



# Violence Reduction Network Quarterly Newsletter

Strategic Solutions • Focused Actions • Reduced Violence

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## VRN Cumulative Statistics To date, the VRN has provided:

Customer Satisfaction Rating	4.4/5.0
Peer Exchanges	19
Research Partner Connections Supported	7
Resource Documents Cataloged	155+
Subject-Matter Expert (SME) Hours Provided	400+
SSL Hours Provided	1,500+
Technical Assistance/Resource Requests	174
Training Hours Delivered	9,120+
Training Deliveries	27
Training Participants	1,065+
Webinar Deliveries	7
Webinar Participants	252
Webinar Overall Rating	3.5/5.0
Web Site Documents Downloaded	1,788
Web Site Page Views	12,742
Weekly News Deliveries	61
Weekly News Overall Rating	4.5/5.0

## *VRN Third Quarter Results Show Significant Growth!*

As evidenced through previous editions of the Newsletter, the cumulative statistics, and the numerous site calls and communications, the amount of training, technical assistance, support, and resources being delivered to our Violence Reduction Network (VRN) sites is positively overwhelming. From peer exchanges to other VRN sites and/or cities with model practices to training and targeted assistance from nationally recognized subject-matter experts, VRN continues to deliver a broad spectrum of proactive crime-fighting resources to the VRN communities.

As we approach the conclusion of the first year of this program, we have begun planning for the second annual summit. It is time to focus on the outcomes and operational impacts the VRN resources delivered to the sites and local communities. The April 2015 Virtual Forum provided candid feedback regarding the assistance being provided to the sites (more information on page 3), and the VRN leadership relies on the regular site team calls as a critical source of information on the sites' progress and how VRN can better assist in violence reduction efforts. The Site Highlights section of this Newsletter aims to provide the reader with not only an overview of the activities that have occurred but also the outcomes and impacts of the deliveries.

In addition, VRN is pleased to welcome VRN Co-Director Chris Robinson of the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). We look forward to Mr. Robinson's leadership and guidance as VRN continues to grow and succeed. For more information and a welcome from Mr. Robinson, see page 10!

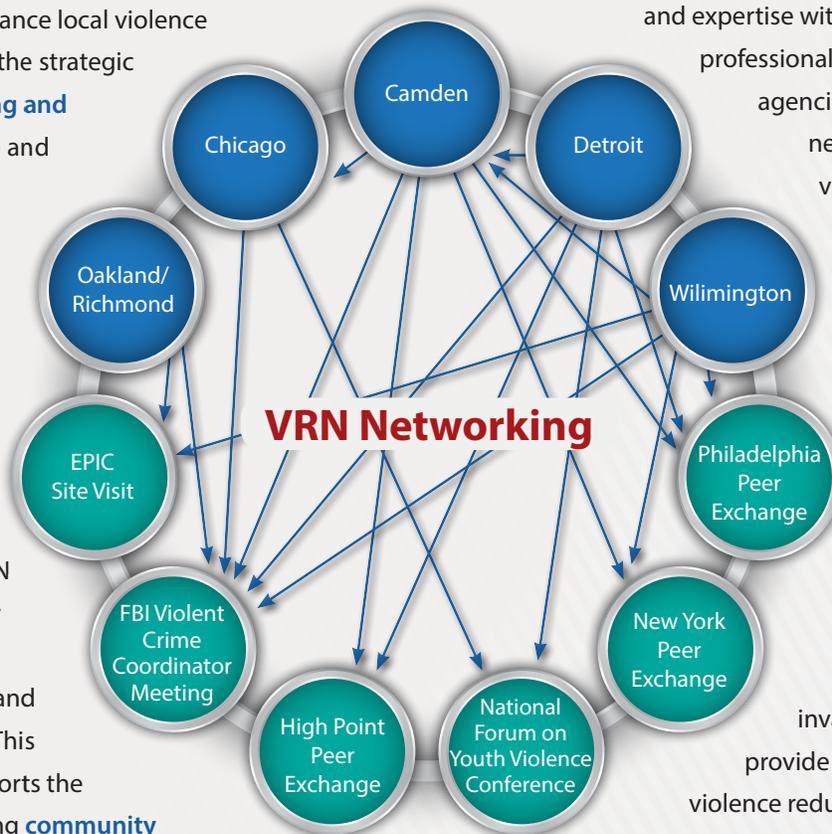
*The VRN Team*

# Across the Network



## Networking in the Network

As evidenced by the name of the Violence Reduction Network, networking and increasing collaboration among sites and other agencies are highly encouraged and promoted. VRN strives to support and enhance local violence reduction efforts through the strategic delivery of **tailored training and technical assistance (TTA)** and **federal law enforcement assistance** from ATF, the U.S. Drug Enforcement Administration (DEA), Federal Bureau of Investigation (FBI), and U.S. Marshals Service (USMS). In addition to delivering TTA and resources to individual VRN sites, VRN strives to deliver TTA to multiple VRN sites tackling similar problems and facing similar challenges. This innovative approach supports the development of an ongoing **community of practice** among the VRN sites, other law enforcement stakeholders, and TTA providers regarding strategic violence reduction. In addition, VRN strategically and purposefully links VRN sites to maximize opportunities for meaningful, hands-on learning through **peer exchanges**.



Peer exchanges within the Network offer a wealth of benefits to participant and hosting agencies alike. Hosting agencies have the opportunity to share their knowledge and expertise with other law enforcement professionals, while participating agencies are afforded face-to-face networking opportunities, and valuable relationships are forged.

Whether the focus is related to technology, focused deterrence, intelligence programs, witness intimidation, youth violence, or other violence reduction topics, opportunities for peer-to-peer learning and site interaction are invaluable in the VRN and can provide positive benefits to local violence reduction efforts. As depicted in the VRN Networking chart, in the few short months since VRN was launched, the VRN sites have participated in numerous collaborative exchanges and learning opportunities.

## Bringing the Network Together—2015 VRN Summit

The 2015 VRN Summit will be held in **Detroit, Michigan**, on **September 28–30, 2015**. This invite-only, 2½-day event will convene executive leadership and key stakeholders from the current and new VRN sites to participate in focused discussions and explore violence reduction strategies directly with national practitioners and researchers and U.S. Department of Justice (DOJ) representatives, including United States Attorneys. The VRN Summit will provide information on the broad spectrum of DOJ resources available to VRN communities and will provide a forum for site leaders to identify ways that DOJ can help enhance existing violence reduction efforts. The VRN Summit registration Web site will be released soon!

# VRN Webinars

## Virtual Forum—April 2015

DOJ hosted the VRN Virtual Forum as a collective Network update for all VRN sites with DOJ representatives. This forum provided an opportunity for VRN site leaders and representatives to hear from each other regarding violence reduction efforts under way in each site and the DOJ resources that have been most helpful to them. Sites provided feedback on assistance that has been delivered through VRN, goals for the next six months, and ways VRN can better assist in the future. The VRN DC team also provided a briefing on the future of the Network, including new sites, the fall summit, and more.

## Strategies to Improve Homicide Investigations and Increase Clearance Rates—June 2015

During this Webinar, participants heard from Dr. David Carter and Mr. Brian Russell on successful and effective approaches in managing homicide investigations based on the collective experience of seven law enforcement agencies, the importance of a reciprocal relationship between law enforcement and prosecutors, and the critical tasks during the first 48 hours of a homicide investigation.

## Utilizing Social Network Analysis to Reduce Violent Crime—July 2015

This Webinar explores how social network analysis (SNA) can be used to understand and guide gun violence prevention efforts. The Webinar covers the basics of SNA, with the aim of providing a foundation for understanding how mapping human social networks can be used to better address violent crime. Geared towards participants from all areas of the criminal justice community, the Webinar addresses the key concepts and the basic data and computing requirements for effective social network analysis. Led by three nationally recognized experts, this Webinar examines real-world utilization of SNA in guiding violence reduction efforts in several major cities. These experts include Dr. Andrew V. Papachristos (Yale University), Dr. Andrew Fox (University of Missouri–Kansas City), and Major Joe McHale (Kansas City, Missouri, Police Department).

**To access all of the VRN Webinars,  
visit the VRN Web site at**

<https://vrnetwork.org/Home/ItemsOfInterest/VRNWebinars>.

## Resource Spotlight

### The El Paso Intelligence Center

When it began in 1974, the [El Paso Intelligence Center \(EPIC\)](#) served law enforcement agencies primarily along our country's southern border, with a focus on drug and human trafficking. But tools and technology continuously become more sophisticated, and today's EPIC is a state-of-the-art, high-tech, "all threats center with a focus on the Western Hemisphere, and a particular emphasis on the Southwest border, that leverages the authorities and expertise of its partners to deliver informed intelligence." In this capacity, EPIC provides federal, state, and local law enforcement agencies with information they can use in investigations and operations that target criminal activities.



EPIC is supported by the efforts and expertise of a broad range of federal, state, and local law enforcement partners who work in partnership, including the DEA, U.S. Department of Homeland Security (DHS), U.S. Customs and Border Protection, U.S. Immigration and Customs Enforcement, U.S. Coast Guard, FBI, ATF, USMS, U.S. Department of Transportation, Internal Revenue Service, U.S. Department of the Interior, National Geospatial-Intelligence Agency, U.S. Department of Defense/IC, Joint Task Force-North, Joint Interagency Task Force-South, Texas Department of Public Safety, Texas Air National Guard, National Guard Counter Narcotics Bureau, U.S. Department of State, Bureau of Indian Affairs, Union Pacific Railroad Police, Kansas City Southern Railroad Police, El Paso Police Department, and the El Paso County Sheriff's Office.

In addition to sharing intelligence, EPIC has developed a solid reputation for sharing promising practices and resources and collaborating with law enforcement agencies throughout the United States, including the VRN sites. Through EPIC resources, VRN sites have the opportunity to visit the EPIC facility to receive a tour and participate in intelligence briefings. Two of our sites, Oakland/Richmond and Wilmington, have already participated in site visits to EPIC, and we encourage other VRN sites to explore this opportunity. In addition, VRN sites have the opportunity to conduct intelligence queries through EPIC via the Internet or phone and can also request EPIC analysts to provide customized assistance related to research, reports, and/or assessments on crimes and trends related to criminal activity within their jurisdiction. VRN is grateful to EPIC for the assistance provided to the VRN sites so far, and we look forward to working with this valuable national resource to reduce violence in our partner cities.

# Site Highlights

Camden, New Jersey

The Camden VRN team kicked off Quarter 3 with a peer exchange to Chicago, Illinois, to explore Chicago's intelligence and crime-fighting technologies (more information on page 5).

In June, Camden VRN team members traveled to **New York City** with members of the Wilmington VRN team to examine the violence reduction and intelligence capabilities of the New York City Police Department (NYPD). In conjunction with this visit, Camden Assistant Chief Cuevas attended the **National Network for Safe Communities Conference**.

The mission of the National Network for Safe Communities is to support cities advancing proven strategies to reduce violence, minimize arrest and incarceration, and strengthen relationships between law enforcement and distressed communities. Assistant Chief Cuevas said that the conference "yielded great information and networking" and was extremely valuable. He looks forward to sharing promising practices with the Camden County Police Department (CCPD) team.

Also in June, Camden representatives, along with Detroit and Wilmington partners, travelled to **Philadelphia, Pennsylvania**, to tour the **FBI field office** and **Philadelphia Police Department (PPD)** programs, as well as the **Delaware Valley Intelligence Center**. More information on this peer exchange is detailed in the Detroit Site Highlights section.

In conjunction with the Philadelphia peer exchange, the CCPD hosted a site visit for Detroit representatives to view the Camden-area **Real-Time Tactical Operations and Intelligence Center**.

The **National Integrated Ballistic Information Network (NIBIN)** machine that was installed last quarter at the CCPD has been used as both an intelligence resource and an evidentiary tool by generating investigative leads, shaping deployments, and assisting the CCPD in recovering ballistics in an expedited time frame. The CCPD has been able to connect violent crime trends, allowing for more proactive approaches in deploying resources.



*NYPD Site Visit: Pictured from left to right are Assistant Chief Orlando Cuevas (Camden), Public Safety Liaison Doug Iardella (Wilmington), Deputy Chief Joe Williams (Camden), and Captain Albert Handy (Camden)*

With VRN support from the High Point, North Carolina, focused-deterrence visit and a peer exchange to view a Philadelphia Police Department call-in, the CCPD implemented its first call-in in late March. According to Chief Thomson, "It was a grand slam. We've

*also brought the schools on board to address the gang recruitment and juvenile violence that's taking place so we can remain in front of some percolating issues."*

As follow-up to the Digital Imaging Video Response Team (DIVRT) training and kits provided to Camden in Quarter 1, the CCPD now uses DIVRT for all crime video commercials. As a result, over 25 crime commercials have been created and posted to the **CCPD's FaceBook page**.

Next quarter, the Camden VRN team will be focusing on **community surveys, active shooter training, social network analysis (SNA) training at Yale University, Major Crime Scene Investigation training, juvenile diversions, handling protests, and crowd control management**.



*Philadelphia Site Visit: CCPD Lieutenants Carmichael and Giannini and Detective James with PPD Commissioner Ramsey*

# Site Highlights

Chicago, Illinois

In Chicago, the police department welcomes any opportunity to share violence reduction strategies with other VRN sites through [peer-to-peer learning](#) and site mentoring. At the beginning of this quarter, the Chicago Police Department hosted the Camden, New Jersey, VRN team through a site visit to explore Chicago's technology capabilities and intelligence processes. One of the technologies Camden learned about during this peer exchange is Chicago's [Computer-Aided Dispatch \(CAD\) system](#). The CCPD will soon be replacing its CAD system, and this opportunity provided networking and information on replacement methodology and guidance on the replacement process. Chicago representatives also showed Camden participants the [Emergency Operations Center](#), the [Gun Crime Intelligence Center](#), and the [Crime Prevention and Information Center](#) and provided an opportunity for the executives to discuss violence reduction strategies. Next quarter, representatives from the Chicago Police Department will participate in two VRN Webinars to share some of their best practices and violence reduction strategies related to using social network analysis to target gang members involved in shootings and using advanced analytics and predictive policing to identify people most likely to be future "parties to violence."

In April, Strategic Site Liaison (SSL) Ed Davis participated in the [VRN Virtual Forum](#) to provide an update on activities for Chicago. During this discussion, he

highlighted the solid relationship between local law enforcement partners and successes of the DIVRT program, as well as upcoming plans to hold a training on [Crime Analysis for Executives](#) and [Blue Courage](#), conduct a trip to the [El Paso Intelligence Center](#), and host an [on-site visit](#) for the VRN team to share and discuss future assistance opportunities. SSL Davis also discussed the Chicago Police Department's commitment to continually improving information sharing and technology. The department is currently looking at best practices from the Los Angeles Police Department, where data and information are effectively shared across various units department-wide.

In June, the Chicago Police Department brought on a new Director of Communications and News Affairs, Anthony Guglielmi, to serve as a chief spokesman and to coordinate department media relations, external affairs, and internal communications. To supplement the selection of the new media director, the Chicago VRN site team began planning media training provided by the FBI. The purpose of this [media training](#) will be to help Chicago police executives see media as an opportunity to reach the general public, not as an obstacle to overcome. The training aims to provide executives with specific strategies for thoughtful discussion about police-related incidents that become news stories and strategies to effectively communicate and build positive relationships with the media.



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Two emerging themes in the VRN assistance for the Detroit partner agencies have centered on [domestic violence](#) and data/intelligence analysis.

To expand upon their domestic violence focus and in response to the January 2015 High Point, North Carolina, site visit, Detroit received targeted technical assistance from the [National Domestic Violence Fatality Review Initiative \(NDVFRI\)](#). In late April, Dr. Neil Websdale and the NDFVRI conducted a site visit to Detroit to meet with agency representatives and key collaborators in an effort to learn more about the handling of domestic violence cases in Detroit. The NDFVRI conducted an intensive training that focused on an overview of the range of deaths caused by, related to, and traceable to domestic violence; examined the dynamics of intimate-partner homicide cases; discussed the domestic violence fatality review process; and explored best practices and implications of domestic violence reviews for law enforcement and the criminal justice system. Dr. Websdale also included a mock case review. Follow-up TTA from the NDFVRI is currently being explored. In addition to the NDFVRI training, a Domestic Violence Fatality Review Board (DVFRB) was established in Detroit and is led by the Wayne County Prosecutor's Office (WCPO). The Board includes representatives from the Detroit Police Department (DPD) and involves community groups in the process. The Detroit DVFRB is currently working on establishing protocols and procedures, and it plans to review its first case by the end of the year. Another domestic violence-related activity delivered this quarter was the [domestic violence and sexual assault training](#) from the [National District Attorneys Association](#). This training was delivered to the WCPO and supported by the [Office on Violence Against Women](#).

In June, several representatives from the DPD, the WCPO, and the Detroit FBI field office participated in a [peer exchange](#) to Philadelphia, Pennsylvania, and Camden, New Jersey. In Philadelphia, participants met with FBI representatives for a tour of the Philadelphia field office, explored the [DIVRT](#) and [Safecam](#) programs as well as the Smart Policing Initiative based at the Philadelphia Police Department, met with a representative from the Philadelphia District Attorney's Office to discuss [witness intimidation strategies](#), and participated in a tour of the [Delaware Valley Intelligence Center](#). In Camden, the team met with CCPD representatives to explore technology and intelligence capabilities utilized in Camden, including a tour of the [Real-Time Tactical Operations and Intelligence Center](#). Feedback so far has indicated that this peer exchange provided participating agencies with an abundance of information and strategies to take back to their parent agencies.

Dr. Ed McGarrell at Michigan State University has been working with local Detroit agencies and the Bureau of Justice Assistance (BJA) to embed graduate students as analysts in the VRN partner agencies, to include the DPD, the WCPO, and the Detroit Public Schools Police. In addition, the [Office of Juvenile Justice and Delinquency Prevention](#) is partnering with VRN to support their assistance. Next quarter, the analysts will begin working with the agencies in various units, with an overall goal of assisting in violence reduction.

In addition, VRN is currently working to assist Detroit in improving its [interagency data sharing](#) abilities and analysis capacities.

Other upcoming assistance for the Detroit team includes Michigan Department of Corrections [Swift and Sure Sanctions Probation Program](#) enhancement, [Digital Billboard advertisement](#) for wanted fugitives from the FBI, and more.

# Site Highlights

## Oakland/Richmond, California

The Oakland/Richmond VRN site kicked off Quarter 3 with an assortment of trainings and technical assistance and a peer exchange. The agencies are continuing to strengthen and build collaborative relationships between the two police departments, sheriff's offices, district attorney's offices, and federal partners. This unique regional site is an evolving model for VRN sites and other communities who strive to increase collaboration and communication with other agencies in close proximity.

In early April, the National Gang Center delivered a customized **Advanced Training for Street Gang Investigators** that was hosted at the Richmond Police

Department and attended by 65 representatives from local and federal law enforcement agencies in northern California. This training reviewed three topic areas: intelligence (the various types and uses of human and technological information and resources available to gang investigators), investigations (traditional and nontraditional investigative methods, including social media), and current trends and best practices in gang investigations (gang prosecution strategies, role in prevention and enforcement, and privacy/civil rights).

Following the gang training, several representatives from the VRN partner agencies travelled to the DEA-led **El Paso Intelligence Center (EPIC)** in El Paso, Texas, and participated in a border tour with DHS. The team members toured the EPIC facility and participated in multiple intelligence and tactical briefings at the Intelligence Center. After gleaning such valuable insight from this peer exchange, the participants wanted to share this information with more personnel in their agencies and explore more capabilities that EPIC can offer. As a result, EPIC training will be delivered to the Oakland/Richmond site in July.

In addition, BJA, through the Police Foundation, conducted a **Crime Analysis for Executives Symposium**, during which Oakland Police Department

Assistant Chief Paul Figueiroa provided opening remarks, and 80 people from agencies across northern California attended. This event provided an overview of crime analysis best practices and considerations for integrating crime analysis and evidence-based policing strategies into their agencies.

Police and community relations is a key focus area for the Oakland/Richmond site. For the Richmond Police Department (RPD), concentrating on the right people at the right time plays a crucial role in violence reduction efforts. Building relationships with the community was a concept highlighted in the February 2015 fair and impartial policing training, which examined strategies, insight, knowledge, and

awareness in building these relationships. The Tact Tactics and Trust (T3™) training delivered to the VRN site this quarter has built upon this concept and provided officers strategic and valuable social interaction skills for de-escalation.

For the California site, **social network analysis (SNA)** strategies for law enforcement remain of special interest to the local agencies. In May, a training was conducted by Dr. Andrew Fox of the University of Missouri – Kansas City (UMKC) and Major Joe McHale of the Kansas City, Missouri, Police Department (KCPD) for participating agencies from the Oakland/Richmond site. This training provided an overview of SNA to analysts and executives, highlighting the importance of SNA and the

tools needed for analysts to succeed. Next quarter, multiple site representatives plan to attend a training hosted by Dr. Andrew Papachristos at Yale University in August.

Upcoming activities include a **VRN team in-person meeting** and **FBI media training** (as described on page 5).



*Dr. Andrew Fox, UMKC, speaks at the SNA training*



*Major Joe McHale, KCPD, speaks at the SNA training*

# Site Highlights

Wilmington, Delaware

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Peer exchanges have proved to be a valuable resource for the Wilmington team. Wilmington has already participated in numerous site visits to jurisdictions including Camden, New Jersey; New York City, New York; Philadelphia, Pennsylvania; and El Paso, Texas. With Wilmington and Camden in such close proximity, the Network has provided a means for increased communication and partnership across the borders.

Wilmington representatives participated with Camden in the [peer exchange to NYPD](#) to explore intelligence and violence reduction technologies used in the city.

Wilmington representatives also attended the [Philadelphia site visit](#), along with Camden and Detroit, to learn about [DIVRT](#), the [Smart Policing Initiative](#), [witness intimidation strategies](#), and more.

The FBI-led [National Gang Intelligence Center](#) conducted a briefing for Wilmington-area analysts on a variety of gang threats and other intelligence resources that can be leveraged.

The [Office for Victims of Crime](#) is currently working on numerous requests for resources for victims and witnesses of crimes, including the enforcement of victims' rights, responding to elder abuse, serving survivors of homicide victims and supporting crime victims with disabilities.

In June, during the VRN Webinar: Strategies to Improve Homicide Investigations and Increase Clearance Rates, Wilmington Police Department (WPD)

Chief Bobby Cummings provided remarks regarding his local perspective on [homicide investigation strategies](#) within the WPD.

As a continuation of their dedication to examining and incorporating best practices to enhance homicide investigations and prosecutions, during the next quarter, WPD officials will participate in a [peer exchange](#) with officials of the [Richmond, Virginia, Police Department \(RPD\)](#). As evidenced in a 2012 BJA project, [Homicide Process Mapping: Best Practices for Increasing Homicide Clearances](#), RPD was recognized as a model agency for best practices in managing homicide investigations based on their comprehensive integrated approach using diverse resources from both within and external to the police department. RPD's victim-centered and analytic-driven approach serves as the foundation for the agency's quality investigations and high clearance rates.

In the next quarter, [EPIC analysts](#) will visit the WPD as follow-up to Chief Cummings' site visit to the EPIC facility last quarter. The analysts will be working with WPD intelligence analysts to share the DEA's perspective. Wilmington plans to participate in numerous trainings next quarter on the following topics: [Blue Courage](#), [Applied Homicide and Violent Crime Reduction](#), [Crime Prevention Through Environmental Design](#), [Major Crime Scene Preliminary Investigation](#), and the [social network analysis \(SNA\) training at Yale University](#).

*“Being afforded the opportunity to experience firsthand the various NYPD programs and how they utilize their technology capabilities was extremely insightful and will greatly benefit our department moving forward.”*

*—Doug Iardella, Public Safety Liason*



# Additional Resources

## Using Data for Comprehensive and Sustainable Violent Crime Reduction

By: U.S. Department of Justice, Office of Justice Programs Diagnostic Center



Scientists and policing agencies are learning to use data as a foundation for combatting violent crime. The U.S. Department of Justice, Office of Justice Programs (OJP) Diagnostic Center practices this principle. By helping localities to address violent crime through collecting and analyzing both quantitative and qualitative local data, the OJP Diagnostic Center's approach aims to inform communities' understanding of their specific violent crime drivers. Diagnostic Specialists then craft workable solutions, ranging from peer-to-peer exchanges to a host of training offerings, and advocate for the development of comprehensive, cross-system community safety strategies.

Interested in learning more about how the OJP Diagnostic Center uses data to help communities address violent crime? Look for our upcoming article covering support provided to Gary, Indiana, in the next edition of the *VRN Quarterly Newsletter*, follow us on social media, and visit our Web site at [www.ojpdagnosticcenter.org](http://www.ojpdagnosticcenter.org) to read about our engagements in a host of communities nationwide.



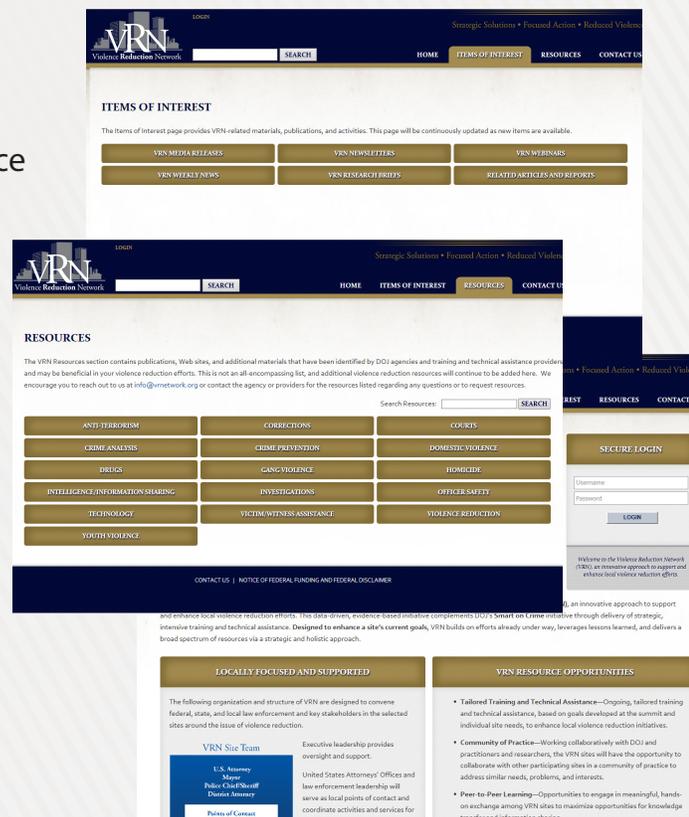
## VRN Web Site

The VRN Web site provides:

- An extensive Resource Library of violence reduction-related materials.
- Items of Interest, including research briefs, previous editions of the *VRN Weekly Site News*, the *VRN Quarterly Newsletter*, and more.
- Secure access to VRN site technical assistance and resource delivery tracking, site team calendars, contact information, and more.

To access these and other resources, visit

[VRNetwork.org](http://VRNetwork.org)





## VRN Co-Directors Kristie Brackens and Chris Robinson



In May 2015, **Special Agent Chris Robinson** from ATF was selected to serve as the new VRN Co-Director alongside **Ms. Kristie Brackens** of BJA. Agent Robinson brings over 20 years of perspective and experience from positions in local and federal law enforcement, and we are excited to welcome him to the Network. Ms. Kristie Brackens is a Senior Policy Advisor at BJA who

previously worked as a Juvenile Justice Specialist within the OJJDP State and Community Development Division, where she worked on former Attorney General Holder's Defending Childhood Initiative as the Demonstration Site Coordinator lead. During her time at OJJDP, she worked extensively on issues of reentry, juvenile justice systems improvement, and addressing racial/ethnic disparities within the juvenile justice system.

Prior to joining OJJDP in 2007, **Ms. Brackens** worked with several state and local agencies, including the city of Phoenix, the Arizona Crime Commission, and the Superior Court of Arizona. She worked as a Neighborhood Specialist with the city of Phoenix coordinating the Fight Back Program, which generally focuses efforts on revitalization, community sustainability, crime and blight reduction, and building neighborhood leadership. Ms. Brackens spent a few years as the Drug, Gang, and Violent Crime Grants Program Coordinator for the Drug Control and Systems Improvement Program at the Arizona Criminal Justice Commission. She managed the Edward Byrne Justice Assistance Grant, the High Intensity Drug Trafficking Area Grant, Project Safe Neighborhoods, and Residential Treatment and Substance Abuse federal grants working with state and local prosecutorial and law enforcement task forces. In addition, she oversaw several special prosecution projects relating to gangs, obscenity, aggravated domestic violence, and sexual exploitation of children. Ms. Brackens is an adjunct faculty member for the University of Phoenix. She is a graduate of Arizona State University and holds a master's of public administration and a master's of science degree in justice studies. She is currently working on her doctorate in organizational leadership and management.

**Agent Robinson** began his law enforcement career as a uniform member of the West Virginia State Police. He graduated from the West Virginia State Police Academy-43rd Cadet Class in 1995 and served at the Morgantown Detachment and Morgantown Interstate Patrol until 2001. During that time, he attended the Marshal University Career and Technical College, where he received an associate of arts degree in police science in 1996. Since 2001, he has been employed by ATF as a Special Agent, serving at ATF-Wheeling, WV, from 2001 to 2004 and ATF-Rochester, NY, from 2004 to 2012 and was promoted to Resident Agent in Charge, ATF-San Antonio Group III, from 2012 to 2015. Agent Robinson received a bachelor of arts in political science in 1992 from the University of North Carolina at Chapel Hill. He also earned a master of arts in political science and policy from West Virginia University in 2000. He attended the Federal Law Enforcement Training Centers (FLETC) Criminal Investigator Training Program and the ATF New Professional Training in 2002.

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