

HUSCH BLACKWELL

Jeff Jensen
Partner

190 Carondelet Plaza, Suite 600
St. Louis, MO 63105
Direct: 314.345.6462
Fax: 314.480.1505
jeffrey.jensen@huschblackwell.com

June 10, 2016

VIA E-MAIL & COURIER

Amy Senier
Trial Attorney
Civil Rights Division
U.S. Department of Justice
601 D Street, NW
Washington, D.C. 20006

Jared L. Hasten
Winston & Strawn LLP
35 West Wacker Drive
Chicago, IL 60601

De'Carlton Seewood
City Manager
City of Ferguson
110 Church Street
Ferguson, MO 63135

RE: Application to Serve as Independent Monitor for the City of Ferguson
Case No. 4:16-cv-00180-CDP (USDC E.D. Mo.)

Dear Ms. Senier and Messrs. Hasten and Seewood:

Thank you for the opportunity to submit an application to serve as the Independent Monitor for the City of Ferguson pursuant to the Consent Decree in the case referenced above. As demonstrated in our enclosed application, our team has decades of experience relevant to ensuring the City of Ferguson meets every requirement under the Consent Decree, and we believe our locally-based team is eminently qualified to serve as the Independent Monitor.

As discussed in our application, we will provide objective, cost-effective, and thorough assessments of whether the terms of the Consent Decree have been implemented, and whether implementation is resulting in constitutional and otherwise lawful policing and administration of

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justice, and as well as increased trust between the people of Ferguson and the City, the Ferguson Police Department, and the Municipal Court. We will also assist in compliance efforts by offering technical assistance, issuing recommendations, and preparing public reports on the Consent Decree's implementation.

We appreciate your consideration of our application and welcome the opportunity to provide you with any additional information that might assist you in your selection process.

Sincerely,



Dan Isom
Co-Monitor



Jeff Jensen
Co-Monitor

**APPLICATION TO SERVE AS
INDEPENDENT MONITOR FOR
THE CITY OF FERGUSON AND THE
U.S. DEPARTMENT OF JUSTICE**

June 10, 2016

Submitted to:

Amy Senier
Trial Attorney
Civil Rights Division
U.S. Department of Justice
601 D Street, NW
Washington, D.C. 20006
202-514-2000
Amy.Senier@usdoj.gov

Jared L. Hasten
Winston & Strawn LLP
35 West Wacker Drive
Chicago, Illinois 60601
(312) 558-5600
jhasten@winston.com

De'Carlton Seewood
City Manager
City of Ferguson
110 Church Street
Ferguson, Missouri 63135

Contact:

Jeffrey B. Jensen
Husch Blackwell LLP
190 Carondelet Plaza, Suite 600
Tel: 314.345.6462
Email: jeffrey.jensen@huschblackwell.com

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TABLE OF CONTENTS

	<u>Page</u>
I. EXECUTIVE SUMMARY.....	1
A. Overview of the HB Monitoring Team.....	1
B. Summary of Proposed Cost	1
II. OUR TEAM	2
A. Biographies, Qualifications, and Relevant Experience.....	2
B. Responsibilities and Areas of Focus	10
C. Additional Qualifications and Relevant Prior Experience.....	11
D. Other Time Commitments	18
E. References.....	20
F. Team Members' Potential Conflicts of Interest or Bias	21
III. SCOPE OF WORK.....	22
A. The HB Monitoring Team's Objectives	22
B. Term of the HB Monitoring Team.....	22
C. The HB Monitoring Team's Discretion to Hire Third Parties.....	22
D. The HB Monitoring Team's Duties and Responsibilities.....	22
E. The HB Monitoring Team's Cost and Fee Transparency	24
IV. PROJECTED FIRST-YEAR BUDGET AND ESTIMATED COSTS.....	25
V. CONCLUSION.....	28

ADDENDUM: Curricula Vitae and Résumés

I. EXECUTIVE SUMMARY

A. Overview of the HB Monitoring Team

The law firm of Husch Blackwell (“HB”), with its headquarters in St. Louis County, Missouri, will lead and oversee the HB Monitoring Team (“the Team”). HB’s lawyers and professionals are accustomed to working collaboratively to deliver comprehensive solutions in order to achieve strategic goals. HB has recruited a diverse and experienced inter-disciplinary group to serve on the Team, including former and current law enforcement professionals, civic leaders, lawyers, legal scholars, academics, community engagement specialists, and data and technology experts, well-equipped to assess and guide implementation of the Consent Decree between the U.S. Department of Justice (“DOJ”) and the City of Ferguson (“City”).

The HB Monitoring Team will be led in tandem by Dan Isom, the former Chief of the St. Louis Metropolitan Police Department (“STL-MPD”) and Jeff Jensen, HB partner, former FBI Special Agent, and former Executive U.S. Attorney for the Eastern District of Missouri. Working closely with Chief Isom and Mr. Jensen will be Professor Roger Goldman, a nationally-respected criminal and constitutional law professor from St. Louis University, who has spent much of his career focused on police reform and constitutional issues, and Jeff Rainford, the former Chief of Staff for the Mayor of St. Louis and board member of Better Together St. Louis, an organization committed to municipal reform efforts in the St. Louis area. The Team also boasts a diverse group of individuals (detailed below) who will help ensure full compliance and implementation of the Consent Decree, and who are committed to building trust between the City, the Ferguson Police Department (“FPD”), the Municipal Court, and the people of Ferguson.

The Team will provide objective, cost-effective, and thorough assessments of whether the terms of the Consent Decree have been implemented, and whether implementation is resulting in constitutional and otherwise lawful policing and administration of justice, and as well as increased trust between the people of Ferguson and the City, the FPD, and the Municipal Court. The Team will also assist in compliance efforts by offering technical assistance, issuing recommendations, and preparing public reports on the Consent Decree’s implementation.

B. Summary of Proposed Cost

The HB Monitoring Team recognizes the cost of the Independent Monitor was and is a crucial factor with respect to the City’s ability to implement and comply with the Consent Decree. Our Team, comprised entirely of individuals living within a 20-mile radius of Ferguson, will keep travel costs to a minimum, significantly boosting our overall productivity under the \$350,000 budget cap. Recognizing the contributions each team member will be making to their community by serving on the Team, most team members have significantly discounted their standard hourly rates to help control costs. As a result, our Team’s proposed budget (see Section IV) is structured not to exceed \$350,000 annually, and should provide more substantive benefits to the City and the DOJ in terms of actual services provided, as its budget will not be hampered by travel expenses and other overhead costs.

II. OUR TEAM

A. Biographies, Qualifications, and Relevant Experience



Chief Dan Isom (ret.)

Co-Monitor

Chief Dan Isom is the former Chief of Police for the City of St. Louis, the former Director of Missouri’s Department of Public Safety, and the Endowed Professor of Policing and the Community at the University of Missouri-St. Louis.

Chief Isom is an expert in the management of police operations, including the structural design of police departments from a political and community perspective, operational strategies for crime control, police officers’ individual behavioral issues, and professional cultural perspectives’ influence on community-police relations.

From 2008-2013, Chief Isom served as the Chief of Police for the STL-MPD. During his decorated career with the STL-MPD, Chief Isom worked in patrol, investigations, training, internal affairs, and various management positions.

From 2004-2007, Chief Isom served as Commander of the Internal Affairs Division, where he oversaw and helped resolve internal and citizen complaints, counseled employees and recommended appropriate disciplinary action, prosecuted administrative disciplinary hearings, researched and designed policy changes, and prepared the Division’s annual budget.

From 2001-2002, Chief Isom served as the Director of the St. Louis Police Academy, where he oversaw and directed police training and education. As head of the Police Academy, Chief Isom designed training materials and programs to ensure conformance to the standards of the STL-MPD and the Missouri Department of Public Safety. Chief Isom also prepared reports on police training for the Chief of Police, the Board of Police Commissioners, and the Department of Public Safety.

Team members Christopher “Blake” Tucker and Kenneth Moore (bios below) will assist Chief Isom in ensuring the City’s compliance with all aspects of the Consent Decree related to policing.



Jeffrey B. Jensen

Co-Monitor

Jeff Jensen began his career as a certified public accountant and then served as an FBI Special Agent for 10 years and as a federal prosecutor for another decade. In 2006, Mr. Jensen was named Executive U.S. Attorney for the Eastern District of Missouri, where he helped oversee an office of 60 attorneys.

Mr. Jensen is currently a lead partner in Husch Blackwell's Government Compliance, Investigations, and Litigation practice group. In private practice, Mr. Jensen regularly oversees and conducts internal investigations into allegations of wrongdoing and effectively counsels clients and corporate stakeholders in addressing and remedying defective internal controls and compliance issues. Often these investigations result in the preparation of complex reports detailing factual findings and making recommendations, which in some cases, are disseminated to a variety of stakeholders.

Without bias, Mr. Jensen has great familiarity with the police issues in Ferguson and the greater St. Louis area: he has prosecuted innumerable police-led investigations; prosecuted police officers; both defended and sued law enforcement officials in civil matters; and served as a member of the FBI SWAT team.

Mr. Jensen serves on the Board of Directors of the Independence Center, a leading Clubhouse model program for adults with mental illness.

In his role as Co-Monitor, Mr. Jensen will be assisted by Husch Blackwell's team of lawyers and professionals who will fill myriad roles with the HB Monitoring Team on an as-needed basis, particularly with respect to data collection and reporting drafting. Mr. Jensen is well-respected in the St. Louis legal community, and will also serve as the primary point of contact for the City, the DOJ, and the Court.



Professor Roger L. Goldman

Director of Policing Policy and Municipal Court Reform

Roger Goldman is the Callis Family Professor of Law Emeritus at Saint Louis University, where he taught law courses in criminal procedure, constitutional law and federal courts for more than 40 years. He also served as Associate Dean and Interim Dean of the Law School. He has written several articles and books on constitutional law and criminal procedure, including *Thurgood Marshall, Justice for All* (finalist for the 1993 NAACP Image Award for outstanding literary work); *Justice William J. Brennan, Jr: Freedom First*; *The Role of the United States Supreme Court in Protecting Civil Rights and Liberties* (translated in Polish and Russian); and *Federal Criminal Trial Evidence*.

Professor Goldman is the nation's foremost expert on police licensing and license revocation laws as a way to address serious misconduct by law enforcement officers. He has written several law journal articles on the topic and is a frequent speaker at academic conferences in such disciplines as law and criminology. He has presented at IRE (Investigative Reporters and Editors), IACP, NACOLE, IADLEST, ACLU and the Congressional Black Caucus. His article in the November 2014 issue of *Police Chief Magazine* was quoted in Recommendation 2.15 of the Final Report of the President's Task Force on 21st Century Policing where the Task Force recommended that DOJ, through the COPS office, "should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories."

Professor Goldman previously served as President of the ACLU of Eastern Missouri.

Professor Goldman also has extensive experience as a third party neutral, serving as a mediator and arbitrator, and has served as a consulting expert in civil rights actions brought against law enforcement officials.



Jeff Rainford

Director of Communications

Jeff Rainford is the principal of Rainford and Associates, a pre-eminent government solutions, public policy, and crisis communications firm.

Mr. Rainford was chief of staff to the mayor of the City of St. Louis for 14 years. He successfully guided a \$1-billion government through some of the most difficult, complex, and at times, seemingly intractable challenges. During the worst economy since the Great Depression, the City of St. Louis kept its budget balanced, maintained vital public safety services, reduced crime, met all of its pension obligations, maintained its credit rating, and attracted nearly \$1-billion in new investment.

As chief of staff for the Mayor, Mr. Rainford led a number of high-profile endeavors for the mayor including the initiative to revitalize the grounds of the Gateway Arch, the construction of Busch Stadium, the renovation of one of America's great urban parks--Forest Park, the creation of a Civilian Review Board, the creation of a regional economic development agency, and the return of local control to the St. Louis Metropolitan Police Department after more than 150 years of state control.

In his more than 30 years in St. Louis media, politics, and government, Mr. Rainford has developed the proven ability to create and lead teams to address some of the most difficult legal, legislative and public policy challenges facing regional and local governments. Advising the top elected official in the St. Louis region makes Mr. Rainford uniquely qualified to advise government and civic leaders: he knows how to develop solutions or find the right people who can, decisively implement the solutions while communicating clearly and effectively with the news media, stakeholders and constituents, and does so in a transparent manner that engenders confidence.

Mr. Rainford serves on the boards of Better Together St. Louis, Fair St. Louis, Ready by 21, CORTEX, the South City YMCA, and Heat Up/Cool Down St. Louis.



Dr. Kira Banks

Director of Bias-Free Policies

Dr. Kira Hudson Banks is an Assistant Professor of Psychology at Saint Louis University. Her research examines the experience of discrimination, and its impact on mental health and intergroup relations. Her courses have ranged from Abnormal Psychology to the Psychology of Racism. She has published in American Psychological Association journals such as *American Psychologist*, *Cultural Diversity and Ethnic Minority Psychology*, *Journal of Diversity in Higher Education*, and *The Harvard Business Review* and popular media outlets such as *The Huffington Post* and *The Atlantic*.

As a consultant, she has worked with schools, communities, institutions of higher education and corporations to improve diversity and inclusion efforts and engage people in productive dialogue and action. She most recently served as a racial equity consultant for the Ferguson Commission and has continued with such work.

In addition to her experience in teaching and research, Dr. Banks brings a passion for mentoring students and community engagement. She has offered pro bono services in St. Louis post-Ferguson up until today and has shared with a number of community audiences how psychology can inform our understanding of the antecedents and aftermath of Ferguson.

Her consulting firm, The Mouse and the Elephant, is committed to developing customized curriculum to meet companies' long-term needs. She received her BA from Mount Holyoke College, where she was inducted into Phi Beta Kappa, and her MA and PhD from the University of Michigan.



Clifford Franklin

Director of Community Engagement

Clifford Franklin serves as the President of FUSE, a full-service integrated advertising and communications firm based in St. Louis, Missouri, and Final Phase Marketing, a management-consulting firm. Mr. Franklin led the community outreach for the \$2-billion Anacostia Riverfront Initiative, Hope VI home projects in St. Louis and Miami, and the Coca Cola Museum in Atlanta, among others. He was also the agency in charge of communicating to African American voters in President Obama's two presidential election campaigns. He conceived and created a video network to target underserved urban audiences.

A lifelong resident of St. Louis, Missouri, he serves on numerous boards including St. Louis Children's Hospital, The St. Louis Regional Chambers and Growth Association, and ARCHS, and is a life member and Regional President of Kappa Alpha Psi Fraternity. He donates a vast amount of time and resources to numerous community and philanthropic organizations.



Dr. Richard Rosenfeld

Director of Data Analytics and Outcome Measures

Dr. Richard Rosenfeld is the Thomas Jefferson Professor of Criminology and Criminal Justice at the University of Missouri-St. Louis. He is respected nationally for his widely-published work on crime trends, crime statistics, policing, and crime control policy. He is a Fellow and former President of the American Society of Criminology.

Dr. Rosenfeld currently serves on the Science Advisory Board of the Office of Justice Programs, U.S. Department of Justice.



Steven M. Parish
Director of Community Relations

Steve Parish will serve as the Team’s Director of Community Relations and will advise Chief Isom on policing issues as the Team’s racial and criminal justice consultant. In his role, he will support ongoing efforts to improve law enforcement and community relations in the greater St. Louis area, and will provide a seat at the table for community groups interested in the Team’s activities and progress.

Prior to working with the ACLU of Missouri, Mr. Parish managed countless projects for various enterprises, including St. Louis Community Empowerment Foundation, the Urban League of Metropolitan St. Louis, and St. Louis University-Project Caring. He has demonstrated coalition work and activism skills in wake of the events related to Ferguson.

Mr. Parish has coordinated various enterprises to create and foster interaction with multiple communities on topics related to community empowerment, criminal justice issues, neighborhood organizing, economic and workforce development, youth, parenting and social issues.



Christopher B. (“Blake”) Tucker
Police Training Expert

Mr. Tucker is the President of Security Concepts International, LLC, where he serves as a use of force instructor to law enforcement and security personnel. Mr. Tucker also creates training curriculums, manuals, documents, and policies for police departments and private security companies.

From 2014-2015, Mr. Tucker served as the Assistant Academy Director for the St. Louis Police Academy, where was responsible for inspecting and maintaining all CALEA, Missouri POST, and statutory standards. From 2009-2014, Mr. Tucker served as Academy Sergeant of Training with the St. Louis Police Academy, where he designed and supervised the curriculum for all of use of force training and supervised Academy instructors and recruits in training. Mr. Tucker previously served as a patrol officer and detective for the STL-MPD.



Kenneth Moore

Police Recruiting and Training Expert

Mr. Moore worked for the STL-MPD for over 26 years, where he served in various roles, including police officer, instructor, detective, and supervisor. While earning his undergraduate degrees in Sociology and Speech and Dramatic Art from the University of Missouri-Columbia, Mr. Moore participated in the ROTC program and subsequently served 10 years in the U.S. Army Reserves.

Mr. Moore joined the STL-MPD in 1988 as a patrolman during the onset of the community policing concept. Mr. Moore is a certified POST instructor and has taught community policing concepts and problem solving techniques at the St. Louis Police Academy. Mr. Moore has also trained officers on crisis intervention and mental health issues, which involved the use of de-escalation techniques.

Mr. Moore is a certified cultural diversity and ethics trainer through the Southwestern Institute for Law Enforcement.

Mr. Moore previously served as the Director of Recruiting for the STL-MPD, where he conducted background investigations for applicants.

Mr. Moore currently works with the St. Louis Public School District as Commander of Training and Special Projects for the security division. Mr. Moore also serves as an adjunct professor for Harris Stowe State University in its Criminal Justice program.

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B. Responsibilities and Areas of Focus

Working in collaboration, members of the HB Monitoring Team will be responsible for overseeing one or more of the components of the Consent Decree as follows:

Monitoring Team	Community Policing & Engagement	Policies & Training	Bias-Free Police Practices	Voluntary Contacts, Stops, Searches, Citations, & Arrests	Use of Force	Crisis Intervention	School Resource Officer Program	Body-Worn and In-Car Cameras	Supervision
Chief Dan Isom	X	X	X	X	X	X	X	X	X
Jeff Jensen	X	X	X	X	X	X			X
Prof. Roger Goldman	X	X	X	X					X
Jeff Rainford	X								
Clifford Franklin	X								
Dr. Kira Banks			X						
Prof. Richard Rosenfeld	X								
Blake Tucker	X	X	X	X	X	X	X	X	X
Ken Moore	X	X	X	X	X	X	X	X	X
Steve Parish	X								

Monitoring Team	Officer Assistance & Support	Recruitment	Performance Evaluations & Promotions	Supp. Recruit & In-Service Training	Municipal Court Reform	Reform of Municipal Code	Accountability	Civilian Oversight	Data Collection, Reporting, and Transparency
Chief Dan Isom	X	X	X	X			X	X	X
Jeff Jensen	X	X	X	X	X	X	X	X	X
Prof. Roger Goldman						X	X	X	
Jeff Rainford					X		X	X	X
Clifford Franklin					X		X	X	X
Dr. Kira Banks					X	X		X	
Prof. Richard Rosenfeld							X		X
Blake Tucker	X	X	X	X					X
Ken Moore	XX	X	X	XX					X
Steve Parish					X	X	X	X	X

C. Additional Qualifications and Relevant Prior Experience

As demonstrated above, our Team has decades of experience relevant to ensuring the City of Ferguson meets every requirement under the Consent Decree. Based on the sum of our experiences, our locally-based team is eminently qualified to serve as the Independent Monitor.

Our Team's members have managed large law enforcement agencies and developed the means for ensuring their accountability. We have led and otherwise participated in large-scale investigations, including those regarding the use of force and other policing issues. We have written and implemented use of force and constitutional/bias-free policing policies, devised and conducted use of force and constitutional/bias-free policing training, and headed internal affairs units and investigated thousands of use of force incidents. We have overseen and reformed disciplinary systems, prosecuted use of excessive force cases in court (and declined to prosecute others), and performed legal research and statistical studies regarding the use of force, police stops, searches and arrests. In addition, we have spearheaded community policing and reform efforts, designed and implemented crisis intervention programs, developed and trained officers on de-escalation techniques, and worked with various community stakeholders to address police and municipal reform efforts. Below, we provide responses to the stated qualifications for serving as the Independent Monitor.

Qualification #1: Monitoring, auditing, evaluating, or otherwise reviewing performance of organizations such as law enforcement agencies, including experience monitoring settlements, consent decrees, or court orders.

As the leader of the STL-MPD, and various departments and divisions therein, Chief Isom has monitored, audited, investigated and reviewed organizational performance of a large law enforcement agency. Other team members have worked on investigations, litigation, consent decrees, settlement agreements and/or consulting engagements involving the evaluation of the performance of law enforcement and other municipal agencies.

Qualification #2: Law enforcement practices, including use of force and investigations of force; search and seizure practices; constitutional policing; bias-free policing; community policing, problem-oriented policing and engagement; crisis intervention and de-escalation techniques; First Amendment speech and protest-related rights; intake, investigation, and adjudication of complaints of officer misconduct; civilian oversight; police-youth interactions; and officer and staff training.

Our team members have experience with law enforcement practices in various capacities, including as law enforcement officials, prosecutors, and legal and academic scholars.

Use of force and investigations of force: Several members of the Team, including Chief Isom, are use of force experts. In addition, members of the Team, including Jeff Jensen, have reviewed and/or conducted numerous investigations of use of force incidents.

Constitutional/bias-free policing: Chief Isom and Professor Goldman have ample experience, both in practice and academia, regarding issues related to constitutional policing,

including bias-free policing, to effectively monitor the City's compliance with the related provisions of the Consent Decree. Professor Goldman has taught criminal procedure and constitutional law courses for many years, including at the St. Louis Police Academy, and is an expert on constitutional limitations on police practices under the 4th, 5th, 6th, and 14th Amendments.

In addition, Dr. Kira Banks, who will serve as the Team's Director of Bias-Free Policies, has researched, published, consulted and given presentations about bias for 18 years. Her research focuses on discrimination in the context of systematic unfair treatment (i.e., racism), and she has published 13 academic articles and two book chapters on topics relevant to understanding the experience of unfair treatment. Dr. Banks has consulted with police departments, major corporations, non-profits, and schools on the pathway to becoming bias-free. Most recently, Dr. Banks was a consultant with the Ferguson Commission as an expert in racial equity and continues to work with Forward Through Ferguson, the entity which continues to move forward the calls to action.

Community policing, problem-oriented policing and engagement: Community policing and problem-oriented policing and engagement were a central component of the STL-MPD's overall strategy under Chief Isom's administration. Engaging citizens through community surveys and neighborhood meetings shaped a strategic plan to improve the quality of life and interaction between the community and police. Additionally, a variety of community outreach initiatives were implemented to foster better relationships between the police and the communities they served. Chief Isom has continued to study the issue of community policing as an Eisenhower Fellow at UMSL, and he has studied community policing and training in Ireland and Germany. He has also provided technical assistance to several police departments on these topics. As the co-chair of the Ferguson Commission on Police Community Relations, he facilitated the collation of community input to provide recommendations to shaping community policing and problem-oriented policing reform in the St. Louis Area.

Crisis intervention and de-escalation techniques; First Amendment speech and protest-related rights: Crisis intervention is an essential duty and skill for any major city chief. Chief Isom has experience with and understands scene management and engaging large groups of protesters in a constitutional manner. As Chief of Police and the Missouri Public Safety Director, Chief Isom has had experience with many crisis situations. Identifying leaders of various constituents, establishing ground rules, communicating to the public and media, accurately reporting events, and conducting timely investigations are a few of the key components of crisis management. In addition to hands-on experience, Chief Isom has attended the FBI National Academy, the Executive Institute of Policing, and other public relations training programs focusing on crisis intervention and management. The Ferguson Task Force on Police Community Relations, which Chief Isom co-chaired, also recommended several reforms in the area of crisis intervention and management for the St. Louis area.

Intake, investigation, and adjudication of complaints of officer misconduct: As an internal affairs investigator and the commander of the Internal Affairs Division, Chief Isom has extensive experience with respect to intake, investigation, and adjudication of complaints of officer

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misconduct. Jeff Jensen also has experience both investigating and prosecuting (or declining to prosecute) and defending complaints of officer misconduct in private practice.

Civilian oversight: Chief Isom has studied various forms of civilian oversight throughout his police and academic career. In addition, Mr. Rainford was instrumental in creating the City of St. Louis's Civilian Oversight Board and helped guide its implementation.

Police-youth interactions: Members of the Team, including Ken Moore, have worked in the Juvenile Division of the STL-MPD and were responsible for delivering programs such as GREAT (Gang Resistance Education and Training Program) and WAR (We Are Responsible St. Louis Public Schools), both designed to foster greater trust between youth and police in St. Louis City. The Division also acted as a liaison between the school and the STL-MPD and ran the truancy and curfew programs. Additionally, Chief Isom, as Director of the Police Academy, established a youth program called Books with Badges, a recruit program where police officers spent four hours per week reading to elementary students in order to help foster trust between the STL-MPD and the community it served.

Officer and staff training: As head of the Police Academy, Chief Isom was responsible for developing, implementing, and overseeing officer training and programs.

Qualification #3: Court practices, including bias-free practices; implementation of amnesty programs; transparency in court operations; judicial and prosecutorial independence; community service programs; and fee scheduling.

Professor Goldman will oversee the Team's monitoring efforts with respect to ensuring compliance with the Municipal Court components of the Consent Decree. As a law professor for more than 40 years, he has relevant experience in criminal procedure, civil procedure, constitutional law, and federal courts. He is also experienced in arbitration and mediation.

Professor Goldman and other members of the Team, with our local knowledge, are also well-versed in the legislative issues facing the municipal courts in St. Louis County. In 2015, and in response to grievances over St. Louis County municipalities' heavy reliance heavily on traffic fines to fund city services, which many believed increased distrust between the municipal courts, the police, and the communities they served, the Missouri legislature, with wide bipartisan support, enacted Senate Bill 5 (SB-5). The law limited the percentage of a municipality's budget that could be based on such fines. While earlier this year a circuit court held the law to be an unconstitutional "special law" under the Missouri Constitution, the decision will likely be appealed. This past session, the Missouri legislature passed Senate Bill 572 (awaiting the Governor's signature or veto), which would extend the 12.5% limitation in SB-5 to non-traffic fines and added other provisions to address other shortcomings in the operation of the municipal courts. In addition to monitoring the operation of the Municipal Court to ensure compliance with the Consent Decree and the U.S. Constitution, the Team will monitor compliance with any existing or emerging relevant state laws, aimed at increasing trust between the FPD, the Municipal Court, and the Ferguson community.

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Using Professor Goldman's connections with the St. Louis University School of Law, the Team will seek to utilize law students to supervise the Municipal Court and its activities.

Qualification #4: Assessing legal sufficiency and compliance with constitutional and other legal requirements.

Jeff Jensen and other attorneys at Husch Blackwell are well-suited to assess and analyze whether measures taken by the City meet the terms of the Consent Decree, including the FPD and Municipal Court's compliance with constitutional and other legal requirements. In addition, Professor Goldman has spent most of his academic career studying, analyzing, and writing about constitutional issues, particularly with respect to policing, and will assist with these areas.

Qualifications #5 and #6: Familiarity and understanding of local issues and conditions; familiarity with federal and Missouri and local laws, including civil rights laws and policies and rules governing police and municipal court practices.

Husch Blackwell is a Missouri-based law firm whose roots have been firmly established in the St. Louis community for many years. Jeff Jensen is a member of the Missouri state bar and practices law in Missouri federal and state courts. In addition to his familiarity with state and local laws, Mr. Jensen served as an Assistant U.S. Attorney in the U.S. Attorney's Office for the Eastern District of Missouri, where he investigated, prosecuted, and oversaw civil rights and public corruption cases. Mr. Jensen also supervised task forces and directed multi-agency investigations in which local law enforcement participated.

The HB Monitoring Team is also comprised of former law enforcement officials and others who understand Missouri law enforcement practices and the social issues facing Ferguson and similarly situated communities. Our Team's Missouri roots afford us a unique awareness and understanding of the issues confronting the Ferguson community.

Qualification #7: Evaluating, developing, or implementing processes for supervisors and managers to oversee training and accountability in a law enforcement organization.

Chief Isom previously served as the Continuing Education Coordinator for the STL-MPD. This role included evaluating, developing, and implementing processes for supervisors and managers to oversee officer training and accountability. As the Director of the Police Academy, Chief Isom was responsible for the field training program where patrol supervisors had oversight and were accountable for probationary officers in training. As Chief of Police, Chief Isom also implemented roll call training and a use of force review policy which provided a feedback loop for training. Chief Isom also directed field supervisors to conduct audits of in-car camera footage to evaluate and improve officers' performance.

Qualification #8: Evaluating organizational change and institutional reform, including applying qualitative and quantitative analyses to assess progress, performance, and outcomes.

As Chief of Police, Chief Isom's administration established auditing and evaluation procedures to assess performance of the STL-MPD. Under Chief Isom's direction, the STL-MPD

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developed programs to ensure the timely and accurate reporting of police work product and implemented use of force review policies. In addition, Chief Isom developed the first early warning system for STL-MPD to track performance indications of officers.

Dr. Rosenfeld has conducted several quantitative studies of policing practices and crime-control strategies, including the first randomized controlled field experiment of policing effects on crime in St. Louis and an assessment of the Ferguson incident resulting in Michael Brown's death. See Dr. Rosenfeld's attached CV for his recent and relevant publications in this area.

Qualification #9: Working with government agencies, including municipalities, elected officials, civilian oversight bodies, collective bargaining units, and community members interested in policing issues.

The former St. Louis City Chief of Police (Isom), the former Executive Assistant United States Attorney for the Eastern District of Missouri (Jensen), and the former long-time Chief of Staff for the Mayor of St. Louis (Rainford), all have extensive experience working closely with government agencies, municipalities, elected officials, civilian oversight bodies, unions, and community members interested in policing issues, particularly in the Ferguson area.

Qualification #10: Engaging effectively with diverse community stakeholders to promote civic participation, strategic partnerships, and community policing.

For Chief Isom, the roles of police chief and police commander for 20 years required engaging diverse community stakeholders. During Chief Isom's administration, a Neighborhood Ownership Model Program was developed to promote safety by partnering police officers with the community they served. The Police Foundation was also expanded, which provided funding for technology upgrades and a new headquarters building. The Citizen Academy was expanded to allow graduate students to serve as volunteers with the STL-MPD. Chief Isom also helped promote formal and informal opportunities for recruits and officers to interact with citizens. As the Co-Chair of the Ferguson Commission task force on Police Community Relations, Chief Isom engaged thousands of St. Louis area citizens and organized a diverse group of stakeholders to recommend fifty reforms for the final Ferguson Commission Report.

Other Team members, Clifford Franklin and Jeff Rainford, are themselves a strong strategic partnership. They form a diverse and experienced communications and outreach team that knows and understands the history, the issues, and the events that led to the Consent Decree, and the complexity of the local political, racial and community dynamics in Ferguson. They have experience effectively engaging a diverse community with different and often conflicting viewpoints.

As far as relevant experience, Mr. Franklin led the community outreach for the \$2-billion Anacostia Riverfront Initiative, the Hope VI home projects in St. Louis and Miami, and the Coca Cola Museum in Atlanta, among others. He was also in charge of community outreach to African American voters in President Obama's two election campaigns.

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As Chief of Staff for the Mayor of St. Louis, Mr. Rainford was responsible for creating and steering civic and strategic partnerships to address issues such as increasing minority workforce participation in construction projects, improving regional cooperation in economic development, building the new Busch Stadium, and returning control of the police department to the people of St. Louis. Mr. Rainford also led a campaign to raise the sales tax for St. Louis Public Schools, winning a majority in all 28 of the City's wards.

Our Team includes individuals experienced in government, including working with government agencies at the federal, state and local level, judges, elected officials, department heads, administrators, police officers, and police unions. But, and maybe most importantly here, we are also comfortable working closely with community activists, citizens who strongly support the police, others who are strongly distrustful, and others who fall somewhere in between.

Qualification #11: *Creation and evaluation of meaningful civilian oversight mechanisms.*

The civilian review entities being established under the Consent Decree, including the Civilian Review Board ("CRB"), must be representative of the broader Ferguson community and should hold the FPD, the Municipal Court, and the City accountable, with the goal of increasing trust with the Ferguson community. Mr. Rainford was instrumental in creating the City of St. Louis's Civilian Oversight Board, and other members of our Team have worked with similar civilian oversight bodies in the St. Louis area.

Qualification #12: *Language skills and experience working with limited English proficient persons and communities, in particular communities whose primary language is Spanish.*

Husch Blackwell has a number of attorneys and professionals who speak foreign languages, including Spanish. The HB Monitoring Team will utilize these resources, as well as draw on local resources, to enhance community engagement efforts on as-needed basis.

Qualification #13: *Mediation and dispute resolution, especially mediation of police complaints and neighborhood mediation.*

Chief Isom and Jeff Rainsford have engaged informally in mediation and dispute resolution regarding municipal personnel issues, labor relations, budgetary issues, and community complaints. As lawyers in private practice, Husch Blackwell attorneys routinely participate in alternative dispute resolution forums (i.e. mediation and arbitration) to resolve disputes on behalf of clients, and some of our attorneys have served as mediators. Professor Goldman has also served in the capacity of mediator and arbitrator on numerous occasions.

Qualification #14: *Development of effective quality improvement practices*

See responses to #7 and #8 above regarding Chief Isom's experience in these areas. In addition, the attorneys at Husch Blackwell, often during the course of internal investigations, counsel clients regarding ways to improve operations in order to remedy and/or prevent problems, including internal controls, compliance and other training, and hiring practices.

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Qualification #15: *Use of technology and information systems—including data collection and management, and analytic tools—to support and enhance law enforcement and court practices*

See response to 8 above. Also, Dr. Rosenfeld is principal investigator on a grant from the National Institute of Justice to support the merging of police, prosecutor, and court information systems to evaluate the criminal justice response to felony firearm offenses in St. Louis.

Qualification #16: *Providing formal and informal feedback, technical assistance, training, and guidance to law enforcement agencies.*

Chief Isom regularly provides formal and informal feedback to law enforcement agencies on policies, procedures, and training. As an example, Chief Isom worked extensively with the police departments comprising Beyond Housing’s Vision 24:1 initiative, an innovative, place-based community development initiative, created to solve in a comprehensive yet targeted way, the serious challenges facing residents and communities within the geographic boundaries of the Normandy School District. He also provides technical assistance working as a Strategic Site Liaison for the Bureau of Justice Assistance and is currently working to bring professional and relevant bias-free law enforcement training to police departments.

Qualification #17: *Reviewing policies, procedures, manuals, and other administrative orders or directives, and training programs related to law enforcement practices.*

Chief Isom has had command positions in patrol, investigation, training and internal affairs. In each position, he has been responsible for reviewing policies, procedures, manuals and other administrative orders or directives and training programs. Additionally, under Chief Isom, the STL-MPD achieved CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation under the agency, police academy, and communication certification process. Chief Isom also served on the Missouri Police Officers Standards and Training Commission and as the Missouri Public Safety Director, where he reviewed police training policies and procedures.

Qualification #18: *Institutional transformation and change management.*

Chief Isom took command of the STL-MPD during an organizational crisis. The image of the STL-MPD had been tarnished by management failures and internal corruption. Crime was increasing as the nation experienced the onset of the Great Recession. Chief Isom’s goal as Chief of STL-MPD was to manage crime, while improving community relations, ensuring fiscal responsibility, and implementing technology upgrades. In four years, crime was reduced by over thirty percent, there was no loss of service due to budget constraints, in-car cameras and other technology was introduced, and the image of the STL-MPD improved dramatically by the end of Chief Isom’s tenure. Chief Isom has also worked with various police department to implement similar changes in policy, training, and operations.

Qualification #19: *Appearing in court as a judge, monitor, counsel, or expert witness, or providing other types of testimony.*

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Attorneys at Husch Blackwell routinely appear in court, and Professor Goldman has served as a consulting expert in several civil rights actions. Blake Tucker has testified as a source matter expert in alleged excessive force cases. Our Team does not currently have anyone with experience as a judge or monitor.

Qualification #20: Writing complex reports for dissemination to diverse sets of stakeholders.

Mr. Jensen routinely conducts internal investigations into allegations of wrongdoing, and oversees the preparation of complex reports tailored to various stakeholders, including corporate board members, the public at-large, and governmental agencies. Our Team's communications experts, Mr. Franklin and Mr. Rainford, are also adept at taking very complex matters and explaining them to various stakeholders in ways that are accurate, compelling, and understandable.

Qualification #21: Statistical and data analysis

Dr. Rosenfeld has spent the last 30 years conducting statistical analyses of crime trends and the criminal justice response to crime.

Qualification #22: Experience with municipal budgets

As long-time Chief of Staff to the Mayor of St. Louis (for 14 years), Mr. Rainford helped successfully guide a \$1-billion government through some of the most difficult, complex, and at times, seemingly intractable challenges. During the worst economy since the Great Depression, the City of St. Louis kept its budget balanced, maintained vital public safety services, reduced crime, met all of its pension obligations, maintained its credit rating, and attracted nearly \$1-billion in new investment. In his various roles with the STL-MPD, Chief Isom also has extensive experience preparing, implementing, and overseeing municipal budgets.

Qualification #23: Completing projects within anticipated deadlines and budget

Our Team members, including the lawyers of Husch Blackwell, are well-accustomed to completing projects within strict deadlines and adhering to budgetary concerns of stakeholders.

D. Other Time Commitments

Most of our Team's members are busy professionals. Each has existing work obligations, some more extensive than others. Nonetheless, we have the collective capacity to perform the work required of the Independent Monitor under the Consent Decree and are fully committed to prioritizing that work. Indeed, because we have existing obligations, we will be required to budget our time carefully and carry out our responsibilities efficiently. Moreover, many of our Team members have worked together before and some work together now. Familiarity will also generate efficiency.

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Jeff Jensen has an active law practice with Husch Blackwell, but none of his existing obligations will keep him from prioritizing and performing the work of the as Co-Monitor.

Our Team's law enforcement experts also have existing obligations, but will make the time needed for the work the Consent Decree requires. Chief Isom, while retired from law enforcement, teaches three courses a semester and will enlist the help of two former law enforcement officials, Blake Tucker and Ken Moore, who combined, will work full-time to assist Chief Isom in monitoring compliance with the policing components of the Consent Decree.

Our Team's academic experts are similarly committed to fulfilling the monitor's requirements under the Consent Decree. Work on the Team would become the primary engagement of Professor Goldman, who has retired from teaching law courses, although he will continue to perform his national work with respect to police licensing issues. Dr. Rosenfeld and Dr. Banks have committed to spending five hours a week on their limited roles under the Consent Decree as both have other teaching and consulting engagements.

On the community engagement side, Mr. Franklin and Mr. Rainford run full-time consulting and communications firms, but they will devote the time required to perform their assigned work under the Consent Decree. Similarly, Mr. Parish's work with the ACLU in improving the relationship between the residents of Ferguson and the City dovetails nicely with his role on our Team as Director of Community Relations.

In our cost proposal, we estimate the number of hours required to satisfy each of the Independent Monitor's obligations. We have given careful consideration to these estimates and are confident that, notwithstanding the current commitments of the Team's members, we have the collective capacity to do everything the Consent Decree requires of the Independent Monitor in an efficient and cost-effective manner.

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E. References

The following individuals can provide references regarding our relevant qualifications and experience to serve as Independent Monitor.

Chief Dan Isom

Roland Corvington (retired FBI SAC) Edward Jones Director, Global Security Services 12555 Manchester Road Des Peres, MO 63131 314-515-3326 roland.corvington@edwardjones.com	Scott H. Decker Foundation Professor and Director School of Criminology and Criminal Justice Arizona State University 411 N. Central Avenue Phoenix, AZ 85004 602-496-2333 scott.decker@asu.edu
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Jeff Jensen

J. Michael Keller, Executive Director Independence Center 4245 Forest Park Ave. St. Louis, MO 63108 Phone: (314) 533-4245	James Nelson Retired FBI SAC Phone 314-495-7030
N. Scott Rosenblum Rosenblum, Schwartz, Rogers & Glass, P.C. 120 South Central Avenue, Suite 130 St. Louis, MO 63105 Phone: (314) 282-9625	

Professor Roger Goldman

Mike Wolff, Dean Saint Louis University School of Law 100 North Tucker St. Louis, MO 63101 (314) 977-2774 mwolff3@slu.edu	Chuck Wexler, Executive Director Police Executive Research Forum 1120 Connecticut Ave. NW Suite 930 Washington, DC 20036 (202) 466-7820 cwexler@policeforum.org
Clarence Harmon Former Police Chief and Mayor of St. Louis Phone: (314) 288-6588 charmon53@sbcglobal.net	Donald McCullin Circuit Judge (ret.), 22nd Judicial Circuit, City of St. Louis Phone: (314) 322-4819 mcmullindonald@yahoo.com

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Jeff Rainford

Mayor Francis Slay City of St. Louis City Hall 1200 Market Street St. Louis, MO 63103 Phone: (314) 622-4800	
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Dr. Kira Banks

Claire Schell USBank CDC Phone: 314.335.2500 claire.schell@usbank.com	Leslie Peters Elements Partnership Phone: 314-533-4144 leslie@elementspartnership.com
Suzanne Wilson Middle Oak Phone: 978.740.2206 suzanne.wilson@middleoak.com	

F. Team Members' Potential Conflicts of Interest or Bias

We are aware of no conflicts of interest or potential conflicts of interest that would compromise any of the Team members' ability to perform the work required of the Independent Monitor under the Consent Decree.

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III. SCOPE OF WORK

A. The HB Monitoring Team's Objectives

The HB Monitoring Team will assess and report on: (1) whether the requirements of the Consent Decree have been implemented; and (2) whether the implementation is resulting in constitutional and otherwise lawful policing and administration of justice and increased community trust between the public and the FPD and the Municipal Court.

B. Term of the HB Monitoring Team

The HB Monitoring Team will serve for a period of five years from the Consent Decree's effective date, recognizing the term could terminate prior to five years if the City achieves the necessary full and effective compliance for a period of two consecutive years.

C. The HB Monitoring Team's Discretion to Hire Third Parties

The HB Monitoring Team, at any time after its initial selection, may request to be allowed to hire, employ, or contract with such additional persons or entities as are reasonably necessary to perform the tasks assigned to the Independent Monitor by the Consent Decree. The Team will emphasize employing talent and resources from Ferguson and surrounding communities, when practical, to help further community involvement.

The HB Monitoring Team will notify the City and DOJ in writing if it wishes to select such additional persons or entities. The notice will identify and describe the qualifications of the person or entity to be hired or employed and the monitoring task to be performed.

D. The HB Monitoring Team's Duties and Responsibilities

The HB Monitoring Team will assist FPD in its development of the policies, procedures, practices, training curricula, systems and programs required by the Consent Decree.

1. *Development of Monitoring Plan and Review Methodology*

Within 90 days of assuming the duties of Monitor, the HB Monitoring Team will develop a plan for conducting: (a) reviews of policies, training curricula, and other written materials requiring Monitor review or approval; (b) evaluations and audits of whether the material requirements of the Consent Decree have been implemented; and (c) outcome assessments, including the community surveys required by the Consent Decree.

2. *Evaluating and Auditing Implementation of the Consent Decree*

The HB Monitoring Team will conduct reviews or audits as necessary to determine whether the City and FPD have implemented and continue to comply with the Consent Decree. Compliance requires that the City and FPD: (a) have incorporated the requirement into policy;

(b) have trained all relevant personnel as necessary to fulfill their responsibilities pursuant to the requirement; and (c) are carrying out the requirement in actual practice.

Compliance reviews and audits will contain the elements necessary for reliability and comprehensiveness. Compliance reviews and audits may be conducted using sampling and compilation data where appropriate.

3. *Recommending and Providing Technical Assistance*

The HB Monitoring Team may make recommendations to the Parties regarding the measures necessary to ensure timely, full, and effective implementation of the Consent Decree and its underlying objectives. In addition to such recommendations, the Team may also, at the request of DOJ or the City and based on the Team's reviews, provide technical assistance consistent with the Team's responsibilities under the Consent Decree. The Team recognizes it does not have the authority to modify the requirements of the Consent Decree unilaterally.

4. *Conducting Community Surveys*

The HB Monitoring Team will conduct regular community surveys to determine whether implementation of the terms of the Consent Decree has increased trust between the public and the FPD and the Municipal Court. In addition to surveys, the Team may conduct focus groups and/or town hall-style meetings as a useful means of monitoring the community's perception regarding compliance with the Consent Decree and improved relations with the FPD and the Municipal Court.

5. *Conducting Outcome Assessments*

The HB Monitoring Team will conduct qualitative and quantitative assessments to measure whether implementing the Consent Decree is resulting in constitutional and otherwise lawful law enforcement. Within 120 days of assuming the duties of Monitor, the HB Monitoring Team will review and recommend to the Parties any changes to the outcome measures that the Team deems useful in assessing whether implementation of the Consent Decree is resulting in constitutional and otherwise lawful law enforcement.

6. *Conducting Comprehensive Assessment (three years after effective date)*

Three years after the effective date, the HB Monitoring Team will conduct a comprehensive assessment to determine whether and to what extent the outcomes intended by the Consent Decree are being achieved, and whether any modifications to the Consent Decree may be appropriate in light of changed circumstances, unanticipated impact (or lack of impact) of the requirement, or the feasibility compared with need for the requirement.

7. *Publicly Reporting Assessment and Status of Consent Decree Implementation*

The HB Monitoring Team will create and manage a publicly-accessible website to allow the Ferguson community access to a summary of its activities. In addition, the Team will file public reports every six months and post those reports on the Team's website. The reports will timely detail the Team's work and progress.

8. *Regular Communication with the Court, the Parties, and the Public*

The HB Monitoring Team will conduct monthly meetings to include participation from the Ferguson Chief of Police, the City's attorney, the Consent Decree Coordinator, and DOJ representatives. Minutes from these meetings will be posted on the Team's website.

The Team will regularly meet with community stakeholders, including the CRB, the Neighborhood Policing Steering Committee (NPSC) and the Ferguson City Council to explain the Team's reports and inform the public about implementation process. Minutes from these meetings will be posted on the HB Monitoring Team's website.

E. The HB Monitoring Team's Cost and Fee Transparency

Pursuant to the Consent Decree, we understand the City will be responsible for all costs and fees of the HB Monitoring Team. Members of the Team will be compensated at an hourly rate (determined separately for each member of the Team). Members of the Team will record their time with detailed time entries and submit receipts for all reimbursable expenses. The Team will provide an invoice for all fees and expenses to the City on a monthly basis. The invoices, complete with detailed time entries and attached expense receipts, will be posted each month on the Team's website.

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IV. PROJECTED FIRST-YEAR BUDGET AND ESTIMATED COSTS

The HB Monitoring Team is committed to and invested in the success of the Consent Decree between the City of Ferguson and the U.S. Department of Justice, by documenting and ensuring its mandates are met by the City. We believe the City, the FPD, and the Municipal Court can do their jobs constitutionally, earn the trust and confidence of its citizens, enhance officer safety, and make their citizens feel safe. We also believe that Ferguson could become a template for other communities in St. Louis facing similar challenges.

We lived through the events of Ferguson and to want to help make things better. To that end, our Team's members are offering their time at substantially discounted rates to reflect the Team's commitment to this project. Moreover, the discounted rates allow the HB Monitoring Team's first-year budget to stay within the agreed upon annual cap of \$350,000. We are also committed to ensuring the overall budget does not exceed the maximum cap of \$1,250,000 over the first five years of the Consent Decree.

Chief Isom's hourly billing rate will be \$100, a significant discount from what Chief Isom typically receives for consulting engagements. Messrs. Tucker, Moore, and Parish, who will be assisting Chief Isom in his role as Co-Monitor, will be billed at \$40/hour.

Hourly billing rates for Husch Blackwell attorneys vary depending on levels of experience and practice areas. For this engagement, we will use a blended hourly rate of \$250 for all work performed by HB attorneys and professionals.

For our legal scholars and consultants, we have used an hourly rate of \$100. Again, this steep discount from what these individuals can command given their experience is reflective of their deep-rooted commitment to this particular project.

Figure 1 below outlines the HB Monitoring Team's proposed budget for the first year of monitoring. In our experience, it is likely resources will be shifted and/or reallocated among various Team members from year-to-year to reflect changing needs and priorities with respect to implementing and enforcing the Consent Decree.

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Figure 1 - Year 1 Proposed Budget

<i>Team Member</i>	<i>Responsibilities</i>	<i>Budgeted Total</i>	<i>Hours/Year</i>	<i>Hourly Rate</i>	<i>On-Site Hours</i>	<i>Off-Site Hours</i>
Chief Dan Isom	Chief Isom will oversee all monitoring efforts related to policing issues under the Agreement.	\$ 75,000.00	750	\$ 100.00	250	500
Blake Tucker	Mr. Tucker will assist Chief Isom as needed.	\$ 32,000.00	800	\$ 40.00	600	200
Kenneth Moore	Mr. Moore will assist Chief Isom as needed.	\$ 32,000.00	800	\$ 40.00	600	200
Husch Blackwell Attys; Jeff Rainford	Primary point of contact for the Team. Coordinate and oversee the Team's reporting obligations. Blended rate of \$250/hour accounts for the various discounted billing rates of HB attorneys who may assist. Mr. Rainford, as a consultant to HB, will work with Clifford Franklin to oversee the Team's community engagement efforts.	\$ 75,000.00	300	\$ 250.00	75	225
Prof. Roger Goldman	Assist Chief Isom with respect to policing policies and reforms; oversee the Team's monitoring effort with respect to the Municipal Court.	\$ 20,000.00	200	\$ 100.00	100	100
Clifford Franklin	Will work with Mr. Rainford to oversee the Team's community engagement efforts.	\$ 20,000.00	200	\$ 100.00	150	50
Dr. Richard Rosenfeld	Conduct qualitative and quantitative assessments to measure whether the City and FPD are engaging in constitutional and otherwise lawful law enforcement.	\$ 25,000.00	250	\$ 100.00	50	200
Dr. Kira Banks	Serve as the Team's Director of Bias-Free Policies; assist Chief Isom and Prof. Goldman on issues related to bias issues in the FPD and Municipal Court.	\$ 20,000.00	200	\$ 100.00	50	150
Steve Parish	The Team's Director of Community Relations and the Team's racial and criminal justice consultant.	\$ 16,000.00	400	\$ 40.00	300	100

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Figure 1 - Year 1 Proposed Budget (continued)

<i>Other Costs</i>	<i>Description</i>	<i>Budgeted Total</i>				
Community Surveys - Contractor TBD	Design, execute, and conduct reliable, comprehensive, and representative baseline and annual surveys of community members and police officers regarding their experiences with and perceptions of FPD and the Municipal Court.	\$ 15,000.00		-	-	-
Website and IT Support	Publicly-facing website	\$ 7,500.00		-	-	-
Other Costs	Miscellaneous - TBD	\$ 10,000.00		-	-	-
Total		\$ 347,500.00				

V. CONCLUSION

Our Team will provide objective, cost-effective, and thorough assessments of whether the terms of the Consent Decree have been implemented, and whether implementation is resulting in constitutional and otherwise lawful policing and administration of justice, and as well as increased trust between the people of Ferguson and the City, the FPD, and the Municipal Court. The HB Monitoring Team will also assist in compliance efforts by offering technical assistance, issuing recommendations, and preparing public reports on the Consent Decree's implementation.

As demonstrated above, our Team has decades of experience relevant to ensuring the City of Ferguson meets every requirement under the Consent Decree. Based on the sum of our experiences, our locally-based team is eminently qualified to serve as the Independent Monitor.

Thank you for your consideration and we look forward to hearing from you.



Dan Isom
Co-Monitor



Jeff Jensen
Co-Monitor

ADDENDUM:
Curricula Vitae and Résumés

DANIEL ISOM II

Professional Experience

- 2008-2013 *Chief of Police, St. Louis Metropolitan Police Department*
- 2007-2008 *Special Projects Manager, St. Louis Police Department*
- Youth Outreach Program, St. Louis Nites Basketball League
 - Community Safe Zone Project Making Neighborhoods Safer
 - Police Probation Parole Intensive Supervision Project
 - Neighborhood Gun Violence Reduction Project
 - Executive Staff Project Manager
- 2004-2007 *Internal Affairs Division Commander, St. Louis Police Department*
- Oversees the receiving of internal and citizen complaints
 - Counsels employees; recommends and takes appropriate action
 - Recommends discipline of employees
 - Prosecutes administrative disciplinary hearings and trails
 - Researches and designs procedures recommending policy changes
 - Prepares the division's annual budget
- 1995-2003 *Supervision and Command, St. Louis Police Department*
- Oversee the operation of the district and/or division ensuring effective and efficient handling of a workload, including analyzing information and recommending changes in working conditions, methods, or procedures
 - Counsels employees; recommends and takes appropriate action
 - Reviews all training evaluations of new employees;
 - Implements further training; recommends dismissal of marginal employees

Professional Experience

- Coordinates and conducts interviews of potential new employees
- Researches and designs procedures recommending policy changes
- Participates in the preparation of the divisions annual budget
- Presents information to various community organizations and schools
- Acts as a liaison for the department with various public safety officials and representatives of both the private and public sector of our city

1988-1995 *Patrol Officer, St. Louis Police Department*

Academic Experience

- 2004-2008 *Adjunct Professor, Harris Stowe State University, St. Louis, Mo.*
- Urban Justice and Community Relations
 - Juvenile Justice

DANIEL ISOM II

- Criminology
- Law Enforcement
- Topic in Higher Education

1995-2003

Instructor, St. Louis Community College-Forest Park, St. Louis, Mo.

- Basic Training for Security Officers
- Annual Renewal Training for Security Officers

2001-2002

Police Academy Director, St. Louis Police Department

- Directs the activities related to various training and educational programs for the St. Louis Metropolitan Police Department.
- Supervises a staff of trainers
- Responsible for evaluating training and educational programs through meetings with staff trainers, reviews trainer activities, and issues directives.
- Directs the analysis and design of training materials and programs to ensure conformance to Department standards and the Department of Public Safety of the state of Missouri.
- Maintains an advisory relationship with the Missouri Peace Officer Standards and Training Commission (POST).
- Observes and evaluates staff instructor performance.
- Prepares reports on training and educational programs for the Chief of Police, Board of Police Commissioners and the Department of Public Safety.

Academic Experience

- Develops relationships with colleges, community organizations, other law enforcement agencies, and private training firms.
- Prepares and oversees the Academy budget
- Oversees training programs provided by Academy personnel to outside agencies such as the Sheriffs Department, corporate security professionals, and college security forces.

1996-1998

Continuing Education Coordinator, St. Louis Police Department

- Research educational needs (and mandates) of the Department.
- Develop courses and programs appropriate to those needs.
- Schedule and advertise courses, to promote adequate participation.
- Monitor and report on the attendance of department personnel.
- Maintain digital records of training, and continuing education.
- Assist personnel in identifying and meeting their training needs.
- Maintains course records, in accordance with "POST" requirements.
- Prepare for P.O.S.T. Commission Audits, held every three years.
- Create proposals and contracts for independent training consultants.

1993-1995

Police Academy Instructor, St. Louis Police Department

DANIEL ISOM II

- Drafts and updates lesson plans and objectives
- Supervises, counsels, and monitors the progress of recruits in training
- Prepares and evaluates exams and other testing instruments
- Designs specialized training packages for outside agencies
- Be familiar with POST Commission mandates and ensure compliance.



JEFFREY B. JENSEN

Partner

jeffrey.jensen@huschblackwell.com

St. Louis, MO

Direct: 314.345.6462

Fax: 314.480.1505

INDUSTRY FOCUS

Financial Services
Technology, Manufacturing &
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PRACTICE AREAS

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Investigations & Litigation
Manufacturing
Data Privacy, Security &
Breach Response
Data Security
Audit Defense
Healthcare Data Privacy,
Security & Breach Response
Healthcare Investigations
and Government
Enforcement
Qui Tam / False Claims Act
White Collar Criminal
Defense

ADMISSIONS

Missouri, 1998
U.S. District Court, District of
Colorado
U.S. District Court, Northern
District of Florida
U.S. District Court, Central
District of Illinois
U.S. District Court, Southern
District of Illinois
U.S. District Court, Eastern
District of Missouri

Jeff concentrates his practice in the area of complex federal litigation, including internal compliance investigations and reviews, emergency response to government investigations and data breach response. He is a member of the firm's Government Compliance, Investigations & Litigation group.

An effective litigator, Jeff has secured favorable results for clients in a wide range of criminal and civil matters. He regularly advocates for prosecution of individuals who victimize corporate clients. He often navigates witnesses and targets through potentially life-altering disputes with the federal government. Jeff also routinely represents law enforcement officers, prosecuting attorneys and other individuals who are acutely familiar with the state and federal legal system.

Prior to entering private practice, Jeff was a certified public accountant for PricewaterhouseCoopers. He then served as an FBI special agent in St. Louis for 10 years and as a federal prosecutor for another decade when he led prosecutions of notorious securities and computer fraud cases. In 2006, Jeff was named Executive U.S. Attorney for the Eastern District of Missouri, an office with 60 criminal and civil attorneys.

Internal Compliance Investigations & Reviews: Jeff conducts internal investigations for publicly traded and privately held corporations. He has a distinguished reputation for adeptly identifying the underlying facts of an investigation and for efficiently determining the appropriate course of action to mitigate potential consequences. Throughout the investigation process, Jeff effectively ascertains opportunities for his clients to improve compliance and training.

Emergency Response to Government Investigations: Jeff guides corporations through properly responding to government investigations, proactive approaches to avoiding common mistakes and detecting early warning signs.

Data Breach Response Readiness: Jeff counsels clients in preparing for and effectively responding to a data breach. Having authored several articles and spoken on the topic of intrusions numerous times, he advises organizations on the 10 key questions to ask IT, compliance and internal audit staff to determine their level of preparedness. Jeff's prior experience as an FBI agent and then as a federal prosecutor have afforded him extensive experience investigating and responding to data breaches.

U.S. District Court, Western District of Missouri
U.S. District Court, Western District of New York
U.S. Court of Appeals, Eighth Circuit
U.S. Court of Appeals, Eleventh Circuit
U.S. Tax Court

EDUCATION

J.D., Saint Louis University School of Law, 1998
B.S., Indiana University, 1988

Representative Experience

- Settled matter with the Securities and Exchange Commission (SEC) in the first case enforcing muni advisers' fiduciary duties.
- Defended executive against allegations by the DOJ and the SEC in securities fraud matter related to expert network and hedge fund trading on the New York Stock Exchange (NYSE).
- Represented global supply manager of multinational computer technology company who provided insider information to hedge fund traders through an expert networking firm (U.S. District Court, Southern District of New York). The client received probation in the criminal case. No incremental punishment was handed down by the SEC in the related civil matter.
- Won dismissal of class action lawsuit against a former general counsel of a real estate investment company.
- Achieved favorable results in U.S. District Court, Western District of Texas, for executive at medical device manufacturing company against allegations of a \$700 million fraud scheme. Also defended client in related criminal case and class action litigation.
- Represented "Big Four" accounting firm investigated by the Department of Justice (DOJ) and the SEC in relation to audits of a failed financial institution.
- Defended many publicly traded companies against whistleblower allegations investigated by the DOJ and the SEC.

Awards and Recognitions

- Martindale-Hubbell AV Preeminent
- Federal Bureau of Investigation Agents Association, The Founders Award, 2015

Civic Involvement

- Independence Center, Board Member
- University of Missouri Parent Leadership Council, Co-Chair

Publications and Presentations

- Frequent speaker, including: the FBI Academy in Quantico, Va., the Center for the Application of Information Technology at Washington University, Saint Louis University School of Law, the National District Attorneys' Association in Columbia, S.C., the Missouri Bar, the Missouri Society of CPAs
- Author, "Data Breach Response Readiness: Is Your Organization Prepared?," White Paper, March 2015
- Co-author, "Federal Sentencing for Economic Crimes – Are We There Yet? Calculating Loss in Securities Fraud – Does the Modified Rescissory Method Fix the Broken Federal Sentencing Guidelines?" *Investigations Quarterly*, March 2014

ROGER L. GOLDMAN

Office Address

Saint Louis University
School of Law
100 N. Tucker Boulevard
St. Louis, MO 63101-1930
(314) 977-2780
(314) 540-2003 (Cell)
(314) 977-3332 (FAX)
goldmanrl@slu.edu (e-mail)

Home Address (Permanent)

6312 Washington Avenue
Saint Louis, MO 63130

EDUCATION

College Harvard, A.B., 1963 (*cum laude*)

Law School University of Pennsylvania, J.D., 1966 (*cum laude*)

EMPLOYMENT

2014 - Present **Callis Family Professor of Law Emeritus**

2004-2014-**Callis Family Professor of Law**

1977-2004 **Professor of Law**, Saint Louis University School of Law

1998-1999 **Interim Dean**, Saint Louis University School of Law

1996-1998 **Associate Dean for Academic Affairs**, Saint Louis University School of Law

1991-1992 **Co-investigator**, Legal Authority of Citizens, Community Groups and Private Security (NIJ Grant #91-IJ-CX-0018)

1978-1979 **Associate Dean**, Saint Louis University School of Law

1977-1978 Sabbatical year spent as scholar-in-residence to selected Federal District Court Judges in New York City. Gowen Fellow, University of Pennsylvania Law School. Visiting Scholar, Columbia University Law School. Research Contract with U.S. Department of Justice, Office for Improvement in the Administration of Justice.

1974-1977 **Associate Professor of Law**, Saint Louis University School of Law

1971-1974 **Assistant Professor of Law**, Saint Louis University School of Law

1969-1971 **Reginald Heber Smith Fellow**, St.Louis Legal Aid Society

COURSES TAUGHT

Constitutional Law
Criminal Procedure I and II
Federal Courts
Religion Clauses of the First Amendment Seminar
Jewish Law Seminar

AWARDS

2013 Mace Bearer, Commencement Exercises, Saint Louis University

2011 Spurgeon Smithson Award, Missouri Bar Foundation

2006 Faculty Teaching Award

2004 Awarded First **Callis Family Professor of Law**

2002 **Equal Justice Award**, Legal Services of Eastern MO, Inc.

1999 **Order of Thomas More**, Saint Louis University School of Law

1994 **Thompson Coburn Writing Award** for William J. Brennan, Jr.: Freedom First (Carroll & Graf, 1994)

1992 **Thompson Coburn Writing Award** for Thurgood Marshall: Justice for All (Carroll & Graf, 1992) (finalist for 1993 NAACP Image Award for Outstanding Literary Work)

1989 **Thompson & Mitchell Writing Award** for Federal Criminal Trial Evidence (with J. O'Brien) (PLI, 1989) (best publication by St. Louis University School of Law faculty member)

1987 **Student Bar Association Teacher of the Year Award**, St. Louis University School of Law

1986 **Anderson Award** for outstanding paper presented at Academy of Criminal Justice Science Annual Convention (with S. Puro)

MEMBERSHIPS

American Bar Association

Missouri Bar Association

Bar Association of Metropolitan St. Louis

Society of American Law Teachers

PUBLICATIONS

Books and book chapters

The Resegregation Decisions and the New Federalism, in Choosing Equality : Essays and Narratives on the Desegregation Experience 182-193 (Leland Ware & Robert L. Hayman eds., Pennsylvania State University Press, 2009)

The Role of the United States Supreme Court in Protecting Civil Rights and Liberties (with Stan Frankowski and Ewa Letowska) (Office for Democratic Institutions and Human Rights, 1997) (in Polish and Russian)

Citizenship Through Sports and Law (with Linda Riekes and Dolores B. Malcolm (1996)

William J. Brennan, Jr.: Freedom First (Carroll & Graf, 1994)

Thurgood Marshall, Justice for All (Carroll & Graf, 1992) (Nominated for 1993 NAACP Image Award for outstanding literary work)

Alcohol, Drugs and the Bill of Rights (St. Louis Public Schools, 1992)

The Military and the Constitution (St. Louis Public Schools, 1992)

Individual Rights: The Universal Challenge (Citizenship Education Clearing House, 1991)

Teaching About the Bill of Rights in Elementary and Middle School Classrooms (with L. Riekes and S. Slane) (PAD Public Service Center, 1991)

Teacher's Resource Guide, Conflicts, Courts and Trials (with L. Riekes, C. Kelly, C. Marske) (West, 1991)

Conflict, Courts and Trials (3d Ed) (with L. Riekes, C. Kelly, C. Marske) (West, 1991)

Teacher's Resource Manual, The Bill of Rights and YOU (with S. Jenkins, L. Riekes, S. Slane) (West, 1990)

Federal Criminal Trial Evidence (with J. O'Brien) (PLI, 1989)

The Bill of Rights and YOU (with L. Riekes, S. Jenkins, and P. McKissack) (West, 1989)

ARTICLES

Importance of State Law in Police Reform, 60 Saint Louis University Law Journal (2106) (forthcoming)

Introduction, 32 ST. LOUIS U. PUB. L. REV. 3 (2012)

A Model Decertification Law, 32 ST. LOUIS U. PUB. L. REV. 147 (2012)

Why Law Students Should Take the Federal Courts Course, 53 Saint Louis University Law Journal 745 (2009)

The Jurisprudence of Sandra Day O'Connor, 52 St. Louis Bar Journal 3 (Fall, 2005)

State Revocation of Law Enforcement Officers' Licenses and Federal Criminal Prosecution: An Opportunity for Cooperative Federalism, 22 Saint Louis University Public L. Rev. 121(2003)

Revocation of Police Officer Certification: A Viable Remedy for Police Misconduct, 45 St. Louis University L.J. 541 (2001) (with S. Puro)

The Protection of Individual Rights as the Fundamental Element of the United States Constitutional Culture in Constitutional Cultures (Institute of Public Affairs, Warsaw) (2001)

Police Decertification: Changing Patterns Among the States, 1985-1995 (with S. Puro and W. Smith), 20 Policing 481 (MCB Press, England) (1997)

Police Decertification: A Remedy for Police Misconduct? in 5 Police and Law Enforcement 115 (with S. Puro) (AMS Press, Inc. 1987)

Decertification of Police: An Alternative to Traditional Remedies for Police Misconduct, 15 Hastings Constitutional Law Quarterly 45 (1987) (with S. Puro)

Interdistrict School Desegregation Remedies, 4 Metropolitan Education 45 (1987)

Interpreting--or Non-Interpreting--the Constitution, 6 Public Law Review 203 (1987)

The Supreme Court and the Law of School Desegregation, 2 Public Law Forum 17 (1982)

U.S. Magistrates: Changing Dimensions of First-Echelon Federal Judicial Officers in The Politics of Judicial Reform (with S. Puro) (Lexington Books, D.C. Heath & Co., 1982)

The Evolving Role of U.S. Magistrates in the District Courts, 64 *Judicature* 436 (with S. Puro and A. Padawer-Singer) (1981)

A Doctrine of Worthier Speech: Young v. American Mini Theatres, Inc. 21 *St. Louis University L.J.* 281 (1977)

ENTRIES IN ENCYCLOPEDIAS

Civil Liberties, Equal Protection and Jurisdiction in *The International Encyclopedia of Public Policy and Administration* (Westview Press, Boulder CO) (1998)

Book Reviews

Justice Brennan: Liberal Champion, Seth Stern and Stephen Wermiel, 98 *Journal of American History* 585-586 (Oxford Journals, September 2011)

Harry A. Blackmun: *The Outsider Justice*, Tinsley Yarbrough, 95 *Journal of American History Review* 929 (December, 2008)

Liberties Lost, Woody Klein, *Civil Liberties* 9 (Winter, 2007)

Curriculum Vitae
Kira Hudson Banks, Ph.D.

Saint Louis University
Department of Psychology
221 N Grand Blvd
Saint Louis, MO 63110

kbanks7@slu.edu
W 314.977.4280
MO License #: 2012032644
IL License #: 071007519

Education

University of Michigan, Ann Arbor, MI: Doctoral Degree Program in Clinical Psychology,
June 2004.

Dissertation Title: "Racial Identity and the Association Between Racial Discrimination
and Depressive Symptoms."

University of Michigan, Ann Arbor, MI: Masters of Arts in Clinical Psychology, May 2002.

Thesis Title: "An Examination of the African American Experience of Everyday
Discrimination and Psychological Distress."

Mount Holyoke College, South Hadley, MA: Bachelor of Arts, Magna Cum Laude, May, 2000.

Honors Thesis Title: "The Experience of Black Women in Higher Education at a
Historically Black and Predominantly White Institution."

Professional Positions

Assistant Professor, Department of Psychology (clinical area), Saint Louis University, January
2012- present.

Associate Professor, Department of Psychology, Illinois Wesleyan University, August 2010-
December 2011.

Assistant Professor, Department of Psychology, Illinois Wesleyan University, August 2004-
August 2010.

Professional Affiliations

American Psychological Association

Division 2, 35, 45

Association Psychological Science

Association of Black Psychologists

Missouri Psychological Association

Selected Academic and Professional Honors and Awards

Charles and Shirley Thomas Award (*significant contributions to the education and training of
students of color as well as presence within ethnic minority communities*),

APA Division 45, 2015

***Robert A. Johnston, S.J. Award for Excellence in Undergraduate Teaching in the Social
Sciences***, Saint Louis University, 2015

Faculty Research Leave, Saint Louis University, 2013

Faculty for the 21st Century, Project Kaleidoscope, 2007

Junior Faculty Leave, Illinois Wesleyan University, 2007

Athena Award, McLean County Chamber of Commerce, 2006

20 Community Leaders Under 40, Pantagraph, 2006

Nelson Mandela Award, Illinois Wesleyan University Student Senate, 2006

Ford Foundation Pre-Doctoral Fellowship, September 2001- August 2004

Phi Beta Kappa, 2000

Rotary International, Cultural Ambassadorial Scholar (West African District) 2000

Currently Funded Grants

The Saint Louis University Urban Underserved MD/MPH Program and Medical Curriculum.

Type: Training Grant Agency: HRSA

Role: Curriculum Consultant Period: 2012-2015

The purpose of the grant is to create an MD/MPH program for medical students as well as assist with the development of medical school curriculum. \$1,500,000

Previously Funded Grants

Office of Charter School Sponsorship, Anti-bias efforts within City Garden Montessori (\$3,000), 2012

Teagle High Impact Pedagogical Practices, Pilot Grant (\$500) 2010

Artistic and Scholarly Development Grant, Illinois Wesleyan University (\$5,500) 2010

Artistic and Scholarly Development Grant, Illinois Wesleyan University (\$3,053) 2008

National Science Foundation, Dissemination Grant, Gaining Options Girls Investigate Real Life Urban Partnerships (\$10,000) 2006

Artistic and Scholarly Development Grant, Illinois Wesleyan University (\$2,666) 2006

Artistic and Scholarly Development Grant, Illinois Wesleyan University (\$2,666) 2005

Curriculum Development Grant, Illinois Wesleyan University (\$2,000) 2004

Psychology Department Thesis/Dissertation Grant, (\$2,500) 2003

Weed Ford-Mellon Research Award, (\$2,500) 1998

Peer-Reviewed Articles (*denotes graduate student, **denotes undergraduate)

Cooper, S.M., Smalls-Glover, C., Neblett, E.W. Jr., **Banks, K.H.** (2015). Racial Socialization Practices among African American Fathers: A Profile Approach. *Psychology of Men and Masculinity*, 16(1), 11-22. doi: 10.1037/a0035654

Banks, K.H. (2014). 'Perceived' discrimination as an example of color-blind racial ideology's influence on psychology. [Peer commentary on "Color-blind racial ideology: Theory, training, and measurement implications in psychology." by H. A. Neville, et al.]. *American Psychologist*. <http://dx.doi.org/10.1037/a0035734>

Banks, K. H., Murray, T.*, Brown, N., & Hammond, W. P. (2014). The Impact of Feminist Attitudes on the Relation between Racial Awareness and Racial Identity. *Sex Roles*. doi: 10.1007/s11199-014-0350-3

Neblett, E.W. Jr., **Banks, K.H.**, Cooper, S.M., & Smalls-Glover, C. (2013). Racial identity mediates the association between ethnic-racial socialization and depressive symptoms. *Cultural Diversity & Ethnic Minority Psychology*, 19(2), 200-207. doi: 10.1037/a0032205

Brown, N. & **Banks, K. H.** (2013). Black Women's Agenda Setting in the Maryland State Legislature. *Journal of African American Studies*, published online June 23. doi: 10.1007/s12111-013-9260-7

Burke, M., **Banks, K. H.** (2012). Sociology By Any Other Name: Teaching the Sociological Perspective in Campus Diversity Programs. *Teaching Sociology*, 40(1), 21-33.

Banks, K. H. (2010). A Qualitative Investigation of Mentor Experiences in a Service-Learning Course. *Educational Horizons*, 89(1), 68-79.

Banks, K. H. (2010). African American College Students' Experience of Racial Discrimination and the Role of College Hassles. *Journal of College Student Development*, 51(1), 23-34.

Banks, K. H. (2009). A Qualitative Investigation of White Students' Perception of Diversity. *Journal of Diversity in Higher Education*, 2(3), 149-155.

- Banks, K. H.,** Kohn-Wood, L., Singleton, J.** (2008). The influence of hope on the relationship between racial discrimination and depressive symptoms. *Journal of Multicultural Counseling and Development*, 36(4), 231-244.
- Banks, K. H.,** Kohn-Wood, L. (2007). The Influence of Racial Identity Profiles on the Relationship Between Racial Discrimination and Depressive Symptoms. *Journal of Black Psychology*, 33(3), 331-354.
- Chang, E. C., & **Banks, K. H.** (2007). The color and texture of hope: Some preliminary findings and implications for how theory and counseling among diverse ethnic groups. *Cultural Diversity and Ethnic Minority Psychology*, 13(2), 94-103.
- Banks, K. H.,** Kohn-Wood, L., Spencer, M. (2006). An examination of the African American experience of everyday discrimination and psychological distress. *Community Mental Health Journal*, 42(6), 555-570.
- Hammond, W. P., **Banks, K. H.,** Mattis, J. S. (2006). Correlates of African American Men's Willingness to Forgive Racially Discriminatory Transgressions. *Sex Roles*, 55(9-10), 679-692 .
- Chang, E. C., Watkins, A. F, & **Banks, K. H.** (2004) How adaptive and maladaptive perfectionism relate to positive and negative psychological functioning: Testing a stress-mediation model in Black and White female college students. *Journal of Counseling Psychology*, 51(1), 93-102.
- Kohn, L. P., & **Hudson, K. M.** (2002). Gender, ethnicity and depression: Intersectionality in mental health research with African American women. *African American Research Perspectives*, 8(1), 174-200.

Book Chapters

- Banks, K. H.** Thompson, V. L. S. (2016). Psychic Pain: Residents, Protestors, Police, and Community. In K. J. Norwood (Ed.) *Ferguson's Fault Lines: The Race Quake that Rocked a Nation*. Chicago: American Bar Association.
- Harvey, R., Tennial, R.*, **Banks, K. H.** (2013). A New Way Forward: The Development and Preliminary Validation of Two Colorism Scales. In K. J. Norwood (Ed.) *Color Matters: Skin Tone Bias & Myth of a Post Racial America*. New York, NY: Routledge.
- Alcantára, C., **Banks, K. H.,** Haynes, T., Graham, E. T., Winborne, K., & Kohn-Wood, L. P. (2008). Diversity Issues in Clinical Psychology. In D. C. S. Richard & S. K. Huprich (Eds.), *Clinical Psychology: Assessment, Treatment, and Research*.
- Reid, P.T., Cooper, S. M, & **Banks, K. H.** (2008). Girl to woman: Theories, research, and issues. In F. Denmark & M. Paludi (Eds.), *Handbook of Psychology of Women*.

Other Publications

- Banks, K. H., Harvey, R. (2013 online). Race. *Oxford Bibliographies in Psychology*. D. S. Dunn (Ed.). New York: Oxford University Press. doi: 10.1093/OBO/9780199828340-0137
- Banks, K. H. (2013). Reflections on the “what” and “why” of Race as a Construct. *PsycCRITIQUES*, 58(15).

Manuscripts Submitted or Under Review Revision

- Lee, D.B., Gaskin, A.L., Jones, S.C.T., Harrell, S.P. **Banks, K.H.,** Sellers, R.M., & Neblett, E.W. Jr. (invited for revision). Factor Structure of the Daily Life Experience Scale. Manuscript submitted for publication.
- Neblett, E. W. Jr., Bernard, D., **Banks, K. H.,** (invited for special issue of *Cognitive and Behavioral Practice*) The Moderating Roles of Gender and Socioeconomic Status in the Association Between Racial Discrimination and Psychological Adjustment.

Banks, K.H., Huck, C. Neblett, E.W. Jr., Smalls-Glover, C., Cooper, S.M., Wilkerson, R. A.* (under review). Integration Amidst Segregation: A Case Study of how one Charter School keeps race, class, and Social Justice Education in focus

Banks, K.H., Wilkerson, R. A.* (under review). The Journey Towards Cultural Competence: Teacher Training at an Urban Language Immersion School.

Smalls-Glover, C., Cooper, S.M., Thomas, D., **Banks, K.H.**, Neblett, E.W. Jr. (under review). Motivation and Learning Strategy Profiles of College Student-Parents Attending an Urban University.

Teaching Experience

Assistant Professor, Saint Louis University, Undergraduate Course, Abnormal Psychology, Fall 2015.

Assistant Professor, Saint Louis University, Undergraduate Seminar, Special Topics 300-level seminar, Engaging Diversity in Applied Settings, Fall 2015.

Assistant Professor, Saint Louis University, Graduate Seminar, Human Diversity, Spring 2012-present.

Assistant Professor, Saint Louis University, Clinical Vertical Supervision Team, Spring 2012-present.

Assistant Professor, Saint Louis University, Undergraduate Seminar, Human Services Practicum, Fall 2012.

Associate Professor, Illinois Wesleyan University, First Year Gateway Colloquium: Understanding Race, Fall 2004-Fall 2011

Associate Professor, Illinois Wesleyan University, Abnormal Psychology, Fall 2004- Fall 2011

Associate Professor, Illinois Wesleyan University, Psychology of Racism, Spring 2005-Fall 2011

Assistant Professor, Illinois Wesleyan University, Psychology Senior Thesis Seminar Fall 2005-Spring 2006

Assistant Professor, Illinois Wesleyan University, Middle School Girls and Social Science, Spring 2006, May Term 2008

Assistant Professor, Illinois Wesleyan University, Insanity and Humanity: Depictions of Mental Illness in Popular Media Spring 2005

Mentor/Facilitator, University of Michigan, Using Math Girls Investigate Real Life (UM-GIRL) Summer 2002.

Teaching Assistant, Mount Holyoke College, Psychology of Racism, Fall 1999.

Teaching Assistant, Madison County Urban League, US Department of Education 21st Century Community Learning Centers Grant, Summer 1999.

Mentor/Facilitator, Emory Medical School, Summer Science Discovery Camp, Summer 1998.

Instructor/Facilitator, Mount Holyoke College, Carnegie Corporation Grant: Improving Interethnic Relations Among Youth, Spring 1997-Spring 1998.

Presentations

Maixner, R.A.,* **Banks, K.H.**, Hughes, H., Harvey, R. (August, 2015). The Racial Socialization Process of White Children. Poster presented at the annual meeting of the American Psychological Association, Toronto, Canada.

Musa, I.M.* & **Banks, K.H.** (August, 2015). Discrimination and mental health symptoms in Muslims: Examining Muslim identity as a moderator. Poster presented at the annual meeting of the American Psychological Association, Toronto, Canada.

Banks, K. H., Harvey, R., Thelemaque, T.*, Anukem, O.* (July, 2015). The Impact of Colorism

- on Mental Health, Paper presented at the Association of Black Psychologists annual Conference, Las Vegas, NV.
- Banks, K. H.,** Anyiwo, N., Moore, C., Robinson, M., Williams, R. Warrior Healers of Ferguson: Community Healing in the Midst of Crisis. (July, 2015). Continuing Education Workshop presented at the Association of Black Psychologists annual Conference, Las Vegas, NV.
- Musa, I.,* Anumken, O.,* **Banks, K. H.,** Harvey, R. (May 2015). Public Regard of Muslims Impacts Muslim Identity and Depressive Symptoms. Poster presented at Association of Psychological Science annual convention, New York, NY.
- Banks, K.H.** (June, 2014). Racial identity as a moderator of self-esteem and positive and negative affect. Paper presented at Division 45 of the American Psychological Association biennial conference, Eugene, OR.
- Wilkerson, R. A.*, **Banks, K.H.,** Harvey, R., Tennial, R. (June, 2014) The relationship between colorblind racial attitudes and colorism. Poster presented at the Society for Psychological Study of Social Issues biennial conference, Portland, OR.
- Tennial, R.*, Harvey, R., **Banks, K.H.** (February, 2014). Colorism: Development and preliminary validation of a measure of skin tone perception. Poster presented at the Society for Personality and Social Psychology annual conference, Austin, TX.
- Banks, K. H.,** Wilkerson, R. A.*, Huck, C. (August, 2013). Integrating an Anti-Bias Framework in a Racially and Socioeconomically Diverse Urban School. Poster presented at the 2013 annual meeting of the American Psychological Association, Honolulu, HI.
- Banks, K.H.,** Burke, M.A. (May, 2012). Teaching inequality with an interdisciplinary lens. Poster presented at the 2012 annual meeting of the Association of Psychological Science, Chicago, IL.
- Banks, K. H.,** Burke, M. A. (March, 2011) *A Pre-Orientation Program to Support White Students in Engaging Diversity*. Promising Practice Workshop presented at the American College Personnel Association annual conference, Baltimore, MD.
- Banks, K. H.,** Burke, M. A. (October, 2010) *Evaluating a Pre-Orientation Program to Engage White Students in Campus Diversity*. Paper presented at the Diversity Challenge Conference at Boston College, Institute for the Study and Promotion of Race and Culture.
- Banks, K. H.** (April, 2009) *GO-GIRL Program and Mentoring Implications at Illinois Wesleyan University*. Paper presented at the American Education Research Association Annual Conference, San Diego, CA.
- Banks, K. H.,** (August, 2008) *White Students' Perceptions of Diversity and Their Role in its Success*. Poster Presented at the annual meeting of the American Psychological Association Annual Conference, Boston, MA.
- Davis-Kahl, S., **Banks, K. H.** (June, 2007) *Analyzing the Dynamics of Race with Information and Virtual Literacy*. Poster presented virtually at the American Library Association Annual Conference, Washington, D.C.
- Banks, K. H.** (March, 2006) *The Influence of Hope on the Relationship Between Racial Discrimination and Depressive Symptoms*. Paper presented at the Society for Research on Adolescence Biannual Conference, San Francisco, CA.
- Banks, K. H.,** Moorman, A. S. (January, 2006) *Adjustment, service utilization, and experience of first year and transfer students at Illinois Wesleyan University*. Poster presented at the National Association of Student Personnel Administrators Annual Conference, Los Angeles, CA.
- Chen, C., Kohn-Wood, L., **Banks, K. H.** (February, 2005) *Social Support as a Predictor of Help Seeking*. Poster presented at the 2nd Annual Emerging Adulthood Conference, Miami, FL.
- Banks, K. H.** (July 2004) *Racial Identity and the Association Between Racial Discrimination*

- and Depressive Symptoms*. Paper presented at the Black Graduate Conference for Psychology, University of Michigan, Ann Arbor, MI.
- Baez, T., **Banks, K. H.** (February 2004) *Mentoring Across Cultural Differences: Supervision Strategies in the Multicultural Triad*. Workshop presented at the annual meeting of the Big Ten Counseling Centers, Purdue University, Lafayette, IN.
- Banks, K. H.**, & Kohn-Wood, L. P. (August 2003) *The Influence of Everyday Discrimination and Hope on African American College Students*. Paper Presented at the annual meeting of the American Psychological Association Annual Conference, Toronto, Canada.
- Kohn-Wood, L., & **Banks, K.H.**, Hudson, G. (June 2003) *Diversity and Understanding Distress*. Paper Presented at biennial meeting of the Society for Community Research and Action, LasVegas, NM.
- Banks, K. H.**, & Chang, E. C. (May 2003) *The Color and Texture of Hope: Preliminary Findings and Implications for Hope Theory and Counseling Among Diverse Groups*. Poster presented at the annual meeting of the American Psychological Society, Atlanta, GA.
- Hudson, G., **Banks, K. H.**, Kohn-Wood, L. P., & Graham-Bermann, S. (April 2003) *Racial Socialization Among Parents of Pre-schoolers*. Poster presented at the biennial meeting of the Society for Research on Child Development, Tampa, FL.
- Banks, K. H.** *An Examination of the African American Experience of Everyday Discrimination and Psychological Distress*. (August 2002) Paper presented at the annual meeting of the Association of Black Psychologists Annual Conference, San Diego, CA.
- Hudson, K. M.** *Black Women in Higher Education*. (August 2001) Poster presented at the annual meeting of the American Psychological Association, San Francisco, CA.

Invited Talks/Lectures/Facilitation

- Banks, K. H.** (April, 2015). Impact of Colorism on Mental Health. Invited talk for Clinical Science Seminar at Washington University.
- Banks, K. H.** (March, 2015). Unconscious Bias: Understanding What we Don't Know. Invited panel presenter for Policing Race and Mind: Ferguson and Beyond sponsored by the Philosophy-Neuroscience-Psychology Program at Washington University.
- Banks, K. H.** (November, 2013). Teacher Response to Diversity and Inclusion Training. Invited presentation of research findings to the leadership team at St. Louis Language Immersion School.
- Banks, K. H.** (November, 2012). Fostering community conversations across the racial divide. Invited speaker for the greater St. Louis Community Health Speaker Series.
- Banks, K. H.** (April, 2012). Diversity and child development. Presentation to parents, head of school, and admissions staff at Community School, a St. Louis area school.
- Banks, K. H.**, Burke, M. A. (September, 2010) Engaging Diversity: A Pre-Orientation Program. Invited to present results from pre-orientation program to the campus community.
- Banks, K. H.** (March, 2010) Diversity Means.... Invited to present paper and facilitate conversation at the White Privilege Conference at Augustana College,
- Banks, K. H.** (July, 2008, April 2008). Examining Race and its Place in the Classroom. Invited to present to and facilitate a discussion with teachers involved in Professional Development Academy.
- Narum, J., Wall, N. Gentile, J., **Banks, K. H.**, Ekey, B., Halsell, S., Haushalter, K., Kirchhoff, M., Levandowski, M., McCormack, L. (June, 2008). The Early Career Faculty Experience. Invited to facilitate discussions on how to prepare early-career and future STEM faculty to be successful and how to align training with hiring institutions' expectations.

- Banks, K. H.**, Moorman, A. M. (February 2006). Adjustment, service utilization, and experience of first year and transfer students at Illinois Wesleyan University. Invited to present research findings to Illinois Wesleyan University's Board of Trustees.
- Banks, K. H.** (September 2005). The Intersection of Mental Health, Racial Identity and Discrimination. Invited to give a talk to the Department of Psychology and wider campus community, Davidson College, Davidson, NC.
- Banks, K. H.** (February 2005). Discrimination, Racial Identity and Depressive Symptoms in African American College Students. Invited give a talk to the Department of Psychology at University of Kwazulu-Natal, South Africa.
- Banks, K. H.** (October 2004). Racial Identity and Bi-racial Children. Invited talk for a Bloomington-Normal community group for Bi-racial Moms, Bloomington, IL.
- Banks, K. H.** (October 2004). Micro-inequities and Everyday Discrimination in the Workplace. Invited lecture for seminar on Women in Business, Illinois Wesleyan University, Bloomington, IL.
- Banks, K. H.** (September 2004). Race and Psychotherapy. Invited lecture for seminar on Counseling and Psychotherapy, Illinois Wesleyan University, Bloomington, IL.
- Banks, K. H.** (September 2004). The Psychology of Race: An Examination of Racial Identity Development, Racial Discrimination and Well-Being. Invited talk for the Division of Natural Science Colloquia Series, Illinois Wesleyan University, Bloomington, IL.
- Kohn-Wood, L., **Banks, K. H.** & Ivey, A. (September 2003). Diversity and Understanding Distress. Invited talk for the Center for Research on Ethnicity, Culture and Health Predoctoral Seminar on Ethnicity, Culture and Health, University of Michigan, Ann Arbor, MI.

Department/University Service

- Correspondent Member, Strategic Plan Topical Work Group***, SLU as an Entrepreneur for Social Justice and Responsibility, Spring 2015
- President's Diversity Council, Member***, Saint Louis University, Spring 2012-present
- Diversity and Inclusion Committee, Member***, Saint Louis University, Spring 2012-present
- MLK, Jr. Scholarship Interviewee***, Saint Louis University, Spring 2012-present
- IRB Pre-Reviewer***, Saint Louis University, Spring 2013-present
- University Partner, Action Research Center*** Illinois Wesleyan University, Spring 2005-December 2011
- MLK Day Teach In Panel Convener***, Illinois Wesleyan University, January 2010 and 2011.
Convened a panel and provided opening remarks for panel of race and social justice.
- University Diversity Council***, Illinois Wesleyan University, Fall 2009-2011.
- Academic Appeals***, Illinois Wesleyan University, Fall 2008-2010.
- First Year Advisor***, Illinois Wesleyan University, Fall 2008-Spring 2009.
- Honors Day Speaker***, Illinois Wesleyan University, Spring 2008
- Black Student Union Co-Advisor***, Illinois Wesleyan University, Spring 2005- Spring 2010.
- Spelman College Program for Exchange***, Exchange Coordinator, Illinois Wesleyan University, Spring 2005-2011.
- Psychology Club***, faculty advisor, Illinois Wesleyan University, Fall 2004-Spring 2007.
- Fulbright Award***, Interviewer, Illinois Wesleyan University, October 2006
- First Year Advising Conference***, presenter, Illinois Wesleyan University, August 2006
- Phi Beta Kappa Selection Committee***, committee member, Illinois Wesleyan University, Spring 2005, 2006 and 2007
- African Studies Group***, member, Illinois Wesleyan University, Fall 2004-Spring 2005.
- Eating Disorders Team***, member, Illinois Wesleyan University, Fall 2004-Fall 2005.

Community/National/International Professional Service

Journal Ad Hoc Reviewer, Cultural Diversity and Ethnic Minority Psychology, 2012- present

Journal Ad Hoc Reviewer, Psychological Bulletin, 2011

Journal Ad Hoc Reviewer, Community Mental Health Journal, 2007- present.

Invited to review manuscripts submitted for publication.

Journal Ad Hoc Reviewer, Journal of Social and Clinical Psychology, 2006-present.

Invited to review manuscripts submitted for publication.

Invited Reviewer, National Academies of Sciences, Ford Foundation Diversity Fellowships, 2005, 2012, 2015.

Co-Chair, Racial Justice Summit Committee, McLean County YWCA Centennial Celebration, 2007-2009.

American Psychological Society Delegate to People to People Ambassadors Program, 2005,

Invited by Dr. Henry (Roddy) Roediger to be part of national delegation of psychologists aimed to exchange information with South African counterparts on issues of psychology, education and race relations.

Journal Ad Hoc Reviewer, Journal of Personality Assessment, 2003-2004.

Invited to review manuscripts submitted for publication.

Representative Mainstream Media Engagements

Harvard Business Review: How Managers Can Promote Healthy Discussions About Race

<https://hbr.org/2016/01/how-managers-can-promote-healthy-discussions-about-race>

Talent Management and HR: Workplace Race Issues Can Be Solved IF We Address Them

http://www.ereMEDIA.com/tlnt/workplace-race-issues-can-be-solved-if-we-address-them-openly-and-honestly/?utm_source=SocialWarfare

NBC Today Show: Commissioned to design, write protocol, and provide commentary for a research study.

Huffington Post: An analysis of race in popular discourse

http://www.huffingtonpost.com/kira-hudson-banks/no-throwing-babies_b_743152.html

Psychology Today: A reflection on the importance of diversity in leadership

<http://www.psychologytoday.com/blog/race-matters/201006/diversity-in-leadership>

St. Louis Beacon: A discussion of the relevance of ethnic studies

<http://www.stlbeacon.org/content/view/102387/74/>

Richard Rosenfeld

April 2016

Curriculum Vitae

Thomas Jefferson Professor
Department of Criminology and Criminal Justice
University of Missouri-St. Louis
One University Blvd.
St. Louis, MO 63121
(314) 516-6717
Fax: (314) 516-5048
Email: richard_rosenfeld@umsl.edu

Degrees Awarded

Ph.D, 1984, Department of Sociology, University of Oregon.

B.A., 1972, University of Oregon.

Fellowships and Awards

President, American Society of Criminology 2009-10

Founders Professor, University of Missouri-St. Louis (Appointed 2014)

Curators Professor, University of Missouri-St. Louis (2007-2013)

Fellow, American Society of Criminology

Thomas Jefferson Award, University of Missouri (2016)

Chancellor's Award for Excellence in Research, University of Missouri-St. Louis, 2006

Chancellor's Award for Excellence in Teaching, University of Missouri-St. Louis, 1994

Chancellor's Award for Excellence in Service, University of Missouri-St. Louis, 2013

Fulbright Scholar, 2016-2021

Post-Doctoral Fellowship in Criminology. School of Urban and Public Affairs, Carnegie Mellon University, 1984-85

Claude S. Fisher Award for Excellence in *Contexts*, Best Book Review, 2010 (with Janet L. Lauritsen)

National Associate, National Research Council, National Academy of Sciences (selected 2011)

Areas of Specialization

Crime Trends
Crime Statistics
Crime Control Policy

Criminological Theory

Publications

Books

- Rosenfeld, Richard**, and Messner, Steven F. 2013. *Crime and the Economy*. London, UK: Sage.
- Rosenfeld, Richard**, Mark Edberg, Xiangming Fang, and Curtis S. Florence, eds. 2013. *Economics and Youth Violence: Crime, Disadvantage, and Community*. New York: NYU Press.
- Messner, Steven F. and **Richard Rosenfeld**. 2013. *Crime and the American Dream*. Fifth Edition. Belmont, CA: Wadsworth. (First edition published in 1994.)
- Rosenfeld, Richard**, Kenna Quinet, and Crystal Garcia, eds. 2012. *Contemporary Issues in Criminological Theory and Research: The Role of Social Institutions*. Belmont, CA: Wadsworth.
- Goldberger, Arthur and **Richard Rosenfeld**, eds. 2008. *Understanding Crime Trends*. Washington, DC: National Academies Press.
- National Research Council. Committee on Community Supervision and Desistance from Crime, Joan Petersilia and **Richard Rosenfeld**, Co-Chairs. 2008. *Parole, Desistance From Crime, and Community Integration*. Washington, DC: National Academies Press.
- Rosenfeld, Richard**, ed. 2006. *Crime and Social Institutions*. Hampshire, England: Ashgate.
- Rosenfeld, Richard**, ed. 2006. *Hidden Assets: Connecting the Past to the Future of St. Louis*. Columbia, MO: University of Missouri Press.

Journal Articles

80. Berg, Mark, Eric Baumer, and **Richard Rosenfeld**. 2016. "Dissecting the Prevalence and Incidence of Offending During the Crime Decline of the 1990s." *Journal of Quantitative Criminology* (forthcoming).
79. Jacques, Scott, **Richard Rosenfeld**, Richard Wright, and Frank van Gemert. 2016. "The Effects of Prohibition on Drug Market Conflict: Comparing Street Dealers, Coffeeshops, and Cafés in Amsterdam." *Criminology and Public Policy* (forthcoming).
78. **Rosenfeld, Richard**, and Aaron Levin. 2016. "Acquisitive Crime and Inflation in the United States: 1960 - 2012." *Journal of Quantitative Criminology* (forthcoming).
77. **Rosenfeld, Richard**. 2015. "Police Killings and Sociological Research." *Sociological Forum* 31: 223-224.
76. Klinger, David, **Richard Rosenfeld**, Daniel Isom, and Michael Deckard. 2015. "Race, Crime, and the Micro Ecology of Deadly Force." *Criminology and Public Policy* (DOI:10.1111/1745-9133.12174).
75. **Rosenfeld, Richard**. 2015. "Ferguson and Police Use of Deadly Force." *Missouri Law Review* 80: 1077-1097.
74. **Rosenfeld, Richard**. 2014. "Crime and Inflation in Cross-National Perspective." *Crime and Justice* 43: 341-366.
73. **Rosenfeld, Richard**. 2014. "The St. Louis Public Safety Partnership." *Translational Criminology* (Fall).
72. **Rosenfeld, Richard**. 2014. "The Strange Career of Immigration in American Criminological Research: Editorial Introduction." *Criminology and Public Policy* 13: 281-283.
71. **Rosenfeld, Richard**, Michael Deckard, and Emily Blackburn. 2014. "The Effects of Directed Patrol and Self-Initiated Enforcement on Firearm Violence: A Randomized Controlled Study of Hot Spot Policing." *Criminology* 52: 428-449.
70. **Rosenfeld, Richard**. 2014. "Crime and the Great Recession: Introduction to the Special Issue." *Journal of Contemporary Criminal Justice* 30: 4-6.

69. **Rosenfeld, Richard**, Karen Terry, and Preeti Chahaun. 2014. "New York's Crime Drop Puzzle: Introduction to the Special Issue." *Justice Quarterly* 31: 1-4.
68. **Rosenfeld, Richard**, and Robert Fornango. 2014. "The Impact of Police Stops on Precinct Robbery and Burglary Rates in New York City, 2003 – 2010." *Justice Quarterly* 31: 96-122.
67. Rojek, Jeff, **Richard Rosenfeld**, and Scott Decker. 2012. "Policing Race: The Racial Stratification of Searches in Police Traffic Stops." *Criminology* 50: 993-1024.
66. **Rosenfeld, Richard**, Jeff Rojek, and Scott Decker. 2012. "Age Matters: Race Differences in Police Searches of Young and Older Male Drivers." *Journal of Research in Crime and Delinquency* 49: 31-55.
65. Stacey, Michelle, Kristin Carbone-Lopez, and **Richard Rosenfeld**. 2011. "Demographic Change and Ethnically Motivated Crime: The Impact of Immigration on Anti-Hispanic Hate Crime in the United States." *Journal of Contemporary Criminal Justice* 27: 278 - 298.
64. **Rosenfeld, Richard**. 2011. "The Big Picture: 2010 Presidential Address to the American Society of Criminology." *Criminology* 49: 1-26.
63. **Rosenfeld, Richard**. 2011. "From Mass Incarceration to Targeted Policing: Introduction to the Special Issue." *Criminology and Public Policy* 10: 3-7.
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61. **Rosenfeld, Richard** and Steven F. Messner. 2009. "The Crime Drop in Comparative Perspective: The Impact of the Economy and Imprisonment on American and European Burglary Rates." *British Journal of Sociology* 60: 445-471.
Reprinted in Van Dijk, Jan, Andromachi Tseloni, and Graham Farrell, eds. 2012. *The International Crime Drop: New Directions in Research*. New York: Palgrave.
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59. **Rosenfeld, Richard** and Brian Oliver. 2008. "Evaluating Recent Changes in Homicide and Robbery Rates." *Justice Research and Policy* 10: 49-65.
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57. Martinez, Ramiro, **Richard Rosenfeld**, Dennis Mares. 2008. "Social Disorganization, Drug Market Activity, and Neighborhood Violent Crime." *Urban Affairs Review* 43: 846-874.
56. **Rosenfeld, Richard**, Joan Petersilia, and Christy Visher. 2008. "The First Days After Release Can Make a Difference." *Corrections Today* (June): 86-87.
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49. **Rosenfeld, Richard**. 2006. "Connecting the Dots: Crime Rates and Criminal Justice Evaluation Research." *Journal of Experimental Criminology* 2:309-319.
48. Messner, Steven F. and **Richard Rosenfeld**. 2006. "The Present and Future of Institutional-Anomie Theory." *Advances in Criminological Theory* 15:127-148.

47. Messner, Steven F., Eric Baumer, and **Richard Rosenfeld**. 2006. "Distrust of Government, the Vigilante Tradition, and Support for Capital Punishment." *Law and Society Review* 40: 559-590.
46. **Rosenfeld, Richard**. 2005. "Firearms Research and the Crime Drop." *Criminology and Public Policy* 4:799-806.
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41. Baumer, Eric, Steven F. Messner, and **Richard Rosenfeld**. 2004. "Dimensions of Social Capital and Rates of Criminal Homicide." *American Sociological Review* 69:882-903.
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27. Blumstein, Alfred, Frederick P. Rivara, and **Richard Rosenfeld**. 2000. "The Rise and Decline of Homicide – And Why." *Annual Review of Public Health* 21:505-541.
26. **Rosenfeld, Richard**, Timothy M. Bray, and Arlen Egley. 1999. "Facilitating Violence: A Comparison of Gang-Motivated, Gang-Affiliated, and Non-Gang Youth Homicides." *Journal of Quantitative Criminology* 15:495-516.
25. Blumstein, Alfred and **Richard Rosenfeld**. 1999. "Trends in Rates of Violence in the USA." *Studies on Crime and Crime Prevention* 8:139-167.

24. **Rosenfeld, Richard** and Scott H. Decker. 1999. "Are Arrest Statistics a Valid Measure of Illicit Drug Use?" *Justice Quarterly* 16:685-699.
23. Dugan, Laura, Daniel Nagin, and **Richard Rosenfeld**. 1999. "Explaining the Decline in Intimate Partner Homicide: The Effects of Changing Domesticity, Women's Status, and Domestic Violence Resources." *Homicide Studies* 3:187-214.
22. Blumstein, Alfred and **Richard Rosenfeld**. 1998. "Assessing the Ups and Downs in US Homicide Rates." *NIJ Journal* (October):9-13.
21. Blumstein, Alfred and **Richard Rosenfeld**. 1998. "Explaining Recent Trends in US Homicide Rates." *Journal of Criminal Law and Criminology* 88:1175-1216.
20. Baumer, Eric, Janet L. Lauritsen, **Richard Rosenfeld**, and Richard Wright. 1998. "The Influence of Crack Cocaine on Robbery, Burglary, and Homicide Rates: A Cross-City, Longitudinal Analysis." *Journal of Research in Crime and Delinquency* 35:316-340.
19. Messner, Steven F. and **Richard Rosenfeld**. 1997. "Political Restraint of the Market and Levels of Criminal Homicide: A Cross-National Application of Institutional-Anomie Theory." *Social Forces* 75:1393-1416.
18. **Rosenfeld, Richard**. 1997. "Changing Relationships Between Men and Women: A Note On the Decline in Intimate Partner Homicide." *Homicide Studies* 1:72-83.
17. **Rosenfeld, Richard** and Scott H. Decker. 1996. "Consent to Search and Seize: Evaluating An Innovative Youth Firearm Suppression Program." *Law and Contemporary Problems* 59:197-220.
16. Decker, Scott H. and **Richard Rosenfeld**. 1995. "'My Wife is Married and So is My Girlfriend:' Adaptations to the Threat of AIDS in an Arrestee Population." *Crime and Delinquency* 41(1):37-53.
15. **Rosenfeld, Richard** and Steven F. Messner. 1994. "Crime and the American Dream: An Institutional Analysis." *Advances in Criminological Theory* 6(1):159-181.
14. **Rosenfeld, Richard** and Scott H. Decker. 1994. "Constructive Criticism and Violence Prevention." *American Journal of Police* 13(1):157-159.
13. Erchak, Gerald M. and **Richard Rosenfeld**. 1994. "Societal Isolation, Violent Norms, and Gender Relations: A Re-Examination and Extension of Levinson's Model of Wife Beating." *Cross-Cultural Research* 28(2):111-133.
12. **Rosenfeld, Richard** and Scott H. Decker. 1993. "Where Law Enforcement and Public Health Meet: Monitoring and Preventing Youth Violence." *American Journal of Police* 12(3):11-57.
11. **Rosenfeld, Richard** and Scott H. Decker. 1993. "Discrepant Values, Correlated Measures: Cross-City Comparisons of Self Reports and Urine Tests of Cocaine Use Among Arrestees." *Journal of Criminal Justice* 21(3):223-230.
10. Decker, Scott H. and **Richard Rosenfeld**. 1992. "Intravenous Drug Use and the AIDS Epidemic: Findings From a 20-City Sample of Arrestees." *Crime and Delinquency* 38(4):492-509.
9. Blumstein, Alfred, Jacqueline Cohen, and **Richard Rosenfeld**. 1992. "The UCR-NCS Relationship Revisited: A Reply to Menard." *Criminology* 30(1):115-124.
8. Tiedge, James, Arthur Silverblatt, Michael Havice, and **Richard Rosenfeld**. 1991. "The Discrepancy Between Perceived First-Person and Perceived Third-Person Mass Media Effects." *Journalism Quarterly* 68(1/2):141-154.
7. **Rosenfeld, Richard** and Kimberly Kempf. 1991. "The Scope and Purposes of Corrections: Exploring Alternative Responses to Crowding." *Crime and Delinquency* 37(4):481-505.
6. Blumstein, Alfred, Jacqueline Cohen, and **Richard Rosenfeld**. 1991. "Trend and Deviation In Crime Rates: A Comparison of UCR and NCS Data for Robbery and Burglary." *Criminology* 29(2):237-263.
5. **Rosenfeld, Richard** and Steven F. Messner. 1991. "The Social Sources of Homicide in Different Types of Societies." *Sociological Forum* 6(1):58-70.
4. **Rosenfeld, Richard**. 1989. "Robert Merton's Contributions to the Sociology of Deviance." *Sociology Inquiry* 59(4):453-466.

3. **Rosenfeld, Richard.** 1986. "Gay Liberation and Social Feminism: A Comment on Elshtain's 'Homosexual Politics.'" *Salmagundi* (Fall):138-142.
2. **Rosenfeld, Richard.** 1978. "Standards of Professional Responsibility in the Social Sciences: The Protection of Research Subjects." *Business and Professional Ethics* 2(1).
1. **Rosenfeld, Richard.** 1975. "On the Social Mechanisms of White Supremacy: A Comment and Analysis." *Pacific Sociological Review* 18(1):40-47.

Chapters

36. **Rosenfeld, Richard.** 2015. "Trends in Street Crime and the Crime Drop." In *Emerging Trends in the Social and Behavioral Sciences*, edited by Robert Scott and Stephen Kosslyn. Hoboken, NJ: Wiley.
35. **Rosenfeld, Richard,** and Steven F. Messner. 2014. "A Social Welfare Critique of Contemporary Crime Control." In *Crime and the Punished*, edited by Douglas Hartmann and Christopher Uggen. New York: W.W. Norton.
34. Fang, Xiangming, **Richard Rosenfeld**, Linda L. Dahlberg, and Curtis S. Florence. 2013. "The Nonlinear Effect of Neighborhood Disadvantage on Youth Violence." In Richard Rosenfeld, Mark Edberg, Xiangming Fang, and Curtis S. Florence eds. 2013. *Economics and Youth Violence: Crime, Disadvantage, and Community*. New York: NYU Press.
33. **Rosenfeld, Richard,** Curtis S. Florence, Xiangming Fang, and Mark Edberg. 2013. "Introduction." In Richard Rosenfeld, Mark Edberg, Xiangming Fang, and Curtis S. Florence eds. 2013. *Economics and Youth Violence: Crime, Disadvantage, and Community*. New York: NYU Press.
32. **Rosenfeld, Richard,** and Steven F. Messner. 2012. "Unemployment, Homicide, and the Welfare State." Pp. 233-251 in *Master Criminologists on the Science of Crime Control*, Vol. 2, edited by Jianhong Liu and Cheng Jin. Beijing, China: People's Publishing House.
31. **Rosenfeld, Richard,** Helene R. White and Finn-Aage Esbensen. 2012. "Special Categories of Serious and Violent Offenders: Drug Dealers, Gang Members, Homicide Offenders, and Sex Offenders." In Rolf Loeber & David Farrington (Eds.), *From Juvenile Delinquency to Adult Crime: Criminal Careers, Justice Policy, and Prevention*. New York: Oxford University Press.
30. **Rosenfeld, Richard.** 2011. "Changing Crime Rates." In *Crime and Public Policy*, edited by James Q. Wilson and Joan Petersilia. New York: Oxford University Press.
29. Messner, Steven F., **Richard Rosenfeld,** and Susanne Karstedt. 2011. "Social Institutions and Crime." In *Oxford Handbook of Criminological Theory*, edited by Francis T. Cullen and Pamela Wilcox. New York: Oxford University Press.
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16. Decker, Scott H., **Richard Rosenfeld**, and George W. Burruss, Jr. 2005. "Evaluating Elusive Policing Programs: The Case of the St. Louis Consent-to-Search Program." Pp. 42-58 in Kent R. Kerley, ed. *Policing and Program Evaluation*. Upper Saddle River, NJ: Prentice Hall.
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7. **Rosenfeld, Richard**. 1996. "Attitudes Towards Marriage and Gender as They Affect Violence." Appendix A (pp. 76-78, selected) in *Saving Our Children: Can Youth Violence Be Prevented?* Edited by N. Ethiel. Cambridge, MA: Harvard Law School.
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1. **Rosenfeld, Richard**. 1979. "Income Inequality and Urban Crime." Pp. 291- 319 in *The Changing Structure of the City: What Happened to the Urban Crisis?*, edited by G. Tobin. Beverly Hills, CA: Sage.

Editorials, Commentaries, Research Guides, and Other Publications (Selected)

- Rosenfeld, Richard**. 2015. "Crime Wave? What Crime Wave?" *The Crime Report* (October 15). <http://thecrimereport.org>.
- Rosenfeld, Richard**. 2015. "Was There a 'Ferguson Effect' on Crime in St. Louis?" Sentencing Project Policy Brief. Washington, DC: Sentencing Project.
- Rosenfeld, Richard**. 2014. "The Crime Trends Roundtable." *The Criminologist* 39 (January/February): 1, 3-4.
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- Rosenfeld, Richard**. 2002. "Why Criminologists Should Study Terrorism." *The Criminologist* (November/December):1, 3-4. Reprinted in *Crime & Justice International* 19:34-35 (2003).
- Rosenfeld, Richard**. 1998. "Wolfgang's Footprints: Guest Editor's Introduction." *Homicide Studies* 2:228-231.

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Rosenfeld, Richard and John Kaufmann. 1976. "Why Your Child is Still Hyperactive." *CNI Review* 6:4-6.

External Grants Awarded

"Evaluating a Researcher-Practitioner Partnership and Field Experiment." National Institute of Justice (January 1, 2013 – December 31, 2013). (\$123,928).

"Understanding the Crime Drop in New York." Open Society Institute and Research Foundation of the City University of New York (September 1, 2010 – December 31, 2011) (\$51,533).

"Recidivism over Time and Space: An Analysis of Prisoners Released in 1983 and 1994." American Statistical Association (June 1, 2010 – May 31, 2011). Co-investigator: Brian Oliver (\$34,504).

"The Contextual Relationship Between Individual Level Violence and Macro Level Economic Factors." Centers for Disease Control (October 1, 2008 – September 30, 2010).

"The Influence of Respectability on Predation and Social Control." National Science Foundation (July 30, 2008 - June 30, 2010). Co-investigator: Richard Wright (\$180,943).

"Improving Crime Data." National Institute of Justice. Subcontract: Georgia State University (October 1, 2002-September 30, 2005; extended to December 31, 2007). Co-investigator: Robert Friedmann (\$772,092).

"Gender and Social Networks in Lethal and Non-Lethal Violence." National Institute of Justice and National Consortium on Violence Research (October 1, 2000-August 31, 2001) (\$50,673).

"Ethnic Succession and Changes in Homicide: Southeast Los Angeles, 1980-1999." National Consortium on Violence Research (July 1, 2000-June 30, 2001). Co-investigator: George Tita (\$18,160).

"Social Capital and Homicide." National Consortium on Violence Research (June 1, 1999-May 31, 2000). Co-investigator: Steven F. Messner (\$50,566).

"Partnership Between the National Consortium on Violence Research and the National Institute of Justice (October 1, 1998-July 31, 2000) (\$98,340).

"Social Isolation, Structural Disadvantage, and Urban Homicide: Disentangling Race, Place, and Risk." National Consortium on Violence Research (January 1, 1998 - December 31, 1998) (\$27,701).

"The Effect of Legal Advocacy on Intimate Partner Homicide Rates." National Institute of Justice (October 1, 1997 – September 30, 1999). Co-investigators: Daniel Nagin and Laura Dugan (\$55,024).

"Analyzing the Youth Homicide Epidemic with Urban Spatial Data." National Consortium on Violence Research (February 1, 1997 – January 31, 1998). Co-investigators: Ramiro Martinez and Victoria Brewer (\$27,505).

“Consent to Search and Seize: An Evaluation of the St. Louis Firearm Suppression Program.” National Institute of Justice (October 1, 1995 – September 30, 1997). Co-investigators: Scott H. Decker and Bruce Jacobs (\$326,554).

“Collaborative Research on Spatial and Temporal Dynamics of Urban Homicide.” National Science Foundation (January 1, 1995 – December 31, 1997). Co-investigators: Carol W. Kohfeld and John Sprague (\$190,107).

“Assault Crisis Teams: “Preventing Youth Violence Through Monitoring, Mentoring, and Mediating.” National Institute of Justice (October 1, 1994 – September 30, 1996). Co-investigator: Scott H. Decker (\$461,949).

“Alternative Indicators of Drug Abuse in American Cities: Comparing DUF, DAWN and Arrest Indicators.” National Institute of Justice (October 1, 1993 – June 30, 1994). Co-investigator: Scott H. Decker (\$30,000).

“Estimating Drug Use in Intermediate Populations.” National Institute on Drug Abuse (October 1, 1992 – June 30, 1994). Collaborating Investigator: Scott H. Decker (\$366,839).

“A Pipeline Study of Adult Probation and Parole Cases in Missouri.” National Institute of Justice (October 1, 1990 – June 30, 1991). Co-investigators: Scott H. Decker and Kimberly Kempf (\$19,000).

“Using the DUF Data: An Analytic Framework and Research Problem.” National Institute of Justice (April 30, 1990 - December 31, 1990). Co-investigator: Scott H. Decker (\$30,000).

“Effects of Sanctions on Criminality.” National Institute of Justice (October 1, 1986 – September 30, 1988). Co-investigators: Alfred Blumstein and Jacqueline Cohen (\$176,000).

Published Reviews

The Illusion of Free Markets: Punishment and the Myth of Natural Order by Bernard E. Harcourt. *American Journal of Sociology* 117: 986-988 (2011).

The Explanation of Crime: Context, Mechanisms, and Development by P. O. Wikstrom and Robert J. Sampson, eds. *Social Forces* 87:1139-1141 (2008).

Private Guns, Public Health: A Commonsense Plan for Ending America's Epidemic of Gun Violence by David Hemenway. *JAMA* 292:632-633 (2004).

“The Limits of Crime Control.” Review essay on Crime: Public Policies for Crime Control by James Q. Wilson and Joan Petersilia, eds. *Journal of Criminal Law and Criminology* 93:289-297 (2003).

Gun Violence: The Real Costs by Philip J. Cook and Jens Ludwig. *JAMA* 286:605-607 (2001).

Locked in the Poorhouse: Cities, Race, and Poverty in the United States by Fred R. Harris and Lynn A. Curtis. *Contemporary Sociology* 29:500-501 (2000).

Losing Legitimacy: Street Crime and the Decline of Social Institutions in America by Gary LaFree. *Contemporary Sociology* 29:253-254 (2000).

The Crooked Ladder: Gangsters, Ethnicity, and the American Dream by John M. O’Kane. *Social Forces* 73:1180-1181 (1995).

Neighborhoods and Crime: The Dimensions of Effective Community Control by R. J. Bursik, Jr. and H. G. Grasmick. *American Journal of Sociology* March: 1387-1389 (1994).

A Primer in Radical Criminology by M. Lynch and W. B. Groves. *Journal of Criminal Law and Criminology* 78:201-204 (1987).

The Social Welfare Forum, 1978 by the National Conference on Social Welfare. *Sociology: Reviews of New Books* 7:75 (1980).
The Making of a Television Series: A Case Study in the Sociology of Culture by P. Elliot. *Sociology: Reviews of New Books* 7:172-173 (1980).
Stigma of Poverty: A Critique of Poverty Theories and Policies by C. Waxman. *Sociology: Reviews of New Books* 5:52 (1978).
 Sociology and Public Policy: The Case of Presidential Commissions edited by M. Komarovsky. *Contemporary Sociology* 6:585 (1977).
Children and Television, edited by R. Brown. *Sociology: Reviews of New Books* 4:124 (1977).
 The Hidden Injuries of Class by R. Sennett and J. Cobb. *Contemporary Sociology* 4:298-301 (1975).

Courses Taught (Selected)

Foundations of Criminological Theory (graduate); Statistical Applications in Criminology and Criminal Justice (graduate); Violent Crime (graduate); The Nature of Crime (graduate); The Nature of Punishment (graduate); Corrections (graduate); Introduction to Policy Research (graduate); Law and Social Control (graduate); Comparative Criminology and Criminal Justice; Communities and Crime; Race Relations and Minority Groups; Social Inequality; Social Problems; Contemporary Social Theory; Violence in America.

Professional Experience

2016-2017 Thomas Jefferson Professor of Criminology and Criminal Justice, University of Missouri-St. Louis
2016 Fulbright Visiting Professor, Institute of Criminology, Hebrew University, Jerusalem, Israel (May)
2012 (Fall) – Criminologist in Residence, City of St. Louis Department of Public Safety and St. Louis Metropolitan Police Department
2007- 2014 Curators Professor of Criminology and Criminal Justice, University of Missouri-St. Louis
2008 Visiting Professor, CUNY Graduate Center, John Jay College of Criminal Justice (Fall)
2001- 2004 Chair, Department of Criminology and Criminal Justice, University of Missouri-St. Louis
1997-2007 Professor of Criminology and Criminal Justice, University of Missouri-St. Louis.
1992-1997 Associate Professor of Criminology and Criminal Justice and Research Fellow, Center for Metropolitan Studies, University of Missouri-St. Louis.
1989-1992 Assistant Professor of Criminology and Criminal Justice and Research Fellow, Center for Metropolitan Studies, University of Missouri-St. Louis.
1985-1989 Assistant Professor of Sociology, Department Sociology, Anthropology and Social Work, Skidmore College, Saratoga Springs, New York.
1984-1985 Post-Doctoral Research Fellow, School of Urban and Public Affairs, Carnegie-Mellon University, Pittsburgh, Pennsylvania.

Professional Memberships and Service (Selected)

Member, Executive Committee, Crime and Justice Research Alliance (2015-)
 Member, Executive Committee, Justice Research and Statistics Association (2015-2016)
 Chair, National Academy of Sciences Roundtable on Understanding Crime Trends (2013-2015)
 Member, Science Advisory Board, Office of Justice Programs, US Department of Justice (2010-)
 Chair, Committee on Data Collection and Statistics (2015-)
 President, American Society of Criminology (2009-10)
 Editor in Chief, Oxford University Press Bibliographies On-Line: Criminology (2009-2011)
 Member, National Academy of Sciences Committee on Developing Metrics for the Department of Homeland Security Science and Technology Research (2009-2011)
 Member, National Academy of Sciences Committee on Law and Justice (2002- 2008)

Member, Advisory Panel, Law and Social Science Program, National Science Foundation (2003-2005)
Member, National Academy of Sciences Panel on Firearms Information and Research (2001-2003)
Executive Counselor, American Society of Criminology (2001-2003)
Associate Editor, *Criminology* (1997-2001)
Editorial Board member: *American Sociological Review* (2012 – 2014); *Criminology* (2012- 2015);
Homicide Studies (2001- present); *Crime, Law, and Social Change* (2011-present)
Steering Committee Member, National Consortium on Violence Research (1996-2008).
Peer Review Consultant: National Academy of Sciences Panel on Juvenile Crime and Justice; National
Institute of Justice; National Science Foundation; Harry Frank Guggenheim Foundation; Social Sciences
and Humanities Research Council of Canada.
Chair, University of Missouri Research Board (2002-2004)
Member, University of Missouri Presidential Advisory Search Committee (2011- 2012)
ASC Committee Memberships:
 Policy Committee (2010 - 2012)
 Chair, Fellows Committee (2009)
 Chair, Nominations Committee (2006)
 Nominations Committee (2005)
 Representative to the American Association for the Advancement of Science (2002-2003)
 Michael Hindelang Award Committee (2000-2001; 2015)
 Fellows Committee (1994-95, 1999-2000; 2008)
 National Policy Committee (1997-1998)
 Program Committee (1986, 1995, 1998, 2000)
American Sociological Association
 Program Committee (2013)
 Chair, Crime, Law, and Deviance Section (2006-2007)
 Council Member, Crime, Law and Deviance Section (1996-1998)
 Program Committee (1998)
 Chair, Membership Committee, Crime, Law and Deviance Section (1996-1997)

CHRISTOPHER B. TUCKER

President, Security Concepts International, LLC



Work History

October 2015 – Use of Force Instructor present Security Concepts International

- Instructs law enforcement and security personnel with lethal, less lethal, and de-escalation force training
- Reviews police department and security companies excessive force cases
- Testifies as source matter expert in alleged excessive force cases
- Creates training curriculums, manuals, documents, policies

October 2014 – Assistant Academy Director October 2015 St. Louis Police Academy, MO.

- Responsible for inspection and maintenance of all C.A.L.E.A., Missouri P.O.S.T., and statutory standards
- Publicly represented the image and upheld the professional values of the St. Louis Police Department.

Nov. 2009 – Academy Sergeant / Training October 2014 St. Louis Police Academy, MO.

- Designed and supervised the curriculum for all Use of Force training
- Supervised Academy Instructors and recruits in training
- Lead Firearms and Defensive Tactics Instructor
- Source Matter Expert for Department
- Combined defensive tactics and firearms training into a newly integrated “Physical Skills Unit”

References

Roland Corvington-
Director, Global Security
Services, Edward Jones

Chief Sam Dotson-
St. Louis Metropolitan
Police Department

Chief Roy Joachimstaler
O’Fallon, MO. Police
Department

Sheriff Rick Watson
St. Clair County, IL.
Sheriff’s Department

Jeremy Spratt
Program Manager,
Peace Officer Standards
& Training (P.O.S.T.)
Missouri

CHRISTOPHER B. TUCKER

President, Security Concepts International, LLC

Work History

- July 2002 – Nov. 2009** **Academy Instructor**
St. Louis Police Academy, MO.
- Instructed use of force, Patrol Procedures, and Special Orders training for all commissioned officers and recruits in training
- May 2000 – July 2002** **Detective, Central Patrol Bureau**
St. Louis Police Department, MO.
- Investigations into robberies, burglaries, and assaults
 - Initiated drug and illegal firearms investigations
- Feb. 1996 – May 2000** **Fourth District Patrol Officer**
St. Louis Police Department, MO.
- Patrol duties in high-crime, high volume calls for service
 - Intelligence-based, statistically driven directed patrol

Certifications

National Instructor- National Law Enforcement Training Center

- N.L.E.T.C.- Lateral Vascular Neck Restraint
- N.L.E.T.C.- Arm Control Escort System Instructor
- N.L.E.T.C.- Weapon Retention Instructor
- N.L.E.T.C.- Handcuffing Instructor
- N.L.E.T.C.- Ground Defense Instructor
- N.L.E.T.C.- Use of Force Instructor

Force Science Institute

- Use of Force- Lethal Force Analyst

CHRISTOPHER B. TUCKER

President, Security Concepts International, LLC

Certifications

Security Concepts International

- S.C.I.- Close Quarter Combat Instructor
- S.C.I.- Pressure Point / Nerve Receptor Instructor
- S.C.I.- Ground Defense / Control Systems Instructor
- S.C.I.- Handcuffing and Searching Instructor
- S.C.I.- Handgun / Long gun Weapon Retention Instructor
- S.C.I.- Edge Weapon Defense System Instructor

Less than Lethal Weapon Certifications

- Armament Systems Procedures (ASP) Baton Systems Instructor
- Monadnock- Baton Instructor
- Sabre Pepper Spray- Oleoresin Capsicum Defense Instructor
- Taser International- Master Instructor
- Firearms Training Simulator (F.A.T.S.) Instructor
- Team One- Simunitions Instructor

Lethal Weapon Certifications

- NRA Firearms- Handgun Instructor
- NRA Firearms- Rifle Instructor
- NRA Firearms- Shotgun Instructor
- MidSouth Machine Gun / Tactical Auto Rifle Instructor
- Team One- Active Shooter Instructor

Other Use of Force Related Certifications

- American Red Cross Adult CPR Instructor
- Missouri P.O.S.T. Generalist Instructor
- Missouri P.O.S.T. Specialist- Defensive Tactics Instructor
- Holds 3rd Kyu in Aikido- Japanese Kai-Shin-Kai Foundation

CHRISTOPHER B. TUCKER

President, Security Concepts International, LLC

Notable Clients and Trainees

- St. Louis City Police Department, St. Louis, MO.
- St. Louis County Police Department, St. Louis, MO.
- St. Louis City Park Rangers, St. Louis, MO.
- St. Louis City Sheriff's Department, St. Louis, MO.
- St. Louis City Marshal's, St. Louis, MO.
- Kansas City Missouri Police Department, Kansas City, MO.
- Centerville Police Department, Centerville, IL.
- U.S. Federal Probation and Parole
- Anhuesser-Busch Internal Security, St. Louis, MO.
- Monsanto Inc. Security, Sauget, IL.
- Forest Park Community College, St. Louis, MO.
- Harris Stowe Community College, St. Louis, MO.
- St. Louis Downtown Partnership, St. Louis, MO.
- St. Louis Zoo, St. Louis, MO.
- Edward Jones Financial Advisors Group, Global Security
- International Entertainment Consultants
- Gateway Science Academy, St. Louis, MO.
- Hudson Security Company, St. Louis, MO.
- Four Seasons Hotel, St. Louis, MO.
- Oprah Winfrey Network, Los Angeles, CA. / Chicago, IL.

Learning Partners

- Baghdad Police College Command Staff
- Karen Kalish, Books and Badges
- St. Louis Police and Fire Youth Training Program
- Swedish Royal Family Personal Protection

Education

- Southwestern Illinois College- 2 years

Kenneth Moore
1518 N. 18th Street
St. Louis, MO 63106

GOAL:

A position that offers me the opportunity to utilize my education, experience and interpersonal skills.

HIGHLIGHTS OF QUALIFICATIONS

- 26 years as a St. Louis Metropolitan Police Officer
- 10 years of experience in the U.S. Army.
- 6 years experience as a Patrol Officer
- 7 years experience as an investigator in the Juvenile Division
- 2 years experience as a Narcotics Detective
- 3 years experience as a Supervisor in the 5th District
- 7 years experience as a Director of Recruiting SLMPD
- 2 years of experience teaching St. Louis Police Academy Recruits.
- Adjunct Professor at Harris-Stowe State University
- Specialist in Juvenile Procedures, Cultural Diversity and Ethics.
- Self-motivated, creative, professional; able to work independently and also with others.
- Exceptional communication and interpersonal skills.

EDUCATION

June 1982	Beaumont High School St. Louis, MO Diploma
December 1986	University of Missouri – Columbia Columbia, MO Bachelor of Arts. Speech and Dramatic Art Bachelor of Arts. Sociology Bachelor of Arts Military Science
November 1998	Webster University Webster, MO Master of Arts Business

MILITARY EDUCATION

June 1986	Commissioned 2LT. U.S. Army
July 1987	Completed Officer Basic Course Fort Gordon, Georgia Communications Officer
July 1987 -	Communications Officer 329 th Service

May 1990 and Supply Battalion

May 1990- Executive Officer for 1008th Service
June 1991 and Supply Battalion

April 1994- Headquarters Detachment Commander
June 1996 2nd Battalion, 3rd Brigade, 85th Training Division

JOB EXPERIENCE

August 1988 - St. Louis Police Department
February 2005 St. Louis, MO
Position: Police Officer
Assignments: 1st District, 3rd District, Narcotics Division, W.A.R. Program, Juvenile Division, Academy Instructor.

February 2005- Promoted to Sergeant. Supervised 5th District
June 2007 officers for 2 years. Transferred to Human Resources Division as a Recruiter/Investigator

June 2007- Director of Recruiting SLMPD
Present Human Resources Division

August 2010- Adjunct Professor – Harris Stowe State
Present University

April 2016 – St. Louis Public School
Present Commander of Training and Special Projects

PROFESSIONAL CERTIFICATIONS

Certified Generalist Instructor, State of Missouri, Department of Public Safety
Certified Cultural Diversity Trainer, Institute for Law Enforcement Administration, a division of the Center for American and International Law, Dallas, Texas
Certified Ethics Trainer and Cultural Diversity Trainer - Institute for Law Enforcement Administration, a division of the Center for American and International Law, Dallas, Texas
TOP SECRET SECURITY CLEARANCE AWARDED 12/16

RECOGNITION

Officer of the Year – Bureau of Professional Standards 2002
Officer of the Month - Bureau of Professional Standards July 2002
Officer of the Year - Juvenile Division June 2000
Letter of Commendation Chief of Police June 1992
Letter of Commendation Chief of Police October 1992
1st District Officer Quarterly Performance Award 1991