

Response to Request for Information

City of Albuquerque
Albuquerque Police Department

And

The United States Department of Justice
Civil Rights Division
Special Litigation Section

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Submitted by:

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Executive Summary and Methodology

1.0 Introduction

Public Management Resources, and its principal, Dr. James Ginger, quite literally "wrote the book" on evaluation and monitoring through

federal consent decrees regulating performance management within America's police agencies. Beginning with the first of the decrees, with the Pittsburgh Bureau of Police, in 1997, Public Management Resources developed what became the *standard practice* in development of monitoring technologies and methodologies. Those technologies and methodologies were later improved and adopted for the monitoring of the decree with the New Jersey State Police (another PMR project) and the Los Angeles Police Department (a project for which PMR and its principal, Dr. Ginger, were requested by the Department of Justice and the City of Los Angeles, jointly, to develop a quantitative and qualitative methodology to reliably measure the LAPD's performance in implementation of the decree in that city).

PMR's field-tested and proven monitoring methodologies are based on three over-riding principles:

1. First, ***consensus*** is built around of set of measurable and quantifiable objective outcomes;
2. Second, the monitoring process is clear and ***definable*** and wherever practicable, ***quantifiable***; and
3. Third, ample opportunity is afforded the parties to review drafts of PMR's work product, to comment on same, and to be ***fully invested*** in developing a consensus-based and data-based "no surprises" final product that is delivered to the Court.

PMR is one of the few public-sector agencies that has successfully managed two separate successful consent decree processes (Pittsburgh and New Jersey) which have yielded two law enforcement CEOs who support the consent decree process and see it as a base from which to make further improvements in American Policing (Chief Robert McNeilly (formerly) of the Pittsburgh Bureau of Police, and Colonel Rick Fuentes of the New Jersey State Police). Further, PMR's decree-management process has created a strong cadre or results-oriented "reformers" who will continue the DOJ concept of partnering with American law enforcement executives to jointly improve the quality of policing in America. Many of these individuals are included as members of PMR's team in its proposal to monitor compliance with the requirements of the Albuquerque Police Department settlement.

Thus, once again, PMR has "written the book" on what could be the next phase of consent decree implementation—creating a second-generation monitoring team that confirms the success of DOJ's consent decree reform initiative by *using the reform "experts" created by the monitoring process* to carry the reform process through its next phases.

The following outlines a process for provision of services to independently monitor the levels of compliance with the elements of the consent decree anticipated between the Albuquerque Police Department (APD) and the United States Department of Justice, Civil Rights Division. The proposed methodology provides a mechanism to identify, define, measure, assess and describe the levels of conformance attained by the state police.

2.0 Audit Methodology and Operational Definition of "Compliance"

PMR's tested and proven monitoring process rests on three foundations: **clarity, consensus and transparency**. Using the same methodologies that led to success in Pittsburgh and New Jersey, PMR's monitoring process begins with a careful, thoughtful and open (including all parties to the litigation and the decree process) process that leads to clear and concise operational definitions using (almost exclusively) quantifiable measures of success to guide the APD through its multi-year compliance effort. Each and every requirement of the decree will be reduced (where possible) to a clear, concise and *measurable* statement, e.g., at least 95 percent of all incidents of use of force for the given period under study exhibited a "use of advisement, warning, and or verbal persuasion, when possible, before the officer(s) involved resorted to the use of force". The data sources to be used in making this assessment will be identified by PMR and agreed to by the parties, and will be reduced to writing by the monitoring team, prior to implementation of monitoring processes.

While the task is daunting, and requires both a comprehensive knowledge of research methodologies and policing processes, it *is achievable and implementable*, as evidenced by its success in Pittsburgh and New Jersey, and to a lesser extent in Los Angeles, where PMR was contracted independently of the selected monitoring team to write the initial operational definitions of compliance for that agency's consent decree. The process of generating mutually agreed to operational definitions of compliance is the key to success of PMR's consent-decree management process. It gives all parties a clear, concise and understandable definition of what is to be achieved.

3.0 Compliance Standards

PMR's experience with Pittsburgh and New Jersey, and in writing the monitoring methodology for the decree with the City of Los Angeles, yielded an understanding that no system is perfect, and as such, the compliance standard in those cities was set at 95 percent, leaving room for minor imprecision in measurement (monitoring oversight) management (police oversight) and implementation (police operations). While the goal of 100 percent "compliant" police operations *is attainable* (as witnessed by compliance efforts in some areas in Pittsburgh and New Jersey) it is without a doubt not *sustainable* across all areas of a decree, based on PMR's experience in those two jurisdictions.

4.0 Review and Comment

In its drive to provide to the Court the best evidence practicable, the PMR compliance team will "vet" all preliminary reports with the parties. In past experience, this vetting process is an ideal tool to build "buy-in" and understanding from the parties and provide the most accurate and complete report possible to the Court. Draft reports will be submitted to the parties in sufficient time to permit review, identification of potential inaccuracies or methodological problems, and to resolve those issues through joint discussion among the monitoring team, the management staff of APD and members of the Justice Department's legal team working the APD decree. Only after the report has been vetted in this matter will it be submitted to the Court, ensuring the Court and the public have the most accurate, realistic, and meaningful report possible.

The envisioned project with the APD would develop through twelve phases, as noted below.

Phase One, *Task Refinement and Identification*, entails face-to-face meetings with the members of the state's compliance team, representatives of the Department of Justice, Civil Rights Division, and the federal judge for the United States District Court for the District of New Mexico. This process is designed to reach final, specific agreement concerning the exact nature of the tasks identified in the consent decree. Based on experience in auditing the Pittsburgh consent decree, even though the task definitions articulated in the consent decree are meaningful, they will require refinement to be transformed into verifiable (statistically and process-oriented) and workable requirements.

Phase Two, *Relationship Building and Task Refinement*, is designed to allow the monitor to build working relationships with the members of the City's compliance team, the Court and Department of Justice personnel. Experience from other audit and monitoring functions of other DOJ-developed consent decrees indicates that the

relationship between the monitor and the parties involved in the decree is one of the most critical aspects leading to the success of the decree. For example, Dr. Ginger, the proposed independent monitor for this project, has been able to audit the implementation of the DOJ-developed consent decree in the City of Pittsburgh to the point of 98 percent compliance with no substantial disagreements between the parties and other stakeholders, and no need to turn to the Federal District Court judge for arbitration.

This success was due to extensive "relationship building" activities during the first few critical months of the Pittsburgh consent decree implementation. The task refinement stage of the proposed project is also critical to smooth implementation and monitoring. During this phase, operational definitions of each compliance task will be developed and shared with the parties.

Phase Three, *Systems Identification and Linkage Building* is designed to identify the nature, size and content of the information systems existing and under development at the APD, relative to the extant consent decree. Project staff will develop, where possible, linkages between information systems hardware and software used at the APD and those used by Public Management Resources to develop monitoring reports. The goal of this phase of the proposed project is to develop electronic linkages between the two data reporting and data analytic systems. The APD are requested to provide copies of all relative decree-related electronic databases, documentation regarding those databases (if developed in-house or by non-commercial software developers), and *electronic* versions of the databases. Where this is not possible, transfer modalities between the two systems will be developed by PMR and the APD. Further, arrangements will need to be made for transfer to Public Management Resources, for the duration of the project, of fair-use copies of any electronic software developed by specialized or in-house (non-commercial) developers.

This phase, however, cannot be completed until the APD have finalized their database and data reporting processes, thus is anticipated to be an "on-going" phase.

Phase Four, *Specification Development for Data Reporting and Off-Site Linkage*, is designed to allow project staff to finalize the specific output form and method for electronic and manual data reporting processes to be used by the APD in conforming to the requirements of the consent decree. These data systems and manual systems—if any—will be up-linked to PMR database and data analysis software. This phase will allow project staff to "fine tune" the linkages between the APD and those in place at Public Management Resources and assigned to the APD project. Phase four, however, cannot be completed until the APD has finalized its new database and data reporting processes, if any.

Phase Five, *Audit of Initial Data Reporting and Off-Site Linkages*, is designed to test the linkages between the APD reporting systems and Public Management Resources

database, data analysis and data reporting systems. During the testing phase, 150 separate APD decree-related reports will be randomly selected from among those available in the APD databases. The actual data for each of the "hard copy" reports will be compared with the data reflective of that report in the APD reporting system and within PMR's analytic and reporting systems. The goal of this phase is to "field test" the reporting and analysis systems, to ensure that data in the systems are accurate, and reflect the actual content of the records maintained by the APD, and accurately reflect the actions taken by the APD in individual disciplinary cases and other incidents. Phase Five, however, cannot be completed until the APD have finalized their databases and reporting processes.

Phase Six, *Internal Affairs Investigation Assessment and Annotation*, is designed to provide a quality review process for investigations completed by the APD Internal Affairs unit. As such, it is an on-going phase, covering the entire five years of the proposed project. Each quarter, the monitor's team will randomly select 10 percent—where practicable—of the completed investigations. Each will be assessed for indicators of quality of the investigative process: timeliness, thoroughness, fairness and effectiveness. Each investigation will be assessed to determine whether or not it conforms to accepted investigative and administrative processes and standards. These standards include:

- Complaint receipt and processing standards;
- Logging and documenting the complaint;
- Conduct of preliminary investigations;
- Notification of the officer and complainants of outcomes;
- Timeliness of the investigation;
- Assessment and classification of the complaint;
- Differentiation between criminal and administrative allegations;
- Organization and management of the investigation;
- Handling of evidence related to the complaint;
- Management of witnesses, victims and officers during the complaint process;
- Overall conduct of the investigation;
- Format and effectiveness of the investigative report;
- Methods of adjudicating the complaint; and
- Nature of decision-making in light of existing evidence.

Any deficiencies noted will be annotated and returned for remedial action by the APD.

Phase Seven, *Review of Training and Lesson Plans*, is designed to provide a quality assurance review of the APD's response to trends and issues identified as the result of assessment and management review of complaints received and adjudicated. Based

on experience with the Pittsburgh and New Jersey consent decrees, we anticipate an average of 15 specialized curricula per year, over a five year period.

Phase Eight, *Building Templates for Statistical Reports*, is designed to allow staff to develop and field test reporting protocols and forms for the quarterly reports required by the consent decree. The form, fashion and style of the reports, the analytical process for the report, and the specific data of the quarterly reports will be designed during this phase. Proposed formats will be "staffed" through the Court, the APD, and the Department of Justice for comment and suggestions. Revisions will be made to ensure that the Public Management Resources reporting formats achieve the goals established by the consent decree.

Phase Nine, *Revision and Finalizing Reporting Templates*, is based on completion of Phase Eight. Revisions to final reporting templates for Public Management Resources quarterly and semi-annual reports will be made based on recommendations and requests of the Court, The City of Albuquerque, and the Department of Justice.

Phase Ten, *Assessment of Revised APD IA Investigations*, is an on-going phase of the proposed project. We anticipate that investigations returned as a result of monitoring staff review and assessment of APD IA investigations (as described under Phase Six, above) will necessitate a second assessment of returned investigations to ensure conformance with established investigative standards. These standards are delineated in the description of Phase Six, above. We anticipate an initial failure rate of 20 percent, which will drop, based on our experience with the Pittsburgh consent decree, to 10 percent in year two and less than five percent for each year thereafter. These expectations are obviously hypothetical at this point, as members of the proposed monitoring team have no direct knowledge of the APD IA process.

Phase Eleven *Reporting*, like earlier phases, will be an on-going phase, requiring full and thorough reports relative to the APD's performance in meeting the requirements of the decree. Each monitor's report will assess the quality of complaint investigation, intervention steps taken by the APD, discipline, use of force, searches and seizures, traffic stops and the nature and type of alleged and sustained misconduct by APD officers. Any required technical assistance will be provided as part of the Phase Eleven site visit process. Reporting will cover all aspects of the final decree filed with the Court.

Phase Twelve, *On Going Assessment of APD Reports and Remedial Actions*, is interpreted as requiring the monitor to assess all developmental products created by the APD or outside vendors for appropriateness of conformance with the elements of the decree. The monitoring team will assess compliance efforts on an ongoing basis, and will provide detailed status reports until such time as the APD is deemed to be in compliance with all requirements of the decree.

Specific Tasks for the Proposed Project

The specific tasks identified for the proposed project include:

- Supervising and quality control of all work product developed by the project team;
- Building working relationships with the APD, the City of Albuquerque and the Department of Justice, Civil Rights Division;
- Establishing data transfer procedures for the APD and the City of Albuquerque data so that consent decree-related databases developed by these entities can be up-linked to Public Management Resources databases;
- Conducting on-site verification of randomly selected data provided by the APD And the City in compliance with the consent decree;
- Refining specific tasks listed in the consent decree through face-to-face interaction and/or telephone consultation with key members of the compliance team within APD and City of Albuquerque and the Department of Justice;
- Identifying information systems developed by the City, and building linkages between the City's consent decree-related databases and Public Management Resources' information systems;
- Developing specifications for data transfer protocols between the City's consent decree-related databases and Public Management Resources' hardware/software systems;
- Auditing initial data reporting and off-site linkages to ensure system integrity and accuracy;
- Developing statistical and reporting templates for audit reports required of the monitor by the consent decree;
- Preparing and presenting monitor's reports regarding the levels of compliance attained by the state;
- Conducting a review of all APD final reports relating to allegations of police misconduct, and conducting a *comprehensive review* of an (approximate) 50 percent sample of all completed case files documenting the investigation and resolution of allegations of police misconduct;
- Conducting a detailed review of all remedial training processes implemented by the APD as a result of the consent decree;
- Preparing and disseminating statistical reports (as stipulated by the parties) regarding statistical variations in citizens' complaints filed with the APD, the timeliness of investigations, case dispositions, remedial training, counseling, discipline, and other intervention methods used by the APD;
- Preparing and delivering statistical reports (as stipulated by the parties) regarding officer activity in the areas of *Terry* stops, search and seizure, use of force, arrests, and prosecutions (as applicable);

- Notifying APD of any deficiencies found in their completed investigations, and providing written notations for remedial steps to be taken to rehabilitate the APD investigations of allegation of police misconduct;
- Assessing records maintained by the City in response to the consent decree;
- Conducting periodic assessments of records maintenance processes, database maintenance procedures, APD facilities and other staff facilities associated directly with the consent decree;
- Assessing and reviewing other documents, as necessary, in order to assess the level of conformance of the APD with the specific requirements of the decree;
- Supervising all Public Management Resources personnel directly involved in the provision of services to the City of Albuquerque, the Court and the Department of Justice under the terms of the consent decree, including all personnel assigned by PMR and those of any subcontractors;
- Providing point-of-contact liaison with the Court, the City of Albuquerque and the Department of Justice, and members of the City's compliance team;
- Ensuring the final quality of all work product produced by Public Management Resources under the Albuquerque project; and
- Responding to inquiries and special requests made by the Court, the City the Department of Justice and/or other stake holders as required by the final consent decree, relating to the City's compliance with the requirements of the decree.

Regular Contact with Stakeholders

Unless otherwise decided by the parties, the project management team from PMR will maintain a full-time presence in the City of Albuquerque, maintaining an office where citizens and other stake holders may contact monitoring staff, identify potential issues relating to the monitoring process.

Personnel

Public Management Resources has formed a team of experts who have the experience, training and skill in the various areas critical to completion of the performance monitoring process). These areas include:

- Working directly with law enforcement agencies in the United States, the United Kingdom, the Netherlands, Trinidad and Tobago, Mexico and other countries;
- Teaching, designing training for, and developing policies for activities relating to policing and constitutional law;
- Assessing police internal affairs units' conformance to established national standards and articulated local standards;
- Assessing police agencies' conformance to operational, administrative and technical standards for policing;

- Assessing, developing and evaluating police information systems;
- Reviewing police disciplinary processes, including structure, implementation and documentation processes;
- Working with processes involving collective bargaining and binding arbitration within local and state police agencies;
- Working with governmental entities; and
- Working with plaintiffs' and defense counsel and testifying in state and federal courts.

The team assembled by Public Management Resources includes:

- Dr. James Ginger, the team's monitor-candidate, who served as the independent auditor for the consent decree entered into by the City of Pittsburgh and the United States Department of Justice, and as the independent monitor for the consent decree entered into by the State of New Jersey and the United States Department of Justice;
- G Patrick Gallagher, the team's deputy monitor-candidate, president of the Gallagher-Westfall Group and long-time pioneer in methods of controlling police liability;
- Mr. Dan Glaquinto, the team's legal specialist, and a partner at Kern Augustine Conroy and Schoppmann in Bridgewater, New Jersey and the former Director of the Office of State Police Affairs, the State agency responsible for oversight of New Jersey State Police reform efforts related to the DOJ consent decree with that agency;
- Mr. Phil Coyne, the principal of Coyne Enterprise Solutions LLC, a recognized specialist in training development and supervision, and the commander of two New Jersey State Police units (Training Bureau and Office of Professional Standards) critical to that agency's success in meeting the requirements of the consent decree with NJSP;
- Mary Kealoha, one of the nation's strongest advocates of methods of improving organizational climate and implementing organizational change;
- Mr. Albert Preik, the Pittsburgh Bureau of Police consent decree manager from 1997 through 2001, and an individual instrumental in assisting that agency achieve compliance with the nation's first police consent decree;
- Mr. Pete Sarna, a nationally recognized leader—and critical thinker—in the area of public safety and public safety management who has provided police leadership development training and expertise on a national scale in topics such as risk

management, policing contemporary protest, police use of force, critical incident management, deadly force review; and

- Mr Dave Torres, the former Commandant of the New Jersey State Police training academy, and responsible for oversight and maintenance of the State's compliance efforts in training and training records at the trooper, supervisor and management level during the compliance effort at that agency in response to the consent decree monitored by PMR.

Combined, the skills and abilities of these senior team members reflect the essence of the skills and abilities of the large-scale organizational development and planned change efforts that will confront the APD as it moves forward in implementing the requirements of the consent decree outlined in the settlement agreement forged by the City of Albuquerque and the United States Department of Justice.

Obviously, this document reflects only senior level personnel. PMR's existing office staff, both in South Carolina and in Albuquerque, will be augmented to reflect the anticipated increase in workload, should PMR be successful in earning the opportunity to serve the City of Albuquerque and its citizens.

Qualifications

The monitoring team's qualifications as monitors of a consent decree are discussed in detail below.

Dr. Jim Ginger, PMR's choice to serve as monitor for this project, has analyzed, created and evaluated police training, community and problem-oriented policing, complaint adjudication, use of force investigations, crisis intervention and management of specialized units during his duties as the auditor for the Pittsburgh decree and monitor for the New Jersey decree. In addition, he has *trained* police managers in these topics during his tenure as Director of the Southern Police Institute and as Deputy Director of the Police Foundation. As a former sworn law enforcement officer, he is intimately conversant in the policing process, the often-dichotomous roles of the police, and the inherent tensions between the tasks of policing and Constitutional protections provided to citizens of the United States. Dr. Ginger has directed successful consulting and development projects in a host of police agencies, including the Port Authority of New York and New Jersey Police Department; The New Jersey State Police; The Ohio Highway Patrol; the Dallas, Texas Police Department; the Tampa, Florida Police Department; the Atlanta, Georgia Police Department; the San Antonio, Texas Police Department; and others. He has developed, or supervised the development of automated information systems for the San Antonio Police Department; the Birmingham, Alabama Police Department; and the Evansville, Indiana Police Department, and has assessed strategies to improve state-wide police training

processes (Florida). He has evaluated training and supervision in the NYPD, and has provided senior level police management training on an international level, including within the United States and foreign governments. He has served on numerous advisory boards to police agencies and federal government entities. In addition, he has served as the auditor for the Pittsburgh Bureau of Police consent decree and the monitor of the New Jersey State Police consent decree, completing dozens of highly visible public reports regarding those agencies. A complete resume' for Dr. Ginger is attached to this document in Appendix A.

G. Patrick Gallagher, PMR's designated individual to serve as deputy monitor for the proposed APD project is a nationally recognized consultant on police and police operations, and the former director of the State of Florida's POST (Police and Corrections Standards and Training Commission), and the Police Executive Institute. Mr. Gallagher is nationally recognized as an expert in police training, liability and risk management, police use of force, police pursuits, and command practices. A CV for Mr. Gallagher is attached to this document in Appendix A.

Dan Giaquinto, PMR's designated legal specialist for the proposed APD project is the former Director of the New Jersey Office of State Police Affairs. As such he was tasked with oversight of the New Jersey State Police response to the requirements of the DOJ consent decree with that organization. As such he has intimate leadership knowledge in all areas of decree management, including training, supervision, use of force, discipline, information systems development, and planned change efforts. Mr. Giaquinto worked closely with Dr. Ginger, the court-appointed monitor, in overseeing the State Police response to and compliance with the consent decree in that agency. As an attorney, Mr. Giaquinto is intimately familiar with mediation and dispute resolution. He will serve as a senior member of the PMR team. A CV for Mr. Gallagher is attached to this document in Appendix A.

Pete Sarna, PMR's designated use-of-force and strategic systems expert has served for 20 years as a law enforcement officer and, as a Fulbright Scholar in policing, has studied the British system of police extensively. He has worked as a project manager for police-related studies in more than 40 law enforcement agencies as diverse as Los Angeles, Oakland and El Cerrito, California. Mr. Sarna is a nationally recognized expert in police training, supervision and discipline, and in use of force standards. He will serve as a senior member of the PMR team. A CV for Chief Sarna is included in Appendix A.

Phil Coyne is principal at Coyne Enterprise Solutions, a law enforcement consulting and training firm, and has served as the executive officer for the New Jersey State Police Office of Professional Standards, and as Commandant of the training academy at the New Jersey State Police. His position as Commandant were held during the NJSPs

compliance efforts with their consent decree with the US Department of Justice. As such, he was one of the internal change agents charged with meeting the demands of the decree, under the indirect supervision of the monitor, Dr. Ginger. He has provided services in a decree-related environment related to training, internal affairs, supervision, discipline, information systems, community relations, organizational development and planned change. Mr. Coyne was considered by the monitoring team to be one of the "star" agents of change within the NJSP. A CV for Mr. Coyne is included in Appendix A.

Mary Kealoha, PMR's training and development specialist, served in that position during PMR's monitoring process with the New Jersey State Police. As such, she is intimately familiar with both the consent decrees process and the state of the art in law enforcement training and training development processes. Ms Kealoha has been developing police training material and processes since 1988, and has been training police officers and police managers since 1993. A CV for Ms. Kealoha is included in Appendix A.

Bert Preik, PMR's compliance consultant, was the compliance manager for the Pittsburgh Bureau of Police development project for response to the Pittsburgh DOJ decree. As such he held key responsibilities in the areas of oversight of police policy development, training, supervision, discipline and program management. He will serve as a facilitator and advisor for those holding similar positions at the APD as they work to develop policy, training, and supervisory methodologies to comply with the requirements of the decree. A CV for Mr. Preik is included in Appendix A.

Dave Torres, one of PMR's training and development specialists, served the New Jersey State Police as Commandant of the NJSP Training Academy during the period of time that unit was tasked with an over-arching review and revision of police training processes related to supervision and management and consent-decree compliance issues, such as discipline, personnel practices, use of automated information systems, analytic methods, policy enforcement, staffing, recruitment, selection, promotion, discipline and data systems. He will serve as a facilitator and advisor for those holding similar positions at the APD as they work to develop policy, training, and supervisory methodologies to comply with the requirements of the decree. Mr. Torres was considered by the monitoring team to be one of the "star" agents of change within the NJSP. A CV for Mr. Torres is included in Appendix A.

Summary

Public Management Resources' proposal to monitor the Albuquerque Police Department offers unique opportunities. It offers the Department of Justice an opportunity to demonstrate to the field that a process that began with much consternation in 1997 with the first consent decree in Pittsburgh **actually works**. And indeed, it works so well that those who were once monitored **can** rise to be members of a team of

monitors—individuals who have internalized the lessons that can be learned from the monitoring process and can serve as ambassadors to the field to give others the understanding that change can be made, and can be beneficial to the agency and its members. To the City of Albuquerque and members of the Albuquerque Police Department, the PMR proposal offers the ability to be monitored by those who understand the process, and have learned what works and what doesn't. Both benefits will facilitate and expedite the monitoring project, in the opinion of the PMR team, people who've experienced and learned from the process of monitoring and being monitored. PMR and its team members look forward to working with the City of Albuquerque, the Albuquerque Police Department, and the Department of Justice to move the monitoring project forward in an expeditious environment.

APPENDIX A: Project Team CVs

Curriculum Vita

***James D. Ginger
6877 Francis Marion Rd
Pamplico, SC 29583
(210.240.2159)***

EDUCATION:

Ph.D., Public Administration, Center for Public Administration and Policy, Virginia Polytechnic Institute and State University, Blacksburg, Virginia (1984).

Master of Science, Justice Administration, University of Evansville, Evansville, Indiana (1977).

Bachelor of Science, Law Enforcement, University of Evansville (1975).

Bachelor of Arts, Sociology, University of Evansville (1973).

PROFESSIONAL EXPERIENCE:

Chief Executive Officer, Public Management Resources, San Antonio, Texas (April, 1992-present)

Associate Professor of Criminal Justice/Executive Director, Center for Justice Policy, St. Mary's University, San Antonio, Texas (August, 1992-present) and Chief Executive Officer, Public Management Resources, San Antonio, Texas (April, 1992-May, 2001)

Deputy Director, Police Foundation, Washington, D.C. (1986-1992).

Director, Southern Police Institute, University of Louisville, Louisville, Kentucky (1988-1989).

Management Services Administrator, San Antonio Police Department, San Antonio, Texas (1984-1986).

Assistant Professor of Political Science and Criminal Justice; Coordinator, Criminal Justice Program, Department of Political Science and Criminal Justice, Radford University, Radford, Virginia (1981-1984).

Assistant Professor of Criminal Justice, Faculty and Department Chair, Bluefield State College, Bluefield, West Virginia (1977-1981).

Director, Research and Planning Unit, Evansville Police Department, Evansville, Indiana (1975-1977).

Personnel Officer, Evansville Police Department, Evansville, Indiana (1973-1975).

Police Officer, Evansville Police Department, Evansville, Indiana (1969-1973).

RELATED PROFESSIONAL RESPONSIBILITIES AND ACHIEVEMENTS

Public Management Resources (1992-present)

The Chief Executive Officer of Public Management Resources is responsible for strategic planning, marketing, budgeting and management. The position oversees complex planned change and organizational development projects throughout the United States and foreign countries.

Police Foundation (1986-1992)

The Deputy Director of the Police Foundation is a senior-level executive position reporting directly to the President of the Police Foundation.

Managed a staff of twenty full-time professionals and 25 primary and field consultants. Responsible for establishing project plans, developing program and project strategies, and overall program management for research and technical assistance projects totaling more than \$2.4 million annually.

Planned and implemented a nationwide technical assistance and training project for the U.S. Bureau of Justice Assistance. The project provided training and technical assistance in the areas of Integrated Criminal Apprehension Programs (ICAP), arson control programs, STING programs, and organized and white collar crime investigation programs.

Delivered or supervised the delivery of technical assistance to more than 100 individual police departments, including the Kentucky State Police; the cities of Atlanta, Tampa and Dallas; Yale University; and others.

Developed a strategic plan for technical assistance programs for the Police Foundation, including new program development, marketing and implementation strategies, and diversification strategies. Moved the Foundation from a purely research organization to one which has a balanced research and technical assistance approach to improving law enforcement.

Developed an innovative strategic planning methodology for law enforcement agencies, using a modified Delphi technique and nominal group processes to identify and articulate critical policing needs, action steps, missions, values and goals.

Developed and managed grants and contracts from federal, state and local sources totaling more than \$3 million, including agencies such as the Bureau of Justice Administration, the Office of Juvenile Justice and Delinquency Prevention, the Florida Supreme Court and numerous local police agencies and community organizations.

Southern Police Institute (1988-1989)

The Director of the Southern Police Institute is an executive-level position, responsible for external relations among the Institute's many constituencies. During an 18-month sabbatical from the Police Foundation:

Managed a professional staff of twelve full-time and part-time faculty, trainers, and professionals. Responsible for strategic planning, marketing, strategy development, budget development and program development for the nation's premier police management institute.

Planned and implemented a long-range strategy to move the institute into a position of strength in both the educational and training markets in police supervision, management and administration in the United States.

Developed grants and contracts in excess of \$750,000 with state and local governmental agencies, including the states of Kentucky, Ohio, Florida and North Carolina, and local governments such as St. Paul, Minnesota; Springfield, Illinois; Greensboro, North Carolina, and others.

San Antonio Police Department (1984-1986)

The Management Services Administrator was a senior-level management position reporting directly to the Chief of Police of the San Antonio Police Department. At the time, the City of San Antonio was the tenth largest city in the United States, with a police complement of over 1,700 sworn personnel.

Information Systems Development

Developed a comprehensive five-year information management plan for the SAPD, using a new priority development methodology and outlining a new strategic direction for information processing for the department, which used two IBM-style mainframe computers.

Developed a systems design function for the department which provided complete system definition and design formats to the centralized data processing unit for the city.

Created a technologically advanced microcomputer system for the department, moving the department from a cost accounting research mode to a complex model-building and quantitative decision-making mode.

Improved major information systems delivery to the department from the centralized city data processing unit from one major system per three years to more than 13 per year.

Improved ad hoc information systems request delivery to the department from the centralized city data processing unit from 16 percent to 98 percent.

Budget Development

Planned and developed the annual budget for the department, a \$78 million general fund and capital expenditure program for FY 1986-87.

Exercised direct responsibility for the \$2.5 million Planning Section budget which included funds for the department's information systems operations and acquisition.

Developed and coordinated presentation of FY 1986-87 budget for the city's public safety services, a \$159 million general fund and capital expenditure budget.

Program Planning

Served as a member of the City Manager's "Strategic Planning Group," a group with overall responsibility for implementing strategic management as a city government planning process.

Served as a member and coordinator of the Police Chief's Executive Planning Group, a group responsible for decision-making and program development for the department.

Developed a program of strategic planning for the department including use of the Delphi technique and other innovative strategic planning processes.

Developed a long-range planning process for the department, to include the department's first five-year plan.

Research

Developed research and recommendations concerning feasibility, configuration and operation of the SAPD Police Training Academy, a \$3.6 million, multi-phased, regional police training facility, completed in 1990.

Developed research and recommendations concerning feasibility, configuration and operation of a SAPD detention facility, a \$2 million project designed to save the city \$4.3 million per year.

Developed research and recommendations for an innovative program of delivery of police services for downtown San Antonio.

Developed research and recommendations and coordinated creation of documentation for a \$20 million public safety bond package for the SAPD and the San Antonio Fire Department.

Program Evaluation

Routinely evaluated program performance for a variety of police programs, including the police Repeat Offender Program.

Developed productivity and evaluation measures for all SAPD divisions.

Developed overall organizational productivity indicators for the SAPD.

Developed organization effectiveness, efficiency and economy measures for the SAPD.

Grants Management

Directed the grants administration process for the SAPD, with funding totaling \$700,000 per year for programs in planning, information systems, crime prevention, juvenile justice and minority recruiting.

Management Functions (staff direction)

Directed a professional staff of twelve, including five sworn and seven civilian personnel.

Established task, priority, goals, objectives and evaluation criteria for all professional staff members.

Coordinated presentation development for staff reports presented to city council, state government units, the National Institute of Justice, etc.

Radford University (1981-1984)

The Coordinator of Criminal Justice was a mid-management position reporting to the Chair, Department of Political Science.

Coordinated a staff of nine full-time faculty from the departments of Political Science, Psychology, Social Work and Sociology. Developed course schedules, educational program components, multi-year programming plans and program policy.

Developed a Master of Criminal Justice degree program. Achieved state approval and certification; coordinated with other educational institutions. Developed recruiting, staffing and administration processes for the program. The program was an interdisciplinary approach, geared toward both in-service and pre-service personnel.

Served as advisor to Lambda Alpha Epsilon fraternity and as advisor to 300 criminal justice students.

Increased enrollment in the criminal justice program from 150 in 1981 to nearly 300 in 1984.

Bluefield State College (1977-1981)

The Department Chairman, Department of Criminal Justice, was a mid-management position reporting to the Chair, Social Science Division.

Directed a staff of ten full-time and part-time faculty in delivery of the College's criminal justice program. Prepared divisional budget plans, and served on various divisional committees. Delivered educational programs in criminal justice for two- and four-year degrees in three off-campus and one on-campus locations.

Served as faculty chair (1980-1981). Responsible for coordinating all standing and ad hoc faculty committees. Developed and implemented a merit pay system for all full-time faculty.

Conducted a comprehensive review of the management-governance structure of Bluefield State College. Produced a detailed report outlining problem areas, suggesting improvements and recommending positive organizational change.

Increased enrollment in the Criminal Justice Department from 180 in 1977 to nearly 400 in 1981.

Evansville Police Department (1969-1977)

The Director of Research and Development was a senior-level, sworn position, reporting directly to the chief of police.

Developed an integrated information processing system for the department, the first such system in Indiana. The system provided information on manpower allocation, budget data, crime analysis and program audit information.

Directed a staff of seven full-time and part-time personnel, including goal/objective development, evaluation criteria development and personnel scheduling.

Planned and implemented an innovative patrol service delivery system which required complete reorganization of patrol operations, basing manpower on workload and providing peak availability during peak demand times.

Developed the department's first comprehensive "Operations Manual." This process entailed complete review and revision of departmental position descriptions, operating procedures, rules and regulations.

Provided grant administration and reporting functions for the department, including federal funding of \$350,000 for a three-year patrol reorganization program.

DISSERTATION:

"Preparing for Crisis Management: The Use of Networking, Boundary Spanning and Collateral Organizations in Planning for Strategic Response to Terrorism," Virginia Polytechnic Institute and State University, 1984.

PRESENTATIONS:

"Social, Political and Economic Trends Shaping Police Administration in the Third Millennium." Paper presented to the annual meeting of the Academy of Criminal Justice Sciences, Las Vegas, Nevada, 1996.

"Planning for the Future of British Policing." Paper presented at the University of Portsmouth, England, Institute for Criminological Studies, 1994.

"Six Trends Affecting American Policing." Paper presented to the Police Executive Leadership College, Ohio State University, 1993.

"Strategic Planning for Law Enforcement Executives." Paper presented to the Police Executive Leadership College, Ohio State University, 1992.

"Service Delivery to Culturally Diverse Communities: Responding to Social, Economic and Cultural Diversity." Paper presented to the annual meeting of the Southern Police Institute Alumni Association, 1991.

"Critical Trends Affecting Policing: A Precursor to Strategic Planning." Paper presented to the International Association of Chiefs of Police, Section for State and Provincial Police Planning Officers, 1990.

"Strategic Planning for Police: Building Planning Methods that Work." Paper presented to the annual meeting of the National Association of Police Planning and Research Officers, 1989.

"Strategic Management: A Methodology for Meeting Uncertain Futures." Paper presented to the annual meeting of the National Association of Police Planners, 1984.

"Terrorism and Interorganizational Cooperation: Strategic Management of America's Anti-Terrorist Response." Paper presented to the annual meeting of the American Society for Public Administration, 1983.

"Integrated Program Analysis Methodologies: A Quantitative Approach." Paper presented to the annual meeting of the Academy of Criminal Justice Sciences, 1982.

"Comparative Police Administration: A Proposal for the Eighties." Paper presented to the annual meeting of the Academy of Criminal Justice Sciences, 1981.

"Pre-Planned Crisis Intervention." Paper presented to the annual meeting of the Indiana Professional Police Association, 1977.

MONOGRAPHS, PUBLICATIONS:

Ginger, J.D. Under Observation: Leadership in American Policing, in McKenzie, I.K. and Bull, R., (Eds.), *Criminal Justice Research: Influence, inspiration and ideation*. Aldershot: Ashgate, 2001.

Ginger, J.D., et al., *A Management Study of the Gila County Sheriff's Department*. Indian Valley, Virginia: The Gallagher-Westfall Group, 1996.

_____, *A Performance Audit of the New Bern, North Carolina Police Department*. Indian Valley, Virginia: The Gallagher-Westfall Group, 1996.

_____, *A Review of Personnel and Management Practices of the Pampango Beach, Florida Police Department*. Indian Valley, Virginia: The Gallagher-Westfall Group, 1995.

_____. *An Assessment of the Greenville, North Carolina Police Department*. Indian Valley, Virginia: The Gallagher-Westfall Group, 1995.

Ginger, J.D., *A Benchmarking Study of the Coatesville, Pennsylvania Police Department*. Purcellville, Virginia: The Gallagher-Westfall Group, 1994.

_____. *Manpower Deployment in the Coatesville, Pennsylvania Police Department*. Purcellville, Virginia: The Gallagher-Westfall Group, 1993.

_____, et. al., *A Management Review of the Cochise County, Arizona Sheriff's Department*. Purcellville, Virginia: The Gallagher-Westfall Group, 1993.

_____, et. al., *A Management Review of the Chino Valley, Arizona Police Department*. Purcellville, Virginia: The Gallagher-Westfall Group, 1992.

_____, et. al., *A Model Policy Manual for Housing Authority Police*. Cheshire, CT: Housing Authority Risk Retention Group, 1992.

_____, *An Assessment of Liability Risk Among Public Housing Authority Police*. Cheshire, CT: Housing Authority Risk Retention Group, 1992.

_____. *An Assessment of the Public Safety Management Systems at Yale University*. Washington, D.C., Police Foundation, 1991.

Ginger, J.D. "Strategies versus Tactics: Police Officials Identify Strategies for Drug Traffic Control Programs." Washington, D.C.: Police Foundation, 1991.

Ginger, J.D. and A. Pate, *A Study of Racial and Ethnic Bias in the Law Enforcement System of the State of Florida*. Washington, D.C.: Police Foundation, 1990.

Ginger, J.D. *Developing a Strategy to Improve Police Training: A Review of the Florida Law Enforcement Training Process*. Washington, D.C.: Police Foundation, 1990.

_____. *An Audit of the Tampa, Florida Police Department's Program Implementation Process*. Washington, D.C.: Police Foundation, 1990.

_____. *A Management Review of the Training Academy, Police Headquarters, The Port Authority of New York and New Jersey*. Washington, D.C.: Police Foundation, 1990.

_____. *Improving Police-Community Relations in Prince George's County, Maryland*. Washington, D.C.: Police Foundation, 1990.

_____. *Improving the Management Information Systems of the Birmingham, Alabama Police Department*. Washington, D.C.: Police Foundation, 1989.

_____, *A Strategic Plan for the Arvada, Colorado Police Department*. Washington, D.C.: Police Foundation, 1989.

_____, *Strategic Planning for the Charlotte, North Carolina Police Department*. Washington, D.C.: Police Foundation, 1988.

Ginger, J.D., and H. Williams, "The Threat of International Terrorism in the United States: The Police Response," *Terrorism*, Fall, 1987.

Ginger, J.D., *A Review of the Administrative Processes of the Tampa Police Department*. Washington, D.C.: Police Foundation, 1987.

_____, *Policing Atlanta in the Year 2,000: A Final Report*. Washington, D.C.: Police Foundation, 1987.

_____, *An Assessment of the Management Information Systems of the Arvada Police Department*. Washington, D.C.: Police Foundation, 1987.

SPONSORED GRANTS AND CONTRACTS:

United States Department of Justice/City of Los Angeles **\$269,000**

Developed the monitoring methodology to be used in monitoring the police practices consent decree entered into by the Civil Rights Division, USDOJ and the Los Angeles Police Department concerning police operations, training, supervision, discipline, internal affairs investigations, and executive-level management (2001).

**United States Department of Justice/Office of the Attorney General,
Office of State Police Affairs, State of New Jersey** **\$1,923,000**

Served as the independent monitor for a consent decree entered into between the United States Department of Justice, Civil Rights Division and the New Jersey State Police. Monitored and assessed NJSP activities in the areas of training, supervision, policy, discipline and internal affairs investigations. Served as an agent of the Federal District Court for New Jersey (2000-2009).

Office of the Attorney General, Civil Rights Bureau, New York State **\$33,000**

Assisted the Civil Rights Bureau in designing and implementing a comprehensive statistical and operational assessment of the New York City Police Department's training, supervision and administration of its stop and frisk practices (1999).

United States Department of Justice/City of Pittsburgh **\$430,000**

Selected by the U.S. District Court for the Western District of Pennsylvania to serve as the compliance auditor for a consent decree entered into by the City of Pittsburgh and the U.S. Department of Justice, Civil Rights Division. Monitored and assessed compliance in the areas of

police selection, training, supervision, policy, discipline, internal investigations, and promotion (1997-2002).

Raytheon Corporation/National Institute of Justice **\$81,000**

Project Director for a project to assess the effectiveness of man-portable Forward Looking Infra-Red (FLIR) technology in police patrol and support applications (1998)

Alamo Area Council of Governments, San Antonio, Texas **\$1,400,000**

Grants coordinator for the San Antonio Police Department for a series of two-year projects to improve the automated information systems capacities of the police department. The awards were supplemented by smaller projects in juvenile justice, traffic enforcement, and other law enforcement related grants (1984-1986).

United States Bureau of Justice Assistance **\$1,276,000**

Project director for BJA's multi-year technical assistance and training project, a project which provided on-site technical assistance and training for more than 300 police agencies in topics such as: Integrated Criminal Apprehension Programs (ICAP), arson investigations, STING operations, white collar crime and police management information systems (1986-1989).

United States Department of Justice
Office of Juvenile Justice and Delinquency Prevention **\$ 399,000**

Designed a nationwide project for technical assistance and training in "Law Enforcement Handling of Juvenile Offenders," a project which assessed national strategies for responding to juvenile crime and delinquency (1988).

United States Law Enforcement Administration **\$ 320,000**

Project manager for the Evansville Police Department's Patrol Emphasis Program, a multi-year project which reorganized the department's patrol function (1976-1977).

International Business Machines and Chiefs Software **\$ 250,000**

Obtained the donation of an IBM AS400 mini-computer, 25 terminals and associated CHIEFS software for the Southern Police Institute's computer laboratory (1989).

City of Yonkers, New York **\$ 199,000**

Managed a multi-faceted planning and implementation contract for the Yonkers Police and Fire Departments. The project planned, designed and implemented an automated police-fire-EMS dispatch system and an automated records management system for police and fire (1993).

Ohio State Highway Patrol**\$ 154,000**

Project director for a contract to develop and deliver a series of 10-week command officers development course for the State Highway Patrol and for police executives throughout the state. The project contained instruction in the areas of police management, organizational design and change, psychology of organizations, police supervision and automated information systems (1988-1989)

United States Department of State**\$ 80,000**

Developed a 120-hour intensive curriculum for the nation of Trinidad and Tobago's National Police Service, focusing on improvement of administrative, managerial and operational methodologies to improve police-community interaction (1991).

Prince George's County Maryland**\$ 67,000**

Project director and principal investigator of a one-year project to provide the department with recommendations for improving community relations, internal affairs, training, supervision and policy.

Yale University**\$ 65,000**

Directed a multidisciplinary review of public safety management systems for Yale University, including a review of transportation, physical security, police and administrative processes (1991)

Tampa Police Department**\$ 50,000**

Project director and principal investigator of a one-year project to assess the department's performance in the areas of recruiting, selection, retention and promotion of personnel; training curricula development and training processes; use of force policies and procedures; internal disciplinary procedures; and community relations systems. Conducted a one-year follow-up audit of departmental performance in implementing report recommendations.

Port Authority of New York and New Jersey**\$ 47,000**

Project director and principal investigator of a project designed to improve the quality of police training for the Port Authority, the largest transportation police agency in the world. Provided recommendations regarding organizational structure, staffing, curriculum development and supporting activities of the training academy (1989-1990).

The San Antonio Youth Firearm Violence Initiative**\$49,400**

Project director and principal investigator of a project designed to assess the effectiveness of police strategies to reduce youth firearm-related violence in the nation's ninth-largest city. Provided program design, data collection, and evaluation processes for the SAPO (1995-1996)

The Housing Authority Risk Retention Group**\$ 30,000**

Conducted a liability assessment and model policy development for 36 public housing authority police agencies, including the Chicago Housing Authority, the St. Louis Housing Authority and others.

Dallas Texas Police Department**\$ 27,000**

Project director of a performance audit for the Dallas, Texas Police Department's Internal affairs division. Developed findings and recommendations to improve the department's ability to manage internal investigations.

Florida State Supreme Court, Commission on Racial and Ethnic Bias**\$ 13,000**

Project director for a one-year project to assess the levels of racial and ethnic bias in the justice system of the state of Florida. Developed recommendations and suggestions for improving police training, recruiting and selection, promotion and evaluation. Many of the report's recommendations were incorporated into law by the Florida legislature.

CASE CONSULTATION AND EXPERT TESTIMONY

1. *Williams v. Indiana State Police et. Al.*, provided case consultation for the **plaintiff** regarding policy, training, supervision and management practices related to use of deadly force and response to suicidal persons—Michael Sutherlin & Associates, Indianapolis, IN (2013). Pending—deposed
2. *Reeves v. Town of Cottageville*, provided case consultation for the **plaintiff** regarding policy, training, supervision and management practices related to use of deadly force—Mullins McCleod, McCleod Law Group, Charleston, SC (2013). Pending—deposed
3. *Does 2 and 3 v. Rosa*, provided case consultation for the **plaintiff** regarding policy, training, supervision and management practices related to child sexual abuse—Mullins McCleod, McCleod Law Group, Charleston, SC. (2013) Pending—deposed
4. *YoungBey v. Metropolitan Police Department*, provided case consultation for the **plaintiff** regarding policy, training, supervision and management practices related to Emergency Response Team practices, policy development, training, and supervision—Douglas Wilson, Jenner and Block, Washington, DC. (2012). Settled after deposition--Deposed.
5. *Thomas v. Arnold*, provided case consultation for the **plaintiff** regarding policy, training, supervision and management practices related to race- and ethnicity-based policing issues— Angelina Jackson, Ohio Justice Policy Center. (2010). Settled after my report.

6. *Wilkins v. Maryland State Police*, provided case consultation for the **plaintiff** regarding policy, training, supervision and management practices related to race- and ethnicity-based policing issues—Peter Lallas, Hogan-Hartson (2007-2008). Settled after my deposition.
7. *Frank v. Los Angeles County*, provided case consultation for the **plaintiff** regarding employee classification and police practices for the Los Angeles County Police—Jack O'Donnell, O'Donnell and Harrison (2001). Verdict for the plaintiff.
8. *Smith v. Lexington-Fayette Urban County Government*. Provided case consultation for the **defense** in federal litigation involving police profiling (1999).
9. *Chavez v. Illinois State Police*. Provided case consultation for the **plaintiff** in federal litigation involving police profiling (1999).
10. *Gutierrez v. City of San Antonio*. Provided case consultation for the **defense** in federal litigation involving police training, supervision, discipline, and use of force (1998).
11. *Lu v. Harris County*. Provided case consultation for the **defense** in state litigation involving police operational procedures (1998).
12. *Glasscock v. City of Electra, Texas*. Provided case consultation for the **defense** in state litigation involving personnel practices, personnel supervision and termination (1998).
13. *Blair, et al. v. State of Arizona*. Provided case consultation for the **plaintiff** in state litigation involving police operational procedures (1998).
14. *Choi v. State*. Provided case consultation for the **defense** (California Highway Patrol) in federal litigation involving false arrest and false imprisonment (1997).
15. *Valles v. County of Bernalillo*. Provided case consultation for the **defense** in state litigation involving police operation of emergency communications systems (1997).
16. *Graham v. New York City*. Provided case consultation for the **defense** in federal litigation regarding police operation of NCIC systems (1997).
17. *Wright v. City of Dallas*. Provided case consultation for the **plaintiff** in federal litigation regarding police supervision, discipline and control of corruption (1997).
18. *Vu v. Pennington*. Provided case consultation for the **plaintiff** in federal litigation regarding the New Orleans Police Department and national standards and practice relating to police selection, supervision, training, discipline and retention, and policy (1996).
19. *Kersh v. Whitehouse*. Provided case consultation for the **defense** in federal litigation regarding police standards and practice relating to police selection, supervision, training and discipline (1996).

20. *Papke v. The City of Irving, et al.* Provided case consultation for the **plaintiff** in federal litigation regarding police standards and practice relating to police selection, supervision, training and discipline (1996).
21. *Brown v. The City of Amarillo, et al.* Provided case consultation for the **plaintiff** in federal litigation regarding police standards and practices relating to special operations and SWAT operations (1996).
22. *Atkins v. The City of Carrollton and the City of Dallas.* Provided case consultation for the **plaintiff** in federal litigation regarding police standards and practices relating to warrant execution and special operations (1996)
23. *Broyles v. Denton County.* Provided case consultation for the **plaintiff** in federal and state litigation regarding police standards and practices relating to decisions to arrest (1996).
24. *Stuart v. Claggett, et al.* Provided case consultation for the **plaintiff** in federal litigation regarding police abuse of force and police standards and practices (1996).
25. *Bartee and Spurlock v. Red Lobster of Texas, et al.* Provided case consultation for the **plaintiff** in federal litigation regarding police standards and practices, powers of arrest, and use of force. (1996).
26. *Thomas v. Los Angeles County, et al.* Provided case consultation for the **defense** in federal litigation regarding police abuse of force and police standards and practices (1995).
27. *Kacal v. Houston Metropolitan Transit Authority Police Department.* Provided case consultation for the **plaintiff** in federal litigation regarding police standards and practices in policy development, training, supervision and discipline. Pending (1995).
28. *Perez v. City of Bay City.* Provided case consultation for the **plaintiff** in state litigation regarding police vehicle pursuits. Listed as expert witness. Settled (1995).
29. *Rogers v. Merritt, et al.* Provided case consultation for the **plaintiff** in federal litigation regarding police use of force and police standards and practices. Settled (1995).
30. *Rodriguez v. Dona Anna County.* Provided case consultation for the **plaintiff** in federal litigation regarding police use of force, special weapons and tactics response, and police use of deadly force. Listed as expert witness (1995) Settled (1997).
31. *Ahm v. District of Columbia.* Provided case consultation for the **plaintiff** in federal litigation regarding equal protection and police deployment practices. Settled (1995).
32. *Rangel v. City of Big Spring.* Provided case consultation for the **plaintiff** in federal litigation regarding police practices and execution of search warrants. Listed as expert

witness. Settled (1995).

33. *Evans v. The American Heart Association*. Provided case consultation for the **plaintiff** in state litigation regarding police practices in high-speed pursuit and emergency vehicle operation. Listed as expert witness. Settled (1997).
34. *Sanchez v. County of Medina*. Provided case consultation and expert witness services for the **plaintiff** in federal litigation regarding police practices, use of force, training, selection, supervision and retention. Listed as expert witness, deposed, and testified (1995).
35. *Andrus v. City of New Orleans*. Provided case consultation for the **plaintiff** in a federal litigation regarding police use of excessive force. Listed as expert witness. Settled, (1994).
36. *Sinthusomphone v. City of Milwaukee*. Provided case consultation for the **plaintiff** in federal litigation regarding institutionalized racism in the Milwaukee Police Department in a civil case resulting from the Jeffrey Dahmer Incident in Milwaukee, Wisconsin. Listed as expert witness, deposed. Settled, (1994).
37. *Hoffman v. Sheffield*. Provided case consultation for the **plaintiff** in a federal civil litigation involving excessive force, negligent supervision and discipline. Listed as expert witness, deposed and testified (1994).
38. *Baker v. City of Galveston*. Provided case consultation for the **plaintiff** in a federal civil litigation involving use of deadly force, negligent training, supervision, policy and discipline. Listed as expert witness (1994). Settled.
39. *Coleman v. City of Grapevine*. Provided case consultation for the **plaintiff** in a federal civil litigation involving malicious prosecution, negligent training, supervision and discipline, and negligent investigation of felony crimes. Listed as expert witness, deposed, testified, (1994).
40. *Snyder v. Barthelmy*. Provided case consultation for the **plaintiff** in a federal civil litigation involving negligent selection, retention, use of force and supervision (1994). Listed as expert witness. Testified, (1995).
41. *Glaze v. County of Nueces, Texas*. Provided case consultation for the **defense** in a state litigation involving police vehicle pursuit, represented by Brin & Brin. Provided consultation relating to policy, training, supervision and discipline (1994). Listed as expert witness. Case settled. Not deposed.
42. *Alfaro v. County of Medina, Texas*. Provided case consultation for the **plaintiff** in a federal civil litigation for violation of title 1983, represented by Clark & Gamble. Provided consultation relating to police recruitment, selection, retention, discipline, promotion, policy, training, use of force, and internal discipline. Deposed. Settled, (1994).

43. *Shelton v. Bernalillo County*. Provided case consultation for the **plaintiff** in a federal civil rights case involving use of NCIC protocols for wanted persons Settled (1994).
44. *Askew v. the District of Columbia*. Provided case consultation for the for the **plaintiff** in a civil litigation for violation of title 1983, represented by Patton, Boggs and Blow. Provided consultation relating to police training, policy, supervision, standards and practices, internal affairs and discipline (1993).
45. United States Congress, House Committee on Administration and Police. Provided consultation regarding police selection, promotion, testing and grievance processes to the committee (1993).
46. *Jackson v. Lexington-Fayette County Urban Government*. Provided case consultation for the **defense** in a civil litigation for abuse of force. Provided case consultation relating to police training, policy, supervision, internal affairs and discipline. Conducted extensive empirical analyses of the internal affairs and disciplinary decision-making processes (1992-1993). Listed as an expert witness. Case settled. Not deposed.
47. Provided case consultation and strategy development services to the City of Clearwater in preparation for pending litigation concerning several allegations of police misconduct. Conducted empirical research regarding internal affairs, supervision, discipline, policy and standards and practice (1992). Listed as expert witness. Not deposed.
48. United States Congress, House Judiciary Committee. Provided expert testimony regarding police standards and practices for the subcommittee on civil rights and liberties. Worked extensively with House staff regarding policies for the new NCIC 2000 information system, providing insight into police operations, police policy and standards and practices (1991)
49. *Van Hook v. Southern Railway*. Provided case consultation for the **defense** in a false arrest civil litigation, represented by Middleton and Reutlinger, Louisville, Kentucky. Provided case consultation relating to police standards and practices, training and supervision (1988).
50. *Davis v. City of Evansville*. Provided case consultation for the **defense** in an employment practices civil litigation, represented by the City Attorney, Evansville, Indiana. Conducted empirical research regarding height as a *bona fide* occupational qualification. Assisted in development of case strategy and testified at trial (1975).

RELATED EXPERT TESTIMONY EXPERIENCE

Pursuit Driving Tactics & Policy

Developed empirical reviews of pursuit driving policies for 85 police and sheriff's agencies in 27 states. Wrote model pursuit driving policies for 36 police agencies in 24 states.

Police Training

Developed empirical training reviews of more than 90 police and sheriff's agencies, including Tampa, Florida; the Port Authority of New York and New Jersey; Prince George's County Maryland and others. Directed the Southern Police Institute at the University of Louisville, one of the nation's premier police management training centers.

Supervision

Developed supervisory training packages for many of the nation's major law enforcement agencies, including the Ohio State Highway Patrol, the federal Bureau of Justice Assistance, and individual municipal and county law enforcement agencies.

Use of Force

Conducted empirical reviews of use of force policies for more than 100 police and sheriff's agencies in 30 states, including Tampa Florida; Dallas, Texas; Lexington, Kentucky; Clearwater, Florida and Prince George's County, Maryland. Wrote model use of force policies for 38 police agencies.

Public Housing

Developed an empirical review of 36 public housing police agencies, including development of model policies and recommendations for operational improvements in the area of: domestic violence, use of force, selection and promotion, training and discipline.

Selection & Retention

Developed empirical review of selection and retention systems for more than 100 police agencies in 27 states, including an assessment of law enforcement selection processes for the state of Florida and for major urban and rural jurisdictions throughout the U.S.

Discipline & Internal Affairs

Conducted empirical reviews of internal affairs processes and police discipline for major American police agencies, including Tampa and Clearwater Florida; Prince George's County, Maryland; Lexington, Kentucky; and Dallas, Texas.

MEMBERSHIPS AND PROFESSIONAL ACTIVITIES

Member, San Antonio Police Training Academy Training Advisory Board, 1997-1999.

Member, Greater San Antonio Crime Prevention Commission, 1997-1999.

Chair, Strategic Initiatives Group, Greater San Antonio Crime Prevention Commission, 1997-1999.

Member, editorial group, "National Report on Juvenile Offending and Victimization," Chapter Five: "Law Enforcement's Response to Juvenile Crime," Office of Juvenile Justice and Delinquency Prevention, National Center of Juvenile Justice, 1994.

Member, National Advisory Board, Juvenile Justice Systems Development Project, U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (1992-1995).

Advisor, Citizens' Committee on Police Internal Review, San Antonio, Texas, 1993.

Member, National Technical Board, U.S. Department of Justice, Bureau of Justice Assistance, Juvenile Justice Resource Center (1992-present).

Assisted the City of Waxahachie, Texas in development of grant applications exceeding \$250,000 for the U.S. Department of Justice's Community Policing Initiative. The Waxahachie grant was one of only six in Texas to be funded, and one of only two to receive full funding from the U.S. Department of Justice (1993).

National chairman, Special Interest Group on Emergency Management, Section on National Defense and Security Administration, American Society for Public Administration (1983-1985).

Member, National Board of Officers, Section on National Security and Defense Administration, American Society for Public Administration (1983-1985).

Criminal Justice Reviewer, *Administration and Society* (1987-present)

Public Management Association

American Society for Public Administration

Phi Kappa Phi National Honors Society

TEACHING EXPERIENCE

Undergraduate Classes

- Constitutional Law
- Criminal Law
- Criminal Evidence and Procedure
- Human Resource Management
- Introduction to Criminal Justice
- Introduction to Corrections
- Organization and Administration
- Police and Public Policy
- Research and Evaluation Methods
- Social Deviance
- Police Organization and Behavior

Graduate Classes

Organizational Theory
Policy Analysis
Program Evaluation
Research Methods
Public Administration

SPECIALIZED CURRICULA DEVELOPED

Urban Police Operations, a 160-hour in-service curriculum for police managers and executives, developed for the U.S. Department of State.

Strategic Management and Planning for the Federal Judicial Police, Puebla, Mexico.

Command Officers Development Course, a 10-week, 400-hour in-service curriculum for police managers and executives developed for the Southern Police Institute, University of Louisville.

Staff Officers Development Course, a 3-week, 120-hour in-service curriculum for police supervisors, developed for the Southern Police Institute, University of Louisville.

Managing Integrated Criminal Apprehension Programs, a 24-hour in-service curriculum for police managers developed for the U.S. Bureau of Justice Assistance.

Investigation of Arson Cases, a 24-hour in-service curriculum for police and fire investigative personnel, developed for the U.S. Bureau of Justice Assistance.

Building Community Issues for Community Policing, a two-day in-service curriculum for police managers and supervisors of Hendry and Lee counties, Florida.

The Gallagher-Westfall Group
Liability Management and Expert Witness Services
Leadership and Organizational Development

CURRICULUM VITAE

G. PATRICK GALLAGHER
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FORMAL EDUCATION

Marist College, BA with honors (valedictorian)
New York University, MA
State University at Plattsburg, NY
New York University, School of Education
Purdue University, School of Education and Administration, completed course work for Ph.D.

PROFESSIONAL POSITIONS

- o Founder and President, The Gallagher-Westfall Group, 1992-present
- o Co-Director, Legal and Liability Risk Management Institute, 2003- present
- o Interim Director of Police and Campus Security, Moravian College, 2010
- o Vice President and Director, The Institute for Liability Management, Gallagher-Bassett Services, 1988-1992
- o Founder and President, The Institute for Liability Management, 1984-1988
- o Consultant to the National Institute of Justice, the Police Foundation, the National Organization of Black Law Enforcement Executives, the Victim Services Agency, and various state Task Forces on the liability and policy issues dealing with domestic violence 1983-1985
- o Senior Associate at the Federal Emergency Management Agency, National Emergency Training Center, 1983-1984
- o Director of the Florida Criminal Justice (Police and Corrections) Standards and Training Commission, 1980-1983, in charge of the training, pre-employment standards for all police and corrections officers/jailers; all training curricula and certification of all instructors, courses and training centers; decertification of those failing to maintain pre-employment standards. Also developed and directed the state Executive Institute to provide executive training to all law enforcement and corrections agency heads.
- o Director, Florida Department of Law Enforcement, 1980-1983

- o Director, the Police Executive Institute, at the Police Foundation, Washington, D.C. 1976-1980, responsible for the development and delivery of a series of seventy-four week-long executive sessions for chiefs and sheriffs of the largest law enforcement agencies in the country, addressing topics such as: police misconduct, personnel administration, police operations, and police liability. Conducted conferences of major city and county chiefs and executives with their counterparts in England, The Netherlands, France and Germany.
- o Director, Public Safety Research for the League of California Cities, 1974-1976, responsible for the development of innovative approaches for the delivery of police and fire services
- o Director of Public Safety, South Bend (IN), 1972-1974, responsible for the administration of police and fire services, and as Director of the Board of Public Safety decided all major disciplinary cases for the department.
- o Director of Criminal Justice Planning, South Bend and St. Joseph County (IN), 1971-1972, responsible for the development of a comprehensive plan for the distribution of Law Enforcement Assistance Administration funding for the upgrading of law enforcement and for the auditing of its implementation at the local level.
- o Regional Administrator, Indiana Criminal Justice Planning Agency, 1971-1972, responsible in an eleven county area for the implementation of the state plan for criminal justice planning.

PRESIDENT, THE GALLAGHER-WESTFALL GROUP

As president and founder of the Gallagher-Westfall Group since 1992 and its predecessor, the Institute for Liability Management since the mid-1980s, Patrick Gallagher has been immersed in the issues and activities dealing with the confrontation with police liability, its causes, its management, and its effects on law enforcement. Either through the training of police executives and police managers around the country in every practice necessary to better manage their departments' exposure, through the evaluation and review of police policies, procedures, and practices; through a variety of risk or liability assessments and audits; and finally and increasingly through the provision of expert witness services to the point where it represents a substantial part of the services offered to law enforcement.

Litigation Services

Assistance includes case analysis, consultation and case development; report writing and expert witness testimony. In his experience in over 125 cases, Patrick Gallagher has been involved in 91% of defense cases, with about 60% dealing with various uses of force, and about 30% with pursuits. He has been retained as an expert witness in cases in 21 states in both state and federal courts. Areas of expertise to which he has testified to in reports, depositions, and court testimony include:

- pursuit
- uses of force/deadly force
- standards of police conduct
- every aspect of training
- domestic violence
- policies and procedures
- management issues and responsibilities
- underage drinking

- supervision
- deaths in police custody
- off-duty conduct of police

Law Enforcement Consulting

Patrick Gallagher has provided services to law enforcement for close to 35 years. His major areas of focus have been leadership and management issues as they relate to organizational climate, effectiveness and performance in addition to every aspect of liability management in police operations, training, supervision, policies and procedures, training in High Risk/Critical Tasks, and to a range of risk assessments.

In his role with the Gallagher-Westfall Group, his professional experiences include:

- customized organizational climate surveys
- agency liability assessments for law enforcement
- management audits and reviews
- agency management studies
- policy manuals reviews
- mission, values, and vision statement development
- strategic plan development
- agency and internal affairs investigations
- command staff retreats
- management studies and reviews

Training

For his entire career Patrick Gallagher has been involved extensively in the provision of executive development and management training to chiefs and sheriffs and their top management staff, along with many from the supervisory training through the Gallagher Westfall Group. This training has always been customized to meet the clients' needs and is offered through risk management pools, insurance companies, training academies, housing authorities, universities, national and state professional associations and individual agencies throughout the United States, allowing him to state that he has provided training in all 50 states. All use of force training has included extensive use of policies matching professional standards, descriptions of the necessary types of training, the requirements of supervision at every level, the need for discipline and corrective action, and all of the appropriate case law. Finally all of this training is closely linked to individual and group applications of these principles to actual operational situational scenarios with guidance as to the acceptable approaches. Content areas for the training include:

- police pursuit issues
- use of force and deadly force issues
- critical incident management
- supervisory liability, leadership and management
- strategic planning

- policy and procedures development for law enforcement
- citizen complaints and Internal Affairs
- performance management and performance enhancement
- domestic violence
- management of liability

Training (partial list) and presentations have been provided to:

- command staff of the Northampton County (PA) Sheriff's Department
- command staff of the Allentown (PA) Police Department
- command staff of the Lynchburg (VA) Police Department
- corporation counsel offices and attorneys involved in defense for Cook County and the city of
- law enforcement agencies in northern Illinois
- British Police Staff College at Bramshill, UK
- University of Portsmouth, UK
- Southern Police Institute
- Law Enforcement Management Institute of Texas
- Executive Institute for state of Florida
- International Association of Directors of Law Enforcement Standards and Training
- American Society of Law Enforcement Trainers
- International Association of Chiefs of Police
- Public Agency Training Council
- Police Officers Standards and Training (POSTS) for the following states:

-Florida	-Illinois	-Georgia
-Oregon	-Wisconsin	-North Carolina
-Montana	-Michigan	-Vermont
-Washington	-New Hampshire	-Iowa
-Kentucky	-Virginia	-Arizona
-California	-Kansas	-Utah
-Wyoming	-Colorado	-Idaho
-North Dakota	-Oklahoma	-Connecticut

Numerous police academies and training centers (partial list) such as:

- | | |
|------------------------|--------------------------|
| -Miami (FL) PD | -Toledo (OH) PD |
| -Orange County (FL) SD | -Indianapolis (IN) PD |
| -Charleston (SC) PD | -NY Transit Police |
| -NY/NJ Port Authority | -New York PD |
| -Dallas (TX) PD | -Grand Rapids (MI) PD |
| -Norfolk (VA) PD | -Virginia Beach (VA) PD |
| -Honolulu (HI) PD | -Nashville Metro (TN) PD |
| -Orlando (FL) PD | -Borise (ID) PD |
| -Olympia (WA) PD | -White Plains (NY) PD |
| -Knoxville (TN) PD | -Roanoke County (VA) PD |

- Tempe (AZ) PD
- Harrisburg (PA) PD
- Allentown (PA) PD
- Poughkeepsie (NY) PD
- Bethlehem PD

Professional organizations including:

- International City Management Association
- Public Risk Management Association
- Police Foundation
- Texas Association of School Board Officials
- Police Management Association
- over 30 state police chiefs' and sheriffs' associations

Risk pools/insurance companies/pools to deliver training and policy reviews to their law enforcement agencies.

- Southwest Association for Risk Management
- Tennessee Municipal Association
- Texas Municipal Association
- Cities and Counties Risk Management of Oregon
- Utah Risk Management Association
- Washington Governmental Entities Pool
- Georgia Municipal League
- Georgia Association of Counties
- Vermont Association of Cities and Towns
- Virginia Municipal League
- Georgia Intergovernmental Risk Management Association
- Connecticut Interlocal Risk Management Agency
- Northern Kentucky Area Development Agency
- Association of Washington Cities
- Kansas Association of Counties
- North Dakota Association of Counties
- Nevada Public Agency Insurance Pool
- New Hampshire Association of Cities and Towns
- Missouri Intergovernmental Risk Management Association
- St. Paul Fire and Marine Insurance
- Johnson and Higgins
- Arthur J. Gallagher and Company
- Gallagher-Bassett Services
- Penco Insurance
- CIGNA Insurance Company

Management Audits/Studies/Risk Assessments

During the course of the last fifteen years, the services of the Gallagher-Westfall Group has brought Patrick Gallagher into numerous law enforcement agencies in almost every state to conduct a range of management studies/risk assessments generated by liability concerns. In managing these audits/reviews/studies Patrick Gallagher has examined and evaluated every aspect of the agency with the greatest emphasis on potential and actual liability with numerous recommendations and action steps to reduce that liability. Some recent selected examples of these services are as follows:

-Bethlehem (PA), November 2010

"A Review of the Moravian College Department of Campus Safety and Police"

-Bethlehem (PA) Police Department, September 2007

Title: "Gauging the Odds: The Impact of the Bethlehem Casino on Crime, Police and Social Services"

-Bethlehem (PA) Police Department, June 2007

Title: "Crying Wolf Once Too Often: A Study of Alarm Responses in the City of Bethlehem"

-Waukegan (IL) Police Department, 2006

Scope: Review of officer-involved traffic accidents, departmental actions as to training and discipline at

-Rome (GA) Police Department, 2005

Scope: comprehensive audit and review of all policies, operations, training, supervision and internal affairs.

-Arken County (SC) Sheriff's Office, 2004

Scope: comprehensive audit and review of all policies, operations, training, supervision and internal affairs

-St. Croix County (WI) Sheriff's Office, 2003

Scope: audit of all policies for law enforcement and jail operations in the aftermath of a class action suit and judgment for illegal strip searches in the aftermath of a multi-million dollar settlement

-Muskogee (OK) Police Department, 2001

Scope: audit and review of policies, operations, training, supervision, and internal affairs

-Fountain Hills (AZ) Marshals' Department, 2001

Scope: audit and review of all policies and training along with interaction with Maricopa County Sheri

-Schenectady (NY) Police Department, 2001

Scope: audit and review of policies, training, and internal affairs

-Hoffman Estates (IL) Police Department, 2000

Scope: comprehensive review of all liability-related operations and procedures in the aftermath of a multi-million dollar settlement

-Charlotte (NC) Police Department, 1999

Scope: comprehensive review of all aspects of uses of force to include policies, training, and use of force investigations.

-Chino Valley (AZ) Police Department, 1998

Scope: evaluation of implementation of recommendations of previous study, along with audits of training, policies, and internal affairs

-Gila County (AZ) Sheriff's Department, 1996

Scope: comprehensive management review of all aspects and functions of the department's operations and administration

-New Bern (NC) Police Department, 1996

Scope: performance audit of every aspect of the department's operations to include personnel administrative

-Pompano Beach (FL) Police Department, 1995

Scope: Responsibility for conducting an internal affairs investigation into complaints charging harassment of one officer by his supervisors to include a personnel and management practices review of the department. Findings and recommendations presented to the city council

-Greenville (NC) Police Department, 1995

Scope: Comprehensive review of all operations, training and policies with particular emphasis on charges of discrimination and sexual harassment.

-Coatesville (PA) Police Department, 1994

Scope: Study of policies and operations for the department.

-Coatesville (PA) Police Department, 1993

Scope: Study and recommendations for all manpower deployment for police operations

-Cochise County (AZ) Sheriff's Department, 1993

Scope: Review of all policies, practices, operations and manpower deployment for the department.

-Chino Valley (AZ) Police Department, 1993

Scope: management review and audit of all policies, training, operations, and personnel practices.

-Coatesville (PA) Police Department, 1993

Scope: review of operations, training and policies as well as manpower deployment.

Adjunct Faculty

-Indiana University, School of Public Administration, "Introduction to Law Enforcement"

- Golden Gate University, Graduate School of Public Administration, "Law Enforcement Administration"
- America University, "Police Administration"

Professional Memberships over Past Ten Years

- Police Executive Research Forum
- International Association of Chiefs of Police
- American Society of Law Enforcement Trainers
- Public Risk Management Association
- International Association of Directors of Law Enforcement Standards and Training
- National Association of Internal Affairs Investigators
- Advisory Board, Criminal Justice Degree Program, Ferrum College, (VA) 1995-2005

Books:

Successful Police Risk Management: A guide for police executives, risk managers, local officials and defense attorneys, 2014

Risk Management Behind the Blue Curtain: A Primer on Law Enforcement Liability, 1992

Behind the Uniform: Comparative Policing in the U.S. and the United Kingdom, 1990

Publications:

"What to do with Police Performance Data," New Jersey Police Chiefs E Magazine, March 2014

"The Plaintiff's Attorney's Game Plan," New Jersey Police Chiefs E Magazine, February 2014

"Solving the Liability Problem," New Jersey Police Chiefs E Magazine, January 2014

"The Liability Shield: From Policy to Internal Affairs" in Law Enforcement Administrative Investigations, third edition, by Lou Reiter, 2006

"Police Leadership and the Management of Liability: A Systemic Approach" in New Perspectives edited by John Bizzack, 1999

"Creating a Breed of Super Sergeants," and "Civil Liability," chapters in The Police Manager, fifth edition by Ronald Lynch, 1998

"When Will the Message About Harassment Be Acted Upon?" in Law Enforcement Trainer, December 1996

"Winning Performance Through Better Decision Making," in Gallagher's Liability Beat, Summer 1996

"Four Rules for Winning with the Use of Force," in the ASLET Journal, May 1996

"On Notice: A Winning Position for Law Enforcement with In-Custody Deaths," in the ASLET JOURNAL, January 1996

Leadership, Vision and Values as a Prelude to Policy, a training manual, 1995

Confronting the Policy, Legal, Management and Training Issues in Pursuit and Use of Force, a training manual, 1995

Confronting the Issues in Police Pursuits, a training manual, 1995

Law Enforcement Training on Trial: When Enough Isn't Enough with William Westfall, a training manual, 1995

Supervisory Leadership Challenge: Liability Management, Performance Enhancement, and Quality Service, a training manual with William Westfall, 1995

Use of Force: What We Know, a training manual, 1994

"Campus Guardians in Blue," in Public Risk, 1994

Demystifying the Police Policy Process, a training manual, 1994

Risk Management Behind the Blue Curtain: A Primer on Law Enforcement Liability, a book, 1992
"Creating the Supportive Environment for Policy Within an Organization," CVMIC Bulletin, 1993

The Management and Disposition of Seized Assets, Police Executive Research Forum, 1992

"Risk Management for Police Administrators," in Police Chief, June 1992

Behind the Uniform: Policing in the United States and the United Kingdom, with Superintendent Ian McKenzie, Ph.D., London Metropolitan Police, 1989

"Police Leadership and the Management of Liability: A Systemic Approach," a chapter in New Perspectives: Issues in Policing, 1992

"Marginal Performers and Liability" in Local Government Police Management, International City Management Association, 1991

"Liability on the Police Beat," in Public Risk, May-June 1991

"Moggers in the Groves of Academey: New Directions for Risk Managers for Campus Policing," Delphian, Journal of Risk Management for Higher Education, February 1991

"Six Layered Liability Protection System," in Police Chief, June 1980

"Police Administration and Risk Management: A Marriage of Necessity," in Police Chief, June 1980

"Police Liability: The Crisis in Police Pursuit Driving," in Creative Approaches to Managing Public Agency Risks, Volume II, 1989

"Managing the Risks in Police Pursuit Policies," in Governmental Risk Management Reports, 1989

"One Giant Step for Police Pursuit Driving," in Training Aids Digest, July 1989

"The Crisis in Police Pursuit Driver Training: an Action Plan," Parts I and II in Training Aids Digest, July and August 1989

"Creative Approaches to Limiting Police Liability," in Managing Public Agency Risks, 1988

Curriculum Vitae

Peter C. Sarna
30 Calle La Reina
Rancho Mirage, CA 92270
442-227-4384 925-683-4598
pcsarna1@yahoo.com

Professional Overview

Presently involved in a range of professional and consulting activities, including policy reviews, case analysis and expert witness work in police use-of-force cases, police management and operational practices studies, confidential, sensitive executive-level investigations, risk assessment and management training, and critical incident management training.

From 1988 to 1998, served as the Assistant General Manager for Public Safety in a large, complex special district encompassing two San Francisco Bay Area counties and over 100 square miles of diverse parklands and trails in a service area exceeding 1,500 square miles. Responsible for the administration of police, fire, emergency medical, and disaster preparedness services, direction of a combined public safety staff -- police and fire -- of over 150, and management of an \$8.5s million budget.

Assumed the above position after completing a 20-year career with the Oakland, CA Police Department at the rank of Police Captain. During that time, commanded virtually every major division, oversaw the development and implementation of many innovative programs, and acquired a strong blend of staff and line skills. Served as the department's lead trainer and authority on critical incident management.

Over thirty years of professional police experience is complemented by extensive study and experience as a trainer in a variety of subjects: leadership, performance management, strategic planning, process mapping, critical incident management, patrol and crime reduction strategies, field training, and ethics. Consulted with numerous local, state, and federal agencies on the above subjects, including California POST, FEMA, California Specialized Training Institute, FBI, London Metropolitan Police, London Fire Brigade, The Center for Risk Mitigation University of California, Berkeley, and the Police Foundation. Published articles and a book chapter on critical incident management, incident command, risk management and hostage negotiations.

Professional History **1998 to Present**

Serving as a private consultant providing a variety of professional services to local, state, and city governments. Representative assignments include,

- Currently involved as a co-principal in the development of a leadership development institute for senior managers in the Indianapolis IN Metropolitan Department of Public Safety. Department includes police, fire, EMS, Animal Control and Communications services. The first stage of the process- conduct of a needs assessment and data collection- has been completed. The next stage, which includes developing program structure and content, will begin in November 2014.
- Made presentation to members of the Emerson Society, a national group of police trainers, on critical issues in contemporary policing in Santa Claus, IN in October 2013.
- In August 2012 developed and presented a one-day program on Incident Reconstruction to staff of the Sacramento County Probation Department. Program addressed major stages of the incident reconstruction process, including initial response, investigation, report writing and managing common sources of bias, misperception and memory retrieval.
- Presenter and panel discussant at February 2012 Public Agency Risk Management Association in Monterey, CA on Risk Management and the Policing of Contemporary Social Protest (Occupy Oakland); made follow-up presentation in May 2012 on Policing Contemporary Protest, sponsored by the Municipal Pooling (i.e., Risk Management) Authority of Contra Costa County, to police commanders from Contra Costa agencies
- Assisted the Raleigh NC Police Department in the development of scenario-based critical incident management training program for command staff, provided classroom instruction in critical incident management as preparation for the scenarios, and served as the incident command evaluator for three days of scenario-based exercises in May 2012.
- Lecturer, UC-Berkeley, School of Public Health (2010), on leadership, ethical dilemmas and incident command issues in the response to pandemics.
- Reviewed revised use of force policy (draft stage) for Oakland Mayor Jerry Brown in connection with implementation of Riders settlement agreement (2004). Advised his office on strategic policing issues, including the development and implementation of anti-violence strategies.
- Completed two major investigations into claims of sexual harassment in the City of Alameda Police Department, which included a review of City and Department policies on sexual harassment and conferring regularly with the Police Chief and other City officials. Final reports and findings provided the foundation for the Chief to initiate major reforms within the Department.
- Served as the Interim Chief of Police, City of El Cerrito, CA, from September 1999 to May 2000, pending the appointment of a new chief. Assisted the city with the selection process for the new chief, conducted a variety of staff studies on scheduling and service

delivery strategies, evaluated the department's complaint investigation process (in the process reversing an employee's termination that lacked good cause), and conducted both supervisory and command-level promotional processes.

- In early 1999 I was brought in as a third party consultant to investigate allegations of sexual harassment against a Bay Area police chief. The majority of the allegations were sustained and led to the chief's termination. During the course of the investigation, I worked closely with city staff and legal counsel, and met with city council members in closed session to brief them on the investigation and findings.
- Since November 1999, have served as a special consultant with the California Department of Corrections' Office of Internal Affairs. Sit on an independent panel--Deadly Force Review Board (DFRB)--that reviews all uses of deadly force within the system to ensure that they comply with department policy. This involves reviewing both criminal and administrative investigations in detail to assess their adequacy and the validity of their conclusions regarding the facts in each case. Assisted the Department in rewriting its use of force policy and related training programs, including investigative protocols.
- Worked with a major Bay Area agency to develop an alternative (an agency-run Basic Academy) to its traditional strategy (relying on community college-operated academies) for training new recruits, and several other Bay Area agencies to recruit and select new police chiefs.

1988 to 1998

Assistant General Manager for Public Safety, East Bay Regional Park District, Oakland, CA

- Responsible for the direction and control of police, fire, emergency medical, and disaster preparedness services in a two-county special district.
- Completely restructured all services to improve service delivery, employee morale, and interagency relations, which achieving significant cost-savings in major operational areas for ten consecutive years.
- Developed written cooperative police and fire agreements with approximately 40 police and 10 fire jurisdictions.
- Implemented a Master Training Plan for both sworn and civilian staff, including a computerized management system to track compliance.
- Expanded Public Safety volunteer programs by 150% (presently 5 discrete programs with over 200 total members).

- Coordinated the formation of the East Bay Fire Chiefs' Consortium and the Hills Emergency Forum (six member oversight body) to manage East Bay Hills fire threat issues—from prevention to mutual response agreements—in the aftermath of the October 1991 Tunnel Fire.
- Created organizational mechanisms for staff consultations at all levels on important issues: Expanded Command Staff Meeting; Policy Council; Ad Hoc Task Forces (e.g., patrol scheduling); monthly meetings with Police Officers Association representatives; Training & Safety Committee; Internal Consultants Program; and Boards of Review (force, pursuits, accidents, and major incidents).
- Oversaw the development and implementation of Patrol Priorities Program designed to routinely identify major policing issues and needs through consultation with other departments and community groups, and then develop strategies, tactics, and performance measures to address each.
- Implemented a Public Safety Impact Analysis process for ensuring police and fire input on major capital projects and service programs with significant public safety implications and requirements.
- Oversaw the transition from traditional bargaining to interest-based labor relations bargaining model. Process resolved a number of longstanding issues and resulted in a new three-year agreement that was approved overwhelmingly by Police Association members.

1983-1988

Police Captain, Oakland, CA Police Department

- Commanded every major division, including: Personnel and Training, Youth Services, Criminal Investigation, 4th Platoon (comprised of Foot Patrol, Street Drug Task Force, Anti Crime Units, Hostage Negotiation and Entry Teams, Canine Unit, Helicopter and Airport Security Unit, Police Reserves, Court Liaison, and Animal Control Unit). Responsible for the policing of civil protests, special events, and major incidents.
- Developed and implemented a Mental Health-Homeless Outreach Program with staff from the Alameda County Mental Health Service Department.
- Oversaw creation of an Environmental Crimes Unit while Commander of the Criminal Investigation Division.
- Commanded the department's Personnel and Training Division, which is responsible for administering the Basic Police Academy, supervisory and management courses, and all in-service training for line, supervisory, and command personnel.

- Developed and administered a major multi-year policing program to support Oakland City Center economic redevelopment. Served as the principal police department liaison with major developers and city redevelopment staff.
- Developed a council of key police officials and community representatives to coordinate drug control strategies in Oakland.
- Created a multi-agency incident response team to handle serious inter-group conflicts in Oakland neighborhoods. This eventually evolved into a formal Police-Asian Community partnership to reduce crime and inter-group tensions.
- Oversaw the formation and training of a new street drug task force to combat crack-related problems and violence; directed numerous anti-drug efforts. Worked closely with community groups to target drug "hot spots" and develop abatement strategies.

1976 to 1983

Police Lieutenant, Oakland, CA Police Department

- Served in a variety of line and staff assignments, including Training Division Commander, Patrol Commander, and Central Business District Commander.
- Routinely scheduled and directed the activities of 40 to 80 field units; served as incident commander at numerous high-risk incidents, major crime scenes, and special events.
- Served as the chief liaison with city planning staff and downtown developers to ensure that policing programs supported redevelopment efforts and satellite business districts.
- Served as chief negotiator in the creation of a ten-year public-private funding partnership to enhance police services in the central business district and satellite business districts.
- Developed the department's critical incident management training program for police supervisors and commanders.

1972 to 1975

Police Sergeant, Oakland, CA Police Department

- Selected to serve as a Special Assistant to the Chief of Police, San Jose Police Department, in the Police Foundation Bay Area Law Enforcement Exchange Program. Conducted staff studies on policing issues, including the impact of deinstitutionalization of the mentally ill on police services in San Jose.
- Supervised operation of the Animal Control Unit; directed a team of officers assigned to anti-crime duties and the handling of high-risk incidents, such as hostage-takings and barricaded subjects. Developed and presented training programs on leadership, performance management, high-risk patrol tactics, and patrol procedures.

1968-1971

Police Officer, Oakland, CA Police Department

Valedictorian of the 55th Recruit Academy; performed general patrol duties; selected as one of the department's first field training officers.

Education and Professional Certificates

- POST Executive Certificate, 1994
- Fulbright Fellowship in Police Studies (England), 1992-1993
- Graduate, Police Executive Institute, Police Foundation, 1976
- M.A., Sociology, Boston University, 1968; post-M.A. Doctoral studies
- National Defense Education Act Fellowship, Boston University, 1965-1968
- B.A., Sociology, American International College, cum laude, 1965

Teaching and Consulting

- Police Project Manager, *Blue Marble Study of Support Functions in the Los Angeles Police Department*. Major multi-disciplinary study of full spectrum of support services, including the Scientific Investigation Division, Communications, Information Services, Records, Jail Operations, Fiscal, and Training, 1996
- Lecturer, Critical Incident Management, FBI Academy, 1992
- Use of Deadly Force Review Panel member, Oakland Police Department, 1993
- Member, Incident Critique Panel, Richmond, CA Police Department Double Officer Fatality, 1993
- Developer and lead instructor, POST Critical Incident Management Course (have trained over 700 incident commanders from California police agencies over the past 20 years)
- Instructor, Police Ethics, Los Medanos College Basic Police Academy, 1995-1997
- Member, Steering and Curriculum Development Committees for development of the POST Supervisory Leadership Institute (SLI), 1988-1989
- Contra Costa County Police Chiefs' Association Media Relations Subcommittee Chairman, Coordinator of joint Chiefs' Association-*Costa County Times* media relations training seminars, 1991-1992
- Presenter, Public Agency Risk Management Association (PARMA) Annual Conference, San Diego (1991), "Risk Business" - Front Line Strategies for Managing Risks in Policing
- Developer and instructor, Incident Command Issues in Child Abduction Investigations, POST course for child abduction investigators, 1996 to present. Course focuses upon coordination issues and task management requirements in complex, multi-agency investigations, including coordination with the FBI.
- Served as the Contra Costa County Chiefs' Association representative to the Advisory Committee on Domestic Violence (ACAD); provided executive-level input on police investigative practices to a multi-disciplinary group consisting of court officials, public and private service providers, victim advocates, and police investigators from agencies throughout the county, 1996-1998.
- Adviser to Youth Council, Marlboro, MA, 1967

- Lecturer in Sociology, Regis College, Weston, MA, 1967 and American International College, Springfield, MA, 1967.

Professional Associations

- Contra Costa County Police Chiefs' Association, 1988-1998
- International Association of Chiefs of Police, 1988 to present
- Police Executive Research Forum, 1988 to 1998
- Alameda County Chiefs of Police and Sheriff's Association, 1988 to 1998

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PROFESSIONAL EXPERIENCE

10/06-Present Kern Augustine Conroy and Schoppmann, P.C. Partner in healthcare law firm whose practice focuses on the defense of healthcare licensees in civil and criminal matters primarily involving the federal False Claims Act, Stark Law, Anti-Kickback, Health Care Fraud and Mail/Wire Fraud statutes, and state laws including the New Jersey Insurance Fraud Prevention Act and Medicaid Fraud Statute. Also defends in licensee disciplinary matters before the NJ, NY, and PA Medical Boards; in Medicare, Medicaid and Commercial Healthcare Insurer adverse administrative and credentialing matters, in Hospital Medical Staff adverse credentialing actions, in Government and Commercial Healthcare Insurance audits; and in Law Against Discrimination and HIPAA Compliance investigations. Served as mediator in State and Federal litigation, including employment law, commercial disputes, and Superstorm Sandy Flood Insurance cases.

5/08 - 7/09 50th Infantry Brigade Combat Team, New Jersey Army National Guard, National Guard Colonel serving as the Staff Judge Advocate (supervising attorney) for the New Jersey Army National Guard, deployed to Iraq as Command Judge Advocate and member of the 50th IBCI Commander's senior staff, which coordinated staff functions for the Brigade and the Joint Area Support Group-Central. Supervised a deployed legal office responsible for providing legal services to approximately 3,000 soldiers, and coordinating legal issues and advice with higher headquarters including the legal offices of the Theatre Commander- Multi National Forces Iraq, Multi National Corps Iraq, and the non-deployed portion of the New Jersey National Guard. Legal services included international law, operational law, fiscal law reviews, military justice, and legal assistance. Also participated in a review Board deciding the status of detainees, conducted legal briefings and published monthly legal newsletter.

5/03 - 10/06 New Jersey Attorney General's Office. Assistant Attorney General/Director of State Police Affairs, as a direct report to the New Jersey Attorney General (AG), supervised the Office of State Police Affairs (five attorneys, one statistician, six investigators) which provided AG oversight to the New Jersey State Police Responsible for State Police compliance with the terms and reforms of the 1999 Consent Decree, and served as liaison to the Independent Monitoring Team and the Civil Rights Division of the Department of Justice. Led the Consent Decree compliance efforts from the 8th through the 14th semiannual Independent Monitoring Reports. Conducted lectures for NJSP on constitutional law and Consent Decree topics. Also responsible for the administrative prosecution of State Police disciplinary cases. Initiated and coordinated group of legal advisors, including members of the NJ Division of Criminal Justice and Division of Law, as

well as a Fourth Amendment working group, to improve and harmonize collective AG legal advice to the State Police and enhance Consent Decree compliance.

1/98 - 5/03 Mercer County Prosecutor. Served as the Mercer County Prosecutor. Led and supervised an office of 150 (assistant prosecutors, investigators and administrative support personnel) with an annual budget in excess of 9 million dollars. As the Chief Law Enforcement Officer in the county, responsible for effectuating the statutory mandate of detection, arrest, indictment and conviction of offenders, as well as overseeing and providing direction to law enforcement within the county. Successfully implemented Community Prosecution and Anti-Gun Violence Programs, as well as Quality of Life Taskforce.

2/90 - 2/98 Municipal Court Judge. One of four municipal court judges for the City of Trenton (appointed February 1990) and the Municipal Court Judge of Hopewell Township (appointed January 1992).

2/91 - 2/98 Law Office of Daniel G. Ciaquinto, Mercerville, New Jersey. Part-time general practice with concentration on real estate, personal injury, wills and estates.

9/88 - 2/90 DeGeorge and Avolio, P.C., Trenton, New Jersey. Senior Associate in general practice firm. Personal emphasis on civil litigation (personal injury defense), criminal defense, municipal court, and real estate.

1/86 - 9/88 New Jersey Attorney General's Office, Division of Criminal Justice, Major Fraud Section, Trenton, New Jersey. Deputy Attorney General responsible for prosecution of white collar and fraud related crimes.

6/86 - 11/11 New Jersey Army National Guard, Joint Force Headquarters, Ft. Dix, New Jersey. Retired with 30 years of military service (active duty and National Guard). Served in various officer ranks and JAG (legal) positions culminating in rank and position of Colonel, Staff Judge Advocate.

11/81 - 1/86 United States Army, Judge Advocate General's Corps. Army Captain served on active duty as trial counsel (prosecutor) (6/84 - 1/86), defense counsel (10/82 - 6/84), and Legal Assistance Officer (4/82 - 10/82), 8th Inf. Div. (Mech.), Germany; and the Judge Advocate Officer Basic Course (1/82 - 4/82), The Judge Advocate General's Legal Center and School, Charlottesville, Virginia.

9/76 - 9/78 Mercer County Office of Criminal Justice Planning, Trenton, New Jersey. Served as Assistant Criminal Justice Planner, responsible for developing and drafting grant applications for criminal justice programs.

EDUCATION

Rutgers University School of Law, Camden, New Jersey.

Juris Doctor with Honors, 1981

Dean's List - 1978-1981

American Jurisprudence Award for Academic Excellence in Torts (1978) and Contracts (1980)

The College of New Jersey, Ewing Township, New Jersey.

Bachelor of Science with Honors, 1976

Dean's List - 1973-1976

Criminal Justice Major, Psychology Minor

Military Education and Qualifications - U.S. Army

Judge Advocate Officer Basic Course, April 1982

Judge Advocate Officer Advanced Course, Honor Graduate, May 1989

Military Judge's Course, Honor Graduate, June 1991

Command and General Staff College, Honor Graduate, August 1994

Dual Military Occupational Specialty-Judge Advocate and Military Judge

Top Secret Security Clearance

PROFESSIONAL AFFILIATIONS

Member of the New Jersey, New York and Pennsylvania Bar; Admitted in the Federal District of New Jersey; the Federal Southern, Eastern, Northern and Western Districts of New York; and the Second and Third Circuit Courts of Appeals. Member of the American Bar Association and the ABA's Health Law Section, Healthcare Fraud and Compliance Interest Group, Criminal Justice Section and White Collar Crime Committee; the New Jersey State Bar Association and the NJSBA's Health and Hospital Law Section, Criminal Law Section, and Military Law and Veterans' Affairs Section; the New York State Bar and the Mercer County (N.J.) Bar Associations; the Reserve Officers Association, the National Guard State Family Readiness Council and the National Association of Criminal Defense Lawyers. Former Member of NJ District VII Ethics Committee (2007-2011) and the New Jersey Prosecutor's Association.

AWARDS

Civilian Awards: 2007 New Jersey State Bar Presidential Achievement Award for Exemplary Service to the Military Legal Assistance Program; 2002 Inductee to the Italian American National Hall of Fame (Trenton, NJ); 2000 Jersey Street (Trenton) Community Association Appreciation Award for Outstanding Service; 1999 Trenton Police Athletic League Outstanding Individual Award; 1998 Grand Marshall, Columbus Day Parade, Trenton Columbus Day Observance Committee; 1997 Achievement Award of the Law and Justice Alumni Chapter of The College of New Jersey.

Military Awards: Legion of Merit; Bronze Star Medal; Meritorious Service Medal; Army Commendation Medal (3rd Award); Army Achievement Medal (3rd Award); Army Reserve Components Achievement Medal; National Defense Service Medal (2nd Award); Global War on Terrorism Service Medal; Iraq Campaign Medal with Campaign Star; Army Service Ribbon; Overseas Service Ribbon (2nd Award); Armed Forces Reserve Medal with M Device.

PHILIP M. COYNE

555 Grand Avenue - P.O. Box 7581 • West Trenton, New Jersey 08626

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

Major (Ret.) New Jersey State Police

Career Profile:

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

EDUCATION

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

LEADERSHIP AND PROFESSIONAL DEVELOPMENT HIGHLIGHTS

- Currently a consultant to the Stockton College Center for Public Safety and Security
- Hired as an expert witness in the field of law enforcement practices and procedures
- Completed an "Organizational Health and Leadership Culture Assessment" for the Princeton Police Department. Multiple on-line assessments, focus groups and surveys were designed and used to assist with two municipal organizations that recently consolidated. Currently under contract to develop their organizational strategic plan.
- Served as interim Director of the Liberty Science Center in Jersey City, New Jersey. Identified and hired a new management team. Responsible for the day-to-day operational duties until the new team was put into place.
- As Director of Training for the New Jersey State Police, led a team of 70 education professionals responsible for developing and delivering training programs with pre-established implementation measures. Responsibilities included strategy development and the oversight of all organizational training programs. Supervised several steps of the organization's selection process for recruitment candidates. Consulted with organizational leaders on selection process and recruiting initiatives.
- As Director of New Jersey's Fusion Center, supervised a team of 100 law enforcement professionals and collaborated with high level executives throughout New Jersey, federal agencies and private industry to conduct gap analysis surveys in order to provide crime and situational awareness reports. Instituted and led a statewide governance board that oversaw

- Fusion Center business
- Consulted and provided guidance to all executive levels as Unit Head of the Office of Labor Relations
- State Certified Instructor with 15 years experience with leadership training, program development, metrics and evaluation while working with the New Jersey State Police
- Comprehensive background with adult learning and training design methodologies as well as using multiple program delivery platforms
- Experienced at conducting organizational and discipline-focused needs assessments as well as training implementation and evaluation measurements
- Served as the Superintendent's Administrative Officer. In that capacity assisted with the implementation of the Commanding Officer's intent in a variety of organizational matters.

TEACHING EXPERIENCE

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

PROFESSIONAL EXPERIENCE

COYNE ENTERPRISE SOLUTIONS, LLC

June 2012 to Present

Law Enforcement Management Consultant

- Recently hired to develop an organizational strategic plan for the Princeton police Department
- Consultant to the Stockton College Center for Public Safety and Security – Develop, supervise and deliver training in the areas of internal affairs, supervision, risk management and financial crimes
- **Interim Security and Safety Director – Liberty Science Center – Jersey City, New Jersey** – January - March 2013 - Supervised operational and administrative elements of the office, identified best practices, instituted policy and procedure and identified long-term management solutions. Consulted on policy development and best practices in the field of security and safety until July 2013
- **Developed and delivered a training program on ethics and supervision responsibilities for the Ventnor City Police.**
- **Developed and delivered training programs on Intelligence-led Decision Making and the Intermediate Fusion Center Liaison Program for the New Jersey State Police**
- **Prepared Professional Reports on law enforcement practices, procedure and policy**
 - **Organizational Health and Leadership Culture Assessment for the Princeton Police Department.** Multiple on-line assessments, focus groups and surveys designed and utilized to assist with two municipal organizations that recently consolidated.
 - **Developed Bergen County SWAT Consolidation Policy and SOP**
 - **Developed Communications Interoperability Model Policy and Implementation Guidance for Mutualink Corporation**
 - **Developed a Strategic Plan for the Seaside Heights Police Department** to provide a roadmap for organizational policy implementation and training management, and create

an internal Office of Professional Responsibility to oversee departmental professionalism standards.

- **Developed** on-line training for effective report writing for the Hudson County Department of Corrections.
- **Consult with law firms** on law enforcement practices and procedures as an expert witness.
- **Worked as a consultant to New Jersey law enforcement** in the use of Decision Lens collaboration software that helps develop organizational priorities that will drive resource allocation strategies.

New Jersey State Police

July 2011 to June 2012

Director – Regional Operations Intelligence Center (ROIC)

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

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

- **Supervised 65 full time investigators and civilian staff** responsible for management review and inspections, intake of citizen complaints, analysis of cases, civil litigation, investigations, adjudication of discipline and other consultative duties.
- **Direct liaison with State Office of Comptroller and Attorney General's Office of Law Enforcement Professional Standards** regarding serious disciplinary matters and audit of State Police records. Provided final review and approval on internal investigations and disciplinary recommendations that were transmitted to the Superintendent. Collaborated with Labor Unions on sensitive disciplinary matters.

Director of Training - (Bureau Chief) Training Bureau

July 2009 to March 2011

Asst. Director of Training - (Asst. Bureau Chief)

July 2008 to March 2009

- **Supervised a team of 70 full time instructors and support staff** responsible for training an organization of 4300 employees. Collaborated with the Attorney General's Office of Law Enforcement Professional Standards (OLEPS) and State Office of the Comptroller to ensure organizational reform standards were sustained and enhanced. Lead the administration of key selection process initiatives and recruiting efforts.

- Initiated the development of an Excellence in Policing (EIP) strategy to support law enforcement agencies involved in pattern and practice litigation to promote professional policing, superior ethical conduct and unbiased enforcement practices.
- Superintendent's representative for the Police Training Commission with complete oversight of all organizational training programs. Ensured objectives were developed within a 7 Step Cycle and Return on Investment (ROI) evaluation framework.
- Leadership of seven academy units responsible for training programs relating to executive leadership and advanced skills, regionalized intelligence, basic and in-service training, firearms and self-defense as well as technical and training support functions. Supervised vendor selections and maintenance, and maintained relationships with internal and external training professionals.
- Supervision of remedial training programs and created strategic plans to advance critical law enforcement initiatives.
- Chairperson of State Police Training Committee and representative on Trooper Re-enlistment Boards.
- Supervised subject matter experts and outside vendors that supported organizational training needs.

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

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

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

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

Unit Head – Office of Labor Relations Nov. 2006 to Nov. 2007

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

Assistant Unit Head

Squad Leader - Executive Development Training Unit

April 2003 to Nov 2006

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

Supervisor - Criminal Investigation Office

April 1998 - April 2003

Detective - Criminal Investigation Office

Feb. 1992 - April 1998

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

OTHER PROFESSIONAL HIGHLIGHTS

- Invited to address the last three New Jersey State Police recruit classes prior to graduating to provide perspective on organizational expectations and career responsibilities. Fall 2013 / Winter & Summer 2014
- Invited to address commanders of the New Jersey State Police Intelligence Section on the topic of leadership and command responsibilities. Spring 2014
- Executive Leadership Course for Lieutenants- While under the strict oversight of a federal monitoring team, I was responsible for the development of several executive training programs that set new benchmarks for the New Jersey State Police. One such program included a two-day leadership immersion class that was conducted at the Gettysburg Battleground and Princeton University. The federal monitors commented that the course showcased the need for vision and cooperation among units, sections and ranks within the organization and showed how the climate and the culture of the organization had changed. The 11th Independent Monitoring Team Report stated: *"This course is an outstanding example of that process working favorably for the New Jersey State Police. The monitoring team commends the Academy and its staff for their*

vision commitment and follow-through on this excellent training place' See <http://www.njpublicsafety.com/monitors-report-11.pdf> Page 87

- **Presenter at the Joint Critical Infrastructure Partnership Symposium** - Newark, New Jersey - June 28, 2011 - Fusion Center Engagements with Public and Private Sector Organizations
- **Presenter at Rutgers University Police Institute** - Rutgers University Evidence-Based Initiative For Justice Policies and Practices Conference - 'New Jersey's Report Card: Evidence - Based Practices in Action' - Evidence: The Catalyst of Change in October 2011" See <http://www.youtube.com/watch?v=15vEAMKwyDZI>
- **Bankers on Line Seminar** - Lecture on coordination of resources with fusion centers. October 2012

PROFESSIONAL TRAINING, EXPERIENCE AND CERTIFICATIONS

- Top Secret Clearance - Federal Bureau of Investigation while assigned to the ROIC.
- Certified in Return on Investment (ROI) Application with Jack Phillips ROI Institute.
- Certified to administer "The Leadership Profile" (TLP) 360 Degree Assessment
- Certified to administer the "DiSC" Assessment
- Experience utilizing the "Organizational Culture Assessment Questionnaire" (OCAQ)
- Police Training Commission (PTC) Certified Instructor with NJSP
- Pennsylvania State Police Promotional Board Assessor - May 2007
- Baltimore City Police Department Promotional Board Assessor - October 2007
- Successful Processes for Reducing Liability - The Richard Stockton College of New Jersey - Center for Continuing Studies March 12, 2014
- Everything You Need to Know (DL3) - Decision Lens - Arlington, Va - December 2012
- New Jersey Internal Affairs Investigation Program - The Richard Stockton College of New Jersey - Center for Continuing Studies October 2-3, 2012
- Group Supervisors Course - DEA - Quantico, Va. - May 2004
- Risk Management and Critical Policy Development for Law Enforcement - Penn State May 2004
- The Management Conference - CareerTrack - April 2004
- Coaching and Teambuilding Skills for Managers and Supervisors - SkillPath - April 2004
- MAPPS Supervisory Training - NJSP - August 2003
- F.A.T.S. Instructor - N.J.S.P. - May 2002
- Police Supervision Course - N.J.S.P. - May 2000
- Basic and Advanced Critical Incident Stress Management - International Incident Stress Foundation - November 1999
- 9th Annual National District Attorney's Conference on Domestic Violence - Reno, Nevada - October 1999
- Spanish for Law Enforcement - N.J.S.P. - July 1999
- Missing Person and Exploited Child Seminar - N.J.S.P. - June 1999
- Homicide Investigation School - N.J.S.P. - June 1998
- Interviewing Child Abuse Victims - Monmouth County - April 1998
- Sex Assault Response Team Training - Mon. County - January 1997
- Crime Scene Preservation - N.J.S.P. - March 1996
- Basic Death Investigation - N.J.S.P. - November 1995
- Instructor Training Course - N.J.S.P. - February 1995
- Top Gun School - N.J.S.P. - Statewide Narcotics Task Force - October 1994
- Cargo Theft Seminar - N.J.S.P. - October 1994

- Traffic Homicide Investigation - Northwestern University - May 1994
- Home Security Seminar - N.J.S.P. - June 1993
- Auto Theft Investigation - N.J.S.P. - May 1993
- Surveillance School - N.J.S.P. - March 1993
- Interview and Interrogation School - N.J.S.P. - April 1992
- Criminal Investigation School - N.J.S.P. - March 1992
- Advanced Accident Investigation - N.J.S.P. - March 1991
- Commercial Vehicle Drug Interdiction - N.J.S.P. - March 1990
- Firearms Instructor School - N.J.S.P. - September 1989

COMMENDATIONS AND AWARDS

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

The Gallagher-Westfall Group

Liability Management and Expert Witness Services

Leadership and Organizational Development

Curriculum Vitae

Mary C. Kealoha

Vice President

The Gallagher-Westfall Group

P.O. Box 310

Springtown, Pa. 18081

Phone: 610-331-2119

Email: marycaroline@verizon.net

FORMAL EDUCATION

San Jose State University, BSN

Sacramento State University, MS Special Education

PROFESSIONAL POSITIONS

- **Monterey Hospital Ltd., (CA) 1969-70 Pediatric Nurse**
- **Mercy Children's Hospital, Sacramento (CA) 1973-74 Pediatric Nurse**
- **Sacramento County (CA) Office of Education Infant Development Program 1977-1980** Supervised a caseload of developmentally handicapped infants providing developmental assessments and interventions, conducted support classes for the parents, coordinated care with the child's physicians. Developed and conducted in-service training for staff members and taught a semester long program on infant development at Sacramento City College.
- **Tallahassee (FL) Public Health Department 1980-1981**
Pediatric nurse for the WIC program
Provided infant development and nutrition classes, infant health examinations and counseling for the parents.
- **Florida Department of Health and Human Services 1981-1984**
Statewide Coordinator for the Child Abuse Protection Team Program.
Monitored the multidisciplinary child abuse teams in 13 HHS districts for quality assurance, developed policies, managed a federal grant, developed budgets, conducted statewide training conferences, developed programs to address child sexual abuse, and presented testimony to state legislative committees.
- **Aspen Systems, Rockville, MD 1985-1987**
Manager of the National Child Abuse Clearinghouse.
Developed written materials, provided information and products to clients.
Liaison to
the National Center for Child Abuse
- **Institute for Liability Management, Vienna, VA 1988-1992**
Developed training materials for law enforcement, scheduled training events, provided administrative support services.

- **The Gallagher-Westfall Group 1992-2014**
Vice President

**NEW JERSEY STATE POLICE FEDERAL CONSENT DECREE TEAM
MEMBER 1999-2009**

Responsible for monitoring all training related tasks in the consent decree. Oversight included recruit training and all levels of training from officer through command staff. Audited curriculum, training classes, tests, instructor's qualifications, record keeping, and security of documentation. The Academy staff was required to follow a training process provided by the monitor which outlined the development, delivery, assessment, and revision of training. Had the responsibility to determine when the standards were met and indicated that the NJSP academy was in compliance.

GWG TRAINING 1993-2014

Developed and conducted training programs for law enforcement agencies and police liability insurance pools. See the following list of states and agencies served.

Developed and delivered training for the following law enforcement agencies. Topics included strategic planning, leadership, performance management, organizational climate, effective communication skills and time management.

- Abingdon (VA) Regional Police Academy
- Bethlehem (PA) Police Department
- Boca Raton (FL) Police Department
- Charleston (SC) Police Department
- Connecticut POST (Police Officers Standards and Training)
- Coral Gables
- (FL) Police Department
- Dutchess County (NY) Sheriff's Department
- Florida Department of Law Enforcement
- Ft. Lauderdale (FL) Police Department
- Gila County (AZ) Police Department
- Greenville (SC) Police Department
- Knoxville (TN) Police Department
- Montana Law Enforcement Academy
- Miami (FL) Police Department—4 consecutive weeks of training for all civilian personnel.
- Muskogee (OK) Police Department
- New Bern (NC) Police Department
- Northhampton County (PA) Sheriff's Department
- Poughkeepsie (NY) Police Department
- Steubenville (OH) Police Department
- St Paul Fire and Marine Insurance Company (MN)
- Texas Municipal League (TX)

• **GWG MANAGEMENT STUDIES 1993-2014**

Responsibilities included conducting organizational climate surveys, departmental personnel and citizen interviews, data analysis, training reviews, production of reports and recommendations.

- Charlotte (NC) Police Department
- Charlottesville (VA) Police Department
- Chino Valley (AZ) Police Department
- Cochise County (AZ) Sheriff's Department
- Fountain Hills (AZ) Police Department
- Muskogee (OK) Police Department
- Schenectady (NY) Police Department

545 Anchor Way
Kure Beach, NC 28449

Phone (910) 352-4009
agpreik@bellsouth.net

Albert G. Preik, Jr.

Education

2002-2003 **Carnegie Mellon University** Pittsburgh, Pennsylvania
Heinz School of Public Policy & Management

36 Credit Units toward Masters in Public Policy and Management

1999-2001 **Point Park University** Pittsburgh, Pennsylvania
Bachelor Science Criminal Justice

- Summa Cum Laude graduate

2001 **FBI National Academy—207th Session**

Additional Training, Symposiums, and Seminars listed on page 3

Professional experience

2005-2009 Kure Beach, North Carolina Police Department (Reserve)

2004 Cape Fear Community College-Adjunct Instructor

Pittsburgh Bureau of Police—Pittsburgh, Pennsylvania (26 years)

2003-March 1, 2004 Commander Zone Five

2001-2003 Commander Support Services

2000-2001 Commander Research & Planning (Intelligence Unit)

1997-2001 Consent Decree Project Manager

1991-1997 Patrol Lieutenant

1980 Training Academy Director

1988-1989 Patrol Sergeant

1987-1988 Communications Sergeant

1983-1986 Patrol

1980-1983 Plainclothes Investigation

1978-1980 Patrol

1973-1976 United States Air Force assigned to the **White House
Communications Agency**, Washington, D.C.

Professional memberships

International Association of Chiefs of Police (IACP)

FBI National Academy Associates

Security clearance Secret Security Clearance conducted & completed by FBI (Pittsburgh)
to enable access to information related to terrorism/homeland security

1973 Top Secret Security Clearance while serving with the White
House Communications Agency 1973-1976.

Albert G. Preik, Jr.

(Resume Page 2)

References

Deputy Chief Paul Donaldson (412) 323-7814

Pittsburgh Bureau of Police

1203 Western Avenue, Pittsburgh, Pennsylvania 15233

Chief Dennis Cooper (910) 458-7586

Kure Beach Police Department

Kure Beach, North Carolina 28449

Dr. James Ginger (540) 593-2000

Public Management Resources

143 Red Roof Lane, Willits, Virginia 24380

Richard D. Klernan (919) 946-0370

8833 Foggy Bottom Drive

Raleigh, North Carolina 27613

Awards received

2003 FBI Certificate of Recognition (Terrorism)

2000/2001 Mayors Award for Employee Excellence for

Outstanding Service—Distinguished Contribution to Profession or
Science

2000 International Association of Chiefs of Police Webber Seavey
Award Semi Finalist

1999 Meritorious Service Award

1999 Good Conduct Award

1975 Presidential Service Badge

Albert G. Preik, Jr.

(Resume Page 3)

**Professional
Achievements**

I have commanded what has been described as the most extensive transformational project in the history of American policing. The United States Department of Justice and the City of Pittsburgh entered into a consent decree to bring about reforms to the Bureau of Police. I was appointed to manage the project and in this capacity was challenged with the implementation and compliance with the requirements of the decree. Within these requirements was the development of an automated "Early Warning System" to provide indicators of employee performance to the command staff, and additional requirements related to training, supervision, and discipline. Successful compliance efforts were achieved through diverse team development, effective communication and community involvement. To my knowledge Pittsburgh is the first (and possibly only) agency to have been released from the requirements of a Department of Justice consent decree. In managing that project and moving an agency from one having a poor reputation, to one that received both national and international recognition for model policies, practices, training and supervision, leaves me with a proven record of leadership, team building, and command accountability.

**Additional
Training,
Symposiums
and Seminars**

The City of Pittsburgh and the Pittsburgh Bureau of Police, particularly since 1996, have been pro-active in providing educational opportunities for their employees. I have listed the more relevant training:

2003 Incident Command System (ICS) FEMA/PEMA
2003 Community Oriented Policing Consortium (Department of Justice)
2002 Post 9/11/01 Lessons Learned—Arlington, Virginia
2002 Accountability, Integrity, Cultural Diversity—Duquesne University
2001 Command Accountability Executive Training University of Pittsburgh
2001 Community Oriented Policing Consortium (Department of Justice)
2001 Dignitary Security—Pennsylvania State Police Governors Detail
2000 Crisis Negotiation—FBI/US Attorney
1999 Integrity Leadership—National Institute of Ethics
1998 Command Institute for Police Executives
1998 Dignitary Security—United States Secret Service
1998 Supervisory Training Program—Gilmartin/Harris Associates
1997 Police Executive Development (Advanced POLEX) Penn State
1997 Liability for Police Executives—CALEA
1996 Police Executive Development (POLEX)
1995 Essentials of Management—Indiana University of Pennsylvania
1991 Hostage Negotiations—FBI
1991 Master Instructor—(Municipal Police Officer Education and Training Commission MPOETC) In Service Training

1990 Police Firearms Instructor—National Rifle Association

1990 FBI Instructor Development

1988 Police Supervisor In Service Training Institute (POSIT) Penn
State

**DAVID TORRES
EXPERT WITNESS RESUMÉ
BACKGROUND, EDUCATION, TRAINING AND EXPERIENCE
PERSONAL INFORMATION**

Date/Place of Birth: December 9, 1961, Mount Holly, New Jersey
Mailing Address: 5949 Walnut Street
Laureldale, New Jersey 08330-3077

Spouse: Kristy Lee, nee Fenwick
Children: Kaitlyn Olany (Born February 10, 1994)
Olivia Kathryn (Born January 7, 1998)

Telephone Numbers: 609-965-1656 – Home
609-774-0233 – Cellular
E-Mail: biggywaller@comcast.net

EDUCATIONAL BACKGROUND

Presently Fairleigh Dickinson University
Teaneck, New Jersey
Masters of Administrative Science Program
Currently enrolled
February, 1988 New Jersey State Police Training Academy
Fort Dix, New Jersey
Certification
May, 1987 Villanova University
Villanova, Pennsylvania
Bachelor of Arts
June, 1980 John K. Ossi Vocational Technical High School
Medford, New Jersey
Diploma

TECHNICAL / PROFESSIONAL TRAINING

March, 2013 Security Officers' Registration Act (SORA) Training
January, 2013 Executive Training – Labor Relations and Dispute
Mediation

Page 2 of 4

DAVID TORRES

EXPERT WITNESS RÉSUMÉ

BACKGROUND, EDUCATION, TRAINING AND EXPERIENCE

July, 2012 Executive Training - Alcohol Awareness / Project Tracking

September, 2011 Executive Training - Leadership Development and Self-Awareness

January, 2011 RIA Jack Phillips Center for Research - Return on Investigation

February, 2010 Physical Conditioning Instructor Training

November, 2009 Executive Level Awareness Training

October, 2009 Executive Leadership for Lieutenants Training

September, 2006 Federal Bureau of Investigation Basic Surveillance

May, 2006 Mid-Level Management and Leadership Course

May, 2005 Improvised Explosive Detection Course

September, 2004 Standard Operating Procedures Professional Development

April, 2004 Behavior Assessment Screening System Training

January, 2004 First (Front) Line Supervision School

August, 2003 Supervisory MAPPS School

March, 2003 Supervisory Motor Vehicle Regulations Responsibilities and Review Course

February, 2003 Equal Employment Opportunity / Affirmative Action Awareness Training

May, 2002 Northwestern University Traffic Institute's Accident Reconstruction Course

September, 2001 Supervisory Issues School

January, 2001 Domestic Violence Training

Page 3 of 4

DAVID TORRES

EXPERT WITNESS RESUME

BACKGROUND, EDUCATION, TRAINING AND EXPERIENCE

April, 1999 Northwestern University Traffic Institute's CRASH II

April, 1998 Northwestern University Traffic Institute's CRASH I

February, 2007 Instructor Training Course

August, 1989 Breathalyzer Certification

PROFESSIONAL EXPERIENCE

2011-2013 Commandant

Training Bureau

New Jersey State Police

Trenton, New Jersey

2009-2011 Lieutenant - Assistant Bureau Chief

Training Bureau

New Jersey State Police

Trenton, New Jersey

2007-2009 Lieutenant - Unit Head

Occupational Health Bureau

New Jersey State Police

Trenton, New Jersey

2006-2007 Sergeant First Class - Assistant Unit Head

Occupational Health Bureau

New Jersey State Police

Trenton, New Jersey

2005-2006 Sergeant - Squad Leader

Tactical Patrol Unit

New Jersey State Police

Trenton, New Jersey

2003-2005 Sergeant

Field Operations Section

New Jersey State Police

Trenton, New Jersey

Page 4 of 4

DAVID TORRES

EXPERT WITNESS RESUME

BACKGROUND, EDUCATION, TRAINING AND EXPERIENCE

1988-2003 Trooper, Trooper II & Trooper I

Field Operations Section

New Jersey State Police

Trenton, New Jersey

1985-1987 Ombudsman

New Jersey Farm Bureau

Trenton, New Jersey

PROFESSIONAL ASSOCIATIONS

New Jersey State Police Superior Officers' Association

New Jersey State Police Former Troopers' Association

St. Nicholas Council 3500 Knights of Columbus