



City of Chicago Police Department Independent Monitoring Proposal

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August 31, 2018

VIA E-MAIL
VIA FEDEX

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Re: City of Chicago Police Department Independent Monitoring Proposal

Dear Ms. Hendrickson and Mr. Siskel:

Thank you for the opportunity to submit our proposal to serve as Independent Monitor to provide independent monitoring and the required compliance services to the City of Chicago Police Department (“the City”). Dickinson Wright’s team brings the unique balance of complete independence, requisite and relevant experience, necessary stature to command the respect of parties to achieve sought-after results, track-record of success, desired diversity, and ability to accomplish the assignment within the targeted budget. Our team will include as the independent monitor the former Mayor of Detroit who is well-known and extremely well-regarded in Chicago and the State of Illinois, with the lead for the implementation team a former federal prosecutor who is one of the founding directors of and one of the authors of the standards for the International Association of Independent Corporate Monitors. And the full results-oriented team will include former senior federal, state and city prosecutors and other lawyers knowledgeable in relevant compliance and human resources issues.

Dickinson Wright, by this letter and in our discussions with you, intends to demonstrate that our firm is preeminently qualified to provide the City with timely and efficient independent monitoring services of the highest quality for such a unique engagement. We believe and trust that you will find that our team of Dickinson Wright lawyers will have the precise experience and expertise to conduct the monitoring, compliance, auditing, community outreach, and reporting functions with the requisite knowledge, efficiency and adherence to best practices for the conduct of independent monitors.

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Although it is almost too fundamental to state, in light of the unfortunate trend in some sectors of our society to be dismissive of ethics, we believe that it is appropriate to commit in writing that Dickinson Wright will always maintain the highest moral and ethical standards in dealing with all legal matters referred to us by the City. We appreciate that, as a public institution, the City sometimes may confront a variety of political influences while expected to be an exemplar of moral integrity. Dickinson Wright has always been cognizant of its obligation and duty to provide objective and appropriate legal advice outlining the advantages, disadvantages and strategy considerations to be taken into account to reach the legitimate objectives of a client when addressing legal matters, regardless of any political pressures that may be involved.

Executive Summary

For more than 50 years, Dickinson Wright has been involved intricately in addressing the entire spectrum of public entity legal service requirements for all sectors of government including at state and local levels. Our firm has an unmatched depth and breadth of municipal expertise. With lawyers throughout the firm in a variety of specialties serving its many municipal clients, we can draw upon the right expertise for any given matter or issue. Moreover, with a significant number of lawyers whose practices focus on representing local governments and local authorities, Dickinson Wright has the expertise to manage and coordinate that expertise to address issues in creative and cost-effective ways. And, with former city, state and federal prosecutors comprising the firm's proactive and defensive investigations teams, they uniquely understand the political, cost and legal considerations that attach to high profile and consequential investigations for municipalities.

Our internal investigations, governance, monitorship support and receivership teams work closely with forensic accountants, compliance experts and other expert consultants engaged and functioning under this law firm's privilege when required or recommended. Our team understands the concepts of monitorships and independent investigations and the considerations attendant to reporting to the various constituents in such engagements. And, our experienced lawyers grasp fully the importance of effective compliance and designing and implementing appropriate remedial measures, and related training, to reduce the risk of future violations.

The same team of Dickinson Wright attorneys who conduct internal investigations also has guided clients to successful conclusions in hundreds of matters. We have represented individuals and companies in federal and state government investigations, civil investigations and litigation involving the SEC (Washington office and all regional offices), FINRA, the Public Company Accounting Oversight Board and the World Bank, and criminal investigations and cases by the DOJ (including US Attorneys' Offices) and states, as well as other regulatory and criminal authorities. Our attorneys have been involved in the development and implementation of compliance programs to satisfy the expectations of DOJ, the SEC and multi-lateral (international) development banks. We have the skill, experience, and temperament to resolve serious issues,

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often without recourse to expensive litigation or other forms of dispute resolution. Our senior lawyers have experience as senior federal prosecutors, investigators and regulators.

Our team has a reputation for taking challenging facts, advocating aggressively and securing favorable outcomes -- cost consciously and effectively. We consistently resolve matters involving allegations of insider trading, international bribery and corruption (FCPA) violations, financial and accounting fraud, FDA violations, domestic bribery, extortion, gaming, wire/mail fraud, money laundering, RICO/conspiracy, and government contract matters, including investigations, export controls (EAR), ITAR, False Claims Act defenses, Inspector General inquiries, whistleblower protection, and suspension and debarment proceedings. We successfully defend parties in white collar criminal investigations by federal and state authorities, and civil and regulatory investigations by securities regulators, stock exchanges and capital markets self-regulatory organizations. And, we bring this depth of experience to the table in proactively advising corporations about best practices in corporate compliance and corporate governance.

Some of the Government Investigations and Securities Enforcement practice's areas of expertise include white-collar criminal defense; domestic and international internal investigations; financial services, including investment advisors, mutual funds and hedge funds; securities enforcement, including companies and their officers and directors, and individuals; health care; domestic and international anti-corruption and financial matters; expert witness; and government contracts.

It is also noteworthy that the Firm maintains a robust municipal practice and, therefore, we have deep experience in all other issues that could arise or be implicated in a municipal investigative and compliance context such as bylaws, ordinances and charter application issues, Open Meetings Act, Freedom of Information Act issues, election law issues, labor law issues and bond, finance and insurance implications.

Overview of Methodology

The Dickinson Wright team will utilize a systematic and tested method of obtaining, analyzing, and reporting information. Through Mr. Archer's two terms leading the City of Detroit and national leadership for municipalities, as well as the balance of the team's experiences as public sector prosecutors and counseling public and private entities in complex internal investigations and other matters, our team's leadership has decades of experience synthesizing and reporting information in a concise and value-added manner.

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During the initial stages of the monitorship, which we estimate to be approximately six months, we intend to imbed a team of 3-4 lawyers on the ground in Chicago to assess fully the relevant issues, meet with and assimilate the priorities and concerns of the stakeholders, and take all necessary action on a timetable that demonstrates consideration and responsiveness.

Following the presumptive initial six-month assessment window, Mr. Archer and key leaders of the team will be available and accessible, including on an as needed basis in Chicago, while other members of the team will continue to work in Chicago addressing ongoing tasks. During the second phase of the monitorship, the team expects to provide regular (weekly if desired) updates to the stakeholders with a more formal, written assessment by the end of each month.

The team also intends to provide more comprehensive written quarterly updates, as well as a formal written annual report. At all times, senior members of the team will be available to supplement any writings with oral debriefings and other reporting.

Mr. Archer will perform the traditional responsibilities of an Independent Monitor. Accordingly, Mr. Archer will deliver the quarterly and annual reports, and respond to oral questions that are raised by the stakeholders. Mr. Frenkel will be responsible for providing the more frequent update reports and answering questions that arise day-to-day.

During the first six months of the monitorship, Dickinson Wright expects to devote approximately 2,000 hours of work on the ground in Chicago. During the ensuing year, Dickinson Wright estimates devoting an additional 2,000 hours of work.

Dickinson Wright will use all means available to coordinate with the parties and CPD to arrange visits, review records, and conduct interviews. The team members will use their skills and experience as former Mayor of Detroit and former federal prosecutors to coordinate monitoring activities, gathering information and communicating with all stakeholders.

Personnel

We propose a highly qualified and carefully selected team of attorneys to support the City through the Monitorship. Resumes of the proposed team of attorneys are included with our proposal.

Dennis Archer, Chairman Emeritus of Dickinson Wright, will be the Independent Monitor. Mr. Archer served two four-year terms as mayor of the City of Detroit (1994-2001) and earned national and international respect for his success in changing Detroit's image and direction. He is past president of the American Bar Association, breaking the color barrier as the first African-American president in 2003, and has been active in several bar associations, eventually serving as president of the State Bar of Michigan, Wolverine Bar Association and National Bar Association.

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In addition to his service to the legal profession, Mr. Archer has served on numerous charitable and civic boards, including the Detroit Regional Chamber of Commerce, the Bipartisan Policy Center and the Community Foundation of Southeastern Michigan.

Jacob Frenkel, Chair of Dickinson Wright's Government Investigations and Securities Enforcement practice, will lead the implementation team and be responsible for the day-to-day oversight of the Monitorship. Mr. Frenkel has served as retained counsel to two corporate monitors, and as a founding Director and Vice President of the International Association of Independent Corporate Monitors ("IAICM"). Mr. Frenkel was actively involved in the drafting of the international standards now in place at IAICM for corporate monitors. Mr. Frenkel is well-known for his thought leadership and experience in governance and compliance. During the past two years at Dickinson Wright, Mr. Frenkel has led two substantial independent investigations for audit committees of public companies.

Mr. Frenkel's work spans the public and private sector over the past 33 years. Mr. Frenkel began his career as an Assistant District Attorney in New Orleans (Parish of Orleans, Louisiana), where he designed, led and directed an undercover law enforcement investigation and prosecutions involving the bail bond industry. Mr. Frenkel's public service then was as a Senior Counsel in the SEC's Division of Enforcement in Washington, DC for nine and one-half years, and as a U.S. federal criminal prosecutor of corruption and financial crimes, where he adopted charging theories and compliance monitoring expectations later embraced by the Enron Task Force. In 1999, Mr. Frenkel entered private practice, where he has obtained favorable results for individuals, including auditors and attorneys, and for corporations and their officers, directors and other senior officials in federal and state securities, financial crimes, FCPA, export, government contracts, public corruption, and other government investigations, including Inspector General investigations.

Mr. Frenkel conducts internal investigations for public and non-public companies and represents officers, directors and employees in internal investigations. He successfully defends parties in white collar criminal investigations by federal and state authorities, and investigations by securities regulators, stock exchanges and capital markets self-regulatory organizations. Mr. Frenkel practices regularly before all offices of the SEC, the Department of Justice's Fraud Section, United States Attorneys' Offices throughout the country, FINRA, state securities regulators, and the Public Company Accounting Oversight Board (PCAOB). His clients consistently cite his ability to take challenging facts, advocate effectively and secure very favorable outcomes - cost effectively. Mr. Frenkel also is Chair of the Audit Committee of the United States Youth Soccer Association, a 3,000,000-participant non-profit and educational organization, whose mission is to foster the physical, mental and emotional growth and development of America's youth through the sport of soccer at all levels of age and competition.

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Assisting Mr. Archer and Mr. Frenkel principally will be Seth Waxman, Kerry Harvey, Ryan Hart, Scott MacGriff, and Kathryn Wood¹. Their relevant bios and experience follows.

Seth Waxman, is a Member of the firm in our Washington, DC office. Mr. Waxman has been lead trial counsel in more than 70 jury trials, 50 bench trials, and 15 appeals. For 13 years, Mr. Waxman worked as a federal prosecutor in the U.S. Attorney's Office for the District of Columbia. For half that time, Mr. Waxman worked on violent crime cases, including murders, firearms offenses, drug offenses, and other violent crimes, all matters that prioritized working closely with community interests. Mr. Waxman shared lead counsel duties on two large-scale RICO trials that involved numerous murders and other violent offenses. Mr. Waxman also investigated and prosecuted police officers for misappropriation of government funds, unauthorized use of force, and other statutory and regulatory violations. Mr. Waxman's experience working hand-in-hand with street level law enforcement, community associations, and neighborhood groups provide him a strong working knowledge of community policing initiatives and needs, the complexities of neighborhood policing and the interests to balance in community-police relations.

Mr. Waxman also chaired a committee within the District of Columbia Bar Association denominated "Operation Crackdown" to focus on drug nuisance properties. Mr. Waxman was responsible for assigning private law firms and their attorneys to particular neighborhoods in Washington, DC that were facing large scale drug nuisance issues and overseeing the attorneys' efforts. The private attorneys were instructed on how to incorporate the neighborhood community associations as non-profit 501(c)(3) entities and file civil nuisance suits against vacant and drug nuisance properties, seeking injunctions and abatement actions. These efforts proved extremely successful in combating drug related nuisance issues ranging from discouraging individuals hanging out on street corners to reducing violent crime.

For the other half of his career as a federal prosecutor, Mr. Waxman handled white collar fraud and public corruption matters. He investigated and prosecuted government employees, corporate officials, and other individuals and companies for various federal crimes, including

¹ Dickinson Wright anticipates that one additional attorney will participate in a senior and active role in the leadership and implementation team for the Monitorship. The attorney is a former Circuit Court Judge whose practice focuses on receiverships and other fiduciary appointments, including monitorships. Since leaving the bench to return to private practice in 2007, this attorney has received numerous court appointments as Receiver, Special Magistrate, Special Master, and Mediator. Before becoming a Judge, the attorney served as assistant district counsel at the Department of Homeland Security. The attorney also is an active member of the Hispanic National Bar Association, including as a member of its Judiciary Council, and the Cuban American Bar Association.

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bribery, money laundering, health care fraud, securities fraud, Ponzi schemes, bank fraud, wire/mail fraud, and RICO.

Since joining Dickinson Wright, Mr. Waxman led an internal investigation involving a \$1 billion real estate investment firm, that managed funds for public pension funds and others, to assess allegations that the fund committed commercial bribery, bid rigging, and other forms of misconduct. Mr. Waxman was the primary attorney who assisted Mr. Frenkel on the internal investigations that he led and are referenced above. In addition to working for Dickinson Wright, Mr. Waxman worked for two other large international law firms in New York and Washington, DC (Shaw Pittman and Dorsey & Whitney).

Kerry Harvey is a Member of the firm in Dickinson Wright's Lexington, Kentucky office. Mr. Harvey has deep experience in leading legal teams tasked with solving complex problems. As U.S. Attorney for the Eastern District of Kentucky during the Administration of President Barack Obama, Mr. Harvey placed special emphasis on conduct that impacted the community and its resources -- healthcare fraud and public corruption, as well as financial fraud. Under his leadership, the United States Attorney's Office made record False Claims Act recoveries and prosecuted groundbreaking healthcare fraud cases. Mr. Harvey served for three years on the Attorney General's Advisory Committee and served as Co-Chair of the U.S. Attorney's Healthcare Fraud Working Group.

The Mayor of Louisville, Kentucky retained Dickinson Wright, through Mr. Harvey, to conduct an internal investigation into alleged misconduct in the Louisville Police Department (LMPD). That investigation arose from allegations of sexual misconduct perpetrated by Louisville police officers against juvenile participants in the Boy Scouts of America Explorer program. The alleged pattern of misconduct extended back more than a decade, and the allegations resulted in the indictment of two police officers, six civil suits against the Louisville Metro Government, and an ongoing federal criminal investigation. The year-long investigation culminated earlier in 2018 with the delivery of a 90-page report, which included detailed findings and recommendations.

Previously, Mr. Harvey served the Commonwealth of Kentucky as General Counsel of its Cabinet for Health and Family Services and Acting Inspector General. As the Commonwealth's top healthcare lawyer, he represented Kentucky in reimbursement methodology litigation, certificate of need matters, and licensing issues. Mr. Harvey's private practice experience includes representation of healthcare providers, financial institutions and public officials. Mr. Harvey served on the Board of Directors of Kentucky's largest owner/operator of hospitals, as well as publicly traded financial institutions. In addition to extensive litigation experience, Mr. Harvey advised a number of businesses as outside general counsel concerning compliance, governance, and regulatory issues.

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Ryan Hart is Of Counsel in our Washington, D.C. office and focuses his practice on litigation pertaining to white-collar criminal defense, government and internal investigations, international anti-corruption and financial matters, and commercial disputes. Before joining Dickinson Wright, Mr. Hart worked as an Assistant United States Attorney in the Western District of Pennsylvania and as an Assistant State's Attorney in the Major Investigations Unit of the Baltimore City State's Attorney's Office. During his time as a prosecutor, Mr. Hart exhibited his skills as a formidable trial attorney winning more than 45 trials. Mr. Hart supervised intricate multi-defendant cases and investigations that implicated significant financial transactions, criminal syndicates, and multiple jurisdictions. While in Major Investigations, Mr. Hart led the Baltimore City Police Department Northern District's Violent Repeat Offender Initiative targeting the Northern District's "most wanted." Clients turn to Mr. Hart because they value working with a seasoned litigator who gets successful results. As a former federal criminal prosecutor and Baltimore City Assistant State's Attorney, Mr. Hart understands the subtleties required to effectively handle complex investigations, high-stakes negotiations, and complicated trials.

Scott MacGriff is a Member of the firm in our Washington, D.C. office and leads the firm's Government Contracts practice. Mr. MacGriff's work in the Civil Fraud Section at the Department of Justice not only involved government contract trials and related procurement fraud prosecutions, as well as customs and importation fraud prosecutions, but also direct, meaningful and significant experience working with the most senior United States, international, Afghan, and military officials, in an international context. Mr. MacGriff completed a 36-month deployment to Afghanistan on behalf of the Department of Justice, including an 18-month tour as the Justice Attaché for the United States. As Justice Attaché, Mr. MacGriff led the office of the Justice Attaché in an active conflict zone, and was responsible for managing the Department's international criminal investigations and international capacity building efforts in Afghanistan.

Kathryn (Katie) Wood, is a Member of the firm and the South Region Labor & Employment Practice Group Co-Chair in our Troy, Michigan office. Ms. Wood's experience includes employment discrimination/harassment/retaliation and whistleblower claims, employment counseling and litigation prevention, and conducting harassment/discrimination investigations. Ms. Wood has represented clients in single and multi-plaintiff actions alleging violations of federal and state civil rights laws, at both the trial court and appellate levels. She has successfully defended a public institution on 14th Amendment and section 1981 claims involving rights of privacy (obtained Sixth Circuit opinion, on issue of first impression, affirming summary judgment).

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a) Commitment to Diversity and Inclusion

Dickinson Wright is committed to a diverse and inclusive workplace and is a recognized leader among law firms for our diversity initiatives. For decades, Dickinson Wright has been a pioneer in all aspects of diversity – both within the firm and in the communities where we do business. From the associate level up to management, Dickinson Wright demonstrates a commitment to recruiting and supporting diverse candidates. Dickinson Wright knows that a diverse team enables us to offer our clients a variety of mindsets when approaching complex legal issues.

Our firm is proud to have received recognition in this area with the naming of three of our women attorneys to American Lawyer Media’s 2015 Women Leaders in Law. We are also proud that our members have received “Women in the Law” awards from Michigan Lawyers Weekly in 2012, 2013, 2015, 2016 and 2017 for their commitment to excellence in the practice of law while inspiring and serving as mentors to other women in the profession.

Diversity Mission Statement

Dickinson Wright follows an established set of policies, practices and programs to demonstrate measurable progress towards a genuinely open, transparent, fair and inclusive workplace. In support of our diversity mission, Dickinson Wright has adopted the following Diversity and Inclusion Statement:

To cultivate an organization, at every level, that is as diverse as the communities in which it works, and as diverse as the clients it serves. To encourage the inclusion of backgrounds, ideas, and beliefs that span a broad range of the human experience by embracing our commonalities and respecting the differences among us. To promote individual success by providing all persons with opportunities to achieve their full potential as organizational goals are pursued.

The Firm resolves to accomplish its mission by:

- Fostering a respectful and supportive work environment for all lawyers and staff;
- Continuously seeking to increase the number of diverse lawyers and staff through targeted recruitment, retention and promotion programs;
- Creating and expanding upon programs to support, mentor and sponsor diversity;
- Arranging social, professional development and networking opportunities tailored to meet the needs of our diverse colleagues;

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- Managing and monitoring the allocation and quality of work assignments provided to diverse lawyers to maximize access/exposure to a wide variety of the Firm's clients and to the partners and leadership of the Firm; and
- Ensuring that lawyers and staff of varying backgrounds and perspectives are represented in leadership positions within the Firm.

Diversity Committee

The overall goal of the Diversity Committee is to ensure that Dickinson Wright's corporate culture is one of inclusion – at every level and in every aspect of the firm. Through the Diversity Committee, the firm's leadership recommends and implements strategies and practices consistent with our commitment to diversity. The Diversity Committee includes the Chairman of the firm, a member of the Management Group and several equity members with key client relationships. In addition, a member of the Diversity Committee serves on each of the firm's standing committees to ensure a continued focus on advancing our diversity goals.

We offer training and education throughout the firm on the importance of diversity and the role of each person in promoting an inclusive work environment that allows everyone to succeed.

Supporting Diversity in the Community

Our commitment to diversity goes beyond internal initiatives; we support diversity in the legal profession and in the community in general. In particular, we are committed to funding scholarships and supporting academic programs to recruit minority and female students into the legal profession. We firmly believe that it is our duty to look outside the firm and promote diversity: in bar organizations, community activities, with our clients and anywhere else where we can have an impact.

As part of our collaboration in the legal profession we signed the Managing Partners Diversity Collaborative Agreement between the Grand Rapids Bar Association and 12 other law firms to begin discussions on how to promote diversity and inclusion in our law firms and the Bar. The action plan will address these initial challenges:

- Increasing the number of lawyers of color in our organization;
- Improving the rate of retention and advancement of female lawyers and lawyers of color; and
- Expanding the pipeline of persons of color who enter law school and the legal profession.

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- b) Dickinson Wright intends for a team of its lawyers supporting the Monitorship to dedicate near full-time onsite work in Chicago for the first six months of the Monitorship. Dickinson Wright will make accommodations related to any out-of-town lawyers, as necessary, so as to make Dickinson Wright competitive with any local RFP submissions. Dickinson Wright is committed, throughout the term of the Monitorship, to make itself accessible on an “as needed” basis to the City, the CPD, and the Chicago community. The experience of the team recognizes the paramount importance of accessibility and transparency.
- c) Mr. Frenkel and Mr. Harvey bring specific monitorship experience to the representation. As noted above, Mr. Frenkel has served as retained counsel to two corporate monitors, and as a founding Director and Vice President of the International Association of Independent Corporate Monitors. Mr. Frenkel participated actively in the drafting of the international standards now in place at IAICM for corporate monitors. Mr. Harvey completed an engagement in 2018 of considerable profile and municipal sensitivity for the City of Louisville, Kentucky, functioning in a capacity equivalent to a monitor. The Mayor of Louisville, Kentucky retained Dickinson Wright, through Mr. Harvey, to conduct an internal investigation into alleged misconduct in the Louisville Police Department (LMPD). That investigation arose from allegations of sexual misconduct perpetrated by Louisville police officers against juvenile participants in the Boy Scouts of America Explorer program. The Explorer program allows young people who are interested in a law enforcement career to work with police officers in their day-to-day duties. The alleged pattern of misconduct extended back more than a decade. The allegations resulted in the indictment of two police officers, six civil suits against the Louisville Metro Government, and an ongoing federal criminal investigation. Dickinson Wright investigated the allegations of a cover up within LMPD and assessed the response to the allegations by the Metro Government. The year-long investigation culminated in the delivery of a 90-page report which included detailed findings and recommendations.
- d) Dennis Archer will serve as the Independent Monitor, and will be responsible overall for activities and work. Jacob Frenkel and Kerry Harvey will be responsible for day-to-day implementation for the monitorship. Katy Wood, Seth Waxman, Scott MacGriff, and Ryan Hart will work closely with Mr. Frenkel and Mr. Harvey, and will be responsible for carrying out many of the day-to-day program responsibilities.
- e) During the first six months of the monitorship, and throughout the engagement, Dickinson Wright intends to work collaboratively with the parties and in a cost-effective manner. During the first two weeks of the engagement, Dickinson Wright intends to meet with the parties and other stakeholders to assess the scope and degree of the issues. Based on the information gathered, Dickinson Wright will create a written strategic plan and time line with ascertainable and verifiable benchmarks. During the ensuing two to three months,

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Dickinson Wright will implement this plan while providing weekly, monthly, quarterly, and annual updates.

Qualifications

Policing and Law Enforcement Practices

The Dickinson Wright team has decades of combined experience with policing and law enforcement practices. In addition to Mr. Archer's extensive experience as Mayor of Detroit where he oversaw all aspects of the Detroit Police Department, the Dickinson Wright team is made up of six former federal prosecutors. Mr. Harvey was the U.S. Attorney for the Eastern District of Kentucky where he oversaw all aspects of that office. Mr. Frenkel, Mr. Waxman, Mr. MacGriff, and Mr. Hart all have years of experience working with law enforcement at the local, state, and federal levels as former federal prosecutors. Mr. Waxman in particular worked as a community prosecutor for five years in the U.S. Attorney's Office for the District of Columbia. In that role, Mr. Waxman was assigned to particular high-crime neighborhoods and tasked with working with community policing efforts to address neighborhood issues ranging from nuisance properties and trespassing to rampant drug dealing and murder. Mr. Waxman was also tasked with working with neighborhood and community leaders to address local concerns, including racial profiling, excessive use of force, and other police misconduct.

Monitoring

As discussed more fully above, Mr. Frenkel and Mr. Harvey bring specific monitorship experience to the representation. Mr. Frenkel has served as retained counsel to two corporate monitors, and is a founding Director and Vice President of the International Association of Independent Corporate Monitors. Mr. Frenkel participated actively in the drafting of the international standards now in place at IAICM for corporate monitors. Mr. Harvey completed an engagement in 2018 of considerable profile and municipal sensitivity for the City of Louisville, Kentucky, functioning in a capacity equivalent to a monitor. The Dickinson Wright team has extensive experience communicating with the public, law enforcement, and other municipal and state stakeholders. As Mayor of Detroit, Mr. Archer was responsible for communicating with his constituency about all matters affecting the citizens of Detroit and leading critical change for the city and its institutions. Mr. Frenkel, Mr. Harvey, and Mr. Waxman have each led significant investigations for both public and private entities, requiring written and oral communication with Boards of Directors, Audit Committees, Corporate Officers, Shareholders, Receivers, and various other stakeholders and officials.

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Demonstrated ability to collaborate with government entities, the City, CPD, and the State.

Mr. Archer's experience as Mayor of Detroit makes him uniquely qualified to adeptly collaborate with government entities, the City, CPD, and the State. The remainder of the team also has extensive experience working with law enforcement, government entities, and the other stakeholders. Further example of the experience of the team is the securities commission in the Republic of Indonesia (BAPEPAM) retained Mr. Frenkel to advise the Commission on its anti-money laundering and combating the financing of terrorism regulations, in order to enable Indonesia to come into compliance with OECD standards.

Law and Civil Rights

All of the members of Dickinson Wright have extensive legal experience. Mr. Archer and other members of the team have dealt directly and effectively with civil rights issues throughout their careers in the context of allegations of excessive police force and other community issues.

Experience working with various constituencies

Mr. Archer and the rest of the members of the team have worked with disparate constituencies throughout their career. Diversity issues, racial conflict, and related issues have all been at the forefront of Mr. Archer's career, as well as the other members of the Dickinson Wright team.

Knowledge of Chicago communities

As Mayor of Detroit, Mr. Archer had numerous opportunities to work with Chicago officials and observe the communities experiencing the most egregious issues. If selected for the monitorship, Dickinson Wright will enlist additional members to the team to expand our Chicago experience.

Project and Change Management

Mr. Archer and the Dickinson Wright team have extensive experience managing projects and implementing successful changes based on the desired needs and requirements.

Budgeting

Dickinson Wright will prepare a budget designed to meet the requirements set forth in the Consent Decree and is committed to designing and executing a budget within the \$3.2 million annual budget allocated for the monitorship. The efficiencies that the Dickinson Wright team

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brings is the reason for the firm's confidence in its ability to work within the pre-determined budget. The preparation and presentation of a thoughtful budget requires more comprehensive and direct input from the affected constituencies.

Data Analysis and Information Technology

Dickinson Wright works on the cutting edge of data analysis and information technology. We also team oftentimes with leading forensic accounting and investigative consultants to analyze large quantities of data.

Potential Conflicts of Interest or Bias

None

Proposed Activities and Methodology

Dickinson Wright will design a precise set of activities and methodology based on the Consent Order and input from the stakeholders. An effective monitorship is not static; rather it is an iterative process that responds to needs, feedback and objectives of the interested parties. Our broad experience mix and track-record will bring creativity, initiative and strategies designed to enable lasting results to implementation of the Order.

The general framework for Dickinson Wright's activities and methodologies will be as follows:

(1) In order to obtain, analyze and report information, Dickinson Wright, at the outset of the investigation, will collect documents relating to the issues raised in the consent decree. Dickinson Wright will seek written reports, complaints, emails, and other documents addressing excessive police force and the other issues addressed in the consent decree. Once the relevant documents have been collected, Dickinson Wright will analyze the information and create a time line of events, using computer software such as CaseMap. We will also create a "key issues" document and other documents to enable the team to properly assess the issues. While assembling key documents, Dickinson Wright will conduct interviews to further our understanding of the issues, which may lead to additional document requests. The documents and interviews will be used to create interim and final reports, along with powerpoints and other summary charts and graphs, which will be used to report information to the parties and other stakeholders.

(2) The collection of documents and witness interviews will continue on an ongoing and rolling basis. Dickinson Wright aims to provide weekly, monthly, quarterly, and annual reports to keep the principal stakeholders apprised of the status of the monitorship.

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(3) Mr. Frenkel, Mr. Waxman, Mr. MacGriff, and Mr. Hart will be primarily responsible for document collection and developing the time line of events. Mr. Frenkel and Mr. Harvey will be responsible, along with Mr. Waxman and Mr. MacGriff, for leading witness interviews. Together, the team will produce information to Mr. Archer, who will work with the team to create the necessary reports to the stakeholders.

(4) The volume of documents and interviews will impact directly project hours, assignments and steps. At a minimum, especially during the first two months, Dickinson Wright expects to devote at least 1,000 attorney hours for document collection/review and interviews. Most of that time will be spent in Chicago, with the assistance of local Chicago vendors.

(5) Dickinson Wright will provide the parties and CPD advance notice of any visits, interviews, and document requests. As former members of law enforcement, the Dickinson Wright team appreciates the need to allow the parties and CPD to continue with their regular duties during the course of the monitorship while minimizing disruption to law enforcement operations. Dickinson Wright will work diligently to maximize efficiency and minimize imposition, without compromising the independence and integrity of the work.

(6) To the extent practicable, Dickinson Wright will coordinate all of its activities, including monitoring, information gathering, and communication with the parties, CPD, and members of the community. Dickinson Wright believes transparency and inclusion constitute best practices, and to the extent such coordination does not interfere with the overall goals of the monitorship, Dickinson Wright will work diligently to coordinate among all the stakeholders.

Cost Estimates

Dickinson Wright will prepare a budget designed to adhere to the \$3.2mm annual budget for the engagement.

Communications

Mr. Archer has extensive experience communicating with key stakeholders in the Chicago community and domestic law enforcement. Mr. Frenkel has written reports to the United States Congress regarding the progress of a specially-constituted law enforcement investigation of public corruption. Mr. Frenkel also co-authored a (public and published) report of investigation to the United Nations Security Council in response to a United Nations Monitoring Group report critical of the financial management system in the Republic of Somalia. And, as referenced above, Mr. Frenkel solely authored a (public and published) report to the securities commission of the Republic of Indonesia (BAPEPAM) about the country's anti-money laundering and combating the financing of terrorism regulations as impacting the securities industry. Moreover, Mr. Frenkel, as well as other members of the team, either have authored or co-authored

Cara Hendrickson, Esq. and
Edward N. Siskel, Esq.
August 31, 2018
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comprehensive reports with findings and recommendations after conducting internal corporate investigations. Earlier this year, Mr. Harvey issued a public and published 90-page report to the Mayor of the City of Louisville with detailed findings and recommendations. Additionally, Mr. Archer, Mr. Frenkel, Mr. Harvey and Mr. Waxman all have extensive experience speaking to the media and community groups.

Conclusion

The Chicago Police Department's recruiting billboard, as observed this date by Mr. Frenkel while in Chicago, reads "Be the Change". Dickinson Wright's team has the unique experience mix to design, command the respect for constituents to embrace, and train for implementation "the Change". And, our complete independence enables both a fresh look from a perspective of a very deep and broad range of experience. Our team views this Independent Monitorship as an opportunity to contribute to effecting meaningful and lasting "Change" for the communities of and stakeholders within Chicago. Accordingly, we welcome your consideration of our expression of interest, and look forward to the opportunity to engage in further discussion to advance your selection process, one in which we are confident that our selection will achieve the objectives of the stakeholders and the Consent Order.

Very truly yours,

DICKINSON WRIGHT PLLC



Jacob S. Frenkel

BLOOMFIELD 999000-100 2170218v3



Dennis W. Archer

Chairman Emeritus DETROIT

Email: darcher@dickinsonwright.com

Phone: 313-223-3500

Fax: 844-670-6009

Prominent Assignments

Chairman, Dickinson Wright PLLC, 2002-2009

Chairman, Board of Directors, Detroit Regional Chamber, 2006-2007

President, American Bar Association, 2003-2004

Mayor of Detroit, 1994-2001

- President, National League of Cities

Associate Justice, Michigan Supreme Court, 1986-1990

Areas Of Practice

- Appellate
- Arbitrators, Mediators & Facilitators
- Commercial & Business Litigation
- Corporate
- Labor & Employment

Education & Credentials

Education

Western Michigan University
B.S., 1965

Bar Admission

Michigan, 1970

WWW.DICKINSONWRIGHT.COM

Detroit College of Law
J.D., 1970

District of Columbia, 1972

Acknowledgements

- 2016 ABA Medal Recipient, American Bar Association, August 2016
- Named among "100 Most Influential Black Americans," *Ebony* magazine, May 1984
- Named one of the "25 Most Dynamic Mayors in America" by *Newsweek* magazine, November 1996
- Named "Most Respected Judge in Michigan," *Michigan Lawyers Weekly*, April 1990
- Named among "100 Most Powerful Attorneys in the United States," *National Law Journal*, April 1985
- Named "Public Official of the Year," *Governing* magazine, November 2000
- Listed in Michigan Super Lawyers
- Listed in Best Lawyers in America

Professional Involvement

- American Bar Association: - President, 2003-2004 - Member, Board of Governors, 1999-2002
- National Bar Association:
 - President, 1983-1984
 - Life Member
- Former President, Wolverine Bar Association, 1979-1980
- Detroit Bar Association:
 - Member, Board of Directors, 1973-1975
 - Chairman, Young Lawyers Section, 1973-1975
- State Bar of Michigan: President, 1984-1985
- Associate Professor, Detroit College of Law, 1972-1978
- Adjunct Professor, Wayne State University Law School, 1984-1985
- Life Member, Sixth Circuit Judicial Conference
- Life Member of Fellows, American Bar Foundation and Life Member of Fellows, Michigan State Bar Foundation
- Fellow, International Society of Barristers

CURRICULUM VITAE

PERSONAL:

Name: Dennis Wayne Archer
Chairman & CEO, Dennis W. Archer PLLC
Chairman Emeritus, Dickinson Wright PLLC
500 Woodward Avenue, Suite 4000
Detroit, Michigan 48226-3425
(313) 224-3630 Phone
(313) 224-3598 Fax
darcher@dickinsonwright.com

Spouse: Trudy DunCombe Archer
Judge, 36th District Court, retired

Children: Dennis Wayne Archer, Jr.
Vincent DunCombe Archer

Grandchildren: Dennis W. Archer III
Chase Alexander Archer

EDUCATION:

1970 J.D. Detroit College of Law
1965 B.S. Western Michigan University

OCCUPATION:

2010- Chairman & CEO, Dennis W. Archer PLLC
2010- Chairman Emeritus, Dickinson Wright PLLC
2002-2009 Chairman, Dickinson Wright PLLC
2011-2016 Jefferies Global Senior Advisory Board
1994-2001 Mayor, City of Detroit, Michigan
1991-1993 Partner, Dickinson, Wright, Moon, Van Dusen & Freeman, Attorneys at Law
1986-1990 Associate Justice, Michigan Supreme Court
1973-1985 Shareholder, Charfoos, Christensen & Archer, P.C., Attorneys at Law
1984-1985 Adjunct Professor, Wayne State University Law School
1972-1978 Associate Professor, Detroit College of Law
1971-1973 Shareholder, Hall, Stone, Allen, Archer & Glenn, P.C., Attorneys at Law
1970-1971 Gragg & Gardner, P.C., Attorneys at Law
Admitted to Practice: All courts in Michigan; Federal District Court,
Eastern District; United States Court of Appeals, Sixth Circuit;
District of Columbia; and United States Supreme Court
1965-1970 Detroit Board of Education, Teacher, Learning Disabled
Duffield Elementary School 1967-1970
Bunche Elementary School 1965-1967

CORPORATE BOARD OF DIRECTORS:

2015- TopBuild
2011-2016 Progressus Therapy
2004-2016 The Infilaw System - Chair, National Advisory Board
2004-2016 MASCO Corporation
2002-2014 Johnson Controls Inc.
2002-2014 Compuware Corporation
1992-2005 North Carolina Mutual Life Insurance Company

NATIONAL COMMITTEES:

2015-2018 Senior Fellow, Litigation Counsel of America, Advisory Board
2014 National Association of Corporate Directors, Fellow
2013 International African American Museum, National Advisory Board
2009- National Democratic Party - At Large Member
2008- Bipartisan Policy Center, Co-Chair National Transportation Policy Project
2008- Skadden, Arps and City College of New York Honors Program Advisory Board
2005-2008 The Peter and Patricia Gruber Foundation Advisory Board
2000-2001 National League of Cities, President
2000 U.S. Department of Housing and Urban Development, National Task Force on Predatory Lending
1999-2000 National League of Cities, First Vice President
1999-2000 National Democratic Party, General Co-Chair
1999- AFL-CIO Working for America Institute, Board of Trustees
1998-2000 U.S. Department of Housing and Urban Development, Community Builders National Advisory Board
1998-2000 Fannie Mae
1998-1999 National Advisory Council
1998-2000 U.S. Department of Housing and Urban Development, Joint Center for Sustainable Communities Advisory Council
1997-2001 The United States Conference of Mayors, Trustee
1997- The Brookings Institution, Center on Urban and Metropolitan Policy, Advisory Board
1996-1997 National League of Cities, Community and Economic Development Policy Committee, Vice Chair
1996 1996 Democratic Convention Platform Committee, Co-Chair
1996-2001 National Conference of Democratic Mayors, President
1995-1996 National League of Cities, Election '96 Task Force
1995 National Committee on Crime Control and Prevention
1995 The United States Conference of Mayors, Entitlements Subcommittee of the Standing Committee on Urban Economic Policy, Chair
1994-1997 The United States Conference of Mayors, Advisory Board
1994-2001 National Conference of Black Mayors, Board of Directors
1994-2001 Intergovernmental Policy Advisory Committee of the United States Trade Representative
1994 The United States Conference of Mayors, Crime Bill Task Force

PROFESSIONAL AFFILIATIONS:

American Bar Association

Recipient of 2016 ABA Medal
Chair, Task Force on the Financing of Legal Education, 2014
Task Force on Preservation of the Justice System, 2010-2011
American Bar Association Representative to the United Nations, 2009-
Chair, ABA Center on Racial and Ethnic Diversity, 2005-2006
President, 2003-2004
President-Elect, 2002-2003
Board of Governors 1999-2002
State Delegate, 1990-2000
House of Delegates, 1979-
 Chair, Rules and Calendar Committee, 1990-1992
 Chairman, Drafting Committee, 1986-1988
 Past Chairs Advisory Committee, 2000-2001
Special Committee on Judicial Independence, 1997-1999
Consortium on Legal Services and the Public, 1991-1993
 Chair, Standing Committee on Legal Aid and Indigent Defendants
Chair, Section Officers Conference, 1988-1990
 Conference Planning Committee, 1987; Chair, 1988
Chair, Commission on Opportunities for Minorities in the Profession, 1986-1991
Section of Legal Education and Admissions to the Bar, Council Member, 1989-1995
 Task Force on Law Schools and the Profession: Narrowing the Gap, 1989-1991
 Task Force on Professional Skills Instruction, 1989-1991
 Law School Accreditation Committee, 1982-1988
Board of Editors, *ABA Journal*, 1988-1994
Task Force on Governance, 1990-1991
Resource Development Council, 1988-1991
Board of Editors, *The Practical Litigator*, 1989-1994
Judicial Administration Division
 Task Force on Opportunities for Minorities, 1987-1990
Section of Tort and Insurance Practice
 Task Force on Initiatives and Referendums, 1988-1991
General Practice Section
 Past Chairs Advisory Member, 2005-2006
 Chair, 1987-1988
 Chair-Elect, 1986-1987
 First Vice-Chairman, 1984-1985
 Executive Council, 1979-1985
 Chairman, CONSTABARS, 1983-1985
 Chairman, Survey Committee, 1982-1984
 Chairman, Delivery of Legal Services Committee, 1980-1983
 Vice-Chairman, Committee on Resolution 117, 1982-1983
 Vice-Chairman, Committee on Advocacy, 1979-1980
Individual Rights and Responsibilities Section, 1974-1988
Consortium on Legal Services and the Public, 1981-1983; 1984-1986
Task Force on Minorities in the Legal Profession, 1984-1986
Advisory Committee, American Prepaid Legal Services Institute, 1985
Consortium on Professional Competence, 1983-1984
Litigation Section, Trial Practice Committee, 1983-1984

Chairman, Special Committee on Prepaid Legal Services, 1981-1983
President, American Prepaid Legal Services Institute, 1982-1983
Lawyer Referral and Information Service Committee, 1978-1979
Special Committee to Survey Legal Needs, 1974-1978
Criminal Justice Section, 1974-1978
Young Lawyers Division
 Fellows Member
 Assembly Speaker, 1977-1978
 Assembly Clerk, 1976-1977
 National Director, 1975-1976
 Executive Council, 1974-1975
 Chairman, Committee for the Protection of Civil Liberties and Civil Rights, 1974-1975
 Editorial Board of *Barristers*, 1974-1975
The Fellows of the American Bar Foundation, Life Member

American Board of Trial Advocates (ABOTA)

National Board Member, 2003
Co-Chair, Membership Diversity Committee, 2003
Member, 2003-

American Judicature Society

Board of Directors, 1977-1981
Committee to Study Federal Judicial Selection, 1976-1977

Litigation Counsel of America - Trial Lawyer Honorary Society

Litigation Counsel of America Advisory Board, 2014-2015
Fellow, 2009-

National Bar Association

President, 1983-1984
President-Elect, 1982-1983
Special Assistant to the President, 1981-1982
 National Bar Association Self-Development Fund Proposal
 National Bar Association Affiliate Outreach Program Proposal
Member, Convention Committee, 1982 Annual Meeting
 Subcommittee Chairman, Ads & Exhibits Member
 501 C-3 Tax Exemption Committee, 1981-1982
Special Assistant to the President, 1980-1981
Deputy Regional Director, 1972
Life Member

State Bar of Michigan

Past Presidents' Advisory Council Committee, 2012
President, 1984-1985
President Elect, 1983-1984
Vice-President, 1982-1983
State Bar Commissioner, 3rd Circuit, 1976-1985

Executive Committee, State Bar Commissioners, 1977-1985
Representative Assembly, 1972-1985
Michigan Supreme Court Committee on State Bar Activities, 1984
Co-Chair Judicial Qualifications Committee, 1982-1984; Member, 1974-1980
Special Committee on Specialization, Advertising and Certification, 1977-1983
Professional Assistance Committee, United States District Court, Eastern District, 1980-1982
Chairperson, Delivery of Legal Services Committee, 1979-1982
Co-Chairperson, State Bar Standing Committee on Grievance, 1977-1978
Standing Committee on Lawyer's Assistance, 1977-1978

Wolverine Bar Association

President, 1979-1980
President-Elect, 1978-1979
Second Vice-Chairman, 1974-1975
Executive Board, 1972-1974; 1980-1981

Detroit Bar Association

Strategic Planning Committee, 1986-1987
Co-Chairperson, Public Advisory Committee, 1973-1978
Board of Directors, 1973-1975
Young Lawyers Section
 Chairman, 1973-1974
 Vice-Chairman, 1972-1973
 Secretary, 1971-1972

International Society of Barristers

Fellow

Thomas M. Cooley Club

Member

Sixth Circuit Judicial Conference

Life Member

Federal Circuit Bar Association

Member

CIVIC/COMMUNITY ACTIVITIES

Arts Commission, City of Detroit, 2011-2013
Chair, Board of Directors, Detroit Regional Chamber, 2006-2007
Western Michigan University, Board of Trustees, 2005-2012
Western Michigan University, Chair, Board of Trustees, 2011-2012
Dean's Advisory Board, University of Detroit Mercy, 2005-2008
First Vice President and Chair Mackinac Policy Conference, Detroit Regional Chamber, 2005-2006
Board of Directors, Detroit Regional Chamber, 2002-2009

Board of Directors, Henry Ford Health Systems, 2002
 Executive Committee, The Economic Club of Detroit, 1996-
 Board of Directors, Young Men's Christian Association of Metropolitan Detroit, 1991-1993
 Member and Trustee, Community Foundation for Southeastern Michigan, 1989-2008
 Board of Directors, United Way for Southeastern Michigan, 1991-1995
 Board of Trustees, Olivet College, 1991-1994
 Vice Chairman, Board of Directors, Michigan Cancer Foundation, 1987-1993
 Board of Directors, Michigan Cancer Foundation, 1985-1992
 Board of Governors, Comprehensive Cancer Center of Metropolitan Detroit, 1985-1990
 Board of Directors, The Economic Club of Detroit, 1987-
 Board of Directors, The Bar-Levav Educational Association, 1988-1990
 Old Newsboys' Goodfellow Fund, 1980-
 Board of Trustees, Detroit College of Law, 1985-1987
 Millionaires Club, Museum of African-American History
 Community Advisory Board, Omni International Hotel, Detroit, 1985-1986
 Board of Directors, Metropolitan Detroit Convention & Visitors Bureau, 1983-1986
 Detroit College of Law 50th Anniversary Commission, 1986
 Member, Detroit Chamber of Commerce, 1984-1985
 Finance Committee, Carl Levin for U.S. Senate Re-Election, 1984
 Legal Advisor, "Good Afternoon Detroit," WXYZ-TV (ABC), 1982-1984
 Board Member, State Board of Ethics, State of Michigan, 1979-1983
 Board of Directors, Legal Aid and Defenders Association of Detroit, 1980-1982
 Campaign Director, George W. Crockett, Jr., U.S. Congress, 13th District, 1980, 1982
 Host "Inside Straight," WJLB-FM 98 Radio, 1981-1982
 Executive Finance Committee, Donald W. Riegle for U.S. Senate Re-Election, 1982
 Finance Committee, James J. Blanchard for Governor of Michigan, 1982
 Finance Committee, William Lucas for Wayne County Executive, 1982
 General Counsel, Re-Election of Coleman A. Young for Mayor, City of Detroit, 1981
 Campaign Director, Shirley Robinson Hall, Clerk, City of Detroit, 1981
 Co-Chairman, Metropolitan Detroit Community Coalition for the Democratic Party, 1979-1980
 Secretary, Detroit School District, United States District Court Monitoring Commissioner, 1978
 Director, Detroit Get-Out-The-Vote Campaign, Michigan Democratic Party, 1978
 Detroit Taxi Cab Commission, 1976-1978
 Campaign Manager, Coleman A. Young for Mayor of Detroit, 1977
 Host, "Issues," WXYZ-TV (ABC), 1974-1976
 Campaign Manager, Samuel C. Gardner, Judge of Recorder's Court, 1972
 Metro Campaign Manager, Richard H. Austin for Secretary of State, 1970
 NAACP, Life Member

PUBLICATIONS

Author, "Financing Transportation in America," Public Sector Digest, Fall 2012
 Address, "On the Importance of Lawyers," International Society of Barristers, Vol. 40, No. 2, April 2005
 Author, "Remarks by Dennis Archer at The University of Alabama School of Law, Farrah Law Society
 Banquet, February 27, 2004," *The Journal of the Legal Profession*, Vol. 28, No. 1, Spring 2004
 Author, "Inspiring Confidence Through Diversity," *The European Lawyer*, Issue 34, Dec 2003/Jan 2004
 Author, "The Value of Diversity: What the Legal Profession Must/Should do to Stay Ahead of the Curve,"
South Dakota Law Review, Vol. 48, Issue I, 2003
 Member, National Research Council Policy Division, Committee on Harnessing Science and Technology
 for America's Economic Future which published "*Harnessing Science and Technology for
 America's Economic Future*," 1999
 Address, "The Lesson of Detroit, Never Underestimate a City," *Vital Speeches of the Day*, March 1998

Mayoral Inaugural Address, *Vital Issues - The Journal of African American Speeches*, Vol. IV, No. 1 & 2, 1994
Author, "Challenges Facing Urban America," *The Urban Lawyer*, Vol. 26, No. 2, Spring 1994
Co-Author, "Guaranteeing Liberty and Justice for All," *Interwoven Destinies, Cities and the Nation*, 1993
Author, "The Importance of Law Reviews to the Judiciary and the Bar," *Detroit College of Law Review*, Vol. 1, Spring 1991
Author, "Developing a Successful Minority Counsel Program," *acca Docket*, The Journal of the American Corporation Counsel Association, Vol. 6, No. 3, Summer 1988
Author, "Prepaid Legal Services . . . An Idea Whose Time Has Come," *Detroit College of Law Review*, Vol. 4, Winter 1983
Author, "Blackballed -- A Case Against Private Clubs," *Barrister*, Summer 1983
Co-Author, "Prepaid Grows Up - A Benefit Whose Time Has Come," *Barrister*, Winter 1982
Co-Author, "Alternative Financing of Legal Services to the Poor," *Michigan Bar Journal*, Vol. 61, No. 9, September 1982
Contributor, *Final Report of the Special Committee to Survey Legal Needs*, American Bar Association, 1978
Author, "Criminal Exposure of Physician Assistants," *The Journal of Legal Medicine*, Vol. 3, No. 10, November/December 1975
Author, "Criminal Lawyers be Prepared - Court Reflecting Mood of Country," *The Detroit Lawyer*, Vol. 42, No. 1, January 1974

LECTURES

Distinguished Speaker Series, Haworth College of Business, Western Michigan University, October 2012
Resident Fellow, Harvard University Institute of Politics, John F. Kennedy School of Government, September 2010
Distinguished Jurist-in-Residence Program, St. John's University School of Law, October 2008
James P. White Lecture, Indiana University School of Law, October 2003
Gunderson Lecture, University of South Dakota Law School, April 2002
Distinguished Speaker Series, Haworth College of Business, Western Michigan University, March 1997
William K. McNally Memorial Lecture, University of Michigan School of Business Administration, January 1996
ICLE Seminar, Winning Advocacy Techniques at the Appellate Level, December 1990
Thomas F. Ryan Lecture, Georgetown University Law Center, November 1990
1990-91 Kormendy Lecture, Ohio Northern University School of Law, April 1990
Distinguished Jurist-in-Residence, Hamline University School of Law, October 1989
Fifth Annual NAACP Clarence M. Mitchell, Jr. Memorial Lecture, July 1989
Lecturer - "Public Policy--Legislators and the Obligation of the Bar," Georgia Trial Lawyers Association, March 1988
Martin Luther King-Cesar Chavez-Rosa Parks Visiting Professor, Northern Michigan University, September 1987
Mellon Lecture, University of Pittsburgh School of Law, January 1986

HONORARY DEGREES

Honorary Doctor of Laws, Michigan State University - December 2016
Honorary Juris Doctor, Phoenix School of Law, May 2011
Honorary Doctor of Laws, State University of New York - University at Albany, May 2008
Honorary Doctor of Laws, New York Law School, May 2008
Honorary Associate in Arts & Sciences, Schoolcraft College, May 2006
Honorary Doctor of Laws, The University of Akron, May 2005
Honorary Doctor of Laws, University of Connecticut School of Law, May 2004

Honorary Doctor of Laws, Temple University, May 2004
 Honorary Doctor of Laws, Stetson University College of Law, December 2003
 Honorary Doctor of Laws, Nova Southeastern University, May 2003
 Honorary Doctor of Laws, John Marshall School of Law, June 2002
 Honorary Doctor of Laws, University of Baltimore School of Law, May 2002
 Honorary Doctor of Laws, Wayne State University Law School, May 2002
 Honorary Doctor of Humane Letters, Siena Heights University, May 2000
 Honorary Doctor of Laws, Hamline University, May 2000
 Honorary Doctor of Laws, Marygrove College, May 1997
 Honorary Doctor of Education, Madonna University, May 1997
 Honorary Doctor of Laws, Aquinas College, May 1996
 Honorary Doctor of Laws, Olivet College, May 1994
 Honorary Doctor of Public Service, Eastern Michigan University, April 1994
 Honorary Doctor of Laws, University of Michigan, April 1994
 Honorary Doctor of Laws, Gonzaga University, May 1991
 Honorary Doctor of Laws, The John Marshall Law School, January 1991
 Honorary Doctor of Laws, University of Detroit School of Law, May 1988
 Honorary Doctor of Laws, Detroit College of Law, January 1988
 Honorary Doctor of Laws, Western Michigan University, April 1987

SPECIAL ACHIEVEMENTS/HONORS

Named in "Living Legends" section of "Detroit 500 The Most Powerful Business Leaders in Metro Detroit" by *DBusiness Detroit's Premier Business Journal* 2018
 Named (#13) "100 Most Connected Detroit Businesspeople," *Crain's Detroit Business*, September 28 - October 4, 2015
 Listed in "2015 Most Influential Black Lawyers," *Savoy* magazine, March 2015
 The Litigation Counsel of America, Peter Perlman Service Award, January 2014
 The Order of the Rising Sun, Gold Rays with Neck Ribbon, by the Japanese government, June 2013
 Listed in "2013 Top Rated Lawyers in Appellate Law," *American Lawyer Media & Martindale-Hubbell*, June 2013
 Listed in "2013 Top Rated Lawyers in Commercial Litigation," *American Lawyer Media & Martindale-Hubbell*, March 2013
 Listed in "2009-2013 Editions of The Best Lawyers in America," *Best Lawyers*
 Minority Corporate Counsel Association Lifetime Achievement Award, September 2012
 Listed in "3000 Leading Lawyers in America, *Lawdragon*, February 2011
 American Lawyer Lifetime Achievement Award, *The American Lawyer*, October 2009
 "100 Managing Partners You Need to Know," *Lawdragon*, July 2008
 "50 Most Influential Minority Lawyers in America," *National Law Journal*, May 2008
 NAACP Lifetime Achievement Award, April 2008
 Richard B. Baxter Trial Lawyer of the Year Award, Michigan Chapter ABOTA, November 2007
 Lawdragon 500 Leading Lawyers in America, *Lawdragon*, November 2006
 National Bar Association, Lawyers' Committee for Civil Rights Under Law, Distinguished Civil Rights Advocate Award, August 2006
 Michigan's Extraordinary African-American Achievers, *Corp!* magazine, February 2005
Metro Exposure, "ME's Best Dressed Men of 2005," Vol. II, Issue 5
Style magazine, 20 Stylemakers, September-October 2005
 Named one of ten Michigan Lawyers of the Year for 2004, *Michigan Lawyers Weekly*, 2004
 Named one of the "Top 10 Lawyers of 2003" by *Lawyers Weekly USA*, 2003
Ebony magazine's "57 Most Intriguing," November 2002
 Silver Beaver Award, Boy Scouts of America, February 2001
 "Public Officials of the Year," *Governing* magazine, November 2000

"Detroit: A Business Renaissance in Motown," *Black Enterprise* magazine, June 1998
 Award of Excellence and named 1998 Newsmaker of the Year, *Engineering News-Record*, 1998
 "The 25 Most Dynamic Mayors in America," *Newsweek*, November 1996
 "1996 Constructor of the Year," The Associated General Contractors of America, Greater Detroit Chapter
 "50 Great Americans," Marquis Who's Who, Spring 1996
 Spirit of Excellence Award, American Bar Association, Center for Policy Alternatives, 1996
 "50 Great Americans," Marquis Who's Who Golden 50th Edition, Winter 1995/96
 Washington Bar Association, Charles Hamilton Houston Medallion of Merit, May 1995
 Alpha Award of Merit, Alpha Phi Alpha Fraternity, Inc., August 1994
Ebony magazine, Detroit . . . Dennis Archer Replaces Coleman Young, February 1994
The National Law Journal, 100 Most Influential Lawyers In America, March 1991
 Wade Hampton McCree Award - Federal Bar Association, Detroit Chapter, December 1990
 Named "Most Respected Judge in Michigan," *Michigan Lawyers Weekly*, April 1990
 Recipient of Histadrut Menorah Award, Afro-Asian Institute of Israel, 1989
 Distinguished Achievement Award, Tuskegee Airmen, October 1989
 Man of the Year Award, Optimist Club of Central Detroit, 1989
 "Dennis W. Archer Drive," street named on campus, Western Michigan University, 1989
 Distinguished Alumni Award, Detroit College of Law, December 1988
 C. Francis Stradford Award, National Bar Association, August 1988
 D. Augustus Straker Award, Wolverine Bar Association, 1986
 Spirit of Detroit Award, April 1986
 Man of the Year Award, Police Officer's Association of Michigan, 1986
 Probity Merit Award, Quinn Chapel A.M.E. Church, Cassopolis, Michigan, 1986
 Distinguished Achievement Award, National Association for the Advancement of Colored People,
 Detroit Branch, November 1985
 Community Service Award, Detroit Urban Center, December 1985
 Outstanding Citizen Award, Sportsman Big 10 Club, 1985
The National Law Journal, 100 Most Powerful Attorneys in the United States, April 1985
Ebony magazine, 100 Most Influential Black Americans, May 1984, 1994-2000
 Western Michigan University Distinguished Alumnus Award, 1982
 Co-Winner, American Bar Association Personal Finance Annual Appellate Court Argument, 1976

CLUBS AND ORGANIZATIONS

100 Black Men, Detroit Chapter
 Sigma Pi Phi - Iota Boulé
 Alpha Phi Alpha Fraternity, Inc.
 The Association
 The Detroit Guardsmen

Revised: June 2018



Jacob S. Frenkel

Member and Chair of Government Investigations & Securities Enforcement
WASHINGTON, D.C.

Email: jfrenkel@dickinson-wright.com

Phone: 202-466-5953

Fax: 844-670-6009

Clients hire Jacob because his aggressive, tenacious, creative and proactive strategies often put the other side on its heels, and because he gets successful results in investigations and litigation. Jacob has secured superior results for his securities enforcement, white-collar criminal defense, FCPA and internal and government investigations clients. Jacob brings his experience and outstanding reputation, including for creative strategies and solutions, to the defense of investigations, litigation strategy and governance counseling. Jacob's clients view him as a trusted advisor who understands the needs of their business.

A former Senior Counsel in the SEC's Division of Enforcement, US federal criminal prosecutor of corruption and financial crimes and New Orleans Assistant District Attorney, Jacob has practiced in the private sector for 17 years. He has obtained favorable results for individuals, including auditors and attorneys, and for corporations and their officers, directors and other senior officials in federal and state securities, financial crimes, FCPA, export, government contracts, public corruption, and other government investigations, including Inspector General investigations.

Jacob conducts internal investigations for public and non-public companies and represents officers, directors and employees in internal investigations. He successfully defends parties in white collar criminal investigations by federal and state authorities, and investigations by securities regulators, stock exchanges and capital markets self-regulatory organizations. Jacob practices regularly before all offices of the SEC, the Department of Justice's Fraud Section, United States Attorneys' Offices throughout the country, FINRA, state securities regulators, and the Public Company Accounting Oversight Board (PCAOB). His clients consistently cite his ability to take challenging facts, advocate effectively and secure very favorable outcomes - cost effectively.

Jacob is retained as an expert witness in high stakes litigation. He frequently appears in national and local print and broadcast media commenting on white collar, securities and governance issues. His clients find his media experience of particular value in managing the public policy and public relations aspects of their legal matters.

Jacob is not admitted to practice in the District of Columbia.

Prominent Assignments

Securities Enforcement Defense

- Persuaded the SEC not to bring an enforcement action against the CEO and CFO of a NYSE-listed company with a billion dollar market cap after forensic auditors reported financial fraud;
- Persuaded the SEC not to bring an enforcement action, against the CEO of a digital media company in an SEC investigation, beginning at the Wells submission (post-Wells Notice) stage;
- Persuaded the SEC not to bring an enforcement action against the CEO of a NASDAQ-listed diverse holding company in an SEC investigation of insider trading associated with a PIPE and open-market transactions;
- Represented an independent credit ratings agency (NRSRO) and its CEO in a SEC Administrative Proceeding, filed a lawsuit against the SEC in United States District Court to move the case to federal court, and successfully resolved the cases on behalf of the clients.

White-Collar Criminal Defense

- Secured no charges for Chairman, CEO and Controller of New York Stock Exchange-listed healthcare industry company in a federal criminal investigation and a parallel SEC investigation;
- Successfully negotiated no charges being filed against the CEO of an offshore company in the sale of industry-specific electronic devices governed by the Export Administration Regulations (EAR);
- Negotiated favorable resolution in criminal prosecution for conflicts of interest and ethics violations of a prominent US Government scientist;
- Negotiated favorable resolution with DOJ Antitrust Division, National Criminal Enforcement Section, in criminal prosecution of two government contractors and their CEO for antitrust, fraud and false statements violations.

Internal Investigations – Domestic and International

- Conducted shadow internal investigation for Board of Directors of New York Stock Exchange-listed company in textiles industry and disproved all investigative findings of a Special Committee by finding exculpatory and corroborating evidence that had been ignored by Special Committee's forensic team;
- Led internal investigation for Audit Committee of New York Stock Exchange-listed real estate development company and discovered possible corruption of municipal government official;

- Conducted internal investigation for Audit Committee of NASDAQ-listed infrastructure company into allegations of embezzlement in overseas operations of and possible corrupt payments in high-risk jurisdictions;
- Led internal investigation for high profile not-for-profit organization to address allegations of misuse of corporate assets by senior corporate official.

International Anti-Corruption and Multi-Lateral Development Bank

- Argued before World Bank Sanctions Board on behalf of two non-US based international high-tech companies accused of conflict of interest and corruption;
- Advised Indonesian Securities Commission (BAPEPAM) on Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) compliance and regulations, and delivered comprehensive written analysis and recommendations;
- Represented Middle Eastern public figure in a US DOJ investigation of corruption, enabled client to avoid appearing at trial in the Middle East and secured no charges in the US;
- Conducted internal investigation on behalf of African Government and refuted damaging report by United Nations Monitoring Group.

Expert Witness

- Produced pivotal substantive report in federal civil litigation relating to a restatement of public company financial statements and the conduct of SEC investigations;
- Provided critical expert rebuttal testimony for a law firm and counsel in a state civil legal malpractice lawsuit regarding claims of legal malpractice against prominent firm and attorney in a securities investigation;
- Produced compelling substantive expert report on applicability of Sarbanes-Oxley Act and FCPA in state civil whistleblower litigation relating to company's conduct in Asia;
- Delivered persuasive expert report, prepared cross examination of opposing expert witness and testified as an expert at trial before arbitral tribunal in international arbitration in the hedge fund industry regarding the applicability of SEC pay-to-play regulations.

Areas Of Practice

- Government Investigations & Securities Enforcement
- Commercial & Business Litigation
- Gaming & Hospitality
- Securities

Education & Credentials

Education

Tulane University Law School

J.D., 1984

Tulane University College of Arts and Sciences

B.A., Public Policy, 1981

Bar Admission

Louisiana

Maryland

Professional Involvement

- Board of Directors, International Association of Independent Corporate Monitors, 2015 – Present

Community Involvement

- Audit Committee of Board of Directors, Jewish Federation of Greater Washington, 2006 – Present
- Audit Committee of Board of Directors, United States Youth Soccer Association, 2015 – Present

Publications/Presentations

- Co-Author, “Marijuana Money Challenges Nevada Casinos’ Anti-Money Laundering Compliance,” Chambers and Partners’ Global Gaming & Licensing Guide, October 2017



Seth B. Waxman

Member WASHINGTON, D.C.

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Seth is a preeminent and nationally recognized white collar criminal defense attorney and frequent legal commentator on major national news events. As a Dickinson Wright partner, Seth handles the firm's most challenging and high profile criminal cases, ranging from the Flint Water crisis to complex internal investigations for Fortune 500 companies. Prior to joining Dickinson Wright, Seth worked for 13 years as a federal prosecutor in the United States Attorney's Office for the District of Columbia where he led hundreds of complex white collar and violent crime prosecutions. Seth also worked for 7 years in two leading international law firms located in Manhattan and Washington DC, defending white collar criminal cases.

Seth is a seasoned trial lawyer, having been lead counsel in more than sixty jury trials, thirty bench trials, and fifteen matters on appeal. His practice covers a wide range of financial crimes and public corruption matters, including health care fraud, Foreign Corrupt Practices Act (FCPA) cases, environmental crimes, whistleblower matters, securities fraud, cybersecurity, Ponzi schemes, gaming matters, and other cases involving charges of conspiracy, wire/mail fraud, bank fraud, bribery, money laundering, and related charges. Seth also leads complex internal investigations for companies, educational institutions, tax-exempt associations, and other business entities.

Seth is sought after for his expert legal analysis. He regularly appears on CNN, MSNBC, Fox, and other television networks. He also authors opinion pieces for leading national news publications and is often quoted on various legal issues. Samples of Seth's news appearances and writings can be viewed in the "Insights" section of this web-page or on Seth's Twitter account: [@sethwaxman](https://twitter.com/sethwaxman)

With more than two decades of experience handling high profile sensitive criminal matters, Seth prides himself on tirelessly fighting for his clients to protect their rights and restore their reputations.

Prominent Assignments

WWW.DICKINSONWRIGHT.COM

- Environmental Crimes: Represented a senior Michigan state official in the Flint, Michigan water crisis criminal prosecution
- Foreign Corrupt Practices Act (FCPA): Represented an alleged middleman in what was publicized as the “World’s Largest Bribery Scheme,” involving Unaoil
- Health Care Fraud:
 - Represented a doctor investigated for paying health care practitioners bribes in exchange for patient referrals
 - Represented a pharmacy sales representative investigated for paying bribes to doctors in exchange for compounding cream prescriptions
 - Represented specialty pharmacy owners in an embezzlement matter
 - Represented the owner of a durable medical equipment company alleged to have improperly inflated Medicare/Medicaid claims
 - Investigated a non-profit charter school for submitting millions of dollars in false claims to Medicaid for special education services
- Internal Investigation:
 - Conducted an internal investigation into commercial bribery for an investment adviser that managed over \$1 billion in assets.
 - Conducted an internal investigation into accounting fraud and the improper realization of assets for a publicly traded, Fortune 500 company.
 - Conducted an internal investigation into accounting fraud and the misuse of corporate funds for a publicly traded company.
 - Conducted an internal investigation into the misuse of association funds and hostile work environment for an international association.
- Whistleblower: Represented an employee in a whistleblower matter relating to the employer’s failure to maintain and properly protect classified information
- Securities Fraud:
 - Represented the Chief Financial Officer of a publicly traded company that allegedly engaged in improper revenue recognition and securities fraud.
 - Represented the Chief Executive Officer of a closely held company that allegedly engaged in conduit municipal bond securities fraud.
- Gaming: Investigated an international money laundering conspiracy involving an internet gambling payment processor
- Ponzi Schemes: Prosecuted a \$100 million Ponzi scheme involving on-line advertising
- Other matters:

- Represented the band NSYNC in a contract dispute relating to an IMAX production of the band's concerts
- Prosecuted the Delafield Mob for RICO and a wide range of illegal activities, including five murders, twenty-two attempted murders, narcotics offenses, and weapons offenses
- Represented Chinese national charged with illegally exporting elephant ivory from the United States to China
- Represented nuclear power plants and numerous states in a dispute with the Department of Energy over the storage of spent nuclear fuel

Areas Of Practice

- White-Collar Criminal Defense
- Government Investigations & Securities Enforcement

Education & Credentials

Education

Florida State University

B.S., 1992

University of Virginia School of Law

1996

- Law Review

Bar Admission

New York

District of Columbia

Acknowledgements

- Listed in *The Best Lawyers in America*

Publications/Presentations

- Interviewed on Law360 Podcast Pro Say, "In depth analysis of Manafort and Cohen convictions," August 25, 2018 ([Click to Listen](#))
- Quoted in The Atlantic, "Manafort and Trump's Pardon Pattern," August 24, 2018 ([Click to Read](#))
- Interviewed on MSNBC, "Allen Weissleberg's and David Pecker's immunity deals," August 24, 2018 ([Click to View](#))

- Interviewed on MSNBC, “Michael Cohen’s plea and POTUS’s criminal exposure for campaign finance violations,” August 23, 2018 ([Click to View](#))
- Interviewed on CNN, “Trump states that cooperation with the government should be illegal,” August 23, 2018 ([Click to View](#))
- Interviewed on CSPAN and took calls from audience, “Manafort guilty verdict and Cohen plea,” August 23, 2018 ([Click View](#))
- Interviewed on NBC Nightly News with Lester Holt, “California Congressman Duncan Hunter indicted on illegal use of campaign contributions,” August 23, 2018 ([Click to View](#))
- Quoted in The Hill, “Pardon carries risk for both Trump and Manafort,” August 23, 2018 ([Click to Read](#))
- Interviewed on Hardball on MSNBC, “President Trump’s criminal exposure for campaign finance violations,” August 22, 2018 ([Click to View](#))
- Quoted in The Hill, “Mueller investigation gains momentum,” August 22, 2018 ([Click to Read](#))
- Interviewed on CNN on the Lead with Jake Tapper, “Michael Cohen’s guilty plea and the President’s legal exposure,” August 22, 2018 ([Click to View](#))
- Quoted in Huffington Post, “Cohen and Manafort convictions trouble for Trump,” (August 22, 2018) ([Click to Read](#))
- Interviewed on the Hill TV Rising with Professor Jonathan Turley, “Manafort and Cohen convictions,” August 22, 2018 ([Click to View](#))
- Interviewed by the Canadian Broadcast Company (CBC), “Manafort guilty verdict,” August 21, 2018 ([Click to View](#))
- Interviewed on MSNBC on The Beat with Ari Melber, “After Manafort’s guilty verdict, how does Manafort’s next case look,” August 21, 2018 ([Click to View](#))
- Interviewed on Bloomberg TV as the Manafort verdict was returned and Michael Cohen pleaded guilty, August 21, 2018 ([Click to View](#))
- Quoted in The Hill, “Trump’s tweets raise questions about why Manafort Jury isn’t sequestered,” August 20, 2018 ([click to read](#))
- Quoted by ABC News, “5 points from the Manafort Trial,” August 20, 2018 ([click to read](#))
- Interviewed on Bloomberg TV, “Day 3 of the Manafort Trial and White House Counsel Don McGahn meets with prosecutors for 30 hours,” August 20, 2018 ([click to view](#))
- Interviewed on MSNBC on The Beat with Ari Melber, “Jury deliberations continue in the Manafort Trial,” August 17, 2018 ([Click to View](#))
- Quoted in The Hill, “Manafort Jury Deliberations Begin,” August 15, 2018 ([click to read](#))
- Interviewed on CNN, “Does FBI Agent Peter Strzok have legal grounds to challenge his

dismissal,” August 13, 2018 ([Click to View](#))

- Interviewed on MSNBC, “Assessing Giuliani’s changing narrative,” August 13, 2018 ([Click to View](#))
- Interviewed on The Beat on Ari Melber on MSNBC, “Should Roger Stone be concerned about jail?” August 13, 2018 ([Click to View](#))
- Interviewed on NPR, “Delay in the Manafort trial and contempt charge against Roger Stone associate,” August 12, 2018 ([Click to Listen](#))
- Interviewed on CNN, “The dance over potential Trump testimony is a sham on both sides,” August 9, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Congressman Christopher Collins indicted on Insider Trading Charges,” August 8, 2018 ([Click to View](#))
- Opinion piece in The Hill, “One Side must Give in Push and Pull Between Manafort Judge and Prosecutors,” August 8, 2018
- Interviewed on MSNBC, “Prosecution introduces evidence that Manafort was facing grave financial difficulties,” August 8, 2018 ([Click to View](#))
- Interviewed on Bloomberg TV, “Update on the Manafort Trial and Mueller investigation,” August 8, 2018 ([Click to View](#))
- Interviewed on PBS Newshour, “As Rick Gates details Manafort’s alleged financial crimes, defense tries to erode his credibility,” August 7, 2018 ([Click to View](#))
- Interviewed on Bloomberg Radio, “Update on the Manafort trial and Mueller investigation,” August 7, 2018
- Quoted by the Raw Story, “The types of crimes Trump and his associates could be charged with,” August 6, 2018
- Interviewed on MSNBC, “What types of crimes could Trump and his associates have committed?” August 6, 2018 ([Click to View](#))
- Interviewed on Legal Faceoff on WGN Radio Chicago, discussing the Manafort Trial and Mueller investigation, August 3, 2018 ([Click to Listen](#))
- Interviewed on MSNBC, “Does Trump truly want to meet with Mueller?” August 2, 2018 ([Click to View](#))
- Interviewed on Hardball on MSNBC, “Trump tells Sessions he should remove Mueller,” August 1, 2018 ([Click to View](#))
- Interviewed on CNN, “Is Manafort Going to Cut a Deal?” August 1, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Trump and Giuliani step up attacks on Mueller and Cohen,” July 30, 2018 ([Click to View](#))

- Interviewed on NPR, “Preview of Manafort Virginia Trial,” July 30, 2018 ([Click to Hear](#))
- Interviewed on MSNBC, “Michael Cohen’s legal strategy,” July 6, 2018 ([Click to View](#))
- Interviewed on The Beat with Ari Melber on MSNBC, “Why is Mueller adding more prosecutors to his team,” July 5, 2018 ([Click to View](#))
- Interviewed on CNN with Wolf Blitzer, “Can the NY Attorney General’s civil lawsuit against Trump also support criminal charges?” June 14, 2018 ([Click to View](#))
- Interviewed on The Beat with Ari Melber on MSNBC, “Does Michael Cohen’s split with his lawyers mean he’s cooperating with law enforcement?” June 13, 2018 ([Click to View](#))
- Interviewed on CNN with Wolf Blitzer, “Is the President’s pardon power unlimited?” June 1, 2018 ([Click to View](#))
- Interviewed on Hardball with Chris Matthews on MSNBC, “Trump issues pardon to D’Souza and forecasts much more: Martha Stewart, Blagojevich,” May 31, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Trump pardons illegal campaign contributor Dinesh D’Souza. Is Trump sending a message?” May 31, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Did Rosenstein help cover up the reason for Comey’s firing?” May 31, 2018 ([Click to View](#))
- Interviewed on Hardball with Chris Matthews, “Does Trump’s “Spygate” attack undermine DOJ and the rule of law?” May 24, 2018 ([Click to View](#))
- Interviewed on CNN with Wolf Blitzer, “Is President Trump’s “SpyGate” theory doing damage to the United States and what’s his endgame?” May 23, 2018 ([Click to View](#))
- Interviewed on The Beat with Ari Melber on MSNBC, “Breaking News of Manafort’s estranged son-in-law cooperating with law enforcement,” May 17, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Giuliani Says Mueller Interview of President May be Drawing Closer,” May 17, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Senate Judiciary Committee’s release of testimony relating to the June 2016 Trump Tower meeting; Denial of Manafort’s motion to dismiss the Washington DC indictment,” May, 16, 2018 ([Click to View](#))
- Interviewed on CNN, “Donald Trump Jr.’s Congressional Testimony about June 2016 Trump Tower meeting,” May 16, 2018 ([Click to View](#))
- Interviewed on The Beat with Ari Melber on MSNBC, “Trump’s former lawyer criticizes Rudy Giuliani; Avenatti’s possible conflict of interest; Scope of Mueller’s mandate,” May 15, 2018 ([Click to View](#))
- Interviewed on Hardball with Chris Matthews on MSNBC, “Why Were Mueller’s Questions for President Trump Leaked,” May 1, 2018 ([Click to View](#))
- Seth Waxman’s Opinion Piece on CNN.com, “Mueller’s Real Questions for Trump Will be Much

Tougher,” May 1, 2018 ([Click to View](#))

- Interviewed on MSNBC, “Is the President Distancing Himself from Michael Cohen,” April 26, 2018 ([Click to View](#))
- Interviewed on Sirius Radio Steele & Ungar Show, “Seth Waxman’s NY Daily News Op/Ed Piece Covering the Primary Charge Mueller May be Pursuing: Bribery,” April 26, 2018
- Interviewed on The Beat with Ari Melber on MSNBC, “Breaking News Coverage on Michael Cohen pleading the 5th,” April 25, 2018 ([Click to View](#))
- Interviewed on The Best with Ari Melber on MSNBC, “Special Report on Seth Waxman’s NY Daily News Op/Ed Piece Covering the Primary Charge Mueller May be Pursuing: Bribery,” April 24, 2018 ([Click to View](#))
- Interviewed on CNN, “Will Michael Cohen Flip on the President,” April 23, 2018 ([Click to View](#))
- Interviewed on CNN, “How Prosecutors Flip Potential Cooperators such as Michael Cohen,” April 23, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Will Michael Cohen Flip on the President,” April 11, 2018 ([Click to View](#))
- Interviewed on Sirius Radio’s Steele & Ungar Show, “FBI raid on Michael Cohen and other Russia related matters,” April 11, 2018
- Interviewed on MSNBC, “Was FBI Raid on Cohen Politically Motivated,” April 10, 2018 ([Click to View](#))
- Interviewed on CNN, “Procedures Prosecutors Use to Obtain Search Warrants for Attorneys,” April 10, 2018 ([Click to View](#))
- Quoted in Bustle, “How Long Will Hope Hicks’ Loyalty Last?” April 3, 2018 ([Click to view](#))
- Interviewed on MSNBC, “Stormy Daniels and President’s Pardon Power,” March 29, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Potential Pardon Floated to Paul Manafort and Michael Flynn,” March 28, 2018 ([Click to View](#))
- Interviewed on MSNBC, “President’s Difficulty Hiring Criminal Defense Counsel,” March 27, 2018 ([Click to View](#))
- Seth Waxman’s Opinion Piece in Law360, “Show Me the Money: The Answer to Trump Bribery Questions,” March 26, 2018 ([Click to View](#))
- Quoted by ABC News and the Sinclair Broadcast Group in Article, “Former DNI Clapper accused of 'inconsistent testimony' about media contacts,” March 23, 2018 ([Click to View](#))
- Seth Waxman’s opinion piece in the New York Daily News, “Another arrow in Mueller’s quiver: The special counsel would be wise to focus on a criminal law few people have so far

discussed,” March 22, 2018 ([Click to View](#))

- Interviewed on CNN, “Trump Attacks Former FBI Deputy Director McCabe,” March 19, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Mueller Subpoenas Trump Organization Potentially Crossing Red Line,” March 15, 2018 ([Click to View](#))
- Interviewed on MSNBC, “What is the Proper Scope of Mueller’s Investigation,” March 1, 2018 ([Click to View](#))
- Interviewed on CNN, “Hope Hicks’ White Lies and whether Jared Kushner is Compromised,” February 28, 2018 ([Click to View](#))
- Interviewed on MSNBC, “More on Hope Hicks and Rick Gates’ Plea Deal,” February 28, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Rick Gates’ Plea Deal and Pressure on Paul Manafort,” February 23, 2018 ([Click to View](#))
- Daily Beast Opinion based on Seth Waxman’s Legal Analysis, “The Law that Could Take Down Trump,” February 23, 2018 ([Click to View](#))
- Seth Waxman’s Opinion Piece in The Hill, “Mueller is Playing Chess, Not Checkers,” February 23, 2018 ([Click to View](#))
- Interviewed by The Hill, “Why Richard Gates is a key player in the Mueller probe,” February 23, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Does Trump’s Failure to Hold Russians Accountable Indicate he May be Compromised,” February 19, 2018 ([Click to View](#))
- Interviewed on CNN, “The Impact of Rick Gates Cooperating with the Special Counsel Against Paul Manafort,” February 19, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Mueller Indicts 13 Russians and 1 U.S. Citizen for Tampering with 2016 Election,” February 16, 2018 ([Click to View](#))
- Interviewed on MSNBC, “Further Analysis on Russian Indictments,” February 16, 2018 ([Click to View](#))
- Interviewed on Sirius Radio Steele and Ungar Show, “Further Analysis on Russian Indictments,” February 16, 2018
- Interviewed on MSNBC, “The Impact of the Nunes Memo on the Russia Investigation,” February 3, 2018 ([Click to View](#))
- Interviewed on CNN, “Does FBI Deputy Director Andrew McCabe’s Resignation fit into an Obstruction Case against the President,” January 30, 2018 ([Click to View](#))
- Interviewed on Fox, “Obstruction Evidence in the Russia Investigation,” January 28, 2018

(Click to View)

- Interviewed on MSNBC, “Trump’s Reversal on Meeting with Robert Mueller for an Interview,” January 11, 2018 (Click to View)
- Interviewed on CNN, “Will Robert Mueller interview the President in connection with the Russia investigation,” January 8, 2018 (Click to View)
- Interviewed on MSNBC Ari Melber show, “Trump’s Obstruction can be Charged as Part of Conspiracy,” January 5, 2018 (Click to View)
- Interviewed on MSNBC Craig Melvin Show, “Steve Bannon claims Russian Trump Tower Meeting was Treasonous and Unpatriotic,” January 3, 2018 (Click to View)
- Quoted in The Hill article, “Ex-federal prosecutor: Mueller would sue if Trump tries to fire him,” December 19, 2017
- Interviewed on MSNBC Ari Melber Show, “Growing Right Wing Push to Oust Mueller,” December 18, 2017 (Click to View)
- Interviewed on MSNBC Ari Melber Show, “Trump’s Defense to Russia Investigation,” December 15, 2017 (Click to View)
- Interviewed on Fox News, “Michael Flynn Indicted in Russia Probe,” December 1, 2017 (Click to View)
- Interviewed on Fox News, “Additional analysis on Michael Flynn’s Indictment for Lying to the FBI,” December 1, 2017 (Click to View)
- Co-Author, “Marijuana Money Challenges Nevada Casinos’ Anti-Money Laundering Compliance,” Chambers and Partners’ Global Gaming & Licensing Guide, October 2017
- Interviewed on Fox News, “Trump/Russia Investigation: Indictment Imminent,” October 30, 2017 (Click to View)
- Interviewed on Fox News, “Can Donald Trump and Other Elected Officials Restrict Access to their Twitter and Facebook Pages,” August 2, 2017 (Click to View)
- Interviewed on Fox News, “Donald Trump Jr.’s Colluding with the Russians,” July 17, 2017 (Click to view)
- Quoted in Foreign Corrupt Practices Act Report regarding bribe payments by the Sands Casino to Chinese officials, “Nine Months After SEC Settlement, Las Vegas Sands Pays \$7M Penalty to Bring DOJ Investigation to a Close,” March 1, 2017
- Interviewed on Fox News, “Was White House Chief of Staff Reince Priebus’s contact with the FBI regarding the FBI’s investigation into Russia’s involvement in the U.S. Presidential election illegal or otherwise improper,” February 24, 2017 (Click to view)
- Keynote Speaker, Public Contracting Institute, Foreign Corrupt Practices Act Presentation, September 28, 2016

- Quoted in CNBC article relating to Hillary Clinton's improper handling of classified information, "What happens if you lie to Congress," July 7, 2016 ([Click to view](#))
- Interviewed on Fox News, "Orlando Shooter's Wife may be Criminally Responsible," June 15, 2016 ([Click to view](#))
- Quoted in Foreign Corrupt Practices Act (FCPA) publication, "How Nortek and Akamai Escaped SEC and DOJ Prosecution for Chinese Bribery," June 15, 2016
- Interviewed on CNBC, "Insider Trading Web," May 19, 2016 ([Click to view](#))
- Interviewed in Law360, "Dickinson Wright Nabs White Collar, Securities Pro From DOJ," May 17, 2016



Kerry B. Harvey

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Kerry has deep experience in leading legal teams tasked with solving complex problems. As U. S. Attorney for the Eastern District of Kentucky, Kerry placed special emphasis on financial fraud, healthcare fraud, and public corruption. Under his leadership his office made record False Claims Act recoveries and prosecuted groundbreaking healthcare fraud cases. He served for three years on the Attorney General's Advisory Committee and served as Co-Chair of the U.S. Attorney's Healthcare Fraud Working Group. Kerry served the Commonwealth of Kentucky as General Counsel of its Cabinet for Health and Family Services and Acting Inspector General. As the Commonwealth's top healthcare lawyer, he represented Kentucky in reimbursement methodology litigation, certificate of need matters, and licensing issues.

Kerry's private practice experience includes representation of healthcare providers, financial institutions and public officials. He served on the Board of Director's of Kentucky's largest owner/operator of hospitals, as well as publicly traded financial institutions. In addition to extensive litigation experience, Kerry advised a number of businesses as outside general counsel concerning compliance, governance, and regulatory issues.

Prominent Assignments

Negotiated innovative \$195 million settlement of Medicaid Rate Appeals filed by more than sixty Kentucky hospitals

Represented Commonwealth of Kentucky in CRIPA litigation directed at state owned facilities

One of the leaders of team that earned CMS recertification of state owned ICF/MR facility

Appointed by Attorney General Eric Holder to Attorney General's Advisory Committee

Served on National Heroin Task Force

Co-Chair, United States Attorneys' Healthcare Fraud Working Group

Led efforts resulting in record False Claims Act recoveries in the Eastern District of Kentucky

Areas Of Practice

- Government Investigations & Securities Enforcement
- White-Collar Criminal Defense
- Commercial & Business Litigation
- Health Care

Education & Credentials

Education

Murray State University

B.S.

University of Kentucky College of Law

J.D.

- with High Distinction
- Order of the Coif

Bar Admission

Kentucky

Acknowledgements

- Listed in *Best Lawyers in America*
- United States Secret Service Director's Honor Award

Professional Involvement

- Kentucky Bar Association
- American Inns of Court
- National Association of Former U.S. Attorneys

Publications/Presentations

- Co-Author, "[Prescription For Fraud: Government Enforcement Activities in Compounding Pharmacies](#)," Healthcare Michigan, November 2017

- "[Preserving Rural Healthcare in Kentucky](#)," Medical News, The Business Healthcare, May 22, 2017
- "Department of Justice Priorities in Healthcare Fraud," Kentucky Health Law Institute, Lexington, Kentucky, October 11, 2016
- "Building a Successful False Claims Act Practice in a United States Attorney's Office," Affirmative Civil Enforcement Conference, National Advocacy Center, Charleston, South Carolina
- "Detecting and Prosecuting Financial Fraud," Kentucky Society of Certified Fraud Examiners, Louisville, Kentucky, 2015
- "Kentucky's Opioid Crisis," Kentucky Statewide Healthcare Fraud Task Force Meeting, Frankfort, Kentucky, September 2016
- Author, "Responding to the Heroin Crisis: Two Initiatives from the Eastern District of Kentucky," The Bulletin (Department of Justice Publication) September 2016



Ryan K. Hart

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Ryan K. Hart represents companies and individuals facing high-risk criminal and civil litigation. Ryan focuses his practice on litigation pertaining to white-collar criminal defense, government and internal investigations, international anti-corruption and financial matters, and commercial disputes.

Before joining Dickinson Wright, Ryan worked as an Assistant United States Attorney in the Western District of Pennsylvania and as an Assistant State's Attorney in the Major Investigations Unit of the Baltimore City State's Attorney's Office. During his time as a prosecutor, Ryan exhibited his skills as a formidable trial attorney winning more than 45 trials. He supervised intricate multi-defendant cases and investigations that implicated significant financial transactions, criminal syndicates, and multiple jurisdictions. While in Major Investigations, Ryan led the Baltimore City Police Department Northern District's Violent Repeat Offender Initiative targeting the Northern District's "most wanted." Prior to joining the State's Attorney's Office, Ryan served as the judicial law clerk to the Honorable Timothy J. McCrone of the Howard County Circuit Court in Maryland.

Clients turn to Ryan because they value working with a seasoned litigator who gets successful results. As a former federal criminal prosecutor and Baltimore City Assistant State's Attorney, Ryan understands the subtleties required to effectively handle complex investigations, high-stakes negotiations, and complicated trials. Ryan's efficient and aggressive approach, combined with his creative tactics, enable him to quickly solve clients' problems in a cost-effective manner.

Areas Of Practice

- Commercial & Business Litigation
- Government Investigations & Securities Enforcement
- White-Collar Criminal Defense

Education & Credentials

Education

Middlebury College

B.A., International Politics & Economics and German, 2007

- *magna cum laude*

Georgetown University Law Center

J.D., 2011

- Georgetown University Law Center Scholar
- Barrister's Council, Trial Advocacy Division

Bar Admission

District of Columbia

Maryland

Pennsylvania

Publications/Presentations

- "Quantifying Hate: The Evolution of German Approaches to Measuring 'Hate Crimes'," with Middlebury Professor of Political Science Erik Bleich, *German Politics*, Vol. 17, No. 1, March 2008, pp.63-80



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Clients look to Scott's experience as a seasoned trial attorney with the Department of Justice, and prior Firm experience when it comes to complex legal problems. Scott has first-chaired countless complex litigation matters, and has argued a significant number of matters before both Federal and State trial and appellate courts.

Scott's recent work at the Department of Justice not only involved government contract trials and related procurement fraud prosecution, as well as customs/importation fraud prosecutions, but also direct, meaningful and significant experience working with the most senior United States, International, Afghan, and military officials, in an international context. Recently, Scott completed a 36 month deployment to Afghanistan on behalf of the Department of Justice, including an 18 month tour as the Justice Attaché for the United States. As Justice Attaché, Scott led the office of the Justice Attaché in an active conflict zone, and was responsible for managing the Department's international criminal investigations and international capacity building efforts in Afghanistan.

Scott previously clerked For the Hon. James L. Ryan, United States Court of Appeals for the Sixth Circuit.

Scott is not admitted to practice in the District of Columbia.

Prominent Assignments

Represent the United States against claims filed by government contractors in excess of several billion dollars, and prosecute related fraud claims. Cases involved various and numerous federal agencies (e.g., the Department of Defense and its subcomponents, NASA, Department of Commerce and General Services Administration), and related to, for example, procurement of defense related systems and supplies, construction of government facilities (in the United States and abroad), subcontractor issues, operational services, services contracts, leases, and takings claims.

Argue appeals in the United States Court of Appeals for the Federal Circuit related to for example, government contract cases, Merit Systems Protection Board decisions, and Armed Services Board of Contract Appeals decisions.

Successfully expanded and clarified the scope and authority of the United States to prosecute claims under 19 U.S.C. § 1592, in *United States v. Trek Leather Inc., et al*, 781 F.Supp. 2d 1306, *affm'd en banc* , 767 F.3d 1288 (Fed. Cir. 2014).

Address Foreign Corrupt Practices Act (FCPA) issues while serving as Justice Attaché to Afghanistan. Assist clients with thoughtful, strategic and timely resolutions to issues involving the Foreign Agents Registration Act (FARA), the International Trafficking in Arms Regulations (ITAR), and the Export Administration Regulations (EAR) including items appearing on the Commerce Control List.

Led the operational and capacity building efforts of the United States, through the Department of Justice, by working with allies, international military coalition leaders, and senior Afghanistan government officials related to Afghan criminal justice system. Efforts included prosecution of terrorism, counter-narcotics, corruption offenses, and judicial, prosecutorial and investigative capacity building initiatives.

Areas Of Practice

- Government Investigations & Securities Enforcement
- Government Contracts
- Commercial & Business Litigation
- Appellate
- Disadvantaged Business Enterprises

Education & Credentials

Education

Wentworth Military Academy

Associate of Arts

- Honor Roll distinction
- Awarded National Superior Cadet Award from United States Department of Defense

University of Michigan

B.G.S., 1990

Bar Admission

Michigan

University of Detroit Mercy School of Law

J.D., 1996

- Magna Cum Laude.
- Frank Murphy Honor Society
- Law Review: Editorial Board, Article and Book Review Editor
- Moot Court Board of Directors
- National Constitutional Law Competition Team, National Trial Team
- American Inns of Court

Professional Involvement

- Michigan Bar Association

COURT ADMISSIONS

- Federal District Court for the Eastern District of Michigan
- Federal District Court for the Western District of Michigan
- Federal District Court for the Central District of Illinois
- United States Court of Federal Claims
- United States Court of International Trade
- United States Court of Appeals for the Sixth Circuit
- United States Court of Appeals for the Federal Circuit

Publications/Presentations

- April 2017 – Washington D.C.: Conducted Public Contracting Institute webinar: *Just Out, Conversations With A Former DOJ Attorney*
- N'Djamena, Chad: Help create workshop program for regional west African prosecutors, investigators and judges from the Lake Chad Basin including Benin, Cameroon, Chad, Niger and Nigeria. Presentations will focus on developing non-military or concurrent alternatives to the regional criminal activities of Boko Haram. Through presentation and small group exercises the program is designed to examine deficiencies in domestic legislation, as well as related

authorities and procedures necessary for an effective counterterrorism regime in order to create realistic, effective and achievable action plans for each country. The program contemplates regional or bi-lateral follow-up engagements.

- November 2015 – Philippines (Cebu and Mindanao): Philippine criminology and law professors, and Ministry of Higher Education officials. Present on techniques: investigation techniques, case development and the technique of teaching the investigation techniques. Also co-present on trafficking in persons as a way to advance curriculum on non-traditional crimes, particularly those associated with transnational syndicates.
- August 2015 – Washington D.C.: Afghanistan Judicial and Law Enforcement Officials. Present on counterterrorism investigations and prosecutions in the United States.
- July 2015 - Malta: Presented at Foreign Terrorist Fighter Prosecutor Program Implementing the Global Counterterrorism Forum Good Practices to Address the Foreign Fighter Threat: Prosecuting Foreign Terrorist Fighter (FTF) Cases. The program brought together judges and prosecutors from Burkina Faso, Benin, Cameroon, Chad, Guinea, Niger, and Senegal, along with US and UN experts, for a week long workshop to discuss common challenges in bringing FTF prosecutions. Relevant regional topics discussed included intelligence and military sources, forensics, vulnerable victims, cooperating defendants, and international evidence. The program culminated in a multipart hypothetical problem during which the prosecutors, in smaller groups, tackled the issues discussed during the workshop within the framework of a realistic fact scenario.
- June 2015 – Washington D.C.: Presented Iraq and Afghanistan War Zone Detention & Prosecution Experiences to judicial, prosecutorial and law enforcement officials from Niger.
- January 2015 – Kabul, Afghanistan: Organized and presented historic first all-female legal conference at the Afghan Supreme Court: twenty-one female Afghan judges, prosecutors and investigators attended two-day conference focused upon the seven step investigative process.
- November 2014 – New Delhi, India: Organized and presented at seven day international legal conference attended by senior Afghan officials from Supreme Court, Attorney General's Office, Ministry of the Interior, National Directorate of Security, High Office of Oversight and Corruption, Kabul Bank Receivership, and Financial Intelligence Center. Presentations included: International Asset Tracking; Afghan Conspiracy Law; Afghan Money Laundering and Counterterrorism Financing Laws; Seven Step Process; case workshop.
- November 2014 – Kabul, Afghanistan: Presented International Asset Tracking to Judges, prosecutors and investigators of the Counter-Narcotics Justice Center.
- September 2014 – Parwan, Afghanistan: Taught two day seven-step investigative course for 100 provincial judges and prosecutors, as well as counterterrorism judges and prosecutors at the Justice Center in Parwan.
- 2012 – 2013 – Afghanistan: Taught varied seminars on best practices in the context of Afghan law to Afghan law enforcement professionals.



Kathryn S. Wood

Member and South Region Labor & Employment Practice Group Co-Chair

TROY

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Prominent Assignments

Employment Discrimination/Harassment/Retaliation/Whistleblower Claims:

- Represented Clients in single and multi-plaintiff actions alleging violations of federal and state civil rights laws, at both trial court and appellate level.
- Successful defense of public institution on 14th Amendment and 1981 claims involving rights of privacy (obtained Sixth Circuit opinion, on issue of first impression, affirming summary judgment).
- Successful defense of attempted class actions (each resulting in denial of class certification).
- MDCR and EEOC claim defense, including position statements, mediation and conciliation.
- Extensive experience regarding joint-employer obligations and liabilities.

Employment Counseling and Litigation Prevention on issues including:

- Document/personnel file retention and production issues
- FMLA
- Discipline and termination issues;
- ADA/ disability accommodation obligations;
- Email and internet policies and privacy rights;
- Pre-employment and employee drug testing;
- Enforceability of arbitration clauses in employment agreements; and
- Enforceability of contractually limited statute of limitations period.

Experience in conducting harassment/discrimination investigations.

Defamation Claims:

- Represented numerous clients in prosecuting and defending defamation claims.
- Obtained numerous retractions of defamatory statements prior to commencement of litigation, including an internationally disseminated retraction from Reuters.
- Experience in prosecuting "John Doe" actions, where defamatory material is posted anonymously on internet chat room sites.

Representative Clients

- AT&T Inc.
- DuPont
- Ford Motor Company
- Magna Powertrain, Inc.
- MGM Grand Detroit
- Target Stores

Areas Of Practice

- Appellate
- Business Torts
- Commercial & Business Litigation
- Class Action
- Labor & Employment
- Libel & Slander
- Non-Compete & Anti-Solicitation Agreements

Education & Credentials

Education

University of Michigan

Bar Admission

Michigan

B.G.S., 1990

University of Michigan Law School

J.D., 1995

Acknowledgements

- Michigan Super Lawyers, 2008-present
- Best Lawyers in America, 2009-present
- Recognized as Recommended Lawyer by The Legal 500, 2017

Professional Involvement

- American Bar Association (Section of Labor and Employment Law, Equal Opportunity Committee)
- Federal Bar Association
- Detroit Bar Association
- Defense Research Institute (DRI)

Community Involvement

- VIP Mentoring, Trustee (2003-present)
- Franklin Community Preschool, Board Member (1999-2000)
- University of Michigan Student Funded Fellowship, Board Member (1994-95)

Publications/Presentations

- Employment Litigation in Michigan, Second Edition (ICLE), Chapter Author, "Discrimination Claims"
- Michigan Business Torts (ICLE), Contributing Chapter Author, "Defamation"
- Employment Litigation in Michigan, First Edition (ICLE), Chapter Author, "Title VII and Related ELCRA Claims"
- Inside the Minds -- Employment Discrimination Lawsuits, Chapter Author, "Effective Employer Strategies in Employment Discrimination Litigation", Aspatore Books, 2008

- Employment Discrimination Law, Fourth Edition (ABA), Contributing Chapter Author, "Unions"
- Labor and Employment Lawnotes, Volume 17.N.2 "The New Wave in Employment Litigation: Family Responsibilities Discrimination".