

# EXHIBIT A

## ***Susan L. Burke Biography***

In June 2015, the National Law Journal named Susan L. Burke one of the top 75 female attorneys in the nation. Ms. Burke is an experienced litigator with 30 years of experience in federal class and complex litigation. She specializes in bringing federal class action or mass tort lawsuits to reform broken systems or fix societal problems.

Presently, Ms. Burke serves as lead MDL counsel in the KBR Burn Pit MDL, pending in federal court in Maryland. In that case, Ms. Burke represents military personnel harmed by Halliburton/KBR's misconduct in Iraq and Afghanistan. Ms. Burke also serves as lead counsel in a series of lawsuits seeking to reform the military's deficiencies in prosecuting rape and sexual assault.

Ms. Burke's past work in American federal courts has had a global impact: As lead counsel for Iraqi victims, Ms. Burke achieved a legal first by negotiating multi-million dollar settlements with defense contractors involved in the Abu Ghraib torture, and with Blackwater, a private mercenary company responsible for the Nissor Square massacre.

Ms. Burke speaks frequently, and presses for change in many fora. Ms. Burke collaborated with filmmakers who produced "The Invisible War," an Academy-award nominated documentary about the lack of justice for military rape victims. Ms. Burke has appeared as a guest on Real Time with Bill Maher, Nightline, CNN Christina Amanpour, PBS Newshour, and many other television news shows. Ms. Burke and her legal work have been profiled by the New York Times, the Washington Post, the Philadelphia Daily News, and the Baltimore Sun, as well as other news outlets.

Ms. Burke lives with her husband Jamison Koehler in Baltimore, Maryland. They have three grown children.

**Susan L. Burke**  
**Additional Biographical Information**

**Selected Social Impact Litigation**

Environmental harms:

Appointed by Court as Lead MDL Counsel after filing 42 class actions across the nation seeking to hold KBR and Halliburton accountable for engaging in open air burning of waste in Iraq and Afghanistan. Prevailed before the Court of Appeals for the Fourth Circuit against corporations' sovereign immunity defenses. Litigation ongoing.

Served as lead counsel in lawsuit brought by Government of the Dominican Republic against an American company alleged to have dumped coal ash on two pristine Dominican beaches. Obtained compensation through settlement, and oversaw disbursement of funds to remediate harms to the two beaches.

Rape and sexual assault in military:

Serve as lead counsel in series of lawsuits seeking to reform the manner in which the military prosecutes rape and sexual assault. Argued before Courts of Appeals in the District of Columbia and the Fourth Circuit. The initial lawsuit is profiled in the Academy-award nominated documentary called "The Invisible War." Legislative and legal efforts ongoing.

Torture and war crimes:

Served as lead counsel in series of lawsuits seeking to hold contractors accountable for torture at Abu Ghraib prison in Iraq. Prevailed after *en banc* argument before the Court of Appeals for the Fourth Circuit. Obtained compensation through settlement for Iraqi victims.

Served as lead counsel in seven lawsuits filed against Blackwater on behalf of victims of Nissor Square massacre and other war crimes. Obtained compensation through settlement for Iraqi victims.

Campaign finance reform:

Filed lawsuit seeking to uphold Philadelphia City Council Campaign Finance reforms on behalf of now-Mayor Michael Nutter. Argued before Pennsylvania Supreme Court. Prevailed in upholding reforms.

Gun control:

Partially prevailed in defending City of Philadelphia against lawsuit brought by the National Rifle Association seeking to strike down City Council ordinances controlling purchases of guns.

Mental illness:

Served as one of class counsel for mentally ill of the District of Columbia in the long-running *Dixon et al. v. Williams* lawsuit. The *Dixon* case is credited with reforming the District's mental health system.

Disability rights:

Served as counsel on lawsuit successfully challenging deficiencies in Baltimore's paratransit system.

Prison reform:

Prosecuted lawsuit against prison officials who used excessive force. Obtained compensation for prisoners through settlement.

Prosecuted lawsuit against prison officials and corporation who failed to provide adequate medical care to inmate with serious kidney disease. Obtained compensation for prisoner through settlement.

Prosecuting nationwide class action against telephone providers who overcharged inmates. Litigation ongoing. Court named Burke as one of the interim class counsel.

Health care fraud and abuse:

Prosecuted civil cases against health care providers for paying kickbacks, engaging in prohibited related-party and self-referral transactions, and overbilling Medicare and Medicaid.

***Selected Media Appearances***

TV: HBO Real Time with Bill Maher, CNN Christiana Amanpour (2), NBC Today Show, PBS News Hour (2), NBC Rock Center with Brian Williams, Nightline, Katie, CBS Evening News, CBS News, NBC News, CNN, BBC News, Last Word with Lawrence O'Donnell, Consider This, Alex Wagner, MSNBC, Al Sharpton, Democracy Now

Radio: Diane Rehm Show (3), Bob Edwards Show

Print: Profiled by the *Washington Post* (9/3/13) and *Philadelphia Daily News* (2007). Quoted and/or lawsuits covered by *New York Times*, *Washington Post*, *Los Angeles Times*, *Wall Street Journal*, *Guardian*, *Boston Globe*, *Baltimore Sun*, *Time*, *Newsweek*, *Vogue*, *Ms.*, *National Journal*, *Reuters*, *AP*, *Sports Illustrated*, *Stars and Stripes*, *Forbes*, *American Prospect*, *Der Spiegel*, *Vanity Fair*, *Mother Jones*

***Awards***

*Named one of 75 top female attorneys in the nation by The National Law Journal (April 15, 2015)*

*Rated AV Preeminent by Martindale Hubbell (ongoing)*

*Awarded The Order of St. Michel by the Criminal Justice Student Association and Faculty of Mount St. Mary's University (April 13, 2016)*

*Named as one of the top lawyers in Washington D.C. by the Legal Network (2013, 2014 and 2015)*

*Awarded Social Action Award by National Council of Jewish Women, St. Louis, Missouri (March 8, 2014)*

*Named "alumna of the year" by Georgetown University College Democrats (May 2014)*

*Selected by Washingtonian Magazine as one of Washington's Best Legal Minds (December 2013)*

*Selected by Self magazine as a "woman doing good" (September 2103)*

*Louisville, Kentucky officially proclaimed a "Susan L. Burke Day" (September 23, 2013)*

*Selected as one of "Fifty Women To Watch" by Baltimore Sun Magazine (July, 2013, follow up published October 2014)*

*Awarded Abby J. Leibman Pursuit of Justice Award by California Women's Law Center (May 29, 2013)*

*Awarded Certificates of Recognition by the California Legislative Assembly and the City of Los Angeles (May 29, 2013)*

*Named one of the "Women of the Year" by the Philadelphia Legal Intelligencer and Pennsylvania Law Weekly (May 2008)*

*Received President's Award from Center for Constitutional Right (April 27, 2006)*

*Received Catholic University Faculty Award for highest academic average in class (May 1987)*

*Awarded Miriam T. Rooney Scholarship for academic excellence (1985 - 1987)*

*Awarded AmJur awards for highest grad in torts, corporations, criminal law and procedure, tax, and trusts and estates; editor Catholic University Law Review's D.C. Survey (1984 - 1987)*

**PRESENTATIONS**  
*(chronological order within topic)*

***Leadership & Legal Advocacy***

April 13, 2016, Delaney Dinner Lecture, Mount St. Mary's University, Emmitsburg, Maryland

March 25, 2014, Governor's Leadership Conference for Women and Girls, Annapolis, Maryland

March 23, 2013, Taking the Power On Your Campus and Beyond, 9th Annual National Young Feminist Leadership Conference, Feminist Majority, Washington D.C.

September 12, 2012, Lawyering in the Public Interest, University of Kentucky College of Law, Lexington, Kentucky

Fall, 2008, Guest Lecturer, Trial Advocacy, University of Virginia Law School, Charlottesville, Virginia

March 13, 2007, Keynote Speaker, "Agents of Change: Art & Advocacy," 45th Society for Photographic Education National Conference, Denver, Colorado

***Prison Reform***

January 31, 2015, speaker at Maryland CURE, Columbia, Maryland

October 4, 2014, University of Pittsburgh Law School and Abolitionist Law Center

***Rape and Sexual Assault***

May 19, 2015, witness, Judicial Proceedings Panel on Military Sexual Assault, Washington, D.C.



April 20, 2015, panelist, American Bar Association, "Beyond Criminal: Civil Remedies for Sexual Assault Victims"

April 11, 2015, featured speaker, American Association of University Women, Jamesburg, New Jersey

February 12, 2015, panelist, George Mason University, Center for Study of Gender and Conflict, Arlington Virginia

September 17, 2014, guest lecture, George Washington School of Social Work, Washington D.C.

August 4, 2014 panelist (moderator Leslie Stahl), Protect Our Defenders, Martha's Vineyard, Massachusetts

April 22, 2014 featured speaker, Middlebury College, Vermont

April 12, 2014 keynote speaker, regional conference, American Association University Women, Minneapolis, Minnesota

April 7, 2014 featured speaker, Georgetown University, sponsored by Georgetown University College Democrats

March 28, 2014 featured speaker, Connecticut College, sponsored by Amnesty International

March 26, 2014 panelist, BrittDoc, New York City

March 13, 2014 panelist, "Legal Reforms Addressing Gender Violence and Rape Culture," University of Baltimore Law School and Women's Law Center

March 8, 2014 luncheon speaker, American Association of University Women, Springfield, Virginia

October 19, 2013 panelist, Fordham Film Festival, New York City

September 24, 2013, featured speaker, Take Back the Night, University of Louisville, Louisville, Kentucky



September 19, 2013, keynote presentation, Rosalie Wahl Leadership Lecture, co-sponsored by William Mitchell College of Law, Minnesota Women's Lawyers and Minnesota Coalition against Sexual Assault

July 2013, featured speaker, Protect Our Defenders, Martha's Vineyard, Massachusetts

June 4, 2013, panelist, Soros' Open Society Institute, New York City

June 2013, featured speaker, American Association University Women cable television show

April 2, 2013, panelist, Columbia School of Law, sponsored by Law Students for Reproductive Justice, New York City

February, 2013, featured speaker, University of California Irvine School of Law, Irvine, California

January 29, 2013, panelist, Paley Center, New York City

November 12, 2012, panelist, Florida State University Student Veteran Film Festival, Tallahassee, Florida

October 26, 2012, presented award to filmmakers, Peace Over Violence

September 19, 2012, panelist, Carr Center for Human Rights Policy, Harvard Kennedy School, Cambridge, Massachusetts

September 12, 2012, featured speaker, University of Kentucky College of Law, Lexington, Kentucky

August 22, 2012, luncheon speaker, Reporting the Response to Sexual Assault within the Military, National Sexual Assault Conference 2012, Sheraton Hotel, Chicago Illinois

June 20, 2011, speaker, National Crime Victim Bar Association National Conference (n.b. written materials prepared by colleague)

March 9, 2012, panelist "Women in Combat: Fighting on Two Fronts," Third Annual Women in the World Summit sponsored by Newsweek & The Daily Beast, New York City

### ***Environmental Harms***

March 11-12, 2010, panelist, Burn Pit Litigation, Tactix 2010 Conference, Kiawah Island, South Carolina

### ***Torture and Other War Crimes***

March 24, 2015, panel member, "Guns for Hire: The Legal, Policy and Ethical Implications of the Growing Reliance on Military Contractors," National Security Law Brief, American University, Washington, D.C.

September 13, 2010, panel member, "None of Us Were Like This Before," Open Society Institute, New York, New York

May 21, 2010, presentation with Daniel Heyman (artist) about torture and Nissor Square massacre, Wesleyan Reunion & Commencement Weekend

June 8-9, 2009, participant, Accountability for Human Rights Abuses, National Litigation Project, New York, New York

October 17, 2008, speaker in conjunction with "Love Lessons from Abu Ghraib" performance, sponsored by Amnesty International, Washington D.C.

Fall 2009, panelist, University of Virginia Public Service Conference

June 3, 2009, panelist, Soros' Open Society Institute, New York City

December 8, 2007, panelist, Executive Power and Human Rights: Torture, Secrecy and the Rule of Law, Baltimore, Maryland

October 21, 2008, panelist, Princeton Woodrow Wilson School, Princeton, New Jersey

- July 12, 2007, featured speaker at the Philadelphia Bar Association Civil Rights Committee event, Philadelphia, Pennsylvania
- February 2007, panelist, *America's Next Civil Rights Frontier*, University of Pennsylvania Law School Journal of Law and Social Change, Philadelphia, Pennsylvania
- October 13, 2006, keynote, Mercer Tate Lecture, Germantown Friends School, Philadelphia Pennsylvania
- February 2006, keynote, *Liability of Non-State Actors for Violations of International Law*, Amnesty International USA 2006 Law Conference
- December 28, 2005 – January 1, 2006, speaker, *The Abu Ghraib Scandal - Failure To Investigate and Prosecute*, Renaissance Weekend, Charleston, South Carolina
- December 2005, speaker, "Regulating the Private Commercial Military Sector," New York University's Institute for International Law and Justice, New York City
- April 2, 2005, panelist, *Protagonist or Pawn? The Private Contractor in Foreign Affairs*, American Society of International Law's 99th Annual Meeting, Washington D.C.
- January 30, 2005, panelist, Civil Rights to Human Rights: From Guantanamo to Abu Ghraib, sponsored by CAIR-Philadelphia, Pennsylvania
- October 4, 2004, panelist, Protecting Human Rights Across Borders, University of Pennsylvania School of Law
- October 19, 2004, featured speaker, "Representing the Abu Ghraib Detainees," Temple University School of Law, Institute for International Law and Public Policy, Philadelphia, Pennsylvania
- September 22, 2004, panelist, Legal Issues Surrounding the Detention, Treatment and Trials of Post-9/11 Detainees, Philadelphia Bar Associations Chancellor's Forum, Philadelphia, Pennsylvania

## **Legal Ethics**

July 28, 2003, moderator, *Candor Towards Your Opponents and the Tribunal*, City of Philadelphia Law Department

## **Health Care Fraud and Abuse**

February 20, 2004, "*The Evolving Legal Terrain for Voluntary Disclosures*," American Bar Association ("ABA") Health Law Section 5th Annual Conference on Emerging Issues in Healthcare Law

May 2003, "*Private Antitrust Suits in Health Care: A Review of Major Pending and Recently Decided Actions*," ABA and American Health Lawyers Association Health Care Antitrust Conference

May 2003, "*Protect Thyself and Thy Shareholders: Preventive Corporate Criminal Law*," United States Law Group

February 1-2, 2002, "*Update on Pharmaceutical Fraud and Abuse Issues*," Association of Community Cancer Centers 10th Annual, Oncology Presidents' Retreat

October 2001, "*Legal Risks Use of Unapproved or Withdrawn Medications*," Annual Scientific Meeting, American College of Gastroenterology, Las Vegas, Nevada

June 18-21, 2001, *E-Health Care Fraud*, American Health Lawyers Association Annual Meeting, Orlando, Florida

May 2001, *E-Health Fraud*, American Bar Association's 11th Annual National Institute on Health Care Fraud

March 2001, *OIG Self-Disclosure Protocol*, D.C. Bar Health Law Section

March 2000, *Defense Attorney's Role in Health Care Fraud Investigation* Department of Justice, Department of Justice's Health Care Fraud Conference

February 2000, *Healthcare in the Year 2010*, developed in-house conference for health care executives that focused on future developments in health care

November 1999, *Scope and Role of Attorney-Client Privilege and Work Product Doctrine*, American Health Lawyers Association

October 1999, *Voluntary Disclosure*, Federation of American Hospitals

June 22, 1999, *Fraud and abuse*, PhRMA Patient Assistance Program Directors' Meeting

May 12, 1999, *Fraud and Abuse/Corporate Compliance*, Subacute Care '99 Conference

May 1999, *Complying with the Self-Referral and Anti-Kickback Laws*, Greater New York Hospital Association

April 1999, *Former Insider's View of Health Care Fraud Enforcement Efforts*, Federation of American Hospitals

April 1999, *Issues To Consider in Conducting Internal Investigations: Relationship Between Employment Law and Fraud and Abuse Prevention Efforts*, Federation of American Hospitals

February 1999, *Litigating Health Care Fraud*, Catholic University Law School

January 20, 1999, *Protections Provided By the Attorney-Client Communication, Work Product and Self-Critical Analysis Privileges*, Greater New York Hospital Association

October 8-9, 1998, *What Justice Is Looking For When They Are Looking At You*, Catholic Health Association

June 1998, *The Department's Fraud and Abuse Enforcement Efforts*, American Medical Rehabilitation Providers Association

## **PUBLICATIONS**

*Litigating Outside the Box: Seeking Justice for the Abu Ghraib Torture Victims*, published by the Journal of the Maryland Association for Justice (Spring 2015)

*Private Antitrust Suits in Health Care: A Review of Major Pending And Recently Decided Actions*, published by ABA Private Antitrust Litigation News (Spring 2003)

*Squaring Off on Over-the-Counter Status: WellPoint Versus the Antihistamine Manufacturers*, published in Update (September/October 2001)

*Stopping the Unauthorized Sale of Pharmaceuticals: An Argument for Private Enforcement Actions*, published in Update (January 2001)

*Malpractice Online*, published in Daily Deal (September 26, 2000)

*Self-disclosure Disincentives*, published in Modern Healthcare (September 25, 2000)

*Suing HMOs: State Your Case*, published in Legal Times (July 31, 2000)

*It's E-inevitable: Online Malpractice*, published in Legal Times (June 19, 2000)

*Analysis Has Its Privileges*, published in Legal Times (March 22, 1999)

*The Increasing Focus of Public International Law on Private Law Issues*, published in 86th American Society of International Law Proceedings 456 (1992)

*The Human Right To Participate in Government: Toward an Operational Definition*, published in 82nd American Society of International Law Proceedings 505 (1988)

*Professional Responsibility*, published in 35 Catholic University Law Review 1225 (1986)

**Directorships/Chairs (present affiliations marked with \*)**

Board member, No Boundaries, Baltimore MD\*

Co-founder, West Baltimore Community Commission on Police Misconduct\*

Treasurer, No Boundaries, Baltimore MD

Board of Governors, Maryland Association for Justice

Board chair, Democratic Women's PAC of Maryland

Board member, Emerge Maryland, Baltimore MD

Board member, Philadelphia Academies, Philadelphia PA

Board member, Black Student Fund, Washington DC

Board member, Maryland Disability Law Center, Baltimore MD

Receiver's Advisory Council, District of Columbia Department of Mental Health

Chair, Search Committee for Chief Operating Officer, District of Columbia Mental Health Department

Co-chair, Children of War, Amnesty International

Advisory board member, Ginetta Sagan Fund, Amnesty International

Co-president, PTA, Arlington Science Focus School



## ***Collaborations***

### Films:

"The Invisible War" by Kirby Dick and Amy Ziering, won Sundance Audience Award (January 2012), nominated for Academy Award (February 2013), awarded Silver Gavel Award by American Bar Association, National Press Club, Washington D.C. (July 22, 2014)

"Ghosts of Abu Ghraib" by Rory Kennedy and Jack Youngelson, selected for Sundance Film Festival (January 2007)

### Book:

*The Ticking is The Bomb* by award-winning author Nick Flynn (book focuses in part on his journeys with Burke to Turkey to interview Iraqi torture victims)

### Art:

Collections of Yale, Columbia, Brown, Princeton, Dartmouth, and Getty Research Institute include works by Artist Daniel Heyman, who attended our interviews of Iraqi victims of torture and other war crimes and portrayed those interviews in his paintings and prints

## **Education**

Catholic University Columbus School of Law, J.D., received faculty award for the highest-academic average, 1987

Georgetown University School of Foreign Service, B.S.F.S. 1984

## **Professional Affiliations**

Law Offices of Susan L. Burke (formerly Burke O'Neil), Philadelphia, Washington D.C., Baltimore, 2005 to present

Katz Marshall and Banks, Washington D.C. (part-time) 2013 to 2014

Montgomery McCracken Walker and Rhodes, Philadelphia, Pennsylvania 2003 to 2005

Vice President and Legal Counsel, Tenet Health Systems, Philadelphia, Pennsylvania 2002 to 2003

Mintz Levin Cohn Ferris Glovsky and Popeo, Washington D.C. 2001 to 2002

Covington & Burling, Washington D.C. 1987 to 1997, 1998 to 2001

Trial Attorney, Department of Justice Civil Frauds, Washington, D.C. 1997 to 1998

### **Federal Court Admissions**

#### U.S. District Courts

Eastern District of Virginia, May 19, 1989

District of Columbia, November 4, 1991

Eastern District of Michigan, March 23, 2000

Eastern District of Pennsylvania, June 7, 2004

District of Maryland, April 7, 2017

#### U.S. Court of Appeals

Fourth Circuit, admitted October 23, 1987

District of Columbia Circuit, July 7, 1992

Sixth Circuit, admitted October 10, 1995

Eleventh Circuit, admitted November 19, 2001

Fifth Circuit, admitted February 17, 2004

Third Circuit, admitted September 2, 2004

Ninth Circuit, admitted March 22, 2005

First Circuit, admitted April 22, 2008

#### U.S. Supreme Court

Admitted on July 26, 2010

### ***Personal***

Married with three grown children

## **DAVID RUDOVSKY**

*University of Pennsylvania Law School  
3501 Sansom Street  
Philadelphia, Pa 19104*

Office: (215) 898-3087  
Fax: (215) 573-2025  
Email: drudovsk@law.upenn.edu

### **EDUCATION**

B.A., 1964, Queens College, City University of New York (American Studies).  
LL.B., 1967 New York University School of Law.  
1967, Fellow, Arthur Garfield Hays Civil Liberties Program (NYU Law School).

### **PROFESSIONAL BACKGROUND**

1967-1971, Staff Attorney and Chief, Motions Division, Defender Association of Philadelphia.  
1971-present, Founding Partner, Kairys, Rudovsky, Messing & Feinberg, LLP  
1983-1986, First Assistant Defender, Defender Association of Philadelphia.  
1972-1986, Instructor of Law, University of Pennsylvania School of Law. Courses in Trial Advocacy and Clinical Education.  
1988-present, Senior Fellow, University of Pennsylvania Law School. Teaching courses in Criminal Law, Evidence, and Constitutional Criminal Procedure.

### **ACTIVITIES:**

Lecturer at numerous seminars and continuing legal education presentations on criminal procedure, constitutional law, and civil rights and civil liberties litigation.

2007 to present, President, Board of Directors, Defender Association of Philadelphia

2008-2016, Vice President, Board of Directors of Pennsylvania Innocence Project

1994-2007, President, Pennsylvania Institutional Law Project

1991-2003, Member, Board of Directors, American Civil Liberties Union; 1990-present, General Counsel to Pennsylvania ACLU.

1979-1980, National Vice-President, National Lawyers Guild.

## **PUBLICATIONS**

Michael Avery, Karen Blum and David Rudovsky, Police Misconduct: Law and Litigation (Clark Boardman Co., 2016, 3<sup>rd</sup> ed.)

Oral Argument in the Third Circuit, in Third Circuit Appellate Practice Manual (PBI, 2016)

David Rudovsky, Alan Bronstein and Ed. Koren, The Rights of Prisoners (1990)

David Rudovsky, "Qualified Immunity as Doctrine of Dilution of Constitutional Rights," in Michael Avery, ed., WE DISSENT (2008)

Human Rights in Northern Ireland (Helsinki Watch, 1991, with Norman Dorsen and Lois Whitman)

The Law of Arrest, Search and Seizure in Pennsylvania (PBI Press, 2016, 9th ed.)

Debate, The Constitutionality of Stop and Frisk in New York City, 162 U. Pa. L. Rev. Online 117 (2103)

*Gideon* and the Effective Assistance of Counsel: The Rhetoric and the Reality, 32 Law & Inequality J. 371 (2014)

Litigating Civil Rights Cases to Reform Racially Biased Criminal Justice Practices, 39 Columbia Human Rights L. Rev. 97 (2007)

Habeas Corpus, The Suspension Clause, and the Field Theory, A Response to Professor Vladeck, 80 Temple L. Rev. 441 (2007)

"Running in Place: The Paradox of Expanding Rights and Restricted Remedies," 2005 Ill. L. Rev. 1199 (2005).

"Law Enforcement By Stereotypes and Serendipity: Racial Profiling and Searches Without Cause," 3 U.Pa.J. of Constitutional Law, 296 (2001).

**A**The Impact of the War on Drugs on Procedural Fairness and Racial Equality, © 1994 Univ. of Chicago L. Forum 237 (1994).

**A**Police Abuse: Can The Violence Be Contained? ©, 27 Harvard Civil Rights - Civil Liberties L. Rev. 465 (1992).

Crime, Law Enforcement, and Constitutional Rights, © in A Less Than Perfect Union, Jules Lobel, ed. (1988).

**A**Criminal Justice: The Accused, © in Our Endangered Rights, Norman Dorsen, ed. (1984).

**A**The Criminal Justice System and the Role of the Supreme Court, © The Politics of Law, David Kairys, ed. (Pantheon, 1990).

John Gray and David Rudovsky, The Court Acknowledges the Illegitimate, 118 U. Pa. L. Rev. 1 (1969).

The Right to Counsel Under Attack, 136 U. Pa. L. Rev. 1965 (1988).

**A**The Qualified Immunity Doctrine in the Supreme Court: Judicial Activism and the Restriction of Constitutional Rights, © 138 U. Pa. L. Rev. 23 (1989).

Norman Dorsen and David Rudovsky, Some Thoughts on Dissent, Personal Liberty and War, 54 ABA Journal 752 (1968).

Book Review, Felons and the Vote, The National Law Journal, December 18, 2006

Book Review, **A**Judicial First Aid, © The Nation, August 17, 1977, p. 153.

**A**Litigating Prison Conditions in Philadelphia, © 65 Prison Journal 64 (1985).

### **Op-Ed Articles**

**A**Bar Testimony of Jailhouse Informants, © Philadelphia Inquirer, March 18, 1989.

**A**Courts Gave OK to Brutal Cops, © Philadelphia Inquirer, March 27, 1991.

**A**Do Criminal Suspects Have a Right to Privacy?Ⓜ, Philadelphia Inquirer, November 19, 1991.

**A**What are the Limits of Free Speech?Ⓜ Philadelphia Inquirer, August 16, 1992.

**A**Schools Are Cut Back While Prisons Get More,Ⓜ Philadelphia Inquirer, June 4, 1993.

**A**When Should a Police Raiding Party Knock?Ⓜ Philadelphia Inquirer, March 2, 1994.

**A**Why It Was Hands Off On the Police,Ⓜ Philadelphia Inquirer, August 28, 1995.

“A Witness Silenced: By the District Attorney,” Philadelphia Inquirer, July 21, 2010

## **AWARDS**

Judge Gerald F. Flood Memorial Award (For Public Interest Accomplishments), Philadelphia Bar Foundation (1985)

MacArthur Foundation Fellowship and Award for Accomplishments in Civil Rights Law and Criminal Justice (1986)(MacArthur “Genius Award”)

ACLU Civil Liberties Award (1990)

Bread and Roses Community Fund Social Justice Award (1995)

Penn Law School Memorial Award for Teaching Excellence, 1990, 1993, 2004, 2007, 2012, 2015

University of Pennsylvania Lindback Award for Teaching Excellence, 1996

Cesare Beccaria Award for Work in Criminal Justice (Philadelphia Bar Association, 2006)

ACLU Keystone Award for Contributions to Civil Liberties (2009)

Defender Association Lifetime Achievement Award (2012)

Philadelphia Federal Bar Association Award for Contributions to Civil Liberties (2014)





**JOSEPH E. BRANN**  
4232 Pascal Place  
Palos Verdes Peninsula, CA 90274  
310-265-7479  
jbrann@jballc.com

## EMPLOYMENT HISTORY

**CEO**

**2001 – present**

**Joseph Brann & Associates**

Joe Brann is the founder and CEO of Joseph Brann & Associates (also known as JBA), a consulting firm serving public sector clients. JBA provides services for improving policing by strengthening management performance and accountability, developing and implementing contemporary policing strategies, establishing effective crime prevention and problem-solving measures, and ensuring organizational policies and training are aligned with these objectives. Special attention is devoted to diagnosing the organizational culture and examining community expectations so that the policing strategies adopted are suitable to the unique features of the jurisdiction. New and evolving best practices, policies, information system technologies and other considerations are evaluated for their ability to improve organizational accountability and achieve crime reduction and public safety goals.

The firm also provides monitoring and oversight services related to police reform measures on behalf of federal and state courts and DOJ authorities. Mr. Brann serves as a special consultant to the California Attorney General's Office in evaluating and monitoring police departments in California. He served as a Special Master for the Federal Court in Ohio while monitoring police reform efforts in Cincinnati. He currently serves as a Monitor over the Settlement Agreement between the Los Angeles County Sheriff's Department and the U.S. Department of Justice and is a member of the monitoring team for the Cleveland, OH police reform efforts. He was a member of the monitoring team for the Seattle, WA consent decree and served as a consultant to Los Angeles County on their Jail Reform efforts. He periodically serves as an expert witness on police practices and policies in federal court litigation. Additionally, he works with an executive search firm, Teri Black & Company, LLC, on the executive recruitments of Police Chiefs.

**Senior Vice President**

**1999 – 2001**

**PSCComm, LLC**

Served as Senior Vice President with this international public safety consulting firm, working with public sector organizations to address organizational development challenges, policy analysis and the development and application of crime reduction strategies and evolving technologies to improve police performance. The firm was headquartered in the Washington, D.C. metropolitan area.

**Director**  
**COPS Office, U.S. Department of Justice**

**1994 – 1999**

Appointed by President Clinton to serve as the founding Director of this newly established component of the Department of Justice, with responsibility for implementing key elements of the 1994 Crime Act. The COPS Office was the lead agency at the federal level for advancing community policing and administering grant programs to support over 13,000 local and state law enforcement agencies, furthering “best practices” in the field, and driving research regarding policing strategies and programs. The budget for this program was \$9.6 billion.

**Chief of Police**  
**City of Hayward, CA**

**1989 - 1994**

Served as Chief of Police in this ethnically diverse, urban community of approximately 150,000 residents located in the San Francisco Bay area. The Hayward Police Department received national recognition as a model community-policing agency during Chief Brann’s tenure as Police Chief, based on the innovations undertaken and leadership displayed in merging the concepts and philosophy of community policing with problem solving training and strategies.

**Police Officer to Captain**  
**City of Santa Ana, CA**

**1969 – 1989**

Rose through the ranks and commanded various divisions and bureaus of the agency, including Field Operations, Personnel & Training, Narcotics & Vice, and Management & Budget. Santa Ana is a densely populated and very ethnically diverse community of more than 355,000 residents. The SAPD was one of the earliest pioneers in the community policing movement. Beginning in the 1970’s, SAPD was instrumental in developing innovative organizational strategies and programs that have long been recognized for their effectiveness in changing traditional policing culture and institutionalizing the community policing philosophy.

## **PROFESSIONAL ACCOMPLISHMENTS**

### **Joseph Brann & Associates**

Established a consulting practice that provides organizational assessments, conducts performance audits and engages in monitoring reform efforts of police agencies. Services have been provided to dozens of clients serving communities ranging from 1,500 to over 1,000,000 residents. Many of these clients have subsequently retained JBA to assist with the implementation of the recommendations made and in evaluating subsequent organizational progress.

Serve as a subject matter expert on investigations involving allegations of civil rights violations by law enforcement agencies; provide technical expertise related to the development, implementation and evaluation of reform measures and solutions undertaken as a result of such investigations.

Working with local policymakers and agency executives, JBA stresses the importance of establishing well defined goals and devising meaningful performance measures to evaluate progress in achieving desired outcomes (as opposed to relying upon more traditional measures of police performance which tend to focus on activities rather than results).

### **COPS Office, United States Department of Justice**

Appointed by President Clinton as the founding Director of a new federal agency within the U. S. Department of Justice. The COPS Office provided funding for the hiring and redeployment of more than 100,000 police officers in over 13,000 law enforcement agencies, launching national strategies to support the adoption and expansion of community policing at the state and local level.

Established a national network of 35 Regional Community Policing Institutes to provide training and promote the sharing of best practices among law enforcement agencies and community partners.

Advocated for and provided funding to support research initiatives, launch new strategies and evaluate programs dealing with critical contemporary policing issues including: Racial Profiling, Police Ethics/Integrity, Youth Firearm Violence, Gangs, Domestic Violence, the Reintegration of Ex-Offenders and initiatives dealing with "Community Justice" and "Restorative Justice" models.

Pioneered the development and funded the implementation of "3-1-1" in communities across the United States. 3-1-1, a national non-emergency phone number, was established to create improved access to non-emergency public safety and other local government services while reducing demands on the 9-1-1 system.

### **Hayward, California Police Department**

Established a strategic planning process, involving broad-based employee and community participation, which guided the implementation and evolution of HPD's Community Oriented Policing and Problem Solving (COPPS) philosophy.

Implemented a centralized data and information services bureau to support and oversee the installation of a state-of-the-art computer system capable of meeting the department's dispatching, records management and information systems (CAD/RMS/MIS) needs.

Instituted a decentralized patrol (Area Command) system in order to improve police department responsiveness and management accountability at the neighborhood level.

Substantially revised recruitment, hiring and training practices and significantly improved the Department's ability to attract successful candidates and establish a representative workforce. Many of these personnel strategies involved innovative approaches that have since been widely adopted by other agencies.

Successfully addressed major budget shortages and organizational downsizing by leading the agency through a process to identify alternative funding sources (new fees, grants, and enterprise fund charges) and service delivery strategies (service prioritization, creation of volunteer programs, expanded use of civilians, etc.)

### **Santa Ana, California Police Department**

Chaired the development of SAPD's "Five Year Plan" to develop long-term organizational strategies to deal with increasing service demands, growth and diversity in the community while also promoting improved collaboration with other governmental agencies.

Designed, developed and managed a wide array of crime prevention programs that received recognition as national models by the National Crime Prevention Institute, FBI, American Association of Retired Persons, California Department of Justice and Office of Criminal Justice Planning.

In concert with other local agencies, created a Regional Narcotics Suppression Program that resulted in asset seizures exceeding \$100,000,000 in five years and major reductions in street level narcotics activity. This program later served as a model touted by DEA for other regional drug enforcement programs involving federal, state and local agencies.

Implemented personnel and financial practices to correct significant financial and human resource problems associated with disability retirements and worker's compensation claims. Disability retirements were reduced by 50% annually and industrial injuries by 47%.

Initiated and chaired the development of the California Model Building Security Ordinance. This document was subsequently adopted by the International Conference of Building Officials as Chapter 41 of the Uniform Building Code and has contributed to significant reductions in burglaries and thefts across the country.

## **EDUCATION**

Master of Public Administration - University of Southern California

Bachelor of Arts in Criminal Justice - California State University, Fullerton

Graduate, FBI National Academy, 144th Session

## **PUBLICATIONS**

2012 Brann, J.E. "Asking the Tough Questions", American Policing in 2022: Essays on the Future of a Profession, COPS Office, USDOJ.

2004 Campbell, J., J. Brann, D. Williams. "Officers-Per-1,000 and Other Policing Myths: A Leadership Model for Better Police Resource Management", Public Management, ICMA.

- 1999 Brann, J.E., J. Travis. *Measuring What Matters: Proceedings from the Policy Research Institute Meeting*. NIJ & COPS Office, USDOJ.
- 1997 Brann, J.E., "COPS: Partnerships with Communities", *Law Enforcement in a Free Society*, Vol. II, No. 4, USIA
- 1997 Brann, J.E., J. Travis. "Police Integrity: Public Service with Honor", NIJ & COPS Office, USDOJ.
- 1992 Brann, J.E., S. Wallace. "COPPS: The Transformation of Police Organizations", *Community Oriented Policing and Problem Solving*. California Attorney General's Crime Prevention Center.
- 1992 Brann, J.E., C. Calhoun, Paul Wallace. "A Change in Policing Philosophy", *Community Oriented Policing and Problem Solving*. California Attorney General's Crime Prevention Center.

## **PROFESSIONAL AFFILIATIONS/HONORS**

National Advisory Board Member, Community Safety Initiative, Local Improvement Support Corporation

Member, International Association of Chiefs of Police (IACP)

Member, Police Executive Research Forum (PERF)

Former Ex-Officio Member – U.S. Attorney General's National Advisory Committee on Domestic Violence

Former Member – Advisory Committee for the Federal Law Enforcement Training Center, Glencoe, GA

Past President and Member, Alameda County Police Chiefs' and Sheriff's Association

Former Member, International City/County Management Association

- Advisory Board Member, Community Policing Task Force

Former Member, California Attorney General's Advisory Committee on Community Oriented Policing and Problem Solving (COPPS)

Recipient of the "New Pioneer" Award, National Association of Drug Court Professionals, 2000

Honored as the "1998 Person of the Year" by *Law Enforcement News* for the creation of 3-1-1, the national non-emergency public safety phone number

Distinguished Alumni Award (1998) – California State University, Fullerton

# LAURA GOODMAN

Curriculum Vitae



2017

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**EXPERTISE—Law Enforcement Leadership, Women in Policing, Gender Violence**

1. Strong communications skills (oral, written, and interpersonal)
2. Keen analytical skills to resolve complex problems and develop workable solutions.
3. Cultural competency to work effectively with diverse populations.
4. Demonstrated ability to identify and develop talent in others, including cross-training to eliminate work bottlenecks and improve morale, overall job appeal, and plan for succession.
5. Strategic global network of professional resources and relationships.

**EMPLOYMENT HISTORY**

Education for Critical Thinking

**INTERNATIONAL POLICE ADVISOR**

2014—present

I develop, present training and consult nationally and internationally for criminal justice agencies on victim engagement, police leadership, women in policing and gender violence issues. I have just completed working with Education for Critical Thinking (ECT) on a facilitator's guide that will accompany an award-winning documentary on addressing gender violence. The curriculum will be used by colleges, universities, high schools, branches of the military, and community organizations.

St. Catherine University Saint Paul, MN

**DIRECTOR OF PUBLIC SAFETY**

2006—2014

I was responsible for campus safety, risk management, critical incident management, transportation and parking management, including developing and implementing policies, planning and reviewing department activities, supervising and training personnel and was answerable for ensuring a safe and healthy environment for the entire campus community.

**Scope of Authority**

- Report to the Vice President of Finance and Administration
- Responsible for incident command during emergencies

**ACCOMPLISHMENTS:**

1. Diversified staff to a complement of 50% women and 30% people of color.
2. Developed Emergency Operations/Critical Incident plans and tabletop exercises to evaluate the readiness of senior leadership to react to a crisis.
3. Implemented field officer training program and provided continuing education to ensure officers were able to respond appropriately to daily events as well as to critical incidents.

4. Created policies and procedures to professionalize the department and the university, including AWAIR policy and implementation for risk management.

Brooklyn Center Police Department Brooklyn Center, MN

**DEPUTY CHIEF OF POLICE**

2003—2005

I ran the day to day operations of a first tier suburban police department, including acting as chief in his absence, assisting the chief with planning, organizing and directing all activities of the department. I was directly responsible for leading all divisions of the department including investigative, administrative, internal affairs and patrol division. I personally responded to and managed the media for all homicides and other critical incidents.

**Scope of Authority**

- Reported to the Chief of Police
- Was responsible for administration and operations staff of sworn and civilian employees
- Managed a budget of 5.5 million

ACCOMPLISHMENTS:

1. Led the day to day operations of a first-tier suburban police department.
2. Created community policing opportunities so officers could build relationships in communities of color and in new-immigrant neighborhoods.
3. Developed and implemented a domestic abuse policy and trained the department to ensure effectiveness.

Office of Crime Victims' Ombudsman State of Minnesota

**COMMISSIONER/OMBUDSMAN**

1992—2003

I administrated the office that is statutorily authorized to investigate complaints that citizens bring against criminal justice agencies and victim assistance programs and issue Findings and Recommendations when a complaint is found to be justified.

**Scope of authority**

- Reported directly to the Governor of the State of Minnesota.
- Testified biennially to the legislature to create changes in policy and law

ACCOMPLISHMENTS:

1. Developed and implemented strategic planning to guide the agency's mission.
2. Created performance measures to provide program accountability to constituents and legislators.
3. Increased funding and policy changes through legislative initiatives.
4. Developed case management and operational procedures to improve the overall efficiency and effectiveness of the office.

- 5 Prepared, managed and controlled the budget and other resources for the agency.
- 6 Improved visibility of and responsiveness to the Office.

Minneapolis Police Department Minneapolis, MN

**ACTING LIEUTENANT/SERGEANT**

1989—1992

I investigated violent crimes, provided supervision of an eleven person unit, assigned cases, reviewed cases, worked collaboratively with prosecuting attorneys to petition for charges, testified in court, and represented the police department in community meetings.

ACCOMPLISHMENTS:

- Investigated complex, high profile cases of physical and sexual abuse of children and other crimes against persons.
- Awarded Officer of the Year by the Minnesota Association of Women Police, the International Association of Women Police, and nominated for the International Association of Chiefs of Police, Officer of the Year Award.
- Established, ran and provided oversight of an internship program to assist with increasing caseloads which freed investigators to accomplish more complex tasks.
- Appointed Acting Lieutenant (During my 3 ½ year tenure, I was in charge of a 12 person investigative unit during absences of the lieutenant.

Minneapolis Police Department Minneapolis, MN

**POLICE OFFICER/UNDERCOVER OFFICER**

1985—1989

I worked uniformed patrol carrying out traffic control, and misdemeanor, gross misdemeanor, and felony arrests. Worked undercover details in vice, decoy, narcotics, and special investigations and provided security for several volatile demonstrations of civil unrest.

ACCOMPLISHMENTS:

- 1 Operated as an undercover officer effecting narcotics, vice, and alcohol related arrests. (I was assigned to this detail exclusively for approximately 1-½ years).
- 2 Acted as a victim decoy resulting in proactive street activity resulting in numerous arrests (i.e. 6-20 per shift).
- 3 Provided security during several anti-war demonstrations (University of Minnesota, Honeywell, etc.)
- 4 Assigned to uniformed patrol where my statistics were exemplary. (i.e. traffic enforcement, misdemeanor, gross misdemeanor and felony arrests, community service and self-initiated street contacts).

Ramsey County Sheriff's Department St. Paul, MN

**DEPUTY SHERIFF**

1980—1984

I worked as a detention deputy, managing prisoners safely and effectively, preventing escapes, providing security for visitors, administrating policies, providing community education and

training, and occasionally working special street details, such as security for special day events.

ACCOMPLISHMENTS:

- 1 Managed prisoners in my care safely and effectively.
- 2 Cultivated confidential reliable informants who provided information during a major homicide trial.
- 3 Encouraged the department to correct policies and procedures that were discriminatory to women employees. This resulted in policy changes that allowed women to be trained and work in positions previously entrusted only to men.

## SKILLS, TRAINING, EDUCATION, LICENSES, AWARDS

### SPECIAL SKILLS

- Leadership & administrative experience in police operations
- Policy development and implementation
- Victim Engagement
- Communication (effective listener, speaker, writer, team member and diplomat)
- Media Relations (Press conferences, broadcast and print media interviews)
- Creative Problem Solving and Conflict Resolution
- Strategic Planning and Performance Measurement
- Training (curriculum design & development, instruction, & evaluation)
- Leadership (principled, credible, honest, forward thinking and ethical)
- Legislative procedures
- Interviewing and Interrogation Skills
- Investigative Skills (managing and coordinating both large and small scale projects)

### SPECIALIZED TRAINING

- Chief Law Enforcement Officer (CLEO) & Command Academy (State of Minnesota)
- Police Leadership Course (Minnesota State Bureau of Criminal Apprehension)
- Critical Incident Management Command Post
- Weapons of Mass Destruction Executive Level Training
- Criminal Intelligence—Information Gathering and Sharing
- Performance Measurement/Management
- Auditing Agencies for Recruiting and Retention
- Minnesota and National Incident Management System (MIMS) & (NIMS)
- Effective Facilitation & Mediation
- Creative Problem Solving
- Communication Ethics
- Ethics and leadership
- Police Ethics

### EDUCATION

- M.A.** Organizational Leadership and Strategic Management, St. Catherine University, July 2011
- Master's Level Certificate**, Ethics and Leadership, St. Catherine University, May 2011
- B.A.** Organizational Communication, Metropolitan State University, 1996
- A.A.** Law Enforcement, Normandale Community College, 1979

## LICENSES

Minnesota State Peace Officers Standards and Training (POST) license No. 7923  
Minnesota State Driver's License with Motorcycle endorsement

## AWARDS

Heritage (Legacy) Award—International Association of Women Police (September 2017)  
Award of Merit—Minneapolis Police Department (April 2011)  
Political Courage Award—Women Candidate Development Coalition (May 2010)  
Lifetime Achievement Award—National Center for Women and Policing (April 2004)  
Laura Goodman Day—Saint Paul Mayor Randy Kelly (June 2, 2003)  
Certificate of Commendation—Governor Jesse Ventura (December 2002)  
Excellent Achievement—National Center for Women and Policing (April 1999)  
Certificate of Commendation—Governor Arne Carlson (December, 1998)  
Certificate of Appreciation—US Department of Justice (April 1997)  
Excellence in Supervision—Minnesota Department of Public Safety (October, 1996)  
Award of Merit—Minneapolis Police Department (November, 1992)  
Officer of the Year—International Association of Women Police (September, 1991)  
Recognition Award—Minneapolis City Council (May, 1991)  
Officer of the Year—Minnesota Association of Women Police (April, 1991)  
Chief's Award of Merit—Minneapolis Police Department (April, 1990)  
Commendation Award—Minneapolis Police Department (April, 1987)

**AFFILIATIONS/CONTRIBUTIONS**

- International Association of Women Police, Board of Trustees  
Director
- National Center for Women and Policing  
Advisor
- International Association of Women Police, Past President  
Elected
- International Police Association, MN Branch  
Member
- International Association of Campus Law Enforcement Administrators, Accreditation Commission  
Past Commissioner (appointed)
- Minnesota State Restorative Justice Advisory Board  
Past Board Member (appointed by Director)
- Minnesota State Supreme Court/Committee on Racial Fairness  
Past Member (Appointed by Supreme Court)
- Upper Midwest Community Oriented Policing Institute  
Past Board Member (elected)
- Minnesota Association of Women Police (MAWP)  
Member—Past Vice President (elected)
- United States Ombudsman Association  
Past Vice President (elected)
- Minnesota State Ombudsman Roundtable  
Past Member—Co-Chair (elected)
- International Association of Women Police  
Past President (elected)

**CONTRIBUTIONS—Publications**

- Paymar, M. (2015) *Violent no more: helping men end domestic abuse*. Hunter House
- International Association of Chiefs of Police. (2007) *Taking a stand: reducing gun violence in our communities*.
- The Working Group on Juvenile Prostitution. (2000) *Report to legislature*.
- National Center for Women & Policing. (2000) *Recruiting and retaining women: a self-assessment guide for law enforcement*
- Minnesota State Supreme Court. (2000) *Gender and racial fairness in the courtroom*
- U.S. Department of Justice. (1999) *Strengthening police community relationships*.
- Department of Justice. (1999) *Building accountability into police operations*.
- Department of Justice Programs: Office for Victims of Crime. (1998) *Guaranteeing victim rights: experiences in three states*.
- National Criminal Justice Association. (1998) *Victims' rights compliance implementation guide*.
- The Working Group on Restitution. (1998) *Report to legislature*,
- Minnesota Board of Peace Officer Standards and Training. (1997) *Community notification model policy*.



## CAREER ACHIEVEMENTS

Lectures, Training, Consultation—presented the following training, education, or consultation:

- *Women Police Leadership* at Queens College conference on Women Police: Police Injustices and Women in Law Enforcement Working to Improve the System. **(New York, NY)**
- *Gender Violence* at the 2017 CSW Conference. **(New York, NY)**
- *Victim Engagement* at the 2015 EVAWI International Conference **(New Orleans)**.
- *Victim Engagement* at the South African Police 51<sup>st</sup> IAWP Conference **(Durban, South Africa)**.
- *Victim Engagement* at the Region 17 Trinidad Tobago Police Conference **(Port of Spain, Trinidad Tobago)**
- *Dynamics of Domestic Violence Train the Trainer* at the Moldova Police Academy **(Chisinau, Moldova)**.
- *Victim Engagement* at the International Association of Campus Law Enforcement Administrators annual training conference **(Reno, Nevada)**.
- *Police Leadership* at the First Asian Conference for Police Women **(Dhaka, Bangladesh)**.
- *Victim Engagement* at the First Asian Conference for Police Women **(Dhaka, Bangladesh)**.
- *Victim Engagement* at the First Middle East Conference of Police Women **(United Arab Emirates)**.
- *Investigation and Prosecution of Domestic Violence Conference* **(New Mexico)**.
- *Techniques to Effectively Influence Change within Your Police Department* at the National Coalition against Domestic Violence conference **(Washington, DC)**.
- *Trafficked Victims: Identifying and Communicating* at St. Catherine University **(St. Paul, MN)**.
- *Best Police Practices* in the United States as a guest of BBC talk radio morning show **(Newcastle, England)**.
- Key note speaker on *Leadership* for the National Crime Lab Directors Association **(San Diego, California)**.

- *Police Leadership* at the Sheriff's Leadership Conference (**Boston, Massachusetts**).
- *Victim Rights and Remedies* to the Australasian International Policing Conference (**Canberra, Australia**).
- *Community Policing* at the Abu Dhabi Women's Police Academy (**Abu Dhabi, UAE**).
- *Redesigning Law Enforcement Internal Affairs* at the National Center for Women and Policing Leadership Conference (**Palm Springs, California**).
- *Community Policing* at the International Conference on Community Policing (**Abu Dhabi, UAE**).
- *International Association of Women Police Training Conference*—Chaired conference and business meetings (**Toronto, Canada**).
- *The Future of Law Enforcement Internationally* at the European Network of Policewomen training conference (**Stockholm, Sweden**).
- *Pre-conference for New Ombudsman* at the North American Ombudsman Conference (**San Francisco, California**).
- *International Association of Women Police Training Conference*—Chaired conference and business meetings (**Philadelphia, Pennsylvania**).
- *Community Policing* at the International Conference on Police Science (**Abu Dhabi, UAE**).
- *Victim Rights and Remedies* at the International Conference on Police Science (**Sharjah, UAE**).
- *Managing Conflict within Your Organization* to the United States Ombudsman Conference (**Detroit, Michigan**).
- *Creative Problem Solving and Advanced Investigation Techniques* to the United States Ombudsman Conference (**Portland, Oregon**).
- *Victim Rights Issues* to the National Center for Women and Policing Conference (**Las Vegas, Nevada**).
- *Developing and Organizing an Ombudsman Office* to the Russian Federation of Ombudsman. (Selected by the United States Ombudsman Association)

Public Policy Development—actively participated in . . .

- A Workshop to identify strategies to reduce gender bias in policing at the invitation of the Battered Women’s Justice Project and the Department of Justice. **(Washington, DC)**
- A workgroup to develop strategies to reduce Gun Violence at the invitation of the International Association of Chiefs of Police (IACP) and the Joyce Foundation. **(Chicago, IL)**
- A forum to discuss human rights policies in the Americas at the invitation of the General Assembly of the Commission on Human Rights for the Americas. **(San Jose, Costa Rica.)**
- A consultation to the National Government of Lebanon to create ombudsman services to protect human rights. **(Beirut, Lebanon)**
- A special summit entitled “*Is There Racial Bias in the Minnesota Criminal Justice System?*” at the invitation of the Minnesota Public Radio Civic Journalism Initiative and the Institute on Criminal Justice and the Minnesota Journalism Center. **(St. Paul, MN)**
- A national workgroup to develop plans to enhance police-community relations, appointed by Attorney General Janet Reno. **(Washington, DC)**
- A national workgroup to develop strategies to reduce police brutality and increase diversity in police agencies appointed by Attorney General Janet Reno. **(Washington, DC)**
- A consultation to discuss the future of women and policing in the Arab world at the invitation of UAE police commanders. **(Sharjah, UAE)**
- A forum to share strategies for global policing issues with the European Network of Police Women. **(Brussels, Belgium)**
- A workgroup to develop a victim rights compliance implementation guide at the invitation of the United States Department of Justice, the National Criminal Justice Association and the Office for Victims of Crime. **(Washington DC)**
- A successful petition for substantive changes in the enabling legislation of the Office of Crime Victims Ombudsman. **(St. Paul, MN)**
- A National Police Think Tank Forum to discuss the strategies for the future of policing. **(Desert Palm, CA)**
- The first North American ombudsman leadership forum. **(Chicago, IL)**

## PUBLICATIONS

Articles Written

- Laura Goodman & Gerald Moore. "County board chose expediency over openness." Editorial. St. Paul Pioneer Press, January 3, 2017, at A7.
- Michael Paymar & Laura Goodman. "With Impunity: Men and Gender Violence Facilitator's Guide." Education for Critical Thinking, 2016.
- Laura Goodman. "Yes You Can Do Justice in the World, Change and Growth for LAWP." (89-94) Direction Plains of Manitoba.
- Laura Goodman. "Changing the Face of Law Enforcement—One Country at a Time, Colleagues." Volume 23, Number 3, February/March 2014
- Laura Goodman. "Victim rights and remedies." Sharjah, UAE International Police Sciences Conference, 1998
- Laura Goodman. "On the international scene." Women Police Magazine. Spring 1999
- Laura Goodman. "Recruiting and Retaining Women in Policing: a Proven Model for Effective Community Oriented Policing." Illinois Law Enforcement Executive Forum, 2001
- Laura Goodman. "Balancing the Scales of Justice." Minnesota Police Journal. 2001
- Laura Goodman. "In Remembrance of Melissa Schmitt." Women Police Magazine. 2002
- Laura Goodman. "Legacy Writing—Reflecting on your Life and Telling your Story." The Australasian Journal. 2002
- Laura Goodman. "Writing your Legacy." Women Police Magazine. 2002
- Laura Goodman. "Dr. Lois Higgins-Grote Heritage Award." Women Police Magazine. (2002, 2007, 2008, 2009, 2010, 2011, 2012)
- Laura Goodman. "Ombudsman's message." State of Minnesota. (1993-94, 1995-96, 1997-98, 1999-2000, 2001-02.)

Selected Articles Written About...

- Gomez, C. (2013) *Help your officers avoid re-victimizing students who report crimes*. Campus Security Report. Vol. 9, Issue 10. Wiley Periodicals, Inc.
- Kaelin, M. (2011) *Public safety director gets nod from Minneapolis police chief*. St. Kate's News.
- Larsen, E. (2011) *Committed crime fighter*. SCAN.
- Gottfried, M. (2010) *Goodman runs for sheriff*. St. Paul Pioneer Press.
- Madanayake, N. (2010) *Goodman makes history with bid*. The Wheel.
- Lonetree, A. (2009) *St. kate's safety director will run for ramsey county sheriff*. Star Tribune.
- Kokmen, L. (2002) *Blame the victims*. City Pages.
- Grow, D. (2001) *Motives at issue in cuts to agency for crime victims*. Star Tribune
- Ragsdale, J. (2001) *Agency says funding cuts legislative punishment*. Pioneer Press.
- Shortridge, J. (2000) *Crime victim ombudsman's office targeted for budget cuts*. Native

American Press.

Budig, T. (1999) *Office bridges gap between crime victims and legal system*. Capitol Roundup.

Booker, T. (1995) *Taking the stand*. Women Press.

Smith, M. (1994) *Ombudsman helps crime victims find peace*. Star Tribune.

Wright, J. (1993) *Ombudsman's office aids crime victims*. West Central Tribune

## BERNARD K. MELEKIAN

### **Personal Information**

Address: 60 La Vista Grande  
Santa Barbara, CA 93103  
USA  
Phone: 626-945-1168 (cell)  
805-324-4627 (home)  
E-mail: [bmelekian@theparatusgroup.com](mailto:bmelekian@theparatusgroup.com)  
Birth date: June 16<sup>th</sup>  
Citizenship: USA

### **Experience**

#### **Undersheriff**

**2015-present**

#### **Santa Barbara County Sheriff's Office**

- *The Undersheriff is the chief Operating Officer for the Sheriff's Office reporting directly to the elected Sheriff. The Santa Barbara Sheriff's Office is a full service law enforcement agency serving the County of Santa Barbara. The department has six patrol stations, four contract cities and provides law enforcement for the Chumash Indian reservation*
- *The department has 645 employees, an operating budget of \$127,000,000 and operates three custody facilities housing an average daily population of 900 inmates. The department provides security for three court facilities and serves civil processes.*

#### **President, the Paratus Group**

**2006-present**

- *Founder and CEO of The Paratus Group, a law enforcement consulting company offering analytical and problem solving services to public safety agencies throughout the country. Clients include the International City/County Managers Association, the Policy-Partners Group and the National Police Foundation. I have done work for the cities of Seattle, Chicago, Baltimore and Moreno Valley.*
- *Served as a member of the audit team for Bazilio-Cobb reviewing the Los Angeles County Sheriff's contract with the Los Angeles Metropolitan Transportation Authority. I was responsible for determining the level of adherence to community policing principles within the transit environment.*
- *Selected as the law enforcement consultant for Mayor Ed Murray in Seattle. Duties included designing the process for the selection of the new police chief, facilitating an assessment of the department and helping the agency move out from under the consent decree.*

- *Served as one of five members representing the Police Foundation. We conducted a six month investigation into the incident involving former LAPD officer Christopher Dorner. The report was released nationally in March, 2014. I have made several presentations around the country on this report.*
- *I have participated in several policy advisory groups including the City University of New York, the NIJ Sentinel Event project and the Office of Justice Programs Office Suicide Symposium.*

**Director, Office of Community Oriented Policing Services  
US Department of Justice**

**2009-2013**

- *I was appointed by the Attorney General of the United States to this position. The COPS Office provides grants, training and technical assistance to law enforcement agencies throughout the United States.*
- *I represented the US Department of Justice throughout the United States to various law enforcement groups. My responsibilities included making presentations to a wide array of constituent groups on various criminal justice issues.*
- *During my tenure, the COPS Office currently oversaw \$4.1 billion in grants, was involved in a number of critical projects throughout the U.S. and was looked to as the thought leader in American policing. The office has produced over 700 subject specific reports for the benefit of American Law enforcement.*
- *Represented the Department of Justice to law enforcement throughout the United States. In so doing, the perception of the office shifted from simply being a federal hiring program to a true partner and problem solver with American law enforcement.*
- *Introduced the concept of "police legitimacy" as defined by Professor Tom Tyler to the broader law enforcement community. In so doing, the concept of community policing was reenergized in spite of significant economic challenges*
- *Oversaw the research and publication of a report on the impact of the economic downturn on American policing. The report generated national attention and discussion.*
- *Introduced the Collaborative Reform Model to the Las Vegas Metropolitan Police Department. This process gained national recognition as a viable alternative to a formal consent decree, saved millions of dollars and was implemented in a matter of months rather than years.*



**Chief of Police****1996-2009**

Pasadena (CA) Police Department

- *Served as the chief law enforcement officer in an urban city of 140,000 residents that is ethnically and economically diverse. When I arrived in 1996 the city had been plagued with serious gang violence, including significant numbers of gun-related homicides, for over twenty years. Both the city and the department were divided along racial lines. During my tenure, issues of race, gang violence and police legitimacy were dealt with directly and effectively.*
- *Instituted a comprehensive program to reduce gang-related homicides, particularly among juveniles. The city averaged 20 murders per year for several decades. After implementing "No More Dead Children", the city had 30 consecutive months of zero homicides. Reduced Part I crime by 48%, gang homicides by 70% and gang violence by 60% over the next ten years. This program received national recognition by the Police Executive Research Forum.*
- *Instituted an all-volunteer identity theft unit, one of the first in the United States. This program was selected as a finalist by the International Association of Chiefs of Police for excellence in investigations.*
- *Introduced the concept of Values-Based Policing which shifted the focus of officer decision-making from "can I do this?" to "should I do this?" This approach, which included ensuring that the principles of community policing were applied to the department's administrative processes, significantly enhanced the principles of community policing.*
- *Served as the acting Fire Chief for six months in 1997.*
- *Served as the Interim City Manager for 9 months in 2008.*

**Law Enforcement Officer****1973-1996**

- *Served in all ranks from Officer to Assistant Chief*
- *Patrol, Detective, K-9, Communications, SWAT,*
- *Santa Monica Police Department*
- *Santa Barbara County Sheriff's Office*

**Adjunct Professor of Sociology**

University of California, Santa Barbara

**2015-present****Adjunct Professor of Criminal Justice**

Santa Monica Community College

**1984-1996**

## **EDUCATION**

- Doctorate in Policy, Planning and Development** 2012  
University of Southern California
- *Values-based Discipline: The Key to Organizational Transformation within Law Enforcement Agencies*
- Masters of Public Administration** 1994  
California State University, Northridge
- Bachelor of Science, American History** 1980  
California State University, Northridge
- Harvard Executive Session** 2011-2014
- *Screened and selected to attend this three year program*
  - *The session has the stated goal of producing quality academic publications for the benefit of law enforcement throughout the world. I submitted a paper on the topic of Values-Based Discipline.*

## **Publications**

- *Law Enforcement: The New Caregivers for the Mentally Ill? Police Foundation; Essays on Policing. February, 2016*
- *The Dilemma of the Moral Imperative. Mending Justice: Sentinel Event Reviews. National Institute of Justice, [www.nij.gov](http://www.nij.gov). September, 2014*
- *In an Era of Austerity: Chief to Chief Lessons on the Consolidation of Law Enforcement Services. Police Chief Magazine, with Professor Jeremy Wilson, Michigan State University and Dr. Debra McCullough, US Department of Justice (COPS), October 2013.*
- *American Policing in 2022: Essays on the Future of a Profession. Car 54 Where are you? COPS Office Publication, US Department of Justice, October 2012.*
- *Policing in the New Economy: A New Report on the Emerging Trends from the Office of Community Oriented Policing Services. Police Chief Magazine, January 2012.*
- *The Office of Community Oriented Policing Services. Police Chief Magazine, March 2011*

### **Academic Presentations**

- *Bridging the Great Divide: Democracy & Policing*, panel presentation at John Jay College, September 4, 2014.
- *Saying we will do more with less is not a strategy: The future of American Policing*, presented to the City University of New York's Institute for State and Local Governance, September 4, 2013
- *The Changing Nature of Police Service Delivery*, presented to the Yale law school, March 11, 2013
- *The Evolution of Community Policing: 1973-2013*, presented to Master's students at George Mason University, March 7, 2013.
- *Police Leadership: An Opportunity to Serve*, Presented to the faculty and students of John Jay College, New York, November 27, 2012
- *Values-Based Discipline*, Presented to the faculty of Hebrew University and members of the command staff of the Israeli National Police, December 12, 2011
- *Values-Based Discipline*, Introduced the concept the annual symposium of the International Institute of Criminal Justice, University of San Francisco, March, 2007

<b>California Command College, Class 20 Peace Officer Standards and Training Commission</b>	<b>1995</b>
• <i>Selected as the Class Speaker</i>	
• <i>Class Project - Policing the Homeless in 2003</i>	
<b>FBI National Academy, 150<sup>th</sup> Session</b>	<b>1987</b>

### **PROFESSIONAL QUALIFICATIONS and ACTIVITIES**

<b>Peer Reviewer/Lead Practitioner, Office of Justice Programs, NIJ Solicitation# 2016-9235, Sentinel Events and Criminal Justice Systems Errors</b>	<b>2016</b>
<b>Commissioner, Peace Officer Standards &amp; Training Commission State of California</b>	<b>2014-2015</b>
<b>Commissioner, Fire &amp; Police Commission City of Santa Barbara, California</b>	<b>2014-2015</b>

<b>National Police Foundation Board of Directors</b>	<b>2013-present</b>
<b>Congressional Badge of Bravery Board US Department of Justice</b>	<b>2010-2013</b>
<ul style="list-style-type: none"> <li><i>Selected by the Attorney General to serve on a board to review nominations for valor and heroism by law enforcement officers around the state.</i></li> </ul>	
<b>California Police Chiefs' Association Board of Directors</b>	<b>2004-2009</b>
<b>President</b>	<b>2009</b>
<b>Oakland Police Department Internal Review Board</b>	<b>2008</b>
<ul style="list-style-type: none"> <li><i>Assigned to review the circumstances leading to the death of four Oakland Police Officers who were shot to death under circumstances arising from one incident. The report received national attention and resulted in significant discipline being assigned to command officers who were involved.</i></li> <li><i>The report was subsequently credited with substantially changing policies and procedures at such events, both at Oakland and other cities throughout the country.</i></li> </ul>	
<b>Los Angeles Police Department, SWAT Board of Inquiry</b>	<b>2005-2007</b>
<ul style="list-style-type: none"> <li><i>This Board of Inquiry was convened by Chief William Bratton to analyze the series of events leading up to the death of an infant child whose deranged father was using as a hostage. This was the first time in the history of LAPD that such an outside board had ever been created.</i></li> <li><i>The Board's report was credited with substantially changing the training standards and tactical responses for the LAPD Special Weapons and Tactics Team.</i></li> </ul>	
<b>Member, User Advisory Committee Center for Risk &amp; Economic Analysis of Terrorist Events, University of Southern California</b>	<b>2004-2008</b>
<b>Police Assessment Resource Center Senior Advisor</b>	<b>2004-2006</b>
<ul style="list-style-type: none"> <li><i>Participated in the research that resulted in three national reports involving Officer Involved Shootings in Portland, Oregon (two separate five year periods) and Denver, Colorado (one five year period).</i></li> </ul>	

**Police Executive Research Forum  
National Board of Directors** **2002-2006**

- *PERF is an organization dedicated to engaging in strategic planning for American law enforcement. The group often directly addresses issues that are at the forefront of public discussion. For example, it was PERF who produced the national report on Conducted Energy Devices (i.e. TASARs) that resulted in policy change throughout the United States.*
- *I was a member of the Board when the partnership with the police chiefs of the United Kingdom was undertaken. This exchange of meetings and ideas continues to this day.*

**Chair of the California Attorney General's Blue-Ribbon Commission  
Concerning SWAT Policy** **2001-2002**

- *This Commission was created by the California Attorney General in the aftermath of a tragic incident that resulted in the death of a twelve-year old child. The Commission was tasked with creating standards by which to evaluate Special Weapons and Tactics Teams throughout California.*
- *The Commission produced a report articulating three levels of SWAT Teams and the requirements for each. I personally wrote the final draft of the report. The recommendations have been replicated in several states throughout the United States and were incorporated into California state law.*

**Council of State Governments; Mental Health and Criminal Justice  
Member, Law Enforcement Sub-Committee** **2000-2001**

- *Produced a comprehensive national report on all facets of the interaction between the American criminal justice system and the mentally ill. The report included a series of recommendations to improve service and lessen the negative impact on the mental health consumer and the criminal justice system.*
- *Testified on this report before the House Judiciary Committee in 2001.*

**AWARDS**

**Sol Price Award; Doctoral Project of the Year for 2012** **2013**  
**University of Southern California**

**Public Administrator of the Year** **2009**  
**National Society of Public Administrators**

**Lewis Hine Award for Service to Youth** **2005**  
**National Child Labor Committee (NY)**

<b>United States Coast Guard Spirit of the Chief Award</b>	<b>2005</b>
<b>Leadership Pasadena; Leader of the Year</b>	<b>2001</b>
<b>Anne Kennedy Award, Leadership in Mental Health</b>	<b>2000</b>
<b>Salvation Army OTHERS award</b>	<b>2000</b>
<b>Roy Campenella Humanitarian award Al-Kebulan Center</b>	<b>2000</b>
<b>Medal of Courage, Santa Monica PD</b>	<b>1980</b>
<b>Medal of Valor, Santa Monica PD</b>	<b>1978</b>

**MEMBERSHIPS-Current**

<b>National Police Foundation Board of Directors</b>	<b>2014-present</b>
<b>Police Executive Research Forum</b>	<b>1996-present</b>
<b>California Police Chiefs' Association Board of Directors</b>	<b>1996-2009 2013-2015</b>
<b>National Association for the Advancement of Colored People</b>	<b>1997-present</b>
<b>International Association of Chiefs of Police</b>	<b>1996-2009 2013-</b>
<b>Board of Directors Santa Barbara Council on Alcohol and Drug Abuse</b>	<b>2013-</b>

## **MILITARY EXPERIENCE**

### **U.S. Coast Guard (reserve)**

**1984-2009**

- Honorably retired with 25 years of total service including two extended active duty assignments totaling one and ½ years.
- Served on active duty for ten months in 2003. Served in the Pacific Area of Operations in support of Operation Iraqi Freedom
- Served on active duty for seven months in Jubail, Saudi Arabia during Operation Desert Storm in 1991
- Numerous citations and awards for exemplary service. Qualified as a boat coxswain, boarding team member and Command Enlisted Advisor.

### **U.S. Army**

**1967-1970**

- Honorably discharged after 2 years, 9 months of active duty service. Served as a tank commander and security Sergeant, all in the United States.

## **REFERENCES**

Available upon request



## CURRICULUM VITAE

### **KEITH ROHMAN**

#### **PUBLIC INTEREST INVESTIGATIONS, INC.**

Work Address:

The Bradbury Building  
304 S. Broadway, #596  
Los Angeles, CA 90013  
(213) 482-1780  
[rohman@piila.com](mailto:rohman@piila.com)  
[www.piila.com](http://www.piila.com)

#### Work Experience

**President: Public Interest Investigations** (PII) an investigations and consulting firm assisting attorneys, non-profits, corporations and governmental entities in all aspects of legal investigations. (1984 to present)

PII's other case work has included:

- Principal investigator for attorneys in litigation filed on behalf of Iraqis tortured at the Abu Ghraib prison against two American defense contractors, and against Blackwater for killings in Nisoor Square, Baghdad, in September 2007.
- Evaluating and training the Los Angeles Sheriff's Department's Internal Affairs investigators under the *Bouman v. Baca* consent decree, and serving as member of Equity Oversight Panel, overseeing Internal Affairs investigation of violations of County Equity Policy.
- Principal investigator in litigation filed in 2011 on behalf of former service women and men who were sexually assaulted while in the U.S. military.
- Investigator in *U.S. v. Stacy Koons*, the Rodney King civil rights prosecution against LAPD Sgt. Stacy Koons
- Principal investigator for the Office of the Civil Rights Monitor in the consent decree growing out of the Denny's Restaurant litigation (*Ridgeway v. Flagstar Corp. and Denny's, Inc.*).
- Selected by the City of Los Angeles to evaluate the City's compliance with the *Grobeson v. City of Los Angeles* class action settlement relating to discrimination at the Los Angeles Police Department.
- Executive Director of City of Los Angeles Office of Discrimination Investigation,

overseeing investigation of over 300 complaints including the Los Angeles City Police Department and Los Angeles Fire Department.

**Adjunct Professor:** Loyola School of Law-Los Angeles; Fact Investigation class in techniques of investigations, including mitigation and guilt investigations in capital cases. (January 2004 to present)

**Senior Faculty:** National Training Institute for Workplace Investigators, Association of Workplace Investigators, Santa Barbara and Sonoma, California, Groton, Connecticut and Toronto, Ontario, Canada. (February 2013 to present)

**Court Monitor:** Appointed by U.S. District Court Judge Audrey B. Collins as the Court's monitor in *Fred Pierce, et al v. County of Orange, et al.*, a class-action suit alleging that Orange County jail facilities did not comply with the Americans with Disabilities Act (ADA) and that disabled inmates were denied access to some of the jail's programs and services. (June 2011 to February 2014)

**Member:** Equity Oversight Panel (EOP) of the Los Angeles Sheriff's Department, Los Angeles, CA. Appointed by the Los Angeles County Board of Supervisors. The EOP is an independent civilian oversight panel which is responsible for reviewing Internal Affairs investigations into violations of the Sheriff's Department's Policy of Equality, and recommending dispositions and discipline for violations of the policy. (January 2008 to January 2011)

**President:** Los Angeles City Human Relations Commission (HRC), Los Angeles, CA. Appointed by Mayor Antonio Villaraigosa. As an HRC Commission member, Rohman serves on the board overseeing a City agency with responsibilities in the areas of discrimination and human relations. (July 2006 to June 2014)

**Executive Director:** Office of Discrimination Investigation (ODI) for the City of Los Angeles, CA. The ODI was a neutral body operating under the Personnel Department investigating complaints of employment discrimination by City employees, including Los Angeles City Police Department and Los Angeles Fire Department employees. ODI evaluated the City's practices and policies relating to employment discrimination investigation and recommended changes to the City Council. (March 1997 to March 2001)

**International Monitor:** Observed the hearings and surveyed the investigative staff of the South Africa Truth and Reconciliation Commission as a member of the International Monitoring Project of the National Lawyers Guild Southern African Section. Participated in the drafting of the Monitoring Project Report. (May to July 1998)

## Presentations/Publications

Co-author - "Capturing the Witness Statement," AWI Journal, Association of Workplace Investigators, July 2013.

Author- "Diagnosing and Analyzing Flawed Investigations: Abu Ghraib as a Case Study," Cardozo Law Review de novo, July 2009, Cardozo School of Law.

Author- "Lost in Translation: Lawyers and Interpreters," presented at the Mexican Capital Legal Assistance Program seminar, Phoenix, AZ., February 29, 2008. Also in Los Angeles Daily Journal, May 5, 2008.

Author- "Do Not Punish the Entire Investigation Trade for HP's Deviant Probe," Los Angeles Daily Journal, November 24, 2006.

Author- "Investigating the Past: An Examination of the Investigative Unit at the South Africa Truth and Reconciliation Commission," Truth and Reconciliation; Exposing Offenses of the South African Apartheid Past, National Lawyers Guild, New York, 2004.

Author- "How Do You Find a Good Investigator You Can Trust?" Los Angeles Daily Journal, January 21, 2003 (with Cathleen Watkins).

Addressed (By Invitation)- "Conducting Community Based Investigations into Police Misconduct," Rampart Independent Review Panel, Los Angeles Board of Police Commissioners, May, 2000.

Author- "Out of the Box- Investigating Juror Misconduct," Los Angeles Daily Journal, February 11, 2000.

Author- "Schools Must Share Environmental Investigations With Public," Los Angeles Daily News, November 18, 1999.

Interviewed on Jury Misconduct Investigations - CBS Evening News, ABC's Good Morning America and Primetime Live, the Oprah Winfrey Show, the Los Angeles Times, and Los Angeles Daily Journal, October 1995 to March 1996.

Author - "The Hardest Cold Call: Interviewing the Victim," California Death Penalty Defense Manual Mitigation Workbook, 1993 Edition, Published by California Attorneys for Criminal Justice and California Public Defenders Association; CALI Newsletter, California Association of Licensed Investigators, April/May, 1992.

## Lecture and Training Experience

- October 2016      **Lecturer**, "Drug and Alcohol Investigations - Intoxication and Incapacitation," Association of Chief Human Resource Officers (ACHRO), Sacramento, California.
- April 2016        **Guest Lecturer**, "Mitigation investigations and mental health issues," Class on Mental Health and the Law, Northwestern School of Law, Chicago, Illinois.
- February 2016- October 2016  
                         **Principal Presenter**, Training for Title IX Investigators, T9 Mastered, Sacramento, California.
- December 2015   **Guest Lecturer**, "Mental Health Issues in Death Penalty Investigation," Abnormal Psychology Class, John Jay College of Criminal Justice, New York, New York.
- October 2015     **Lecturer**, "Across the Divide: Cultural Competency & Interviewing People Different than Ourselves," Sixth Annual Conference, Association of Workplace Investigators (AWI), Los Angeles, California.
- March 2015       **Guest Lecturer**, "Mitigation investigations and mental health issues," Class on Mental Health and the Law, Northwestern School of Law, Chicago, Illinois.
- November 2014   **Co-Presenter**, "Interviewing: The First 90 Seconds and Beyond," 39<sup>th</sup> Annual Training Conference, California Public Employers Labor Relations Association (CALPELRA), Monterey, California.
- November 2014   **Co-Presenter**, "Achieving Excellence in Investigative Report Writing," a four-hour seminar, 2014 Annual Conference, Association of Workplace Investigators, Walnut Creek, California.
- April 2014        **Presenter**, Workplace Investigations Basics, day long seminar, Association of Workplace Investigators, Inc., April 2014, Los Angeles, California
- April 2014        **Lecturer**, "The role of childhood family dysfunction in adult capital murder trials," Staff at Cook County Juvenile Court Clinic, Cook County Juvenile Court, Chicago, Illinois.
- April 2014        **Guest Lecturer**, "Mitigation investigations and mental health issues," Class on Mental Health and the Law, Northwestern School of Law,

Chicago, Illinois.

- April 2014 **Lecturer**, day-long seminar, "Workplace Investigations Basics," Association of Workplace Investigators, Inc., Los Angeles, California.
- October 2013 **Presenter**, with Elizabeth Rita- "Capturing the Witness Statement," Fourth Annual Conference, Association of Workplace Investigators, October 2013, Glendale, California.
- October 2013 **Presenter**, "Ground Zero: An Expert Approach to Interview Techniques," Association of Human Resources Officers/Equal Employment Officers (ACHRO/EEO) 2013 Fall Training Institute, Newport Beach, California.
- September 2013 **Presenter**, "The Truth Matters®: Seven Steps to An Effective Investigation," Western Independent Bankers Association, 2013 Education Summit and Expo, Anaheim, California
- June 2013 **Lecturer**, "Understanding and Addressing the Role of Bias in Investigation," AWI Local Circle- Attorneys and Investigators, Toronto, Ontario, Canada
- April 2013 **Lecturer**, day-long seminar, "Workplace Investigations Basics," Association of Workplace Investigators, Inc., Los Angeles, California
- Spring 2013 **Ongoing Case Consultant**, Juvenile Innocence and Fair Sentencing Clinic, Loyola Law School, Los Angeles, California
- March 2013 **Faculty**, National Training Institute for Workplace Investigators, Association of Workplace Investigators, Santa Barbara, California.
- January 2013 **Presenter**, "Eliminating The Impact of Cognitive Biases on Our Work and Our Profession" Webinar, MCLE Bias Training, Association of Workplace Investigators.
- November 2012 **Presenter**, "Beyond the Courthouse Walls: Combining Law, Science, History & Engineering to Build a Better Investigation," Association of Workplace Investigators Third Annual Conference, Oakland, California.
- August 2012 **Guest Lecturer**, "The Role of Life Histories in Sentencing," Sentencing and Punishment Class, Loyola Law School, Los Angeles.
- Fall 2012 **Guest Lecturer and Case Consultant**, Juvenile Innocence and Fair Sentencing Clinic, Loyola Law School, Los Angeles.

- July 2012 **Moderator**, Webinar, "The Interplay Between Workplace Investigation and Criminal Investigation," presented by Association of Workplace Investigators.
- November 2011 **Lecturer**, "Ground Zero: An Expert Approach to Interview Techniques," General Plenary Session, California Association of Workplace Investigators 2011 Annual Conference, Glendale, CA.
- May 2011 **Lecturer**, "Advanced Interview Techniques," Los Angeles County Advocates Council, Los Angeles, CA.
- April 2011 **Lecturer**, "Investigations Strategies and Techniques," Fidler Institute on Criminal Justice, Loyola Law School, Los Angeles, CA.
- December 2010 **Lecturer**, "Investigation Bias and Interview Techniques," Internal Affairs Bureau (IAB), Los Angeles Sheriff's Department, Commerce, CA.
- May 2008 **Lecturer**, "Interview Techniques," Training Seminar for the staff of Los Angeles Daily Journal, Los Angeles, CA.
- February 2008 **Lecturer**, "Role of the Mitigation Specialist and Collecting Evidence in Mexico" and "Addressing Language and Cultural Barriers," Mexican Capital Legal Assistance Program: Representing Mexican Nationals in Capital Cases, Phoenix, AZ.
- August 2005 **Lecturer**, "Thinking Like an Investigator," Loyola Law School Center for Juvenile Law and Policy, Los Angeles, CA.
- January 2005 **Lecturer**, "Criminal Defense Investigation," Loyola Law School Center for Juvenile Law and Policy, Los Angeles, CA.
- April 2004 **Program Developer and Lecturer**, "Who's Telling the Truth: Credibility Assessment in Investigation," College of the Canyons, Santa Clarita, CA.
- February 2003 **Lecturer**, "Tips from the Professionals on How to Attack or Defend Jury Outcomes," Labor and Employment Law Symposium, Los Angeles County Bar Association, Los Angeles, CA.
- November 2002 **Program Developer and Lecturer**, "Investigative Techniques on Slumlord Cases," Training for staff of non-profit Strategic Alliance for Rational Economy, Los Angeles, CA.
- June 2002 **Lecturer**, "Locating Assets and Witnesses for Low Income Clients," CLE training for Bet Tzedek Legal Services, Los Angeles, CA.



- May 2002      **Lecturer**, "Best Practices in EEO Investigations," Annual Conference; California Association of Equal Rights Professionals, San Diego, CA.
- November 2001      **Program Developer and Lecturer**, "Investigative Techniques for Legal Aid Staff," Legal Aid Foundation of Los Angeles, Los Angeles, CA.
- October 2001      **Lecturer**, "Investigative Techniques on Slumlord Cases," CLE Training Seminar, Legal Aid Foundation of Los Angeles, Los Angeles, CA.
- March 2001      **Program Developer and Lecturer**, Employment Discrimination Investigator Training. Developed and presented a training curriculum to the staff of the City of Los Angeles, Office of Discrimination Complaint Resolution, Los Angeles, CA.
- May 2000      **Lecturer**, "Investigation Techniques," International Research Staff, Hotel and Restaurant Employees Union (HRE), Los Angeles, CA.
- October 1999/  
March 1999/      **Lecturer**, "Misconduct of Death Penalty Juries," Capital Litigation Class, Loyola University School of Law, Los Angeles, CA.
- July 1998      **Lecturer**, "The Role of Investigators in the South African Truth Commission," Sociology 101 Class, West Los Angeles College; also at the Office of Civil Rights Monitor, Los Angeles, CA.
- July 1997      **Program Developer and Lecturer**, "The Truth Matters™, A Guide to Conducting Internal Investigations." Developed a training curriculum for human resource professionals at the Denny's restaurant chain.
- November 1996      **Lecturer**, "Privacy, Community, and Information Work," The Southern California Conference on Technology, Employment & Community, California State University at Los Angeles, CA.
- October 1996      **Lecturer**, "Legal Investigation," Capital Litigation Class, Loyola University School of Law, Los Angeles, CA.
- June 1995      **Lecturer**, "Jury Misconduct and New Trial Motions," Civil Liability Training Class, Office of the City Attorney of Los Angeles.
- March 1995      **Lecturer**, "What Are Juries Thinking?," Litigators Luncheon, Law Offices of Mitchell, Silberberg & Knupp.
- January 1994      **Lecturer**, "Housing Discrimination Investigations," University of California at Los Angeles (UCLA) School of Law.



- January 1994      **Lecturer**, "Investigating Habeas Cases," Central District [of California] Capital Counsel Seminar.
- February 1993    **Lecturer**, "Police Reports: Truth and Fiction," Alternative Media Class, California State University at Long Beach.
- March 1989       **Lecturer**, "Criminal Defense Investigation," Criminal Procedure Class, Whittier College of Law, Los Angeles, CA.

### **Education**

Mt. St. Mary's College, Bachelor of Arts, Los Angeles, CA, May 2001

### **Professional Education**

Trauma Informed Forensic Interview Techniques, T9 Mastered Training, June 2016, Anaheim, California.

2016 Capital Case Defense Seminar, California Public Defender Association, February 2016, San Diego, California.

Capital Defense Training, Arizona Capital Representation Project, April 2015, Chandler, Arizona.

Eleventh National Seminar on the Development and Integration of Mitigation Evidence: *Mitigation and the Broken Brain*, Habeas Assistance & Training Counsel Project, April 2014, Philadelphia, Pennsylvania.

Tenth National Seminar on the Development and Integration of Mitigation Evidence: *Ten Years After Wiggins*, Habeas Assistance & Training Counsel Project, April 2013, Baltimore, Maryland.

National Training Institute for Workplace Investigators (certification received), March 2013, Association of Workplace Investigators, Santa Barbara, California.

Capital Case Defense Seminar, February 2013; California Attorneys for Criminal Justice, California Public Defenders Association, Monterey, CA.

Association of Workplace Investigators Third Annual Conference, November 2012, Oakland, California.

Capital Case Defense Seminar, February 2012; California Attorneys for Criminal Justice, California Public Defenders Association, Monterey, CA.

2011 Annual Conference, November 2011, California Association of Workplace Investigators, Glendale, CA.

Seventh National Seminar on the Development and Integration of Mitigation Evidence, April 2010, Habeas Assistance & Training Counsel Project, Seattle, WA

Authorized Capital Case Training & Consultation Conference, July 2009, Federal Death Penalty Resource Counsel, Indiana University School of Law, Indianapolis, Indiana.

Fifth National Seminar on the Development and Integration of Mitigation Evidence, April 2009, Habeas Assistance & Training Counsel Project, Philadelphia, PA.

Legal Frameworks for Prosecution and Defense of Terrorism Suspects during the Obama Administration, April 2009, One World Research, New York, NY.

Representing Mexican Nationals in Capital Cases Seminar, February, 2008; Mexican Capital Legal Assistance Program, Phoenix, AZ.

International Justice 60 Years After Nuremberg, Amnesty International Lawyer's Conference, February 2006; Seattle, Washington

Death Penalty Defense Seminar, February, 2005; California Attorneys for Criminal Justice, California Public Defenders Association, Monterey, CA.

Death Penalty Defense Seminar, February, 2004; California Attorneys for Criminal Justice, California Public Defenders Association, Monterey, CA.

Effective Litigation: Investigations & Mitigation, November 2003; International Justice Project and Office of the Federal Public Defender for the District of Arizona, Phoenix, AZ.

Law, Lawsuits and Reasonable Accommodation, March 2003; California Association of Equal Rights Professionals (CAERP), Alhambra, California.

Death Penalty Defense Seminar, February, 2003; California Attorneys for Criminal Justice, California Public Defenders Association, Monterey, CA.

Death Penalty Defense Seminar, February, 2002; California Attorneys for Criminal Justice, California Public Defenders Association, Monterey, CA.

Managing Diversity in Times of Crisis Seminar, January, 2002; California Association of Equal Rights Professionals (CAERP), Diamond Bar, CA.

Investing in Investigations: How to Conduct Defend and Critique Workplace Investigations, October 2001; Labor & Employment Law Section of Los Angeles County

Bar Association.

Abnormal Psychology, Spring 2001, Mt. St. Mary's College, Los Angeles, CA.

Death Penalty Defense Seminar, February, 2001; California Attorneys for Criminal Justice, California Public Defenders Association.

Death Penalty Defense Seminar, February, 2000; California Attorneys for Criminal Justice, California Public Defenders Association.

Mid-Winter Education and Training Conference, February 2000; California Association of Licensed Investigators.

Death Penalty Defense Seminar, February, 1999; California Attorneys for Criminal Justice, California Public Defenders Association.

Death Penalty Defense Seminar, February, 1998; California Attorneys for Criminal Justice, California Public Defenders Association.

Employment Law Seminar, CALI Mid Winter Education and Training Conference, January, 1994.

Criminal Law, Winter 1993; Mt. St. Mary's College, Los Angeles, CA.

Death Penalty Defense Seminar, February, 1993; California Attorneys for Criminal Justice, California Public Defenders Association.

Environmental Compliance Auditing, May, 1992, Chicago, IL; Executive Enterprises, Inc.

Death Penalty Defense Seminar, February, 1992; California Attorneys for Criminal Justice, California Public Defenders Association.

Mid-Winter Education and Training Conference, January 1992; California Association of Licensed Investigators.

The Science of Environmental Law, September 1991, Washington, D.C.; Executive Enterprises, Inc.

Proposition 115 Criminal Law Seminar, June 1990; California Attorneys for Criminal Justice.

Death Penalty Defense Seminar, February, 1989; California Attorneys for Criminal Justice.

Mid-Winter Education and Training Conference, January, 1989; California Association of Licensed Investigators.

Medicolegal Investigation of Death Seminar, May 1998; Wayne State University School of Medicine.

Death Penalty Defense Seminar, February, 1998; California Attorneys for Criminal Justice.

#### **State License**

Licensed Private Investigator, PI#10349, State of California, January, 1984.

#### **Other Affiliations**

Association of Workplace Investigators (Vice President)

Juvenile Innocence and Fair Sentencing Program, Loyola Law School (Board member)

Los Angeles City Human Relations Commission (Past-Commissioner, Past-President)

California Association of Licensed Investigators

**Joseph J. Vince, Jr.**  
**2214 W. Greenleaf Drive**  
**Frederick, MD 21702**  
**(301) 631-2950•JVincecgs@msn.com**

### **Education**

1979 M. A., *University of Detroit*, Detroit, MI  
Criminal Justice

1970 B. A., *Youngstown State University*, Youngstown, OH  
Major: Criminal Justice  
Minor: History and Education

### **Formal Managerial Training**

January 1994 *Senior Executive Service Candidate*, SES, Washington, DC

March 1987 *Leadership Development Program*, Center for Creative Leadership, Greensboro, NC

August 1981 *Executive Development Seminar*, OPM, Kings Point, NY

February 1980 *Supervision and Group Performance*, OPM, St. Louis, MO

### **Experience**

May 2002-Present	Faculty	<b>Professor – Mount St. Mary's Univ., Emmitsburg, MD</b>
January 1999-Present	President	<b>Crime Gun Solutions LLC</b>
June 2113 – Present	Member	<b>Amer. Bar Association – 'Stand Your Ground' Task Force</b>
2010 - Present	Member	<b>Board Member-Frederick Comm. College-CJ Depart.</b>
January 2002–2004	Member	<b>State and Local LE Advisory Board to the U.S. Counterdrug Intelligence Coordinating Group (CDX) US Department of Justice</b>
February 2001–2004	Member	<b>Government Intelligence Training Initiative</b>
May 2005 – 2008	Board of Dir.	<b>American Hunters and Shooters Association, Inc.</b>
September 2001–Pres.	Director	<b>The Father Delaney Center for Public Safety Practices at Mount Saint Mary's University</b>
<b>US Bureau of Alcohol, Tobacco and Firearms</b>		
July 1997-January 1999	Chief	Crime Gun Analysis Branch, Falling Waters, WV
July 1995-July 1997	Chief	Firearms Enforcement Division, Headquarters, Washington, DC
July 1993-July 1995	Deputy Chief	Firearms Enforcement Division, Headquarters, Washington, DC
March 1991-July 1993	Special Agent In Charge	Division Office, Chicago, IL
October 1986-March 1991	Assistant Special Agent in Charge	Team Supervisor, ATF Southeast National Response Team (NRT); Division Office, Miami, FL
January 1985-October 1986	Special Agent In Charge	Intelligence Branch, Headquarters, Washington, DC
November 1983-January 1985	Special Agent In Charge	Firearms Tracing Branch, Headquarters, Washington, DC
June 1983-November 1983	Operations	Firearms Division, Headquarters, Washington, DC

	Officer	
August 1979-June 1983	Resident Agent In Charge	Division Office, Omaha, NE
October 1974-August 1979	Criminal Investigator	Special Agent, Division Office, Flint, MI
May 1971-October 1974	Criminal Investigator	Special Agent, Division Office, Detroit, MI

### **Other Law Enforcement Experience**

June 1969-May 1971 Deputy Sheriff **Trumbull County Sheriff's Office, Warren, OH**

### **Awards**

1997	<i>Innovations in American Government, Finalist</i>	Presented by the Ford Foundation and the John F. Kennedy School of Government at Harvard University for work on the project "Disarming the Criminal"
1996	<i>Vice Presidential Hammer Award</i>	Three awards were presented for innovations in Federal Firearms Enforcement
1997	<i>ATF Gold Star Award</i>	Awarded for wounds received in line-of-duty

Numerous other awards and recognition have been presented throughout 27 years of service for the United States Department of the Treasury, Bureau of Alcohol Tobacco and Firearms by the United States Government and by other law enforcement agencies for quality investigative work and courageous leadership

### **Other Pertinent Experience**

#### **Publications/Research**

2015	<u>Firearms Training &amp; Self-Defense: Does the Quality and Frequency of Training Determine the Realistic Use of Firearms by Citizens for Self-Defense</u> Study Prepared for the National Gun Victims Action Council, Chicago, IL.	
2004	<u>Evidence Collection Toolbox &amp; Field Guide</u>	Criminal Justice textbook and field guide to be published by Jones & Bartlett in March 2005.
1998	<u>Youth Crime Gun Interdiction Initiative</u>	Crime Gun Analysis Reports of the Illegal Youth Firearms Markets in 27 Communities
1997	<u>Youth Crime Gun Interdiction Initiative</u>	Crime Gun Analysis Reports of the Illegal Youth Firearms Markets in 17 Communities
1992	<u>Protecting America: The Effectiveness Of the Federal Armed Career Criminal Statutes</u>	A Study by The Bureau of Alcohol, Tobacco and Firearms, United States Department of the Treasury
1986	<u>The Encyclopedia of Police Science</u>	Contributing writer
1983	"MERT - Response for the 80's"	<u>Law Enforcement Periodical</u>
1980	"Achievement Through Cooperation"	<u>Nebraska Law Enforcement Magazine</u>

Authored or managed numerous studies and reports for ATF, which were utilized by the White House, Congress, other law enforcement agencies for policy and strategic matters.

#### **Organizations**

- Member, International Association of Chiefs of Police
- Member, International Association of Chiefs of Police, Firearms Committee Member & Consultant
- Member, American Society of Law Enforcement Trainers

### ***Public Instruction***

Lectures, Speeches and Presentations to Numerous Law Enforcement Groups, Academies/Universities in Reference to ATF's Mission, Findings and Accomplishments (Both U.S. & Abroad).

### ***Media Appearances***

Quoted in newspapers as firearms-related crime/law enforcement expert to include:

New York Times, Wall Street Journal, Washington Post, Washington Times, USA Today and other national and international publications.

Appeared on Radio and TV commenting on crime and law enforcement issues to include:

60 Minutes, CNN, ABC, CBS, FOX, PBS as well as local television stations across the U.S. and internationally to include: Canada, Great Britain, and Japan