



CONFERENCE PROGRAM

COMMUNITY POLICING: LEADING THE WAY TO A SAFER NATION

JULY 27-29, 2006
WASHINGTON, D.C.



SPONSORED BY THE COMMUNITY POLICING CONSORTIUM
IN PARTNERSHIP WITH THE U.S DEPARTMENT OF JUSTICE
OFFICE OF COMMUNITY ORIENTED POLICING SERVICES



SCHEDULE AT A GLANCE

Wednesday, July 26

1:00 PM – 8:00 PM Registration and Information Back Terrace

Thursday, July 27

7:00 AM – 5:00 PM Registration and Information Back Terrace
7:00 AM – 8:30 AM Continental Breakfast International Ballroom
8:30 AM – 9:00 AM Opening Remarks International Ballroom
9:00 AM – 9:45 AM Opening Keynote Address International Ballroom
9:45 AM – 10:00 AM Framing the Day International Ballroom
10:00 AM – 10:30 AM Morning Break Concourse Corridor
10:30 AM – 12:00 PM Workshops See pages 8 & 9
12:00 PM – 2:00 PM Lunch (On Your Own)
2:00 PM – 3:15 PM Workshops See pages 8 & 9
3:15 PM – 3:45 PM Afternoon Break Concourse Corridor
3:45 PM – 5:00 PM Workshops See pages 8 & 9
5:30 PM – 7:30 PM Networking Reception *Poolside

Friday, July 28

7:30 AM – 5:00 PM Registration and Information Concourse Pre-function Area
7:30 AM – 8:30 AM Continental Breakfast International Ballroom
8:30 AM – 10:00 AM Plenary Session International Ballroom
10:00 AM – 10:30 AM Morning Break Concourse Corridor
10:30 AM – 11:45 AM Workshops See pages 10 & 11
11:45 AM – 1:45 PM Working Lunch International Ballroom
2:00 PM – 3:15 PM Workshops See pages 10 & 11
3:15 PM – 3:30 PM Afternoon Break Concourse Corridor
3:30 PM – 5:00 PM Workshops See pages 10 & 11

Saturday, July 29

7:30 AM – 12:00 PM Registration and Information Concourse Pre-function Area
7:30 AM – 8:30 AM Continental Breakfast Concourse Corridor
8:30 AM – 10:00 AM Workshops See pages 10 & 11
10:00 AM – 10:30 AM Morning Break Concourse Corridor
10:30 AM – 12:00 PM Closing Keynote Address International Ballroom

*In the event of inclement weather, the networking reception will be held in the International Ballroom.



U.S. Department of Justice
Office of Community Oriented Policing Services
Office of the Director

July 2006

Dear Colleague,

Welcome to the Office of Community Oriented Policing Services' 2006 National Community Policing Conference: *Leading The Way To A Safer Nation*. We are pleased that you are able to join us and hope that your experience is both insightful and enjoyable.

The conference theme, *Leading The Way To A Safer Nation*, is to remind us that leadership can be exhibited at all levels. Whether it's from a line level officer taking charge of an incident in a neighborhood, to a Chief or Sheriff managing a Department, or a concerned citizen, we all have an opportunity to be a leader.

Over the next two and a half days, you will have a unique opportunity to network and share your leadership experiences, innovative community policing strategies, and problem solving techniques. This opportunity to discuss lessons learned with your peers is intended to assist you in strategically addressing problems and achieve measurable results that are best for your organization and community.

As you will see in this conference program, there are more than 48 workshops grouped into seven subject tracks: *Leading in Change*, *Leading in Innovation*, *Leading in Crisis*, *Leading in Integrity*, *Leading in Science and Technology*, *Ahead of the Curve*, and *Contemporary Issues in Community Policing*.

I hope that you enjoy your stay in Washington, D.C. and that you will leave with new leadership ideas and many new contacts that will continue to assist you in making your communities safer.

Sincerely,

A handwritten signature in white ink that reads "Carl R. Peed".

Carl R. Peed
Director
Office of Community Oriented Policing Services

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Metropolitan Police Department



Charles H. Ramsey
Chief of Police

July 2006

Dear Conference Participants:

On behalf of Mayor Anthony Williams and the men and women of the Metropolitan Police Department, welcome to the Nation's Capital and the COPS 2006 National Community Policing Conference. The Metropolitan Police Department is honored to be the hosting law enforcement agency for this important event, and we look forward to your stay being enjoyable and productive.

The theme of this year's conference, "Leading The Way to a Safer Nation," is both timely and appropriate. As law enforcement agencies across the country have come to realize, you can be a leader at any rank and in many fashions. Whether you are a Chief, Mayor, Beat Officer, Block Captain or a concerned citizen, together we can lead America to a safer Nation, by working cooperatively with the communities we serve and by engaging them in creating the safest possible environment in which to live and work.

This is our challenge, and it is the reason that this conference is so important and valuable. As local budgets across the country are being spread thinner, the public is demanding increased effectiveness. We, too, are seeking to refine strategies for fighting day-to-day crimes and responding to the ongoing threats of terrorism.

Now more than ever, we must be resourceful, resilient and strong leaders. We must rely on the principles of community policing. I cannot think of a more prepared group of professionals to meet this challenge than the men and women of American law enforcement.

Best wishes for a successful conference and a pleasurable stay in Washington, DC. If there is anything that the Metropolitan Police Department can do to assist you, please do not hesitate to call upon us.

Sincerely,

A handwritten signature in blue ink, appearing to read "Charles H. Ramsey".

Charles H. Ramsey
Chief of Police

General Information and Resources

Hotel Location

Hilton Washington
1919 Connecticut Avenue, N.W.
Washington, DC 20009
Telephone: 202.483.3000
Guest Fax: 202.797.5825

Business Center

The Hilton Washington Business Center is located on the Terrace level. The Center is staffed with personnel to assist you with a variety of services, such as messenger/mailling, faxing, photocopying, and collating. Operating hours are Monday through Saturday, 8:00 AM – 7:00 PM.

Messages and Faxes

Telephone messages for guests of the hotel may be left on the voice mail system in guest rooms.

Faxes for participants staying at the hotel may be sent to 202.797.5825. Faxed documents must include the recipient's first and last name. A message will be left in the recipient's room indicating where to retrieve the fax.

Check Out and Luggage Storage

Please check out by 12:00 PM on the day of your departure. If you need to store your luggage until your departure, contact the bell stand.

Registration and General Information

If you have any questions or need assistance during the conference, please visit the Conference Registration and Information desk.

Wednesday: 1:00 PM – 8:00 PM
Thursday: 7:00 AM – 5:00 PM
Friday : 7:30 AM – 5:00 PM
Saturday: 7:30 AM – 12:00 PM

Local Information

We encourage you to participate in all of the conference activities to gain the most from the program and to optimize networking with other attendees. The Concierge desk in the lobby can advise you on D.C. attractions, special events, shows, restaurants, and other options to consider on your free evenings and after the conference.

Ground Transportation

For assistance with ground transportation, contact the Concierge desk.

Conference Materials

Upon registering at the conference, attendees will receive a conference program, an attendee list, and an overall evaluation form. Attendees will also receive a USB drive that can be used to download conference presentations. Please visit the COPS booth, located in the Concourse Pre-function Area for more information.

Name Badge

At registration, attendees will be given a name badge that must be worn at all times. Attendees need this badge to enter all conference functions. If you misplace your badge, please visit the Conference Registration and Information desk for a replacement.



Meals

Breaks and continental breakfasts are provided each day of the conference. Morning and afternoon breaks will be held in the concourse corridor. A working lunch will be held on Friday, July 28 from 11:45 AM to 1:45 PM in the International Ballroom.

COPS Resources

The COPS Office produces dozens of publications, both electronically and in print, every year. Don't miss the latest titles that have been released including several new Problem-Oriented Guides for Police (POP Guides) that have been added to this valuable series in recent months. COPS topical CDs are also available as is training and technical assistance from the COPS-funded Regional Community Policing Institutes. While at the conference, you can also take advantage of the opportunity to meet members of the COPS Office and receive the most current materials, resources, and community policing information. The COPS Office staff will be available throughout the conference to answer your questions regarding grants and other community policing issues.

Exhibitors

Visit the following exhibitors to see what resources they have available to help promote community policing and public safety in your jurisdiction:

COPS Office, U.S. Department of Justice
The Center for Problem-Oriented Policing
Churchill Leadership
Community Relations Service, U.S. Department of Justice
Department of Homeland Security
Federal Bureau of Investigation,
U.S. Department of Justice
Federal Law Enforcement Training Center,
Department of Homeland Security
Federal Trade Commission
Office of Justice Programs, U.S. Department of Justice
Regional Community Policing Institute Network
SEARCH, Inc.—The National Consortium for Justice
Information and Statistics

Regional Community Policing Institutes

Funded by the COPS Office, the Regional Community Policing Institutes (RCPI) comprise regional partnerships that focus on community policing topics and emerging issues for law enforcement. The entire RCPI network provides region-specific training and technical resources to state, local and tribal law enforcement agencies; elected and appointed government officials; public safety personnel; civic leaders; and other community stakeholders. RCPIs also offer unique courses on topics of national interest, such as homeland security, human trafficking, DNA, and police integrity. RCPIs will be featured throughout the conference.

DNA Crime Scene Investigation Room Room: Thoroughbred

This mock crime scene showcases the Regional Community Policing Institute's work with the President's DNA Initiative. A part of our DNA training session, this room's design will stimulate the thought process and help participants understand the proper way to identify, collect, and preserve the evidence from a crime scene. This crime scene room will be open to conference participants on Thursday morning and all day Friday.



Special Features & Events

Thursday, July 27

Opening Remarks & Welcome International Ballroom

8:30 AM – 9:00 AM

Carl Peed, Director,
U.S. Department of Justice COPS Office
Charles H. Ramsey, Chief,
Washington, D.C. Metropolitan Police Department
Paul J. McNulty, Deputy Attorney General,
U.S. Department of Justice

Opening Keynote Address International Ballroom

9:00 AM - 9:45 AM

Bridging the Gap: The Importance of State and Local Governments in the Terrorism Information Sharing Environment

Thomas E. (Ted) McNamara
Program Manager for the Information Sharing
Environment
Office of the Director of National Intelligence

Networking Reception

5:30 PM - 7:30 PM

Please join the COPS Office staff, conference participants, and presenters as we exchange ideas and resources about emerging issues. This reception will provide an excellent forum to network with your peers. It will include discussion topics such as: Drugs and Crime, School and Campus Safety, Community Policing Training, Homeland Security, Anti-Gang Initiatives, and Organizational Change. Hors d'oeuvres and beverages will be served. The networking reception will be held at the Hilton Washington pool. In the event of inclement weather, the reception will be held in the International Ballroom.

Friday, July 28

Plenary Session International Ballroom

8:30 AM - 10:00 AM

Leadership as the Essential Piece

Michael J. Nila, Senior Consultant, Franklin Covey

In "Leading the Way to a Safer Nation" it is personal and collective leadership that is the difference maker - the Essential Piece! This year's COPS Conference workshops focus on leadership strategies and processes for effective community policing. Michael Nila will present leadership principles for an increasing complex and challenging world using Dr. Stephen R. Covey's the 8th Habit as the foundation for building effective organizations, communities and neighborhoods. You will be challenged to reach for a higher level of contribution, partnerships and accountability. And, you will leave the session inspired and empowered to use your leadership influence to make our nation safer tomorrow than it is today.

Special Session Hemisphere Room

10:30 AM - 5:00 PM

Teaching Tomorrow's Police Officer: Problem-Based Learning

This session provides a unique opportunity to participate in a special 1-day Problem-Based Learning (PBL) course. PBL is an advanced, learner-centered educational method used in more and more law enforcement agencies across the country through their academy and field training programs. The instructors of this course were instrumental in developing PBL into a Police Training Officer program in order to modernize the traditional Field Training Officer program. It is the first time such a radical update of field training has occurred since its creation more than three decades ago. For five years the PTO program has been successfully operating in dozens of jurisdictions including Reno, Nevada and Charlotte-Mecklenburg, North Carolina. The PBL approach is being adapted not just on a local level, but statewide in academies across California.



Friday, July 28 (continued)

Teaching Tomorrow's Police Officer: Problem-Based Learning (continued)

Participants in this course will learn best practices from agencies who embrace this progressive reform. Most recently, it has now evolved into a new PBL Instructor Development certification program. This special session will highlight the skills police instructors require in order to modernize public safety training.

Participants will come away with a better understanding of the PBL and PTO models; how emotional intelligence is becoming an indispensable tool for innovation, training, and leadership; information about the new PTO field training and national PBL instructor certification program; as well as candid feedback from experts about the successes and challenges of implementing PBL and PTO in a law enforcement organization. This is a one-time-only opportunity, so don't miss it. Participants who attend are expected to stay for the duration of the course which is all day Friday.

Instructors:

Gerry Cleveland, President,
Police Society for Problem Based Learning and
Codeveloper, National PTO program
Gregory Saville, Adjunct Professor,
University of New Haven; Vice President, Police Society for
Problem Based Learning; and Codeveloper,
National PTO program

Special Presenters/Facilitators:

Dan Toomey, Consultant,
California Police Officer Standards and Training Bureau
Greg Morrison, former Chief,
Grand Junction (CO) Police Department and head of The
Morrison Group consulting firm
David Maddox, Curriculum Specialist,
Virginia Community Policing Institute

Working Lunch International Ballroom

11:45 AM - 1:45 PM

Learning Leadership from Winston Churchill

Celia Sandys, Author and Founder, Churchill Leadership, Inc.

An expert of Sir Winston - his own granddaughter - offers today's leaders insights on the essential principles of leadership that guided Winston Churchill's remarkable career. Drawing on vivid stories, letters and speeches, Sandys will reveal lessons we must learn if we are to lead in today's tough law enforcement environment by studying the actions and words of a man who remains an inspiration to all.

Saturday, July 29

Closing Keynote Address International Ballroom

10:30 AM - 12:00 PM

Working with the Community to Prevent Terrorism

Mike McDonnell, Assistant Commissioner
Criminal Intelligence Directorate
Royal Canadian Mounted Police

Policing takes many forms and requires a wide range of skills. The Royal Canadian Mounted Police is unique in the sense that it has jurisdiction ranging from municipal to international. While this presents many challenges, there are many more opportunities to work with domestic and international partners to ensure the safety and security of our communities. Assistant Commissioner Mike McDonnell's will describe how front-line community policing is the foundation for everything from public safety, intelligence-led policing and national security.

COPPS

CONFERENCE AGENDA

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1:00 PM – 8:00 PM Registration and Information, Back Terrace

Thursday, July 27

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7:00 AM – 8:30 AM Continental Breakfast, International Ballroom

8:30 AM – 9:30 AM Opening Remarks and Welcome, International Ballroom

9:00 AM – 9:45 AM Opening Keynote Address, International Ballroom

9:45 AM – 10:00 AM Framing the Day, International Ballroom

10:00 AM – 10:30 AM Morning Break, Concourse Corridor



U.S. Department of Justice
Office of Community Oriented
Policing Services

	Leading in Change	Leading in Innovation	Leading in Crisis
	Military Room	Jefferson West	Georgetown Room
10:30 AM – 12:00 PM	Police Training Officer Program: FTO for the 21st Century	A Collaborative Approach to Gangs	Communications Interoperability: Leading the Way
12:00 PM – 2:00 PM	Lunch (On Your Own)		
2:00 PM – 3:15 PM	Examining and Assessing Your Community Policing: A Self-Assessment Tool	Are Cameras the Answer to Crime Problems? A Debate on the Merits of CCTV	Threats in Schools: Profile of the Red Lake School Shooting
3:15 PM – 3:45 PM	Afternoon Break, Concourse Corridor		
3:45 PM – 5:00 PM	Public Law Enforcement and Private Security Collaboration	School Resource Officers: Meeting the Expectations	Using Volunteers: Getting More from Your Community
5:30 PM – 7:30 PM	Networking Reception, *Poolside		

* In the event of inclement weather, the networking reception will be held in the International Ballroom



Leading in Integrity	Leading in Science and Technology	Ahead of the Curve	Contemporary Issues in Community Policing
Jefferson East	Lincoln West	Monroe Room	Lincoln East
Innovations in Police Integrity	Responding to Bioterrorism and Pandemic Threats	Community Government: A Public Safety Response	Improving Homicide Closure Rates
Building Trust: Engaging the Community	Financial Crimes: Investigation and Analysis	DNA: Evidence, Identification, Collection, and Preservation – Part I	Policing the Nightlife: Keeping Your Entertainment Districts Safe
Avoiding the High Cost of Turnover	Using Technology to Collect Jail-Based Information	DNA: Evidence, Identification, Collection, and Preservation – Part II	CompStat and Community Policing: Are They Compatible?



CONFERENCE AGENDA

Friday, July 28

7:30 AM – 5:00 PM	Registration and Information, Concourse Pre-function Area		
7:30 AM – 8:30 AM	Continental Breakfast, International Ballroom		
8:30 AM – 10:00 AM	Plenary Session-Leadership as the Essential Piece, International Ballroom		
10:00 AM – 10:30 AM	Morning Break, Concourse Corridor		



U.S. Department of Justice
Office of Community Oriented
Policing Services

	Leading in Change	Leading in Innovation	Leading in Crisis
	Military Room	Jefferson West	Georgetown Room
10:30 AM – 11:45 AM	Law Enforcement Consolidation: The Impact of Growth and Change on Police Service	Visionary Leadership	Making Special Events Safe Events
11:45 AM – 1:45 PM	Working Lunch-Learning Leadership from Winston Churchill		
2:00 PM – 3:15 PM	Strategic Planning: Managing Your Resources	Meth: What to Look For	Working with the Media

3:15 PM – 3:30 PM	Afternoon Break, Concourse Corridor		
3:30 PM – 5:00 PM	Leadership in Police Organizations	The New Role of Law Enforcement in Working with Ex-Offender Re-Entry	Terrorism on Mass Transit: Lessons Learned

Saturday, July 29

7:30 AM – 12:00 PM	Registration and Information, Concourse Pre-function Area		
7:30 AM – 8:30 AM	Continental Breakfast, Concourse Corridor		

	Military Room	Jefferson West	Georgetown Room
8:30 AM – 10:00 AM	Community Development for Crime Control	Excellence in Problem Solving	When Disaster Hits: Lessons Learned from Katrina

10:00 AM – 10:30 AM	Morning Break, Concourse Corridor		
10:30 AM – 12:00 PM	Closing Keynote Address-Working with the Community		



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National Ballroom

Leading in Integrity	Leading in Science and Technology	Ahead of the Curve	Contemporary Issues in Community Policing	Problem-Based Learning Training
Jefferson East	Lincoln West	Monroe Room	Lincoln East	Hemisphere Room
Policing Racial Bias	Leading the Organization through Technological Change	Human Trafficking: Promoting Law Enforcement Awareness	Police Response to People with Mental Illness: Specialized Approaches	Teaching Tomorrow's Police Officer: Problem-Based Learning

Chill, International Ballroom

Early Intervention Systems: The Benefits	Scientists as Partners in Policing	Executive Blueprint Series: Developing the Framework for Hiring and Recruiting Law Enforcement – Part I	Lessons from the Holocaust	Teaching Tomorrow's Police Officer: Problem-Based Learning (continued)
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Making Ethical Decisions	Cyber Crime: Keeping Kids Safe	Executive Blueprint Series: Developing the Framework for Hiring and Recruiting Law Enforcement – Part II	Translating Justice: Overcoming Language Barriers	Teaching Tomorrow's Police Officer: Problem-Based Learning (continued)
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Jefferson East	Lincoln West	Monroe Room	Lincoln East
Use of Force Continuum: A Debate	Law Enforcement and Science: It Works on TV	Gangs, Guns, and Drugs: Focus on Identification, Investigation, and Prevention	Intelligence Briefing: From Training to Fusion Centers

to Prevent Terrorism, International Ballroom



Plenary Speaker Bios



Carl R. Peed was appointed by Attorney General John Ashcroft to head the U.S. Department of Justice's Office of Community Oriented Policing Services (the COPS Office). To date, the COPS Office has invested more than \$11 billion for the advancement of community policing to nearly 13,000 law enforcement agencies

throughout the nation.

From 2000 until he joined the COPS Office, Director Peed served as director, Department of Juvenile Justice, Commonwealth of Virginia. As the leader of this statewide agency, Director Peed managed 2,700 employees and a \$237 million budget. As the sheriff of Fairfax County from 1990 to 1999, Director Peed gained national recognition for developing model policies and procedures in criminal justice administration. At the Fairfax County Sheriff's Office, he led a work force of 560 employees and managed a budget of \$35 million. During his tenure as sheriff, Director Peed was instrumental in the advancement of new technologies to the criminal justice system. Prior to his appointment as sheriff, Director Peed served as chief deputy to the Fairfax County Sheriff's Office. During his 20-year career on the force, he developed several national award-winning programs; and served as a consultant for the National Sheriff's Association, the American Correctional Association, and the U.S. Justice Department. Director Peed holds a bachelor's degree from the University of North Carolina at Pembroke. He has also earned a certificate of criminal justice administration from the University of Virginia. Director Peed served as a member of the Presidential Honor Guard during his service in the U.S. Army at Fort Meyer, Virginia from 1970 to 1972.



Paul J. McNulty was sworn in as Deputy Attorney General of the United States on March 17, 2006. Prior to his confirmation by the Senate, Mr. McNulty had served as Acting Deputy Attorney General since November 1, 2005.

Mr. McNulty has spent nearly his entire career in public service, with more than two decades of experience in federal and state government. From September 14, 2001, to March 17, 2006, Mr. McNulty served as the United States Attorney for the Eastern District of Virginia. Under Mr. McNulty's leadership, the U.S. Attorney's Office in Eastern Virginia grew more than 20 percent, and he made the prosecution of terrorism, gun violence, drug trafficking, and corporate fraud his top priorities and successfully prosecuted many of our nation's highest profile cases in the War on Terror. He also launched initiatives against gangs, cybercrime and procurement fraud.

Before becoming U.S. Attorney, Mr. McNulty directed President Bush's transition team for the Department of Justice and then served as Principal Associate Deputy Attorney General. In the prior Bush Administration, Mr. McNulty was the Justice Department's director of policy and its chief spokesman.

Mr. McNulty has over 12 years of experience in the United States Congress. He was Chief Counsel and Director of Legislative Operations for the Majority Leader of the U.S. House of Representatives. He was also Chief Counsel to the House Subcommittee on Crime where he served for eight years. During those years he was a principal draftsman of many anti-terrorism, drug control, firearms and anti-fraud statutes.

Mr. McNulty has played a significant role in shaping criminal justice policy in the Commonwealth of Virginia. He served then Governor George Allen as a primary architect of the "Parole Abolition and Sentencing Reform" initiative in 1994, and he served on the board of the Department of Criminal Justice Services and the Advisory Committee of the Office of Juvenile Justice and Delinquency Prevention.

Mr. McNulty grew up in Pittsburgh, Pennsylvania. He married his college sweetheart 25 years ago, and they have four children.



Thomas E. (Ted) McNamara was appointed by President George W. Bush on March 15, 2006 as the program manager as established by the Intelligence Reform and Terrorism Prevention Act of 2004. Ambassador McNamara brings to the position an extensive background in national security matters, political-military affairs, counterterrorism, and counternarcotics. Ambassador McNamara is a career diplomat who has served eight Presidents during the past 4 decades. He originally retired from government service in 1998, after which he spent 3 years as the president and CEO of the Americas Society and the Council of the Americas in New York. Following the attacks of September 11, 2001, Ambassador McNamara returned to government service as the senior advisor for counterterrorism and homeland security at the Department of State, serving until 2004. During his government career he has held many senior positions in the Department of State and the National Security Council. (NSC). In the 1980s he was a deputy assistant secretary of state, NSC director, and ambassador to Colombia. Upon his return from Colombia in 1991 he served President George H.W. Bush as special assistant for national security affairs before returning to the State Department as Ambassador-At-Large for counterterrorism and assistant secretary of state for political-military affairs. In 1998, he was appointed the special negotiator for Panama. Most recently, Ambassador McNamara has been an adjunct professor in the Elliott School of International Affairs at The George Washington University in Washington, D.C. Ambassador McNamara possesses a B.A., M.A., and honorary doctoral degrees in history and political science. He holds memberships in the American Academy of Diplomacy, Council on Foreign Relations, Latin American Studies Programs of American Universities, and the Atlantic Council of the United States.



Charles H. Ramsey was appointed chief of the Washington, D.C. Metropolitan Police Department (MPD) on April 21, 1998. A nationally recognized innovator, educator, and practitioner of community policing, Chief Ramsey has refocused the MPD

on crime fighting and crime prevention through a more accountable organizational structure, new equipment and technology, an enhanced strategy of community policing and, since September 11, 2001, new approaches to homeland security and counterterrorism in the Nation's Capital. A native of Chicago, Illinois, Chief Ramsey served in the Chicago Police Department for nearly 3 decades in a variety of assignments. He began his career in 1968, at the age of 18, as a Chicago police cadet. He became a police officer in February 1971, and was promoted through the ranks, eventually serving as commander of patrol, detectives, and narcotics units; and in 1994, he was named deputy superintendent of the Bureau of Staff Services. As chief of MPD, Ramsey brought the Department's sworn strength up to its authorized level of 3,800 sworn members. He has also overseen a multimillion dollar upgrade to district stations and other Department facilities, as well as new communications and information technology, including mobile data computing and the 3-1-1 non-emergency system. Expanded training programs for both police recruits and veteran members—including a unique diversity management course at the United States Holocaust Memorial Museum—are enhancing officer performance. Chief Ramsey holds both a B.A. and M.A. in criminal justice from Lewis University in Illinois. He is also a graduate of the FBI National Academy and the National Executive Institute.

COOPS



Michael Nila is a retired commander of the Aurora (IL) Police Department. Currently, he is a full-time senior consultant for Franklin Covey, working with police agencies across the country to design and deliver training and consulting solutions. Through Commander Nila's efforts, the Aurora Police Department gained

national recognition for its innovative policing and aggressive strategies to develop community policing. He is a nationally recognized police trainer and consultant and has trained thousands of police officers from hundreds of agencies across the United States. Today, his influence reaches beyond even the U.S. borders: he recently trained the South African and Botswana police in community policing. Commander Nila also is a recognized leadership development expert and organizational development consultant. He is a certified Franklin Covey trainer for the "The 7 Habits of Highly Effective People," "Focus," "Aligning Goals for Results," and "Four Roles of Leadership." He has attained the distinction of master trainer level with Rapport Leadership International. He holds a bachelor of arts degree in criminal justice management, as well as a master of business administration degree. Commander Nila is passionate about policing, which he refers to as his "vocation" rather than his job. His inspiration and commitment is drawn from his Mexican heritage, his family, and, from his uncle — Hector Jordan — Aurora's first Hispanic police officer hired in 1955.



Celia Sandys, a respected international speaker, has a well-established reputation as an authority on the life of her grandfather, Sir Winston Churchill. Ms. Sandys formed Churchill Leadership in recognition of the fact that even 60 years after his death, Churchill continues to be an inspiration to those who aspire to

lead. The principles Churchill used to resolve the many and varied challenges he faced remain relevant today and provide the basis of a strategic and effective behavioral-based learning tool enabling leaders to overcome adversity and to succeed. Churchill Leadership provides a broad range of training solutions and consulting services based on Churchill's leadership principles of motivation, inspiration, innovation, and determination. Ms. Sandys is the author five books including *We Shall Not Fail: The Inspiring Leadership of Winston Churchill*, which forms the basis of The Churchill Leadership Program. She has appeared on *Hardball with Chris Matthews*, *The Charlie Rose Show*, and *C-Span*.



Mike McDonnell has been a member of the Royal Canadian Mounted Police (RCMP) for 27 years and recently was appointed the assistant commissioner of criminal intelligence. This program has a diverse mandate that includes the collection and analysis of criminal intelligence in the areas of organized crime and

national security, national security operations, and threat assessment. It provides the comprehensive intelligence to assist decision makers at all levels to be intelligence-led. The program works in integrated partnerships with government, police and intelligence agencies, and the private sector to ensure the safety of Canadians.

Assistant Commissioner McDonnell has had a diverse career in the RCMP that has included general policing in Alberta, a posting on the equestrian Musical Ride, major drug investigations in Toronto, counter-terrorist duties, peacekeeping in the former Yugoslavia, criminal and national security intelligence, and detachment command. Before his appointment to the Criminal Intelligence Program, Assistant Commissioner McDonnell was the Director General, Border Integrity.

2006 Track Descriptions



Leading in Change

In this track participants will learn how organizations have established a means to build an internal capacity that best reflects the changing nature of the law enforcement profession by emphasizing leadership, strategic planning, and organizational change. This track will emphasize implementing strategies that support the mission and vision of the agency as well as incorporate community policing principles into the agency to be reflected in everything from the leadership of the organization to performance evaluations of the rank and file. This track will help individuals learn how they can help facilitate changes to benefit their agency as well as the communities they serve.

Leading in Innovation

As the nature of crime becomes more sophisticated so have the responses that law enforcement have implemented to address traditional and emerging problems. This track will focus on problem-oriented policing and the specific problem-solving approaches that have been effective in reducing crime and disorder. It will also focus on innovative approaches to addressing a host of emerging issues such as gangs and offender re-entry.

Leading in Crisis

This track will highlight the latest in planning, preparing, and responding to man-made and natural disasters as well as other critical incidents. Experts will share how community policing is effective in addressing issues related to homeland security, threats in and around schools, securing special events, interoperability, and other relevant mechanisms that can assist agencies in the prevention, mitigation, and response to crises in their jurisdictions.

Leading in Integrity

This track will focus on successful and innovative approaches that enhance police integrity and promote mutual respect between law enforcement and citizens. Participants will learn about building bridges within their own agency and with the various constituencies they serve. Areas that will be highlighted include ethical decision-making and the utilization of early intervention systems for the maximum benefit of the individual as well as the agency.

Leading in Science and Technology

Science and technology have long played a role in the practice of policing, but while the law enforcement field places great value on the advantages of technology, most scientific innovations are adapted to law enforcement, rather than developed with law enforcement. To further encourage a dialogue between law enforcement and the scientific community, this track will examine how they can collaborate to aid investigations and to enhance crime prevention and problem solving initiatives. Workshops will look at innovations in science and how they directly impact public safety, as well as how law enforcement can effectively draw on the knowledge and expertise of the scientific and military community.

Ahead of the Curve

Successful leadership often requires ongoing training in those concepts which have perishable skills—integrity, technology, motivating employees, or hiring and evaluating to meet organizational goals. Often, due to the demands of their position, leaders are the last to have an opportunity to attend training, even though it is a core component of developing leaders for today and tomorrow. This track will feature interactive skill-building sessions which will highlight current methods of acquiring new skills, such as through problem-based learning and technology based training.

Contemporary Issues in Community Policing

With changing demographics, emerging technology, and the spread of community policing there are many new approaches to current issues. This track will examine strategies being employed related to homicide closure rates, intelligence fusion centers and Compstat.



Session Abstracts

Thursday, July 27 – Concurrent Workshops
10:30 AM – 12:00 PM

Police Training Officer (PTO) Program: FTO for the 21st Century

The COPS Office funded the Police Executive Research Forum and the Reno Police Department to develop an alternative national model for field training that would incorporate community policing and problem-solving principles. The result of their collaboration is a new training program called the Police Training Officer (PTO) Program. It incorporates contemporary methods of adult education and a version of the Problem-Based Learning (PBL) method of teaching adapted for police. Most important, it serves to ensure that academy graduates' first experience as law enforcement officers is one that reflects policing in the 21st century. The PTO program is the first new post-academy field-training program for law enforcement agencies in more than 30 years. Its original design makes it one of the strongest training innovations in decades. This new approach to training is the foundation for lifelong learning that prepares new officers for the complexities of policing today and in the future.

Room:	Moderator:	Presenters:
Military Room	Ronald Glensor, Deputy Chief, Reno (NV) Police Department	Steve Pitts, Commander, Reno (NV) Police Department Brian Cunningham, Captain, Charlotte-Mecklenburg (NC) Police Department Dave Maddox, Curriculum Specialist, Virginia Community Policing Institute

A Collaborative Approach to Gangs

This workshop will begin with a gang primer to help both law enforcement and community members identify if they have a gang problem and what motivates youth to join gangs. With a focus on creating community partnerships, attendees will learn ways in which partnerships can succeed or fail. This discussion among practitioners will highlight community policing strategies that can successfully contribute to a reduction in gang crime.

Room:	Moderator:	Presenters:
Jefferson Room West	Corey Ray, Public Liaison Specialist, COPS Office	Jerry (Doc) Semper, Special Assistant, Prince George's County (MD) States Attorney Moses Robinson, School Resource Officer, Rochester (NY) Police Department, John Reis, Lieutenant (retired), Providence (RI) Police Department

Communications Interoperability: Leading the Way

This session will take a fresh look at the issue of communications interoperability and explore the ways agencies are solving their problems. One of COPS' latest publications, *Communications Interoperability: A Guide for Interagency Communications Projects*, will be presented by its author to help agencies with model processes. The efforts of Las Vegas to improve interagency communications will be examined as a case study, including the leadership of Las Vegas Metropolitan Police Department at the local, state, and national levels. Interoperability through voice and data communications, operational procedures, and training will also be addressed.

Room:	Moderator:	Presenters:
Georgetown Room	Debra Cohen, Sr. Social Science Analyst, COPS Office	Dan Hawkins, Director, Public Safety Programs, SEARCH Dennis Cobb, Deputy Chief, Las Vegas (NV) Metropolitan Police Department

Thursday, July 27 – Concurrent Workshops

10:30 AM – 12:00 PM (continued)



Innovations in Police Integrity

This session will highlight the findings of an assessment conducted by Northeastern University which focused on COPS grantees who implemented strategies such as Accountability and Supervision; Collecting and Analyzing Traffic-Stop Data; Minority Community Engagement Initiatives; Recruitment and Selection; Training and Education of Police and Citizens; and Using Technology to Prevent Racial Profiling and to Increase Officer Safety. Practitioners will also discuss their successes and challenges in implementing the above strategies in an effort to further enhance a culture of integrity within their departments. It will also feature a presentation on the Internal Affairs Community of Practice innovation by the Los Angeles Police Department that could be replicated for other areas of police integrity.

Room:	Moderator:	Presenters:
Jefferson Room East	Edward F. Davis III, Superintendent, Lowell (MA) Police Department	Jack McDevitt, Associate Dean for Research and Graduate Studies, College of Criminal Justice, Northeastern University Amy Farrell, Associate Director, Institute on Race and Justice, Northeastern University Elizabeth (Liz) Allison, Grants Manager, Indianapolis (IN) Police Department Michael Berkow, Deputy Chief, Los Angeles (CA) Police Department

Responding to Bioterrorism and Pandemic Threats

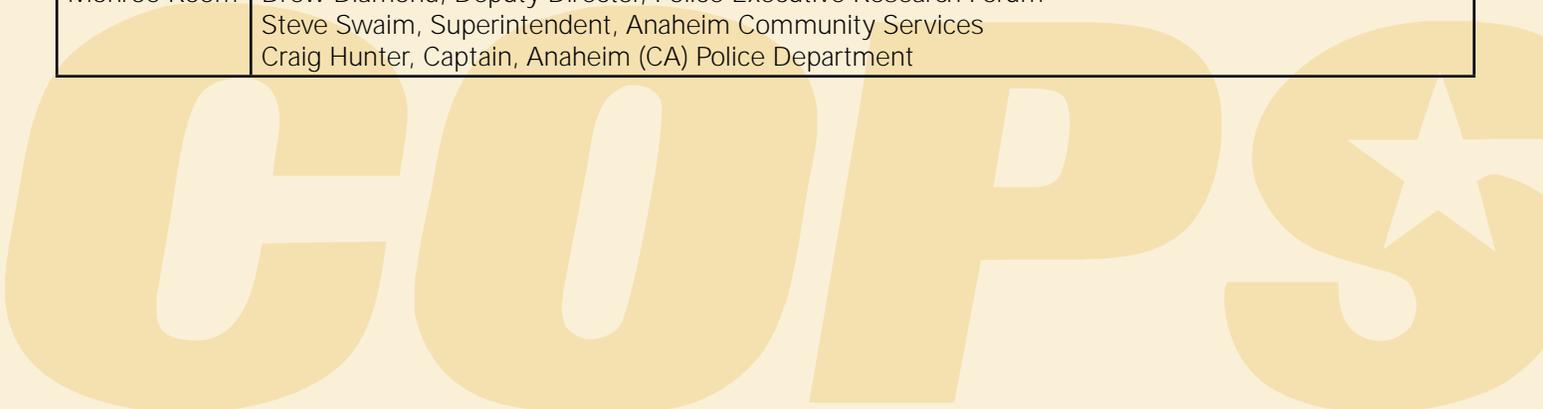
The emergence of bioterrorism and pandemic diseases as major threats to the American public demands that law enforcement redefine its responsibilities. Law enforcement officials must assess and prioritize steps for preventing, preparing for, and responding to bioterrorism and pandemics, while retaining the gains made through community policing. Working with other public officials, law enforcement agencies must begin by determining their community's risk of and vulnerabilities to potential bioterrorist attacks and how they would seek to control the spread of a potential Avian Flu pandemic.

Room:	Moderator:	Presenters:
Lincoln Room West	Connie Gray, Grant Monitoring Specialist, COPS Office	David Mitchell, Secretary, Department of Safety and Homeland Security, State of Delaware Cathy Lanier, Commander, Office of Homeland Security and Counterterrorism, Washington, D.C. Metropolitan Police Department John V. Barson, Division of Bioterrorism Preparedness and Response, Centers for Disease Control and Prevention

Community Government: A Public Safety Response

Through the pursuit of the idea of community government, police departments are strengthening their community policing efforts by institutionalizing their partnerships with other municipal agencies and collectively seeking approaches to solve community problems and respond to community needs. Like its foundation of community policing, successful community government requires leadership, partnerships, and problem solving. This session will be interactive, allowing the participants to both discuss community government concepts and use the Executive Blueprint process to examine community government innovations. Participants will have the opportunity to work through a number of challenges to identified issues.

Room:	Facilitators:
Monroe Room	Drew Diamond, Deputy Director, Police Executive Research Forum Steve Swaim, Superintendent, Anaheim Community Services Craig Hunter, Captain, Anaheim (CA) Police Department



Thursday, July 27 – Concurrent Workshops

10:30 AM – 12:00 PM (continued)

Improving Homicide Closure Rates

Technological developments, behavioral science research, closer scrutiny of law enforcement practices by outside parties, staffing shortages and a lack of universal performance indicators are some of the issues confronting law enforcement administrators and investigators tasked with investigating homicides. This workshop will discuss the latest trends to help improve homicide closure rates including innovations related to cold case squads. Discussion will also include actions of the first responder; number of investigators assigned; and, actions taken by detectives at the scene. Such things as attention to detail and a mastering of the basics by both patrol officers and detectives are important contributing factors to solving homicides. The successes and challenges that face homicide investigations today will be discussed with an emphasis on effective strategies to close cold cases. With the advances in science, and specifically DNA, many unsolved cases are ripe for review. Practitioners will discuss the emerging issues facing their homicide and cold case units as well as best practices and model policies.

Room:	Moderator:	Presenters:
Lincoln Room East	Lisa Spahr, Program Associate Police Executive Research Forum	Clark Kimerer, Deputy Chief, Seattle (WA) Police Department Charles Wellford, Professor, University of Maryland Carl Jensen, Supervisory Special Agent, Federal Bureau of Investigation

Thursday, July 27 – Concurrent Workshops

2:00 PM – 3:15 PM

Examining and Assessing Your Community Policing: A Self-Assessment Tool

Caliber Associates and the Police Executive Research Forum are developing a tool and users guide for law enforcement agencies to self-assess their progress toward implementing community policing. Funded by the COPS Office, the goal of this project is to develop a community policing implementation self-assessment tool that receives wide acceptance by the policing field and is user-friendly, allowing departments to implement the tool cost-effectively with little to no outside assistance. The presentation will cover how the tool was developed and field tested, as well as the utility of the tool for law enforcement in areas such as internal planning, and informing training and management initiatives toward the full adoption of community policing. Participants will hear about different methods of administering the tool and will also receive a draft copy of the tool, which should be ready for public release in Fall 2006.

Room:	Moderator:	Presenters:
Military Room	Rob Chapman, Sr. Social Science Analyst, COPS Office	Julie Bahr, Captain, Appleton (WI) Police Department Drew Diamond, Deputy Director, Police Executive Research Forum Duren Banks, Project Manager, Caliber/IFC Consulting

Are Cameras the Answer to Crime Problems? A Debate on the Merits of CCTV

Although some see closed circuit television (CCTV) as a panacea to crime and disorder in public places, others view the growth of CCTV as an intrusion, with visions of an Orwellian 'Big Brother' invading personal privacy. This interactive workshop will help debate the issues surrounding the effectiveness of CCTV and address some of the constitutional and privacy concerns that arise with the use of public surveillance equipment. Attendees will also learn about the next generation of CCTV systems and the considerations law enforcement should make in partnering with the local community before implementing this level of response.

Room:	Moderator:	Presenters:
Jefferson Room West	Winifred Reed, Acting Chief, Crime Control and Prevention Division National Institute of Justice, U.S. Department of Justice	Kristen Mahoney, Executive Director, Baltimore Mayor's Office on Criminal Justice Malcolm Brown, Director, CCTV Division of Perpetuity Research Sheldon Krantz, Partner, DLA Piper Rudnick Gray Cary LLP John Thompson, Deputy Executive Director, National Sheriff's Association

Thursday, July 27 – Concurrent Workshops

2:00 PM – 3:15 PM (continued)



Threats in Schools: Profile of the Red Lake School Shooting

On March 21, 2005 in Red Lake, Minnesota, sixteen-year-old Jeff Weise arrived at school and killed a teacher, a security guard, five students, and himself. This workshop will discuss the law enforcement and community response, and highlight lessons learned from this tragedy. In addition, it will segue into what some schools are doing to help keep their school environment and students safe.

Room:	Moderator:	Presenters:
Georgetown Room	Jamie French, Sr. Policy Analyst, COPS Office	Elmer Four Dance, District Commander, Bureau of Indian Affairs Michael Tabman, Special Agent-in-Charge, Minneapolis, Federal Bureau of Investigation

Building Trust: Engaging the Community

This session will convey successful approaches that law enforcement agencies have used to more effectively communicate and build bridges with distinct communities, and their community as a whole. Participants will learn how some law enforcement agencies have used innovative approaches to build relationships with neighborhoods, youth, the elderly, people of distinct ethnic communities, including cultural immersion programs to improve their understanding of, and, ability to communicate with, immigrant communities. Participants will also learn how law enforcement agencies are overcoming longtime mistrust by creatively engaging their communities.

Room:	Moderator:	Presenters:
Jefferson Room East	Mike Dillon, Policy Analyst, COPS Office	Ron Davis, Chief, East Palo Alto (CA) Police Department Scott Seaman, Chief, Los Gatos Monte Sereno (CA) Police Department Stephen Tucker, Reverend, New Commandment Baptist Church/Jobs Partnership of Greater Washington, D.C.

Financial Crimes: Investigation and Analysis

Financial crimes have a devastating effect not only on individual victims but also on our economy and national security. Even seemingly low-level economic crime can be part of a larger organized effort to support terrorism, both domestically and abroad. As criminals become more adept at financial schemes, law enforcement needs to maximize its resources to defeat these schemes, anticipate new criminal patterns and trends, and discover ways to create efficient and cost-effective measures to prevent and detect financial crime. This workshop will focus on the most common types of financial crime including: disaster fraud, elder fraud, identity theft, and money laundering. Field experts will provide attendees with insights in identifying and investigating these complex financial crimes including a discussion on their connection to domestic and international terrorism.

Room:	Moderator:	Presenters:
Lincoln Room West	Mary Lou Leary, Executive Director, National Center for Victims of Crime	Joanna Crane, Identity Theft Program Manager, Federal Trade Commission Dale Smith, Chief Instructor, National White Collar Crime Center Terry Gudaitis, Director of Open Source Intelligence, Science Applications International Corporation



Thursday, July 27 – Concurrent Workshops

2:00 PM – 3:15 PM (continued)

DNA: Evidence Identification, Collection, and Preservation – Part I

This workshop is intended for law enforcement and emergency first responder personnel involved with the identification, collection and preservation of deoxyribonucleic acid (DNA) evidence. The overall goal of this skill-building session is to give law enforcement and other criminal justice professionals the information they need to collect and use DNA evidence. Through the proper use of DNA technology, fewer cases will be jeopardized by the mishandling of evidence and more cases can be solved. This workshop will create a context in which evidence identification, collection, transportation, storage, and usage can be applied to scenario-based situations. A separate crime scene simulation room will help participants use their newly acquired knowledge and learn from first hand experience. Please note that this skill-building workshop is a double block and participants are expected to stay for Part I and Part II (space is limited).

Room:	Instructors:
Monroe Room	Kerri McClary, Instructor, Tennessee Regional Community Policing Institute Emily B. Reinhart, Instructor, Tennessee Regional Community Policing Institute John Williams, Instructor, Tennessee Regional Community Policing Institute

Policing the Nightlife: Keeping Your Entertainment District Safe

Many cities are confronted with emerging split-use districts, with as much or more activity after 10 PM as before. Hospitality zones (the areas within cities that have extended hours, concentrations of dining and entertainment businesses, and active street life) are forming to meet market demands for more evening and late-night dining and entertainment. Entertainment policing is an innovative strategy being implemented by police departments across the country to better manage this extended activity, including traffic and pedestrian safety, closing time crowds, underage drinking and intoxication.

Room:	Moderator:	Presenters:
Lincoln Room East	Jim Peters, President, Responsible Hospitality Institute	Joseph (Jack) Lumpkin, Chief, Athens-Clarke (GA) County Police Department Beth Ford, Deputy Director, Chicago Alternative Policing Strategy, Chicago (IL) Police Department Elizabeth Peterson, Principal, Elizabeth Peterson Group

Thursday, July 27 – Concurrent Workshops

3:45 PM – 5:00 PM

Public Law Enforcement and Private Security Collaboration

Despite their similar interests in protecting the public, the fields of law enforcement and private security rarely collaborate. Moreover, in spite of partnerships being a key component of community policing, private security remains a minimal partner of the police, even though they are responsible for approximately 85 percent of the nations critical infrastructure and are more than 2 million strong. This panel will detail comprehensive guidelines for establishing partnerships between private security and law enforcement, and will highlight some best practices culled through national surveys, site visits, and focused interviews with people from both disciplines who are working in successful partnerships.

Room:	Moderator:	Presenters:
Military Room	Edward Connors, President, Institute for Law and Justice	Thomas Seamon, President, Hallcrest Systems, Inc. Cliff Maurer, Director of Public Safety, Plainsboro Township, New Jersey

Thursday, July 27 – Concurrent Workshops

3:45 PM – 5:00 PM (continued)



School Resource Officers: Meeting the Expectations

It is no secret that school resource officers (SRO) are not like patrol officers or any other specialized unit in law enforcement. SROs perform a distinctly different function for law enforcement agencies. As a result, the benchmarks used to assess and promote their success in the job must be different. Holding SROs accountable for results/outcomes (e.g., reducing school-based crime and disorder problems) rather than activities performed (e.g., number of classroom presentations) leads to more effective policing and a reduction in school crime and disorder problems. This session will focus on how best to recruit, train, and evaluate school resource officers and provide them with the necessary resources to meet the expectations of the job.

Room:	Moderator:	Presenters:
Jefferson Room West	Alfred Dean, Jr., Executive Director, Pennsylvania Regional Community Policing Institute	Anna Laszlo, Director, Circle Solutions Richard Davies, Sergeant, Pine Bluff (AR) Police Department Robert Hellmuth, Interim Director, Department of School Safety and Security, Montgomery County Public Schools (MD)

Using Volunteers: Getting More from your Community

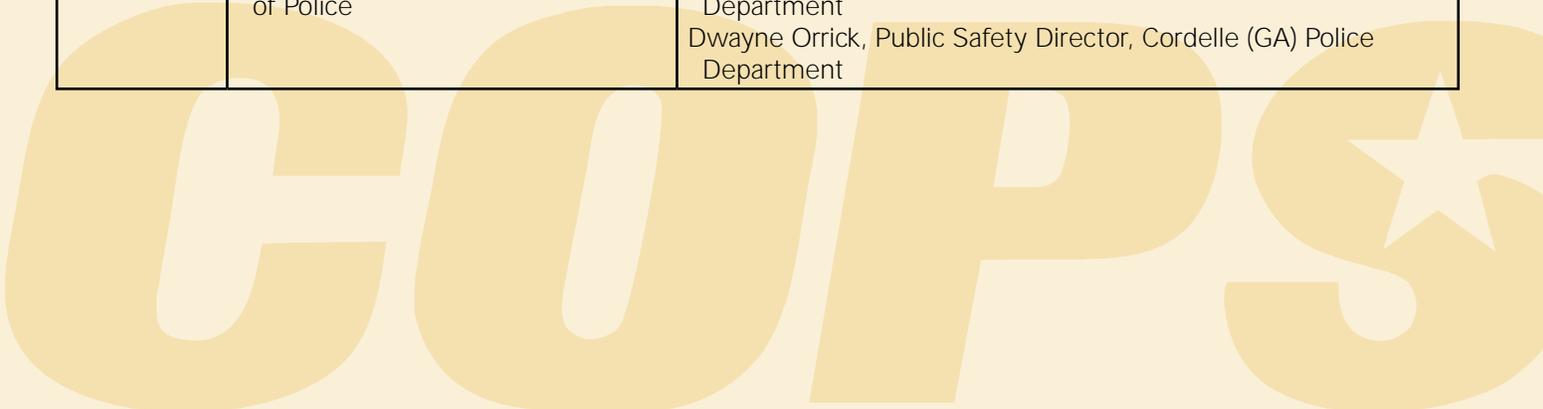
As resources continue to be drained by protecting the homeland in the fight against terror, more and more agencies are turning to volunteers to assist them with crime prevention and other public safety efforts. People in every corner of the country have asked, "What can I do?" and "How can I help?" This workshop will highlight Citizen Corps, created by the Bush Administration to provide training and volunteer service opportunities to foster citizen participation, as well as one of the Citizen Corps programs: Volunteers in Police Service (VIPS). Attendees will learn about best practices for establishing or enhancing a volunteer program in their agency, as well as how VIPS complements the core elements of community policing by tapping the skills of community members. As a result of volunteers, many civilian and sworn employees are better able to focus on their front-line duties because of the dedicated cadre of citizen volunteers who donate their time and talents. Participants will come away from this workshop with fresh ideas, resources, and strategies for developing and managing a successful police volunteer program.

Room:	Moderator:	Presenters:
Georgetown Room	Nancy Kolb, Project Manager International Association of Chiefs of Police	Martin Greenberg, Professor, Point Park University Carrie Chouinard, Volunteer in Policing Coordinator, Eugene (OR) Police Department Karen Marsh, Director, Citizen Corps, Department of Homeland Security

Avoiding the High Cost of Turnover

This session will aid agencies that are confronted with constant vacancies by exploring the real costs of losing a police officer and how to successfully communicate to political leaders the need to replace officers as well as the need to focus on officer retention. This session will also discuss union involvement and regional realities.

Room:	Moderator:	Presenters:
Jefferson Room East	Andrew Morabito, Sr. Project Specialist, International Association of Chiefs of Police	Leonard Matarese, Commissioner for Human Resources, City of Buffalo (NY) Merlin Switzer, Captain (retired), Sacramento (CA) Sheriff's Department Dwayne Orrick, Public Safety Director, Cordelle (GA) Police Department



Thursday, July 27 – Concurrent Workshops

3:45 PM – 5:00 PM (continued)

Using Technology to Collect Jail-Based Information

The National Sheriffs' Association, with support from the COPS Office, developed an innovative Jail Information Model to collect information regarding internal jail safety and security issues, criminal activity within the jail, and criminal activity outside of the jail. This new information dissemination model encourages and promotes a paradigm shift from traditional corrections activities to proactive public safety capabilities. In this workshop, participants will learn how this model has been utilized in three pilot sites to solve current crimes, prevent future crimes or reduce their impact, save lives and property in the jail and community, and improve community quality of life.

Room:	Moderator:	Presenters:
Lincoln Room West	Cynthia Pappas, Sr. Social Science Analyst, COPS Office	Fred Wilson, Director of Training, National Sheriffs' Association John Matthews, Executive Director, Community Safety Institute Richard Kappler, Captain, Corrections Division, Bergen County Sheriff's Office

DNA: Evidence Identification, Collection, and Preservation – Part II

This workshop is intended for law enforcement and emergency first responder personnel involved with the identification, collection and preservation of deoxyribonucleic acid (DNA) evidence. The overall goal of this skill-building session is to give law enforcement and other criminal justice professionals the information they need to collect and use DNA evidence. Through the proper use of DNA technology, fewer cases will be jeopardized by the mishandling of evidence and more cases can be solved. This workshop will create a context in which evidence identification, collection, transportation, storage, and usage can be applied to scenario-based situations. A separate crime scene simulation room will help participants use their newly acquired knowledge and learn from first hand experience. Please note that this skill-building workshop is a double block and participants are expected to stay for Part 1 and Part II (space is limited).

Room:	Instructors:
Monroe Room	Kerri McClary, Instructor, Tennessee Regional Community Policing Institute Emily B. Reinhart, Instructor, Tennessee Regional Community Policing Institute John Williams, Instructor, Tennessee Regional Community Policing Institute

CompStat and Community Policing: Are they Compatible?

During the last 20 years, community policing and CompStat have emerged as two powerful engines of police reform. Prior research has suggested that both innovations diffused rapidly and that many police organizations are trying to pursue both simultaneously. In spite of the popularity of these programs among police and policy makers, there is virtually no systematic research on how these reforms work together. The purpose of this session is to discuss the areas of compatibility and potential competing priorities between these two innovations. The data presented will be based on a COPS-funded national study of the relationship between CompStat and community policing. Some guidance will be provided on how to make the most of this relationship.

Room:	Moderator:	Presenters:
Lincoln Room East	Matthew Scheider, Assistant Director, COPS Office	James Willis, Professor of Sociology, University of Massachusetts at Boston Steve Mastrofski, Professor, George Mason University Edward A. Flynn, Commissioner, Springfield (MA) Police Department



Law Enforcement Consolidation:

The Impact of Growth and Change on Police Services

While law enforcement consolidation is complicated, proponents point to the windfall from tax dollar savings resulting from reductions in funding dual administrative staffs, records, duplicated headquarters space, and the elimination of costly upper management positions. Additionally, by streamlining regional law enforcement efforts, turf disputes can be mitigated over time. This all brings the potential for a more enhanced public safety system at a lower cost. However, there are significant hurdles to consolidating agencies of different size, function, and culture; even consolidating cross-agency functions such as records management, communications and dispatch, jail functions, or training is complex and carries many issues that must be addressed. This panel discussion will explore these issues, and presenters will highlight their own involvement in prominent examples of this growing phenomenon.

Room:	Moderator:	Presenters:
Military Room	Sheldon Greenberg, Director of the Division of Public Safety Leadership, Johns Hopkins University, and Mid-Atlantic Regional Community Policing Institute	Dan Flynn, Chief (retired), Savannah-Chatham (GA) Metropolitan Police Department Sam Chapman, Professor (retired), University of Oklahoma at Norman Robert White, Chief, Louisville (KY) Metropolitan Police Department

Visionary Leadership

This session will highlight the "Visionary Leadership" module from the popular Churchill Leadership curriculum based on the leadership behaviors of Sir Winston Churchill. This session will demonstrate how leaders can enable people to share a common vision of the future. This will be illustrated with specific examples of the behaviors of Churchill and other modern day leaders. As a leader, your responsibility is to ensure that your team understands the present condition, has a vision of a better future, understands how their work contributes, believes there is hope of achieving goals, and that the effort will be worth it.

Room:	Moderator:	Presenters:
Jefferson Room West	Katherine McQuay, Sr. Policy Analyst, COPS Office	Ian Hutchison, Former Chief Superintendent, Thames Valley Police and Lead Consultant, Churchill Leadership

Making Special Events Safe Events

This workshop will feature the publication Planning and Managing Security for Major Events: Guidelines for Law Enforcement. Law enforcement agencies will learn important security measures for preventing crisis at events both small and large. The session will not only focus on major events, but also provide information to smaller agencies that are responsible for security at local events such as county fairs and football games.

Room:	Moderator:	Presenters:
Georgetown Room	Cathy Lanier, Commander, Metropolitan Police Department Washington, D.C.	Ed Connors, President, Institute for Law and Justice Cynthia Shain, Co-Director, Kentucky Regional Community Policing Institute Josh Filler, President, Filler Security Strategies



Friday, July 28 – Concurrent Workshops

10:30 AM – 11:45 AM (continued)

Policing Racial Bias:

What Agencies Can Do to Promote Fair and Equitable Law Enforcement Practices

Panelists will discuss the causes of racial bias and how law enforcement agencies can and should respond to this critical issue. Dr. Eberhardt of Stanford University will share compelling results from studies on the social psychology of racial bias. Dr. Fridell of the University of South Florida will discuss the implications of this research for academy and in-service training and present information on promising models in use around the country. The remarks of John Markovic will be based on the IACP's recent publication entitled Protecting Civil Rights: A Leadership Guide for State, Local, and Tribal Law Enforcement. He will highlight exemplary practices of agencies that have proactively taken steps to address the issue of racial bias and otherwise protect and strengthen civil rights.

Room:	Moderator:	Presenters:
Jefferson Room East	Mark Roscoe, Senior Advisor, Community Capacity Development Office, U.S. Department of Justice	Jennifer Eberhardt, Professor of Psychology, Stanford University Lorie Fridell, Professor, Department of Criminology, University of South Florida John Markovic, Program Manager, International Association of Chiefs of Police

Leading the Organization through Technological Change

According to a 2002 Gartner survey, 86 percent of law enforcement agencies think of changing technology as "just changing a burned-out light bulb." This session will teach police staff and organizational leaders proven methods for harnessing the power of the technology their agency seeks to implement. Implementing technology can make or break careers in law enforcement. Case studies in how agencies have succeeded or failed will illustrate the key concepts in leading the agency through the complex changes brought about through new dispatch, records, jail, and mobile technologies.

Room:	Moderator:	Presenters:
Lincoln Room West	Michael Murphy, Homeland Security Manager, Baton Rouge (LA) Police Department	William Romesburg, Managing Partner, SEARCH and Senior Vice President of Cit Com Mike Lewellen, Deputy Director, Police Technology and Support Services, Santa Ana (CA) Police Department

Human Trafficking: Promoting Law Enforcement Awareness

During the last 17 years, human trafficking, or the exploitation of persons for commercial sex or forced labor, has become a multibillion dollar industry. An estimated 500,000 to 2 million people are trafficked worldwide each year. Human trafficking is tied with drug trafficking as the second most lucrative business for organized crime. Human trafficking varies from other forms of trafficking, such as drugs or arms, in that a person can be sold many times and still remain in one person's possession whereas drugs and guns can be sold only once. Participants attending this session will learn about human trafficking and related investigative considerations as well as interagency cooperation, how to protect witnesses, and immigration issues.

Room:	Moderator:	Presenters:
Monroe Room	Dennis Cusick, Director, Upper Midwest RCPI	Elizabeth Hopper, Project Reach Anna Rodriguez, Founder and CEO, Florida Coalition Against Human Trafficking, Richard Mears, Director, Maine Community Policing Institute Lewis J. (Jackie) Swindler, Chief, Newberry (SC) Police Department and Carolinas Institute for Community Policing

Friday, July 28 – Concurrent Workshops

10:30 AM – 11:45 AM (continued)



Police Response to People with Mental Illness: Specialized Approaches

This workshop will provide an overview of the problem and review factors that contribute to the challenges that police face in responding to people with mental illness. It then identifies a series of questions that might help you analyze your local policing problems associated with this population. Finally, it reviews responses to the problems and what we know about these from evaluative research and police practice.

Room:	Moderator:	Presenters:
Lincoln Room East	Melissa Reuland, Senior Research Consultant, Police Executive Research Forum	Gary Cordner, Director, Eastern Kentucky Regional Community Policing Institute Michael Korpala, Police Commander, Pasadena (CA) Police Department Lee Bowlus, Psychiatrist, San Diego County Psychiatric Hospital Risdon Slate, Professor, Florida Southern College

Teaching Tomorrow's Police Officer: Problem-Based Learning

This special session will introduce the Problem-Based Learning (PBL) Curriculum and will illustrate the experience and skills police instructor's require to modernize public safety training. For detailed information please see Special Events in this program on pages 6 and 7. Please note that this 1-day skill-building workshop is a triple block and participants are expected to stay for Part I, II, and III.

Room:	Instructors:	Facilitators:
Hemisphere	Gerry Cleveland, President, Police Society for Problem Based Learning Gregory Saville, Vice President, Police Society for Problem Based Learning	Dan Toomey, Consultant, California Police Officer Standards and Training Bureau Greg Morrison, former Chief, Grand Junction (CO) Police Department and head of The Morrison Group consulting firm David Maddox, Curriculum Specialist, Virginia Community Policing Institute

Friday, July 28 – Concurrent Workshops

2:00 PM – 3:15 PM

Strategic Planning: Managing Your Resources

This interactive workshop is designed to provide conceptual and practical strategic planning models and guidelines that can facilitate strategic planning and benchmarking in law enforcement agencies today. Planning is a crucial component of successful management regardless of the size or location of a law enforcement agency. Briefly defined, strategic planning is an upper management-initiated process that sets specific goals and identifies measurable steps for a division or an entire organization taking into account personnel and budgetary resources. Accordingly, it is a future-oriented process that deliberately anticipates planned change to address the complex issues facing an organization.

Room:	Moderator:	Presenters:
Military Room	Lynda O'Connell, Director, Virginia Community Policing Institute	David Kurz, Chief of Police, Durham (NH) Police Department Merlin Switzer, Captain (retired), Sacramento (CA) Sheriff's Department Jihong (Solomon) Zhao, Professor, University of Nebraska-Omaha



Friday, July 28 – Concurrent Workshops

2:00 PM – 3:15 PM (continued)

Meth: What to Look for

Methamphetamine is the most serious drug problem facing the nation today. Because of the drug's highly addictive nature and negative effects on personality and behavior, the rise in the number of clandestine labs correlates to increases in rates of burglary, identity theft, domestic violence, and child abuse/neglect. This workshop will help local law enforcement identify the signs, address new trends, precursors, and stipulations of state and federal laws. Participants will also learn about a real time database developed and implemented in Australia to track the sales of pseudoephedrine based products through pharmacies.

Room:	Moderator:	Presenters:
Jefferson Room West	Lynda Leventis-Wells, Director, Carolinas Institute for Community Policing	E. Mick Mollica, Special Agent Supervisor (retired), California Department of Justice Dr. Karen Peachey, Senior Vice President, The Pharmacy Guild of Australia Michael A. Miller, Director, Anderson/Oconee Regional Forensics Laboratory

Working with the Media

Large agencies are accustomed to talking to the national media, but smaller agencies can find themselves on national/international news in an unexpected crisis. This workshop will feature a panel discussion on leveraging media effectively and effective practices to deal with a media onslaught in times of crisis.

Room:	Moderator:	Presenters:
Georgetown Room	Beverly Alford, Assistant Director, COPS Office	Ted Gest, Senior Scholar, Program on Crime Policy and the News Media, University of Pennsylvania and President of Criminal Justice Journalists Mike Kortan, Section Chief, Office of Public Affairs, Federal Bureau of Investigation Roy Wasden, Chief, Modesto (CA) Police Department

Early Intervention Systems: The Benefits

This session will explore how Early Intervention Systems—powerful, multifaceted tools are being successfully implemented by law enforcement agencies to improve agency performance, avoid citizen complaints and lawsuits, and to target resources to the specific needs of individual officers. The outcomes often lead to a more effective and productive work force. Information will be shared about the importance of effective leadership, intervention methods, and accountability.

Room:	Moderator:	Presenters:
Jefferson Room East	Amy Schapiro, Sr. Social Science Analyst, COPS Office	Mike Ault, Deputy Chief, Las Vegas (NV) Metropolitan Police Department Ron Snodgrass, Sergeant, Phoenix (AZ) Police Department Kyle Sheperd, Lieutenant, West Jordan (UT) Police Department

Scientists as Partners in Policing

Science has often demonstrated that it can offer clear benefits to policing and the broader effort to make our communities safer. The reality, however, remains that there is not an appreciation of the potential of scientists to aid police in solving and preventing crime. This is seen in the lack of a concerted investment in scientific research and assistance for policing. This session will explore innovative approaches for bringing the knowledge and resources of the scientific community to the table and discuss the challenge of finding a common language that will allow for the formation of effective partnerships. It will also introduce one such partnership opportunity that aims to help law enforcement close the thousands of cases of missing persons and unidentified bodies in this country. Attendees are invited to join in this facilitated open discussion of how to raise the profile of, and support for, scientific approaches to solving and preventing crime.

Room:	Moderator:	Presenters:
Lincoln Room West	Deborah Spence, Social Science Analyst, COPS Office	Nick Tilley, Professor, Nottingham Trent University Michael O'Shea, Program Manager, Office of Science and Technology, National Institute of Justice, U.S. Department Of Justice Clea Koff, Director, Missing Persons Identification Resource Center

Friday, July 28 – Concurrent Workshops

2:00 PM – 3:15 PM (continued)



Executive Blueprint Series: Developing the Framework for Hiring and Recruiting Law Enforcement – Part I

Using the Executive Blueprint framework, participants will engage in identifying and examining key recruitment and hiring challenges. Participants will carry out the blueprint process during the session in a number of small teams. The teams will have an opportunity to report out innovative approaches. This session will open with a review of the COPS-funded Hiring in the Spirit of Service demonstration project and another project entitled Recruitment, Hiring and Retention of Community Policing Officers. Participants will be presented with the latest research results and techniques used by several law enforcement agencies across the country, including the development of ideal officer character traits and improved methods for psychological testing. The Hiring in the Spirit of Service initiative explored ways to change the process of recruiting and hiring law enforcement officers. Most current applicants are drawn to law enforcement because of the spirit of adventure associated with the profession, and applicants who do not fit this model are often discouraged. Hiring in the Spirit of Service requires law enforcement to develop a selection process that not only attracts but also reaches out to other service-minded candidates. Meeting the challenges of recruiting and hiring law enforcement officers has become increasingly critical requiring innovation and skill. Please note that this skill-building workshop is a double block and participants are expected to stay for Part I and Part II.

Room:	Presenter:	Facilitators:
Monroe Room	Ellen Scrivner, Deputy Superintendent, Chicago (IL) Police Department	Drew Diamond, Deputy Director, Police Executive Research Forum David Bostrom, International Association of Chiefs of Police Andrea Nager Chasen, Senior Consultant, Police Executive Research Forum William Matthews, Executive Director, Community Policing Consortium

Lessons from the Holocaust

This workshop will provide an overview of the “Law Enforcement and Society: Lessons from the Holocaust” program offered through the U.S. Holocaust Memorial Museum and the Anti-Defamation League (ADL). This program provides law enforcement officers with a history of the Holocaust, and offers them an opportunity to examine and understand their personal and professional responsibilities in today's society where fighting terrorism, extremism, and hate crimes are at an all-time high. Members of the Houston and St. Louis Metropolitan Police Departments will provide an in-depth look at how this program has affected their departments and the communities they serve. The Holocaust Museum and the ADL, which were funded by COPS, selected these two agencies as pilot sites to administer this program. In addition, staff from the Holocaust Museum and the ADL will provide information about current trends and resources available to law enforcement to help fight hate crimes.

Room:	Moderator:	Presenters:
Lincoln Room East	Ken Howard, Captain (retired), Alexandria Police Department	Lynn Williams, Director, U.S. Holocaust Memorial Museum David Friedman, Director, Anti-Defamation League Patrick LeBlanc, Officer and Crime Scene Investigator, Houston (TX) Police Department Shelia D. Pearson, Sergeant and Training Supervisor, St. Louis (MO) Police Department

COPS

Friday, July 28 – Concurrent Workshops

2:00 PM – 3:15 PM (continued)

Teaching Tomorrow's Police Officer: Problem-Based Learning

This special session will introduce the Problem-Based Learning (PBL) Curriculum and will illustrate the experience and skills police instructor's require to modernize public safety training. For detailed information please see Special Events in this program on pages 6 and 7. Please note that this 1-day skill-building workshop is a triple block and participants are expected to stay for Part 1, II, and III.

Room:	Instructors:	Facilitators:
Hemisphere	Gerry Cleveland, President, Police Society for Problem Based Learning Gregory Saville, Vice President, Police Society for Problem Based Learning	Dan Toomey, Consultant, California Police Officer Standards and Training Bureau Greg Morrison, former Chief, Grand Junction (CO) Police Department and head of The Morrison Group consulting firm David Maddox, Curriculum Specialist, Virginia Community Policing Institute

Friday, July 28 – Concurrent Workshops

3:30 PM – 5:00 PM

Leadership in Police Organizations

The authors and instructors of the International Association of Chiefs of Police (IACP) Leadership in Police Organizations (LPO) Program will introduce the LPO to conference attendees. The LPO curriculum was developed by the IACP in cooperation with the COPS Office, and IACP is currently working with hundreds of agencies across the country to put the LPO into practice. This workshop will provide a method for police practitioners to understand and apply modern behavioral science and leadership theories that enhance human motivation, satisfaction, and performance in the achievement of their organizations' goals. Attendees will learn how to establish and maintain an effective leadership development system that steadily enhances the leadership capability of their organizations over time. Police executives in attendance will be informed of an opportunity for their agencies to take part in a "Leadership Development Course" or a "Train-the-Trainer Course."

Room:	Moderator:	Presenters:
Military Room	Joel Leson, Director, International Association of Chiefs of Police Center for Police Leadership	John Halstead, U.S. Army (ret), Training Manager and Instructor, IACP Leadership in Police Organizations Program Larry Hesser, Police Chief (ret.), Training Manager and Instructor, IACP Leadership in Police Organizations Program

The New Role of Law Enforcement in Working with Offender Reentry

As crime rates start to rise in many cities and towns across the country, the challenge of stabilizing returning offenders and reducing the high rates of recidivism among these offenders becomes even more critical. While some police departments have taken a leadership role on this issue, many of the almost 18,000 state and local law enforcement agencies have not. This panel will explore the role of police leaders in supporting successful offender reentry, and how this support can in turn create safer communities. Presenters will share examples of successful reentry programs in Redlands, California and Lowell, Massachusetts. The panel will also discuss questions including: Can a police role in reentry reduce crime? Does a role in prisoner reentry fit with today's police culture and organization? And what types of reentry programs are most amenable to police involvement?

Room:	Moderator:	Presenters:
Jefferson Room West	John Firman, Director of Research, International Association of Chiefs of Police	Jim Bueermann, Chief of Police, Redlands (CA) Police Department Edward F. Davis III, Superintendent, Lowell (MA) Police Department Nancy LaVigne, Senior Research Associate, The Urban Institute

Friday, July 28 – Concurrent Workshops

3:30 PM – 5:00 PM (continued)



Terrorism on Mass Transit: Lessons Learned

On July 7, 2005, hundreds of commuters were on their way to work at the height of rush hour in London when three blasts ripped through the city's subway system and another hit a double-decker bus. At least 52 people died in the attacks. The terrorists were found to be U.K. citizens who had formed into a terrorist group. This workshop will profile the bombings, the police response on the underground and impact on the communities that use the transport system, as well as provide an insight into the subsequent work in wider communities in the fight against terrorism. In addition, major U.S. city transit police will discuss how as a result of terror acts they have worked to safeguard mass transit in their jurisdictions.

Room:	Moderator:	Presenters:
Georgetown Room	Chuck Wexler, Executive Director, Police Executive Research Forum	Paul Crowther, Chief Superintendent, British Transport Police Polly Hanson, Chief, Metro Transit Police, Washington, D.C. Sonya Proctor, Chief, Amtrak Police Department, Washington, D.C.

Making Ethical Decisions

Making ethical decisions requires the skill to make distinctions between challenging choices. It requires training, first in the home, and then through education, professional development, and life experience. That's where this workshop comes in: providing reinforcement to assist the participant in arriving at sound decisions and learning ways to teach others to do the same.

Room:	Moderator:	Presenters:
Jefferson Room East	Marcia Samuels, Regional Supervisor, COPS Office	Chris Dreisbach, Chair, Department of Applied Ethics and Humanities, Johns Hopkins University Keith Goree, Director, Applied Ethics Institute, St. Petersburg College

Cyber Crime: Keeping Kids Safe

The growth of the Internet has improved our society, including our economy and technology. Unfortunately, it has also brought new opportunities for criminal activity. Often, the public thinks cyber crime refers only to computer hacking, viruses, and other intrusion tactics. Cyber crime, however, threatens more than our businesses, economy, or national infrastructure; cyber crime affects us individually. Reprehensible crimes, such as child pornography and cyber stalking, terrorize our children and our families. And law enforcement understands that it needs to use technology to deal with this emerging threat to our children and our economy. Cyber crime is a serious problem that must be considered in the context of today's technology, law enforcement capabilities, and personal privacy protections. This workshop will focus on the efforts and challenges faced by law enforcement in identifying and investigating child pornography and cyber stalking. And the use of recent legislation, such as the PROTECT Act in the fight against child exploitation crimes.

Room:	Moderator:	Presenters:
Lincoln Room West	Fred Wilson, Director of Training, National Sheriffs' Association, Court Officers' & Deputies' Association	Arnold Bell, Unit Chief, Innocent Images Initiative, Federal Bureau of Investigation Lindsey Aron, Supervisor, Exploited Child Unit, National Center for Missing and Exploited Children Terry Gudaitis, Director of Open Source Intelligence, Science Applications International Corporation



Friday, July 28 – Concurrent Workshops

3:30 PM – 5:00 PM (continued)

Executive Blueprint Series: Developing the Framework for Hiring and Recruiting Law Enforcement – Part II

Using the Executive Blueprint framework, participants will engage in identifying and examining key recruitment and hiring challenges. Participants will carry out the blueprint process during the session in a number of small teams. The teams will have an opportunity to report out innovative approaches. This session will open with a review of the COPS-funded Hiring in the Spirit of Service demonstration project and another project entitled Recruitment, Hiring and Retention of Community Policing Officers. Participants will be presented with the latest research results and techniques used by several law enforcement agencies across the country, including the development of ideal officer character traits and improved methods for psychological testing. The Hiring in the Spirit of Service initiative explored ways to change the process of recruiting and hiring law enforcement officers. Most current applicants are drawn to law enforcement because of the spirit of adventure associated with the profession, and applicants who do not fit this model are often discouraged. Hiring in the Spirit of Service requires law enforcement to develop a selection process that not only attracts but also reaches out to other service-minded candidates. Meeting the challenges of recruiting and hiring law enforcement officers has become increasingly critical requiring innovation and skill. Please note that this skill-building workshop is a double block and participants are expected to stay for Part 1 and Part II.

Room:	Facilitators:
Monroe Room	Drew Diamond, Deputy Director, Police Executive Research Forum David Bostrom, International Association of Chiefs of Police Andrea Nager Chasen, Senior Consultant, Police Executive Research Forum William Matthews, Executive Director, Community Policing Consortium

Translating Justice: Overcoming Language Barriers

As immigrant communities become more dispersed throughout the nation, police departments are struggling with the challenges of policing populations that do not speak English well. Overcoming language barriers is not an easy task, particularly for police departments that interact with diverse populations and those that have seen sudden influxes of immigrant communities. This session will discuss initiatives that focus on bridging language barriers, developing cost-effective solutions to the problem by facilitating community-police efforts, developing language access plans that will provide personnel with guidance on how to serve and communicate with non-English speaking persons, and learning about available resources and technical assistance.

Room:	Moderator:	Presenters:
Lincoln Room East	Anita Khashu, Director, Center on Immigration and Justice Vera Institute of Justice	Bharathi Venkatraman, Attorney, Coordination and Review Section, Civil Rights Division, U.S. Department of Justice Michael Aquino, Lieutenant, Anaheim (CA) Police Department Mike Ault, Deputy Chief, Las Vegas (NV) Metropolitan Police Department Judi Cassel, Managing Director's Office, City of Philadelphia

Teaching Tomorrow's Police Officer: Problem-Based Learning

This special session will introduce the Problem-Based Learning (PBL) Curriculum and will illustrate the experience and skills police instructor's require to modernize public safety training. For detailed information please see Special Events in this program on pages 6 and 7. Please note that this 1-day skill-building workshop is a triple block and participants are expected to stay for Part 1, II, and III.

Room:	Instructors:	Facilitators:
Hemisphere	Gerry Cleveland, President, Police Society for Problem Based Learning Gregory Saville, Vice President, Police Society for Problem Based Learning	Dan Toomey, Consultant, California Police Officer Standards and Training Bureau Greg Morrison, former Chief, Grand Junction (CO) Police Department and head of The Morrison Group consulting firm David Maddox, Curriculum Specialist, Virginia Community Policing Institute

Saturday, July 29 – Concurrent Workshops

8:30 AM – 10:00 AM



Community Development for Crime Control

Experts on neighborhood revitalization believe that impressive crime drops are not only the result of effective policing, but also from effective collaborations that result in community development. The objective of these collaborations is to produce mutually-reinforcing public safety and community development. From the police perspective, the beneficial outcomes are public safety and development that prevent future crime, disorder and fear. Many of the best public safety initiatives require multi-agency, multi-disciplinary teams working together for a common purpose. This panel will introduce how thoughtful and targeted collaborations aimed at reducing neighborhood crime and disorder can also have longer-term impacts, such as promoting healthier, vibrant, crime-resistant communities.

Room:	Moderator:	Presenters:
Military Room	Bill Geller, Geller and Associates Consulting	Lisa Belsky, Senior Program Director, Local Initiatives Support Corporation Tag Gleason, Captain, Violent Crimes Section, Seattle (WA) Police Department Kimiko Black Gilmore, Community Relations Director, Swope Community Builders

Excellence in Problem Solving

This session will feature two exemplary problem-solving efforts. First, the Isle of Man Constabulary, the 2005 winner of the Herman Goldstein Excellence in Problem-Solving Award. This comprehensive project focused on 3 percent of the island's geographic area, but 41 percent of the reported assaults and 46 percent of all recorded public order offenses. By using the SARA model they were able to establish effective partnerships and tailored responses that resulted in a 33 percent reduction in targeted crimes. Second, the Carrollton Police Department, a 2005 Goldstein Award finalist, focused on reducing motor vehicle burglaries by 13.5 percent citywide and reduced car break-ins in the hardest hit area of town by 80 percent, but this is only a small part of the success story. This problem was identified and analyzed, and responses were planned and implemented by line level police officers who were given broad guidelines to lead this initiative. Participants will be able to leave this session with ideas from these problem-solving initiatives that can be replicated in their jurisdictions.

Room:	Moderator:	Presenters:
Jefferson Room West	Joe Kuhns, Professor, University of North Carolina at Charlotte	Chris Pycroft, Development Manager, Douglas Development Partnership, Isle of Man Matthew Kosec, Lieutenant, Carrollton (TX) Police Department

When Disaster Hits: Lessons Learned from Katrina

Hurricane Katrina tested the limits of law enforcement, emergency responders, and the community. From mass evacuations, looting, search and rescue, and the crisis affecting the personal lives of law enforcement — this workshop will focus on what we can learn from this crisis to be better prepared for these situations in the future.

Room:	Moderator:	Presenters:
Georgetown Room	Daphne Levenson, Director, Gulf States Regional Center for Public Safety Innovations	Sheriff Craig Webre, Lafourche (LA) Parish Sheriff's Office Chief Jeff LeDuff, Baton Rouge (LA) Police Department Chief Alan Weatherford, Gulfport (MS) Police Department Chief Freddy Drennan, Slidell (LA) Police Department



Saturday, July 29 – Concurrent Workshops

8:30 AM – 10:00 AM (continued)

Use-of-Force Continuum: A Debate

Police use of force remains one of the most volatile issues in law enforcement today, and successfully managing it is one of the primary responsibilities of police officers. This session will share contemporary information and strategies concerning use of force from a variety of perspectives. Emphasis will be placed on less-lethal weapons, including efforts to develop national policies for Conducted Energy Devices (e.g., Tasers). Included in this session will be a discussion of the use-of-force continuum and officer safety issues.

Room:	Moderator:	Presenters:
Jefferson Room East	Albert Pearsall III, Sr. Analyst, COPS Office	Josh Ederheimer, Director, Center for the Use of Force and Accountability, Police Executive Research Forum Gary Vilke, M.D., Professor, Department of Emergency Medicine, University of California, San Diego Ronald E. Hampton, Executive Director, National Black Police Association John King, Assistant Chief, Montgomery County (MD) Police Department

Law Enforcement and Science: It Works on TV

Shows like "CSI," "Bones," "Law and Order," and "Crossing Jordan" emphasize the use of science to aid law enforcement agencies in solving crimes. More important, these shows depict how important scientists can be to solving crimes, and how developing a partnership between law enforcement officials and scientists in the long run produces beneficial results. Creating these partnerships, however, may be like asking two people of different cultures to speak the same language, and many people question whether these shows accurately portray how forensic science experts, forensic anthropologists, and crime scene technicians can use science to solve crimes. This session will focus on examining these shows, and defining what is possible and what is not possible. Furthermore, we will hear from scientific practitioners and how these individuals have successfully aided law enforcement agencies in their mission to solve homicides.

Room:	Moderator:	Presenters:
Lincoln Room West	Jamie Atwood, Grant Program Specialist, COPS Office	Clea Koff, Author and Director, Missing Persons Identification Resource Center Max M. Houck, Director, Forensic Science Program, West Virginia University

Gangs, Guns, & Drugs: Focus on Identification, Investigation, and Prevention

This workshop will focus on identification, investigation, and prevention, while highlighting strategies and best practices from the field to address the problem of gangs, guns, and drugs within our communities.

Room:	Moderator:	Presenters:
Monroe Room	Robert Boehmer, Director, Institute for Public Safety Partnerships, Chicago	Candace Kane, Chief Operating Officer, Cease Fire Chicago Francisco Perez, Director Outreach Services, Cease Fire Chicago Ulyssis S. Floyd, Outreach Worker, The Woodlawn Organization

Intelligence Briefing: From Training to Fusion Centers

Effective terrorism prevention, protection, response, and recovery efforts depend on timely and accurate information about the identity of the enemy. The focus of this workshop is intelligence training as well as informing participants about the "fusion process," a term used to describe the gathering, analyzing, disseminating, and use of information that is regarded as intelligence. Particular attention will be given to critical issues related to the National Criminal Intelligence Sharing Plan and the Global Intelligence Working Group Fusion Center Standards. The session will also provide a description of the fusion process and the implications for state, local, and tribal law enforcement.

Room:	Moderator:	Presenters:
Lincoln Room East	Sandra Webb, Director, Training Division, Department of Homeland Security	John Cohen, Advisor, Terrorism Information Sharing Environment, Office of the Director of National Intelligence Malcolm Adams, Chief, Office of State and Local Training, Federal Law Enforcement Training Center David Carter, Professor, Michigan State University James McMahon, Director, Office of Public Safety, New York State

Speaker Bios



Malcolm D. Adams is the division chief of the Office of State and Local Training at the Federal Law Enforcement Training Center in Glynco, Georgia, which has delivered tuition-free training to more than 17,000 state, local, campus, and tribal agencies across the United States. Under his direction, the staff developed First Responder Training, Domestic Violence in Indian Country Training, Intelligence Analyst Training, and Anti-Terrorism Intelligence Awareness Training. As a program specialist, Mr. Adams developed COPS training programs and assisted with developing the Community Policing to Reduce Domestic Violence Training, Indian Country Community Policing Training, and Ethics and Integrity Training. Mr. Adams retired as a sergeant from the Jacksonville Sheriff's Office after 27 years of service. His assignments included: patrol officer and sergeant, Vice Squad, public information officer sergeant, and community policing strategies sergeant. He was selected as Officer of the Year in 1981. He was a member of the Mayor's Task Force on Domestic Violence and served as the North Florida regional director for the Florida Association of Hostage Negotiators. His negotiation team was honored as the "Negotiator Team of the Year" at the Annual Conference in Orlando, Florida in May 2000. Mr. Adams is a graduate of the Leadership for a Democratic Society program of the Federal Executive Institute. He received a B.S. degree in criminology from Florida State University.

Elizabeth (Liz) A. Allison, a 30-year employee of the Indianapolis Police Department (IPD), is a grants manager in the Grants Unit. The unit manages 236 community oriented policing positions, 6 federally recognized Weed & Seed Sites, and 41 other grants totaling \$57 million. The city received national attention after the Grants Unit wove together local, state, federal, and private funding sources to accomplish the goal to further the cause of community policing in Indianapolis. Ms. Allison designed the first integrated-automated employee information system for the IPD and was IPD's representative in the city's 1994 renovation of the employee benefits package. She has served as a peer-reviewer for the Violence Against Women's Office, cochair of the IPD's Clothe-A-Child Program, and treasure of the IPD Employee Recognition Fund. Ms. Allison is a member of the Local Law Enforcement Budget Group for the International Association of Chiefs of Police and of the Major Cities Chief's Association.

Michael A. Aquino, a lieutenant with the Anaheim (CA) Police Department, has been a police officer for more than 24 years. He is commander of the Strategic Services Bureau, which includes the Training Detail, Anaheim Stadium (Angels), Arrowhead Pond (Ducks), Anaheim Convention Center, Special Events, the Chaplain Program, and the Reserve Officer Program. His past assignments

have included narcotics, gangs, school gang suppression, and Crime Task Force investigations. As a sergeant, he supervised patrol, the Tourist Oriented Policing Detail, Disney contract officers, the Community Policing Detail, and the Personnel Detail. He also served as a patrol watch commander. Mr. Aquino has represented the Anaheim Police Department at local, state, and national levels, giving presentations on gang suppression, school gang violence, school safety, and drug/gang issues in the schools and community. Among his several awards are Investigator of the Year, the Community Service Award, and the Distinguished Service Award for his accomplishments in working in gang and narcotic investigations.

Lindsey Aron is a supervisor in the Exploited Child Unit at the National Center for Missing and Exploited Children (NCMEC). She manages a staff of approximately 20 analysts and handles day-to-day CyberTipline duties. She has used her analytical skills on more than 15,000 CyberTipline reports, hundreds of which have resulted in the apprehension of child sexual predators. She has participated in numerous law enforcement investigative training programs on high-technology crimes, online child exploitation, and investigative and analytical skill development. She has provided technical assistance to law enforcement, both in the United States and abroad, on cases of child sexual exploitation, especially Internet crimes against children. Prior to her services with NCMEC, Ms. Aron was an honors graduate from Wake Forest University in Winston-Salem, North Carolina with a B.A. in sociology and communications.

Mike Ault is deputy chief and a 33-year veteran of the Las Vegas Metropolitan Police Department. He has experience in all facets of local law enforcement and administration, such as patrol operations and undercover and traditional investigations, including gang crimes. He has had command responsibility for half of the police department's patrol stations, Communications, Training, as well as Air Support, Search & Rescue, SWAT, Hostage Negotiators, K-9, Mounted Police, and the Resident Officer Program. He currently commands the Professional Standards Division, which includes internal affairs, employment diversity issues and investigations, the quality assurance process for inspections and accreditation compliance, administration of grant funding, and policy and planning. He is an adjunct professor at two universities. Mr. Ault holds an associate degree in the administration of criminal justice, a B.S. degree in business management, and a M.A. degree in leadership. He is a graduate of the F.B.I. National Academy and the Senior Management Institute for Police.

Julie A. Bahr, a captain, serves the Appleton (WI) Police Department as the district commander for both the Northern and Central Patrol Districts. She is a 24-year veteran of the Appleton Police Department and has had previous assignments as the police school liaison unit coordinator, lieutenant in the patrol division, resource development unit, police school liaison officer, and patrol officer. Captain Bahr was one of the coordinators for the Police Executive Research Forum/COPS Self-Assessment Community Policing Tool when the Appleton Police Department was selected as the first site to administer the survey instrument and conduct the cross-agency team meetings. She also was the coordinator of a domestic violence intervention grant from the U.S. Department of State to work with Appleton's sister city of Kurgan, Russia and has traveled there five times. She also is one of the adult advisors to the Appleton Police Explorer program. Captain Bahr has a B.S. degree from the University of Wisconsin-Platteville, with majors in criminal justice and psychology.

Duren Banks is a project manager with Caliber, an ICF International company in Fairfax, Virginia. Her primary areas of interest are conducting research related to criminal justice and juvenile justice issues, and providing evaluation support to policymakers, government agencies, community stakeholders, and treatment providers. Dr. Banks' research experience includes evaluations related to juvenile delinquency, the role of the family and the environment on at-risk children, community oriented policing, and the treatment of drug offenders in the criminal justice system. Dr. Banks has implemented evaluations for a variety of federal agencies, including the Centers for Disease Control and Prevention, the National Institute of Justice, both the Office of Community Services and the Children's Bureau (U.S. Department of Health & Human Services), the Office of Community Oriented Policing Services, and the National Institute on Drug Abuse. Her current projects include the development of a community policing self-assessment tool, evaluation of a program linking returning prisoners to employment resources in the community, and evaluation of a multisite demonstration project to improve local system response to families experiencing domestic violence and child maltreatment. She received a Ph.D. in criminology from the University of Maryland at College Park.

John Barson, M.D., is a physician with the Division of Bioterrorism Preparedness and Response at the Centers for Disease Control and Prevention (CDC) in Atlanta, Georgia. He is involved with providing medical and epidemiological expertise in the formulation of policy and procedures for protecting the national public health against smallpox and other bioterrorism agents, and developing response plans and programs to prevent,

detect, and respond to bioterrorism attacks. Since coming to the CDC he has participated in the response to the Severe Acute Respiratory Syndrome (SARS) Outbreak, the Monkeypox Outbreak, and the Hurricane Katrina Response. Prior to coming to the CDC, Dr. Barson had a 22-year career as a colonel in the U.S. Army Medical Corps practicing aerospace medicine and preventive medicine in the field and research and development assignments in Texas, Alabama, New York, Missouri, the United Kingdom, and Georgia. He has deployed to Egypt, Jordan, Haiti, and the National Training Center. Following his Army career he was a medical consultant for Federal Occupational Health Law Enforcement Medical Programs. He holds a bachelor's degree from Michigan State University, a master's degree in public health from Johns Hopkins University, and a doctor of osteopathic medicine from the Oklahoma State University Health Sciences Center.

Arnold E. Bell is unit chief, Innocent Images Unit, Cyber Crime Section, Federal Bureau of Investigation (FBI), and is the chief architect of the Innocent Images International Task Force comprising members from 13 countries and Europol. He joined the FBI in 1988, initially serving in the Los Angeles field office where he received the FBI Director's Award for Special Achievement for his role as case agent in a successfully resolved international kidnapping involving the Peoples Republic of China. Mr. Bell has been a headquarters supervisor since 1999 and while working in the Training Division, he coordinated and presented numerous international law enforcement training sessions and provided law enforcement training to numerous FBI field divisions, FBI Headquarters, and the FBI Academy at Quantico. Following September 11, 2001, Mr. Bell joined the Inspection Division of the United Flight 93 investigative team. He also continues to lead FBI efforts to combat the proliferation of child pornography globally. Before becoming an FBI Agent, Mr. Bell served in the U.S. Army as a crewmember of the 498th Medivac Unit. Subsequently, he was assigned to the Army Criminal Investigative Division where he worked on homicide, rape, and other violent criminal matters. Mr. Bell holds a B.A. degree from Saint Leo College in Florida.

Lisa Belsky has been involved in community development for more than 17 years, launching her career 13 years ago as special assistant to the president of the Local Initiatives Support Corporation (LISC), the nation's largest community development intermediary. She went on to become LISC's first national program officer (1990) and in 1992, took the lead in designing and structuring LISC's Community Safety Initiative (CSI) program. CSI is an innovative national program that links police departments that have active community policing initiatives with community development corporations (grassroots nonprofit development agencies that



are LISC's principal constituents) in formal long-term partnerships. The CSI is active in more than a dozen cities around the country. Ms. Belsky also has worked with police officials across the United States through a range of other forums, including the Department of Justice's (DOJ) Community Oriented Policing Board on which she served. Since 1996, she has been working with senior executives at DOJ to develop a series of joint ventures between LISC and the Department's myriad programs. Prior to joining LISC, Ms. Belsky worked on the 1988 presidential campaign; and before that, spent a number of years at Harvard University's Institute of Politics, focusing on a range of domestic policy research initiatives. Ms. Belsky holds a bachelor's degree from Princeton University.

Michael Berkow is a deputy chief of police with the Los Angeles Police Department where he is commanding officer of the Professional Standards Bureau with responsibility for all anticorruption, misconduct, and force/officer-involved shooting investigations. Previously, he served as chief of police in three California cities: Coachella, South Pasadena, and Irvine. In each he is credited with reorganizing the department into geographic models of policing closely aligned to each city's neighborhoods. After spending his early career in the Rochester, New York, Police Department, he was an international police assistance project manager with the U.S. Department of Justice. He directed the effort to rebuild the Somalia National Police Force, was the first director of the Haitian National Police Project, and was in charge of all police training and assistance in South and Central America. He was the police liaison for President Jimmy Carter's election monitoring mission to Jamaica in 1997 and 2002, and provided anticorruption training to police forces in Bulgaria, Hungary, and Romania. Recently, he provided civil disorder management training to the Tanzania Police Force and the Yemeni Police Force. Chief Berkow is a published author on police investigations, discipline, and management and is an instructor on topics ranging from the implementation of community oriented policing to integrity and the operations of internal misconduct systems. Chief Berkow served on the board of directors of the Police Executive Research Forum and was the 1999 recipient of a prestigious Eisenhower Exchange Fellowship to study the conflict in Northern Ireland and the Royal Ulster Constabulary. He holds a bachelor of arts degree in sociology from Kalamazoo College in Michigan, a master's degree from Johns Hopkins University where he is a graduate of the Police Executive Leadership Program, and a Juris Doctor degree from the Syracuse University College of Law. He also is a graduate of the FBI National Academy and the FBI National Legal Institute.

Robert Boehmer is director of the Institute for Public Safety Partnerships at the University of Illinois at Chicago. Before coming to the Institute, he was general counsel and secretary for the Illinois Criminal Justice Information Authority and the Illinois Motor Vehicle Theft Prevention Council. In that position, he was a member of the executive staff, served as chief of staff, managed the legal affairs of the agency, and directed its legislative program. Currently, he is chair of the Privacy Policy Subcommittee of the Illinois Integrated Justice Information Systems Implementation Board, chair of the Global Justice Information Sharing Initiative's Privacy and Information Quality Working Group, a member of the Global Justice Information Sharing Initiative's Executive Steering Committee, and a member of the National Criminal Justice Association's Executive Committee. Prior to coming to the Illinois Criminal Justice Information Authority in 1987, Mr. Boehmer was a Chicago police officer. He received his B.A. degree from the University of Illinois at Chicago and a Juris Doctor from DePaul University.

David Bostrom, who has worked for the International Association of Chiefs of Police since July 2003, began his policing career with the Metropolitan Police Department in Washington, D.C. in 1972. He rose through the ranks, commanding the Special Operations Division and one of seven police districts. Retiring in 1995, he worked with the Police Foundation teaching strategic planning for the Community Policing Consortium. In 1997, Mr. Bostrom became public safety director for Wilmington, Delaware. In one of the high points of his policing career, he directed initiatives that overcame a rash of gun violence and healed a breach of trust between the police and Wilmington's African-American community. Both objectives were set by Wilmington's mayor as Mr. Bostrom came into office, and were accomplished using community policing and strategic planning. He earned a master's degree in 2004 from Johns Hopkins University's Police Executive Leadership Program.

Lee Bowlus, M.D., has worked closely with law enforcement and the severely mentally ill for more than 20 years. He did his residency training in psychiatry at the University of California, San Diego and joined the medical staff of the San Diego County Psychiatric Hospital in 1986. In 1997, Dr. Bowlus participated in the development of the Psychiatric Emergency Response Team that was designed to improve the effectiveness and efficiency of law enforcement officers dealing with mentally ill individuals by partnering them with licensed mental health clinicians. The program, a proven success, eventually expanded to cover the entire county of San Diego, home to 3.5 million residents. Dr. Bowlus received a bachelor of science degree in microbiology from the Ohio State University and a doctor of medicine degree from the Medical University of Ohio.

Malcolm Brown retired from police service in 1993 after 31 years of service as head of crime prevention for the western half of Norfolk in the United Kingdom. During his police career, he was responsible for the North Lynn Closed-Circuit Television (CCTV) Initiative which received international acclaim and became the model for many city and town center schemes in the UK. As a result of this success, Mr. Brown became a regular lecturer on "The Co-ordinated Approach to CCTV" at the Home Office Crime Prevention Centre and was in demand as a speaker at numerous seminars throughout the UK. After leaving the police service, he founded a CCTV consultancy with his business partner and has designed, managed, and advised on CCTV schemes throughout the UK and in the United States. He was instrumental in procuring the first proactively managed CCTV approach in America based on the British/Optimum model in Jersey City, New Jersey. He sold his consultancy company more than 2 years ago and now heads the CCTV Division of Perpetuity. Mr. Brown's extensive experience in all aspects of managing CCTV and in crime reduction has been invaluable in developing his approach to coordinated security systems and developing long-term security strategies for local authorities, hospitals, universities, and transit projects.

Jim Bueermann has worked for the Redlands (CA) Police Department since 1978, serving in every unit. He was appointed police chief and director of Housing, Recreation and Senior Services in May 1998. In 1994, he directed the implementation and strategic development of community policing in Redlands. His efforts included directing the consolidation of Housing, Recreation and Senior Services into the police department in 1997 as a preventive strategy for reducing crime and adolescent problem behavior. He has been involved extensively with the research and development of Risk and Protective-Focused Prevention (RPF) as a strategic crime-prevention model and community building tool. His work has resulted in the ongoing development and evaluation of "Risk-Focused Policing," an innovative community policing strategy that integrates community oriented policing and problem solving, RPF, and advanced computer mapping technologies. He also has been involved with prisoner reentry issues, participating in regional, national, and international forums and work with the California Department of Corrections on parole and reentry issues. He is the cofounder of California's second—and southern California's first—Police and Corrections Team (PACT). Now there are PACTs throughout California that are a critical part of the state's restructuring of its parole system. He currently sits on the Prisoner Reentry Institute Advisory Board of John Jay College in New York City. Chief Bueermann works closely with federal and state agencies and research organizations, advising on crime mapping, risk and protective factor analysis, community policing, organizational development, inmate reentry, victims'

rights, and futures issues in law enforcement. He holds a bachelor's degree from California State University at San Bernardino and a master's degree from the University of Redlands. In addition, he is a graduate of the FBI's National Academy in Quantico, Virginia and the California Command College.

David L. Carter, Ph.D., is a professor in the School of Criminal Justice and director of the Intelligence Program at Michigan State University. As a former Kansas City, Missouri police officer, Dr. Carter has served as a trainer, consultant, and advisor to many law enforcement agencies throughout the U.S., Europe, and Asia on matters associated with law enforcement intelligence and police management. In addition, he has presented training sessions at the FBI National Academy, the FBI Law Enforcement Executive Development Seminar, the International Law Enforcement Academy in Budapest, Hungary, the United Nations Asia and Far East Institute in Tokyo, and the Bureau of Justice Assistance SLATT counterterrorism training program. He also served at the FBI Academy's Behavioral Science Services Unit, the first academic faculty exchange. Dr. Carter is the author of the COPS-funded publication, *Law Enforcement Intelligence: A Guide for State, Local and Tribal Law Enforcement*, along with five books and numerous articles. He is project director of a nationwide intelligence training program funded by the Department of Homeland Security and a fellowship recipient from the Foundation for Defending Democracies where he studied terrorism in Israel. Dr. Carter received his doctorate degree from Sam Houston State University.

Judi Cassel is the special assistant to the managing director and senior advisor for Global Philadelphia in the Managing Director's Office of the City of Philadelphia. She supports the managing director, who is Philadelphia's chief operating officer, and provides management and direction to the city's 16 operating departments. Developing and managing the Global Philadelphia initiative, the city's effort to enhance its language accessibility, is among her primary responsibilities. Previously, she worked for the School District of Philadelphia, coordinating its charter school efforts, and for Philadelphia's Department of Human Services as the assistant commissioner for policy, planning, and analysis. Ms. Cassel has a bachelor's degree from Dartmouth College and a master's degree from Harvard University's Kennedy School of Government where she was a John F. Kennedy fellow.

Samuel G. Chapman has served as a Berkeley, California police officer, a police consultant, an assistant professor in the School of Police Administration at Michigan State University, and as undersheriff of the Multnomah County Sheriff's Office in Portland, Oregon. In 1965 he was named assistant director of President Johnson's



Commission on Law Enforcement and Administration of Justice. After the Commission reported in 1967, Chapman was appointed professor of political science at the University of Oklahoma where he headed the police administration program for 24 years. For 3 decades, Professor Chapman has served as a litigation consultant to law firms handling civil rights matters, giving expert testimony and opinions in some 100 cases in federal and state courts. He is a recognized authority on the police use of deadly force and the use of trained handler-police dog teams. Professor Chapman has written or is the coauthor of eight books and dozens of articles. His most recent books are *Police Dogs in North America* (1990) and *Murdered on Duty: The Killing of Police Officers in America* (1997), published by Charles C. Thomas, Springfield, Illinois. He holds bachelor's and master's degrees in criminology from the University of California at Berkeley, studying under O. W. Wilson.

Andrea Nager Chasen is trained as a lawyer and mediator. In her work as a consultant she has provided mediation, diversity and conflict management, and organizational development services, provided diagnostic analysis and training for corporations, community, and government entities, and developed, designed, and conducted workshops. She is a senior consultant on community policing concerns with the Police Executive Research Forum and a senior affiliate with the Conflict Management Group. She participates on many alternative dispute resolution panels, including the United States Postal Service, the Equal Employment Opportunity Commission, the American Health Lawyer's Association, and the Connecticut Commission on Human Rights and Opportunities. She is a board member of the New England Association for Conflict Resolution and a member of the International Association of Conflict Resolution. Ms. Chasen teaches negotiation, organizational development and conflict management and mediation, and ethics at the undergraduate and graduate levels at several universities including the Harvard Law School Program on Negotiation and Western New England College. She has published work in academic and mainstream publications. Ms. Chasen holds a master's degree in public administration from New York University and a law degree from the Washington College of Law at The American University. She has further training in negotiation from the Harvard School on Negotiation and is certified in organizational development and public policy dispute resolution.

Carrie Chouinard has been employed by the Eugene (OR) Police Department (EPD) since 1994. In 1999, she was selected as the EPD's first Volunteers in Policing (VIP) program coordinator. The EPD's VIP Program has grown from eight volunteers helping in a handful of

assignments, to 115 volunteers serving nearly 19,000 hours, and providing support in more than 40 different assignments. The VIP Program was awarded \$50,000 in grant funding through the U.S. Department of Justice Office of Community Oriented Policing Services in 2003, and \$15,000 through the Department of Homeland Security/Office for Domestic Preparedness/Citizen Corps Program. Ms. Chouinard wrote "One Department's Volunteer Experience: Learning from the Eugene Police Department," published in the August 2003 issue of Police Chief magazine. She is a member of the National Volunteers in Police Service (VIPS) Advisory Committee and serves as a trainer/consultant for the VIPS Program. She was a Citizen Volunteers workshop panelist/speaker at the COPS Community Policing Conference in 2004 and a panelist/speaker at the Second Annual Law Enforcement & Youth Partnerships for Crime Prevention Conference in 2005. She is a member of the Points of Light Foundation, the National Association of Volunteer Programs in Local Government, and the Lane Association of Volunteer Administrators. Ms. Chouinard holds a bachelor of arts degree in psychology from the University of Oregon.

Edward A. Clarke began his law enforcement career with the Montgomery County (MD) Department of Police in 1976. During his law enforcement career, Mr. Clarke served in a variety of key assignments, eventually becoming a district commander. Captain Clarke's final assignment was in 2000 as director of the Police Academy. In May 2000, he received special recognition as the National Law Enforcement Officer Memorial Fund Officer of the Month for his distinguished exemplary service and devotion to duty. Mr. Clarke retired in June 2000 and became director of the Department of School Safety with Montgomery County Public Schools (MCPS). He is responsible for providing a safe and secure learning and working environment for 140,000 students and 20,000 employees. Under Mr. Clarke's leadership, MCPS has developed and implemented a comprehensive schoolwide emergency response plan, which led to the U.S. Department of Education recognizing the MCPS as a leader among the nation's school systems in its emergency/crisis preparedness and readiness. Mr. Clarke has provided emergency/crisis preparedness training to school districts throughout the nation and has been a speaker at numerous training conferences sponsored by the U.S. Department of Education. Also, Mr. Clarke served as the MCPS liaison to the Montgomery County Department of Police and the Montgomery County Government during the sniper crisis, and testified for the prosecution in the trial of John Allen Muhammad about the impact that the sniper crisis had on the Montgomery County Public Schools. In addition, Mr. Clarke is the MCPS official assigned to work with the Montgomery County

Department of Police in the joint Educational Facilities Officer program funded by the COPS Office COPS in Schools grant. Mr. Clarke received his bachelor of science degree in administration of justice from American University and holds a master of public administration degree from American University.

Gerry Cleveland is a professional educator and police consultant specializing in problem-based learning, as well as a former school principal specializing in youth violence and a former police officer. He is president of the Police Society for Problem Based Learning and co-developer, with Gregory Saville, of the National Police Training Officer (PTO) program. Mr. Cleveland graduated from the Notre Dame University School of Law and resides in Perth, Australia.

Dennis Cobb is a deputy chief with the Las Vegas Metropolitan Police Department. He joined the Las Vegas Metropolitan Police Department in January 1983. Deputy Chief Cobb spent his first 5 years as a patrol officer and detective before his promotion to sergeant. As a sergeant he co-developed the department's Professional Standards Bureau and was instrumental in the planning for the Problem Oriented Policing team. He was promoted to lieutenant in 1992 and among his duty assignments was the Las Vegas "Strip." Also, in 1992, as a Fulbright Fellow in Police Studies at the University of Exeter, England, he researched comparative community policing issues in Great Britain and the United States. Deputy Chief Cobb served as one of seventeen White House Fellows from September 1994-August 1995. He received a 1-year presidential appointment as special assistant to the vice chairman of the Joint Chiefs of Staff, Admiral William Owens. As a White House Fellow, Cobb developed the screening process for Haitian police trainees in Guantanamo, Cuba. He also conducted research on ground sensors, intra-urban combat, unmanned aircraft, counter-narcotics efforts in Columbia and other classified projects involving the Department of Defense and the White House. He was promoted to captain in January 1998. His command assignments have included the Northeast and Southeast Area Commands and the Communications Bureau. He was named to head the Crimes Against Persons Bureau in February 2001.

John D. Cohen is an advisor to the program manager for the Terrorism Information Sharing Environment, which is a component of the Office of the Director of National Intelligence. Earlier, he was the senior homeland security policy advisor for the Commonwealth of Massachusetts. He was selected by the National Journal as one of the "100 Key People in Homeland Security." Since September 11, 2001, he has advised a number of state and local jurisdictions on counterterrorism and homeland security

issues, including the cities of Houston and Detroit and the states of Arizona, Maryland, and Massachusetts. He has worked within the private sector and has held a variety of government positions including the following: special agent, the Office of Naval Intelligence; police detective, Gardena, California; senior investigator, House Judiciary Committee, U.S. House of Representatives; and senior policy advisor, Executive Office of the President of the United States.

Edward F. Connors, president of the Institute for Law and Justice since 1979, has more than 30 years of experience in criminal justice research, training, consulting, legal practice, and law enforcement fieldwork. He has directed or been principal investigator in more than 75 comprehensive police operations and management studies and more than 125 national research and evaluation efforts of criminal justice programs for the National Institute of Justice (NIJ), the COPS Office, and other federal agencies. Recently, he prepared a comprehensive report to Congress, for the COPS Office, on best practices in special-event security management for law enforcement, and is producing an in-depth guide, "Operation Partnership," on how law enforcement and private security work together to prevent crime and terrorism, also for the COPS Office. He completed a comprehensive evaluation of the Legal Assistance to Victims program for the Office of Violence Against Women, and conducted a research project for the NIJ on how police executives transform the culture of their organizations to community policing. For the past 16 years, he directed the Professional Conference Series for NIJ, and for the past 10 years has directed technical assistance for the more than 300 Weed and Seed sites. He was the independent monitor overseeing the agreement between the Montgomery County (MD) Department of Police and the U.S. Department of Justice regarding the allegations of racial profiling. Mr. Connors, who began his law enforcement career in the U.S. Marshals Service, has a master's degree in criminal justice and is an attorney specializing in criminal law and police civil liability.

Gary Cordner, Ph.D., is foundation professor of police studies at Eastern Kentucky University (EKU), where he also directs the Regional Community Policing Institute and the International Justice & Safety Institute. As director of the Training & Technical Assistance Division of the Justice & Safety Center, he also has oversight of the Rural Domestic Preparedness Training Center and the Rural Law Enforcement Technology Center. Past positions include dean of the College of Justice & Safety at EKU, president of the Academy of Criminal Justice Sciences, editor of *Police Quarterly* and the *American Journal of Police*, and police chief in St. Michaels, Maryland.



Research interests include community policing, police administration, and homeland security. Professor Corder, who earned his Ph.D. from Michigan State University, has served as a judge for the annual Herman Goldstein Award for Excellence in Problem-Oriented Policing since 1996.

Joanna Crane has been manager of the Federal Trade Commission's (FTC) Identity Theft Program since 2000. She oversees implementation of the FTC's responsibilities under the Identity Theft Act of 1998 and the identity theft provisions of the Fair Credit Reporting Act. The FTC's program focuses on assisting victims of identity theft, supporting law enforcement, partnering with private industry, developing regulatory and policy responses to identity theft, and bringing enforcement actions against entities that fail to comply with a variety of relevant laws. Ms. Crane also participates in a variety of government councils and workshops, public-private partnerships, and training and research initiatives.

Paul Crowther is the chief superintendent and commanding officer for the British Transport Police (BTP) on the London Underground System. BTP is the national, specialist police force for the railways, London Underground, and certain light rail networks. Commander Crowther has served within BTP for 25 years and has experience as an incident commander in charge of major disaster sites, such as the 2000 train crash at Hatfield, Hertfordshire in which a number of people lost their lives. Subsequently, he provided tactical advice to other commanders at train crash incidents. As a detective superintendent, he was the senior investigating officer of the train crash at Potters Bar in Hertfordshire which resulted in seven fatalities. He led the criminal inquiry during the following 12 months. Following a period of service in Strategic Development, he took command of the Underground Policing Team. He was the BTP incident commander on the 7th and 21st of July 2005 dealing with the terrorist attacks.

Brian Cunningham, a captain with the Charlotte-Mecklenburg Police Department (CMPD) in Charlotte, North Carolina, is currently assigned to the Watch Commander's Office. During his 16-year career as an officer, he has worked in a specialized drug unit, been a community police coordinator, worked as a patrol sergeant in the Providence Division, and in Special Operations as a sergeant developing new programs for the CMPD. He is the co-coordinator of the new Police Training Officer program. Mr. Cunningham received his bachelor of arts degree in business administration from Dowling College in New York.

Dennis Cusick is the executive director of the Upper Midwest Community Policing Institute (UMCPI), a position he has held since February 2002. Between 1998 and 2002, he was UMCPI's training director. After 33 years in municipal law enforcement, serving the last 18 years as the director of public safety/chief of police in Cottage Grove, Minnesota, he retired in 1998. Prior to that, he served with the Maplewood Police Department. In 1996, under his leadership, the Cottage Grove Police Department received national, state, and local distinguished awards for its innovative community policing strategies. Mr. Cusick was one of four Minnesota chiefs of police who founded the Minnesota Community Policing Institute in 1994, which later became the UMCPI. He served as president of the board of directors for both institutes until his retirement in 1998.

Richard Davies is a 13-year veteran of the Pine Bluff (AR) Police Department where he is a sergeant. Currently assigned to the East Precinct, his many duties include public relations and law-related education programs. He has served as the public information officer, supervisor of the School Resource Officer (SRO) Program, and as the team leader of the crisis negotiation team. He is a recent graduate of Northwestern University's School of Police Staff and Command in Chicago. As an SRO for 8 years, Sergeant Davies believes in the power of intervention and prevention. He has trained SROs around the nation on topics such as gangs, drugs, violence, counseling techniques, classroom techniques, and how to reach at-risk children. He has been named officer of the year by the Kiwanis Club and by the Gang Resistance Education and Training (G.R.E.A.T.) program. Sergeant Davies created the S.H.O.T. (See it, Hear it, Tell it) Program for promoting students' responsibilities in their school and community.

Edward F. Davis, III is a 25-year veteran of the Lowell (MA) Police Department (LPD) as well as a lifelong resident of Lowell. He rose through the ranks holding a variety of positions including captain in charge of community policing and commander of the Northeast Massachusetts Law Enforcement Council's Regional Narcotics Unit. He was appointed superintendent of police in 1994, with responsibility for providing police services to the fourth largest city in the Commonwealth. Superintendent Davis is known for pioneering community policing in the LPD and has reengineered the department using geographic assignment of all personnel to storefront precincts that represent each neighborhood. As a result, the Lowell crime rate has dropped dramatically. The city has built an economic development plan on a foundation of public safety. Superintendent Davis' professional associations include membership of the Police Executive Research Forum and founding member and president

of the Massachusetts Major City Chiefs Association. Superintendent Davis was the recipient of the prestigious National Institute of Justice Pickett Fellowship and attended the John F. Kennedy School of Government's program for Senior Government Executives at Harvard University. Superintendent Davis holds both a master's degree and a bachelor of arts degree in criminal justice.

Ronald Davis was appointed chief of police for the City of East Palo Alto, California in 2005. Before then, he spent 19 years with the Oakland Police Department where he rose to the rank of captain and served as police academy director, criminal investigations commander, patrol commander, and inspector general of the police department. He was the San Francisco Chapter president and region vice president of the National Organization of Black Law Enforcement Executives (NOBLE), and is a member of the International Association of Chiefs of Police Professional Standards Committee and a senior advisor to the Police Assessment Resource Center. Chief Davis is a former member of two federal monitor teams responsible for oversight of police-reform agreements between the U.S. Department of Justice (DOJ) and the Washington, D.C. and Detroit Police Departments. He serves as a police-reform expert for the DOJ and has testified at U.S. Senate Judiciary Committee hearings on racial profiling and the U.S. Congressional Black Caucus hearings on police misconduct. Chief Davis is the author of the articles: "Bias-Based Policing"; "Racial Profiling: What Does the Data Mean?"; "Police Accountability: Looking Beyond the Videotape", and the NOBLE Report on Racial Profiling. He is the coauthor of the COPS Office publication, "How to Correctly Collect and Analyze Racial Profiling Data: Your Reputation Depends on It!" and a contributing author to the Police Executive Research Forum publication, "Chief Concerns: The Use of Force." Chief Davis is a special faculty member of the National Judicial College. He has lectured at Stanford University; the University of California, Berkeley; Illinois State University; Mercyhurst College; and Capital Law School. Among his numerous awards are the Lexus-Nexus Civil Rights Impact Award, the NOBLE Presidential Award, the Robert Lamb Humanitarian Award, and two Oakland Police Department Medals of Merit. Chief Davis has a bachelor of science degree in work-force education and development from Southern Illinois University and is a graduate of the Senior Executive Program at Harvard University's John F. Kennedy School of Government.

Alfred W. Dean, Jr. is president of A.W. Dean Associates, a police management and school safety consulting firm. His clients include a nationwide listing of school districts and police departments. Under a contract with the U.S. Department of Justice, he also is executive

director of the Pennsylvania Regional Community Policing Institute (PRCPI) with offices in Pittsburgh and Allentown. Considered an expert in police management, school safety assessment, community policing and cultural diversity programs, Mr. Dean has used his skills in various positions: executive administrator for training and support services, Police Foundation, Washington D.C.; director, Center for Police and Civil Disorder, Police Foundation, Washington D.C.; director, Office of Security Operations, Philadelphia (PA) Public School District; director, Department of Public Safety, Harrisburg, Pennsylvania; police lieutenant and executive assistant to the deputy police commissioner, Philadelphia (PA) Police Department; assistant professor of criminal justice, Pennsylvania State University, Delaware County Campus; adjunct professor, Temple and Lincoln Universities; and substitute history teacher, Philadelphia, Pennsylvania, Public School District. A cum laude graduate of Temple University, he earned a bachelor's degree in social work and, subsequently, his master's degree in the same field.

Scott H. Decker, Ph.D., is professor and chair of the Department of Criminal Justice and Criminology at Arizona State University. His main research interests are in the areas of gangs, juvenile justice, criminal justice policy, and the offender's perspective. He is the research partner for Project Safe Neighborhoods in the Eastern District of Missouri and the Southern District of Illinois. His books on gangs include *Life in the Gang* (Cambridge), *Confronting Gangs* (Roxbury), *Policing Gangs and Youth Violence* (Wadsworth), and *European Street Gangs and Troublesome Youth Groups* (Alta Mira Press, 2005). Dr. Decker received his bachelor of arts degree in social justice from DePauw University, and his master of arts and doctorate in criminology from Florida State University.

Drew Diamond, deputy director of the Police Executive Research Forum (PERF), joined the staff after retiring as chief of police in Tulsa, Oklahoma, completing 22 years of service. Previously, he was an employee of the Federal Bureau of Investigation (FBI) until he entered the U.S. Army and became an agent in the Army Criminal Investigations Command. Mr. Diamond has directed several large community policing projects for PERF, including *Weed and Seed*; *Urban and Rural Neighborhood-Oriented Policing*; *Community Policing in Public Housing*; *Drug-Impacted Small Jurisdictions*; *Improving Police Response to People with Mental Illness*; *Training in Cultural Differences for Law Enforcement and Juvenile Justice Practitioners*; and a project for the Department of Justice, Office of Violence Against Women, to address domestic violence, sexual assault, and stalking from a community policing perspective.



In 2001 he was coauthor of the PERF report entitled "Racially Biased Policing: A Principled Response." Funded by the COPS Office, the report guides law enforcement executives in their response to racially biased policing and the perception of its practice. For 9 months in 1995, Mr. Diamond was director of the Community Policing Consortium in Washington, D.C. He also worked in Bosnia during the summer of 1996, providing technical assistance to the International Police Task Force. He is a graduate of Northeastern Oklahoma State University, the 116th Session of the FBI National Academy, and the 12th Session of the FBI National Executive Institute.

Chris Dreisbach, Ph.D., chairs the Department of Applied Ethics and Humanities in the Division of Public Safety Leadership at the Johns Hopkins University School of Professional Studies in Business and Education. In his 27 years of teaching philosophy and theology, Dr. Dreisbach has published books, articles, and software in the areas of ethics, aesthetics, logic, education, and the philosophy of dreams. He earned his bachelor of arts degree in philosophy from Hamline University, and his master of arts and Ph.D. in philosophy from Johns Hopkins University.

Freddy Drennan has served as chief of police in the Slidell (LA) Police Department since 2002. He began his career as a reserve officer for the Slidell Police Department 32 years ago, served with the St. Tammany Parish Sheriff's Office for 25 years, and was police chief in Picayune, Mississippi from 1989 to 1996. He then returned to the St. Tammany Parish Sheriff's Office as chief of detectives until his return to the Slidell Police Department as chief. Chief Drennan is chairman of the board with R.O.C.I.C. and is also on the board of the Louisiana Association of Chiefs of Police. He is co-campaign chairman of the St. Tammany United Way and also serves on the 911 board.

Jennifer L. Eberhardt, Ph.D., is an associate professor of psychology at Stanford University. Before arriving at Stanford, she held a joint faculty position in psychology and in African and African-American studies at Yale University. Professor Eberhardt conducts research on stereotyping, prejudice, and discrimination. Her most recent work examines how stereotypic associations of Black Americans with criminality can influence visual perception, attention, and memory. She has explored this topic with the lay public as well as with police officers from a variety of law enforcement agencies. Professor Eberhardt is the director of the Policing Racial Bias project, a national project designed to bring together social psychologists and law enforcement officials to examine race in the policing context. Currently, she is editing a book on this work entitled Policing Racial Bias. Professor Eberhardt has served on the Committee of Visitors for

the National Science Foundation. She is a member of the American Psychological Association, the American Psychological Society, the Society for Personality and Social Psychology, and the Society for the Psychological Study of Social Issues. Professor Eberhardt has also served as a fellow at the Center for Advanced Study in the Behavioral Sciences. She received her Ph.D. in psychology from Harvard University.

Joshua Ederheimer is the founding director of the Police Executive Research Forum's (PERF) Center on Force & Accountability (CFA) in Washington, D.C. He joined PERF in January 2004, after a successful career with the Metropolitan Police Department (MPD) of the District of Columbia. Mr. Ederheimer established the CFA to provide guidance to law enforcement organizations—nationally and abroad—on police use of force, accountability, and management issues. He has led federally and privately supported national police initiatives and provided technical assistance to law enforcement agencies on various critical topics. As a member of the MPD, he attained the rank of inspector and was director of the Civil Rights and Force Investigations Division. Mr. Ederheimer reengineered numerous processes, and developed and led several divisions that emerged as national models. Mr. Ederheimer is an adjunct professor in the School of Public Affairs at The American University's Department of Law, Justice, and Society, where he has taught both graduate and undergraduate courses. He holds a bachelor's degree in justice from The American University, and a master's degree in management and leadership from Johns Hopkins University.

Steven M. Edwards, Ph.D., is the senior policy advisor for law enforcement for the Bureau of Justice Assistance Policy Office. With 10 years of federal service, Mr. Edwards has worked as a senior social science analyst with the Office of Research and Evaluation at the National Institute of Justice and as a senior research analyst with the Office of Community Oriented Policing Services (COPS). Mr. Edwards came to federal service from the faculty of the Department of Justice Administration and the Southern Police Institute at the University of Louisville, and has held appointments at the University of Alaska, Anchorage, the John F. Kennedy School of Government at Harvard University, and the School of Criminal Justice at Michigan State University. His other professional experiences have included the Police Foundation in Washington, D.C., and the Southeast Michigan Council of Government in Detroit, Michigan. Mr. Edwards has served as an instructional fellow for the Southwestern Law Enforcement Institute in Dallas, Texas, and has taught in the Senior Police Executive Institute for the state of Wisconsin's Law Enforcement Training and Standards

Bureau. He has also been a member of the International Association of Chiefs of Police professional seminar training staff. Mr. Edwards received his Ph.D., master of science, and undergraduate degree from the School of Criminal Justice at Michigan State University, East Lansing, Michigan.

Amy Farrell, Ph.D., is a principal research scientist and associate director of the Institute on Race and Justice at Northeastern University. Dr. Farrell's research focuses on disparate treatment of individuals within the criminal justice system. Primary areas of interest include analysis of racial and gender differences in traffic enforcement practices, disparate prosecution and sentencing outcomes in state and federal criminal justice systems and bias crime reporting. During the past 3 years, Dr. Farrell has led studies of racial and gender disparities in statewide traffic studies in Massachusetts and Rhode Island. She is an active member of the Police Executive Research Forum panel of experts on racial profiling data collection and analysis. In addition to research on disparate treatment, Dr. Farrell has been actively involved in research on efforts by law enforcement to increase organizational integrity. She is conducting research to help understand local law enforcement responses to trafficking in persons. Dr. Farrell has received funding from the National Institute of Justice, Bureau of Justice Assistance, Bureau of Justice Statistics, SOROS Foundation, Massachusetts Executive Office of Public Safety, and the Rhode Island Attorney General. Dr. Farrell completed her doctorate from the Law, Policy and Society Program at Northeastern University.

Joshua Filler is the president of Filler Security Strategies, Inc., a homeland security consulting firm in Washington, D.C. He recently was director of state and local government coordination for the Department of Homeland Security (DHS) in Washington, D.C. Mr. Filler was a founding member of the DHS, senior advisor to the secretary of Homeland Security, and a member of the secretary's Emergency Response Group. Mr. Filler was responsible for coordinating the programs and policies of the Department as they relate to local, state, and tribal governments. Prior to joining DHS, Mr. Filler was director of local affairs for the White House Office of Homeland Security. Before joining the White House, Mr. Filler served in the cabinet of Mayor Rudolph Giuliani in New York as the mayor's legislative director and chief of staff in the Office of the Deputy Mayor for Operations. His work included oversight of the New York Police Department, Fire Department, and other city agencies. After September 11, 2001, Mr. Filler was responsible for emergency operational issues and managing contacts with local, state, and federal officials on behalf of New York City in connection with the terrorist attacks on the World Trade Center.

John R. Firman has been director of the Research Division of the International Association of Chiefs of Police (IACP) in Alexandria, Virginia since 1994. IACP is the world's oldest and largest police leadership organization. Founded in 1893, IACP currently has 20,000 members representing 100 countries. Mr. Firman's duties include developing and implementing a national and international law enforcement policy research and evaluation program for the association. He helped create and currently manages the National Law Enforcement Policy Summit Series for the IACP, addressing current and emerging issues in the policing profession. Prior to joining the IACP, he was an appointee of the governor of Illinois, serving as associate director of the Illinois Criminal Justice Authority from 1985 to 1994.

Dan Flynn has enjoyed a 33-year career in law enforcement, rising to the rank of major with the Miami-Dade (Florida) Police Department where he also served as a district commander as well as commander of the Narcotics, Professional Compliance, and Special Patrol Bureaus. Subsequent to Miami-Dade, he was chief of the Savannah (GA) Police Department and ultimately, chief of the 800-member Savannah-Chatham (GA) Metropolitan Police Department. He holds bachelor's and master's degrees in public administration as well as post-graduate certificates from the University of Miami and George Washington University. He is a graduate of the FBI National Academy and Senior Management Institute for Police. Chief Flynn has written several law enforcement publications for the International Association of Chiefs of Police, Police Executive Research Forum, and Community Policing Consortium. He has lectured extensively and served as a consultant to numerous law enforcement agencies and professional associations.

Edward A. Flynn became the first commissioner of police for the city of Springfield, Massachusetts in March 2006. Earlier, he was secretary of public safety under Governor Mitt Romney, where he managed the Massachusetts State Police, the Department of Corrections, the National Guard, the Department of Fire Services, the Parole Board, and the Massachusetts Emergency Management Agency. He also was chief advisor to the governor on homeland security. Prior to his appointment, he served for 5 years as the chief of police in Arlington County, Virginia and was instrumental in the recovery effort at the Pentagon after the September 11, 2001 terrorist attack. In the fall of 2002, he participated in the sniper shootings investigation in the Washington, D.C., area. His began his career in the Jersey City Police Department and also served as the chief of police in Braintree and Chelsea, Massachusetts. Mr. Flynn is a fellow of the congressionally chartered National Academy of Public Administration, a member of the Police Executive Research Forum, and a past recipient



of the prestigious Gary Hayes Memorial Award for Police Leadership. He holds a B.A. in history from LaSalle University in Philadelphia, a master's degree in criminal justice from the John Jay College of Criminal Justice in New York, and completed all course work in the Ph.D. program in criminal justice from The City University of New York. Chief Flynn is a graduate of the FBI National Academy, the National Executive Institute, and was a National Institute of Justice Pickett Fellow at Harvard's John F. Kennedy School of Government.

Beth A. Ford is deputy director of the CAPS Implementation Office, Chicago Police Department. Ms. Ford's work includes activities related to increasing community participation in Chicago's community policing model and developing internal and external marketing efforts. She also was the advisor to the city's successful Court Advocacy groups. She organized a national conference on community policing in 1998 and an international conference on organized crime in 2001, as well as the development of new community-based violence reduction initiatives on the city's west side, including the development of services for returning ex-offenders. Prior to joining the office in 1996, Ms. Ford spent 12 years on the professional staff of the Committee on Foreign Affairs of the U.S. House of Representatives. Beginning in the mid-1980s, she was involved in developing and monitoring implementation of legislation governing security of U.S. air carriers serving foreign airports and with the U.S. Government's overseas antiterrorism assistance program administered by the Department of State. From the late 1980s through 1995, she was responsible for oversight of all funding and legislation related to U.S. overseas narcotics control efforts and was involved in administration of justice and democracy building programs in Latin America, Asia, Eastern Europe, and the former Soviet Union. Ms. Ford has been a member of the Juvenile Crime Enforcement Coalition, the governing body for the Chicago Police Department's Juvenile Gang Intervention project, since its inception in 1999 and is a member of the Project Safe Neighborhoods Steering Committee and the Illinois Department of Corrections Going Home Initiative Steering Committee.

Lorie Fridell, Ph.D., is an associate professor in the Department of Criminology at the University of South Florida (USF). Before joining USF in 2005, she served for 6 years as the director of research at the Police Executive Research Forum. Dr. Fridell has 20 years of experience conducting research on law enforcement. Her subject areas include racially biased policing, police use of force, police-minority relations, police pursuits, felonious killings of police, and community policing. In addition to articles and chapters on these topics, she is the author, coauthor,

or editor of books entitled: Police Use of Force: Official Reports, Citizen Complaints and Legal Consequences; Police Vehicles and Firearms: Instruments of Deadly Force; Chief Concerns: Exploring the Challenges of Police Use of Force; and Community Policing: Past, Present and Future. She is the first author of a book entitled Racially Biased Policing: A Principled Response, which guides law enforcement agencies in their response to both racially biased policing and the perceptions of its practice, and the author of By the Numbers: A Guide for Analyzing Race Data From Vehicle Stops. Dr. Fridell speaks nationally and consults with law enforcement agencies on the topic of racially biased policing.

David C. Friedman is the director of the Anti-Defamation League's (ADL) Washington, D.C. Regional Office, which oversees ADL's operations in Maryland, the District of Columbia, Virginia, and North Carolina. Mr. Friedman also oversees ADL's national initiatives with law enforcement. He joined the ADL staff in 1985 and was appointed as the first director of ADL's Cleveland Regional Office in 1996. In 1988, he was named regional director of the Washington, D.C. Office. In 2001, less than a month before September 11, Mr. Friedman was asked to assume responsibility for directing ADL's national law enforcement initiatives, while continuing to serve as the League's regional director in Washington, D.C. He is the recipient of the ADL's highest award, the Milton A. Senn Award for Professional Excellence. Mr. Friedman holds a bachelor of arts degree from Brandeis University and two master's degrees from Columbia University.

Bill Geller, director of Geller & Associates Consulting, reports on and provides technical assistance and training to support humane and effective policing and community action for safer, stronger communities. During nearly 30 years, he has worked with many police departments, community groups, the U.S. Department of Justice, local and state governments, civil rights organizations, and the news media. Mr. Geller has written several books on topics such as police management and use of force including Police Violence: Understanding and Controlling Police Abuse of Force. Mr. Geller's consulting focuses on managing police use of force and related community conflict; fostering police integrity; helping police agencies to become "learning organizations;" and strengthening diverse police-community partnerships. He is the cofounder of the Local Initiatives Support Corporation's (LISC) Community Safety Initiative, which has produced mutually reinforcing community revitalization and public safety projects in several U.S. cities. LISC, the nation's leading community development intermediary, has invested more than \$5 billion in revitalizing low-income neighborhoods. Prior posts include executive director and research director of the Chicago Law Enforcement

Study Group; project director for the American Bar Foundation; special counsel for public safety and internal security to the Chicago Park District; associate director of the Police Executive Research Forum; law clerk to Justice Walter V. Schaefer of the Illinois Supreme Court; and search manager in the White House Office of Presidential Personnel. Mr. Geller holds a law degree from the University of Chicago (1975) and was awarded the City of Chicago's Richard J. Daley Police Medal of Honor. He serves on the board of directors of Business & Professional People for the Public Interest, one of the nation's oldest and most respected public interest law and policy firms; the national advisory board to the Yale Child Study Center's National Center for Children Exposed to Violence; and other advisory panels.

Ted Gest is president of Criminal Justice Journalists, a national organization based in Washington, D.C., and affiliated with the Jerry Lee Center of Criminology of the University of Pennsylvania. The organization issues a daily news digest called Crime & Justice News (<http://cjj.mn-8.net>) that is supported by the John Jay College of Criminal Justice. It also offers training to journalists on crime and justice issues through a Web site (www.reporters.net/cjj), an Internet discussion list, panel discussions at national conventions, and an online guide (www.justicejournalism.org/crimeguide). Mr. Gest formerly was a reporter and editor at U.S. News & World Report and the St. Louis Post-Dispatch, where he covered police, courts, corrections, and criminal-justice policy. He is the author of *Crime & Politics* (Oxford University Press, 2001).

Kimiko Black Gilmore is the community relations director for Swope Community Builders (SCB) in Kansas City, Missouri. She provides strategic direction for SCB's community involvement in the Brush Creek, Swope and Prospect corridors of the city. Along with the Community Relations Team, Mrs. Gilmore also is responsible for community organizing, advocacy and youth development. In 2004, Mrs. Gilmore was chosen to participate in The Greater Kansas City Chamber of Commerce Centurions Leadership Program. In October 2005, Gilmore received a mayoral appointment to Kansas City's Commission on Violence Crime. Mrs. Gilmore served as chief council aide to The Honorable Terry M. Riley, a Kansas City, Missouri Councilman. Within the social service area, Gilmore provided crisis intervention for the Metropolitan Organization to Counter Sexual Assault where she simultaneously held positions as a sexual assault specialist and 24-Hour Rape Crisis Line coordinator. Further, she was a substance counselor and case manager in New Orleans, Louisiana, Jacksonville, Florida; and Kansas City. Among these, from 1993 to 1996 she was a substance abuse case manager at Imani House, and entity with the Swope Community Enterprises family.

Mrs. Gilmore holds a master of public administration degree from Troy State University and a bachelor of arts in sociology from the University of Missouri-Kansas City.

Tag Gleason has served with the Seattle Police Department for 28 years in a variety of assignments. As captain, he supervises the department's Violent Crimes Section, overseeing investigations involving homicide, assault, robbery, gangs, fugitives, missing persons, vulnerable adult deaths, and biased crime. As a precinct commander in the 1990s, he was actively involved in the Community Action Partnership, a collaborative effort between the Seattle Police Department and the Chinatown-International District, coordinated by the Local Initiative Support Corporation. The Community Action Partnership was written up as a case study by the John F. Kennedy School of Government at Harvard University. Captain Gleason has spoken nationally on the benefits of the Community Security Initiative as a means of promoting community development through collaborative relationships between the police and community groups. Captain Gleason is a graduate of the Seattle University School of Law and an active member of the Washington State Bar Association.

Ronald W. Glensor, Ph.D., is a deputy chief with the Reno (NV) Police Department. In his more than 30 years of police experience, he has commanded the department's Patrol, Administration, and Detective Divisions. He is recognized internationally for his work in community policing and problem solving and has provided instruction to thousands of officers representing agencies throughout United States and in Canada, Australia, and the United Kingdom. He is a featured conference speaker on implementing community-oriented policing, problem solving, strategic planning, police supervision, leadership, implementing information technologies, customer service, situational and environmental crime prevention, and survey research. In 1994, he received a research fellowship at the Police Executive Research Forum (PERF) in Washington, D.C., where he developed problem-solving training. In 1996, he was selected as one of only 10 U.S. public policy experts to receive an Atlantic Fellowship, and he traveled overseas to examine repeat victimization with the Home Office in London, England. His awards include the University of Nevada - Reno Alumni Association's 1996 Outstanding Achievement Award, and PERF's 1997 Gary P. Hayes Leadership Award. Widely published, he is the coauthor of the books *Community Policing and Problem Solving: Strategies and Practices* (5th ed., 2006), *Police Supervision* (2nd ed., 2002), and *Policing Communities: Understanding Crime and Solving Problems* (2000). He earned a master's degree in public administration and policy and a Ph.D. in political science from the University of Nevada, Reno.



Keith Goree is the director of the Applied Ethics Institute at St. Petersburg College in Florida. For more than a decade he has worked closely with the Southeastern Regional Community Policing Institute and the COPS office in creating law enforcement ethics curricula, and in training trainers across the nation to teach it. He has led more than 100 ethics-related workshops and seminars for professional groups including law enforcement officers, teachers, counselors, and government officials. Before joining the St. Petersburg College Applied Ethics faculty in 1988, he was a child abuse investigator in Tampa. He has written or edited four ethics textbooks; two for high schools and two for colleges. He also writes a national monthly column on ethics education for business teachers. He has the unusual distinction of having one new book and two new editions being published within weeks of each other this summer. Mr. Goree was awarded the 1999 national Carol Burnett Award for contributions to ethics in journalism. Last year, the Association of Community College Trustees selected him as the recipient of its 2005 national Professor of the Year Award. Mr. Goree holds degrees in religious studies and marriage and family therapy, with graduate studies in education, philosophy, and ethics.

Martin A. Greenberg, Ph.D., is chair of the Security and Crime Prevention Section of the Academy of Criminal Justice Sciences. From 2003 to 2006 he was the director of the Criminal Justice Administration Graduate Program at Point Park University/Pittsburgh and was a former chair of the Criminal Justice program at the State University of New York at Ulster. Earlier in his career, Dr. Greenberg held such public safety positions as senior court officer, probation officer, and high school security aide. In the 1970s, he was a volunteer supervisor in the Auxiliary of the New York City Police Department and was designated executive officer of the Queens Area Patrol Unit, with the rank of auxiliary deputy inspector. He is an Honorary Lifetime Member of the Auxiliary Police Benevolent Association of the City of New York, Inc., having served as its third president. In 2005, the University of Pittsburgh Press published Dr. Greenberg's third book, *Citizens Defending America: From Colonial Times to an Age of Terrorism*. He is the author of more than 50 articles dealing with public safety issues. His most recent articles have appeared in the *Journal of Security Administration* and the *Encyclopedia of Law Enforcement*. Dr. Greenberg earned a bachelor of arts degree from Queens College (New York) and a master of arts degree in criminal justice from John Jay College of Criminal Justice. He also earned a J.D. degree from New York Law School and M. Phil. and Ph.D. degrees in criminal justice from the Graduate School and University Center of the City University of New York.

Sheldon Greenberg, Ph.D., is the director of the Division of Public Safety Leadership in the School of Professional Studies, Johns Hopkins University (JHU). Prior to joining JHU, Dr. Greenberg was associate director of the Police Executive Research Forum in Washington, D.C., directing the Management Services Division and providing technical assistance and intervention services to police agencies worldwide. He directed organizational assessments in more than 50 major police and sheriffs' departments. Dr. Greenberg began his career as an officer in the Howard County, Maryland, Police Department, serving as an investigator, public information officer, supervisor of the youth unit, director of the police academy, director of research and planning, assistant to the chief of police, and commander of the administrative services bureau. He is one of the founding members and past president of the Maryland Crime Prevention Association. He has worked with police in Cyprus, Jordan, Kenya, Panama, Hungary, Pakistan, and the Czech Republic. He has served on several national commissions and task forces on police profiling, police response to people who have mental illness, and police recruitment and selection. He is an expert witness in state and federal courts on police patrol policy and tactics. Dr. Greenberg received his B.S. from Loyola College in Baltimore, M.Ed. from Johns Hopkins University, and Ph.D. from Union Institute and University.

Terry Gudaitis, Ph.D., is the director of incident response services and open source monitoring services for Science Applications International Corporation (SAIC). Incident response includes the investigation of network penetrations, hacking, ID theft, cyberstalking, fraud, malicious computer use, and a full range of forensic services. Open source monitoring identifies information on the Internet that represents a threat, risk, or vulnerability to an organization's assets, employees, market share, stock price, or reputation and assists in the investigation of such cases. As a cybercrime profiler, Dr. Gudaitis expanded and altered the classic profiling methods used in homicide, serial crime, and terrorist investigation, adapting them for the applied use in computer crime investigations. Before joining SAIC, Dr. Gudaitis was the chief of business development and chief behavioral scientist at Psynapse Technologies LLC, and has also worked on incident response teams for Global Integrity Corporation, Predictive Systems Inc., and Network Security Corporation. Earlier, she was an officer and behavioral profiler at the Central Intelligence Agency's Counter Terrorist Center where she was responsible for terrorist profiles and assessments of informants, and managed targeting teams. She was a member of the Fugitive Task Force, which worked with the FBI on terrorist investigations, and fugitive tracking and capture operations; served on the U.S. Secret Service

Advisory Board for Insider Threat; trained investigators at the National Center for Missing and Exploited Children; and has written books and articles in numerous security-related journals.

John Halstead is a consultant who conducts police leadership development programs independently for police departments and as part of the International Association of Chiefs of Police program, Developing Leaders in Police Organizations. With two other distinguished leadership professionals, he edited a text entitled, Leadership in Police Organizations, published in 2002 and 2005. In addition, he has written several short articles and reports covering police leadership and leader development. From October 2005 through March 2006, he served on a commission that reviewed the Massachusetts State Police (MSP) training academy for which he received the MSP's Public Service award. After graduating from the United States Military Academy with a bachelor of science degree, Mr. Halstead served in various assignments for 26 years, including as associate professor of leadership at the Academy, making significant contributions to the West Point Leadership Course. Mr. Halstead also holds a master of education degree in adult and higher education from the University of North Carolina, Chapel Hill, and a master of arts degree in national defense and strategic studies from the Naval War College in Newport, Rhode Island.

Ronald E. Hampton is the executive director of the National Black Police Association (NBPA), Inc. Prior to his current position he spent more than twenty-three years of service as community police officer with the D.C. Metropolitan Police Department. He is reputed for his outstanding work with the citizens of Washington, D. C. and the Third Police District in crime prevention, community participation, and relations. His extensive experience and knowledge in community relations and policing has resulted in education and training opportunities for Mr. Hampton locally, nationally, and internationally, including in South Africa. Mr. Hampton is also a Law Enforcement Fellow and instructor at the University of the District of Columbia's Institute for Public Safety and Justice. He has been involved in designing and delivering community policing and problem-solving training for residents in public housing as well as overseeing the NBPA's Community Monitor Project. He has worked as a consultant-educator for the U.S. Department of Justice, Community Relations Service, and the Carter Center of Emory University, Human Rights Program and has lectured at the American University's Washington Semester School Criminal Justice Program.

Polly Hanson is chief of the Metro Transit Police in Washington, D.C., where she leads a tri-state police department of 400 sworn police officers and 130 nonsworn personnel safeguarding more than a million Metrobus and Metrorail customers, 10,000 employees, Metro properties and revenue in a patrol area that covers more than 1,500 square miles and a population of 4 million. Since becoming chief, she has led the department's response to the bombings in Madrid and London as well as collaborated with the Department of Homeland Security, Transit Security Administration (TSA), to increase security during the 2005 Presidential Inauguration using TSA canines and screeners and during the 2006 Presidential State of the Union speech using federal air marshals and TSA rail inspectors. Chief Hanson served as a member of the law enforcement executive team that planned for special events such as the NATO 50th anniversary meeting, Presidential Inaugurations, and the IMF/World Bank meetings held in Washington, D.C. She traveled to Genoa, Italy with the U.S. Secret Service to monitor the G-8 Summit. Chief Hanson has an M.S. degree in applied behavioral science from Johns Hopkins University, a B.A. in radio, television, and film from Temple University, and is a graduate of the FBI National Academy and the FBI Law Enforcement Executive Development Seminar. Chief Hanson is a past president and treasurer of the FBI NAA DC Chapter as well as the past president of the Police Executive Leadership Program Alumni Association of Johns Hopkins University.

Dan M. Hawkins is director of public safety programs for SEARCH, The National Consortium for Justice Information and Statistics, where he manages technical assistance programs to public safety agencies nationwide funded by the U.S. Departments of Justice and Homeland Security. These programs provide assistance in automated systems development, planning and integration of justice information systems, and communications interoperability. Mr. Hawkins has 25 years of experience in the public safety field, most recently as communications technology manager for the state of Montana, where he managed development of a statewide radio system. Prior to that, Mr. Hawkins served in several positions for the state, including Information Technology Operations bureau chief for its Department of Justice, manager of the state's Public Safety Communications Program, and training officer for its Criminal Justice Information Network. He served as the FBI information security officer for Montana and as adjunct faculty for both the Montana Law Enforcement Academy and Fire Services Training School. He began his public safety career as a deputy sheriff in a rural Montana county. Mr. Hawkins is a life member of the Association of Public Safety Communications Officials International and associate member of the International Association of Chiefs of Police.



Larry M. Hesser is training manager and instructor with the Center for Police Leadership of the International Association of Chiefs of Police (IACP). Chief Hesser has worked with Dr. Howard T. Prince II and Mr. John Halstead in developing the IACP's Leadership in Police Organization course. In his 39 years of public service in law enforcement, 25 were as a chief of police. Chief Hesser is a former president of the North Carolina Police Chiefs Association and a life member of the IACP. Chief Hesser has a B.A. degree in criminal justice, with work on a master's degree in communications with emphasis on leadership. He is a graduate of the FBINA 112th Session, FBI LEEDS, PERF SMIP, and Farr Associations Leadership Development. He also attended the Faculty Development Workshop at the Behavioral Sciences and Leadership Department at the United States Military Academy, West Point, New York and has served on numerous committees of the IACP.

Elizabeth Hopper, Ph.D., is the associate director of Project REACH, a program that serves pre-certified victims of human trafficking. Project REACH is the only program of its kind in the country, providing mobile crisis mental health services to trafficking survivors throughout the Eastern seaboard and Texas. The program has been in operation for several years and has served more than 200 victims of human trafficking, including victims of sex trafficking, domestic servitude, and other forms of labor trafficking. Project REACH has provided services to trafficking victims from numerous countries in Africa, South and Central Americas and the Caribbean, Eastern Europe, and Asia and Southeast Asia. Dr. Hopper has conducted national outreach in the area of trauma and human trafficking. She has written two articles on human trafficking: "The Underidentification of Human Trafficking Victims in the United States" and "Invisible Chains: Psychological Coercion of Human Trafficking Victims." Dr. Hopper is a licensed clinical psychologist specializing in traumatic stress and has been working with trauma survivors for the past 9 years. Dr. Hopper is a staff psychologist and supervisor at the Trauma Center in Boston, Massachusetts.

Max M. Houck is the director of the Forensic Science Initiative, a program that develops research and professional training for forensic scientists and related professionals. Mr. Houck, a trace evidence expert and forensic anthropologist, worked in the Trace Evidence Unit of the FBI Laboratory from 1992 to 2001. He is also director of Forensic Business Development at the West Virginia University College of Business and Economics. Mr. Houck is the coauthor and editor of two books of forensic case reviews, *Mute Witnesses* and *Trace Evidence Analysis: More Cases from Mute Witnesses*, and

an introductory forensic science textbook, *Fundamentals of Forensic Science*, with Dr. Jay Siegel. He is the chairman of the Forensic Science Educational Program Accreditation Commission (2005 and 2006) and serves on the editorial boards of the *Journal of Forensic Sciences* and the *Journal of Forensic Identification*. Mr. Houck has published articles in a variety of journals, presented his research internationally, and has appeared on "The New Detectives," "Forensic Files," and "E! Entertainment Television." He is a fellow of the American Academy of Forensic Sciences and an associate member of the American Society of Crime Laboratory Directors and the International Association for Identification.

Ken Howard began his professional law enforcement career in 1968 with the Metropolitan Police in Washington, D.C., later moving to the Alexandria (VA) Police Department where he retired as a captain in 1997. During his career he was awarded the medal of valor twice, once for rescuing residents of an apartment building that was on fire and later for arresting three armed robbers following a shootout in a parking lot in downtown Alexandria. After retiring from the Alexandria Police Department he worked for the U.S. Department of Justice COPS Office as a program manager until his retirement from federal service in 2005. Since retirement, he has increased his volunteer time at the U.S. Holocaust Memorial Museum in Washington, D.C., working with the Community Partnerships and Education Division on its Law Enforcement & Society – Lessons of the Holocaust program for law enforcement nationwide. Mr. Howard served as a medical corpsman with a Marine rifle company in Vietnam in 1966, receiving a Bronze Star and Purple Heart for his actions under enemy fire. He holds a bachelor of science degree in criminal justice from the American University in Washington, D.C., and a master of business administration from Averett University in Danville, Virginia.

Craig A. Hunter, a captain with the Anaheim Police Department, commands the Operations Division where he oversees patrol operations, SWAT, District Policing, and Community Services. In 2000, as a district commander, Captain Hunter was involved in the strategic planning and eventual roll-out of the department's first District Policing initiative, which led to the city of Anaheim's current community governance model. Captain Hunter has 27 years of law enforcement experience. He has lectured and been published on issues related to tourist policing, leadership, critical incident management, use of force, and officer-involved shootings. He served on the California POST Commission Blue Ribbon Committee for SWAT reform and is an adjunct faculty member at Fullerton Community College where he teaches criminal justice courses. Captain Hunter holds a B.A. degree in organizational leadership.

Ian Hutchison began his career during the 1970s when he served as an army officer with the Royal Anglian Regiment and then joined the Thames Valley Police rising to the rank of Chief Superintendent. He served across the Thames Valley region gaining wide experience of policing urban and rural areas. Specializing in criminal investigation and surveillance he led the Serious Crime Squad targeting major criminals and investigating homicide. He managed major crime operations, worked on national policing projects and developed an integrated intelligence led community policing model for the UK. As Head of Strategy he led organizational change and introduced an integrated community based planning process for the development of policing plans. He was Head of Human Resources and the driving force behind the introduction of career development centres to enable staff to have successful and exciting careers. He has been commended for bravery and devotion to duty, and for good police work. He is a law graduate, has a masters in criminology and is a Fellow of the Chartered Management Institute. As the lead consultant for Churchill Leadership in the UK he is currently working with police forces, including the London Metropolitan Police, delivering leadership development courses to senior police officers and civilian support staff. He holds a bachelor of laws degree and a master of science degree.

Carl J. Jensen III, Ph.D., is a Supervisory Special Agent (SSA) in the Federal Bureau of Investigation. SSA Jensen graduated from the FBI New Agents Training in 1984 and has served as a field agent in the following offices: Atlanta, Georgia; Monterey, California; and Youngstown, Ohio. He reported to the FBI Laboratory in 1992, and received certification as a Racketeering Records Examiner in 1993. In 1997, SSA Jensen reported to the Behavioral Science Unit at the FBI Academy in Quantico, Virginia, where he instructs, conducts research, and provides consultation. He is also the founder and current chairman of the Futures Working Group, which is dedicated to developing ethical and effective strategies for the future of law enforcement. In addition to his undergraduate degree, SSA Jensen holds a M.A. degree from Kent State University and a Doctor of Philosophy degree from the University of Maryland. He was a 2004 recipient of the University of Virginia's Jefferson Award, given for excellence in criminal justice research. He has written and is the coauthor of numerous articles, chapters, and reviews which have appeared in *Forensic Science International*, the *Law Enforcement Bulletin*, the *International Journal of Offender Therapy and Comparative Criminology*, the *American Behavioral Scientist*, *Law and Order*, and many others.

Anita Khashu directs the Vera Institute of Justice's Immigration and Justice Program. The program's projects include a project to improve communication between immigrants and police, a national program to provide detainees in immigration detention facilities with legal

rights presentations and pro se legal assistance; a national pro bono outreach program to provide legal representation to unaccompanied children in the immigration system; and a program to provide people who have limited English proficiency with language access to policing services. Ms. Khashu joined Vera at the Bureau of Justice Assistance in South Africa in May 2002, where she managed Vera's technical assistance to the Legal Aid Board of South Africa, including helping to implement recently-passed legislation creating a formalized system of plea bargaining. In April 2003, she returned to New York and moved to the Institute's planning department, where she worked on projects involving immigrant relations with the police. Before joining Vera, Ms. Khashu was as a staff attorney with the Legal Aid Society of New York. She received her B.A. degree from Tufts University and a J.D. from Boston University School of Law.

Clark Kimerer is chief of operations and, as deputy chief, is second in command of the Seattle Police Department. A 24-year veteran, he commands the department's Operations, Investigations, Emergency Preparedness and Homeland Security Divisions. He is director of the City of Seattle Emergency Operations Center, and chairs the Seattle Disaster Management Committee. Deputy Chief Kimerer was planning commander and Seattle point of contact for TOPOFF 2, and was a subject matter expert and mentor for TOPOFF 3. He serves as an instructor and subject matter expert at various universities and professional institutions in the United States and Great Britain, and is part of the Naval Postgraduate School's Urban Area Mobile Education Team. He is well-known nationally and participates in numerous project and analysis teams on a broad range of public safety and homeland defense issues for the U.S. Department of Justice, Department of Homeland Security, and the Intelligence Community. He has testified before the House Select Committee on Homeland Security. Deputy Chief Kimerer holds a B.A. degree in classics and liberal arts and has completed postgraduate and professional certification work at various institutions, including the Harvard Negotiation Program at Harvard Law School. He also is a graduate of the FBI's National Executive Institute.

John King is an Assistant Chief of Police with the Montgomery County Department of Police in Rockville, Maryland. A 25-year veteran of law enforcement, he began his career with the Baltimore City Police Department. Currently Chief King oversees the Field Services Bureau, which includes the county's six patrol districts and the Special Operations Division. Previous department assignments have included: street crimes - surveillance team sergeant, narcotic unit lieutenant, community policing director, personnel director, and chief of the Management Services Bureau. Patrol duties include officer, sergeant, lieutenant, and district



commander. The Montgomery County Department of Police has 1,150 sworn officers and 550 civilian employees. The department began using tasers in 2002 and currently has 200 units deployed. A frequent guest instructor at the FBI Academy, Chief King is also a regular presenter for the California POST, the New York State Police, and the International Law Enforcement Academy in Budapest, Hungary. He has received numerous professional awards including the Baltimore City Police Commissioner's Award of Excellence, Police Officer of the Year for both Montgomery County and the State of Maryland, and was selected as an Olympic Torch Bearer for the 1996 Summer Olympics. A native of Long Island, New York, Chief King obtained his bachelor's degree from Marist College and his master's degree from the University of Baltimore. He is a graduate of the DEA Commanders School and Session 211 of the FBI National Academy.

Clea Koff is the director of the Missing Persons Identification Resource Center (MPID), a 501(c)(3) nonprofit organization. She raises funds for the MPID, which develops forensic profiles of missing persons, and serves as a liaison with related organizations and law enforcement in the establishment of the MPID. She also presents lectures and slideshows at universities and to human rights organizations. She is the author of *The Bone Woman*, published in 12 countries and 10 languages, which is a memoir of her work as a forensic expert during 4 years for the United Nations International Criminal Tribunals for Rwanda and the former Yugoslavia. The book received the 2005 Nancy Human Rights Book Prize - Prix Livres et Droits de L'Homme de la Ville de Nancy, France; was a Times Literary Supplement International Book of the Year, 2004, United Kingdom; a Best of 2004 by Booktrust; a Best of 2004 by National Public Radio; a Guardian Book of the Year, 2004, United Kingdom; a Top 20 Science Book of 2004 by Discover Magazine; and is an Editor's Pick of the Foreign Policy Association of the United States. Ms. Koff has a B.A. degree in anthropology from Stanford University and an M.A. degree in anthropology from the University of Nebraska-Lincoln. She also received forensic training in the master's program in forensic anthropology at the University of Arizona.

Nancy Kolb is project manager of the Volunteers in Police Service (VIPS) Program, with the International Association of Chiefs of Police (IACP). VIPS is one component of the USA Freedom Corps, a White House initiative that encourages and fosters volunteer opportunities, and is a partnership between the U.S. Department of Justice (USDOJ) and IACP. Before joining the IACP, Ms. Kolb worked at the National Institute of Justice, USDOJ, where her responsibilities included the substantive, programmatic, and financial management of national

developmental programs. Ms. Kolb holds a master's degrees in public administration and social work from Syracuse University. She earned her undergraduate degree at McMaster University in Ontario.

Matthew Kosec, a lieutenant, is a patrol shift commander in the Operations, Patrol Division of the Carrollton, Texas Police Department. He has been with the department for 9 years. Lieutenant Kosec is a certified police instructor and teaches community problem-oriented policing (POP), mechanics of problem solving, supervising POP, and several alcohol enforcement-related topics. The Carrollton Police Department Patrol Division, including Lieutenant Kosec, was recognized as finalists in both the 2005 Herman Goldstein Award for Excellence in Problem Oriented Policing and the 2005 International Association of Chiefs of Police Community Policing Award for employee-led initiatives in addressing vehicle-related crime. Lieutenant Kosec is a graduate of the Police Executive Research Forum's Senior Management Institute for Police and holds a B.A. degree in criminal justice from St. Edwards University in Austin, Texas.

Sheldon Krantz is a partner in the Washington, DC Office of DLA Piper Rudnick Gray Cary LLP and his practice emphasizes preventive and litigation services for corporate and white-collar criminal matters. His areas of focus include environmental law, health care, the Food and Drug Administration, export controls, civil and criminal RICO, legal ethics, legal malpractice, corporate compliance programs, and federal sentencing guidelines. Mr. Krantz is a former chair of the Criminal Justice Section of the American Bar Association (ABA). He also chaired an ABA task force that formulated standards for the Criminal Justice Section relating to Electronic Surveillance and Technologically - Assisted Physical Surveillance, including video surveillance. Mr. Krantz was vice president of the Investigative Group, a private company that investigates internal corporate matters, domestic and international due diligence, mergers and acquisitions, and provides general litigation support. Earlier in his career, he was a prosecutor for the Organized Crime and Racketeering Section of the U.S. Department of Justice, dean of the University of San Diego School of Law, and a professor of law and director of the Center for Criminal Justice at Boston University School of Law. The Washington, D.C. Bar named Mr. Krantz a Pro Bono Lawyer of the Year. Mr. Krantz received his bachelor of science and Juris Doctor degrees from the University of Nebraska. He was a member of the Order of the Coif (law school honor society), and was editor-in-chief of the Law Review.

Joe Kuhns, Ph.D., is an Assistant Professor at the University of North Carolina at Charlotte, where he teaches policing/community policing, research methods, drugs and crime, and other courses to undergraduate and graduate students. Dr. Kuhns was previously a regional supervisor and a social science analyst at the U.S. Department of Justice. During that time, he was involved in the development, analysis, monitoring, or refinement of almost every major COPS grant program. Dr. Kuhns also served as a COPS grants management trainer for 5 years and delivered community policing training and presentations to more than 1,000 COPS grantees and other audiences that included chiefs, sheriffs, tribal agencies, labor unions, visiting dignitaries, students, members of Congress, White House staff, and others. Dr. Kuhns has worked on dozens of research/evaluation projects that focused on community policing, substance abuse and violence, spouse abuse, prostitution, community policing in small cities, spouse abuse and homicide, serial murder, consequences of physical, sexual, and emotional abuse in childhood, drug/violent crime relationships, and the validity of self-reported drug use.

David L. Kurz, chief of police for Durham, New Hampshire, has served in law enforcement since 1974. Before he became chief, he was deputy director of Maine Drug Enforcement Agency. There he supervised operational and support services for statewide drug enforcement efforts that included covert undercover drug purchases, intelligence gathering, asset removal, and supervision of a drug diversion unit. Chief Kurz is a contributing author to the International Association of Chiefs of Police (IACP) Police Chief magazine, Big Ideas for Smaller Police Departments newsletter, and other periodicals on issues ranging from new technology acquisition to strategic planning. He recently authored a publication in the IACP Best Practices Guide Series entitled Strategic Planning: Building Strong Police-Community Partnerships in Small Towns. His professional affiliations include the New England Chiefs of Police, Maine and New Hampshire Chief's Associations, and the Police Executive Research Forum. He currently serves as a team leader for the Commission on Accreditation for Law Enforcement Agencies (CALEA). His experience with, and advocacy for, smaller departments make him an effective teacher and consultant. For the past 7 years, he has served the IACP as an advisor for the Services, Support and Technical Assistance for Smaller Police Departments Project in the Research Center Directorate. Chief Kurz obtained a bachelor's degree in criminal justice from the University of Southern Maine, has taken a number of courses for a master's degree in public administration, and is a graduate of the FBI National Academy.

Nancy La Vigne, Ph.D., is a senior research associate at the Urban Institute's Justice Policy Center, where she directs several projects related to prisoner reentry, policing, and crime prevention. She is project director of Returning Home, a multistate, longitudinal study of prisoner reentry; and principal investigator for the Reentry Mapping Network, a consortium of 13 jurisdictions that are mapping and analyzing reentry and corrections data to help inform local reentry initiatives. Dr. La Vigne is leading a study in partnership with the Washington, D.C. Metro Transit Police to prevent automobile crime in Metro's commuter parking facilities. Before assuming her current position with the Urban Institute, she was founding director of the National Institute of Justice's Crime Mapping Research Center. She also served as research director for the Texas Punishment Standards Commission. Dr. La Vigne holds a Ph.D. in criminal justice from Rutgers University, a master's degree from the LBJ School of Public Affairs at the University of Texas in Austin, and a bachelor of arts degree from Smith College.

Cathy L. Lanier is the commander of the Office of Homeland Security & Counter-Terrorism of the Washington, D.C. Metropolitan Police Department (MPD). Working out of the Office of the Chief of Police, she has taken the lead role in developing and implementing coordinated counterterrorism strategies for all units within the MPD. She is responsible for all counterterrorism operations, including terrorism investigations in partnership with the FBI Joint Terrorist Task Force; developing and implementing all field training exercises; and conducting risk assessments and critical infrastructure protection of key sites within the Nation's Capitol. Previously, Commander Lanier was the commanding officer of the Department's Special Operations Division, managing members of the Emergency Response Team; Aviation and Harbor Units; Horse Mounted and Canine Units; Special Events/Dignitary Protection Branch; and the Department's Civil Disturbance Units. During her tenure she established the agency's initial Homeland Security/Counter-Terrorism Branch and created an agencywide chemical, biological, radiological response unit known as the Special Threat Action Team. Commander Lanier also served as the commanding officer of the MPD's Major Narcotics Branch and Vehicular Homicide Units in the Special Services Bureau. She is a graduate of the FBI's National Academy and the Federal Drug Enforcement Agency's Drug Unit Commanders Academy. She holds bachelor's and master's degrees in management from The Johns Hopkins University, and a master's degree in national security studies from the Naval Postgraduate School in Monterey, California. She is certified at the technician level in hazardous materials operations.



Mary Lou Leary is executive director of the National Center for Victims of Crime, the nation's leading resource and advocacy organization for crime victims. In a distinguished career spanning more than 25 years in the criminal justice system, Ms. Leary has served the United States Attorney's Office in the District of Columbia as an Assistant United States Attorney (AUSA), executive AUSA for operations, chief of the Superior Court Division, and as United States Attorney. She also was an acting assistant attorney general for the Office of Justice Programs, deputy associate attorney general and chief of staff for the Office of the Associate Attorney General, and acting director of the Office of Community Oriented Policing Services. Her earlier career included trial and grand jury experience as Assistant District Attorney for the Office of the District Attorney, Middlesex County, Massachusetts. Prior to that, she was a judicial law clerk, first in the Superior Court for the District of Columbia, then in the Federal District Court for Massachusetts. Ms. Leary received her law degree from Northeastern University School of Law, a master's degree in education from Ohio State University, and bachelor's degree in English literature from Syracuse University.

Patrick J. LeBlanc is a police officer and crime scene investigator in the Homicide Division/Crime Scene Unit of the Houston, Texas Police Department. His primary responsibility is to process violent crime scenes, which include, but are not limited to, homicides, unknown deaths, sexual assaults, and all shootings involving police officers. He has been with the Houston Police Department for more than 9 years and has been a police officer for more than 12 years. Mr. LeBlanc holds a bachelor of science degree in criminal justice from Sam Houston State University and a master of science degree in sociology from the University of Houston – Clear Lake. For more than 6 years he has been involved with the Holocaust Museum Houston, both as a police officer and as a volunteer tour guide.

Jeff LeDuff joined the Baton Rouge, Louisiana Police Department in July 1983 and spent the majority of his career on a motorcycle. Along the way he received numerous commendations, including a Life Saving medal, and was named Police Officer of the Year in 1992. In September 2001, he was promoted to sergeant. He attended the 176th session of the FBI National Academy in 1994 and became the first attendee from Louisiana to be elected president of his class. Throughout his career, Sergeant LeDuff obtained instructor certifications in a number of police specialties and has devoted considerable time to training police officers throughout south Louisiana in topics such as defensive tactics, tactical driving, and racial diversity. In November 2002, Sergeant LeDuff left

motorcycle duty to become the head instructor at the Training Academy. He is a graduate of Port Allen High School and attended Northeastern Louisiana University and the University of Southwestern Louisiana.

Joel Leson was a career employee of the Department of Defense (DOD) until his retirement in 2005, when he was named director for the Center for Police Leadership, International Association of Chiefs of Police. During a 26-year career in the United States Army, he attained the rank of colonel prior to joining the Office of the Inspector General (OIG), DOD, as a member of the Senior Executive Service. During his military career, Mr. Leson commanded the U.S. Army Criminal Investigation Laboratory. He helped organize and was a charter member of the U.S. Army Criminal Investigation Command (USACIDC). Other law enforcement assignments include provost marshal, 3rd Armored Division; commander, Frankfurt District, Germany, USACIDC; and commander, Second Region (Europe), USACIDC. Mr. Leson holds a bachelor of science degree from Temple University and a master of science in forensic science from the George Washington University. He is a graduate of the Federal Bureau of Investigation National Academy (88th Session) and the Federal Executive Institute. He was a research fellow in national security at the John F. Kennedy School of Government, Harvard University, and attended the Kennedy School's Program for Senior Officials in National Security.

Daphne Levenson was unanimously selected from a field of highly qualified applicants for the position of director of the Louisiana Community Policing Institute (LCPI) in June 2002, after 4 years of service to the LCPI as curriculum development specialist and assistant director. Her first action as director was to propose expanding the LCPI's service area to include the states of Mississippi and Alabama and renaming the organization the Gulf States Regional Community Policing Institute (GSRCP) to reflect this expansion. Director Levenson is active in the day-to-day operations and curriculum development for GSRCP. Frequent travel allows her to maintain strong relations with law enforcement, the U.S. Department of Justice, and the other institutes in the National Regional Community Policing Institute Network. The COPS Office has frequently praised Ms. Levenson's direct communication style, innovative programs, leadership, and aggressive pursuit of excellence in training for law enforcement agencies and communities in the GSRCP region. She also has traveled all over the United States as a corporate consultant specializing in diversity and teambuilding training.

Lynda Leventis-Wells has 28 years of professional management experience in the educational, coaching, and instructional fields. She is the director of the Carolinas Institute for Community Policing (CICP), serving both North and South Carolina. CICP is located on the campus of Greenville Technical College. During her tenure at Greenville Technical College she has served as director of the College in High School Program, director of enrollment, as well as the department head of criminal justice/director of continuing education for criminal justice. Ms. Leventis-Wells has been a senior criminal investigator for the Thirteenth Circuit Solicitor's Office, a criminology instructor for the South Carolina Criminal Justice Academy, and a deputy psychologist and investigator for the Richland County Sheriff's Office. Ms. Leventis-Wells also taught in the Saudi Arabian International School in Riyadh, Saudi Arabia. She has received numerous awards including Who's Who Among American Teachers, the 2005 Southeastern Crime Stoppers Citizen of the Year, the 2004 Greenville County Sheriff's Award, the American Police Hall of Fame's 2000 Honor Award for Distinguished Achievement in Public Service, and the 2000 Drug Enforcement Administration's Certificate of Appreciation for Outstanding Contribution in the Field of Drug Law Enforcement. She received a bachelor of arts degree from the University of South Carolina and a master's degree in guidance and educational psychology from the University of Mississippi.

Michael R. Lewellen is as the deputy director commanding the Police Technology and Support Services, including the Homeland Security Division. Lewellen brings a myriad of experiences to the workplace. As a commander with the Santa Ana Police Department, he has directed the operation, support and management of the Police Computer-Aided Dispatch/Police and Jail Records Management System. He began his career in law enforcement with the Santa Ana Police Department in 1969 as a patrol officer. His combat veteran status (in the mid 1960s, he served two tours in Vietnam, earning a Bronze Star, Air Medal, Purple Heart and Combat Infantry Badge) enabled him to quickly receive special assignments in vice and narcotics, special enforcement teams, riot control teams, and organize the department's first SWAT team. In the late 1980s, he left law enforcement to work with Department of Defense clients as a contractor training police and paramilitary groups for the United States and foreign governments as part of an anti-terrorist program. By the early 1990s, Lewellen was once again drawn to law enforcement and he joined the Hayward Police Department as its Public Safety Information Systems Manager. He managed the 24-hour Police and Fire Computer-Aided Dispatch/Records Management System and Public Safety

Communications Center. He administered a COPS MORE grant to implement a laptop reporting system, Mobile Data Terminal system, digital mug photo system, digital fingerprinting system, developed a plan for an Intranet system to allow field personnel high-speed search and retrieval of information across databases with a single search tool. In 1998, Lewellen returned to the Santa Ana Police Department, where he directed the operation, support and management of the Police Computer-Aided Dispatch/Police and Jail Records Management System and supervised four employees with a \$1.7 million budget. Commander Lewellen earned his bachelor of science degree in public management from Pepperdine University and his master of public administration degree at the University of Southern California. He also attended the FBI SWAT Academy in Quantico, Virginia.

Joseph H. (Jack) Lumpkin, Sr., is a 35-year veteran officer who became the police chief for the Unified Government of Athens-Clarke County (ACC) in 1997. Chief Lumpkin has led ACC to notably lower crime levels despite the jurisdiction's 28.3 percent poverty rate. With calendar year 1996 serving as a base, during his tenure violent crime has decreased by 48.6 percent, property crime has decreased by 32 percent, and overall Part I crime has decreased by 33.3 percent. He assisted the entertainment district to establish a closed circuit safety camera system, a Responsible Hospitality Panel, and a cruising ordinance in ACC. Chief Lumpkin was educated in the public schools of Clarke County and earned a B.S. in criminal justice from Brenau University as well as an M.P.A. from Columbus State University. He is a graduate of both the acclaimed administrative officers course at the University of Louisville and the Federal Bureau of Investigation's prestigious National Academy. Chief Lumpkin is also a graduate of the 34th Session of the Federal Bureau of Investigation's Law Enforcement Executive Development Seminar and the 7th Session of the Georgia Command College.

David Maddox has been the curriculum specialist for the Virginia Community Policing Institute (VCPI) since 1999. He designs training programs and travels throughout the Commonwealth of Virginia delivering training and technical assistance on a wide variety of law enforcement topics. His specialty areas include domestic violence, problem solving, team building, creativity, and adult learning. He is a certified police trainer in problem-based learning and part-time facilitator with a Richmond-based outdoor adventure-learning company. He is also the past chairman of the Richmond Domestic Violence Reduction Team and past chairman of the Richmond Community Crime Control Committee. Prior to coming to VCPI, Mr. Maddox worked for 4 years with the Kentucky Department of Corrections, 2 years with the Arizona



Department of Corrections, and 11 years with the U.S. Department of Justice, Federal Bureau of Prisons. He holds a bachelor's degree from Campbellsville University.

Kristen M. Mahoney was promoted to the rank of chief with the Baltimore Police Department in January 2005 and leads that Department's Technical Services Division, which encompasses the Department's 911/311 Center, Planning and Research, Comstat, Information Technology, Central Records, Grants and Closed Circuit Television (CCTV) sections. Prior to her promotion, she served as the Baltimore Police Department's Director of Grants and Government Relations. From 2004 to the present, Ms. Mahoney has spearheaded all technical aspects of the Department's CCTV effort. Working with the city's chief information officer, Ms. Mahoney assisted the Baltimore Police Department to place nearly 300 closed circuit television cameras throughout the city's high crime areas. To support the cost of the project, she assembled the nearly \$8 million in federal, state, municipal, and private funds needed to make the project fully operational. Prior to joining the Baltimore Police Department in 1998, Ms. Mahoney was a senior policy advisor at the U.S. Department of Justice Office of Community Oriented Policing Services. She worked on teams that created grant-making processes and programs, developed policy, and implemented program evaluations. She negotiated, coordinated, and monitored more than \$785 million in grant awards to the Chicago, Los Angeles, and New York police departments. Ms. Mahoney received a B.A. from Sweet Briar College with a double major in history and government and her J.D. from the University of Baltimore. She is admitted to the Maryland Bar and has practiced law with the Legal Aid Bureau of Maryland, specializing in the representation of abused and neglected children.

John Markovic is a program manager at the International Association of Chiefs of Police (IACP). His work on criminal justice and related social science issues ranges from applied research to use of geographical information systems (GIS) and policy analysis. His recent work at the IACP has focused on law enforcement policies and practices that protect and promote civil rights as well as using GIS to assess police services relative to neighborhood and environmental risk. Assessing citizen satisfaction with police services and police outreach to historically disenfranchised groups are areas where his interests in research, policy analysis, and GIS coincide. Mr. Markovic holds a master of arts degree in criminal justice from the University of Illinois at Chicago.

Karen Marsh represents the Office of Citizen Corps within the Department of Homeland Security in Washington, D.C. Encompassing public education, training, and volunteer service opportunities, President Bush created Citizen

Corps during his 2002 State of the Union address to promote citizen preparedness and to engage everyone in America in hometown security. Since 2002, Ms. Marsh has had the responsibility for implementing Citizen Corps nationwide. In this capacity, she works closely with other federal agencies, state and local governments, first responders and emergency managers, the volunteer community, and the White House Office of the USA Freedom Corps. During the 10 years she served with the Federal Emergency Management Agency, Ms. Marsh was the program manager for the Disaster Housing Program and the special assistant to the associate director for mitigation. Before public service, Ms. Marsh worked in the private sector as a management consultant and as a product manager in the electronics industry. Ms. Marsh holds a bachelor of arts degree from Princeton University and a master's degree in business administration from IESE Business School in Barcelona, Spain.

Stephen Mastrofski, Ph.D., is professor of public and international affairs at George Mason University, serving as director of the Administration of Justice Program and the Center for Justice Leadership and Management. Dr. Mastrofski has published on Compstat, community policing, accreditation, police training, drunk-driving enforcement, coercion, search and seizure, police-public encounters, and the image of the police. He has assisted justice-related organizations, such as the U.S. Department of Justice, U.S. Navy, Police Foundation, Police Executive Research Forum, American Prosecutors Research Institute, Heritage Foundation, and a number of police agencies. He leads a team of researchers and advisors in helping reform the police in Trinidad and Tobago. He has lectured on policing throughout the United States and in Brazil, Canada, France, Korea, Spain, and Trinidad and Tobago, and has been a visiting fellow at the National Institute of Justice and the Office of Community Oriented Policing Services. Dr. Mastrofski received the 2000 O.W. Wilson Award from the Academy of Criminal Justice Sciences for outstanding contributions in education, research, and service in policing. He served on a National Academy of Sciences committee that published *Fairness and Effectiveness in Policing: The Evidence* (2004). Dr. Mastrofski received his doctorate in political science from the University of North Carolina.

Leonard A. Matarese is a specialist in public sector management with particular expertise in public safety administration. He is currently the commissioner of human resources for the city of Buffalo, New York. While a police chief in South Florida, he was elected president of the Miami-Dade County Association of Chiefs of Police. He also has been vice chairman and a founding director of the Law Enforcement Officers Charitable Foundation and secretary/treasurer of the Florida Police Chiefs

Association. He has also served as chairman of the U. S. Customs Service, Blue Lightning Strike Force, a 71-year-old agency drug interdiction task force in Southeast Florida. Commissioner Matarese is currently leading the effort to dramatically restructure the recruitment and promotional efforts for the Buffalo Police and Fire Departments to attract and promote candidates whose skills and abilities more closely meet those needed in a community oriented public safety system. He has recently taken the bold step of canceling existing civil service promotional lists while the city redesigns the promotional system to incorporate more meaningful testing systems, including assessment centers.

John Matthews is an assistant chief constable in Dallas County and serves as the executive director of the Community Safety Institute. He is nationally recognized for his work in community policing and school safety. During the past 15 years he has developed nearly 50 national initiatives for the Department of Justice, Department of Homeland Security, and Department of Defense. In addition, he has been the lead developer on numerous projects for the Office of Community Oriented Policing Services including: Law Enforcement and Mental Health Partnerships, Safety Training and Resources (STAR), Jail Information Model, and the Minimizing Internet-based Child Exploitation initiative. He is an award-winning writer and author of three books including *The Eyeball Killer*, a True Crime Book of the Month and a firsthand account of his capture of Dallas' only known serial killer. He is featured regularly on national television and radio networks, making appearances on NBC Nightly News, FOX News Channel, Leeza, The O'Reilly Report, Good Morning New York, A Current Affair, and Good Day Dallas. He is a Master Police Officer and a certified law enforcement instructor. He holds a bachelor's and a master's degree in administrative management and an advanced law enforcement certificate.

William H. Matthews has been the executive director for the past 10 years of the Washington, D.C. based Community Policing Consortium. Prior to this assignment he served as director, Community Policing Programs at ICMA and deputy director at the Police Foundation. As an academic and practitioner, Mr. Matthews has broad criminal justice experience. Since 1970 he has worked for three law enforcement agencies and two universities in various positions. During this period he assisted in the development of graduate courses at Howard University; served as executive director of the National Organization of Black Law Enforcement Executives; chief of police of the Baltimore Housing Authority Police Department; CEO of Merge, Inc.; and managed major law enforcement projects for national associations. Mr. Matthews is one of

the original contributors to the development of national standards for law enforcement and participated in the creation of the Commission on Accreditation for Law Enforcement Agencies. Mr. Matthews is an experienced instructor, speaker, and group facilitator. He has a bachelor of science degree from Howard University and a master of science degree from the American University of Washington, D.C.

Clifford J. Maurer currently serves as the director of public safety in Plainsboro Township, New Jersey, where he coordinates the activities of police, fire, and emergency rescue services. He had served as Plainsboro Township's chief of police from 1978 to 1993. Between 1993 and 2004 he worked in the private sector in positions of responsibility for a contract security provider, two pharmaceutical companies, and a company that provided communications services to colleges and universities. He has been actively involved in the initiative to promote public/private sector partnerships for more than 20 years through service on the International Association of Chiefs of Police Private Sector Liaison Committee and the American Society for Industrial Security Private Sector Liaison Council. He has championed this initiative at a state and local level as a past president of the New Jersey State Association of Chiefs of Police and a former local ASIS chapter chairman. He is a graduate of Rutgers University with a B.S. in political science and an M.A. in criminal justice. He also is a graduate of the F.B.I. National Academy.

Kerri McClary is a forensic investigator with the University of South Carolina Division of Law Enforcement and Safety and a teaching associate with the National Forensic Academy. Her law enforcement career spans more than 20 years, beginning as an identification technician with the Kansas Bureau of Investigation and culminating as a special agent with the South Carolina Law Enforcement Division. She is a latent print examiner and a certified crime scene analyst with the International Association for Identification. She received her B.A. degree in criminal justice from Central State University in Oklahoma. Ms. McClary has additional educational experience in photography, digital imaging, crime scene management, evidence collection, and evidence processing.

Jack McDevitt is the associate dean for research and graduate studies at the College of Criminal Justice at Northeastern University. He also directs the Institute on Race and Justice and the Center for Criminal Justice Policy Research. Mr. McDevitt is the coauthor of three books *Hate Crimes: The Rising Tide of Bigotry and Bloodshed*; *Hate Crime Revisited: American War on*



Those Who Are Different (both with Jack Levin); and Victimology (with Judy Sgarzy). He also is the coauthor of a number of reports on racial profiling, including a monograph for the U.S. Department of Justice and statewide reports from Rhode Island and Massachusetts on the levels of disparity in traffic enforcement. He is the co-principal investigator with Dr. Amy Farrell of a national evaluation of the recent Police Integrity Initiative of the U.S. Department of Justice Office of Community Orientated Policing Services. Mr. McDevitt has trained thousands of law enforcement officials during the past 25 years, most recently in conjunction with the New England Regional Community Policing Institute. During this time he has published numerous articles on a wide variety topics in criminal justice. He has spoken on hate crime, racial profiling and security both nationally and internationally and has testified as an expert witness before the Judiciary Committees of both U.S. Senate and the U.S. House of Representatives and as invited expert at the White House.

James W. McMahon was appointed by New York's Governor George E. Pataki as the third director of the Office of Homeland Security (OHS). The Office was originally created under the title of the Office of Public Security by Governor Pataki on October 10, 2001 in direct response to the September 11 terrorist attacks. The office is charged with coordinating and enhancing antiterrorist efforts in the state of New York, working with all agencies of the state government on matters relating to terrorism prevention, response, and recovery. The OHS is the state's direct contact and liaison with the Federal Homeland Security Office. Director McMahon's appointment in August 2003 ended a 37-year career with the New York State Police, where he had been superintendent during his last 9 years. Director McMahon also serves as chairman of the New York State Disaster Preparedness Commission, which comprises 23 state agencies and one volunteer organization. The commission is the governor's policy management group for the state's emergency management program and is responsible for the preparation of state disaster plans; directing state disaster operations and coordinating those with local government operations; and coordinating federal, state and private recovery efforts.

Richard Mears is an assistant professor of criminal justice at The University of Maine at Augusta (UMA) and the executive director of the Maine Community Policing Institute (MCPI). Prior to joining the UMA faculty, he was the deputy chief of police in Brunswick, Maine. During his tenure there, he also served as the director of midcoast training for 17 police departments within the region. Mr. Mears, a certified law enforcement trainer (American Society for Law Enforcement Trainers), has

presented training programs nationally and internationally. He has lifetime membership status in the Maine Chiefs of Police Association; is the state representative to the American Society of Law Enforcement Trainers; is the state representative to the Northeast Association of Criminal Justice Sciences and the organization secretary; is an associate member of the International Association of Chiefs of Police; and is the current chair of the International Managers of Police Academy and College Training (IMPACT) subcommittee. In 1998, he received the prestigious Robert Quinn Award for Outstanding Contribution to Law Enforcement Training in New England. Mr. Mears holds a master's degree from the University of Maine at Orono and has been awarded special student status at the Maine School of Law.

Bernard K. Melekian has been the police chief in Pasadena, California since April 1996. Prior to joining the city of Pasadena police force, Chief Melekian served with the Santa Monica Police Department for 23 years. He was awarded the Medal of Valor in 1978 and the Medal of Courage in 1980. Chief Melekian's top priority is "No more dead children" and he has introduced a number of programs to achieve that end. The Police Activities League has offered the youth of Pasadena several alternatives to steer them away from the attraction of gangs. The Youth Accountability Board provides troubled youths with a second opportunity to correct and improve on past behavioral problems. Through this continued commitment to reducing gang violence, Pasadena has experienced a 70 percent reduction in gang-related murders. Chief Melekian holds a bachelor's degree in American history and a master's degree in public administration, both from California State University, Northridge. He is a graduate of the 150th session of the FBI National Academy and the 20th class of the California Command College. He is pursuing a doctorate in public policy at the University of Southern California.

John Miller is the assistant director of public affairs for the FBI. He came to the FBI from Los Angeles, where he was the bureau chief for the Counter-Terrorism and Criminal Intelligence Bureau of the Los Angeles Police Department (LAPD). He also oversaw the LAPD's Major Crimes Division, which included the Criminal Investigation, Intelligence, Criminal Conspiracy, and Organized Crime Sections, as well as the Department's Emergency Services Division, which included the Bomb Squad, Hazardous Materials Unit, LAX K-9 unit, and its Critical Asset Assessment Team. Mr. Miller also served as a deputy police commissioner in New York City, and was chief spokesman for the New York Police Department under then Commissioner William Bratton. Previously, he was a correspondent and anchor for ABC News. During

his 5 years with ABC, his work focused on terrorism and took him to Afghanistan, Pakistan, Yemen, Saudi Arabia, and Lebanon. His 1998 interview with terrorist leader Osama Bin Laden, and his later coverage of Al Qaeda and the events of September 11 resulted in a number of prestigious awards, including two Peabody Awards, and a DuPont Award. He is also the recipient of nine Emmys. Mr. Miller is a graduate of the FBI National Executive Institute and the U.S. Department of Justice, Office of Emergency Preparedness Hazmat Technician Course on Weapons of Mass Destruction, and is a member of the International Association of Bomb Technicians and the International Association of Chiefs of Police.

Michael A. Miller has served as the director of the Anderson/Oconee Regional Forensics Laboratory in South Carolina since its creation in August 2000. The laboratory, under the administration of the Anderson County Sheriff's Office, serves the 10th Judicial District of South Carolina with forensic services and provides clandestine laboratory support to the Drug Enforcement Administration (DEA) and seven upstate South Carolina counties. Mr. Miller has participated in more than 500 clandestine laboratory investigations, analyzed more than 2,500 samples from clandestine laboratory crime scenes, and testified as an expert witness in federal, state, and military courts on clandestine lab activity. Prior to 2000, Agent Miller was a special agent and forensic chemist with the South Carolina Law Enforcement Division. While there, he served as captain of the Clandestine Laboratory Enforcement Team and performed forensic drug analysis. Agent Miller has been a sworn DEA task force officer, acts as an advanced topics instructor at the South Carolina Criminal Justice Academy, and provides consulting assistance to agencies developing clandestine lab programs. He is vice president and president-elect of the Clandestine Laboratory Investigating Chemists Association, an international organization of forensic chemists. Agent Miller holds a B.S. degree in chemistry from the College of Charleston, has 9 years of law enforcement experience, has graduated from the DEA clandestine lab certification program, clandestine lab site safety officer program, and the clandestine lab first-responder instructor program.

David B. Mitchell is Secretary of Delaware's Department of Safety and Homeland Security, which includes the Delaware State Police, Division of Capitol Police, Delaware Emergency Management Agency, Division of Alcohol and Tobacco Enforcement, Division of Communications, and the Office of Highway Safety. His law enforcement career spans more than 3 decades, culminating as chief of police in Prince George's County, Maryland from 1990 to 1995, when Governor Parris Glendening appointed him to his cabinet as the superintendent of the Maryland State Police. He was

a member of the leadership team directing Maryland's response to the terrorist attacks of September 11, chaired the Governor's Homeland Security Work Group, which resulted in new legislation that strengthened state laws on terrorism, cochaired the Maryland Terrorism Forum, and created the "Cease Fire" Initiative, which helped reduce gun crime in Maryland by 40 percent. As director of Law Enforcement Relations with the Brady Center, Secretary Mitchell coordinated gun violence reduction strategies with law enforcement agencies throughout the United States. He testified in legislative hearings on initiatives relating to gun violence and coordinated press events with law enforcement leaders to educate the public on the need for changes in public policy on gun violence. Mitchell graduated Summa Cum Laude with a bachelor of science degree in technology and management from the University of Maryland at College Park. He also earned a master's degree in public policy, financial management from the University of Maryland School of Public Affairs, and a Juris Doctor degree from the University of Maryland School of Law in Baltimore.

E. Mick Mollica is an expert in narcotics enforcement investigations and substance abuse training. As a consultant, he has worked extensively with the U.S. Department of Defense, in conjunction with the Regional Counter Drug Training Academy on organizing, developing, and instructing training programs for state and local law enforcement, fire departments, emergency technicians, and other first responders in narcotics investigations and counterterrorism programs. He served for 10 years as a police officer and 20 years as a special agent with the California Department of Justice. In his tenure as a special agent, one of his numerous assignments included serving as operations commander for operation Emerald Triangle, a successful task force in the eradication of marijuana in northern California. He has assisted the U.S. Drug Enforcement Agency in Organized Crime Drug Task Force operations and traveled to the Soviet Union and Central America on drug enforcement operations. As a special agent supervisor, he trained more than 6,000 federal, state and local law enforcement in methamphetamine, heroin, cocaine, and all other types of drug identification including the Drug Abuse Recognition system. Mr. Mollica has worked extensively with the Bureau of Justice Assistance on programs related to drugs and their addiction in today's society, drugs in the school, Native American alcohol and substance abuse, and programs for a drug-free workplace. Currently, he is developing a training program on clandestine heroin labs and other investigation courses for the government of Pakistan. He is a past executive board member and life member of the California Narcotic Officers Association. He is an adjunct professor at Sierra College where he teaches a course on drugs and society.



Andrew Morabito, senior project specialist in the Programs and Research Division of the International Association of Chiefs of Police (IACP), has extensive experience in recruitment and selection issues. He has worked with local police agencies and sheriffs' offices across the country in this regard and has written on the topic. He manages federal government grants and is an active member of both the IACP management studies and testing services teams. Prior to joining the IACP, Mr. Morabito was a research associate at the Police Executive Research Forum where he managed various projects on community policing, problem-oriented policing, and criminal intelligence. Mr. Morabito also spent 5 years with the American University Department of Public Safety, serving in various capacities, including patrol officer, university police supervisor, and training/community policing coordinator. Mr. Morabito earned his master of science degree in justice, law and society from American University.

Greg Morrison is an expert in community policing and leadership, is head of The Morrison Group consulting firm. He is the former chief of the Vail, Colorado and Grand Junction, Colorado police departments and was the first police chief in the nation to be fully certified in Problem-Based Learning (PBL). Morrison is completing his doctorate in problem-based learning in police agencies.

Michael Murphy has 23 years of law enforcement experience and has been with the Baton Rouge Police Department since 1988. During his career he has been assigned to Uniform Patrol, Criminal Investigations, Narcotics, Intelligence, Planning and Research, Accreditation, and Homeland Security. He has served on numerous local, state, and national boards and committees on technology, interoperability, homeland security, and emergency preparedness. For the past 16 years he has had a role in Emergency Management, and was appointed the Emergency Operations Liaison with the Office of Homeland Security and Emergency Preparedness in 1999. In 2005 Murphy was assigned to the Office of the Chief of Police and was named the Homeland Security/Grants Manager, coordinating funding and emergency planning and operations between local, state, and federal agencies. During the Hurricane Katrina/Rita responses he had responsibility for assisting the chief of police in managing the emergency response operations for the department. Murphy has been the department's grant writer and project manager since 1990. During this time the Baton Rouge Police Department has received more than 20 million dollars in state and local grant funds. Murphy has coordinated several technology projects including the conversion from VHF to 800MHZ Radio System, the Mobile Data System, and the Computerized

Records Management System. Murphy has a B.A. from Southeastern Louisiana University and is a Certified Louisiana Emergency Manager.

Laura B. Nickles, is deputy project director at Circle Solutions, Inc., for the Office of Community Oriented Policing Services (COPS) funded training series COPS in Schools: Keeping Our Kids Safe. She also is the project director for the School Resource Officer (SRO) Outcome-Oriented Performance Measures project, working with five law enforcement agencies and six schools across the nation to test a new process of individual SRO performance evaluation. Ms. Nickles also serves in Circle's Research and Evaluation department conducting projects on customer satisfaction, web site usability, publication reviews, and HIV/AIDS programs. Prior to joining Circle, Ms. Nickles was a project director at the American Bar Association (ABA) Criminal Justice Section/Center on Children and the Law. Her projects focused on the law enforcement response to children exposed to domestic violence, no-drop prosecution policies, child development and the best interests of the child, and state dependency court evaluations. She holds a bachelor of arts degree in psychology and criminal justice from the University of Richmond and a master of science degree in justice, law, and society from The American University.

Lynda O'Connell is the executive director of the Virginia Community Policing Institute (VCPI). She joined the institute in 1999 and directly oversees VCPI and its staff. She plans, coordinates, and manages institute operations, activities, and direction of services, establishes current and long-range goals, objectives, plans and policies, and oversees the VCPI's finances, including budget preparation and implementation. Ms. O'Connell also secures funding solutions for the institute to establish a more permanent future for VCPI. Her law-enforcement career includes 2 years of experience as a patrol officer/county deputy, as well as service with the Radford University Police Department, and an extensive internship with the United States Marshal Service. She also worked as a clinical program manager for a pharmaceutical research company, gaining skills in program management and administration. Ms. O'Connell earned her bachelor of arts degree in criminal justice from Radford University and a master's degree in public administration from Virginia Commonwealth University.

Dwayne Orrick is the public safety director for the city of Cordele, Georgia. Prior to assuming this position, he was the police chief for 16 years. He has also worked as a criminal justice management consultant, police officer, field training officer, and deputy sheriff. He is an advisor

to the International Association of Chiefs of Police's Services, Support, and Technical Assistance for Smaller Police Departments Project, first vice president of the Georgia Police Chief's Association, and a member of the state of Georgia's Board of Public Safety. Mr. Orrick holds a bachelor of arts in criminal justice and master of public administration from the University of Georgia. He is a graduate of the 186th Session of the FBI National Academy and the Georgia-International Law Enforcement Exchange to Israel.

Michael O'Shea is a program manager for the U.S. Department of Justice assigned to the National Institute of Justice's Office of Science and Technology. Mr. O'Shea's responsibilities include managing five public safety assistance (NLECTC) centers that cover the western states, border states, northwestern states, southwestern states, and all rural and small public safety agencies. Mr. O'Shea also manages the Safe Schools program and Aviation Technology programs in the Office of Science and Technology as well as several projects that range from officer safety issues to technology evaluations. Before joining the Department of Justice, Mr. O'Shea was a senior instructor of police at the State of Maryland Law Enforcement Training Academy and taught community policing for Johns Hopkins University. Prior to working for the state of Maryland, Mr. O'Shea was a law enforcement officer in Kansas. Mr. O'Shea holds a bachelor's degree in business management and is also a graduate of the State of Kansas Fire Fighters Academy.

Karen Peachey, Ph.D., is the senior vice president and national councillor of The Pharmacy Guild of Australia (Queensland Branch), and is a community pharmacist with more than 15 years of experience. At a national level, Dr. Peachey is the chair of the Communicable Diseases Committee and also sits on the Quality Care Pharmacy Program Committee. Her work focuses on harm minimization, pandemic planning, evolution of the role of pharmacists, quality use of medicines, and continuous quality improvement of the provision of best practice community pharmacy. Dr. Peachey sits on the Queensland Pandemic Expert Advisory Group, Pharmaceutical Defence Limited Queensland Committee, and the Queensland University of Technology Pharmacy Advisory Board. Previous appointments have included the Australian Institute of Pharmacy Management (Queensland Chapter), Pharmaceutical Society of Australia (Queensland) Continuing Education Committee, Queensland Health Drug and Therapy Protocols Committee, University of Queensland School of Pharmacy Curriculum Board, and the University of Queensland Health Sciences Faculty Board. In 2004, she was awarded her Ph.D. through the University of Queensland School of Medicine, which focused on medication-related risk assessment of the community-dwelling elderly, and was also awarded an associate

fellow of the Australian College of Pharmacy Practice and Management. She was the inaugural recipient of the Alan Grant-Taylor Memorial Scholarship in 1995.

Sheila Pearson holds the rank of sergeant and is the training supervisor at the St. Louis Metropolitan Police Department Academy. She is responsible for supervising and managing commissioned officers and academy recruits, as well as overseeing the daily operations of all academy training issues. She develops, monitors, and evaluates training curricula and lesson plans to ensure that all certification and licensing criteria are met. Sergeant Pearson also is a hostage negotiator and a crisis intervention counselor for the St. Louis Metropolitan Police Department. In her 12-year career in law enforcement, she has served in various patrol assignments, academy law instructor, narcotics detective, and a district patrol detective. Sergeant Pearson has received a Chief's Letter of Commendation, three Awards of Excellence, and an award for Officer of the Month. She has a bachelor of arts degree in criminal justice management from Concordia University and is completing a master of arts degree in management and leadership from Webster University.

James E. Peters is founder and president of the Responsible Hospitality Institute and is considered a leading authority on legal and social trends affecting development of dining and entertainment districts. His experience and education includes more than 20 years of operations, consulting, expert testimony, and training for the hospitality industry. In addition, Mr. Peters has organized and administered numerous conferences, symposia, and forums involving national and international experts. Currently, he is overseeing the development of the Practical Guide on Planning, Managing and Policing Hospitality Zones.

Elizabeth Peterson is the president of the Elizabeth Peterson Group – Sweet Freedom LLC, which provides hospitality and entertainment development services such as building, licensing, and developing entertainment venues, restaurants, and hotels that enhance community growth. Based in Hollywood, California, the organization's services include land entitlements; state and city licensing; building design and construction; lobbying; community development; and daily operations specific to staffing, cost analysis, security, and booking of talent. To accomplish these services, Ms. Peterson has developed strong working relationships with national developers and various Los Angeles city agencies. She is the senior vice chair of the Hollywood Chamber of Commerce, chair of Legislative Action, a member of the board of directors of the Hollywood Chamber of Commerce, and is involved with the Police Activities League and the Hospitality Institute of America.



Steve Pitts is a commander with the Reno, Nevada, Police Department. He began his career in policing in 1978 in the Richmond, California, Police Department, then joined the Reno Police Department in 1979. Mr. Pitts is a nationally recognized consultant and trainer in many policing disciplines, and teaches organizational change, project management, leadership, investigations, and counterterrorism. He has a master's degree in public administration from Golden Gate University and a bachelor of science degree in organizational learning from California State University at Long Beach. He is a graduate of the Center for Public Leadership at the John F. Kennedy School of Government at Harvard University, and Peter Senge's world recognized Fifth Discipline course at MIT.

Sonya T. Proctor is chief of police and security for the national Amtrak Police Department. She was appointed in October 2004 after 33 years in law enforcement. Chief Proctor began her career as a cadet with the Washington, D.C., Metropolitan Police Department (MPD) and rose through the ranks to become the first female chief to command the Department. Through the years her key assignments with the MPD included commander of the Special Events Unit; director of the Office of Internal Affairs; commander of the Third District, where she instituted numerous community based initiatives; and assistant chief of police overseeing the Human Resources Bureau. After retiring from the MPD, Chief Proctor was a private law enforcement consultant, and served as deputy director in the Maryland Governor's Office of Crime Control and Prevention. She was appointed chief of police in Bladensburg, Maryland in May 2003 where she implemented an interactive style of community policing.

Chris Pycroft is development manager for the Douglas Development Partnership, and chairman of the Project Centurion Steering Group in the United Kingdom. After graduating as an architect in 1991, Mr. Pycroft specialized in innovative architectural solutions to help reduce crime and vandalism in inner city areas. He subsequently joined the Liverpool City Council followed by the New Wallasey Regeneration Partnership where he managed a range of environmental improvement and urban regeneration projects. Mr. Pycroft moved to the Isle of Man in 2000 following his appointment as development manager at Douglas Development Partnership, a partnership between the local authority, Chamber of Commerce, and the Isle of Man government. The partnership aims to improve the image and environment of the island's capital, Douglas. Project Centurion is a problem-oriented policing initiative aimed at reducing crime and disorder in the vicinity of Douglas Promenade, the island's main nighttime entertainment area. Project Centurion was the winner of the Herman Goldstein Award for Excellence in Problem-Oriented Policing in 2005.

Winifred L. Reed is acting chief of the Crime Control and Prevention Research Division, Office of Research and Evaluation at the National Institute of Justice. She is responsible for managing the research and evaluation portfolios of the division including those in policing, crime mapping and crime prevention. She has worked in a wide range of substantive areas during her 30-plus years of experience at NIJ including law enforcement, Indian country crime and justice, gangs, school-based programs, criminal careers, criminal behavior, and crime prevention. Ms. Reed received her B.A. and M.A. degrees from The American University.

Emily B. Reinhart is the lieutenant of the Evidence Control and Evidence Processing Departments in the Forensics Laboratory at the South Carolina Law Enforcement Division (SLED). She began her career at SLED as a forensic serologist and received further training in DNA analysis. Her experience includes the collection, preservation, and analysis of serological/DNA evidence and she has provided expert witness testimony numerous times in the state of South Carolina and also in the state of Florida. She has represented SLED for the past 6 years on the South Carolina State Child Fatality Advisory Committee. Ms. Reinhart provides training and facilitation services for the University of Tennessee's Regional Community Policing Institute, where her instruction involves a DNA training seminar entitled "DNA Evidence- Identification, Collection and Preservation for Law Enforcement." She published an article in the Southern Association of Forensic Scientists Newsletter entitled "Evidence Processing: Novelty vs. Necessity" and appeared in an episode of Forensics Files based on a 1991 case from Horry County, South Carolina. This case was later portrayed in An Hour to Kill: Love, Murder and Justice in a Small Southern Town by Dale Hudson and Billy Hills. Ms. Reinhart graduated from the University of South Carolina with a bachelor of science degree in medical technology and is a graduate of the Baptist Medical Center (Columbia) School of Medical Technology with certification from the American Society of Clinical Pathologists.

John J. Reis is a former commander of the Providence, Rhode Island, Police Department's Youth Services Bureau where he established the School/Community Gang Intervention Team. Lt. Reis has more than 20 years of experience in the field of gang prevention, relationship violence, bullying, and school safety. He has spoken nationally on these issues and consulted for Youth Crime Watch of America, National Crime Prevention Council, Boys & Girls Clubs of America, New England Community Policing Consortium, and numerous educational and human service agencies. He is the founder and president of the Rhode Island Juvenile Officer's Association. Lt. Reis also worked as Rhode Island's first crime prevention

specialist for the Department of the Attorney General. Currently, he handles client services and the Youth Violence Prevention Series for BV Security.

Melissa Reuland consults on research and technical assistance projects related to law enforcement's response to people with mental illness. Following 10 years of social science research, Ms. Reuland worked for the Police Executive Research Forum (PERF) from 1994 through 2004. As a PERF senior research associate, Ms. Reuland directed two TAPA Center projects on Models for Law Enforcement Diversion of People with Mental Illness, which resulted in two monographs describing keys to program implementation. Ms. Reuland also directed the Law Enforcement Track of the Criminal Justice/Mental Health Consensus Project and PERF's prior project on the Police Response to People with Mental Illnesses. She is coauthor of the publication of the same name. In addition, she was the principal investigator and project director of the Community Policing Partnerships for Domestic Violence: Documentation and Assessment project, funded by the COPS Office. She also served as project director for PERF's phase of the National Institute of Justice-funded project: Explaining the Prevalence, Context, and Consequences of Dual Arrest in Intimate Partner Cases. Ms. Reuland received her master's degree in criminal justice from the University of Baltimore.

Moses Robinson, who began his law enforcement career in 1985 with the Rochester, New York, Police Department, is a school resource officer at a local high school. He works with students and faculty in the City School District and provides assistance in drug-resistance training, peer mediation, leadership training, and conflict resolution. Mr. Robinson has provided gang awareness presentations and intervention and prevention methods to the City of Rochester School District staff. He is also a speaker for the New York State Department of Criminal Justice's Office of Public Safety on Youth Gang Awareness Training and Gang Collaborative Training. He is a trainer for the Florida National Guard and St. Petersburg College Multijurisdictional Counter Task Force on Criminal Street Gangs I and II courses. Mr. Robinson is a certified school resource officer with the National Association of School Resource Officers, and a certified school resource officer with the State of New York Division of Criminal Justice Services. He has received training at the National Gang Training Research Center as both a gang specialist and in conducting gang crimes investigations. Mr. Robinson is studying to obtain his bachelor of arts degree in criminal justice with a minor in behavioral psychology.

Anna Rodriguez has served as a victims' advocate in the Collier County (Florida) Sheriff's Office (CCSO) and as an outreach coordinator for the Immokalee Shelter for Abused Women of Collier County. During her years with the CCSO, she accumulated nearly 300 hours of training and development programs offered by various law enforcement agencies. In Immokalee, Ms. Rodriguez created a "Home Visitation" program to follow up on cases that she served. Implementing this program opened lines of communication with all sectors of the community and she earned the respect and cooperation of Hispanics, Haitians, African Americans, and Caucasians alike. She has received numerous letters of commendation from the CCSO. She also received special recognition from the FBI for her work in a human trafficking case, and was recognized by President George W. Bush for her work and dedication to rescuing human trafficking victims in his July 2004 speech at the U.S. Department of Justice Human Trafficking Conference.

William Romesburg is a managing partner with Cit Com, Inc., where he manages law enforcement consulting services, specializing in strategic planning, technology procurement and implementation, change management, grant funding, integrated justice, and radio interoperability. Previously, he was the director of public safety for RCC Consultants, Inc., and a managing consultant for The Warner Group (Gartner). He has served as consultant to dozens of law enforcement agencies throughout the United States, both as an independent consultant and as an employee of SEARCH, The National Consortium of Justice Information and Statistics. Earlier in his career, Mr. Romesburg served the city of Brea, California, Police Department as a cadet and a police and fire dispatcher for 3 years, followed by 6 years as a sworn police officer in Orange, California. Mr. Romesburg also worked with the city managers of Orange and Laguna Hills, California, while completing his master's degree in public administration from California State University, Fullerton. He is PMI-certified (Level 2), is a leadership graduate from Chapman University in California, and graduated with honors from the Rancho Santiago College Police Academy in California.

Gregory Saville is vice president of the Police Society for Problem Based Learning and co-developer, with Gerry Cleveland, of the National Police Training Officer (PTO) program. As an adjunct professor at the University of New Haven and senior partner with Alternation Consulting, Saville specializes in crime prevention through environmental design and police problem-based learning.



Ellen Scrivner, Ph.D., is the deputy superintendent of the Bureau of Administrative Services for the Chicago Police Department and adjunct professor at the University of Illinois (Chicago). Her 29-year career has been highlighted by a reputation for developing innovative solutions to complex police problems and she has been recognized as an expert on community policing. Dr. Scrivner served on the command staffs of two major urban police departments and studied police use of excessive force as a visiting fellow at the National Institute of Justice. At the federal level, Dr. Scrivner served as assistant director of training and technical assistance at the Office of Community Oriented Police Services (COPS Office), U.S. Department of Justice, and launched the nationwide network of innovative Regional Community Policing Institutes often described as a major legacy of the COPS Office. Subsequently appointed as deputy director of COPS, Dr. Scrivner oversaw an \$8.8 billion grant program, all training, technical assistance, applied research, and the police integrity initiative. She has worked with the Federal Bureau of Investigation, Office of Law Enforcement Coordination, has consulted to federal law enforcement and to the major law enforcement groups, is an accomplished meeting facilitator, and a published author.

Scott Seaman has been the chief of police of the Los Gatos/ Monte Sereno Police Department since July 2002. Prior to that time, Chief Seaman served for 27 years in the San Jose Police Department. Over the course of his career, Chief Seaman has worked a wide variety of assignments including patrol, special operations, investigations, narcotics, community services, and personnel and training. Throughout his career, Chief Seaman has been active in building community capacity and investing in youth through prevention and intervention programs. Since his appointment as chief, the Los Gatos/ Monte Sereno Police Department has received three awards for excellence in community policing including the 2004 IACP and 2006 James Q. Wilson Community Policing Awards. Chief Seaman holds a B.A. in criminology from the University of California, Berkeley, and an M.S. in management from Cal Poly Pomona. He is a graduate of the FBI National Academy and the California Law Enforcement Command College.

Thomas M. Seamon is the president of Hallcrest Systems, Inc., one of the nation's most respected and experienced security and law enforcement consulting firms. He has served as an advisor to the U.S. Department of Justice, the U.S. Department of Homeland Security, and as a consultant to corporations and educational institutions. Previously, he was the vice president for public safety at the University of Pennsylvania where he commanded the university's police department and managed all private security personnel, security technology, and fire safety personnel. Mr. Seamon served

26 years with the Philadelphia Police Department, the last 4 years as the deputy commissioner of operations and, briefly, acting police commissioner. He is an adjunct professor in the graduate school of St. Joseph's University and a guest lecturer at the University of Pennsylvania and other universities. He is a Fulbright Scholar in United Kingdom Police Studies, the first active American law enforcement executive to receive that distinction. He received his B.S. in history and M.S. in public safety from St. Joseph's University and is a graduate of the FBI National Academy and the Police Executive Research Forum's Senior Management Institute at Harvard University. He is on the board of directors of ASIS International, a former co-chairman of the International Association of Chiefs of Police Private Sector Liaison Committee, and the vice president of the Joint Council on Information Age Crime.

Jerry (Doc) Semper is a nationally recognized expert in improving police and community relations, coauthor of a national community oriented policing curriculum, and a specialist in youth and community interventions. He is the owner of Semper Associates Coaching Academy, a training consulting firm that specializes in team development and diversity management. Currently the principal trainer for the Milton S. Eisenhower Foundation and a national trainer for the Police Athletic League, he also has been a consultant to and trainer for the Police Foundation, the National Association of Police Athletic Leagues, the Bureau of Justice Administration, the U.S. Department of Justice, and the Community Policing Consortium. As the author of the Youth Investment And Police Mentoring: Training Manual, he has appeared on the Gordon Elliott television talk show and twice on the O'Reilly Factor. "Doc" is a Vietnam veteran of the U.S. Navy and former White House Ceremonial Honor Guard who participated in the funeral of President John F. Kennedy. He is a decorated New York City police officer who served in the Internal Affairs Division in both plain clothes and undercover and was among the first group of officers in the famed Special Events Squad. He is a professor of criminal justice who holds a Juris Doctorate from Howard University and a bachelor of arts in psychology from Fordham University. He is a former acting Assistant U.S. Attorney and District Court Commissioner and is a certified Maryland State Police instructor.

Cynthia C. Shain is a retired lieutenant colonel and codirector of the Kentucky Regional Community Policing Institute (RCPI), deputy director of the International Justice & Safety Institute (ISJI), and deputy director of Law Enforcement Training & International Programs for the Justice & Safety Center, Eastern Kentucky University. She coordinates a number of federally funded grant activities focused on the development and delivery of training and technical assistance to law enforcement agencies and

the communities they serve. She is involved in fostering collaborative partnerships between law enforcement, local government, private sector and citizens. Ms. Shain retired as deputy chief after a 24-year law enforcement career with the Louisville, Kentucky, Division of Police where she was the highest ranking woman and first female patrol commander. Ms. Shain also is the executive director and founding member of the Kentucky Women's Law Enforcement Network, and is secretary of the International Association of Chiefs of Police International Managers of Police Academy and College Trainers Committee. She is a certified instructor in situational leadership, police ethics and integrity, on-site community assessment, racial profiling, critical incident protocol community facilitation, domestic violence, terrorism, and human trafficking. She has been involved since 1997 in the training of international police commanders in topics related to community policing and democratic policing principles. Ms. Shain holds a master's degree in loss prevention and safety from Eastern Kentucky University and a bachelor of arts degree from Bellarmine University. She is a former Rotary International Scholar and recipient of the Tower Award for Women Leaders and the Contributions to Law Enforcement Award.

Kyle Shepherd has been with West Jordan (UT) Police Department for more than 20 years and is a lieutenant supervising the patrol division. He has served on a number of boards and committees, including the implementation of the department's current records system, Juvenile Peer Court, and the Employee Intervention System. He received the New Technologies award from the city of West Jordan for his part in the development of the citywide network system. Lieutenant Shepherd also served on the department's SWAT team for 13 years, including 7 years as team leader. During that time he assisted in the training and development of other area SWAT teams. During the 2002 Winter Olympics, he trained and supervised the West Jordan Mobile Field Force Unit. He received his associate's degree in criminology from Columbia College and will complete his bachelor's degree in 2006. Lieutenant Shepherd is a police academy instructor and has trained officers around the state in a variety of police topics.

Risdon N. Slate, Ph.D., is chair of the Sociology and Criminology Department at Florida Southern College. He has taught in the criminal justice system since 1986. Previously, he was a United States Probation Officer and a correctional administrator at Central Correctional Institution, a medium-maximum, death row facility, in Columbia, South Carolina. In 2004, Dr. Slate was elected to membership on the National Board of Directors for the National Alliance on Mental Illness. In September 2000, he testified before the U.S. House of Representatives Judiciary Committee, Subcommittee on Crime, on the "Impact of the Mentally Ill Offender on the Criminal

Justice System," and testified in 2005 before the Florida Senate Committee on Health Care on Medicaid reform, encouraging open access to psychotropic medications for people with mental illness. Dr. Slate is a former gubernatorial appointee to Florida's Mental Health and Substance Abuse Commission and also served on the Law Enforcement Advisory Board of the Criminal Justice/Mental Health Consensus Project coordinated by the Council of State Governments. Dr. Slate has actively been involved as a crisis intervention trainer with law enforcement officers as well as correctional personnel and was recently featured in a documentary entitled *Shadow Voices: Finding Hope in Mental Illness* that aired on ABC television affiliates earlier this year. He obtained his Ph.D. in criminal justice from the Claremont Graduate School in Claremont, California.

Dale E. Smith is the chief instructor with the National White Collar Crime Center. He supervises the instructors in the training section and coordinates and instructs "Financial Records Examination and Analysis," "Foundations of Intelligence Analysis Training," "Financial Investigations Practical Skills," and "White Collar Crime & Terrorism." He began his career in law enforcement in 1992 as a deputy sheriff with the Lewis County Sheriff's Department in Weston, West Virginia and then with the Monongalia County Sheriff's Department in Morgantown, West Virginia, also as a deputy sheriff. He served the department as a D.A.R.E. officer, bike patrol officer, certified sniper and detective. As a detective, Mr. Smith was responsible for investigating serious crimes in Monongalia County with an emphasis on the investigation of computer and Internet-based crimes. Mr. Smith received his B.S. degree in criminal justice from Fairmont State College and his master's degree in public administration from West Virginia University in 2000. He has successfully completed the "Criminal Intelligence Analysis" and "Financial Manipulation Analysis" training courses offered by ANACAPA Sciences, and he is a member of the International Association of Law Enforcement Intelligence Analysts.

Ron Snodgrass has been a police officer with the Phoenix Police Department for more than 35 years. Currently, he is assigned as a sergeant to the Professional Standards Division supervising the department's Early Identification and Intervention Program. Mr. Snodgrass has extensive labor/management experience and prior to his promotion to sergeant in 2001 he served on the board of directors for the Phoenix Police Officer's Union for 24 years, ending his term as president. He has a bachelor of science degree in criminal justice and a master's degree in public administration.



Lisa Spahr is an associate of the Police Executive Research Forum's (PERF) Center on Force and Accountability in Washington, D.C. She has more than 12 years of experience in research and development in various areas including law enforcement, corrections, and law and psychiatry research. At PERF, Ms. Spahr manages a COPS Office funded project examining effective and innovative homicide investigation techniques. This project involves researching, interviewing, and gathering technical data from police departments around the country regarding promising practices to preventing homicides, investigating homicides, and successfully closing cases. Prior to joining PERF, Ms. Spahr was a project manager for the University of Pittsburgh, Law and Psychiatry Research Department, examining prisoner and juvenile delinquent behavioral and mental health, specifically psychopathy. In this capacity, she screened and interviewed more than 300 prisoners, trained interviewers in interviewing techniques, and administered a battery of clinical assessments. Ms. Spahr has also served as adjunct faculty, instructing in both law enforcement and psychology coursework and has acted as a manager in a community corrections facility. She has experience working with both international and domestic policing communities as a result of both her academic and professional pursuits. Ms. Spahr received her B.A. in psychology from Temple University in Philadelphia, and M.Sc. in investigative psychology from the University of Liverpool, England. She is a member of the American Psychological Association, the Psychology-Law Society, and the American Society for Criminology.

Steve Swaim has been the community services superintendent in Anaheim, California since 1979. For the past 2 years he has led the Recreation, Human and Neighborhood Services Division, overseeing all city recreation, social, and neighborhood service programs. Previously, Mr. Swaim led the city's efforts in working with the community in implementing an Anti-Gang and Drug Strategic Plan. He also developed and led the city's Neighborhood Services operation, facilitating city resources in improving the quality of life in Anaheim neighborhoods. During the last 5 years he has worked closely with senior city management, city staff, and community stakeholders in pioneering the concepts of local government interdepartmental problem-solving in tandem with strong community partnerships—the pillars of community governance. Mr. Swaim has been affiliated with the League of California Cities for more than 20 years as a member of its Community Services Policy Committee; president of its Recreation, Parks, and Community Services Department; and a member of its board of directors. Mr. Swaim has spoken on the subject of "Changes in Local Government," and "Local Government's Role in Neighborhood Problem-Solving,

and is the author of the article, "Seeking the Voices and Wisdom of the Community." He has also lectured on "Changing Local Government" at California State Universities, Long Beach and Fullerton. Mr. Swaim received a bachelor's degree in geography from California State University, Long Beach.

Lewis J. (Jackie) Swindler is the chief of the Newberry, South Carolina, Police Department. His career with the department began in 1975, and he became chief in 1993. Chief Swindler has received numerous honors and has served in key roles in several professional law enforcement organizations. His honors include South Carolina Officer of the Year and the Strom Thurmond Award of Excellence in Law Enforcement. He served as the 2002 South Carolina Police Chiefs' Association President, was a member of the Governor's Task Force on Officer Safety in 2002, and a member of the State Counter Terrorism Coordinating Council. Chief Swindler is a lead instructor for the Carolinas Institute for Community Policing and has taught throughout the Carolinas. His educational background includes a B.A. in sociology/criminal justice from Newberry College and a master of criminal justice from the University of South Carolina. He is a graduate of the 137th session of the FBI National Academy.

Merlin Switzer has been with the Sacramento Sheriff's Department for 28 years. He frequently served as a change agent to implement new programs or improve operations in troubled areas. In 2000 and 2004, Captain Switzer was selected at the Service Area Manager of the Year. He did annual strategic planning with members of his staff, coordinated a team in developing a community policing strategic plan, and has assisted other agencies in strategic planning. In 2005, he was selected as a special consultant with California Commission on Peace Officer Standards and Training to develop a report on best practices in recruitment and retention. As a part of the project, he coordinated the 2005 Recruitment and Retention Symposium and a Recruiter Seminar in May 2006. He has the ability to communicate with a wide range of audiences, and an energized passion to help leaders and organizations reach new heights in performance. Captain Switzer holds master's degrees in criminal justice and public administration. He is a graduate of Command College, Los Angeles Police Department's West Point Leadership Program, and the POST Master Instructor Program.

Michael Tabman is special agent in charge in the FBI's Minneapolis Division. He began his law enforcement career with the Fairfax County, Virginia, Police Department in 1980 as a patrol officer and a hostage negotiator on the SWAT Team. In 1983, he joined the FBI as a special

agent, serving first in Oklahoma City, then New York City where he was assigned to the FBI-NYPD Organized Crime Task Force, and later to the FBI-NYPD Drug Task Force. Promoted to FBI Headquarters, he supervised the Racketeering Enterprise Investigations and Joint Drug Intelligence groups. He was assigned as supervisory special agent of the Drug/Violent Gang Squad in the Albuquerque Division and assistant special agent in charge of the Kansas City Division. In 2002, Mr. Tabman was promoted to inspector and traveled worldwide assessing the effectiveness of FBI operations. He earned his bachelor of science degree in criminal justice in New York, later earned a master's degree in commercial security administration, and also became a Certified Public Accountant.

Bruce Taylor, Ph.D., is the director of research for the Police Executive Research Forum (PERF). Dr. Taylor has more than 15 years of professional experience in research design, randomized field experiments, statistical analysis, measurement, survey design, and program evaluation. He has conducted studies in law enforcement, treatment for violent offenders, domestic violence, victim assistance programs, homeland security, psychological effects of victimization, dynamics of drug markets, and hardcore drug use. His recent peer-reviewed research has been published in *Addiction Biology*, *American Journal of Drug and Alcohol Abuse*; *Criminal Justice: An International Journal of Policy and Practice*; *Criminology*, *Criminology and Public Policy*; *Forensic Science International*; *Journal of Drug Issues*; *Journal of Personality and Social Psychology*; *Justice Quarterly*; *The Journal for the Scientific Study of Religion*, *Perspectives, Violence and Victims*; and *Women and Criminal Justice*. Dr. Taylor's current research examines the issues of measuring community policing, homeland security and our nation's deepwater ports, the use of police regional information sharing systems, police use of force, officer safety issues, trends in police training, the use of Tasers in custodial settings, and the use of DNA evidence by local law enforcement. He received his doctorate from Rutgers University in 1996.

Nick Tilley is a professor of sociology at Nottingham Trent University (United Kingdom), a visiting professor at the Jill Dando Institute of Crime Science, University College London, and senior advisor to the Home Office Director, Government Office for the East Midlands. Mr. Tilley has published more than 100 books, government reports, book chapters, and journal articles, mostly relating to problem-oriented policing, crime reduction, and program evaluation methodology. His most recent book is *The Handbook of Crime Prevention and Community Safety* (Cullompton, Devon: Willan, 2005). He attended London University and the London School of Economics.

John Thompson is the deputy executive director for the National Sheriffs' Association. He has 28 years of law enforcement experience, working 17 years as a law enforcement executive. Mr. Thompson served as assistant sheriff for Prince George's County, Maryland and chief of police for the City of Mount Rainier, where he developed innovative community based programs that resulted in a reduced crime rate and improved quality of life. The program won three Awards of Excellence from the Maryland Municipal League. Mr. Thompson has a degree in criminal justice and is a graduate of both the FBI Law Enforcement Executive School and The Northwestern University, School of Police Staff and Command.

Dan Toomey a consultant with the California Police Officer Standards and Training Bureau, Toomey has helped coordinate the implementation of Problem Based Learning (PBL) into the California police training system for the past few years. He is one of the first in the nation to become a certified PBL police instructor.

Stephen E. Tucker, Ph.D., is the founding pastor of the New Commandment Baptist Church in northwest Washington, D.C. He is also the co-founder, president, and executive director of Jobs Partnership Greater Washington, a faith-based program that brings together churches and businesses to train, mentor, and employ the unemployed and underemployed in the Metropolitan DC area. The program is now in 27 cities, moving thousands from unemployment to employment. The New Commandment Baptist Church participates in the Court Services Offender Supervision Agency's Faith Reentry Initiative, assisting persons coming out of incarceration. The church is also the recipient of a 3-year Value Based Reentry Initiative funded through the COPS Office. Rev. Tucker was honored by the U.S. Department of State and Secretary Colin Powell when he was the recipient of the George Schultz Award for Community Service. He is a graduate of Ball State University with a major in history. He received a master of theology from St. Mary's Seminary and Ecumenical Institute and a doctorate from the Determined Biblical and Theological Institute.

Bharathi Venkatraman is an attorney-advisor with the U.S. Department of Justice, Civil Rights Division. The focus of her work is on ensuring access to government and government-funded programs for speakers of non-English languages. Previously, she was a federal prosecutor and, subsequently, Special Counsel for Trafficking in Persons, at the Criminal Section of the Civil Rights Division. There, she was one of the two lead prosecutors in *U.S. v. Lakireddy*, a high-profile human trafficking prosecution of the largest and wealthiest landowner in Berkeley, California, for his role in trafficking



numerous individuals, including juvenile sex victims, into the United States. Ms. Venkatraman has also prosecuted domestic violence and sex offense cases as a Special Assistant United States Attorney in the District of Columbia. She has lectured extensively on the use of interpreters, investigative practices, interviewing techniques, and human trafficking issues and has also traveled abroad to train foreign government officials. She has routinely met with foreign officials visiting the U.S. who are interested in learning about U.S. practices to combat trafficking, organized crime and related activity. Ms. Venkatraman has taught a course on use of interpreters in criminal investigations to Assistant United States Attorneys, FBI agents, and Immigration agents at the National Advocacy Center, the official Department of Justice training facility. Ms. Venkatraman is the author of various human rights and trafficking-related articles, including a chapter in a textbook focusing on child exploitation, and, most recently, an article on overcoming language barriers in law enforcement, featured in the April 2006 issue of *Police Chief* magazine. She was selected for service at the U.S. Department of Justice in 1996 under the Attorney General's Honor Program, and initially served at the Executive Office for Immigration Review before moving to the Civil Rights Division.

Gary Vilke, M.D., is a professor in the Department of Emergency Medicine at University of California, San Diego (UCSD), and the former medical director for the County of San Diego Emergency Medical Services. Dr. Vilke currently serves as the co-director for custody services at UCSD and oversees clinical care for inmates incarcerated at six of the San Diego County jails. He also serves as the director for clinical research for the UCSD Emergency Department. His research focus has been in the areas of tactical medicine and prehospital care and he has published more than 100 original articles and 25 book chapters. He serves on the editorial board for the *Journal of Emergency Medicine* and is a peer reviewer for five of the top emergency medicine journals. Dr. Vilke has also written text chapters on less-lethal technologies, and has received a grant to study topics including positional restraint, OC spray effects on ventilation and, most recently, the effects of conductive energy devices (i.e., Tasers) on human physiology.

Roy W. Wasden was sworn in as the chief of police for the city of Modesto, California, on August 7, 2000. As chief, he is responsible for an organization of 270 sworn officers, 48 community service officers, 100 support staff, and numerous part-time staff and volunteers. Under Chief Wasden's leadership, the Modesto Police Department earned national accreditation in March

2005. The department gained national recognition for its successful handling of the investigation into the murder of Laci Peterson. The Modesto Police Department is very much engaged with its community in community policing and the quality of life in Modesto. Chief Wasden earned a business management degree from the University of Utah.

Alan Weatherford is chief of police of the Gulfport, Mississippi, Police Department. During his 18 years of service, he moved up the ranks and became chief on February 2, 2006. Chief Weatherford's duty performance has earned him several distinctive awards, including VFW Patrolman of the Year, 1990 and 1991, and American Legion Auxiliary, Officer of the Year for 2000. In 1992, the state of Mississippi recognized him for his efforts in protecting children and in the prevention of drunk driving during Operation Save. Chief Weatherford received an associate's degree in liberal arts from the Mississippi Gulf Coast Community College, Jefferson Davis Campus, and his bachelor's degree in criminal justice from the University of Southern Mississippi. He graduated from the Mississippi Police Academy in Pearl, Mississippi in 1988. Chief Weatherford's extensive law enforcement training also includes graduating from the Southern Police Institute Administrative Officers Course, 102nd Session, in Louisville, Kentucky in 1999 and the Federal Bureau of Investigation's National Academy in Quantico, Virginia in March 2002.

Sandra Webb, Ph.D., is director of the Training Division in the Office of Grants and Training, Preparedness Directorate, Department of Homeland Security (DHS), overseeing the development and approval of all training courses related to Homeland Security Presidential Directive 8 (HSPD 8). These courses include first-responder training to address incidents from all catastrophic events, including weapons of mass destruction, terrorism, and weather-related disasters. HSPD 8 also directs training toward citizens, private industry, the medical community, and local law enforcement. Prior to joining DHS, Dr. Webb coordinated the national Regional Community Policing Institute network, a partnership funded by the U.S. Department of Justice, COPS Office. These partnerships of educational institutions, community organizations, and law enforcement agencies provide training in all 50 states on the topics of community engagement, ethics and integrity, problem solving, and antiterrorism. Dr. Webb has worked for several nonprofit associations including the Community Policing Consortium and the National Sheriffs' Association. Her previous positions include director of Continuing Education at Western Kentucky University, where she managed the conference facility

and professional education program at the Institute for Economic Development and Public Service. She began her career in public service as a legislative aide to the President Pro Tempore of the Pennsylvania State Senate, while she earned a master's degree in public administration from Penn State. She holds a Ph.D. in education from Florida State University.

Craig Webre, a life-long resident of Lafourche Parish Louisiana, is serving his fourth term as sheriff. Under Sheriff Webre's leadership, the Lafourche Parish Sheriff's Office has become one of only four sheriff's offices in Louisiana to receive national accreditation. Prior to his election as Sheriff in 1992, he served his community as an officer with the Thibodaux Police Department, the Lafourche Parish Sheriff's Office, and as a Louisiana state trooper. Additionally, Sheriff Webre presently serves as the second vice president of the National Sheriffs' Association and stands in line to serve as national president in 2007. Sheriff Webre holds associate, bachelor, and Juris Doctor degrees.

Charles F. Wellford, Ph.D., is professor of criminology and criminal justice at the University of Maryland College Park. He also is director of the Office of International and Executive Programs and of the Maryland Justice Analysis Center. He was chair of the Department of Criminology and Criminal Justice (formerly Institute of Criminal Justice and Criminology) from 1981 to 1995 and from 1999 to 2004. From 1992 to 1998, he was the director of the Office of Academic Computing Services in the College of Behavioral and Social Sciences. In 1998 he was acting associate provost and dean of Continuing and Extended Education, and in 1998-99 he was interim associate provost for research and dean of the Graduate School. He is a past president of the American Society of Criminology (ASC), in 1996 was elected a fellow of the ASC, and in 2001 was selected as a national associate of the National Academy of Sciences (NAS). He chaired the NAS Committee on Law and Justice from 1998 to 2004 and recently chaired NAS panels on pathological gambling and on research on firearms. He currently serves on the Maryland Sentencing Policy Commission. From 1976 to 1981 Dr. Wellford served in the Office of the United States Attorney General where he directed the Federal Justice Research Program. Dr. Wellford's most recent research has focused on the determinants of sentencing and on the correlates of homicide clearance.

Chuck Wexler, Ph.D., executive director of the Police Executive Research Forum (PERF) since 1993, has been directly involved in numerous projects, such as coordinating the development and implementation of a comprehensive anticrime strategy in Minneapolis that is now a model for public-private cooperation. He also spearheaded an effort to confront and discuss police-minority conflict and the controversy concerning racial profiling, resulting in a national meeting of major city chiefs and local leaders. Most recently, he has been involved in PERF's analysis of the investigation into the Washington sniper incidents, serving as coauthor of PERF's report, *Managing Multijurisdictional Cases: Lessons Learned from the Sniper Investigation*. Prior to joining PERF, he was an assistant to the nation's first director of the Office of National Drug Control Policy. He also headed the Professional Development Division of the International Association of Chiefs of Police where he designed a national program for the selection of police chiefs. A native of Boston, Dr. Wexler held a number of key positions in the Boston Police Department. As operations assistant to the police commissioner, he played a central role in the agency's management of racial violence in the wake of court-ordered desegregation of the Boston School System. He was also instrumental in the development and management of the Community Disorders Unit, which earned a national reputation for successfully prosecuting and preventing racially motivated crime. Dr. Wexler holds a liberal arts degree from Boston University, a master's degree in criminology from Florida State University, and a Ph.D. in urban studies and planning from the Massachusetts Institute of Technology.

Robert C. White was sworn in as the first chief of police for the newly merged City of Metro Louisville on January 6, 2003. As chief, Colonel White directs all functions and operations for the city's police force to ensure the safety and security of Metro Louisville residents. His law enforcement career began as an officer with the Washington, D.C., Metropolitan Police Department, serving as sergeant, lieutenant, captain, and inspector/commander. Upon retirement, Colonel White served as the first director of public safety for the District of Columbia Housing Authority. He later returned to the Washington, D.C., Metropolitan Police Department as an assistant chief of police. Prior to his appointment with Metro Louisville, Colonel White served as chief of police for the Greensboro, North Carolina, Police Department. Colonel White received a bachelor of arts degree in public administration from the University of the District of Columbia and a master of science degree in applied behavioral science from Johns Hopkins University. He also completed the Contemporary Executive Development Program at George Washington University.



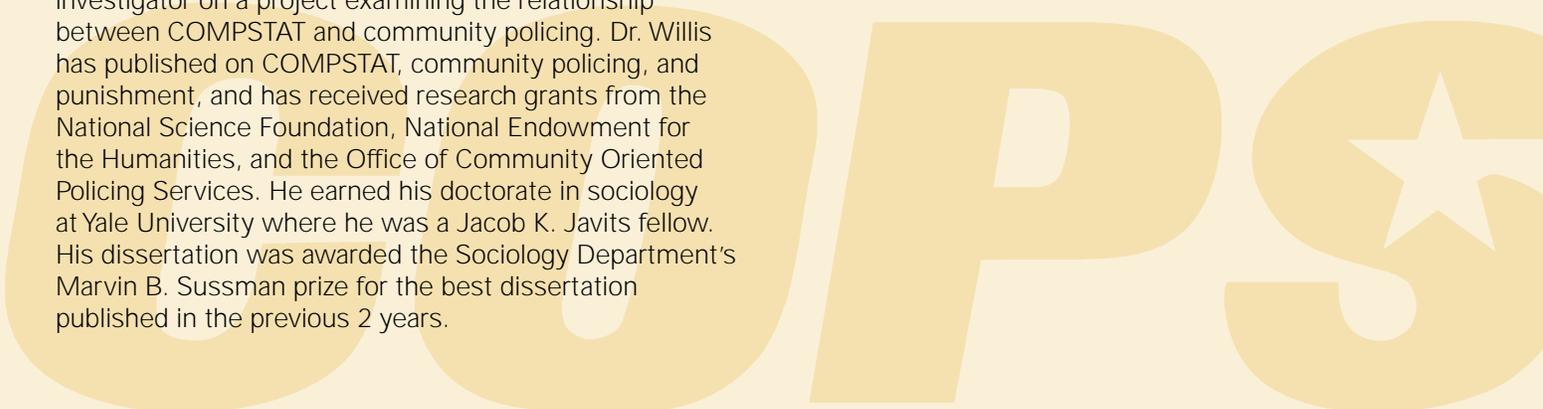
John G. Williams is a consultant who provides services to public and private entities in law enforcement-related fields. He designs and teaches programs to law enforcement officers and other personnel assigned to crime scene units or forensic science functions, and advises departments on policy and procedural issues, staffing, and budgets. After 30 years of law enforcement experience, Mr. Williams retired from the South Carolina Department of Public Safety in March 2005 as the section chief over advanced training. His duties included supervising personnel in the Investigations/Forensics, Behavioral Science, Traffic Investigation and Enforcement, and Family and Domestic Violence Units. He managed the daily operations of the section, determined the most cost efficient and effective methods for training delivery, and he coordinated with other section chiefs, unit managers, and outside law enforcement entities to create specialized and advanced training programs for South Carolina law enforcement officers. He served as a consultant for other law enforcement departments on matters of policy and procedures and active casework and has written and overseen federal grants. Mr. Williams holds a bachelor of arts degree from the University of South Carolina.

Lynn D. Williams is director of community and leadership programs in the Education Division of the United States Holocaust Memorial Museum in Washington, D.C. During her 12-year tenure with the museum, she has helped to develop and manage long-term partnerships and educational programs with schools and families, civic organizations, and local and national law enforcement agencies. Because of the lessons about human behavior inherent in the history it presents, the museum has become a hub for innovative training programs for law enforcement officials, military groups, and government and civic leaders that examine some of the most fundamental questions these professionals face in their careers. As an educator, Ms. Williams has 20 years of experience building community partnerships and educational programs in both inner-city and rural communities.

James Willis, Ph.D., assistant professor of sociology at the University of Massachusetts-Boston, is the principal investigator on a project examining the relationship between COMPSTAT and community policing. Dr. Willis has published on COMPSTAT, community policing, and punishment, and has received research grants from the National Science Foundation, National Endowment for the Humanities, and the Office of Community Oriented Policing Services. He earned his doctorate in sociology at Yale University where he was a Jacob K. Javits fellow. His dissertation was awarded the Sociology Department's Marvin B. Sussman prize for the best dissertation published in the previous 2 years.

Fred G. Wilson is director of training, jail operations, court security, and the National Sheriffs' Institute for the National Sheriffs' Association in Alexandria, Virginia. Formerly, he was project director, the Police Foundation, of the Community Policing Consortium in Washington, D.C. There, he coordinated the delivery of technical assistance to federal grantees. Prior to that, he taught criminal justice courses at the University of Arkansas at Little Rock and was veteran's liaison for U.S. Senator Dale Bumpers. Mr. Wilson holds a master's degree in criminal justice and is taking doctoral studies in criminal justice,

Solomon Zhao, Ph.D., is a professor in the Department of Criminal Justice at University of Nebraska-Omaha. His research area includes police organizational change, officers' value orientation, job stress, and measurement in policing. Dr. Zhao has published two books and 35 refereed journal articles on community policing, crime and violence, and juvenile delinquency. In addition, he has written many evaluation reports with local and state police agencies across the nation.



Conference Planning Committee

Carly Adams
Beverly Alford
Jamie Atwood
Sharon Baker
Karl Bickel
Peter Borges
Stephanie Carr
Rob Chapman
Debra Cohen
Heidi Custer
Mike Dillon
Melissa Fieri-Fetrow

Jamie French
George Gibmeyer
Connie Gray
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Michelle Purifory
Peter Regner
Maria Carolina Rozas
Marcia Samuels
Amy Schapiro
Matthew Scheider
Deborah Spence
Jenna Stupak
Tawana Waugh
Abigail Wedeking

Upcoming Events and Announcements

Save the Date: POP Conference

The Center for Problem-Oriented Policing (POP Center) with funding from the U.S. Department of Justice Office of Community Oriented Policing Services is sponsoring the annual Problem-Oriented Policing Conference on September 25-27, 2006. This year the conference will be held in Madison, Wisconsin and hosted by the Madison Police Department. The Problem-Oriented Policing Conference recognizes excellence and innovation in the use of problem-solving by police to address public safety issues. For more information about either problem-oriented policing or the POP Conference please visit: www.popcenter.org.

Reports from the Field

Do you want to help fellow officers around the country? Do you have a community policing success story you want to tell?

Do you want to learn more about best practices in the field?

www.copsreportsfromthefield.org

COPS is pleased to have been able to provide support for your community policing efforts over the past decade. Now we would like to ask for your help in making a great resource for police departments even better. COPS Reports from the Field website, a companion to the Institute for Law and Justice's COPS-funded Reports from the Field project, includes more than 250 searchable examples of community policing innovations and receives nearly 20,000 hits a quarter. Now we have made it even easier for you to highlight your COPS-funded community policing initiatives—no lengthy report writing required. Go to www.copsreportsfromthefield.org and click on the submission form button. Complete the brief online form and be another COPS success story. If you have any questions you can e-mail: copsrff@ilj.org.



COMMUNITY POLICING: LEADING THE WAY TO A SAFER NATION

2006 National Community Policing Conference



Sponsored by the Community Policing Consortium
in Partnership with the U.S Department of Justice
Office of Community Oriented Policing Services

1100 Vermont Avenue, N.W.
Washington, DC 20530
COPS Office Response Center: 1.800.421.6770
www.cops.usdoj.gov