chicago Police Department, and takes on various other assignments as a consultant and as a lawyer. These assignments would not interfere in any way with his ability to devote the necessary time to serve as the Independent Monitor of BPD.
2. **Doherty:** Superintendent Doherty serves as a member of the independent monitoring team for the VIPD, an obligation that averages 25 to 40 hours per month.
3. **Durham:** Chief Durham has no other commitments that would interfere with his ability to participate fully in the monitorship.
4. **Evans:** Commissioner Evans will shortly begin service as Strategic Site Liaison for the City of New Haven, Connecticut. In addition, he works with CAN, a non-profit corporation that conducts the Violence Reduction Project for the Department of Justice.
5. **James:** Ms. James serves as the Executive Director of NAMI Chicago but is willing and able to take on consulting assignments, such as working as a member of the monitoring team.
6. **Lightfoot:** Ms. Lightfoot is a partner at Mayer Brown LLP, based in Chicago but would treat such an assignment as a priority client matter and devote appropriate resources to fulfill all responsibilities in a timely and complete manner. She is also President of the Chicago Police Department, which entails approximately 20 hours per month and should not impede her ability to fully participate in this matter.
7. **MacDonald:** Professor MacDonald is currently serving as a consultant for US v. The County of Los Angeles and the Los Angeles Sheriff's Department, an obligation that requires approximately 10 days per year.

He also spends 20-25 days per year working on the NYC Monitoring Team in the *Floyd* stop-and-frisk litigation.

8. **Meares:** Professor Meares is a tenured law professor at Yale University, where she also directs the Justice Collaboratory (a research center).
9. **Watson:** Professor Watson holds a faculty appointment at the University of Illinois at Chicago; the terms of that appointment are fully consistent with full participation in this monitorship. In addition, Professor Watson devotes 1-2 days per month toward her obligations as a member of the Portland monitorship team.

D. References

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

VI. COLLABORATION AND COST EFFECTIVENESS (RFA ¶ 38)

Our team is committed to working collaboratively with the parties in a cost-effective manner. Indeed, collaboration is the only means by which the ambitious – and critical – goals of the Consent Decree will be achieved. We have described many of the methods and techniques we will use in describing our approach to monitoring in Sections III to V above. Others means of collaboration will emerge as we engage with the parties and determine what forms of collaboration and cooperation are best suited the objectives of the Consent Decree.

At a minimum, collaboration will require frequent communication – in person, by phone, and by email. It will also require continuous updating of the parties of the activities of the monitoring team. In the past, we have been successful using a monthly in-person meeting, which brings together the Monitor, and high-level representatives of the parties to discuss the most recent activities of the monitoring team, and the anticipated activities in the month ahead. This monthly meeting is an effective forum for raising problems and issues, and ensuring that any obstacles, problems and concerns are raised and addressed.

Our monitoring teams have proved cost-effective in the past because we monitor our activities closely and staff different tasks with the right people, and the right number of people. Members of the team will be matched to specific activities according

to their interests, experience, and expertise. With the sheer quantity of responsibilities imposed on the Monitor, cost-effectiveness is an absolute imperative.

VII. POTENTIAL CONFLICT OR BIAS

(RFA ¶ 39)

Many members of the team have had employment or contractual relationships with the Department of Justice (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 the Department of Justice (1994-99), and has represented various corporate and individual clients adverse to the Department of Justice (1989-93, 1999-2010, 2015-present). Other members of the team have either been employed by the Department of Justice (Professor Meares), or have been employed as contractors by DOJ (e.g., Superintendent Doherty, Commissioner Evans). Please see the bios and resumes attached at Appendix 2, which disclose the various relationships team members have had with the DOJ.

In addition, Mr. Bromwich, Superintendent Doherty, and several other members of the team (as described in detail above) 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 Baltimore or BPD.

VIII. BUDGET (RFA ¶ 37)

As required by the RFA, we have prepared detailed budgets for years one through five of the monitorship. The budgets are presented in detail in Appendix 4. These budgets were prepared based on our estimate of the number of monitoring days specific activities will likely take.

The budget for year 1 is estimated at \$ 1.44 million, the budgets for years 2 and 4 are estimated at \$ 1.32 million, and the budgets for years three and five are estimated at \$ 1.47 million. The reason the cost for years 3 and 5 are larger than for years 2 and 4 is

because of the need to perform the comprehensive re-assessments required by paragraphs 469 and 470 of the Consent Decree.

Needless to say, these are mere estimates based on limited information about the progress that Baltimore and BPD have made with respect to various reforms required by the Consent Decree. The allocation of the monitoring team's time and resources will depend, to a significant degree, on the that progress and on the availability of various data needed to perform specific monitoring tasks. The team will need to remain flexible and nimble in carrying out its activities and capable of modifying its plans in a common sense way.

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 covered by the Decree. Our team will also bring to bear invaluable perspectives offered by some of the most distinguished legal and empirical scholars currently addressing the relationships between law enforcement and the community. We are well aware that the Baltimore Police Department faces many challenges. We think we have assembled the team best qualified to provide the technical assistance designed to help BPD improve, as well as monitor the Consent Decree to make sure that BPD honors its responsibilities to the citizens of Baltimore. We look forward to fulfilling the substantial and important responsibilities of the monitor fairly, efficiently and effectively.

APPENDIX 1

Qualifications

(RFA ¶¶ 25-27 & 35)

Qualifications

This Appendix lists in substantial detail the members of the team who have specific experience in the different substantive areas listed on pp. 7-9 of the RFA. Although much of this information can be distilled from the narratives in **Section V** of our Application and from the bios and resumes of our team members, which are contained in **Appendix 2**, we wanted to provide detailed information regarding the specific qualifications for each of the described areas.

- **Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders**
 - **Bromwich**
 - Served as Inspector General for US Department of Justice (1994-99)
 - General oversight authority over all DOJ law enforcement agencies, including FBI, DEA, US Marshals Service, Bureau of Prisons, Immigration and Naturalization Service
 - As Inspector General, supervised scores of audits, program evaluations, and performance reviews of law enforcement agencies
 - Served as Independent Monitor of Metropolitan (DC) Police Department (2002-08)
 - Served as Independent Investigator of Houston Police Department Crime Lab (2005-07)
 - Conducted retrospective review of Houston PD Crime Lab at request of Houston Forensic Science Center (2013-14)
 - Conducted retrospective review of MPD to determine sustainability of policing reforms (2015-16)
 - Advises Chicago Police Department on wide range of police reform issues (2016-present)
 - **Doherty**
 - Member of the MPD (DC) Monitoring Team
 - Member of the Virgin Islands Police Department Monitoring Team
 - Police Practices Expert for DOJ
 - Assessed policies, training, and application within the Austin Police Department across a range of issues, with a particular focus on use of force issues
 - Member of the team that conducted an independent review of shooting investigations by Chicago Police Department officers and made recommendations regarding how the investigative processes could improve

- **Evans**
 - Directed Police Standards Unit in the UK (2003 - 2007)
 - Measured and monitored police performance in the 43 Forces in the United Kingdom. Each force was measured across a number of police performance and community issue criteria. Performance was compared to similar size forces, and once a year forces would be graded on their performance and the results were published.
 - Participated in six successful interventions/engagements for poor performing forces: Greater Manchester, Cleveland, Nottinghamshire, Northamptonshire, Humberside, and West Yorkshire
 - Each intervention included policy development, developing key systems, and improving processes and leadership
- **Lightfoot**
 - Chief Administrator of the Chicago Office of Professional Standards (OPS) (2002-2004), which at the time was a 100-person civilian investigative unit within the Chicago Police Department
 - OPS investigated citizen complaints of excessive force by officers. It had primary jurisdiction over police-involved shootings, deaths in custody, domestic violence, and off-duty incidents
 - Directly reported to Superintendent Terry Hillard
 - Held the rank of commander
 - While in office, created a process for analyzing and monitoring patterns of disciplinary issues with particular officers
 - Chicago Interim Chief Procurement Officer (2005)
 - Part of an interim management team tasked with reforming the City of Chicago's \$2B annual procurement function
 - Analyzed and reformed Chicago's Minority and Women-Owned Business Enterprise certification and compliance function
 - Conducted listening sessions with a range of stakeholders, creating educational and outreach materials, implementing rigorous risk management and accountability systems
 - Chair, Chicago Police Accountability Task Force (Dec. 2015-Apr. 2016)
 - Following release of a video showing the killing of a black teenager by a white police officer, the Mayor of Chicago convened the PATF to address a range of issues with the CPD and the whole of the local policing infrastructure
 - PATF performed its work in working groups, which paired ordinary citizens with subject matter experts

- Over a four month period, analyzed the CPD, community/police relationships, training, and internal and external accountability systems, among other issues
 - PATF's final report that served as the basis for the subsequently issued DOJ report on Chicago on January 13, 2017
 - President, Chicago Police Board (July 2015 – present)
 - The Police Board is an independent, quasi-court which hears allegations of serious misconduct on the part of Chicago Police Officers, decides liability and, if appropriate, discipline
 - Through the President, the Board confers with the Superintendent of Police and other relevant members of City government about issues or concerns that it observes in the conduct of its work
 - Leads the Board's monthly public meetings in which the Board takes final action on cases pending before it and then hears from members of the public
 - Member, Chicago Police Department Early Intervention System, National Advisory Committee (April 2017 – present)
 - Provides advice and expertise to CPD's effort to create a best in class EIS and broader management tool
 - Mayer Brown LLP, Partner
 - Commercial Litigation & White Collar Practice Groups
 - Routinely negotiates settlement agreements and advise clients on compliance with civil and criminal settlement agreements which have on-going compliance obligations
- **MacDonald**
 - Member of the *Floyd* NYDP monitoring team
 - Analyst for the settlement agreement in *United States v. County of Los Angeles*, and for the Los Angeles Sheriff's Department
 - Behavioral Scientist for the RAND Corporation's evaluation of the Cincinnati Collaborative Agreement with the Southern District of Ohio (2004-2006)
- **Meares**
 - Worked with NYPD on compliance with the remedial order in the *Floyd* stop and frisk litigation
 - Assisted in developing a training course requested by the district court on procedural justice and the social psychology of bias
 - Worked with newly formed successor to Chicago's Independent Police Review Authority, Civilian Office of Police Accountability, to develop training relevant to procedural fairness
- **Watson**

- Compliance Officer/Community Liaison Team for the *United States v. City of Portland* Settlement Agreement (2015- to present)
- **Law enforcement practices, including community policing and engagement; use of force and force investigations; practices for conducting and reviewing pedestrian and vehicle stops, frisks, searches, and seizures; practices for conducting and reviewing arrests; crisis intervention and de-escalation techniques; bias-free policing, First Amendment protected speech and public assembly and related rights; intake, investigation, and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and policy development and officer and staff training**
 - **Bromwich**
 - Work as independent monitor and consultant has encompassed reviews of law enforcement practices – including use of force and force investigations; stop-and-frisk, searches, and seizures; crisis intervention and de-escalation techniques; intake, investigation, and complaints of officer misconduct; and policy development and officer and staff training
 - **Doherty**
 - Managerial responsibility for the Police Academy
 - This included creation of innovative curricula for all levels within the agency; also curricula for agencies, chief executives, and citizens throughout New England
 - Managerial responsibility for the Internal Affairs Division, Anti-Corruption Division, Auditing and Review Division, and Recruit Investigations Unit
 - Included revamping the complaint intake and investigative process, and the recruit investigative process
 - Created the Boston Police Department’s first Early Identification and Intervention System, which identified officers, supervisors, managers or organizational entities exhibiting potentially problematic behavior.
 - Created the Auditing and Review Division, which subjected current systems and procedures to periodic review
 - Initiated and prioritized connections between internal investigations, academy training/professional development, and policy development
 - **Durham**
 - Evaluated and implemented new community policing strategies
 - Was profiled in CSPAN’s *Washington Journal* for community policing efforts in building trust and legitimacy
 - Created a new citizen complaint process
 - As Executive Assistant Chief and Chief of Police, reviewed all use of force investigations and officer misconduct complaints

- Imposed discipline for employee misconduct
 - Introduced Fair and Impartial policing practices
 - Increased Department's role in youth engagement and intervention
 - Expanded youth programs within the department
 - Retooled Use of Force training to include de-escalation techniques and shoot-no-shoot scenarios for department and community members
 - Ensured that all sworn employees were trained in handling of large scale First Amendment assemblies; trained Department in mass crowd and riot control
 - Conducted monthly reviews of existing policies and developed new polices to address changing trends in policing
 - Invited NAACP, ACLU and community members to policy review sessions for their input and feedback
 - Afforded citizens an opportunity to participate in the Use of Force and Accident Review Boards
- **Evans**
 - Performed all ranks, from patrol officer to commissioner, including chief of patrol and detectives
 - Implemented cutting-edge, award-winning strategies, including Operation Nightlight (a police probation partnership) and Operation Ceasefire (a gang-focused intervention strategy)
 - While in office, oversaw the Boston Re-Entry Initiative and the Unsolved Shooting Project
 - No juvenile was murdered in Boston for two and a half years
 - Actively involved in community policing and engagement
 - Attended hundreds of community meetings
 - All personnel were trained in problem solving (SARA)
 - Sought to keep officers based in same neighborhood for continuity purposes
 - Created awards for exemplary community policing behavior by officers
 - Reviewed practices for reviewing vehicle stops and searches
 - Changed the Department's field interrogation observation form to capture necessary information and the reason for stops
 - Reviewed data internally and with external groups to determine any areas or officers with patterns of bias
 - Ongoing facilitated dialogue with groups monitoring police behavior including ACLU, Lawyers for Civil Rights, and local politicians.
 - Oversaw use of force investigations
 - As patrol supervisor, investigated citizen complaints and uses of force

- As area commander for four years, investigated and submitted detailed reports on all firearm discharge reports in designated area
- As patrol chief for nine years, served as the Chair of the Firearm Discharge Review Board, reviewed all firearm discharge reports, and in each incident submitted findings and recommendations for training and change of policy to Police Commissioner
- Changed policy on high speed pursuits
- As Commissioner, changed policy on the use of deadly force, including a prohibition of discharges at motor vehicles.
 - Resulted in all officers being retrained in use of force options and de-escalation tactics (with realistic scenarios)
- As Commissioner, advocated for less lethal alternatives and initiated an annual report describing all incidents of use of force
- Instituted a new use of force reporting system, requiring all officers to electronically report the level of force used each time they placed an individual under arrest
- Responded to allegations of officer misconduct
 - Assigned the best and brightest to IAD and corruption; many went on to Command Staff positions
 - Expanded outreach to the community on officer misconduct
 - Replaced ineffective drug policy with a policy that more effectively identified officers with drug issues
 - To achieve transparency, required that the annual report list the number and nature of complaints against officers, the circumstances, and the number of officers with multiple complaints
 - Commenced Personnel Analysis Meetings (modeled on Compstat)
 - Police Commissioner and senior leadership met with district supervisors and reviewed data on each officer
- Oversaw departmental training
 - Coordinated efforts of Regional Community Policing Institute with COPS and DOJ. Four areas of focus:
 - Early Identification and Intervention Systems
 - Citizen Complaint Intake and Investigations Issues
 - Issues of Force in a Community Policing Environment
 - Racial Profiling

- Instituted five weeks of training prior to promotion for Detectives.
 - Issued a fifty page Evidence Handbook for use by street officers
 - Implemented a new Use of Force Curriculum that utilized scenario based decision making.
- **James**
 - Developed CPD Crisis Intervention Team curriculum, and worked with local agencies and the Standards and Training Board of Illinois to standardize curriculum.
 - Taught CPD & Sheriff's police CPD Crisis Team curriculum for over six years
 - Consulted on CPD's force mitigation 16-hour training course
 - Researched and reported on best practices for de-escalation training through NAMI Chicago and as a member of the PATF
 - Chair of the PATF de-escalation working group
 - Trained and evaluated role play scenarios; hired and managed actors that assumed the role of persons in a mental health crisis with the police
 - Consulted on CNA's CIT standard curriculum for a Bureau of Justice Assistance grant
 - Implemented first ever de-escalation training to 911 call takers as well as an inter-agency training for Chicago public safety-related agencies
- **Lightfoot**
 - As Chief Administrator of CPD's Office of Professional Standards, had primary responsibility for evaluating CPD's use of force policies.
 - PATF evaluated many of the policies addressed in Baltimore Consent Decree and studied best practices
 - Cases that come before the Police Board regularly implicate a variety of these policies and practices.
- **MacDonald**
 - Evaluated department policies on use of force and racial profiling in stop, frisk, and search practices in numerous law enforcement agencies for DOJ funded studies
- **Meares**
 - Consulted with several departments across the country – including Chicago – on stop and frisk practices and community policing
 - Published extensively on the topic of stop-and-frisk policing; selected, relevant publications include:
 - “Broken Windows, Neighborhoods, and the Legitimacy of Law Enforcement, or Why I Fell In and Out of Love with Zimbardo,” *52 Journal of Research in Crime and Delinquency* 447 (2015)

- “Programming Errors, Understanding the Constitutionality of Stop and Frisk as a Program, Not an Incident,” 82 *University of Chicago Law Review* 159 (2015)
 - “The Law and Social Science of Stop and Frisk” 2014 *Annual Review of Law and Social Science* 335 (2014)
 - 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)
 - Barrock Lecture on Criminal Law: “The Legitimacy of Police Among Young African American Men,” 92 *Marquette Law Review* 651 (2009)
- **Watson**
 - Conducted extensive research – and published widely – on police responses to mental health crisis and the Crisis Intervention Team model
 - Conducted research related to procedural justice in police encounters and contributed to procedural justice curriculum development for law enforcement
 - Experience reviewing policy directives related to mental health crisis response as part of the Portland monitoring team.
 - Expertise in applying quantitative and qualitative methods to assess implementation and outcomes of policing practices.
- **Assessing legal sufficiency and compliance with constitutional and other legal requirements**
 - **Bromwich**
 - Served seven years as a federal prosecutor in New York and Washington DC, and twenty years as a criminal defense lawyer in federal and state matters around the country
 - **Lightfoot**
 - Served as an Assistant U.S. Attorney for over six years and routinely worked with local police officers who served on a variety of drug and/or violence prevention task forces
 - Routinely worked to train officers and agents on a range of basic and more complex issues arising from the Fourth, Fifth, and Sixth Amendments of the Constitution.
 - PATF work included evaluating whether state statutes, local ordinances, collective bargaining agreements or other policies or procedures were impediments to accountability, and if so, recommended needed changes.
 - **Meares**
 - Taught constitutional criminal procedure for over 20 years

- Co-editor of a leading casebook in the area, *Comprehensive Criminal Procedure, 4th edition* (Wolters Kluwer, 2016) (with Ronald Allen, William Stuntz, Joseph Hoffman, Debra Livingston and Andrew Leipold)
- **Familiarity and understanding of local issues and conditions, including local experience and expertise with Baltimore’s diverse communities, and issues and challenges facing those communities**
 - Our team does not currently have this experience and expertise. We have already discussed these issues with community and civil rights organizations who have been involved in the DOJ investigation and Consent Decree process and will be looking to supplement our team with such expertise.
- **Criminology and statistical analysis, including internal and external benchmarking techniques, regression analysis, and other relevant statistical methods**
 - **MacDonald**
 - Conducted studies on internal and external benchmarking techniques for evaluating officer use of force and racial profiling for numerous law enforcement agencies, including Miami-Dade, FL; Cincinnati, Ohio; New York City, NY; Los Angeles County, CA.
 - Worked on these analyses as academic researcher, expert witness, consultant, independent analyst, and member of monitoring teams.
 - Publications have appeared in numerous peer reviewed journal articles
 - **Meares**
 - Member of the editorial board of the *Annual Review of Criminology*
 - **Watson**
 - Trained and experienced in statistical methods
- **Familiarity with federal, state, and local laws**
 - **Bromwich**
 - Thirty-seven years as a practicing lawyer, including seven years as a federal prosecutor, total of seven years as the head of two federal agencies (in the Department of Justice and the Department of the Interior), and twenty years as a lawyer dealing with criminal and regulatory matters
 - **Lightfoot**

- Extensive familiarity with relevant criminal and civil federal, state, and local laws stemming from 28 years of legal practice, including over six years as federal prosecutor, and many years working at a large international law firm advising clients on both civil, criminal and regulatory issues
 - **Meares**
 - Worked extensively with the Office of Justice Programs on the National Initiative for Building Trust and Justice in six cities (Birmingham, Fort Worth, Gary, Minneapolis, Pittsburgh, and Stockton)
 - Work included developing model police training for the six cities and conducting a policy review for above six departments
- **Evaluating organizational change and institutional reform, including by applying qualitative and quantitative analyses to assess progress, performance, and outcomes**
 - **Bromwich**
 - Important component of work as Inspector General, Independent Monitor, Independent Investigator, and federal agency head.
 - **Lightfoot**
 - A major part of work at OPS, Department of Procurement, and the PATF; it remains a focus of work in support of CPD and for private clients
 - **MacDonald**
 - Evaluated organizational change and reform using quantitative analyses in multiple police agencies and as part of monitoring teams.
 - **Meares**
 - Worked with NYPD to develop new assessment metrics for compliance with procedural justice goals
 - **Watson**
 - In Portland, to monitor compliance, conducted focus groups, organizational surveys and community surveys to examine the reform process
 - Helped to implement quantitative and qualitative metrics to assess performance and outcomes in Portland
- **Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and other stakeholders interested in policing issues**

- **Bromwich**
 - Important aspect of work as Inspector General, Independent Monitor, Independent Investigator, and federal agency head
- **Doherty**
 - Eighteen years in police management required ongoing interactions with elected officials, other municipal agencies, four police unions and two civilian unions. Additionally, interacted with community groups and organizations citywide in Boston throughout career
- **Durham**
 - Extensive background in collaborating and partnering in order to build healthy and safe neighborhoods with federal government officials, state officials, local elected officials, public schools, DC-FOP, and business and community stakeholders in both Washington, DC and Richmond, Virginia
- **James**
 - Interfaced with county, city, state, and federal policymakers, including focus on the underpinnings of NAMI's projects in Chicago
 - Extensive work with agencies surrounding law enforcement legislation, health care advocacy, and mental health legislation
 - Relied on as subject matter expert by stakeholders in policy and program implementation in matters related to police training, law enforcement culture, and officer mental wellness
 - Co-chaired Juvenile Diversion Task Force (SB320)
 - Provided amendment language for HB 375, which just passed state legislature in Illinois
 - Supported and provided consultation on Senator Durbin's recent Trauma Bill & Campus Mental Health Bill
- **Lightfoot**
 - See prior description of work at the OPS, Department of Procurement Services, the PATF and the Chicago Police Board.
 - Engaging stakeholders inside and outside of institutions was critically important to developing solid policy and getting buy-in.
 - In addition, extensive experience in dealing with unionized work forces including police and civilian unions on a range of workforce-related issues.
 - General counsel and Chief of Staff of Chicago's Office of Emergency Management and Communications (2004-2005)
- **Meares**

- Spent over a decade integrating academic work on community perceptions of fairness into operational practices on the ground by collaborating with city officials, community stakeholders, foundation leaders and other across the country.
- National thought leader on the topic of motivating policy to support perceptions of trust.
 - “Move Criminal Justice Forward”
<https://www.theregreview.org/2017/03/06/meares-move-criminal-justice-forward/>
 - “Policing Should Move Beyond Crime Reduction”
https://www.washingtonpost.com/opinions/policing-should-move-beyond-crime-reduction/2016/07/20/f561df64-4cf3-11e6-aa14-e0c1087f7583_story.html?utm_term=.55a0c887068f
 - “Fight Crime Sensibly, Not Hysterically”
<https://www.nytimes.com/roomfordebate/2015/12/15/are-americans-fears-legitimate/fight-crime-sensibly-not-hysterically>
- **Watson**
 - Compliance Officer/Community Liaison for the USDOJ/City of Portland Settlement Agreement (2015 to present)
 - Member of PATF De-escalation Work Group (2016)
 - Mayor’s Mental Health Advisory Committee (Chicago) (2016 to present)
- **Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing**
 - **Doherty**
 - Engaged with community groups and organizations throughout the city
 - Initiated the creation and public dissemination of statistics regarding internal investigations, uses of force, and other issues
 - Initiated community outreach and meetings on same topics in Boston
 - **Durham**
 - Conducted community information sharing sessions three times a year
 - Collaborated with diverse communities and special interest groups to build and strengthen relationships; partnered with Special Olympics, Autism and Intellectual Disabilities communities, and Re-Entry organizations
 - Created program to address the needs of (and lack of trust in) Latino communities
 - Partnered with juvenile justice stakeholders to end the school-to-prison pipeline

- Create Virginia Recovery Program to offer treatment to those addicted to prescription medications and opioids
 - Required police representation at community meetings and events, when invited
 - Accepted many invitations to sit on panels at town hall meetings, as well as at colleges and universities
 - **Evans**
 - Bi- weekly gang meetings and Compstat meetings routinely included all federal, state, local police, prosecutors, probation officials, and street workers
 - Utilized department funds to hire licensed clinical social workers who worked at the district stations in the morning, and at the local Boys and Girls Clubs in the afternoon, to assist dysfunctional families to get social services.
 - To address community and youth violence issues, arranged for Summer Internships with John Hancock Insurance Company. Youth Violence Strike Force officers vouched for high-risk, gang-involved young people to obtain summer jobs with public and private sector.
 - In times of violence or crisis, community partners, clergy, and law enforcement together crafted comprehensive strategies.
 - Department strategy was partnership, problem solving, and prevention. Equal emphasis was placed on prevention, intervention and enforcement, which enhanced community credibility.
 - Established an ethics and integrity round table, made up of police, community leaders, and other stakeholders who met bi-weekly for 6 months to engage in dialogue about the critical issues facing law enforcement, including racial profiling and stop-and-search.
 - **Lightfoot**
 - Emphasized that no policing strategy can be successful without a conscious, comprehensive plan for community engagement that has as its core principles constitutional policing with the community as respected partners.
 - At PATF and Chicago Police Board, worked on increasing civic participation in policing – starting with the creation of safe spaces for the police and the community to engage, and to help educate the public about police activity.
- **Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation**
 - **Doherty**
 - Assisted in the development of supervisory training that included a mediation component; also assisted with the development of sexual

- harassment training, which included a component on mediation and dispute resolution.
 - **Durham**
 - Worked in collaboration with the DC-FOP on creating a mediation program designed to reduce the need for employee discipline
 - Created a mediation program in the Richmond Police Department to bring citizens and officers together to address allegations of police misconduct or dissatisfaction with police services
 - **Evans**
 - Used plea bargaining to settle police complaints
 - Met with union officials on a monthly basis to keep open communications.
 - Neighborhood disputes, serious concerns, complaints about performance became the responsibility of the Commissioner; key role was to listen.
 - **Lightfoot**
 - At CPD, helped initiate a mediation program for certain minor complaints with an emphasis on creating opportunities for officers to tell the truth and accept responsibility early in the course of an investigation
- **Use of technology and information systems, including data collection and management, and analytical tools, to support and enhance law enforcement practices**
 - **Doherty**
 - Made extensive use of statistical information on monitoring teams and while serving as police manager
 - **Durham**
 - Member of the City's Department of Information steering committee
 - Created a police department technology steering committee with officers and civilians, to obtain input on technological needs
 - Conducted a resource-typing protocol to identify all departmental equipment; identified savings by eliminating antiquated systems and needless licenses
 - **Evans**
 - Oversaw one of first agencies to use the Ballistic Imaging System, which proved invaluable in linking gang shootings and making cases
 - One of the first agencies to employ the automated fingerprint system (AFIS), which provided timely feedback from FBI on in-custody arrestees
 - Department's DNA lab was certified, eliminating backlogs

- Crime Analysis Meetings were made possible by real-time crime data from updated records, which enhanced accountability and best practices
 - At Personnel Analysis Meetings, a number of personnel/department records were combined to create accurate pictures of each officer's employment.
 - **MacDonald**
 - Twenty years of experience working with agencies on data collection and analysis of law enforcement practices as researcher, consultant, and advisor
- **Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony**
 - **Bromwich**
 - Extensive experience in court proceedings, including serving as lead counsel in approximately fifteen criminal trials in federal and state court
 - **Doherty**
 - Role as a member of VIPD monitoring team requires periodic testimony.
 - In addition, often testified during 26 year career in a police agency
 - **Lightfoot**
 - Appeared in state and federal court regularly while practicing law for over 30 years, in both civil and criminal cases
 - Extensive trial and appellate advocacy experience
 - Served as a Rule 30(b)(6) witness for the City of Chicago (CPD).
 - Deposed a number of times in connection with work at the CPD, as both a fact witness and a named defendant in litigation
 - **MacDonald**
 - Served as expert witness in *United States vs. Sheriff Terry Johnson* (Alamance County, NC) and testified in federal court
 - Served as an independent analyst for DOJ's investigation of BPD
 - **Watson**
 - Reports to U.S. District Judge Michael Simon as the Portland COCL
 - Regularly appeared in court from 1992 to 1996 as a probation officer in DuPage County, Illinois.
 - Appeared in court as a mitigation specialist in several death penalty cases
- **Writing complex reports for dissemination to diverse audiences**
 - **Bromwich**

- Drafted and edited scores of complex reports as Inspector General, Independent Monitor, and Independent Investigator.
 - Examples appear at <https://oig.justice.gov/reports/all.htm> (Inspector General, 1994-99), <http://www.policemonitor.org/MPD/reports.html> (Independent Monitor), and <http://hpdlabinvestigation.org/reports.htm> (Independent Investigator).
 - **Lightfoot**
 - As a practicing attorney for nearly 30 years, has drafted and edited a range of complex reports, briefs, and motions.
 - Drafted sections of the PATF report and served as the primary editor on other sections.
 - Prepared reports on the results of internal investigations conducted to address allegations of fraud, waste, and other compliance issues
 - **MacDonald**
 - Drafted multiple reports for policy makers and diverse audiences addressing issues of police reform, race, and criminal justice. For example:
 - https://www.rand.org/pubs/technical_reports/TR368-1.html
 - https://www.rand.org/pubs/working_papers/WR284.html
 - https://www.rand.org/pubs/technical_reports/TR333.html
 - <https://www.ncjrs.gov/pdffiles1/nij/232215.pdf>
 - http://courts.delaware.gov/supreme/docs/DE_DisparityReport.pdf
 - **Watson**
 - As Portland CCOL, oversaw the drafting of semi-annual compliance reports and semi-annual outcomes assessments
 - Wrote a variety of program evaluation reports intended for broad audiences (DuPage County Mental Health Court Evaluation, DuPage Partnership for Behavioral Health Evaluation, Thresholds FACT Re-entry Evaluation)
- **Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies**
 - **Bromwich**
 - In variety of assignments but especially as Independent Monitor and consultant to Chicago Police Department
 - **Durham**
 - In partnership with the Virginia Commonwealth University, provided training to the Virginia Department of Corrections and the Virginia Leadership Academy on leadership and organizational change

- Member of the Police Executive Research Forum's steering committee
- **Evans**
 - As Director of Police Standards Unit regularly provided assistance, training and funding for the 43 police forces in the U.K.
 - Initiated Alcohol Operations in the U.K. to address violence
 - Initiated and funded the collection of DNA on all old sexual assault cases in evidence lockers, resulting in more than 30 convictions
 - Provided funding for additional IBIS machines to combat a growing gun violence problem
 - Provided grant money to forces to support efforts
 - As Chairman of the Automated Number Plate Recognition Board provided guidance, leadership and funding.
 - Assumed responsibility for UK's 2007 crime reduction target when it became apparent 15% would not be achieved; through focused attention to areas with biggest potential gains, target was met and surpassed.
 - Recognized by Prime Minister for efforts on guns and alcohol
 - Served as the Strategic Site Liaison for City of Chicago, coordinating the use of federal training, federal resources in combatting Chicago's violence
 - Serves as an expert in City of Chicago Deployment Study to recommend personnel assignments based on demand for service
 - Serves as a consultant to the City of St .Louis on violence, assisting in developing a Strategic Plan to Stop Gun Violence and Homicides
 - Designated as a Strategic Site Liaison for New Haven, Connecticut
- **James**
 - In a variety of assignments but especially to CPD and the Chicago Mayor's Office, OEMC, and CFD, as well as municipalities surrounding Chicago
- **Lightfoot**
 - See prior responses regarding work as Chair of the PATF and the National Advisory Committee for the CPD EIS project
 - In addition, as President of the Chicago Police Board has provided informal and formal advice on issues that arise in relation to cases
 - Regularly consulted by CPD and others regarding Chicago policing issues
- **MacDonald**
 - In variety of assignments but especially to Los Angeles Sheriff's Department, Cincinnati Police Department, and New York City Police Department
- **Meares**
 - Has advised many agencies across the country and in Europe regarding practices to enhance public trust, including Oakland,

Stockton, Minneapolis, Cambridge, Gary, Fort Worth, Albany, San Francisco, Baltimore, Chicago, New York City, Birmingham, Pittsburgh, Birmingham, England, and London

- **Watson**
 - As Portland COCL, has provided formal and informal technical assistance
 - Works regularly with Chicago Police Department CIT program
 - Reviews curriculum for BJA/COPs Office
 - Provides informal TA and guidance to agencies across the country on mental health crisis response
- **Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices**
 - **Bromwich**
 - Extensive experience as Inspector General, Independent Monitor, and consultant to Chicago Police Department
 - **Lightfoot**
 - Extensive experience stemming from former role at the OPS and the PATF, and on-going role as President of the Chicago Police Board
 - **Meares**
 - Her Justice Collaboratory completed a police policy review for six cities as part of the National Initiative for Building Trust and Justice
 - Also an associate reporter for the ALI Principles of Law, Policing Project
 - **Watson**
 - As Portland COCL Team Member, reviews mental health crisis response and transport policies. Also reviews pre-service, in-service crisis intervention training, enhanced crisis intervention training, and training for emergency communications staff.
 - Chicago PATF De-escalation Work Group: review of training and policy
 - Chicago Police Department De-escalation Training
 - Reviewed COPS Office Procedural Justice curriculum materials
- **Municipal budgets and budgeting processes**
 - **Doherty**
 - 18 years of police management experience required working within the limitations of budgets and participating in the budgeting process.
 - **Durham**
 - Vast experience with law enforcement budgets; very familiar with general funds, special funding source, and Capitol Improvement Project funds

- Management and oversight of the Metropolitan Police Department and Richmond Police Department budgets
 - Provided testimony before City Councils regarding agency budgets
 - Worked in partnership with budget and finance directors
 - **Evans**
 - Prepared and submitted a budget each year to the Mayor advocating for resources and negotiating different needs.
 - Each year testified before the City Council defending the City's Police Budget.
 - Police Commissioner for 10 years; lived within budget each year, despite many unforeseen challenges. Budget approximately \$250 million
 - Employed full time grant writers who were very successful in obtaining public and private grants.
 - Budgeted more than \$500,000 a year to local non-profits for community priorities
 - **Lightfoot**
 - Responsible for drafting, negotiating, defending and managing the Police Board budget annually. Also, as a partner in a large international law firm, routinely prepares and manages budgets for client work
- **Completing projects within anticipated deadlines and budgets**
 - **Bromwich**
 - Managed six years of independent monitoring budgets (2002-08), which ranged from 20% below budget to 5% above budget. Responsible for managing seven years of federal agency budgets
 - **James**
 - Managing 1.5 million agency reporting timely reports to the board, preparing annual budgets, and submitting for approval
 - Oversees the Williams Consent Decree for over four years with the state of Illinois
 - **MacDonald**
 - Served as a manager of multiple research projects

APPENDIX 2
Resumes

MICHAEL R. BROMWICH

1776 K Street, NW, Suite 700, Washington, D.C. 20006, 202-682-4267

WORK EXPERIENCE

THE BROMWICH GROUP LLC

APRIL 2012-PRESENT

- Founder and Managing Principal of consulting firm
- Serves as independent monitor
 - Apple Inc. (2013-2015 – domestic ethics program)
 - Walmart (2013-present – antitrust compliance program)
- Provides crisis management and strategic advisory services, to federal, state and local law enforcement
 - Currently advising City of Chicago and Chicago Police Department re DOJ investigation
 - Completed review of DC's Metropolitan Police Department compliance with 2001 DOJ settlement agreement
- Clients include publicly traded companies, private companies, non-profits and government entities

ROBBINS, RUSSELL, ENGLERT, ORSECK, UNTEREINER & SAUBER LLP

JUNE 2015-PRESENT

- Senior Counsel
- Focus on internal investigations, government investigations, and white-collar criminal defense

GOODWIN PROCTER LLP

MAY 2012-DEC 2014

- Partner in Washington, DC and New York offices
- Member of Litigation Department, Securities Regulation & White-Collar Defense Group
- Focus on internal investigations and compliance

BUREAU OF SAFETY AND ENVIRONMENTAL ENFORCEMENT, U.S. DEPARTMENT OF THE INTERIOR

OCT-NOV 2011

- Served as first Director of new agency created to regulate offshore drilling
- Focused on drilling safety, prescriptive and performance-based regulations, development of appropriate regulations and enforcement
- Developed and implemented enforcement policy regarding contractors

BUREAU OF OCEAN ENERGY MANAGEMENT, REGULATION & ENFORCEMENT, U.S DEPARTMENT OF THE INTERIOR

JUNE 2010-SEPT 2011

- Selected by President Barack Obama in midst of *Deepwater Horizon* oil spill to lead, rebuild and reorganize former Minerals Management Service

- Led complete reorganization of agency (completed on October 1, 2011) to divide energy development, regulatory and royalty collection functions
- Oversaw development, implementation and enforcement of heightened safety and environmental standards for offshore drilling
- Created new training and environmental enforcement functions; bolstered inspections and permitting functions, and strengthened other regulatory and enforcement functions
- Developed and implemented conflict-of-interest and recusal policies
- Created Investigations and Review Unit to investigate allegations of misconduct involving agency personnel and regulatory violations by oil and gas companies
- Dealt with foreign counterparts from around the world on offshore drilling issues
- Served as Administration's chief public spokesman on offshore drilling and safety issues
- Testified before Congress and various investigative bodies on approximately 15 occasions

FRIED, FRANK, HARRIS, SHRIVER & JACOBSON, LLP

1999-2010

- Litigation Partner in Washington, DC, and New York offices
- Chair of Internal Investigations, Compliance & Monitoring Practice Group
- Practice centered on conducting internal investigations for companies, Audit Committees, Special Committees, and Special Litigation Committees
- Represented individuals and companies in broad array of government investigations
- Selected by Department of Justice and City of Washington, DC, to serve as Independent Monitor for Metropolitan (D.C.) Police Department on use of force issues (2002-2008)
- Selected by Department of Justice and Government of Virgin Islands to serve as Independent Monitor of Virgin Islands Police Department (2009)
- Selected by City of Houston as Independent Investigator for Houston Police Department Crime Lab (2005-2007)
- Member of firm's Governance and Diversity Committees

**OFFICE OF THE INSPECTOR GENERAL,
DEPARTMENT OF JUSTICE**

1994-1999

- Nominated as Inspector General by President Bill Clinton and confirmed by U.S. Senate
- Responsible for supervising, managing and directing organization with approximately 450 employees, \$50 million annual budget, broad oversight authority over entire Department, nationwide investigations and audit field structure
- Built first-ever, high-level internal investigative capacity within Department
- Conducted numerous high-profile investigations, including of misconduct in the FBI Laboratory and FBI responsibility for Aldrich Ames affair
- Worked closely with FBI, DEA, U.S. Marshal's Service, and other parts of the Department in conducting audits, investigations, and program reviews
- Testified before Senate and House committees on approximately 20 occasions

MAYER, BROWN & PLATT

1989-1993

- Partner
- Represented individual and corporate clients in state and federal courts on criminal and regulatory matters
- Tried two cases to verdict for individual defendants

OFFICE OF INDEPENDENT COUNSEL: IRAN-CONTRA **1987-1989**

- Associate Counsel
- Member of three-person trial team in U.S. v. Oliver North, including examination and cross-examination of approximately 20 witnesses
- Coordinated grand jury investigation and served as liaison to Judge Gerhard Gesell
- Supervised and coordinated team of lawyers and FBI agents investigating allegations against CIA and Department of State personnel

**UNITED STATES ATTORNEY'S OFFICE,
SOUTHERN DISTRICT OF NEW YORK** **1983-1987**

- Assistant United States Attorney, Criminal Division (1983-1987)
- Narcotics Unit (1984-1987); Chief (1986-87); Deputy Chief (1985-1986)
- Tried 11 cases, ranging from three days to two months
- Argued 11 appeals in U.S. Court of Appeals for the Second Circuit
- Directed lengthy organized crime, narcotics, and tax investigations, including wiretaps and analysis of complex tax and financial materials
- Received Director's Award for Superior Performance (1987)

FOLEY & LARDNER **1980-1983**

- Associate with Washington, DC office of Milwaukee firm.

EDUCATION

HARVARD LAW SCHOOL , JD **1976-1980**

- Focus on criminal justice; third-year paper on the use of informants in criminal investigations

**JOHN F. KENNEDY SCHOOL OF GOVERNMENT
HARVARD UNIVERSITY, Master in Public Policy** **1977-1980**

- Teaching assistant in courses on policy analysis/public management

HARVARD COLLEGE, AB **1971-1976**

- Social Studies, *summa cum laude*, Phi Beta Kappa

Michael R. Bromwich

Michael R. Bromwich is the Founder and Managing Principal of The Bromwich Group, which was launched in 2012. The firm offers independent monitoring, crisis management, strategic advisory, public affairs, and law enforcement consulting services.



Over the course of a career that has spanned more than 35 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. Since founding The Bromwich Group, he has served as the independent monitor of two of the ten largest companies in the United States.

Most recently, Mr. Bromwich has undertaken major projects in evaluating law enforcement agencies and monitoring public companies.

- In January 2016, he published *The Durability of Police Reform: the Metropolitan Police Department and the Use of Force: 2008–2015*, which analyzed whether DC's police department had sustained the reforms implemented more than a decade earlier.
- In February 2016, he was hired by the City of Chicago and the Chicago Police Department to provide advice and assistance with respect to a broad range of issues involving police department polices, procedures, and training, among many others.

"We not only know the right questions to ask, we provide answers that make sense."

Related Links

- ▶ [Crisis Management](#)
- ▶ [Strategic Advice](#)
- ▶ [Monitoring](#)
- ▶ [Public Affairs](#)
- ▶ [Law Enforcement](#)

- From 2013 to the present, Mr. Bromwich has served as the independent monitor of one of the largest, publicly-traded company in the United States, specifically focusing on its domestic ethics program.
- From 2013 to 2015, he was selected by the United States District Court for the Southern District of New York to serve as the antitrust compliance monitor for Apple Inc. following a judicial finding of antitrust liability in connection with its entry into the market for ebooks. In connection with that assignment, Mr. Bromwich filed four semi-annual reports assessing Apple's compliance with the provisions of an injunction issued by the Court.
- In 2013, Mr. Bromwich undertook a review of the Houston Police Department Crime Lab as its management was being transferred to the newly created, independent Houston Forensic Science Center. The review was designed to determine whether the Crime Lab had implemented the numerous recommendations made by Mr. Bromwich several years earlier following an exhaustive investigation into the quality of forensic science work performed by the Lab.

Immediately before founding The Bromwich Group, Mr. Bromwich spent eighteen months at the Department of the Interior. He was selected, in June 2010, by President Obama to reform the regulation and oversight of offshore drilling and to serve as the country's top offshore drilling regulator in the wake of the *Deepwater Horizon* accident and oil spill. Over the course of his tenure, 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. He 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. 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. 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.

From 1994 to 1999, Mr. Bromwich served as the 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 espionage of the CIA's Aldrich Ames; 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, which it remains today.

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 one of the most significant and highly-publicized criminal cases 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. 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 is Senior Counsel with the law firm Robbins, Russell, Englert, Orseck, Untereiner & Sauber through which he practices law and provides legal representation to companies and individuals.

Mr. Bromwich also serves as a non-resident Senior Adviser at the Center for Strategic and International Studies (CSIS). His *pro bono* work includes assisting The Innocence Project on various projects, serving as a member of its Lawyers' Committee, and working with The Constitution Project on DNA collection issues. He serves as a member of the Advisory Board of the Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania Law School.

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.

ANN MARIE DOHERTY

85 Perch Pond Road
Post Office Box 459
Chatham, Ma. 02633

508-945-9717 home
774-836-7463 cell
dohertyam@comcast.net

RELEVANT PROFESSIONAL EXPERIENCE

CONSULTANT

12/04 – current

4/16-3/17 **Consultant**
McGUIREWOODS
Chicago, Illinois

Served as a Police Practices Expert in a consulting role for use of force issues/reviews involving the Chicago Police Department/IPRA.

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.

ANN MARIE DOHERTY

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.

ANN MARIE DOHERTY

**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.)

References available upon request.



Alfred Durham
Chief of Police
Richmond Police Department
Richmond, Virginia

Chief Durham possesses nearly three decades of service in law enforcement. After serving four years of active duty with the U.S. Marine Corps, he began his law enforcement career with the Washington, D.C. Metropolitan Police Department in 1987.

From 2000 to 2005, he served as the Boating Law Administrator for the District of Columbia. He also spearheaded the planning and execution of the security operations for the 55th Presidential Inauguration in January of 2005. In 2005, Chief Durham left the Metropolitan Police Department to serve as the Chief of Staff with the Richmond (VA) Police Department.

In 2007, Chief Durham returned to the Metropolitan Police Department and was appointed to the rank of assistant chief of police where he served as the Executive Officer of the Department. In this role, he was second in command of the police force and was responsible for managing the day-to-day operations of a department with a sworn strength of nearly 4,000 officers, more than 430 civilian personnel, and an annual budget of over \$500 million.

Following his retirement in 2014, Chief Durham returned to the Richmond Police Department as the Deputy Chief of Administrative Services. On February 21, 2015, Mayor Dwight C. Jones appointed him to serve as the Chief of Police.

Chief Durham served a total of 17 years in active and reserve status in the U.S. Marine Corps. He attended the University of the District of Columbia where he earned an Associate's Degree in Applied Science-Corrections Administration. He is also a Certified Public Manager through the George Washington University, and completed the FBI's National Academy, the Penn State University Police Executive Development Program. He is also certified through the Criminal Justice Academy of Central Virginia and the FBI National Executive Institute and numerous other management courses.

Paul F. Evans Jr.

938 East Broadway, South Boston, MA 02127/Phone: 617.755.3766/E-mail:paul.f.evans.jr@gmail.com

Profile

Senior public safety executive and attorney with over 25 years of risk, security and management experience in the United States and the United Kingdom. Served as the Commissioner of the Boston Police Department during the crime turnaround dubbed “The Boston Miracle”. Served as senior advisor on crime reduction strategies to two Prime Ministers and four Home Secretaries in the United Kingdom.

Core Skills

- Risk Analysis
 - Performance Management
 - Budgetary Oversight
 - Policy Development/Implementation
 - Labor/Management Negotiator
 - Crisis Manager/Communicator
 - Threat Assessment
 - Data Analysis
 - Administrative Hearing Officer
 - Lecturer
-

Employment History

Evans Consulting Group, Boston, MA
Principal

November 2014-Present

- Advised City of St. Louis on violence and homicide reduction
- Expert witness and advisor for the City of Chicago regarding officer deployment.
- Strategic Site Liaison for City of Chicago.
- Provided advice on policing strategies.
- Coordinated deployment of federal resources for the Bureau of Justice Assistance.
- Supervised and conducted investigations.

Sterling Suffolk Racecourse, LLC, Boston, MA
Executive Vice President of Security and Compliance

January 2011-November 2014

- Oversight of track security (including management of security personnel and coordination with outside vendors and law enforcement agencies).
- Ensure compliance with gaming, banking and other relevant laws and regulations.
- Implement and enforce effective drug testing policies, including whole-track drug testing program.

Garda Corporation, Boston, MA

April 2008-May 2010

Senior Consultant

- Provided consulting services to private sector and non-profit entities (including analysis on implementation and effectiveness of police improvement related grants in Africa).

Home Office of the United Kingdom, London, England **November 2003-November 2007**
Director of Crime and Drugs Directorate

- Oversaw performance of police forces in England and Wales.
- Managed \$380 million budget.
- Formulated policy and operational response to poor police performance.
- Instituted alcohol campaigns to combat abuse, credited with a dramatic reduction in violent crime.
- Achieved Government's crime reduction goal.

Boston Police Department, Boston, MA **December 1993-November 2003**
Commissioner

- Responsible for safety of more than a million people.
- Managed budget of \$250 million and oversaw three thousand employees.
- Created innovative crime strategies that dramatically reduced crime.
- Addressed difficult policy issues concerning use of deadly force and protection of civil liberties.
- Planned and oversaw major public events in Boston (including coordination with multiple local and state agencies).
- Engaged communities in order to reduce tensions and build community collaborations.

Boston Police Department, Boston, MA **December 1970- November 2003**

- Achieved every civil service rank and command staff position from patrol officer to Commissioner.

Education

Suffolk University Law School, Boston, MA
Juris Doctor, cum laude

University of Massachusetts Boston, Boston, MA
Bachelor of Science in Political Science and Law Enforcement

Military Service

United States Marine Corps, Combat Veteran

Past and Current Professional Affiliations

- Board of Directors, Police Executive Research Forum
- Board of Directors, Pine Street Inn
- Board of Directors, Police Athletic League
- Advisor, Dorchester Boys and Girl Club
- Bar Admission: Commonwealth of Massachusetts

ALEXA H. JAMES, LCSW

4845 N. Damen Ave Apt 2S
Chicago, IL 60625

(773) 991-2398
alexa@namichicago.org

PROFESSIONAL EXPERIENCE

NATIONAL ALLIANCE ON MENTAL ILLNESS (NAMI) CHICAGO

CHICAGO, IL

Executive Director

February 2014 – Present

- Supports criminal justice reform, mental health & healthcare policy initiatives on state, city, and county levels.
- Acts a lead subject matter advisor and lead instructor for all law enforcement training, consulting & implementation.
- Director of 18 full time employees that provide all services and programs of NAMI Chicago.
- Lead policy organizer and advocate working closely with policy makers on state, city, and county levels.
- Coordinate all fundraising and business development as demonstrated by increasing operating budget by over 80%
- Serviced on the Police Accountability Task Force supported training and cultural shifts in terms of de-escalation training and response.

NATIONAL ALLIANCE ON MENTAL ILLNESS (NAMI) CHICAGO

CHICAGO, IL

Associate Director

January 2013 – February 2014

- Designed, marketed, secured funding and co-facilitated the NAMI R.E.E.C.H youth support group. Designed program for teens ages 14-19 who are impacted by mental illness.
- Supervised groups of 2-4 undergraduate and graduate level interns providing monthly group and individual supervision.
- Created relationship with Cook County Jail's Mental Health Program to have NAMI Chicago be named as a primary referral for inmates.
- Oversaw Walk Manager as part of leadership team for the 2013 NAMI Walk which raised 60% more than the previous year.
- Wrote and received grants ranging from \$4,000 to \$12,000 from various Family Foundations.
- Actively involved in behavioral advocates policy group which engage with legislators on various policies that directly affect those that NAMI Chicago stands to support.
- Received local recognition in a Resolution by the President of the Cook County Board for the work of NAMI Chicago during mental illness awareness week.

RIVEREDGE HOSPITAL

FOREST PARK, IL

Community Liaison

March 2011 – December 2012

- Marketed hospital programming to a network of direct care facilities and academic settings throughout Illinois.
- Increased assigned territory's direct referral rate by 40% by averaging 40 face to face contacts per week.
- Direct contact for area schools and parents while youth were hospitalized or engaged in outpatient therapy.
- Acted as the liaison between referral agencies and clinical staff at Riveredge Hospital while creating stronger relationships and continuity of care for patients.
- Promoted new geriatric unit and unit for adults with intellectual disabilities and increased units census through new referral relationships

NATIONAL ALLIANCE ON MENTAL ILLNESS (NAMI) OF CHICAGO

CHICAGO, IL

Project Manager

August 2010 – March 2011

- Built new community partnerships through outreach meetings and professional development presentations which increased membership, awareness, and HELPLINE phone calls.
- Created a section for the referral database for sliding scale clinicians to accommodate a need for more private practice clinicians in our referral process.
- Managed 3 graduate level interns in the fields of social work and psychology. Assisted in performing evaluations.

Clinical Social Work Intern

May 2010 – August 2010

- Developed the implementation of the Illinois Department of Juvenile Justice 3 year grant
- Assisted over 25 juveniles and their families in assessing resources through clinical case management
- Collaborated with the Chicago Police Department, Chicago Public Schools, Chicago area Psychiatric Hospitals, and Community Agencies to fulfill referrals
- Provide referrals, resources, and intake for those impacted by mental illness(s).

FLOURISH STUDIOS

CHICAGO, IL

Studio for Change Intern

August 2009 – May 2010

- Established community partnerships through the development and implementation of therapeutic programming for children and their families.
- Created, marketed and co-facilitated divorce support groups for children.

CHILDSERVE NAPERVILLE GROUP HOME FOR GIRLS

NAPERVILLE, IL

Youth Care Worker

January 2007 – January 2008

- Developed and empowered clients through programs addressing physical and emotional needs
- Evaluated and coached clients to enable them to maintain their Independent Treatment Plan
- Managed weekly therapeutic sessions with clients
- Maintained primary clients file current for random peer review
- Organized daily shift treatments and quarterly reports

EDUCATION and LICENCES

L.C.S.W – LICENSED CLINICAL SOCIAL WORKER

State of Illinois # 149016017

June 2013

LOYOLA UNIVERSITY CHICAGO: SCHOOL OF SOCIAL WORK

Masters of Social Work

August 2010

- Concentration: Mental Health and Substance Abuse

ERIKSON INSTITUTE

Masters of Science, Child Development

May 2010

LOYOLA UNIVERSITY CHICAGO

Bachelors of Science

December 2006

- Major: Psychology
- Minor: Criminal Justice

SKILLS and OTHER INTERESTS

- Founding Member of *Kennedy Forum Illinois (2014 – present)*
- Volunteer at *Gigi's Playhouse*
 - Provide literacy coaching and family support for children with Downs Syndrome (2010 – 2013)
- Chicago Police Department Crisis Intervention Team Training – Advanced (2013)
- Member of Advisory Board, *Centro Romero (2010 – 2013)*
- Member of Advisory Board, *Standing Tall Foundation (2008 – 2013)*
- Chicago Police Department Crisis Intervention Team Training (2010)

SELF-DEVELOPED PROFESSIONAL PRESENTATIONS

- *Signs and Symptoms of Mental Illness/ Risk Assessment & Crisis Intervention* – trained over 1200 law enforcement
- *Co-Occuring Disorders* – presented to over 600 Chicago Police Officers

- *Challenging Behaviors in the Classroom* – presented over 20 sessions to Chicago Public School teachers, staff, parents, and secondary education administration
- *Signs and Symptoms of Mental Illness* – presented to Chicago Public School staff and Social Services agencies
- *Depression and Anxiety in Adolescents* – presented to teachers and parents at area elementary schools
- *Brain Development: 0-3* – presentation at a Residential for DCFS youth
- *Motivational Interviewing Techniques with at Risk youth* – presented to Ceasefire's: Interrupters
- *Depression in Older Adults* – presented to community members, home health staff, and various nursing home clinical staff
- *Self-Injury* – presented to high school staff and teachers
- *Right of Those Living with a Serious Mental Illness* – presented to Graduate level students at Rush University and Illinois Institute of Technology
- *The State of Mental Health* – Grand Rounds Loyola Hospital system
- *De-escalation strategies to best support those with serious mental illness* – **presented to city politicians, city workers, care coordinators, and social workers.**

Lori E. Lightfoot

Partner

llightfoot@mayerbrown.com

Chicago

T +1 312
701 8680

F +1 312
706 8559



Lori Lightfoot is a trial attorney, investigator and risk manager.

Civil Litigation: She has extensive experience in every facet of complex commercial litigation in areas ranging from breach of contract and business tort claims; franchisor/franchisee disputes; foreclosure actions and other real estate related litigation; and products liability actions. Lori also has litigated or otherwise resolved disputes concerning employment discrimination, particularly class actions or those involving senior executives. Lori regularly advises clients on avoidance of and preparation for potential litigation.

Criminal and White Collar Matters: Lori also regularly advises clients on a range of complex criminal law issues stemming from federal, state or local grand jury investigations or investigations by federal, state or local inspectors general. These client engagements have included internal investigations, preparation of and defending witnesses in interviews with the investigative bodies, compliance with document subpoenas and litigation. Lori is ranked in *Chambers USA* for White-Collar Crime & Government Investigation and is noted as a “very well respected” attorney who has strong expertise in white-collar matters.

Lori also has direct experience in designing and implementing internal and external messaging strategies for clients.

Other Experience: includes advising on all facets of the federal Disadvantaged Business Enterprise (DBE) rules and regulations as well as related state and local programs. Lori has served as an expert witness on these matters. She has advised clients on a variety of other matters such as internal compliance, risk management, corporate governance, procurement processes, disciplinary systems, ethics.

Firm Responsibilities:

- Advisor to Mayer Brown's General Counsel and Management Committee
- Co-Chair, Committee on Diversity and Inclusion
- Action Group Leader, Commercial litigation Action Group

Both as a civil litigator and as Assistant US Attorney in the Criminal Division of the US Attorney's Office, Northern District of Illinois (1996–2002), Lori has tried over 20 federal and state jury and bench trials. She has also argued cases in state and federal appellate courts, and she has successfully conducted numerous internal investigations. In addition, Lori has considerable experience in instituting risk-management and compliance practices for municipal government departments, such as police, procurement services, emergency management, homeland security and 9-1-1 emergency call systems.

Government Experience: From 2002 to 2005, Lori worked with the City of Chicago as Interim First Deputy Procurement Officer, Department of Procurement Services (DPS); General Counsel and Chief of Staff, Office of Emergency Management and Communications (OEMC); and Chief Administrator, Office of Professional Standards (OPS) of the Chicago Police Department. At OPS, Lori managed a 100-person office of civilian investigators charged with investigating police-involved shootings, allegations of excessive force and other misconduct alleged against Chicago police officers. She also coordinated joint investigations with state and federal criminal authorities and facilitated the implementation of new compliance and risk-management systems that included redesign of the disciplinary processes for sworn and civilian members, creation of a management intervention program for problem employees, and targeted tracking of litigation costs associated with complaints against department members.

During her service as Interim First Deputy Procurement Officer of the city's Department of Procurement Services, Lori conducted an across-the-department reorganization and reform of DPS business practices. She was responsible for redesigning Chicago's minority and women business enterprise program; streamlining the annual \$2 billion procurement process; developing training curricula for internal and external use; and creating and implementing vendor and buyer accountability measures.

As Chief of Staff and General Counsel for Chicago's Office of Emergency Management and Communications, Lori oversaw the City's 9-1-1 emergency and non-emergency call systems, emergency response operations, homeland security initiatives and related technologies. She also developed management accountability metrics for each OEMC operational unit. Highlights of her OEMC experience include managing the recovery of the city's 9-1-1 system following a catastrophic crash and serving as point person for recovery efforts during and following natural disasters, such as large scale fires and weather-related emergencies.

Lori has been associated with Mayer Brown since 2005 and, previously, between 1990 and 1996. Earlier, she served as Law Clerk to The Honorable Charles Levin, Michigan Supreme Court (1989–1990).

Experience

- *McReynolds v. Merrill Lynch*. Serves as one of lead counsel in defending an international financial services provider in a class action lawsuit filed in the Northern District of Illinois, in which the putative class alleges race discrimination in hiring, promotion and retention.
- *Offutt v. Doctor's Associates Inc.* Lightfoot served as one of the lead counsel in representing franchisee controlled advertising fund in contractual dispute against the Subway quick service restaurant franchisor in federal court proceeding that resulted in a bench trial and then eventual settlement.
- *Art's Rental, et al. v. Bear Creek Construction, et al.*, Lightfoot serves as the litigation lead for a large international bank in a \$80 million foreclosure action pending in Ohio state court which involves over 100 parties.
- *State v. Planey, et al.*, Lightfoot won the acquittal of a police officer in the Circuit Court of Cook County, Criminal Division, who was charged with aggravated battery and other charges stemming from an off-duty incident with civilians.
- *United States v. Veysey*. Served as one of the lead AUSAs in the investigation, charging, trial, conviction and sentencing of a complex insurance and mail fraud prosecution of a serial arsonist and murderer. Following conviction, the defendant received a 110-year sentence that was upheld on appeal.
- *United States v. Baxter International*. Participated in the defense of a large international medical devices, pharmaceuticals and biotechnology company against federal prosecution for alleged violations of the anti-boycott statute.
- *United States v. Jones, et al.* Served as one of the lead AUSAs in the investigation, charging, trial, conviction and sentencing of a Chicago City alderman and associate for bribery and extortion.
- *Hastert v. Board of Elections*. Participated in the successful litigation of the 1990 Illinois Congressional redistricting plan before a three judge panel on behalf of the Illinois Republican Congressional delegation. This litigation led to establishment of the first majority Latino Congressional district in Illinois.
- *U.S. v. Donaldson, et al.* Served as lead AUSA in the prosecution of multiple defendants in a Medicare fraud case involving the submission of fraudulent billings for purported mental health treatments of elderly nursing home patients.
- *Gilfand, et al v. Planey, et al.* Following a two-week jury trial in federal court, successfully defended clients in a section 1983 action which also included various state law claims.

Education

- The University of Chicago Law School, JD

- University of Michigan, BA, with honors
- American University; Additional coursework

Admissions

- Illinois

Activities

- Taught trial advocacy at various law schools and bar association-sponsored seminars
- Lectured on ethics and discipline at the Chicago Police Academy, the Police Executive Institute, and to City of Chicago employees as part of basic procurement training
- Sits on Boards of directors of several not-for-profit civic and charitable organizations.

News & Publications

- "It's Been One Year Since Mayor Emanuel Put a "Down Payment" on Police Reform," *Chicago Magazine*, 13 April 2017
- "Delay Hurts Chances of Full Chicago Police Reform," *Chicago Sun-Times*, 13 April 2017
- "Chicago Inspector General Names New Police Oversight Chief," *Chicago Tribune*, 6 April 2017
- "Head of Police Board Says Consent Decree Now 'Unlikely'," *Chicago Tonight*, 5 April 2017
- "Latest Sessions Move Leaves Future of Chicago Police Reform in Question," *Chicago Tribune*, 4 April 2017
- "Going it Alone on Police Reform Means Emanuel Takes the Blame," *Chicago Sun-Times*, 4 April 2017
- "Mayer Brown partner Lori Lightfoot named a "Woman of Influence" by *Chicago Business Journal*," 29 March 2017
- "In Profile: Chicago Business Journal's Women of Influence," *Chicago Business Journal*, March 2017
- "Chicago Police Vow to Continue Reforms but Few Details Offered," *Chicago Tribune*, 14 March 2017
- "On Police Reform, Chicago Must Save Itself," *Chicago Sun-Times*, 12 March 2017

- "THE WATCHDOGS: Suspended Cop Skirts Punishment — for 14 Years," Chicago Sun-Times, 10 March 2017
- "Attorney General Jeff Sessions Wants Tougher Penalties For Gun Crimes," American Military News, 1 March 2017
- "Emanuel May Go it Alone — Without Feds — to Push Police Reforms," Chicago Sun-Times, 28 February 2017
- "Investigation into CPD Reveals Poor Training, Erosion of Public Trust," Fox 32 Chicago, 18 January 2017
- "Deadly MLK Weekend in Obama's Chicago: 10 Killed and 29 Shot," Townhall, 17 January 2017
- "Will DOJ Report Finally Force Reform at the Chicago Police Department?" Chicago Tonight, 16 January 2017
- "Chicago Police Working on Reforms After Justice Department Report," ABC7 Chicago, 14 January 2017
- "Chicago Police Routinely Trampled on Civil Rights, Justice Dept. Says," The New York Times, 13 January 2017
- "Chicago Police Board President Calls DOJ Report an “Important Milestone”,” WGNtv.com, 13 January 2017
- "Garry McCarthy Says It's A Lie To Say He Wasn't Available For Probe: Report," DNAinfo, 13 January 2017
- "Chicago Police Chief Says U.S. Findings on Department Are ‘Difficult to Read’,” The Wall Street Journal (subscription required), 13 January 2017
- "The Latest: Chicago Police Board President Supports Report," Associated Press, 13 January 2017
- "Mitchell: No Surprises in DOJ Report, Just Ugly Truths," Chicago Sun-Times, 13 January 2017
- "DOJ Report A 'Watershed Moment,' Police Board President Says," DNAinfo, 13 January 2017
- "DOJ Report The Latest Laquan McDonald Fallout For Mayor Emanuel," CBS Chicago, 13 January 2017
- "Cloud Hangs Over Obama Return to Chicago," FOX News, 10 January 2017
- "Justice Department to Conclude CPD Investigation Next Week," Chicago Tonight, 5 January 2017

- "Lori Lightfoot is Leading the Long, Winding Journey to Chicago Police Reform," Crain's Chicago Business, 31 December 2016
- "Mayer Brown recognized by *Financial Times* as one of the 10 most innovative law firms in North America," 7 December 2016
- "Lightfoot Urges Local Police Apology to People of Color," Chicago Sun-Times, 18 October 2016
- "Mayer Brown partner Lori Lightfoot honored by Chicago Lawyers' Committee for Civil Rights Under Law," 14 October 2016
- "Securities Investigations: Internal, Civil and Criminal," Mayer Brown Book, October 2016
- "So Chicago Gets a New Police Oversight Board. What Now?" Crain's Chicago Business, 5 October 2016
- "Chicago's Plan to Toughen Oversight of Police Is Under Fire," The New York Times, 7 September 2016
- "Chicago Police Board President Weighs in on the Newly Formed Civilian Office on Police Accountability," WGN Radio, 30 August 2016
- "Chicago Police: Spike in Gun Deaths Represents 'Clear Failure' of Criminal Justice," PBS Newshour, 29 August 2016
- "Chicago Reacts to Another Police Shooting Video," NPR's The Takeaway, 8 August 2016
- "False Claims Act Penalties to Double Next Week," FDA Webview (subscription required), 26 July 2016
- "DeRay Mckesson: Criticism of Black Lives Matter Dishonest," USA Today, 11 July 2016
- "Ambush In Dallas Shakes The Movement For Police Reform," NPR, 9 July 2016
- "Aldermen Rebuff Chicago Police Union Chief's Suggestion on Oversight," Chicago Tribune, 7 July 2016
- "US Supreme Court Rejects Government's Expansive Interpretation of 'Official Act' for Honest Services Fraud and Bribery Allegations," Mayer Brown Legal Update, 29 June 2016
- "Mayer Brown partner Lori Lightfoot named a 2016 'Legal Legend' by the American Constitution Society for Law and Policy – Chicago Chapter," 22 June 2016

- "Q&A: A Mayer Brown Lawyer Takes On the Chicago Police Department," *The American Lawyer*, 25 May 2016
- "Mayer Brown Achieves Pro Bono Victory in Gun Case," Mayer Brown Article, 21 April 2016
- "Chicago Police Dept. Plagued by Systemic Racism, Task Force Finds," *The New York Times*, 13 April 2016
- "Atlanta Meeting Focuses on Law Firm Diversity," Courthouse News Service, 11 April 2016
- "Mayer Brown Secures New Trial for Pro Bono Client Convicted of Murder 20 Years Ago," Mayer Brown Article, 21 March 2016
- "Chicago Police Board Names CPD Superintendent Finalists," ABC 7, 17 March 2016
- "3 Finalists Named in Hunt for New Chicago Police Chief," ABC News, 17 March 2016
- "'We Have Risen to Meet Challenges,' Interim Top Cop Writes After Being Passed Over," *Chicago Tribune*, 17 March 2016
- "Chicago Police Board Approves 3 Finalists for Superintendent," WTTW, 17 March 2016
- "Emanuel in Political No-Win Situation with Top-Cop Pick," *Chicago Sun-Times*, 17 March 2016
- "Chicago Considers 3 Finalists To Lead Ailing Police Department," KUOW.org, 17 March 2016
- "Head of Chicago Police Board: Break the 'Code of Silence'," *Chicago Sun-Times*, 19 January 2016
- "In Chicago, a Fraught Opening Atop the Police Force," *The New York Times*, 13 January 2016
- "US Department of Justice Announces New Policy Targeting Corporate Individuals," Mayer Brown Legal Update, 17 September 2015
- "*Profiles in Diversity Journal* names two Mayer Brown partners 'Women Worth Watching'," 25 August 2015
- "Women Worth Watching 2015 - Lori Lightfoot," *Profiles in Diversity Journal*, 12 August 2015
- "Mayer Brown partner Lori Lightfoot appointed chair of the Chicago Police Board by Mayor Rahm Emanuel," 2 June 2015

- "Mayer Brown partners Lori Lightfoot and Audrey Harris featured in *GIR*'s "Women in Investigations 2015"," 8 April 2015
- "Lori Lightfoot - Women in Investigations 2015," Global Investigations Review (subscription required), 1 April 2015
- "Minority Powerbrokers Q&A: Mayer Brown's Lori Lightfoot," Law360, 15 January 2015
- "DA: Lodi Police Officers Justified in Killing Mentally Ill Army Vet," The Sacramento Bee, 30 December 2014
- "Newsday," BBC World Service, 26 November 2014
- "Ferguson Officer Compared Brown to Hulk Hogan," Bloomberg, 25 November 2014
- "Ferguson Police Officer Avoids Charges as Protests Erupt," Businessweek, 24 November 2014
- "Most US Police Shootings are not Prosecuted," Associated Press, 24 November 2014
- "Experts: Ferguson Video of Witness Raising Hands Could Bolster Argument Brown was Surrendering," US News & World Report, Associated Press, 12 September 2014
- "Securities Investigations: Internal, Civil and Criminal," Mayer Brown Book, August 2014
- "New Policy on Recording Statements is Major Shift for DOJ," Law360, 2 June 2014
- "US Department of Justice Announces New Policy to Record Statements," Mayer Brown Legal Update, 29 May 2014
- "Mayer Brown partner Lori Lightfoot named to *The Network Journal*'s "25 Influential Black Women in Business" list for 2014," 14 March 2014
- "Securities Investigations: Internal, Civil and Criminal," Mayer Brown Book, August 2013
- "Current Issues in Internal Corporate Investigations," Mayer Brown Book, 2012 - 2013
- "Securities Investigations: Internal, Civil and Criminal," Practising Law Institute, August 2012
- "Successful Pro Bono Defense of Police Officer Accused of Battery," 17 June 2009
- "Facilitating Success - DBE Administrators, Vendors Must Have Solid Relationships," Mayer Brown Article, 1 June 2009

- "Credit Market and Subprime Distress: Responding to Legal Issues," Practising Law Institute, November 2008

Events

- Doing M&A Deals Around the World | How Different Jurisdictions Handle the Same Issues—Chicago, 15 September 2016
- Doing M&A Deals Around the World | How Different Jurisdictions Handle the Same Issues—New York, 12 September 2016
- Doing Business with the Government? DOJ's Pursuit of Fraud and Corruption Prosecutions in the Wake of *McDonnell v. United States*, 27 July 2016
- Good Deals Gone Bad—Structuring Transactions to Reduce the Risk of Litigation, 29 June 2016
- Implications of the Yates Memo, 2 June 2016
- City Club of Chicago, 19 January 2016
- Good Deals Gone Bad - Frequently Litigated Contractual Provisions in Transactional Documents, 25 June 2014
- Whistleblowing and the Supreme Court's Ruling in *Lawson v. FMC LLC*— What Outside Consultants, Firms and Subcontractors Need to Know Now?, 4 June 2014
- Global Sourcing and Technology Changes: Reboot Your Sourcing Strategies, 8 May 2014
- Northwestern Law's Women's Leadership Committee Symposium: "Do Nice Girls Get the Corner Office?", 10 February 2014
- White Collar Crime + Corporate Governance Conference, 18 April 2012
- Black Women Lawyers' Association 25th Anniversary Summit, 12 April 2012 - 14 April 2012
- Staying Ahead of the Revolution: What's Next for Social Media?, 20 March 2012 - 21 March 2012
- Expanding Challenges Facing US Accounting Firms – New York, 16 June 2011
- Managing the Early Stages of Commercial Litigation: Critical First Steps – Whom to Notify When: What Notifications Might Be Required, 4 November 2010

CONTACT INFORMATION Department of Criminology 215-746-3623
University of Pennsylvania johnmm@upenn.edu
Address 483 McNeil Building, 3718 Locust Walk
Philadelphia/PA/19104 Citizenship: United States

DEGREES 1999 Ph.D. University of Maryland, Criminology
1996 M.A. University of Maryland, Criminology
1994 B.A. Vassar College, Political Science

PROFESSIONAL EXPERIENCE University of Pennsylvania
2015-2016 Professor of Criminology and Sociology
2016-2016 Secondary Appointment, Graduate School of Education
2015-2016 Senior Fellow, Leonard Davis Institute of Health Economics
2010-2016 Graduate Group Demography, Social Policy and Practice
2011-2016 Chair, Department of Criminology
2015-2016 Penny and Robert Fox Faculty Director, Fels Institute of Government
2010-2015 Associate Professor of Criminology and Sociology
2006-2010 Jerry Lee Assistant Professor of Criminology
RAND Corporation
2004-2006 Behavioral Scientist
University of Florida
2004-2004 Assistant Professor of Criminology, Law and Society
University of South Carolina
1999-2003 Assistant Professor of Criminology and Criminal Justice
US Department of Justice
1998-1999 Program Specialist, National Institute of Justice

AWARDS 2016 Fellow, Academy of Experimental Criminology
2012 David Kershaw Award, Association of Public Policy Analysis and Management
2011 Young Experimental Scholar, Academy of Experimental Criminology

EDITED BOOKS 2012 MacDonald, John, and Robert J. Sampson (Eds.). Immigration and the Changing Social Fabric of American Cities. *The ANNALS of the American Academy of Political and Social Science*. Vol. 641.
2011 MacDonald, John M. (Ed.) Measuring Crime and Criminality. *Advances in Criminological Theory*. Vol. 17. New Brunswick, NJ: Transaction Publishers.
2001 Alpert, Geoffrey P. and John M. MacDonald (Eds.) 2001. *Understanding Social Science Research: Applications in Criminology and Criminal Justice*. Prospect Heights, IL: Waveland Press.

JOURNAL ARTICLES 2017 Kondo, Michelle, SeungHoon Han, Geoffrey H. Donovan, and John M. MacDonald. The Association Between Urban Trees and Crime: Evidence from the Spread of the Emerald Ash Borer in Cincinnati. *Landscape and Urban Planning* 157: 193-199.
2016 Heaton, Paul, Pricilla Hunt, John MacDonald, and Jessica Saunders. The Short- and Long-Run Effects of Private Law Enforcement: Evidence from University Police. *Journal of Law and Economics*.
2016 Branas, Charles C., Michelle C. Kondo, Sean M. Murphy, Eugenia C. South, Daniel Polsky, and John M. MacDonald. Urban Blight Remediation as a Cost-Beneficial Solution to Firearm Violence. *American Journal of Public Health*: 106: 2158-2164.
2016 MacDonald John, Jeffrey Fagan, and Amanda Geller. The Effects of Local Police Surges on Crime and Arrests in New York City. *PLoS ONE*: 11(6): e0157223.

- 2016 Nicosia, Nancy, John MacDonald, and Rosalie Pacula. Does Mandatory Diversion to Drug Treatment Eliminate Racial Disparities in the Incarceration of Drug Offenders? An Examination of California's Proposition 36. *Journal of Quantitative Criminology*: 10.1007/s10940-016-9293-x
- 2016 Ridgeway, Greg and John MacDonald. Effect of Rail Transit on Crime: A Study of Los Angeles from 1988-2014. *Journal of Quantitative Criminology*: 10.1007/s10940-016-9296-7
- 2016 Han, Seunghoon, Charles Branas, and John MacDonald. The Effect of a Sunday Liquor Sales Ban Repeal on Crime: A Triple Difference Analysis. *Alcoholism: Clinical and Experimental Research* 40(5): 111-1121.
- 2016 Michael Chirico, Robert P Inman, Charles Loeffler, John MacDonald, and Holger Sieg. An Experimental Evaluation of Notification Strategies to Increase Property Tax Compliance: Free-Riding in the City of Brotherly Love. *Tax Policy and the Economy* 30(1):129-161.
- 2015 MacDonald, John, Jonathan Klick and Ben Grunwald. The Effect of Private Police on Crime: Evidence from a Geographic Regression Discontinuity Design. *Journal of Royal Statistical Society: Series A* 179(3): 831-846.
- 2015 MacDonald, John. Community Design and Crime: The Impact of Housing and the Built Environment. *Crime and Justice: An Annual Review of Research* 44: 333-384.
- 2015 Kondo Michelle C., D. Keene, BC Hohl, John M. MacDonald, Charles C. Branas. A Difference-In-Differences Study of the Effects of a New Abandoned Building Remediation Strategy on Safety. *PLoS ONE* 10(7): e0129582.
- 2014 MacDonald, John, Jeremy Arkes, Nancy Nicosia, and Rosalie Pacula. Decomposing Racial Disparities in Prison and Drug Treatment Commitments for Criminal Offenders in California. *Journal of Legal Studies* 43: 151-187.
- 2014 MacDonald, John, Ameilia Haviland, Rajeev Ramchand, Andrew R. Morral, and Alex Piquero. Linking Specialization and Seriousness in Criminal Careers. *Advances in Life Course Research* 20: 43-55.
- 2014 Ridgeway, Greg and John M. MacDonald. A Method for Internal Benchmarking of Criminal Justice System Performance. *Crime and Delinquency* 60: 145-162.
- 2013 Aaltonen, Mikko, John MacDonald, Pekka Martikainen, and Janne Kivivuori. Examining the Generality of the Unemployment-Crime Association. *Criminology* 51: 561-594.
- 2013 MacDonald, John, Robert Stokes, Ben Grunwald, and Ricky Bluthenthal. The Privatization of Public Safety in Urban Neighborhoods: Do Business Improvement Districts Reduce Violent Crime Among Adolescents? *Law and Society Review* 47: 621-652.
- 2013 Nicosia, Nancy, John M. MacDonald, and Jeremy Arkes. Disparities in Criminal Court Referrals to Drug Treatment and Prison for Minority Men. *American Journal of Public Health* 103: e77-e84.
- 2013 Anderson, James, John MacDonald, Ricky Bluthenthal, and Scott Ashwood. Reducing Crime by Shaping the Built Environment with Zoning: An Empirical Study of Los Angeles. *University of Pennsylvania Law Review* 161: 699-756.
- 2013 MacDonald, John M., John Hipp, and Charlotte Gill. The Effects of Immigrant Concentration on Changes in Neighborhood Crime Rates. *Journal of Quantitative Criminology*. 29:191-215.
- 2012 MacDonald, John M., and Jessica Saunders. Are Immigrants Less Violent? Specifying the Reasons and Mechanisms. *The ANNALS of the American of Academy of Political and Social Science* 641: 125-147.
- 2011 Branas, Charles, Rose Cheney, John M. MacDonald, Vicky Tam, Tara Jackson, and Thomas Ten Have. A Difference-in-Differences Analysis of Health, Safety, and Greening Vacant Urban Space. *American Journal of Epidemiology* 174: 1296-306
- 2011 Cook, Philip J., and John MacDonald. Public Safety through Private Action: An Economic Assessment of BIDs. *Economic Journal* 121: 445-462.
- 2010 MacDonald, John M., Robert Stokes, Deborah Cohen, Aaron Kofner, and Greg Ridgeway. The Effect of Light Rail Transit on Body Mass Index and Physical Activity. *American Journal of Preventive Medicine* 39: 105-112.
- 2010 MacDonald, John M., Daniela Golinelli, Robert Stokes, and Ricky Bluthenthal. The Effect of Business Improvement Districts on the Incidence of Violent Crimes. *Injury Prevention* 16: 327-332.
- 2010 Berk, Richard, and John M. MacDonald. Policing the Homeless: An Evaluation of Efforts

- to Reduce Homeless-Related Crime. *Criminology and Public Policy* 9: 813-840.
- 2010 MacDonald, John M., Robert Stokes, and Ricky Bluthenthal. The Role of Community Context in Business District Revitalization Strategies: Business Improvement Districts in Los Angeles. *Public Performance and Management Review* 33: 436-458.
- 2010 Wilson, Jeremy M., John M. MacDonald, and George Tita. Localized Homicide Patterns and Prevention Strategies: A Comparison of Five Project Safe Neighborhood Sites. *Victims and Offenders* 5:45-63.
- 2009 MacDonald, John M., Robert Kaminski, and Mike Smith. The Effect of Less-lethal Weapons on Injuries in Police Use of Force Events. *American Journal of Public Health* 99: 2268-2274.
- 2009 Berk, Richard, and John M. MacDonald. The Dynamics of Crime Regimes. *Criminology* 47: 971-1008.
- 2009 Ridgeway, Greg, and John M. MacDonald. Doubly Robust Internal Benchmarking and False Discovery Rates for Detecting Racial Bias in Police Stops. *Journal of the American Statistical Association* 104: 661-668.
- 2009 Ramchand, Rajeev, John M. MacDonald, Amelia Haviland, and Andrew Morral. A Developmental Approach for Measuring the Severity of Crimes. *Journal of Quantitative Criminology* 26: 129-153.
- 2009 MacDonald, John M., Amelia Haviland, and Andrew Morral. Assessing the Relationship between Violent and Nonviolent Criminal Activity among Serious Adolescent Offenders. *Journal of Research in Crime and Delinquency* 46: 553-580.
- 2008 Berk, Richard, and John M. MacDonald. Overdispersion and Poisson Regression. *Journal of Quantitative Criminology* 24: 269-284.
- 2008 McCall, Patricia L., Karen F. Parker, and John M. MacDonald. The Dynamic Relationship between Homicide Rates and Social, Economic, and Political Factors and Homicide from 1970 to 2000. *Social Science Research* 37: 721-735.
- 2008 Stokes, Robert J., John M. MacDonald, and Greg Ridgeway. Estimating the Effects of Light Rail Transit on Health Care Costs. *Health and Place* 14: 45-58.
- 2007 MacDonald, John M., Robert Stokes, Greg Ridgeway, and K.J. Riley. Race, Neighborhood Context, and Perceptions of Injustice by the Police in Cincinnati. *Urban Studies* 44: 2567-2585.
- 2007 Gover, Angela R., Eve M. Brank, and John M. MacDonald. A Specialized Domestic Violence Court in South Carolina: An Example of Procedural Justice for Victims and Defendants. *Violence Against Women* 13: 603-626.
- 2007 Strom, Kevin J., and John M. MacDonald. The Influence of Social and Economic Disadvantage in Youth Homicide over Time. *Homicide Studies* 11: 50-69.
- 2007 MacDonald, John M., Andrew Morral, Barbara Raymond, and Christine Eibner. The Efficacy of the Rio Hondo DUI Court: A 2-Year Field Experiment. *Evaluation Review* 31: 4-23.
- 2006 Eibner, Christine, Andrew R. Morral, Rosalie L. Pacula, and John M. MacDonald. Is the Drug Court Model Exportable? An Examination of the Cost-Effectiveness of a Los Angeles Based DUI court. *Journal of Substance Abuse Treatment* 31: 75-85.
- 2006 Chappell, Allison, John M. MacDonald, and Patrick Manz. The Organizational Determinants of Police Arrest Decisions. *Crime and Delinquency* 52: 287-306.
- 2006 MacDonald, John M., and Robert Stokes. Race, Social Capital, and Trust in the Police. *Urban Affairs Review* 41: 358-375.
- 2005 Parker, Karen F., John M. MacDonald, Wesley G. Jennings, and Geoffrey P. Alpert. Racial Threat, Urban Conditions, and Police Use of Force: Assessing the Direct and Indirect Linkages Across Multiple Urban Areas. *Justice Research and Policy* 7: 53-80.
- 2005 MacDonald, John M., Alex R. Piquero, Robert Valois, and Keith Zullig. The Relationship Between Life Satisfaction and Violent Behaviors Among Youth. *Journal of Interpersonal Violence* 20: 1495-1518.
- 2005 Alpert, Geoffrey, John M. MacDonald, and Roger Dunham. Police Suspicion and Discretionary Decision Making During Citizen Stops. *Criminology* 43: 407-434.
- 2005 MacDonald, John M., and Angela R. Gover. Concentrated Disadvantage and Youth-on-Youth Homicide. *Homicide Studies* 9: 30-54.
- 2005 Piquero, Alex R., John M. MacDonald, Adam Dobrin, Leah Daigle, and Francis Cullen.

- The Relationship Between Violent Offending and Death by Homicide: A Test of the General Theory of Crime. *Journal of Quantitative Criminology* 21: 55-71.
- 2005 Piquero, Nicole, Angela R. Gover, John M. MacDonald, and Alex R. Piquero. The Influence of Delinquent Peers on Delinquency: Does Gender Matter? *Youth and Society* 36: 251-272.
- 2004 Alpert, Geoffrey P., Roger G. Dunham, and John M. MacDonald. Interactive Police-Citizen Encounters that Result in Force. *Police Quarterly* 7: 475-488.
- 2004 Parker, Karen F., John M. MacDonald, Geoffrey P. Alpert, Michael R. Smith, and Alex Piquero. "A Contextual Study of Racial Profiling: Assessing the Theoretical Rationale for the Study of Racial Profiling at the Local Level. *American Behavioral Scientist* 47: 943-962.
- 2004 Lattimore, Pamela K., John M. MacDonald, Alex R. Piquero, Richard L. Linster, and Christy A. Visher. Studying Characteristics of Arrest Frequency among Paroled Youthful Offenders. *Journal of Research in Crime and Delinquency* 41: 37-57.
- 2003 Gover, Angela R., John M. MacDonald, and Geoffrey P. Alpert. Combating Domestic Violence: Findings from an Evaluation of a Local Domestic Violence Court. *Criminology and Public Policy* 3: 109-132.
- 2003 MacDonald, John M. The Effect of Ethnicity on Juvenile Court Outcomes in Hawaii. *Youth and Society* 35: 243-263.
- 2003 MacDonald, John M., Patrick W. Manz, Geoffrey P. Alpert, Roger G. Dunham. Police Use of Force: Examining the Relationship between Calls for Service and the Balance of Police Force and Suspect Resistance. *Journal of Criminal Justice* 31: 119-127.
- 2002 MacDonald, John M. The Effectiveness of Community Policing in Reducing Urban Violence. *Crime and Delinquency* 48: 592-618.
- 2002 Valois, Robert F., John M. MacDonald, Lena Bretous, Megan A. Fischer, J. Wanzer Drane. Risk Factors and Behaviors Associated with Adolescent Violence and Aggression. *American Journal of Health Behavior* 26: 454-464.
- 2002 Piquero, Alex R., John M. MacDonald, and Karen F. Parker. Race, Local Life Circumstances, and Criminal Activity. *Social Science Quarterly* 83: 254-270.
- 2001 MacDonald, John M. Analytic Methods for Examining Race and Ethnic Disparity in the Juvenile Courts. *Journal of Criminal Justice* 29: 507-519.
- 2001 MacDonald, John M. and Karen F. Parker. The Structural Determinants of Justifiable Homicide: Assessing the Theoretical and Political Considerations. *Homicide Studies* 5: 187-205.
- 2001 Alpert, Geoffrey P. and John M. MacDonald. Police Use of Force: An Analysis of Organizational Characteristics. *Justice Quarterly* 18: 393-409.
- 2001 MacDonald, John M. and Meda Chesney-Lind. Gender Bias and Juvenile Justice Revisited: A Multi-year Analysis. *Crime and Delinquency* 47: 173-195.
- 2001 MacDonald, John M., Robert J. Kaminski, Geoffrey P. Alpert, and Abraham N. Tennenbaum. The Temporal Relationship between Police Killings of Civilians and Criminal Homicide: A Refined Version of the Danger-Perception Theory. *Crime and Delinquency* 47: 155-172.
- 1999 MacDonald, John M. and Abraham N. Tennenbaum. Justifiable Homicide by Civilians. Pp. 463-491. *Advances in Criminological Theory* 8: 463-491.
- 1999 MacDonald, John M., Geoffrey P. Alpert, and Abraham N. Tennenbaum. Justifiable Homicide by Police and Criminal Homicide: A Research Note. *Journal of Crime and Justice* 22: 153-166.
- 1999 MacDonald, John M. Violence and Drug Use in Juvenile Institutions. *Journal of Criminal Justice* 27: 33-44.
- 1998 MacDonald, John M. and Geoffrey P. Alpert. Public Attitudes Toward Police Pursuit Driving. *Journal of Criminal Justice* 26: 185-194.
- 1997 MacDonald, John M. Institutional Responses to Juvenile Misconduct. *Criminal Justice Policy Review* 8: 247-268.
- 1997 Lattimore, Pamela K., Richard L. Linster, and John M. MacDonald. Risk of Death among Serious Young Offenders. *Journal of Research in Crime and Delinquency* 34: 187-209.

BOOK CHAPTERS

- 2013 Grunwald, Ben, and John MacDonald. Propensity Score Matching. *Encyclopedia of Criminology and Criminal Justice*. (Eds. G. Bruinsma and D. Weisburd). NY: Springer.
- 2013 Fagan, Jeffrey and John MacDonald. Policing, Crime and Legitimacy in New York and Los

Angeles: The Social and Political Contexts of Two Historic Crime Declines. *New York and Los Angeles: The Uncertain Future*. (Eds. D. Halle and A. A. Beveridge). Oxford University Press: New York, NY.

2012 Klick, Jonathan, John MacDonald, and Thomas Stratmann. Mobile Phones and Crime Deterrence: An Under-appreciated Link? *Research Handbook on the Economics of Criminal Law*. (Eds. A. Harel and K. Hylton). UK: Edward Elgar.

2012 MacDonald, John and Robert J. Sampson. The World in a City: Immigration and America's Changing Social Fabric. *The ANNALS of the American Academy of Political and Social Science* 641: 6-15.

2011 MacDonald, John M., Andrew Morral, and Alex R. Piquero. Socially Desirable Response Bias in Criminology: An Example of Its Effect in Testing the Effects of Self-Control. *Advances in Criminological Theory* 17: 21-36.

2011 Cook, Philip J., and John MacDonald. Limiting Criminal Opportunities. In *Controlling Crime: Strategies and Tradeoffs*. (Eds. P. Cook, J. Ludwig, and J. McCrary). Chicago: University of Chicago Press.

2009 Ridgeway, Greg and John M. MacDonald. Methods for Assessing Racially Biased Policing. In *Race, Ethnicity and Policing*. (Eds. Rice and White). NY: New York University Press.

2009 MacDonald, John M., and Pamela K. Lattimore. Count Models in Criminology. In *The Handbook of Quantitative Criminology*. (Eds. A. Piquero and D. Weisburd). NY: New York: Springer.

2004 MacDonald, John M. National Institute of Justice. *Encyclopedia of Criminology*. Chicago, IL: Fitzroy Dearborn Publishers.

TECHNICAL REPORTS

2009 MacDonald, John, Ricky Bluthenthal, Daniela Golinelli, Aaron Kofner, Robert Stokes, Amber Sehgal, Terry Fain, and Leo Beletsky. *Neighborhood Effects on Crime and Youth Violence: The Role of Business Improvement Districts in Los Angeles*. Santa Monica, CA: RAND Corporation.

2007 Turner, Susan, Terry Fain, John MacDonald, and Amber Sehgal. *Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2004-2005 Report*. Santa Monica, CA: RAND Corporation.

2006 LaTourrette, Tom, David R. Howell, David E. Mosher, and John MacDonald. *Reducing Terrorism Risk at Shopping Centers: An Analysis of Potential Security Options*. Santa Monica, CA: RAND Corporation.

2005 Riley, K. Jack, Susan Turner, John MacDonald, Greg Ridgeway, Terry Schell, Jeremy Wilson, Travis L. Dixon, Terry Fain, Dionne Barnes-Proby, and Brent Fulton. *Police-Community Relations in Cincinnati*. Santa Monica, CA: RAND Corporation.

PRACTITIONER JOURNALS

2011 Alpert, Geoffrey P., Michael R. Smith, Robert J. Kaminski, Lorie A. Fridell, John MacDonald, and Bruce Kubu. Police Use of Force, Tasers and Other Less-Lethal Weapons. *National Institute of Justice, Research in Brief*, NCJ 232215, May.

2011 MacDonald, John M., Geoffrey P. Alpert, and Angela R. Gover. The Use of Helicopters in Policing: Necessity or Waste? *Police Forum*, April, 8: 9-14.

GRANT REPORTS

2010 Smith, Michael R., Robert J. Kaminski, Geoffrey P. Alpert, Ph.D., Lorie A. Fridell, John MacDonald, and Bruce Kubu. Multi-Method Evaluation of Police Use of Force Outcomes. The National Institute of Justice, U.S. Department of Justice, NCJ 231176.

2004 Alpert, Geoff P., Roger G. Dunham, Meghan Stroshine, Katherine Bennett, and John M. MacDonald. Police Officers' Decision Making and Discretion: Forming Suspicion and Making a Stop. The National Institute of Justice, U.S. Department of Justice 2001-IJ-CX-0035.

2003 Gover, Angela R., John M. MacDonald, Geoffrey P. Alpert, and Erick J. Geary. The Lexington County Domestic Violence Court: A Partnership and Evaluation. The National Institute of Justice, U.S. Department of Justice 2000-WT-VX-0015.

2001 MacDonald, John. The Effect of Community Policing on Urban Violence. The Bureau of Justice Statistics, U.S. Department of Justice.

1997 Alpert, Geoffrey P. and John M. MacDonald. Helicopters and Their Use in Police Pursuit. The National Institute of Justice, U.S. Department of Justice 93-IJ-CX-0061.

OPINION
EDITORIALS

2012 Don't Shut the Golden Door. (with R.J Sampson) *New York Times*, June, 20.
2009 Crime Prevention Can Help the City's Economy. *Philadelphia Inquirer*, February 19.
2006 Cities Should Enlist Business in Their Battle Against Crime. (with R. Stokes). *Los Angeles Business Journal*, July 3.

GRANTS AND
CONTRACTS

2016-2021 A Randomized Trial of Abandoned Housing Remediation, Substance Abuse and Violence. Co-PI. NIH/National Institute on Alcohol Abuse and Alcoholism (NIAA), \$670,667.
2016 Evaluating the Role of Race in Criminal Justice Adjudications in Delaware. P.I. State of Delaware Administrative Office of the Courts, \$68,294.
2015-2016 Replication of the Cardiff Violence Prevention Model in the United States. Co-P.I. Robert Wood Johnson Foundation (prime: National Foundation for the Centers for Disease Control and Prevention Inc.), \$213,572.
2014-2019 Penn Injury Science Center. Urban Vacant Lot Stabilization and Violence Trial. P.I. Centers for Disease Control and Prevention (CDC), \$143,000.
2009-2013 School Environment as a Mechanism to Reduce Youth Violence and Victimization. Co-P.I. (N. Nicosia P.I.) Centers for Disease Control and Prevention (CDC), \$1,621,879.
2009-2012 Understanding the Effects of Land-Use Regulation on the Built Environment and Crime. Co-Principal Investigator (J. Anderson P.I.). The Robert Wood Johnson Foundation, \$386,349.
2008-2011 The Role of Race in Criminal Justice Referrals to Treatment. Co-P.I. (N. Nicosia P.I.) NIH/National Institute on Drug Abuse (NIDA), \$783,796.
2005-2009 The Impact of Business Improvement Districts on Youth Violence. P.I. w/R. Bluthenthal. Centers for Disease Control and Prevention (CDC), \$2,287,952.
2005-2008 Treatment Effects on Desistance From Youth Violence. P.I. w/ A. Morral. Centers for Disease Control and Prevention (CDC), \$734,314.
2005-2007 Impact of Light Rail on Physical Activity and BMI. Principal Investigator. NIH/National Institute of Environmental Health Sciences (NIEHS), \$527,987.
2004-2008 Police-Community Relations in Cincinnati. Investigator (K.J. Riley P.I.). City of Cincinnati, \$523,664.
2004-2009 Project Safe Neighborhoods (Los Angeles, CA). Investigator (K.J. Riley P.I.). National Institute of Justice (NIJ), US Department of Justice, \$300,000.
2001-2003 Assessing Police Officer Decision Making and Discretion. Investigator (G. Alpert P.I.). National Institute of Justice (NIJ), US Department of Justice, \$247,877.
2000-2003 Investigating Racial Profiling in the Miami-Dade Police Department. Investigator (G. Alpert P.I.). Miami-Dade County, \$250,000.
2000-2002 The Lexington County Domestic Violence Court: A Partnership and Evaluation. Co-P.I. (G. Alpert P.I.). National Institute of Justice (NIJ), US Department of Justice, \$221,478.
2000-2001 The Effect of Community Policing on Urban Violence. P.I. American Statistical Association, Committee on Law and Justice, \$21,271.

CONFERENCES AND
INVITED TALKS

2016 The Long Term Effect of Civil Gang Injunctions on Crime in Los Angeles (with G. Ridgeway, R. Moyer, and J. Grogger). American Society of Criminology. New Orleans, LA, November 19.
2016 Private in the Public's Interest? The Case of Business Improvement Districts in New York City (with R. Meltzer, S Han, P.J. Cook, and Ingrid Ellen). American Society of Criminology. New Orleans, LA, November 19.
2016 Racial Bias in Police Searches: Using Shifts in Manpower to Test for Racial Profiling (with G. Ridgeway and J. Fagan). American Society of Criminology. New Orleans, LA, November 18.
2016 Private in the Public's Interest? The Case of Business Improvement Districts in New York City (with R. Meltzer, S Han, P.J. Cook, and Ingrid Ellen). Association for Public Policy Analysis and Management. Washington, DC, November 3.

- 2016 Changing Places: Using Science to Design Safer Cities. Jerry Lee Lecture. Stockholm Symposium. Stockholm, Sweden, June 16.
- 2015 The Direct and Indirect Effects of Closing Schools on Students Educational Settings: Evidence from Two Rounds of School Closures in Philadelphia (with M. Steinberg and J. Scull). Association for Public Policy Analysis and Management. Miami, FL, November 14.
- 2015 Transit Systems and Their Effect on Crime in Communities (with G. Ridgeway). Association of Public Policy Analysis and Management. Miami, FL, November 14.
- 2015 The Effects of Local Police Surges on Crime and Arrests in New York City (with J. Fagan and A. Geller). National Bureau of Economic Research Summer Institute. Cambridge, MA, July 24.
- 2014 Order Maintenance in Crime Hot Spots: The Effects of Local Police Surges on Stops and Crime in New York City (with J. Fagan). American Society of Criminology meetings, San Francisco, CA, November 20.
- 2014 The Impact of Private Policing on Crime (with P. Hunt, P. Heaton, and J. Saunders). American Society of Criminology meetings, San Francisco, CA, November 20.
- 2014 Place-based Approaches to Reducing Crime and Improving Health. University of Texas El Paso. Center for Law and Human Behavior, El Paso, TX, November 6.
- 2014 MacDonald, John M. Place-based Approaches to Reducing Crime and Improving Health. Symposium 23: Public Health Law and Behavior Change: Improving Population Health through Policy. Society for Behavioral Medicine, Philadelphia, PA, April 25.
- 2013 MacDonald, John M. (with M. Ruther). Analyzing Spatial Interactions in Homicide Research Using a Spatial Durbin Model. American Society of Criminology meetings, Atlanta, GA, November 20.
- 2013 MacDonald, John M. (with N. Nicosia). Charter School Legislation and Crime Rates in Philadelphia Neighborhoods. Association for Public Policy Analysis and Management meetings, Washington, DC, November 7.
- 2013 MacDonald, John M. (with A. Vivolo-Kantor, N. Nicosia, K. Holland, and J. Matjasko). Do State Bullying Laws Impact Youth Violence Rates? Association for Public Policy Analysis and Management meetings, Washington, DC, November 7.
- 2013 MacDonald, John M. Place-Based Approaches to Reducing Crime and Improving Health. University of Southern California. Price School of Public Policy, February 19.
- 2012 MacDonald, John M. (with J. Saunders). Are Immigrant Youth Less Violent? Specifying the Reasons and Mechanisms. American Society of Criminology meetings, Chicago, IL, November 15.
- 2012 MacDonald, John M. (with J. Fagan). The Effect of Hot Spots Policing in NYC on Crime and Racial Disparities in Stop Outcomes. American Society of Criminology meetings, Chicago, IL, November 16.
- 2012 MacDonald, John M. (with B. Grunwald). Using Spatial and Temporal Discontinuities to Evaluate the Effect of Police Strength on Crime. American Society of Criminology meetings, Chicago, IL, November 16.
- 2012 MacDonald, John M. Place-Based Approaches to Reducing Crime and Improving Health. Kershaw Award Lecture. Association for Public Policy Analysis and Management meetings, Baltimore, MD, November 8.
- 2012 MacDonald, John M. (with N. Nicosia). Do School Environments Influence Crime and Substance Abuse? Association for Public Policy Analysis and Management meetings, Baltimore, MD, November 8.
- 2012 MacDonald, John M. Reducing Crime by Shaping the Built Environment with Zoning. Public Health Law Conference: American Society of Law, Medicine, and Ethics, Atlanta, GA, October 10.
- 2012 MacDonald, John M. MacDonald, John. (with N. Nicosia and R. Pacula). Do Efforts to Divert Drug Offenders from Incarceration Influence Racial Disparities in Criminal Dispositions? American Society of Health and Economists meetings, Minneapolis, MN, June 11.
- 2012 MacDonald, John M. (with N. Nicosia and H. Harris). Do School Environments Influence Substance Use and Other Risky Behaviors? American Society of Health and Economists meetings, Minneapolis, MN, June 12.

- 2012 MacDonald, John M. (with N. Nicosia and R. Pacula). Does Mandatory Diversion to Drug Treatment Eliminate Racial Disparities in the Incarceration of Drug Offenders? National Bureau of Economic Research Summer Institute. Economics of Crime Working Group. Cambridge, MA: July.
- 2012 MacDonald, John M. A Panel Discussion of Stephanos Bibas's The Machinery of Criminal Justice. Princeton University, the James Madison Program in American Ideals and Institutions.
- 2012 MacDonald, John M. The Effect of Private Action on Crime Prevention: An Economic Assessment of Business Improvement Districts. Temple University, February 10.
- 2011 MacDonald, John M. What do we know about violence and how it affects the lives of parents and children? Robert Wood Johnson Foundation: Thought Leaders Forum. Atlanta, GA, September.
- 2011 MacDonald, John M. (with P. Cook and S. Han). The Role of Business Improvement Districts in New York City's Crime Drop. Association for Public Policy Analysis and Management meetings, Washington, DC, November, 3.
- 2011 MacDonald, John (with N. Nicosia and H. Harris). The Effect of School Environments on Violence and Risky Behaviors: Evidence from the Timing of Charter School Implementation. Association for Public Policy Analysis and Management meetings, Washington, DC, November.
- 2011 MacDonald, John (with N. Nicosia and H. Harris). The Effect of School Environments on Violence and Risky Behaviors: Evidence from the Timing of Charter School Implementation. American Society of Criminology meetings, Washington, DC, November 18.
- 2011 MacDonald, John (with D. Golinelli and R. Bluthenthal). Mortality Effects of Economic Development via Business Improvement Districts. American Society of Criminology meetings, Washington, DC, November 18.
- 2011 MacDonald, John (with J. Fagan). Order Maintenance in Hot Spots: The Effects of Local Police Surges on Crime in New York. American Society of Criminology meetings, Washington, DC, November 18.
- 2011 MacDonald, John M. (Discussant) Assimilation of Immigrants and Incarceration, 1900-1930, by C. Moehling and A. Piehl. National Bureau of Economic Research Summer Institute. Economics of Crime Working Group. Cambridge, MA: July 29.
- 2011 MacDonald, John (with Nicosia Nancy and Rosalie Pacula). Do Efforts to Divert Drug Offenders from Incarceration Influence Racial Disparities in Criminal Court Dispositions? Evidence from Prop 36. The International Society for the Study of Drug Policy (ISSDP) Annual Meeting, Utrecht Netherlands, May.
- 2011 MacDonald, John (with Jeremy Arkes, Nancy Nicosia, and Rosalie Pacula). Decomposing Racial/Ethnic Disparities in Adjudicating Drug Offenses in California. International Society for the Study of Drug Policy (ISSDP) Annual Meeting, Utrecht Netherlands, May.
- 2010 MacDonald, John. The Effect of Policies to Divert Drug Offenders from Incarceration on Racial Disparities in Criminal Justice Adjudications. University of South Florida, December 3.
- 2010 MacDonald, John (with P. Cook). Mobilizing Private Inputs for Crime Prevention. National Bureau of Economic Research Conference on Making Crime Control Pay: Cost-Effective Alternatives to Incarceration. University of California, Berkeley's School of Law. Berkeley, CA: January 16.
- 2010 MacDonald, John (with R. Bluthenthal). The Impact of Business Improvement Districts (BIDs) on Youth Violence and Community-Level Change. Centers for Disease Control and Prevention. Atlanta, GA: January 19.
- 2010 MacDonald, John. The Effect of Policies to Divert Drug Offenders from Incarceration on Racial Disparities in Criminal Justice Adjudications. NIH: Health Disparities in Boys and Men. Washington, DC: November 2.
- 2010 MacDonald, John (with R., Bluthenthal, R. Stokes, and B. Grunwald). Family and neighborhood effects on youth violence: Does community economic development increase adolescent well-being? Presidential Plenary session (peer reviewed). American Society of Criminology meetings, San Francisco, CA, November, 17.
- 2010 MacDonald, John (with N. Nicosia). The Effect of Policies to Divert Drug Offenders from Incarceration on Racial Disparities in Criminal Justice Adjudications. Health Disparities in Boys and Men conference, National Institute on Drug Abuse, National Institutes of Health,

- Washington, DC, November 2.
- 2009 MacDonald, John (with R. Stokes and D. Cohen). Impact of Light Rail Transit on Physical Activity. 137th Annual Meeting of the American Public Health Association, Philadelphia, PA, November.
- 2009 MacDonald, John (with J. Saunders). Immigrant Households Protect Youth from Violence. American Society of Criminology meetings, Philadelphia, PA, November.
- 2009 MacDonald, John. Family and Neighborhood Effects on Youth Violence: Immigration as a Protective Factor. University of South Carolina, February 13.
- 2009 MacDonald, John. Effect of Business Improvement Districts (BIDs) on Violent Crime in Los Angeles. Congressional Briefing, February 3.
- 2008 MacDonald, John (with J. Hipp and C. Gill). Immigrant Succession, Neighborhood Composition, and the Crime Drop in Los Angeles. American Society of Criminology meetings, St. Louis, MO, November.
- 2008 MacDonald, John (with R. Kaminski, and M.R. Smith). Assessing the Effects of Conducted Energy Devices and Other Types of Force on Officer and Suspect Injury. American Society of Criminology, St. Louis, November.
- 2008 MacDonald, John. The Dynamics of Crime Regimes.(with R. Berk) Temple University, February.
- 2008 MacDonald, John. The Dynamics of Crime Regimes.(with R. Berk) University of Maryland, April.
- 2008 MacDonald, John. Do Neighborhood Environments Explain Why Whites and Blacks Hold Different Views of the Police? Rutgers University, April 3.
- 2008 MacDonald, John (with R. Bluthenthal, D. Golinelli, A. Kofner, and R. Stokes). The Impact of Business Improvement Districts on Neighborhood-level Youth Violence. (poster session) Association for Public Policy Analysis and Management meetings, Los Angeles, CA, November.
- 2008 MacDonald John (with R. Stokes, R. Bluthenthal, and D. Golinelli). A Mixed Method Approach to Studying the Relationship between Business Improvement Districts and Youth Violence. 136th Annual Meeting of the American Public Health Association, San Diego, CA, October.
- 2008 MacDonald, John (with R. Ramchand, A. Haviland, and A. Morral). Developmental Approach for Measuring the Seriousness of Crimes. American Sociological Association meetings, session on Measuring Crime, Boston, MA, 2008.
- 2008 MacDonald, John (with J. Hipp and C. Gill). Neighborhood Effects of Immigrant Succession on Crime: Did Immigrants Cause the Crime Drop in Los Angeles. Annual Workshop on Crime and Population Dynamics, Baltimore, MD.
- 2007 MacDonald, John (with R. Bluthenthal and D. Golinelli). The Effects of Business Improvement Districts on Community Violence. American Society of Criminology meetings, Atlanta, GA, 2007.
- 2006 MacDonald, John M. (with G. Ridgeway et al.). Race and Perceptions of Injustice by the Police: Modeling the Counterfactual.American Society of Criminology meetings, Los Angeles, CA.
- 2006 MacDonald, John. How Can Residents Create Safer Communities? Los Angeles Neighborhood Initiative Annual Community Forum, May 17.
- 2005 MacDonald, John. Race, Suspicion, and Police Decision Making. University of Pennsylvania, October 25.
- 2006 MacDonald, John M. (with A. Haviland, A. Morral, and D. Nagin).The Pathways to Violent and Nonviolent Criminal Activity Among RAND's Adolescent Outcomes Project. American Society of Criminology meetings, Los Angeles, CA.
- 2005 MacDonald, John M. Evaluating Police-Community Relations. 14th World Congress of Criminology meetings, Philadelphia, PA.
- 2004 MacDonald, John M. (with A. Chappell). Varieties of Police Management and Their Impact on Police Officer Behavior. American Society of Criminology meetings, Nashville, TN.
- 2004 MacDonald, John M. (with P. McCall and K.F. Parker). The Rise and Decline in Crime: Assessing the Changing Nature of Crime from 1950 to 2000. American Society of Criminology meetings, Nashville, TN.
- 2004 MacDonald, John M. Homeland Security: Infrastructure Research Needs. Bureau of Justice

- Statistics/Justice Research and Statistics Association national conference, Seattle, WA.
- 2004 MacDonald, John M. (with R. Stokes) Social Capital and the Police: A Study of Prospects and Contradictions. Urban Affairs Association meetings, Washington, DC.
- 2004 MacDonald, John M. (with A. Gover and R. Valois) Gender, Gang Membership, and Violent Victimization. Academy of Criminal Justice Sciences meetings, Las Vegas, NV
- 2003 MacDonald, John M. (with K. Strom) Concentrated Disadvantage: The Influence of Social and Economic Change on the Epidemic of Youth Violence. American Society of Criminology meetings, Denver, CO.
- 2003 MacDonald, John M. Combating Domestic Violence in Rural Areas: Findings from an Evaluation of a Local Domestic Violence Court. Bureau of Justice Statistics/Justice Research and Statistics Association national conference, San Francisco, CA.
- 2003 MacDonald, John M. (with N. Piquero, A. Gover, and A. Piquero). Exploring the Role of Peer Delinquency for Onset and Persistence: The Case of Gender. Academy of Criminal Justice Sciences meetings, Boston, MA.
- 2002 MacDonald, John M. (with A. Gover and G. P. Alpert). Process and Outcome Evaluation of a Rural Domestic Violence Court. American Society of Criminology meetings, Chicago, IL.
- 2002 MacDonald, John M. (with A. Piquero and L. Daigle). On the Relationship Between Violent Death and Recidivism. American Society of Criminology meetings, Chicago, IL.
- 2002 MacDonald, John M. (with G. Alpert, R. Dunham, and K. Bennett). Assessing Police Officers Decision Making. American Society of Criminology meetings, Chicago, IL.
- 2002 MacDonald, John M. (with A. Gover). Youth-on-Youth Homicide: Assessing the Ecological Influences Across Time. American Sociological Association meetings, section on Crime, Law, and Deviance, Chicago, IL.
- 2002 MacDonald, John M. (with K. F. Parker, G. Alpert, A. Piquero, and M. Smith). Racial Profiling in Context: Pursuing a Theoretical Rationale for Studying Racial Profiling at the Local Level. Southern Sociological Society meetings, Baltimore, MD.
- 2002 MacDonald, John M. (with A. Gover). The Structural Context of Youth-on-Youth Homicide: Assessing the Influences Over Time. Southern Sociological Society meetings, Baltimore, MD.
- 2001 MacDonald, John M. Police Killings of Civilians: Does Community Policing Make a Difference? American Society of Criminology meetings, Atlanta, GA.
- 2001 MacDonald, John M. (with K.F. Parker and G. Alpert). Social Inequality and Police Use of Force. American Sociological Association meetings, section on Crime, Law, and Deviance, Anaheim, CA.
- 2001 MacDonald, John M. (with A. Piquero). Do Informal Social Bonds Mediate the Effect of Race on Criminal Behavior over the Life-Course? American Sociological Association meetings, section on Crime, Law, and Deviance, Anaheim, CA.
- 2001 MacDonald, John, M. (with G. Alpert). The Effect of Community Policing on Urban Violence. Academy of Criminal Justice Sciences meetings, Washington, DC.
- 2000 MacDonald, John, M. The Structural Determinants of Justifiable Citizen Homicides. American Society of Criminology meetings, San Francisco, CA.
- 2000 MacDonald, John, M. (with G. Alpert, A. Gover, A. Piquero, N. Piquero). Police Use of Force: An Analysis of Organizational Characteristics. Southern Criminal Justice Association meetings, Charleston, SC.
- 2000 MacDonald, John, M. (with G. Alpert and S. Walker). Police Use of Force. Academy of Criminal Justice Sciences meetings, New Orleans, LA.
- 1999 MacDonald, John, M. Ethnic Differences in Juvenile Court Outcomes: A Study of Hawaii's Courts. American Society of Criminology meetings, Toronto, November.
- 1999 MacDonald, John, M. Model Comparisons of Juvenile Court Outcomes. American Society of Criminology meetings, Toronto, November.
- 1998 MacDonald, John, M. A Decade of Juvenile Crime in Hawaii: The Role of Ethnicity, Class, Gender, and Geography in the Juvenile Justice Process. American Society of Criminology meetings, Washington, DC, November.
- 1997 MacDonald, John, M. Discretion in the Juvenile Prison System. American Society of Criminology meetings, San Diego, CA, November.

1996 MacDonald, John M. (with P. Lattimore, R. Linster, and C. Visser). Count Models of Post-Release Arrests of Youthful Offenders. American Society of Criminology meetings, Chicago, IL.

1996 MacDonald, John M. Violence and Drug Use in Juvenile Institutions: A Test of the Deprivation and Importation Theories of Misconduct. American Society of Criminology meetings, Chicago, IL.

1995 MacDonald, John M. (with M. Rizzo) American Capital Punishment and Deterrence, an Irreconcilable Marriage? American Society of Criminology meetings, Boston, MA.

1995 MacDonald, John M. (with P. Lattimore, R. Linster, and C. Visser) Serious Youthful Offenders: Competing Risks of Death and Recidivism. American Society of Criminology meetings, Boston, MA.

TEACHING
UNIVERSITY OF
PENNSYLVANIA

2015 Public Management: *Enrollments 25*
2012-2016 Seminar in Criminology: *Enrollments 25*
2007-2012 Seminar in Criminal Justice: *Enrollments 25*
2008-2016 Criminal Justice: *Enrollments 140*
2007 Research Methods: *Enrollment 25*
2011-2016 Advanced Proseminar in Criminology: *Enrollments 5*
201-2017 Advanced Proseminar in Criminal Justice: *Enrollments 5*
2007-2009 Independent Study: Policing, Restorative Justice, Ecological Criminology

OTHER
INSTITUTIONS

Criminology, Law and Society
Community Policing
Seminar in Criminal Justice
Juvenile Delinquency
Treatment and Prevention of Delinquency
Introductory Statistics

PRE AND POST
DOCTORAL
SUPERVISION

2016 Ben Ukert, Leonard Davis Institute of Health Economics and Epidemiology, University of Pennsylvania
2013 Shomron Moyal, Lecturer, Institute of Criminology, Hebrew University
2012 Mikko Aaltonen, Senior Researcher, Adjunct Professor, Institute of Criminology and Legal Policy, University of Helsinki

DISSERTATION
SUPERVISION

2015 Ben Grunwald, Criminology: Bigelow Fellow, University of Chicago
2014 Seunghoon Han, Criminology: University of Nebraska
2014 Wendy McClanahan, Criminology: McClanahan Associations
2012 Matthew Ruther, Demography: Univ of Louisville
2010 Charlotte Gill, Criminology: George Mason University
2010 Sued Ejaz Hussain, Criminology: University of Punjab

UNIVERSITY
SERVICE

2008-2013 Undergraduate Chair, Criminology
2006-2016 Graduate Committee, Criminology
2007-2012 Premajor Advisor, School of Arts and Sciences
2013-2016 Faculty Committee, Quattrone Center
2011-2015 Hearing Panel Member: Student Disciplinary System
2012-2016 Advisory Board, Division of Public Safety
2013-2015 Advisory Board, Penn Wharton Public Policy Initiative

SERVICE TO THE
PROFESSION

2009-2012 Program Committee, Association for Public Policy Analysis and Management
2014-2015 Program Committee, Association for Public Policy Analysis and Management
2014-2015 Policy Committee, American Society of Criminology
2012 Program Committee, American Society of Criminology

2014-2016 Editorial Boards: Journal of Experimental Criminology, Journal of Quantitative Criminology

JOURNAL REFEREE

Advances in Life Course Research, American Economic Journal: Economic Policy, American Journal of Public Health, American Sociological Review, American Journal of Sociology, Crime and Delinquency, Criminology, Demographic Research, Health and Place, Homicide Studies, Injury Prevention, International Review of Law and Economics, Journal of Criminal Law and Criminology, Journal of Criminal Justice, Journal of Experimental Criminology, Journal of Legal Studies, Journal of Policy Analysis and Management, Journal of Quantitative Criminology, Journal of Research in Crime and Delinquency, Justice Quarterly, Landscape and Urban Planning, Preventive Medicine, Social Forces, Social Science Quarterly, Urban Affairs Review, Urban Studies

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, Legal Theory Colloquium, Guns in the United States, Introduction to Legal Theory, Criminal Justice Policy (seminar), Innovations in Policing ([Seminarseminar](#))

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

Visiting Professor of Law, January 2012 to May 2012

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

Tracey L. Meares

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APPOINTMENTS AND RESEARCH CENTER AFFILIATIONS

President's Task Force on 21st Century Policing

Force Member, Appointed December 2014 (Appointed by President Obama)

Committee on Proactive Policing: Effects on Crime, Communities, and Civil Liberties, National Research Council

National Academies of Sciences, *Committee Member*, October 2015 to present

Office of Justice Programs Science Advisory Board

Office of Justice Programs, United States Department of Justice

Board Member, November 2010 to November 2016 (Appointed by Attorney General Holder)

The Joyce Foundation

Chicago, Illinois

Board of Directors, September 2010 to present

Center for Policing Equity

University of California, Los Angeles

Board of Directors

National Network for Safe Communities

John Jay University, New York

Senior Research Advisor

The University of Chicago Crime Lab

University of Chicago

Faculty Affiliate, 2008 to present

Connecticut Sentencing Commission

Hartford, Connecticut

Commissioner

Committee on Law and Justice, National Research Council Standing Committee

The National Academies

Committee Member, 2004 to 2011

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

Cambridge, Massachusetts

Committee Member

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

The Justice Collaboratory (with Tom Tyler)

John D. And Catherine T. MacArthur Foundation

Yale Law School, Ruebhausen Fund

October 2014 to present

National Initiative for Building Community Trust & Justice (with Tom Tyler)

John D. And Catherine T. MacArthur Foundation

Yale Law School, Ruebhausen Fund

October 2014 to present

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 present

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

Comprehensive Criminal Procedure, 4th edition (Wolters Kluwer, 2016) (with Ronald Allen, William Stuntz, Joseph Hoffman, Debra Livingston and Andrew Leipold)

Criminal Procedure: Investigation and Right to Counsel, 3rd edition (Wolters Kluwer, 2016) (with Ronald Allen, William Stuntz, Joseph Hoffman, Debra Livingston and Andrew Leipold)

Criminal Procedure: Adjudication and Right to Counsel, 2nd Edition (Wolters Kluwer, 2016) (with Ronald Allen, William Stuntz, Joseph Hoffman, Debra Livingston and Andrew Leipold)

“Policing in the 21st Century” in Ferguson’s Fault Lines, Kimberly Jade Norwood, ed. (2016)

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

“Police Lawfulness and Public Security”
SAGE Handbook of Global Policing, Chapter 8, p122 (October 2016)

“The Law of Community Policing and Public Order Policing” in *The Encyclopedia of Criminology and Criminal Justice* (Springer, 2014)

“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

“Burying the Lede: Why Teaching the Due Process Cases is Critical to Investigations in Criminal Procedure”
60 Saint Louis University Law Journal 497 (Spring 2016)

“Policing in the 21st Century: The Importance of Public Security”
The University of Chicago Legal Forum (2016)

“Lawful or Fair? How Cops and Laypeople View Good Policing”

The Journal of Criminal Law and Criminology, Northwestern University School of Law, Volume 105, Number 2, (Spring 2015)

“Broken Windows, Neighborhoods, and the Legitimacy of Law Enforcement, or Why I Fell In and Out of Love with Zimbardo”

Journal of Research in Crime and Delinquency (2015)

“Programming Errors, Understanding the Constitutionality of Stop and Frisk as a Program, Not an Incident”

82 University of Chicago Law Review 159 (2015)

“Desistance and Legitimacy: The Impact of Offender Notification Meetings on Recidivism among High Risk Offenders” (with Danielle Wallace, Andrew Papachristos, and Jeffrey Fagan)

Justice Quarterly (2015)

“Crime Statistics Don’t Show that Sky is Falling”

N.Y. Times Room for Debate (2015)

“Justice Sotomayor and the Jurisprudence of Procedural Justice”

123 Yale Law Journal Forum 525 (2014)

“The Law and Social Science of Stop and Frisk”

Annual Review of Law and Social Science 335 (2014)

“How the Criminal Justice System Educates Citizens” (with Benjamin Justice)

651 The Annals of the American Academy of Political and Social Science 159 (2014)

“The Good Cop: Knowing the Difference between Lawful or Effective and Rightful Policing (and why it matters)”

54 William & Mary Law Review 1865 (2013)

“What Chicago is Doing Right”

Group Think (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”⁶⁶ (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”

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)

“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”

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)
University of Chicago Legal Forum 245 (1998)

“The Wages of Antiquated Procedural Thinking: A Critique of *Chicago v. Morales*” (with Dan Kahan)
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)

Op Eds And Popular Press

“Move Criminal Justice Forward”
REGBLOG, Penn Program on Regulation (March 6, 2017)
<http://www.regblog.org/2017/03/06/meares-move-criminal-justice-forward/>

“Barriers to Reforming Police Practices”
New York Times, (August 2016)
<https://www.nytimes.com/2016/08/02/opinion/barriers-to-reforming-police-practices.html>

“Policing Should Move Beyond Crime Reduction”
The Washington Post (July 2016)

“A Strategy to Build Police-Citizen Trust”
New York Times, (July 2016)
<https://www.nytimes.com/2016/07/26/opinion/a-strategy-to-build-police-citizen-trust.html>

“Fight Crime Sensibly, Not Hysterically,”
New York Times, Room for Debate (June 2016)

“If You Want Independent Judges, Don’t Elect Them”
New York Times, Room for Debate (June 2016)

“Rightful Policing” (with Peter Neyroud)
Perspectives in Policing Bulletin. Washington, D.C.: U.S. Department of Justice, National Institute of Justice. NCJ 248411 (2015)

“Ferguson’s Schools Are Just As Troubling as It’s Police”
The New Republic (August 22, 2014)

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

“Firearm Violence A Public Health Problem”
The Hartford Courant (December 20, 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 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)

PAPER PRESENTATIONS

“Police Lawfulness and Public Security,” Law School Faculty Workshop
Florida State University College of Law, January 2017

“Lawful or Fair? How Police and Laypeople Judge Good Policing,” Law School/Public Events
Drake University Law School, September 2015
Oklahoma University Law School, October 2015

“The Two Different Worlds We Live In”
Northwestern University Institute for Policy Research, April 2014
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

“How the Criminal Justice System Educates Citizens”
USC Gould School of Law, March 2014
Yale University, Institute for Social and Policy Studies Conference, “Detaining Democracy,” November 2012
Yale University, African American Studies Department, Endeavors, November 2012

“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 Criminals Obey the Law?”

Fordham Law School, April 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

INVITED LECTURES

“The Legitimacy of Policing and Citizenship,” William H. Leary Lecture

University of Utah S.J. Quinney College of Law, February 2017

“Police Legitimacy and Police Reform,” Convening Yale Speaker Series

Yale School of Management, March 2017

“The Legitimacy of Policing and Citizenship,” William H. Leary Lecture

University of Utah S.J. Quinney College of Law, February 2017

“The Intersection of Technology, Oversight, and Legitimacy in 21st Century Policing”

Cato Institute, Washington, DC, December 2016

“Policing and Its Reform in the 21st Century,” Robert H. Jackson Lecture

Chautauqua Institution, Jamestown, NY, July 2016

“Lifesaving Solutions to the Urban Gun Violence Epidemic,” Panelist, Democratic National Convention

Philadelphia Convention Center, July 2016

“Justice System Breakdown: The Need and the Time for Change in Illinois,”

John Howard Association Annual Meeting, November 2015

“Police Reform and Public Security,” Legal Forum Keynote Address

University of Chicago, November 2015

“Building Trust and Legitimacy toward Effective Community Policing,” 21st Century Policing Symposium

SIU School of Medicine and SIU School of Law, November 2015

“Thoughts on 21st Century Policing,” Keynote Speaker

ACLU of Springfield, IL at University of Illinois-Springfield, November 2015

“Policing in the 21st Century,” Order of the Coif Distinguished Lecturer

Drake University Law School, September 2015
Oklahoma University Law School, October 2015
UCLA Law School, October 2015

“Enhancing Procedural Fairness”

Centre for Justice Innovation “Better Courts” Conference, London, February 2015

“Broken Windows, Neighborhoods and the Legitimacy of Law Enforcement, or How I Fell in and out of Love with Zimbardo,”

Netherlands Inst. For Study of Crime & Law Enforcement Conference on Broken Windows Policing, October 2013

“Policing Chicago,” Robert McCormick Foundation Lecture

Chicago Humanities Festival, October 2013

“What is Procedural Justice and How Can It Contribute to Reducing Violence,” 8th National Community Prosecution Conference

Philadelphia, September 2013

“The Good Cop: Knowing the Difference between Lawful or Effective and Rightful Policing (and why it matters),” George Wythe Lecture

William & Mary College of Law, (2013)

“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 Criminals Obey the Law?”

Fordham Law School, April 2009

“The Legitimacy of Police Among Young African-American Men,”

Inaugural George and Margaret Barrock Lecture, 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 Legitimacy and Police Reform," Seminar on Violence Prevention

John Hopkins University, October 2017

Bookfest, Faculty Colloquium

University of Texas at Austin, February 2017

“De-Bureaucratization: Police and Prosecutors,” Democratizing Criminal Law Symposium

Northwestern Pritzker School of Law, November 2016

“Deconstructing Ferguson II, How Social Policy, Law, and Institutions Shape Civic Life,” Moderator

Rutgers School of Criminal Justice, Newark, NJ, May 2016

“Restoring Police Legitimacy”

Harvard Law School, April 2016

“Police Actions and Citizen Mobilizations in Democratic Societies”

Yale University, ISPS Center for the Study of Inequality, April 2016

“Mayor Libby Schaaf’s Safe Oakland Series: Fair and Just Policing”

Oakland, CA, April 2016

“The Inner City School: Inequality and Urban Education” (School to Prison Pipeline), Moderator

Yale University, April 2016

“The Empirics of Legal Interpretation,”

AALS Law and Interpretation Section, New York, January 2016

“Jim Crow and the Legacy of Segregation Outside of the South,” Communications Forum

MIT, September 2015

National Initiative for Building Community Trust & Justice Research Roundtable (with Tom Tyler)

Yale Law School, December 2015

Better Courts, A National Conference on Court Innovation

Centre for Justice Innovation, June 2015

Justice Collaboratory Conference – Policing Post Ferguson

Yale, April 2015

The National Initiative for Building Trust and Justice

Police Legitimacy and Procedural Justice Summit for the Northern District of California, March 2015

“Legitimacy and Fairness: 2 Views of Rightful Police Conduct”

Northwestern Law School, Chicago Forum on Procedural Justice and Policing, March 2014

“Bringing Justice Home: Initiatives Rooted in Community₂” Panelist

Vera Institute, February 2014

“Applying the Research towards Reforming the Criminal Justice Process,” Panelist

AALS Crosscutting Program, January 2014

“Promoting a Curriculum of Positive Civic Identity Through Legitimate Policing”

Rutgers University Graduate School of Education, December 2012

“The Distribution of Dignity and the Fourth Amendment”

Conference in Honor of William Stuntz, Harvard Law School, March 2010

Sixth Annual Criminal Justice Roundtable

Yale Law School, April 2011

Co-Organizer of Conference

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”

Selected Media

MSNBC Live: The Point with Ari Melber (May 6, 2017) <http://www.msnbc.com/msnbc-news/watch/attorney-police-shooting-of-black-teen-completely-unjustified-938412611950>

Podcast: In The Thick with Maria Hinojosa, “Law and Order: Is it Black or White” (July 13, 2016) <http://futuromedia.libsyn.com/21-law-and-order-is-it-black-and-white>

Radio Times with Marty Moss Coane (January 12, 2016) <http://why.org/cms/radiotimes/2016/01/12/crime-is-down-but-were-still-worried/>

Morning Edition NPR (July 11, 2016) <http://www.npr.org/2016/07/11/485512660/did-the-dallas-ambush-set-back-reform-at-police-departments>

Weekend Edition Saturday NPR (June 4, 2016) <http://www.npr.org/2016/06/04/480731328/video-release-in-chicago-police-cases-is-unusual-experts-say>

Morning Edition NPR (July 22, 2015) <http://www.npr.org/2015/07/22/425224947/sandra-bland-video-shows-an-argument-with-police-officer>

Morning Edition NPR (June 15, 2015) <http://www.npr.org/sections/itsallpolitics/2015/06/11/413171180/experiencing-the-realities-of-being-a-police-officer>

Melissa Harris Perry Show, January 13, 2013 <http://www.nbcnews.com/id/50458600>

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, 2014-15
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, Grading Review Committee, 2014-15 (chair)
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

CURRICULUM VITAE

AMY C. WATSON, PHD

BIOGRAPHICAL/IDENTIFYING INFORMATION

Business Jane Addams College of Social Work
University of Illinois at Chicago
1040 W Harrison Street, MC 309
Chicago, IL 60607
312 996-0039
312 996-2770 fax
e-mail : acwatson@uic.edu OR acwatson@gmail.com

EDUCATION

<i>Degree</i>	<i>Date</i>	<i>Institution</i>
B.A.	August, 1991	Aurora University, Aurora, Illinois, Criminal Justice, Magna cum laude
A.M.	June, 1997	University of Chicago, School of Social Service Administration
Ph.D.	December, 2001	University of Chicago, School of Social Service Administration
Fellow,	1998-2000	Mental Health Services Research Training Program, National Institute of Mental Health, University of Chicago, School of Social Service Administration

PROFESSIONAL POSITIONS

Jane Addams College of Social Work, University of Illinois at Chicago, Chicago, IL
Assistant Professor, 8/05 to 2011
Associate Professor, 8/2011 to 2016
Professor, 8/2016 to present

Department of Criminology, Law & Justice, University of Illinois at Chicago, Chicago, IL
Professor, (0% appointment) 2015-present

Honors College-University Illinois at Chicago, Chicago, IL
Fellow, 2011-present

Department of Psychiatry and Behavioral Medicine, Feinberg School of Medicine
Northwestern University, Evanston, IL
Assistant Professor, 7/04-8/05

Center for Psychiatric Rehabilitation/ Chicago Consortium for Stigma Research, Evanston Northwestern
Healthcare, Research Institute
Director of Research & Project Director 7/04-8/05

Department of Psychiatry, University of Chicago, Chicago, IL
Research Associate (Assistant Professor), 4/2003-to 6/2004

Center for Psychiatric Rehabilitation, University of Chicago, Chicago, IL
Director of Research, 4/03-6/04

Chicago Consortium for Stigma Research, University of Chicago, Chicago, IL
Project Director 10/00-6/04

Center for Public Mental Health Services Research and Policy, Department of Psychiatry, University of Chicago, Chicago, IL
Executive Director 1999-2000

School of Social Service Administration, University of Chicago, Chicago, IL
Research Assistant, 1997-1999

School of Social Service Administration, University of Chicago, Chicago, IL
Teaching Assistant, 1998

State Appellate Defender's Office-Capital Litigation Division, Chicago, IL
Forensic Social Worker, 1997

DuPage County Psychological Services, Multiple Offender Substance Abuse Treatment Program
Intern Clinician, 1994-95

Mental Health Association in Illinois, Chicago, IL
Intern Policy Specialist, 1996

Amerilex Associates, Chicago, IL
Mitigation Specialist 1993-94

Department of Probation and Court Services, DuPage County, IL
Probation Officer 1992-1996

PROFESSIONAL ACTIVITIES

International

- 2003 Ontario Mental Health Foundation, Ministry of Health & Long Term Care, Reviewer for "Evidence-based practices in diversion programs for persons with serious mental illness who are in conflict with the law."
- 2004 Alberta Heritage Foundation for Medical Research, Reviewer for Health Research Fund Grant Program
- 2007 The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO, Toronto, Canada. Participant, Transcending the Stigma Surrounding Mental Health Difficulties: An International Research Collaboration to Empower Youth, participant

- 2009 University of British Columbia, Reviewer for MITACs Accelerate Internship Program
- 2009 Health Research Board of Ireland , Reviewer for Health Research Awards
- 2011 Monash University, Australia, Doctoral Thesis Examiner, Use of force on and by the police: the role of mental disorders, Dragana Kesic
- 2014-present International Advisory Board, Police Mental Health Training, Alberta, Canada. Member <https://966.yssecure.com/advisory-board>
- 2015 Nova Scotia Health Research Foundation –grant reviewer
- 2015 Law Enforcement and Public Health 2016 Conference Program Committee. Member.

Federal/National

- 2006 Center for Scientific Review, National Institutes of Health, Temporary Member, Social Psychology, Personality, and Interpersonal Processes Study Section Risk, Prevention, & Health Behavior Integrated Review Group
- 2007 present Society for Social Work Research, member
- 2010 Time-Sharing Experiments for the Social Sciences (TESS), reviewer
- 2010 Center for Scientific Review, National Institutes of Mental Health, Review Panel Member for RFA, Improving Evidence-Based Mental Health Screening and Treatment for Persons with Mental Disorders in the Justice System (R01)
- 2011 Outreach Partnership Program, Office of Constituency Relations and Public Liaison / OD, National Institute of Mental Health / NIH / DHHS, Review Panel member
- 2011 Center for Scientific Review, National Institutes of Health, Conflict Special Emphasis Review Panel Member
- 2012 Center for Scientific Review, National Institutes of Health, Conflict Special Emphasis Review Panel Member
- 2012-present CIT International Research Committee, member
- 2013 Center for Scientific Review, National Institute of Health, Special FOA Review Panel Member Leveraging Existing Natural Experiments to Advance the Health of People with Severe Mental Illness (R24)
- 2013 Center for Scientific Review, National Institutes of Health, Special FOA Review Panel Member, Reducing the Duration of Untreated Psychosis

- 2013 Department of Justice COPS Office & Department of Homeland Security, Invited Participant, National Summit on Preventing Multiple Casualty Violence
- 2014 Department of Justice COPS Office & Department of Homeland Security, Invited Participant, National Summit on Preventing Multiple Casualty Violence
- 2015 CIT International 2016 Conference Presentation Selection Committee
- 2015 National Institute of Mental Health Fellowship and Dissertation grant review committee
- 2016-present CIT International Leadership Institute Trainer
- 2017 National Institute of Mental Health Special Emphasis Panel/Scientific Review Group, ad hoc reviewer
- 2017- CIT International, Board Member

State and Local

- 2000-2007 Criminal Justice/Mental Health Committee, member, DuPage County, IL
- 2000-2004 Center for Public Mental Health Services Research & Policy, University of Chicago, board member
- 2004- 2005 Institutional Review Board, Evanston Northwestern Healthcare, Committee Member
- 2009- present Illinois Problem Solving Court Association, member
- 2013-2014 Evaluation Consultant, DuPage County Mental Illness Court Alternative Program
- 2015- Co-Compliance Officer Community Liaison, City of Portland, Oregon
- 2015- Evaluation Consultant, Chicago Police Department, Bureau of Justice Assistance Expansion Grant, Pilot Linkage Program

Jane Addams College of Social Work

Courses Taught:

Social Welfare Policy & Services, Research Methods, Mental Health Policy,
 Social Work in a Multicultural Society, Thesis Research, Social Welfare Policy Analysis

Courses Developed & Taught:

Social Work with Military Service Members, Veterans & Families

Committees

Mental Health Concentration (member 2005-present; chair 2007-10, 2014/15)
Research Division (member 2005-present ; chair 2012/13)
Social Welfare Policy (member 2005-present ; chair 2011/12, 2015/16)
Educational Policy & Curriculum (chair 2012/13)
Executive Committee (member 2008-2010, 2012-2014)
Faculty Search Committee. Jane Addams College of Social Work, 2012-2015

University of Illinois at Chicago

Vice Chancellor for Research Search Committee, member, 2011-2012
Campus Promotion & Tenure Committee, member 2016-

Doctoral Dissertations Supervised

Colleen Mahoney (SSA, UofC)	dissertation	member	2007/PhD
Andrea Dakin	proposal/dissertation	member	2007/2011
Michael Bass	proposal/dissertation	member	2008/2009
Priti Prabhughate	proposal/dissertation	member	2009/2011 PhD
Kelli Canada(SSA, UofC)	proposal/dissertation	member	2010/2012 PhD
Rachel Venema	proposal/dissertation	chair	2010/2013 PhD
Trevor Gates	proposal/dissertation	member	2010/2011 PhD
Brian Kelly	proposal/dissertation	member	2011/2013 PhD
Jude Hines	proposal/dissertation	member	2011/2014 PhD
Stephanie Schmitz-Belcher	proposal/dissertation	member	2013/2014 PhD
Oren Gur	proposal/dissertation	member	2013/2015 PhD
Jacqueline Norris (Alliant University)	proposal/dissertation	member	2012/2015 PhD
Anjali Fulambarker	proposal/dissertation	chair	2015/2016 PhD
Janis Sayer	proposal	chair	2016
Andrew Repp	proposal	chair	2016/2017

Peer Reviewer for Scholarly Journals

Psychiatric Services
Journal of Nervous & Mental Disease
Journal of Mental Health
Journal of Offender Rehabilitation
Social Science & Medicine
American Journal of Psychiatric Rehabilitation
Journal of Social and Clinical Psychology
Journal of Administration & Policy in Mental Health
Journal of HIV/AIDS & Social Services
Journal of Police Crisis Negotiation
Journal of Community Mental Health
American Journal of Public Health
International Journal of Law & Psychiatry
Criminology

Psychology, Public Policy & Law
European Psychiatry
International Journal of Offender Therapy and Comparative Criminology
Self & Identity
Administration and Policy in Mental Health
Social Service Review
Criminal Justice Studies
Social Work in Mental Health
Aggression and Violent Behavior
Stigma and Health
Police & Society

Editorial Board for Scholarly Journals

Journal of Offender Rehabilitation 2008-present
Journal of Police Crisis Negotiation 2009-2012
Stigma and Health-2015-present

Other Reviews/Consultation to Publishers

Journal of Police Crisis Negotiation, Special Issue: Police & Persons with Mental Illness Guest Co-editor 2010
Oxford University Press, book proposal review 2010

Awards

Young Researcher of the Year Award-NAMI-Greater Chicago, 2008
CIT Researcher of the Year Award-Crisis Intervention Team International 2013

Media Reports

Print

O'Shea, B (February, 18, 2012) Psychiatric Patients With No Place to Go but Jail. New York Times. http://www.nytimes.com/2012/02/19/health/in-chicago-mental-health-patients-have-no-place-to-go.html?_r=0

Lorinc, J. (July/August, 2014) Stand Down: All too often, the victims of police shootings are people with mental illness. One American city has found a solution. The Walrus (Canada) <http://thewalrus.ca/stand-down/>

Fawcett (September 30, 2014). What happens to patients when mental health clinics close? US News. <http://health.usnews.com/health-news/patient-advice/articles/2014/09/30/what-happens-to-patients-when-mental-health-clinics-close>

Sfondles T and Novak Jones, D (4/24/2015) 'Devastating' closure of mental health centers to hit 10,000 patients next month. Chicago SunTimes. <http://chicago.suntimes.com/news-chicago/7/71/548596/mental-health-services-provider-shutting-may-31>

Emmanuel, A. & McBride S. (April 30, 2015) Police face choice of handcuffs or helping hand for mentally ill.

Chicago Reporter. <http://sjnnchicago.org/police-face-choice-of-handcuffs-or-helping-hand-for-mentally-ill/>

Emmanuel, A (May 29, 2015). Police districts in black, Latino areas top calls for mental health crises. Chicago Reporter. <http://chicagoreporter.com/police-districts-in-black-latino-areas-top-calls-for-mental-health-crises/>

Nussbaum, M. (June 29, 2015) Theater shooting trial leads to concerns about mental illness, stigma. Denver Post. http://www.denverpost.com/theater-shooting-trial/ci_28398882/theater-shooting-trial-leads-concerns-about-mental-illness

Lucas, L. (July 6, 2015). Changing the way police respond to mental illness. CNN.com <http://www.cnn.com/2015/07/06/health/police-mental-health-training/>

Radio

Wildeboer, R (March 25, 2007) Policing the Mentally Ill <http://www.wbez.org/story/news/policing-mentally-ill-citizens>

Mitchell, C (December 28, 2007) Chicago Expands Crisis Training for Cops. <http://www.wbez.org/story/news/local/chicago-expands-crisis-training-cops>

Mitchell, C (October 27, 2011) Jury clears cops in schizophrenic man's death. <http://www.wbez.org/story/jury-clears-cops-schizophrenic-man%E2%80%99s-death-93555>

NAMI WOUB AM 1340 Athens, Dec 31, 2013.

http://namiathensohio.org/~oldsite/audio/2013_WOUB_Watson.mp3

FUNDED RESEARCH AND TRAINING GRANTS & CONTRACTS

2016-2017 Evaluation of the Westside Community Engagement Project
Kennedy Forum Illinois

\$50,000

2012-2017 CIT & MH Service Access in Police Contacts: Impact on Outcomes of Persons with Serious Mental Illnesses

R01 MH 096744-01A1 Role: PI

NIMH

\$3,114,914

2013 Police Response to Domestic Violence Involving Veterans, Jane College of Social Work \$5,000

2009-2014 Adherence and Empowerment: Service Participation and Meaningful Outcomes

NIMH P20 MH085981-03 (P. Corrigan, PI) Role: Co-investigator

National Institute of Mental Health

\$819,532

2008-2010 Police Officer Response to Emotionally Disturbed Person Calls

NIMH 1P30MH079920 Role: Principal Investigator on subcontract. \$161,192

2007-2010 Testing a systems level intervention to improve police response to persons with mental illness: CIT

in Chicago NIMH R34MH081558 Role: Principal Investigator \$729,259

2009-2011 Modeling Officer-Level Effects of Crisis Intervention Team (CIT) Training (PI Michal Compton)
NIMH 1R01MH82813-01A2 Role: Consultant

2009-2010 A Study of Mental Health Courts in Illinois, Illinois Criminal Justice Information Authority (PI Lurigio) Role: Consultant

2009-2010 Mental Illness Court Alternative Program Evaluation DuPage County, IL Role:
Consultant/Evaluator \$10,000.

2008-2009 The effect of police officer occupational stress on mental and physical health
PI M. Maguire, NIH 5G11HD043594-05. Role : Mentor \$1200

2007-2009 FACT Re-entry evaluation, Chicago Community Trust. Role: Principal Investigator, \$150,000

2006-2009 Police, Procedural Justice & Persons with Mental Illness, NIMH (R21 MH075786) Role: Principal Investigator. \$356,351

2005-2006 Examining the meaning attached to mental illness and mental health services among justice system involved youth and their parents, pilot project of “Mental Health Services/Criminal Justice Research Center” PI N Wolff. Role: Principal Investigator \$22,867

2000-2005 RISP: Stigma and Mental Illness NIMH, (MH62198-01), P.I., Patrick Corrigan Role: Project director & Co-investigator. 75 to 100% effort during funding period.

2003-2005 Measuring the Paradox of Self Stigma in Serious Mental Illness”, NIMH (MH66059) PI Patrick Corrigan, \$305,000, Role: Co-investigator, 25% effort

2002 Police Officer Attitudes and Decisions Regarding Persons with Mental Illness, Chicago Consortium for Stigma Research-junior faculty grant, Role: PI \$5,000

2003-2004 The Science of Mental Illness: Evaluating a middle school curriculum’s effect on mental illness stigma NIMH Contract. Role: PI , \$13,797.

2004 Mental Illness Court Alternative Program Evaluation, DuPage County, IL Role: PI/Evaluator \$25,000.

2004 DuPage Partnership for Behavioral Health: A model public health strategy for reducing untreated depression, DuPage County Health Department, Role: PI on completion of project previously conducted by the late Robert Rydman. \$9,999

PUBLICATIONS

Peer-Reviewed Journal Articles

Watson, A., Luchins, D., Hanrahan, P., Heyrman, M.J. & Lurigio, A. (2000). Mental health courts: Promises and limitations. *Journal of the American Academy of Psychiatry and the Law*, 28, 476-482.

- Lurigio, A., Watson, A., Luchins, D., & Hanrahan, P. (2001). The exercise of Therapeutic Jurisprudence: Specialized Courts for the Mentally Ill. *Judicature*, 84, 184-189.
- Watson, A., Hanrahan, P., Luchins, D. & Lurigio, A. (2001). Paths to jail among mentally ill persons: Service needs and service characteristics. *Psychiatric Annals*, 31, 421-479.
- Watson, A., Hanrahan, P., Luchins, D. & Lurigio, A. (2001). Mental health courts and the complex issue of mentally ill offenders. *Psychiatric Services*, 52, 477-481.
- Corrigan, P.W. & Watson, A.C. (2002). The paradox of self-stigma and mental illness. *Clinical Psychology: Science and Practice*, 9, 35-53.
- Corrigan, P.W. & Watson, A.C. (2002). Understanding the impact of stigma on people with mental illness. *World Journal of Psychiatry*, 1, 16-20.
- Corrigan, P.W., Bodenhausen, G., Markowitz, F., Newman, L., Rasinski, K., Watson, A. (2003). Demonstrating translational research for mental health services: An example from stigma research. *Mental Health Services Research*, 5(2) 79-88.
- Corrigan, P.W. & Watson, A.C. (2003). What factors influence how policy makers distribute resources to mental health services. *Psychiatric Services* 54, 501-507.
- Corrigan, W., Swantek, S., Watson, A.C., Kleinlein, P. (2003) When Do Older Adults Seek Primary Care Services for Depression? *Journal of Nervous & Mental Disease* 191(9) Sep 2003, 619-622.
- Corrigan, P.W., Markowitz, F.E., Watson, A.C., Rowan, D., & Kubiak, M.A. (2003). Attribution and Dangerousness Models of Public Discrimination Towards People With Mental Illness. *Journal of Health and Social Behavior*, 44, 162-179.
- Cooper, A. E., Corrigan, P. W., & Watson, A. C. (2003). Mental illness stigma and care seeking. *Journal of Nervous & Mental Disease*, 191(5), 339-341.
- Corrigan, P.W., Watson, A. C., & Ottati, V. (2003). From whence comes mental illness stigma? *International Journal of Social Psychiatry*, 49(2), 142-157.
- Watson, A.C.; Corrigan, P.W., Ottati, V. (2004). Police Officer attitudes and decisions regarding persons with mental illness. *Psychiatric Services*, 55, 46-53.
- Watson, A.C.; Corrigan, P.W., Ottati, V. (2004) Police responses to persons with mental illness: Does the label matter? *Journal of the American Academy of Psychiatry and the Law*, 32, 378-385.
- Corrigan, P.W., Markowitz, F.E., & Watson, A.C. (2004). Structural levels of mental illness stigma and discrimination. *Schizophrenia Bulletin*, 30(3) 2004, 481-491..
- Corrigan, P.W., Watson, A.C., Warpinski, A.C. & Gracia, G. (2004). Stigmatizing attitudes about mental illness

and allocation of resources to mental health services. *Community Mental Health Journal*, 297-307

Corrigan, P.W., Watson, A.C., Warpinski, A.C. & Gracia, G. (2004). Implications for educating the public on mental illness, violence, and stigma. *Psychiatric Services*, 55, 577-580.

Watson, A.C., Otey, E., Westbrook, A.L., Gardner, A.L., Lamb, T.A., Corrigan, P.W., & Fenton, W.S. (2004) Changing Middle Schoolers' Attitudes about Mental Illness through Education. *Schizophrenia Bulletin*, Vol 30(3) 563-572.

Corrigan, P.W., Watson, A.C., Heyrman, M.L., Warpinski, A., Gracia, G., Slopen, N. (2005) State Legislation as Proxies of Structural Stigma. *Psychiatric Services*, 56 (5) 557-563.

Corrigan, PW; Watson, AC; Gracia, G; Slopen, N; Rasinski, K; Hall, L L. Newspaper Stories as Measures of Structural Stigma. (2005) *Psychiatric Services*. 56(5), 551-556.

Watson AC, Corrigan PW, Angell B (2005) What Motivates Public Support for Legally Mandated Mental Health Treatment? *Social Work Research*, 29 (2) 87-94.

Corrigan, PW, Watson, AC, Byrne, P, & Davis, K (2005) Mental Illness Stigma: Problem of Public Health or Social Justice? *Social Work*, 50 (4), 363-368.

Watson, AC, Miller, FE, & Lyons, JS (2005). Adolescent Attitudes Toward Serious Mental Illness. *Journal of Nervous & Mental Disease*, 193. 769-772.

Lurigio A, Snowden J, & Watson AC. Police Handling of the Mentally Ill. (2006)*Law Enforcement Executive FORUM*, 6 (3) 87-110.

Corrigan, P.W., Larson, J.E., Watson, A.C., Boyle, M. & Barr, L. (2006) Solutions to discrimination in work and housing identified by people with mental illness. *Journal of Nervous & Mental Disease*, 194, 716-718.

Corrigan, P.W., Watson, A.C., & Barr, L. (2006) The self-stigma of mental illness: Implications for Self Esteem and Self Efficacy. *Journal of Social and Clinical Psychology*, 25 (8) 875-884.

Corrigan, PW, Watson, AC, & Miller, FE (2006) Blame, Shame & Contamination: The Impact of Mental Illness & Substance Abuse Stigma on Family Members. *Journal of Family Psychology*, 20 (2) 239-246.

Watson, AC & Larson, JE (2006) Personal Responses to Disability Stigma: From Self Stigma to Empowerment. *Rehabilitation Education* 20 (4) 235-246.

Corrigan, P.W. & Watson, A.C. (2007) How children stigmatize people with mental illness. *International Journal of Social Psychiatry*. 53 (6) 526-546.

Slopen NB, Watson AC, Gracia G, Corrigan PW (2007)Newspaper Coverage of Mental Illness in Children *Journal of Health Communications*12(1) 3-15

Corrigan, P., Watson, A., Otey, E., Westbrook, A., Gardner, A. Lamb, T., & Fenton W. (2007). How do children stigmatize people with mental illness? *Journal of Applied Social Psychology*, 37:7, 1405-1417.

Watson, AC, Corrigan, PW, Larson, JE Sells, M (2007) Self Stigma in People with Mental Illness. *Schizophrenia Bulletin*. 33 (6) 1312-1318

Watson, Amy C., & Angell, B. (2007). Applying procedural justice theory to law enforcement's response to persons with mental illness. *Psychiatric Services*, 58:6, 787-793.

Corrigan, Patrick and Amy Watson. 2007. "The Stigma of Psychiatric Disorders and the Gender, Ethnicity and Education of the Perceiver". *Community Mental Health Journal* 43:439-458.

Compton, M.T., Badora, M.A., Watson, A.C., Oliva, J. (2008) Comprehensive Review of Extant Research on Crisis Intervention Team (CIT) Programs. *Journal of the American Academy of Psychiatry and the Law*, 36 (1) 47-55

Watson AC, Angell B, Morabito MS, & Robinson N.(2008)Defying negative expectations: Dimensions of fair and respectful treatment by police officers as perceived by people with mental illness. *Administration & Policy in Mental Health & Mental Health Services Research*. 35, 449-457.

Watson AC Morabito MS, Draine J, Ottati V. (2008) Improving police response to persons with mental illness: A multi-level conceptualization of CIT. *International Journal of Law & Psychiatry*. 31, 359-368.

Watson AC, Kelly B & Vidalon T (2009). Examining the meaning attached to mental illness and mental health services among justice system involved youth and their parents. *Qualitative Health Research*, 19 (8) 1087-1099.

Watson, A.C, Ottati, V.C., Morabito, M., Draine, J., Kerr, A.N., Angell,B. (2010). Outcomes of police contacts with persons with mental illness: The impact of CIT. *Administration and Policy in Mental Health and Mental Health Services Research*. Vol 37 (4) p302-317. DOI10.107/s10488-009-0236-9.

Watson, AC, Angell, B, Vidalon, T, Davis, K (2010) Measuring Perceived Procedural Justice and Coercion among Persons with Mental Illness in Police Encounters: The Police Contact Experience Scale. *Journal of Community Psychology*, 38, 2, 206-226.

Watson, AC (2010) Research in the real world: Studying Chicago Police Department's Crisis Intervention Team (CIT) program. *Research on Social Work Practice*. 20 536-543.

Kerr, AN, Morabito, MS & Watson, AC (2010). Police encounters, mental illness and injury: An Exploratory study. *Journal of Police Crisis Negotiations* 10 (1-2) 116-132.

Canada, K, Angell, B & Watson. AC (2010). Crisis Intervention Teams in Chicago: Successes on the ground. *Journal of Police Crisis Negotiations*. 10 (1-2) 86-100.

Compton, M.T., Broussard, B., Hankerson-Dyson, D., Krishan, S., Steward, T., Oliva, J.R., & Watson, AC (2010). System- and Policy-Level Challenges to Full Implementation of the Crisis Intervention Team (CIT) Model. *Journal of Police Crisis Negotiations*. 10 (1-2) 72-85.

Lurigio, A & Watson, AC (2010). The Police and people with mental illness: New Approaches to a longstanding problem. *Journal of Police Crisis Negotiations*. 10 (1-2) 3-14.

Watson, A.C., Ottati, V.C., Draine, J.N., Morabito, M. (2011) CIT in context: The Impact of mental health resource availability and district saturation on call outcomes. *International Journal of Law and Psychiatry*, 34 (4) 287-294.

Canada, K, Angell, B, Watson, AC (2012). Intervening at the Entry Point: Differences in How CIT Trained and Non-CIT Trained Officers Describe Responding to Mental Health-Related Calls. *Community Mental Health Journal*, 48 (6) 746-755. DOI: 10.1007/s10597-011-9430-9

Eack, SM, Newhill, CE & Watson, AC (2012). Effects of Severe Mental Illness Education on MSW Student Attitudes about Schizophrenia, *Journal of Social Work Education* 48 (3). 425-438.

Morabito, MS, Kerr, AN, Watson, AC, Draine, J, Angell, B (2012). Crisis Intervention Teams and People with Mental Illness: Exploring the Factors that Influence the Use of Force. *Crime & Delinquency*, 58 (1) 57-77. [DOI 10.1177/0011128710372456](https://doi.org/10.1177/0011128710372456)

Watson, AC & Angell, B (2013). The Role of stigma and uncertainty in moderating the effect of procedural justice on cooperation and resistance in police encounters with persons with mental illnesses. *Psychology, Public policy and Law*. Vol 19(1), , 30-39. doi: [10.1037/a0027931](https://doi.org/10.1037/a0027931)

Corrigan, P. W., Michaels, P. J., Vega, E., Gause, M., Watson, A. C., & Rüsch, N. (2012). Self-stigma of mental illness Scale—Short form: Reliability and validity. *Psychiatry Research*, 199(1), 65-69. doi:<http://dx.doi.org/10.1016/j.psychres.2012.04.009>

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Corrigan, P.W. & Watson, A.C. (2002, August). "Changing Attitudes and Behavior Toward the Stigmatized: Education vs. Contact." Paper presented at American Psychological Association Annual Conference, Chicago, IL

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Angell, B, Barrenger, S & Watson, AC (July 2013) Engagement Processes in Model Programs for Prison Re-Entry for Offenders with Serious Mental Illness. The 33rd International Congress on Law and Mental Health.

Amsterdam, Netherlands

Bohrman, C, Watson, AC, Draine, J, Kriegl, L, & Swartz, J (July 2013) Crisis Intervention Team Training, Emotionally Disturbed Person Call Schema and Use of Force. The 33rd International Congress on Law and Mental Health. Amsterdam, Netherlands

Watson, AC. (July 2013) Future Directions for CIT Research. The 33rd International Congress on Law and Mental Health. Amsterdam, Netherlands

Watson, AC ((July 2013) CIT Moving Forward. The 33rd International Congress on Law and Mental Health. Amsterdam, Netherlands

Gawrisch, K, & Watson, AC (October 2013). Responding when Resources Contract. 2013 CIT International Conference, Hartford, CT

Compton, MT & Watson, AC (October 2013) Just the Facts: What Research Says (and doesn't say) About CIT. 2013 CIT International Conference, Hartford, CT

Watson, AC, Fulambarker, A & Wood, J. (2014), CIT and Mental Health Service Accessibility in Police Encounters. Presented at the 22nd National Institute of Mental Health (NIMH) Conference on Mental Health Services Research (MHSR): Research in Pursuit of a Learning Mental Health Care System. Bethesda, Maryland.

Compton, MT and Watson AC (October, 2014) Volunteered versus Voluntold • : The Value of Officers Self-Selecting into CIT Training. 2014 CIT International Conference. Monterrey, CA.

Watson, AC, Gawrisch, K & Skorek, R (October, 2014) CIT in Chicago: Using Data for Program Improvement and Enhanced Linkage Capacity. 2014 CIT International Conference. Monterrey, CA.

Watson, AC, Wood, J, Morabito, M & Fumabarker, A(November 2014). Policing Mental Illness: CIT and Service (Un) Availability. ASC Annual conference Criminology at the Intersections of Oppression, San Francisco, CA.

Watson, AC (July 2015) Themes of Procedural Justice: CIT in Chicago. The 34rd International Congress on Law and Mental Health. Vienna, Austria

Watson, AC (July 2015) Overview of the CIT Model in 2015: What We Know after 27 Years. The 34rd International Congress on Law and Mental Health. Vienna, Austria

Watson, AC, Compton, MT & Broussard B (April, 2016) CIT as Evidence Based Policing? CIT International Conference. Chicago, IL

Christoff, T & Watson AC (April 2016) In Search of Best Practices for CIT Dispatch Protocols and Training. CIT International Conference. Chicago, IL

Watson, AC & Wood J (October 2016) CIT and the Next Wave: Enhanced Collaborations, Multi-layered Models & Critical Opportunities. Law Enforcement and Public Health 2016 Conference (LEPH) Amsterdam,

Netherlands

INVITED PRESENTATIONS

Watson, A.C. (2001, January) “Mental illness stigma and public policy.” Social Policy guest lecture, School of Social Service Administration, University of Chicago, Chicago, IL.

Watson, A.C. (2001, July). “Stigma and Mental Illness.” Social Psychiatry guest lecture, Pritzker School of Medicine Residency Training Program. Chicago, IL.

Watson, A.C. (2001, September). “The status of mental health courts in the United States: Legislation and evaluation.” Presentation to the DuPage County Criminal Justice and Mental Health Committee. Wheaton, IL.

Watson, A.C. (2003, December). “Does the Label Matter? Police Perceptions of Persons with Mental Illness” Mental Health Law Committee, Chicago Bar Association. Chicago, IL.

Watson, A.C. (2005, November). “Self Stigma & Mental Illness.” Chicago Consortium for Stigma Research. Chicago, IL

Watson, A.C. (2006, May). “Challenging the Stigma of Mental Illness” International Day Seminar, Volunteers with a History of Mental Illness. Crest Waltham Forest, London. Plenary presentation

Watson, A.C. & Corrigan, P.W. (2006, June). “Middle Schoolers' Knowledge & Attitudes about Mental Illness” NAMI 2006 National Convention, Washington, DC

Watson, A.C. & Fenton, W. (posthumous). (2006, September) “A Middle School Curriculum on Mental Illness” Latino Behavioral Health Institute, Los Angeles, CA

Watson, A.C. (2007, February). “Understanding & Improving police interactions to persons with mental illness” Center for Mental Health Policy & Services Research, University of Pennsylvania. Philadelphia, PA.

Watson, A.C. (2007, September). “Self Stigma & Mental Illness” Presented as part of SAMHSA teleconference workshop *Countering Internalized Stigma among People with Mental Illnesses*.

Watson, A.C. (2007, November). “Challenging Stigma of Mental Illness” Illinois Psychiatric Society Annual Meeting, Chicago, IL

Watson, A.C. (2008, January). “R21: Police, Procedural Justice and Persons with Mental Illness” in Understanding and Responding to the NIH Review Process. Institute for the Advancement of Social Work Research. Washington, DC

Watson, A.C. (2008, April). “Dangerousness & Stigma” NIMH Annual Outreach Partners Meeting, Portland, Maine,

Watson, A.C. (2008, June). “Outcome Measures, Data Collection & Data Design” Skills and Strategies for Mental Health Courts in Illinois, Glen Ellyn, IL

- Watson, A.C. (2008, June). "Summary, Reflections & Dreams for the Future." Skills and Strategies for Mental Health Courts in Illinois, Glen Ellyn, IL
- Watson, A.C. & Angell, B. (2009, April). "Measuring Perceived Procedural Justice and Coercion among Persons with Mental Illness in Police Encounters." John D. and Catherine T. MacArthur Foundation Research Network on Mandated Community Treatment Meeting. Tucson, AZ.
- Watson, A.C. (2009, April). "Working with police officers to promote fair and respectful treatment of people in crisis." UIC NRTC Invitational Summit Self-Determination: The Fierce Urgency of Now, Chicago, IL
- Watson, A.C. & Lurigio, A. (2009, June). "Response to Dr. Steadman's Presentation." Lessons Learned: Innovative Approaches to Mental Health Courts in a Period of Scarce Resources. Glen Ellyn, IL
- Watson, A.C. (2009, October). "Improving Police Response to Persons with Mental Illness: Evaluating Chicago's Crisis Intervention Team Model" Interventions Research in Social Work Conference. University of Southern California, Los Angeles, CA
- Watson, A.C. (2010, March). "Context matters: The impact of CIT on call outcomes in Chicago." The Pauline Shaw Holsaert Research Colloquium Series, University of Pennsylvania Social Policy & Practice, Philadelphia, PA
- Watson, AC (2010, June) Crisis Intervention Teams: From Memphis to Chicago...and Beyond. What happens to people with mental illness when they encounter the criminal justice system? Innovations in Illinois, The Institute on Public Safety and Social Justice, Adler Institute, Chicago, IL
- Watson, AC (2010, June) The Mental Health Courts Model: History, Core Elements & Evidence. What happens to people with mental illness when they encounter the criminal justice system? Innovations in Illinois, The Institute on Public Safety and Social Justice, Adler Institute, Chicago, IL
- Watson, AC (March 2011). Improving Police Response to Persons with Mental Illnesses: CIT in Context. Interdisciplinary Forum on Community Development and Health, Robert Wood Johnson, Chicago, IL
- Watson, AC (May, 2011) . Challenging Public Stigma: What we have learned, promising approaches. Stigma and Mental Illness Conference, Best Practices in Schizophrenia Treatment (BeST) Center, Department of Psychiatry, Northeastern Ohio Universities Colleges of Medicine and Pharmacy, Akron, OH.
- Watson, A. C., Draine, J., Kriegl, L., Bohrman, C. & Swartz, J. (December 2011). Police Officer Schema of Emotionally Disturbed Person Calls. Center for Adherence and Self Determination meeting. Chicago, Illinois.
- Watson, AC. (October 2013). Police, Procedural Justice and Persons with Mental Illnesses. International Association of Chiefs of Police. Philadelphia, PA
- Watson, AC. (October 2013). Police, Procedural Justice and Persons with Mental Illnesses. International Association of Chiefs of Police. Philadelphia, PA

Invited Discussant-Students Meet the Scholars: Mental Health, Firearms, and Violence. (Nov 2013). American Society of Criminology Annual Meeting. Atlanta, GA

Watson, AC (March 2014) Two "Diversion" Models from the US: Police Crisis Intervention Teams and Mental Health Courts, Royal College of Psychiatrists Faculty of Forensic Psychiatry Annual Conference, Belfast, Ireland

Watson, AC (March 2014). The CIT Model. Balancing Individual Safety, Community Safety and Quality of Life: A Conference to Improve Interactions with Persons with Mental Illnesses. Canadian Association of Chiefs of Police. Toronto, Canada

Watson, AC, Gawrisch, K & Skorek, R (February, 2015) CIT in Chicago: Using Data for Program Improvement and Enhanced Linkage Capacity. Illinois Juvenile Justice Research Information Consortium, Third Annual Forum. Chicago, IL

Watson, AC (May, 2015) Police Response to Persons with Mental Illnesses and the Crisis Intervention Team Model. GRAND ROUNDS Lenox Hill Hospital Department of Psychiatry, New York, NY

Watson, AC (June, 2015). Police Response to Mental Health Crisis. National Workshop on Police Community Relations, Columbia College, Chicago, IL

Watson, AC (September 2015) Pre-booking Diversion. Panelist. Stepping Up: Effective Law Enforcement and Diversion Strategies. National Association of Counties Webinar.

Panel (October 2015) Procedural Justice and Officer Safety. International Association of Chiefs of Police Annual Conference, Chicago, IL

Watson AC (December, 2015) CIT: Evidence Based, Evidence Informed, Best Practice? NJ Statewide CIT Conference. CIT New Jersey Center of Excellence, Newark, NJ

Panel Discussion (January, 2016) What Will It Take? Reforming Chicago Police. Public Narrative and the National Association of Black Journalists, Chicago, IL

Watson AC & Gawrisch K (January 2016) CIT in Chicago. Keep Calm and Evaluate Symposium. University of Chicago.

Watson, AC (June 2016) Law Enforcement Response to Mental Health Crisis: Going Beyond Training. Naomi Ruth Cohen 15th Annual Community Conference, Evanston, IL

Watson, AC (October, 2016) The intersection of mental illness and the criminal justice system-what have we learned? Psychiatric Rehabilitation Association webinar training.

Watson, AC (February, 2017) The Intersection of Mental Illness and the Criminal Justice System. CLE workshop, Chicago Bar Association Mental Health and Disability Law Committee, Chicago, IL

Watson, AC (February, 2017) Mental Health & Substance Use Disorders in the Criminal Justice System.
UMED Forum Criminal Justice Day, Chicago, IL

APPENDIX 3
References

(RFA ¶ 36)

References

This is a list of references most relevant to the work that will be required by the consent decree. We have not included general references or character references, but instead people who know the work of our team members that is most relevant to the monitoring assignment.

1. Bromwich

A. *Monitoring of Metropolitan Police Department (Washington, DC), 2002-2008*

1. Charles H. Ramsey, former Police Chief, Washington, DC.; T: 215.834.1354; Charles.H.Ramsey@gmail.com. Chief Ramsey was Chief of the Metropolitan Police Department (MPD) during the first four years of our monitorship (2002-06).
2. Cathy L. Lanier, former Police Chief, Washington, DC; T: 202.359.8606; lieu67@aol.com; Chief Lanier was Chief of the Metropolitan Police Department (MPD) during the final two years of our monitorship (2007-08).
3. Joshua Ederheimer, Principal Deputy Director, Office of Community Oriented Policing, DOJ Joshua.Ederheimer@usdoj.gov T: 202.616.2888 Mr. Ederheimer was the first compliance coordinator for MPD during our monitorship.
4. Shanetta Y. Cutlar, Senior Advisor, Bureau of Justice Assistance, DOJ Shanetta.Brown.Cutlar2@usdoj.gov T: 202.514.0195 Ms. Cutlar was the Chief of the Special Litigation Section during the period of the MPD monitorship.
5. Tammie Gregg, Department of Justice, Tammie.Gregg@doj.gov; 202.220.7816

Ms. Gregg was the Deputy Chief in the Special Litigation Section assigned to the MPD matter during the MPD monitorship.

For work product, please see the monitoring reports published from 2002-2008 at www.policemonitor.org.

B. *Monitoring of Virgin Islands Police Department (Bromwich (2010) and Doherty (2010-2012))*

1. Shanetta Y. Cutlar (see above)

2. Tammie Gregg (see above)

For work product, please see the first monitoring report at <http://www.policemonitor.org/VI/reports/100507report.pdf>

C. Investigation of Houston Police Department Crime Lab (2005-2007) (Bromwich)

1. Rusty Hardin, Esq. Rusty Hardin & Associates, LLP
Rusty.Hardin@rustyhardin.com T: 713.652.9000

Mr. Hardin was a member of the Stakeholders Committee, appointed by the Mayor of Houston that oversaw the investigation.

2. Captain David Watkins Houston Police Department,
David.Watkins@CityofHouston.net T: 713.308.9156

Captain Watkins was the Houston Police Department liaison with the investigation.

For work product, please see the reports available at www.hpdlabinvestigation.org.

D. Representation of State of Delaware during investigation by DOJ and subsequent monitoring of its prisons

1. Carl C. Danberg, Esq. Former Delaware Attorney General Commissioner of Correction Carl.Danberg@state.de.us T: 302.739.5601

There is no public work product available that relates to this assignment.

E. Independent Monitor of Walmart

1. Cindy Moehring, Chief Ethics Officer Walmart
Cindy.Moehring@walmart.com T: 479.277.4996

F. Independent Monitor of Apple Inc.

1. William Baer, former Assistant Attorney General, United States Department of Justice; 202.942.5936; bill.baer@apks.com
2. Mark Ryan, former Director of Litigation Antitrust Division U.S. Department of Justice; mryan@mayerbrown.com; T: 202.263.3338

http://online.wsj.com/public/resources/documents/2014_0414_bromwich.pdf
<http://www.justice.gov/atr/cases/f309300/309330.pdf>

2. Doherty

- A. Ed Davis, Former Police Commissioner, Boston PD, phone 617-594-3650
- B. Dennis Nowicki, denowicki@aol.com
- C. Charles A. Gruber, cag@gruberconsulting.com

3. Durham

- A. Chief Rodney Monroe (retired), phone 703-533-0033
- B. Commissioner Charles Ramsey (retired), phone 215-686-3357
- C. Chief Cathy Lanier (retired) 202-359-8606
- D. Mayor Dwight C. Jones, phone 804-938-8333

4. Evans

A. City of Boston

- 1. Mr. Dennis Dimarzio, City of Boston Chief Operating Officer (ret), phone 617-361-4869
- 2. Mr. Ralph C. Martin, former District Attorney, Suffolk County, Massachusetts, current General Counsel, Northeastern University, Boston Massachusetts, phone 617-373-2157

B. Home Office, United Kingdom

- 1. Moira Wallace, Director General, Crime Reduction Safety Group, current Provost of Oriel College Oxford UK, phone 44 1865 276555

C. Violence Reduction Network, Site Liaison Chicago

- 1. Superintendent Eddie T Johnson, Chicago PD, phone 312-746-6000

2. James R Coldren, Managing Director for Justice Programs at CAN, phone 703-824-2000

D. City of St. Louis, Violence Consultant

1. Chief Larry O'Toole, St Louis PD, phone 314-295-2305
2. Mr. Tom Irwin, Executive Director Civic Progress, phone 314-520-6641

5. James

- A. Chief Barb West: Barbara.West@chicagopolice.org
- B. Officer Kurt Gawrisch: Kurt.Gawrisch@chicagopolice.org
- C. Lt. Antonette Ursitti: Antoinett.Ursitti@Chicagopolice.org
- D. Justice Anne Burke c/o Robin Karpinski: rkarpinski@IllinoisCourts.gov
- E. John F. Kennedy, NAMI General Counsel: jkennedy@taftlaw.com
- F. Maurice Classen (PATF Member): mclassen@macfound.org
- G. Brandon Nemec (Mayor's Office): Brandon.Nemec@cityofchicago.org
- H. Kathleen Hill, Cook County State's Attorney: Kathleen.Hill@cookcountyil.gov
- I. Leslee Stein-Spencer (Fire Dept.): Leslie.steinspencer@cityofchicago.org

6. Lightfoot

- A. *Assistant U.S. Attorney, U.S. Attorney's Office, Northern District of Illinois*
 1. Z. Scott, former Chief, General Crimes Division
 2. Magistrate Judge Sheila Finnegan, former Chief, Criminal Division, USAO NDIL
- B. *Chicago Police Department, Office of Professional Standards*
 1. Former Chicago Police Department Superintendent Terry Hillard
 2. Former CPD General Counsel Karen Rowan

C. Chicago Police Board

1. Max Caproni, Executive director; Ghian Foreman, Vice-President

D. Chicago Police Accountability Task Force

1. Brian Fabes, Executive Director, Civic Consulting Alliance (provided staffing for the PATF)
2. Maurice Classen, program officer (provided funding for the PATF)

E. National Advisory Committee for CPD EIS

1. Roseanna Ander, Executive Director, University of Chicago Crime Lab

7. MacDonald

- A. Peter Zimroth, Monitor, retired Partner Arnold & Porter LLC, Peter.Zimroth@apks.com
- B. Richard Jerome, Deputy Monitor: richard.jerome94@gmail.com
- C. Anthony Braga, Monitor Team, Director School of Criminology and Criminal Justice, Northeastern University: a.braga@northeastern.edu
- D. Ed Davis, Monitor Team, President/CEO Edward Davis LLC, former Police Commissioner, City of Boston: edavis@eddavisllc.com
- E. Roger Granbo, Senior Assistant County Counsel, County of Los Angeles: Rgranbo@counsel.lacounty.gov
- F. Timothy D. Mygatt, Deputy Chief, United States Department of Justice, Civil Rights Division, (202) 514-6255

8. Meares

- A. Karol Mason, incoming president of John Jay University
- B. Ed Chung, Vice President at CAPA¹

¹ <https://www.americanprogress.org/about/staff/chung-ed/bio/>

- C. Ron Davis, former Director of COPS Office, e-mail davis21cp@gmail.com
- D. Professor Ron Serpas, Loyola University New Orleans, Department of Criminology and Justice, e-mail rserpas@loyno.edu
- E. President Jeremy Travis, John Jay College of Criminal Justice, e-mail jtravis@jjay.cuny.edu

9. Watson

A. Portland Settlement Agreement Compliance Officer Community Liaison

- 1. Judy S. Prosper, Deputy City Attorney, Portland Office Of The City Attorney, (503) 823-3025
- 2. R. Jonas Geissler, Esq., Senior Trial Attorney, U.S. Department of Justice, Civil Rights Division, Special Litigation Section, e-mail jonas.geissler@usdoj.gov

B. DuPage County Mental Illness Court Alternative Program

- 1. Jean A. Solon, Micap/Drug Court Program Manager, 630-407-8846, jean.solon@dupageco.org
- 2. Jim Wojtas, Program Manager, 630-407-8479

C. Chicago Police Department

- 1. Larry E. Sachs, Director of Grants Management, Bureau of Support Services, Chicago Police Department, 312-745-5752, larry.sachs@chicagopolice.org
- 2. Sgt. Lori Cooper, Commanding Officer, Special Activities Section, Chicago Police Department, 312-745-5841(office), Lori.Cooper@chicagopolice.org

APPENDIX 4
Budget

Budget - Year 1

Orientation, background, learning about BPD:	\$20,000
Quarterly visits to neighborhoods:	\$20,000
Monitoring Plan	\$150,000
Community Policing and Engagement (including survey)	\$60,000
Review of stops, searches and arrests	\$20,000
Impartial Policing	\$10,000
Behavioral Health Disabilities and Crisis	\$30,000
Use of Force	\$60,000
Interactions with Youth	\$7,500
Transportation of Persons in Custody	\$20,000
1 st Amendment	\$15,000
Reports of Sexual Assault	\$20,000
Technology (including body-worn cameras)	\$30,000
Supervision	\$100,000
Misconduct Investigations and Discipline	\$125,000
Coordination with Baltimore City Schools PD	\$5,000
Recruitment, Hiring and Detention	\$40,000
Staffing, Performance, Evaluations & Promotions	\$7,500
Officer Assistance and Support	\$15,000
Compliance Reviews (built into above figures)	
Outcome Assessments	
Community Survey (see above)	
Response Times Analysis	\$30,000
Lawfulness of Arrests	\$30,000
Use of Force	\$30,000
Stops and Detentions	\$10,000
Searches, Frisks, and Strip Searches	\$10,000
Measuring disproportionate impact	\$10,000
Behavioral Health Disabilities and Crisis	\$15,000
Interactions with Youth	\$10,000
1 st Amendment	\$15,000
Sexual Assault Analysis	\$30,000
Comprehensive training assessment	\$30,000
Effective Supervision	\$30,000
Accountability	\$30,000
Monitor Recommendations and Technical Assistance	\$75,000
Comprehensive Reassessment	
Communications Between Monitor, Parties, Court etc.	\$100,000
Planning, Administration, Equipment, Misc.	\$50,000
Report Writing	\$100,000
Travel Expenses	\$80,000
Total	\$1,440,000

Budget - Year 2

Quarterly visits to neighborhoods:	\$20,000
Monitoring Plan, Year 2	\$50,000
Community Policing and Engagement (including survey)	\$60,000
Review of stops, searches and arrests	\$20,000
Impartial Policing	\$10,000
Behavioral Health Disabilities and Crisis	\$30,000
Use of Force	\$60,000
Interactions with Youth	\$7,500
Transportation of Persons in Custody	\$20,000
1 st Amendment	\$15,000
Reports of Sexual Assault	\$20,000
Technology (including body-worn cameras)	\$30,000
Supervision	\$100,000
Misconduct Investigations and Discipline	\$125,000
Coordination with Baltimore City Schools PD	\$5,000
Recruitment, Hiring and Detention	\$40,000
Staffing, Performance, Evaluations & Promotions	\$7,500
Officer Assistance and Support	\$15,000
Compliance Reviews (built into above figures and reporting)	_____
Outcome Assessments	
Community Survey (see above)	_____
Response Times Analysis	\$30,000
Lawfulness of Arrests	\$30,000
Use of Force	\$30,000
Stops and Detentions	\$10,000
Searches, Frisks, and Strip Searches	\$10,000
Measuring disproportionate impact	\$10,000
Behavioral Health Disabilities and Crisis	\$15,000
Interactions with Youth	\$10,000
1 st Amendment	\$15,000
Sexual Assault Analysis	\$30,000
Comprehensive training assessment	\$30,000
Effective Supervision	\$30,000
Accountability	\$30,000
Monitor Recommendations and Technical Assistance	\$75,000
Comprehensive Reassessment	_____
Communications Between Monitor, Parties, Court etc.	\$100,000
Planning, Administration, Equipment, Misc.	\$50,000
Report Writing	\$100,000
Travel Expenses	\$80,000
Total	\$1,320,000

Budget - Year 3

Quarterly visits to neighborhoods:	\$20,000
Monitoring Plan, Year 3	\$50,000
Community Policing and Engagement (including survey)	\$60,000
Review of stops, searches and arrests	\$20,000
Impartial Policing	\$10,000
Behavioral Health Disabilities and Crisis	\$30,000
Use of Force	\$60,000
Interactions with Youth	\$7,500
Transportation of Persons in Custody	\$20,000
1 st Amendment	\$15,000
Reports of Sexual Assault	\$20,000
Technology (including body-worn cameras)	\$30,000
Supervision	\$100,000
Misconduct Investigations and Discipline	\$125,000
Coordination with Baltimore City Schools PD	\$5,000
Recruitment, Hiring and Detention	\$40,000
Staffing, Performance, Evaluations & Promotions	\$7,500
Officer Assistance and Support	\$15,000
Compliance Reviews (built into above figures and reporting)	_____
Outcome Assessments	
Community Survey (see above)	_____
Response Times Analysis	\$30,000
Lawfulness of Arrests	\$30,000
Use of Force	\$30,000
Stops and Detentions	\$10,000
Searches, Frisks, and Strip Searches	\$10,000
Measuring disproportionate impact	\$10,000
Behavioral Health Disabilities and Crisis	\$15,000
Interactions with Youth	\$10,000
1 st Amendment	\$15,000
Sexual Assault Analysis	\$30,000
Comprehensive training assessment	\$30,000
Effective Supervision	\$30,000
Accountability	\$30,000
Monitor Recommendations and Technical Assistance	\$75,000
Comprehensive Reassessment	\$150,000
Communications Between Monitor, Parties, Court etc.	\$100,000
Planning, Administration, Equipment, Misc.	\$50,000
Report Writing	\$100,000
Travel Expenses	\$80,000
Total	\$1,470,000

Budget - Year 4

Quarterly visits to neighborhoods:	\$20,000
Monitoring Plan, Year 4	\$50,000
Community Policing and Engagement (including survey)	\$60,000
Review of stops, searches and arrests	\$20,000
Impartial Policing	\$10,000
Behavioral Health Disabilities and Crisis	\$30,000
Use of Force	\$60,000
Interactions with Youth	\$7,500
Transportation of Persons in Custody	\$20,000
1 st Amendment	\$15,000
Reports of Sexual Assault	\$20,000
Technology (including body-worn cameras)	\$30,000
Supervision	\$100,000
Misconduct Investigations and Discipline	\$125,000
Coordination with Baltimore City Schools PD	\$5,000
Recruitment, Hiring and Detention	\$40,000
Staffing, Performance, Evaluations & Promotions	\$7,500
Officer Assistance and Support	\$15,000
Compliance Reviews (built into above figures and reporting)	_____
Outcome Assessments	
Community Survey (see above)	_____
Response Times Analysis	\$30,000
Lawfulness of Arrests	\$30,000
Use of Force	\$30,000
Stops and Detentions	\$10,000
Searches, Frisks, and Strip Searches	\$10,000
Measuring disproportionate impact	\$10,000
Behavioral Health Disabilities and Crisis	\$15,000
Interactions with Youth	\$10,000
1 st Amendment	\$15,000
Sexual Assault Analysis	\$30,000
Comprehensive training assessment	\$30,000
Effective Supervision	\$30,000
Accountability	\$30,000
Monitor Recommendations and Technical Assistance	\$75,000
Comprehensive Reassessment	_____
Communications Between Monitor, Parties, Court etc.	\$100,000
Planning, Administration, Equipment, Misc.	\$50,000
Report Writing	\$100,000
Travel Expenses	\$80,000
Total	\$1,320,000

Budget - Year 5

Quarterly visits to neighborhoods:	\$20,000
Monitoring Plan, Year 5	\$50,000
Community Policing and Engagement (including survey)	\$60,000
Review of stops, searches and arrests	\$20,000
Impartial Policing	\$10,000
Behavioral Health Disabilities and Crisis	\$30,000
Use of Force	\$60,000
Interactions with Youth	\$7,500
Transportation of Persons in Custody	\$20,000
1 st Amendment	\$15,000
Reports of Sexual Assault	\$20,000
Technology (including body-worn cameras)	\$30,000
Supervision	\$100,000
Misconduct Investigations and Discipline	\$125,000
Coordination with Baltimore City Schools PD	\$5,000
Recruitment, Hiring and Detention	\$40,000
Staffing, Performance, Evaluations & Promotions	\$7,500
Officer Assistance and Support	\$15,000
Compliance Reviews (built into above figures and reporting)	_____
Outcome Assessments	
Community Survey (see above)	_____
Response Times Analysis	\$30,000
Lawfulness of Arrests	\$30,000
Use of Force	\$30,000
Stops and Detentions	\$10,000
Searches, Frisks, and Strip Searches	\$10,000
Measuring disproportionate impact	\$10,000
Behavioral Health Disabilities and Crisis	\$15,000
Interactions with Youth	\$10,000
1 st Amendment	\$15,000
Sexual Assault Analysis	\$30,000
Comprehensive training assessment	\$30,000
Effective Supervision	\$30,000
Accountability	\$30,000
Monitor Recommendations and Technical Assistance	\$75,000
Comprehensive Reassessment	\$150,000
Communications Between Monitor, Parties, Court etc.	\$100,000
Planning, Administration, Equipment, Misc.	\$50,000
Report Writing	\$100,000
Travel Expenses	\$80,000
Total	\$1,470,000